

MAYOR

George B McGill

CITY ADMINISTRATOR

Carl E Geffken

CITY CLERK

Sherri Gard

BOARD OF DIRECTORS

Ward 1 - Jarred Rego

Ward 2 - Andre' Good

Ward 3 - Lavon Morton

Ward 4 - George Catsavis

At-Large Position 5 - Christina Catsavis

At-Large Position 6 - Kevin Settle

At-Large Position 7 - Neal Martin

AGENDA

Fort Smith Board of Directors

SPECIAL MEETING & STUDY SESSION

August 27, 2024 ~ 6:00 p.m.
Blue Lion
101 North 2nd Street
Fort Smith, Arkansas

THIS MEETING IS BEING TELECAST LIVE AT THE FOLLOWING LINK:
https://fortsmithar.granicus.com/ViewPublisher.php?view_id=1

SPECIAL MEETING

(Unanimously called by the Board of Directors at the August 20, 2024 regular meeting)

ROLL CALL

PRESENTATION BY MEMBERS OF THE BOARD OF DIRECTORS OF ANY ITEMS OF BUSINESS NOT ALREADY ON THE AGENDA FOR THIS MEETING *(Section 2-37 of the Fort Smith Municipal Code)*

ITEMS OF BUSINESS - SPECIAL MEETING

1. Resolution authorizing the submission of a grant application to the U.S. Department of Transportation for funding through the Safe Streets and Roads for All Grant Program *(Grand Avenue) ~ Tabled to a special meeting called for August 27, 2024 at the August 20, 2024 regular meeting ~ (City Administrator)*
2. Resolution authorizing the submission of a grant application to the U.S. Department of Transportation for funding through the Safe Streets and Roads for All Grant Program *(Park Avenue and Kinkead Avenue) ~ Tabled to a special meeting called for August 27, 2024 at the August 20, 2024 regular meeting ~ (City Administrator)*

ADJOURN

STUDY SESSION

CALL TO ORDER

ITEMS OF BUSINESS - STUDY SESSION

1. Discussion regarding Consent Decree modification (*City Administrator*)
2. Presentation regarding Canopy Northwest Arkansas Program (*City Administrator*)
3. Annual report regarding Future Fort Smith Comprehensive Plan (*Planning & Zoning*)
4. Review preliminary agenda for the September 3, 2024 regular meeting (*City Clerk*)

ADJOURN



Board of Directors Special Meeting Called for August 27, 2024

MEDIA NOTIFICATION

August 21, 2024

At the City of Fort Smith Board of Directors August 20, 2024 regular meeting, the Board unanimously and collectively tabled consideration of two (2) resolutions to a special meeting called for 6:00 p.m., Tuesday, August 27, 2024 at the Blue Lion, 101 North 2nd Street. The items are provided as follows:

- *Resolution authorizing the submission of a grant application to the U.S. Department of Transportation for funding through the Safe Streets and Roads for All Grant Program (Grand Avenue)*
- *Resolution authorizing the submission of a grant application to the U.S. Department of Transportation for funding through the Safe Streets and Roads for All Grant Program (Park Avenue and Kinkead Avenue)*

The regularly scheduled study session set for the same date, time, and location will convene immediately following adjournment of the above noted special meeting.

Once finalized, the Agenda Board Packet for the special meeting and study session will be uploaded to the City of Fort Smith website, www.fortsmithar.gov. When accomplished, Notice of same will be distributed in like manner.

Sherri Gard, MMC
City Clerk
479-784-2207
sgard@fortsmithar.gov

POWERED BY





MEMORANDUM

TO: Carl Geffken, City Administrator
CC: Jeff Dingman, Deputy City Administrator & Maggie Rice, Deputy City Administrator
FROM: Chris Hoover, Grants & Government Relations Manager
DATE: August 15, 2024
SUBJECT: Safe Streets and Roads for All Grant Program - Grand Avenue

SUMMARY

Created through the Bipartisan Infrastructure Law through, the Safe Streets and Roads for All (SS4A) grant program was established to provide discretionary grants to local, regional, and tribal communities for planning, demonstration, and implementation activities as part of a systematic approach to prevent deaths and serious injuries on the nation's roadways. The City of Fort Smith will be submitting an application for a planning grant that will provide for a shovel ready plan that will help improve the safety, efficiency, and reliability of active transportation networks along Grand Avenue in Fort Smith.

ATTACHMENTS

1. [8-20-2024_Item_ID_1151_Grants__Grand.pdf](#)

GRANT NAME: *Safe Streets and Roads for All Grant Program*
GRANT AGENCY: *United States Department of Transportation*

RESOLUTION NO. _____

RESOLUTION AUTHORIZING THE SUBMISSION OF A GRANT APPLICATION TO THE U.S. DEPARTMENT OF TRANSPORTATION FOR FUNDING THROUGH THE SAFE STREETS AND ROADS FOR ALL GRANT PROGRAM

WHEREAS, the Board of directors understands that Safe Streets and Roads for All Grant Program funds are available for application; and

WHEREAS, The City of Fort Smith understands that federal-aid funds are available for this project on a reimbursable basis, requiring work to be accomplished and proof of payment prior to actual monetary reimbursement; and

WHEREAS this project, using federal funding, will be open and available for use by the general public and maintained by the applicant for the life of the project; and

WHEREAS, this grant will provide for supplemental planning activities that will improve the safety efficiency, and reliability of active transportation in Fort Smith.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE CITY OF FORT SMITH THAT:

The City Administrator is hereby authorized to submit an application to the Safe Streets and Roads for All Grant Program through the United States Department of Transportation for supplemental planning activities on Grand Avenue on a 80% federal participation and 20% local match.

This Resolution adopted this 20th day of August 2024.

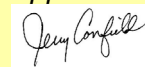
APPROVED:

Mayor

ATTEST:

City Clerk

Approved as to Form:



No Publication Required



MEMORANDUM

TO: Carl Geffken, City Administrator

CC: Jeff Dingman, Deputy City Administrator & Maggie Rice, Deputy City Administrator

FROM: Chris Hoover, Grants & Government Relations Manager

DATE: August 15, 2024

SUBJECT: Safe Streets and Roads for All Grant Program - Park Avenue and Kinkead Avenue

SUMMARY

Created through the Bipartisan Infrastructure Law through, the Safe Streets and Roads for All (SS4A) grant program was established to provide discretionary grants to local, regional, and tribal communities for planning, demonstration, and implementation activities as part of a systematic approach to prevent deaths and serious injuries on the nation's roadways. The City of Fort Smith will be submitting an application for a planning grant that will provide for a shovel ready plan that will help improve the safety, efficiency, and reliability of active transportation networks along Park Avenue and Kinkead Avenue in Fort Smith.

ATTACHMENTS

1. [8-20-2024_Item_ID_1160_Grants__Park_and_Kinkead.pdf](#)

GRANT NAME: *Safe Streets and Roads for All Grant Program*

GRANT AGENCY: *United States Department of Transportation*

RESOLUTION NO. _____

RESOLUTION AUTHORIZING THE SUBMISSION OF A GRANT APPLICATION TO THE U.S. DEPARTMENT OF TRANSPORTATION FOR FUNDING THROUGH THE SAFE STREETS AND ROADS FOR ALL GRANT PROGRAM

WHEREAS, the Board of directors understands that Safe Streets and Roads for All Grant Program funds are available for application; and

WHEREAS, the City of Fort Smith understands that federal-aid funds are available for this project on a reimbursable basis, requiring work to be accomplished and proof of payment prior to actual monetary reimbursement; and

WHEREAS, this project, using federal funding, will be open and available for use by the general public and maintained by the applicant for the life of the project; and

WHEREAS, this grant will provide for supplemental planning and demonstration activities that will improve the safety efficiency, and reliability of active transportation in Fort Smith.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE CITY OF FORT SMITH THAT:

The City Administrator is hereby authorized to submit an application to the Safe Streets and Roads for All Grant Program through the United States Department of Transportation for supplemental planning and demonstration activities on Park Avenue and Kinkead Avenue on a 80% federal participation and 20% local match.

This Resolution adopted this 20th day of August 2024.

APPROVED:

Mayor

ATTEST:

City Clerk

Approved as to Form:



No Publication Required



MEMORANDUM

TO: Honorable Mayor and Board of Directors
FROM: Carl E. Geffken, City Administrator
DATE: August 27, 2024
SUBJECT: Discussion regarding Consent Decree modification

SUMMARY

The City of Fort Smith entered into a Consent Decree (CD) with the United States Department of Justice (DOJ) and the United States Environmental Protection Agency (EPA) on January 2, 2015 to eliminate 22 direct outfalls into the Arkansas river and to address systemic wet- and dry-weather sanitary system overflows (SSO). The outfalls allowed water and rain that exceeded the capacity of the pipes due to wet-weather events to flow directly into the Arkansas river. Those direct outflows were removed in early 2015. The wet-weather SSO's are caused by a lack of cleaning of sewer pipes, pipe defects, pipes that are undersized, and inflow & infiltration (I&I) that permits ground water and rain to enter the sewer system. Dry-weather SSO's are caused by a lack of cleaning of sewer pipes, pipe defects, and pipes that are undersized, the same causes as wet-weather SSO's but one of the main reasons for dry-weather SSO's is fats, oils, and grease (FOG) that build up in the sewer pipes when they are poured down a household drain.

Fort Smith was notified that it would be entering into a CD in about 2003. After that date and before 2015, Fort Smith spent \$12 million building sewer holding tanks (i.e. the tanks visible from the corner of Jenny Lind and Zero Streets) to hold 10 million gallons of sewerage. Fort Smith also spent \$39 million building equalization basins to store up to 55.5 million gallons of sewerage. After January 2, 2015, the City began the required CD work, estimated to cost \$410 million. The Board of Directors passed sewer rate increases in June 2015, to take effect July 1, 2015, January 1, 2016, and January 1, 2017 that raised sewer rates 167%. Other rate increases were planned but not approved, however the rate increases were deemed sufficient at that time to pay for the CD.

Between 2015 and 2019, Fort Smith completed the required work and met all the deadlines required by the CD. \$87 million was spent on CD work during this period.

In 2017, Fort Smith noted that the actual conditions it was finding underground were worse than what was estimated when the CD was approved. This raised the projected cost to the point where additional revenues were needed. Fort Smith and its consultants calculated the increase in costs and the impact it would have on sewer rates. The calculations began the process of requesting a modification based on language in the CD that states an additional five years will be added to the term of the CD if the required rates will be equal to or in excess of 2.5% of Fort Smith median household income (MHI). By 2020, the additional five years was granted due to Fort Smith's work that showed the rates would need to exceed 2.5% of MHI.

2019 was the year of the historic flood that adversely affected Fort Smith and the rest of the State situated along the Arkansas river. The flood damaged over 270 homes, impacted Fort Smith businesses, and it damaged or destroyed 10 sewer pump stations. Fort Smith built temporary pumping facilities at each of the 10 pump stations to maintain operations and began the design and engineering process to replace them. The City also worked with FEMA to receive reimbursement. Once the design and engineering were completed, Fort Smith notified EPA in July 2021 that funds dedicated for CD work would need to be spent to rebuild the pump stations. The pump station work was completed in 2023 and Fort Smith received the FEMA reimbursement in December 2023.

COVID began to affect the United States in April 2020 and many areas were in lock down to reduce the spread of the disease. Fort Smith was unable to find contractors to work between 2020 and 2022 due to COVID, further setting the City back on meeting deadlines. After COVID subsided, supply chain problems increased construction and construction supply prices by upwards of 100%. This impacted Fort Smith's ability to contract with available funds.

The voters approved a 5/8% sales and use tax in 2022 with the funds dedicated to CD work after the prior 3/4% sales and use tax to pay for water and sewer bonds ended. The 5/8% sales and use tax limited future sewer rate increases to 0% in 2023 through 2025, and no more than 3.5% increases in 2026 through 2030. The funds generated by this sales tax have permitted many CD projects to move forward.

DOJ, EPA, and the Fort Smith met at EPA Region 6 headquarters in April 2022 to review Fort Smith's and DOJ's financial models and negotiate a path forward, specifically the total additional time to be added the term of the CD. DOJ and EPA offered the original five years plus an additional three years, resulting in an end date of January 2, 2035. Fort Smith requested an end date of January 2, 2042. There were good discussions and Fort Smith offered a process by which the technical details would be finalized first, followed by the finalization of the financial details, including the amount of additional time. This was accepted and since that meeting, the technical details have been resolved and we are now working on finalizing the financial details.

DOJ sent a proposed modification to Fort Smith in June 2024. It contains the same January 2, 2035 end date. During a virtual meeting with DOJ on August 8, 2024, they offered a revised financial plan with a January 2, 2035 end date, however, it does not reflect the voter approved requirement of 0% sewer rate increases in 2023 to 2025 or a maximum of 3.5% sewer rate increases in 2026 to 2030. After much discussion, DOJ presented a financial plan that added an additional five years to the initial five year extension. The financial plan contained three rate and spending plan options, all with a January 2, 2037 end date. Version 1 of the plan honored the sewer rate increase requirements contained in the approved 5/8% sales tax.

We thank DOJ and EPA for their work and consideration during this process. Fort Smith wants to be in compliance with the CD and we know that we can come to an agreement.

Attorney Paul Calamita will present DOJ's proposed CD modification to the Board of Directors along with their proposed financial plans. DOJ has given Fort Smith until September 30, 2024 to decide on a path forward and to receive Fort Smith's edits to the proposed modification



MEMORANDUM

TO: Honorable Mayor and Board of Directors
FROM: Carl E. Geffken, City Administrator
DATE: August 27, 2024
SUBJECT: Presentation regarding Canopy Northwest Arkansas Program

SUMMARY

Canopy Northwest Arkansas' "About Us" story from their website provides the best description of their work.

"In 2015, Northwest Arkansas residents united to respond to the global refugee crisis. Finding limited local avenues for resettlement support and motivated by the absence of an active agency in the area, they embarked on a mission to welcome refugees, driven by the belief that their inclusion would enrich and strengthen the community. This collective effort led to the creation of Canopy, which officially became a refugee resettlement site in October 2016, after partnering with Global Refuge. By December of the same year, Canopy welcomed its first refugee family to NWA."

Canopy works with the United States Department of State to resettle refugees to resettle them in the United States. The Department of State conducts a vetting process of the refugees and once settled, they are work eligible.

Joanna Krause, Executive Director of Canopy NWA will attend the Study Session to speak with the Board.



MEMORANDUM

TO: Carl Geffken, City Administrator
CC: Jeff Dingman and Maggie Rice, Deputy City Administrators
FROM: Tim Varner, Chairman, Future Fort Smith Committee
DATE: August 20, 2024
SUBJECT: Future Fort Smith Comprehensive Plan Update

SUMMARY

The purpose of the Future Fort Smith Committee is to host periodic progress review meetings, review departmental reports before they are finalized by the Board, and show the community how the plan is being implemented. The Future Fort Smith Committee met seven times in 2023. During those meetings, the committee heard presentations from city departments, CEO of the Marshal's Museum Ben Johnson, and Daniel Mann with Fort Chaffee Redevelopment Authority. Included in this item are the following:

- Future Fort Smith Committee Top 10 (Exhibit A)
- 2023 Department reports (Exhibit B)
- Spreadsheet of Board action items relative to the Comprehensive Plan through 2023 (Exhibit C)
- Proposed changes to the Future Fort Smith Implementation Matrix (Exhibit D)

In 2024, the Future Fort Smith Committee intends to focus on increased promotion and communication of goals, policies, and actions completed or in process. Additionally, the Committee intends to promote the Comprehensive Plan to those responsible parties that are outside city government.

If you have any questions, please do not hesitate to ask.

ATTACHMENTS

1. [FFS_Backup-Final.pdf](#)

Future Fort Smith Committee - Top 10 List

8.20.2024

Building Trust through Transparency and Communication

- o **Communication:** This must remain a strategic goal in everything moving forward. What are we doing? How does it solve a need in our city? How are we Communicating it to everyone throughout our community?
- o **Transparency:** Improve community trust by utilizing discretionary funds, when available, to further goals from the Future Fort Smith Top-10 or Comprehensive Plan. Spending of these funds should always be communicated to the community.

1. Economic Development, Branding, and Marketing Goals.

- a. Further website promotion, use, and interactive opportunities with the community including simplifying and streamlining access to and submission of documents between the city and the public by use of website organization and ease of use/submission. (i.e. development applications, permitting, UDO, complaint submissions, waste service requests)
- b. Creation and utilization of "Visit Fort Smith" advertising, and community wide education. This may include "How-to" guides for city amenities, events, and opportunities, featuring new developments, improved areas of the city, events, and amenities.

2. Remove blight and improve visual appearance and image of the city.

- a. Prioritization of needs, locations, and funding to be used with an emphasis on identifying overlapping possibilities between departments. This should include identification of community partners and develop programming for patrolling, enforcement, and volunteer opportunities.
- b. Street and safety improvements in roads, railroad crossings, and pedestrian crossings prioritized by impact and need or by the Move Fort Smith Plan criteria.

3. Fill needed staff positions to provide adequate capacity to support current department needs.

- a. Fill staffing needs noted by variety of city departments including employee retention efforts; (*Community Mobility, Engineering, Fire Department, IT, Police Department, Solid Waste Services, Streets & Traffic Control, Transit Department, Parks & Recreation*)
- b. Reconcile future projected non-sustainable budgets and maintenance; (*Police, Fire Department, Streets & Traffic Control, Transit*)

4. Affordable water, utility rates, and taxes to promote cost of living and increase number residents.

- a. Pull data from comparable/regional communities and analyze Fort Smith rates against data. Use data comparison to influence rates and educate the public. Verify that any changes to rates do not overburden current residents.
- b. Utility bill assistance programs need to be easily accessible by those that need them or automatically initiated for qualifying citizens.

5. Prioritization of quality of life by means of mobility, safety, health, and sustainability as a city.

- a. Identify quality of life gaps in city neighborhoods and prioritize means of remediation. (i.e Connection of people to healthy food options and alternative modes of transportation for work and health, including making sure those options are safe).
- b. Prioritization of city mobility projects that further address needed transportation and safety improvements such as Community Mobility "Alleyways" project, CBID's Strategic

Plan study, and intersection lighting and signal improvements. Overlap between Streets & Traffic Control needs, and Community Mobility goals should be targeted.

6. Foreign Military

- a. Coordination of needs/opportunities created by the foreign military in Fort Smith is a must. Prioritization and a realistic timeline of goals and improvements should be coordinated by all departments and effectively communicated to the public.
- b. Efforts should be made to utilize improvements to enhance current citizens' quality of life, and to not create gaps of coverage in infrastructure and community maintenance. Addition of quality affordable housing and localized services such as new schools, health, grocery stores may be needed.

7. Mobility Master Plan, Parks, & Trails

- a. Continued development and implementation of the community's mobility master plan including extension of trails such as the May Branch trail that can provide both recreational and transportation resources. Applications for significant grants to fund mobility projects need to be prioritized.
- b. Completion of current parks and recreation goals should be a priority including sustainable plans for safety and maintenance. This will be followed by the important master planning process for the former ACME Brick property and community input.

8. Homelessness

- a. Continued support of city homelessness services and pursuit/distribution of funding for amenities and programs that help move people in homes is a need. This includes support for Next Step Homeless Services' new campus and any transitional needs.
- b. As homelessness continues to grow and be an issue, services offered and communicated with citizens and business owners are of high importance.

9. Additional Police Precinct and Expanded services for City Trails, Amenities, and areas of expansion.

- a. As the City expands along the riverfront, into Chaffee, increases its parks and trails capacity it creates a need for expanded services to not leave gaps in safety and maintenance. Increasing the number of police bicycles and special use vehicles will increase safety as the city looks to promote a more walkable and bikeable city.
- b. Proper coverage and more rapid response times are needed in South and East Fort Smith, and support for those growing areas will continue to increase with housing growth, ACHE growth, and the Foreign Military.

10. Future Fort Smith Comprehensive Plan Update

- a. The Future Fort Smith Comprehensive Plan is still a quality guide to Fort Smith as a community. Many of the goals established when it was written are still relevant and ongoing. However, due to significant citywide development over the last 10 years aspects of the plan have become out of date and potentially lack a true representation of Fort Smith.
- b. The document needs to be aligned with the current outlook of the city by means of amending, adding to, or updating the information in the Comprehensive Plan, thus extending the relevancy and life of the plan. This can be done with updated data, targeting community feedback, and online polling which may include annual updates such as the creation of a citizen Top-10 list.



Future Fort Smith Comprehensive Plan
2023 Department Reports



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Example Template | 2023 Report



DEPARTMENT NAME

2023 Annual Report
DATE

SUBMITTED BY/KEY DEPARTMENT MEMBERS

First Name Last Name | Title
Email | Phone #

(ADD DEPARTMENT LOGO HERE IF APPLICABLE)

Summary of Department’s Purpose

- Mission Statement
- Vision Statement
- Brief Summary & Examples of work if necessary

Top Accomplishments from 2023: (Up to 10 completed projects, what they accomplished and why.)

- Accomplishment 1
 - Identify what sections it addresses from the responsibility matrix; i.e. “FLU 1.3 or FLU 1.3.2”
- Accomplishment 2
 -
- Accomplishment 3
 -
- Accomplishment 4
 -
- Accomplishment 5
 -
- Accomplishment 6
 -
- Accomplishment 7
 -
- Accomplishment 8
 -
- Accomplishment 9
 -
- Accomplishment 10

PRIORITIZING 2024: (This section starts at the top of next available page)

- List your department's top goal for 2024.
- List your department's top need for 2024.

2024 Top 10 List: (Up to 10 future projects, what they will accomplish, why, and support needed.)

- Goal 1
 - Identify what sections it addresses from the responsibility matrix; i.e. "FLU 1.3"
- Goal 2
 -
- Goal 3
 -
- Goal 4
 -
- Goal 5
 -
- Goal 6
 -
- Goal 7
 -
- Goal 8
 -
- Goal 9
 -
- Goal 10
 -

HIGHLIGHTS & RECOGNITIONS: (This section starts at the top of next available page)

- List any additional noteworthy highlights and/or recognitions or attach an 8.5"x11" formatted pdf.

NEW IDEAS:

- List goals or ideas that are not in the comprehensive plan but should elicit consideration.

BUDGET & FUNDING:

- List important budgetary information and needs or attach an 8.5"x11" formatted pdf.

ADDITIONAL IMPORTANT INFORMATION

- List any additional important information or attach an 8.5"x11" formatted pdf.



A&P Department | 2023 Report

SUBMITTED BY/KEY DEPARTMENT MEMBERS

Ashleigh Bachert | Executive Director
ashleigh@fortsmith.org | 479.788.6537



Summary of Department's Purpose

- Mission: Promote and enhance the destination to encourage visitation.
- Vision: Fort Smith is a premier travel destination in the state and region for food, culture, festivals, and travel.
- The Fort Smith CVB promoted travel through partnerships with the state tourism office for advertising, CVB-specific digital and print advertising, and sales efforts. There was a change in leadership early in 2023, so not much more work was done as was proposed in the matrix.

Top Accomplishments from 2023:

- FLU-2.1.4
 - Promotion of the US Marshals Museum through marketing campaigns, partnership with the state tourism office, and hosted events to highlight the attraction.
 - Elevating Miss Laura's as an attraction to increase visitation to the Riverfront and Historic areas through dedicated presentations, curated social media content, and pop-up exhibits.
- CCD-3.1.1
 - Hosted Arkansas Society of Association Executives to promote Fort Smith as a destination to host meetings and events.
 - D Hosted 300 attendees for the event and generated five new leads for the business in the 6-months post-event.
- CCD-3.1.1
 - Onboarded a new CRM system to track sales efforts and manage partners within the community.
 - D The new system will work with the CMS proposed to launch in June of 2024 and will ensure the promotion of community partners and stakeholders.
 - D Over 400 new accounts were inputted into the system.

PRIORITIZING 2024:

- Top Goal for 2024: Generate 72 sales leads for the community.
- Top Need for 2024: Additional funding to promote the destination and recruit business.

2024 Top 10 List:

- Move CVB offices out of Miss Laura's and create a new visitor center experience.
 - Staff will be housed in more appropriate offices to host clients. An updated visitor center that highlights all the city has to offer and not just the historic piece.
 - Needs: Collaboration with partners to redirect visitors to the new space and volunteers to help staff the space.
 - FLU-3.2.4
- Launch a new website to reset the community brand and attract visitors.
 - Update the visitor search and inspiration experience to make it more compelling and engaging to visit. Provide inspirational content versus listings to encourage travel.
 - D Needs: Partners updating their listings with exciting content and assets so we know what to promote in the way the business wants to be promoted.
 - D CCD-3.1
- Generate 72 leads for events hosted in Fort Smith by the sales team.
 - Create benchmark data to build future sales goals. Generate interest in the destination by event owners. Learn the types of events and markets valued by partners based on their responses to the leads. This will influence future sales tactics.
 - Needs: Partners to respond to leads through the CRM system in an appropriate amount of time.
 - D CCD-3.1.1
- Re-invent the visitor guide to engage with visitors.
 - Highlight annual/special events and include more information on food or ways to explore with sample itineraries.
 - D Needs: Engaging photography and content; quality freelancers to create or update the piece.
 - D CCD-3.1
- Miss Laura's re-invented as a stand-alone attraction.
 - Update previous offices into new curated exhibit spaces. The space will start charging admission to the facility to offset costs and move towards a self-sustaining model.
 - D Needs: Funding to purchase exhibits, volunteers to help staff the space
 - D FLU-2.2.2
- Launch gift shops for both Miss Laura's and the CVB.
 - Provide take-away items to commemorate a visitor's experience in the community. It will also generate new revenue streams to continue the attraction and CVB work.

D Needs: Partners will help promote our gift shop as a place to sell commemorative items.

D CCD-3.1

- Continue to work towards the building of an indoor sports facility.

- Generate a plan to move toward the building facility and find a core group to advocate for the building.

D Needs: Storytelling on the facility's value for the community, political support to develop it, and private funding to help build it.

D HN-1.3/FLU-3.4

- Develop a servicing strategy for events and start implementation.

- The creation of servicing tiers will guide the servicing process and influence future budget decisions. This will ensure that event owners feel valued and supported.

D Needs: Strong partnerships with restaurants and attractions, innovation/creativity on ways to service, collaboration with others to not take the full financial burden.

D CCD-3.1.1

- Onboard Zartico for data tracking and use the data to influence marketing decisions.

- Set up the system to accurately reflect important and quality points of interest for visitation data. Review the data at a minimum of monthly to see emerging markets, POIs to promote, and potential itinerary options, and help explain why events are important to our economy.

D Needs: Time to evaluate and educate on best practices for using the system.

D CCD-3.1

- 5:1 ROI of grant funds.

- Generate a minimum of \$5 for every dollar spent on an event, which increases the wealth of the community. This also helps us evaluate and select events to support through data.

D Needs: Realistic data for pre-economic impact reports from event planners.

D NCR-3.3

HIGHLIGHTS & RECOGNITIONS:

- Hosted a very successful ASAE convention.
- Hired a new Executive Director in August.

NEW IDEAS:

- Attraction development - including the types of attractions or visitor support businesses and potential funding methods to assist in the development. This supports not only visitors but also residents of the community.

BUDGET & FUNDING:

- We are the third largest city but ranked 14th in terms of budget size. We only have \$1.2M to do the work that similar-sized destinations have close to \$3M.
- We currently appropriate a minimum of \$100,000 to recruit and support vents, but we need additional funds to be competitive within the state and region.

ADDITIONAL IMPORTANT INFORMATION

- The CVB is working to showcase the organization's value to internal stakeholders. Tourism is the front door to economic development and needs to be seen and valued as an economic driver that drives the reputation and quality of the place. We are often left out of conversations we should be part of - especially early on.



Building Safety Department | 2023 Report

SUBMITTED BY

Jimmie Deer, Director of Building Services
deer@fortsmithar.gov 479-784-2206

The following report provides information from the Building Services Department to the Future Fort Smith Committee regarding implementation of the Future Fort Smith Plan. The Building Services Department is comprised of two divisions: Building Safety, and Neighborhood Services. Each of the two divisions is integral to the implementation of the Future Fort Smith Plan.

Summary of Department’s Purpose

Building Safety

The Building Safety division is responsible for protecting the public’s life, health, and welfare in the building environment. The division issues permits for buildings and structures and inspects buildings, structures and property for safety and health and code compliance. The division also reviews business registration application for approval and meets with applicants for new businesses as requested in person or onsite. City staff meets with the Chamber whenever requested to meet prospective companies and business relocating to City. City staff makes itself available to meet with owners, contractors, designers, developers and companies that have projects that they want to submit for plan reviews, permits and inspections. Staff also serves as instructors in the local Electrical and Plumbing apprentices programs. The Building Safety Division also has the responsibility for the oversight of the City construction appeals boards for Building, Electrical, Plumbing and Mechanical Board of Appeals. The boards are in place to hear any appeals to the city adopted construction codes as well as meet and review any proposed new construction codes and standards as needed.

The Building Safety division issued 4594 building permits and reviewed 563 sets of plans submitted for commercial, industrial, and multifamily development and conducted 460 residential construction plan reviews. A set of comments on the plans will be returned to the applicant within seven to ten days of submittal. Included is a copy of the building permits of significant value for 2023. The Building Safety division also conducted 11,008 inspections at the request of contractors and property owners. This supports the following goal, policy, or action within the Comprehensive Plan:

ED-1	Broaden employment sectors that will drive the City's economy
ED-4	Develop a partnership to coordinate City economic development policies with the Fort Smith Regional Chamber of Commerce
TI-4	Incorporate the Future Land Use Map in the strategic planning of future utility and infrastructure expansions
PFS-1	Promote a business-friendly and citizen-friendly government
PFS-2	Build consistency and trust with the public
PFS-4	Prevent wasteful use of public resources and services
NCR-2	Protect natural resources and reduce their waste and overuse

The Building Safety division is responsible for assessing unsafe structures. If a structure is found to be dilapidated, unsafe, unsightly, unsanitary, obnoxious and detrimental to the public unsafe action is started. Ultimately, unsafe action can order a structure be demolished if the owner of the structure does nothing to make improvements. Structures that go through unsafe action are a detriment to their neighborhood. In 2023, 8

structures were deemed unsafe – five were demolished by the city and three were demolished by the property owner. This supports the following goal, policy, or action within the Comprehensive Plan:

HN 1 HN 3	Preserve, protect, and revitalize Fort Smith's neighborhoods Foster regional housing strategies to benefit Fort Smith and surrounding communities
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Neighborhood Services

The Neighborhood Services division inspects properties for overgrowth of grass and weeds, trash, debris, graffiti, abandoned vehicles and other items affecting the appearance of property and neighborhoods to ensure safe and healthy conditions. The division enforces the 2018 Property Maintenance Code as adopted by the City for existing structures to insure they are being maintained per the regulations.

Neighborhood Services staff performed 10,912 environmental code inspections (including inoperable vehicles, graffiti, overgrowth, trash/debris, blind corners, indoor furniture, appliances, and dead limbs) and issued 10503 warnings. They inspected 599 complaints related to the residential parking ordinances and conducted 7560 inspections related to the property maintenance code. The inspectors took 433 cases to court. This supports the following goal, policy, or action within the Comprehensive Plan:

HN 1 HN-3	Preserve, protect, and revitalize Fort Smith's neighborhoods Foster regional housing strategies to benefit Fort Smith and surrounding communities
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Top Accomplishments from 2023:

This report is a snapshot of the items each division works on throughout the year. For more detailed information, attached to this report are workload statistics for each division.

2023 Building Permits of Significant Value

Address	Description	Value
1) 4905 N. O Street	– Addition and work at Boys and Girls Club	- \$3,000,000.00
2) 2201 N. 50th Street	– Kimmons Cafeteria expansion and HVAC work	- \$2,773,123.00
3) 3415 Newlon Road	– Morrison School Addition	- \$4,218,821.00
4) 3205 Jenny Lind Road	– Ramsey Freezer and Cooler Addition	- \$1,573,575.00
5) 615 N. 19th Street	– Harbor House Renovations and Addition	- \$5,000,000.00
6) 101 N. 11 th Street	– Remodel for offices and apartments	- \$1,209,374.00
7) 1340 Waldron Road	– Interior Alterations & Renovations- Kids Unlimited-	\$1,025,000.00
8) 5300 Gerber Road	– Interior Alterations for Covia ISP	- \$3,500,000.00
9) 9717 Hwy 45	– New Warehouse and 420 Mini Storage-	\$3,500,000.00
10) 7501 Massrad Road	– New Shell Office Building	- \$2,000,000.00

- 11) **7200 Phoenix Ave** – New The Element Hotel - \$8,500,000.00
- 12) **6801 S. Zero Street** – New Storage Facility -\$4,519,342.00
- 13) **7208 Chad Colley BLVD** – New Townhomes - 2 Bldgs. & 15 Units - \$5,685,300.00
- 14) **4510 Phoenix Ave** – New Shell Building and unit B Finish out - \$4,087,927.00
- 15) **4620 Old Greenwood Road** – New Tunnel Car Wash- \$2,736,595.00
- 16) **8600 Jenny Lind Road** – New Self - Storage Units & Office - \$7,970,340.00
- 17) **2101 S. Zero Street** – New Lets Go Carwash - \$2,000,000.00
- 18) **5400 Rogers Ave** – New 7 Brew Coffee Shop - \$1,000,000.00
- 19) **5404 Rogers Ave** – New Club Car Wash - \$2,800,000.00
- 20) **2219 S. Waldron Road** – New Storage Building and Parking Lot - \$7,674,425.00
- 21) **1651 Riverfront Drive.**– New City Sewer Pump Station- \$1,078,735.00
- 22) **4600 Regions Park Drive** – 3 Warehouse unit spaces - \$4,000,000.00
- 23) **7301 Rogers Ave** – Roof and Interior alterations for Mercy - \$2,280,342.00
- 24) **4111 Park Avenue** – Park School Electrical and HVAC Replacement - \$1,765,000.00
- 25) **2601 S. Q Street** – Ballman School Electrical and HVAC Replacement - \$2,500,000.00
- 26) **2920 S. Zero Street** - Interior Remodel for storage facility - \$2,300,000.00
- 27) **2400 Dallas Street** – Fairview School Electrical and HVAC Replacement - \$1,478,829.00.
- 28) **7301 Rogers Ave** –Exterior and Interior Construction for Mercy - \$40,206,409.00
- 29) **3410 S. Zero Street** – Stribling Equipment upgrades to site - \$1,418,000.00
- 30) **2301 N. B Street** – Renovations and HVAC Replacement - Northside High School -\$1,970,000.00
- 31) **8301 Rogers Avenue** – Outside Expansion - Walmart Pick Up and New Canopy - \$2,781,996.00
- 32) **9000 Hwy 71 South** – Nursing Home Sprinkler and Fire Alarm systems -\$22,000,000.00
- 33) **1000 Fianna Way** – Renovations to existing building - \$7,000,000.00
- 34) **5401 Excelsior Drive** – Renovations and Electrical & Piping for Production Line - \$47,700,000.00
- 35) **4201 Reed LN** – New Concrete Drive, New Retaining Wall & New Guard Shack - \$3,200,000.00

Neighborhood Services Division Yearly 2023 Report

The charts below represent the progress of Neighborhood Services Division for the previous year 2022 and yearend to date for comparison purposes.

Environmental Code Violations

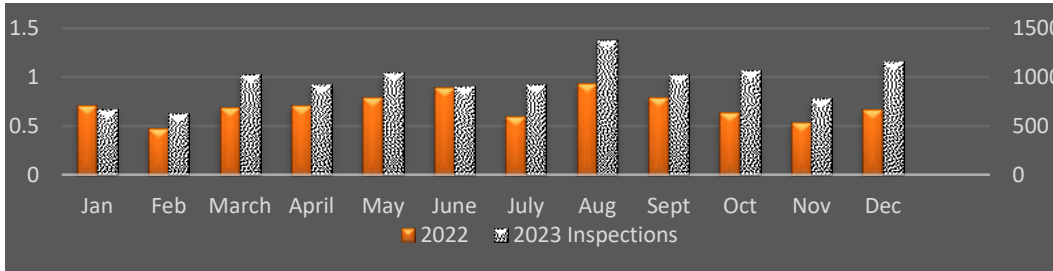
	2022				2023			
	Property Inspections	Warnings Issued	Follow-Up Inspections	Contractor Abatement	Property Inspections	Warnings Issued	Follow-Up Inspections	Contractor Abatement
Jan	715	686	443	5	669	652	379	7
Feb	474	459	515	12	629	638	611	17
March	695	673	805	24	1027	1007	962	41
April	707	676	580	28	930	893	855	14
May	793	701	738	59	1048	1006	1170	88
June	895	833	872	105	909	849	1141	69
July	597	566	835	62	928	858	923	86
Aug	933	881	1024	79	1379	1314	1496	111
Sept	791	740	876	70	1017	991	1313	69
Oct	636	610	735	42	1068	1004	1371	94
Nov	542	533	866	43	783	768	1015	33
Dec	369	302	364	10	525	523	642	6
Totals	8,147	7,660	8,653	539	10,912	10,503	11,878	635

Total Inspections	16,800
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Total Inspections	22,790
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The chart above is representative of the following violations: inoperable vehicles, graffiti, overgrowth, trash/debris, blind corners, indoor furniture, appliances, and dead limbs.

Environmental Comparison Charts



Parking Ordinances

Year	Commercial Vehicles		RV/Utility		Inoperable Vehicle		General Parking	
	2022	2023	2022	2023	2022	2023	2022	2023
December	5	0	13	13	0	3	2	20
Year To Date	112	75	214	283	424	514	245	241

Property Maintenance Code Enforcement

	2022					2023				
	New	Active	Inspections	Cleared	Court	New	Active	Inspections	Cleared	Court
January	20	330	354	26	15	12	418	513	9	25
February	40	344	340	26	14	27	427	580	18	29
March	26	363	408	7	12	26	432	522	21	25
April	44	393	628	14	20	21	276	681	239	18
May	13	384	551	22	28	25	284	542	17	17
June	26	396	605	14	16	23	292	540	15	23
July	15	397	506	14	16	23	297	530	18	18
August	15	398	568	14	15	30	309	534	18	26
September	27	402	534	23	19	22	316	544	15	31
October	19	400	619	21	8	32	317	600	31	32
November	20	408	519	12	22	18	249	475	21	22
December	17	415	478	10	22	14	258	406	5	37
Year To Date	255	415	6,110	203	207	273	258	7,560	427	303

The chart above is representative of the following violations but not limited to: Exterior: Roof damage, siding, windows, painting, accessory structures, fences, doors, porches, and unsecured structures. Interior: Mold, sanitary conditions, plumbing, electrical, mechanical and infestation of insects and rodents.

Property Maintenance Comparison Charts



Environmental Court Hearings

Month	2022			2023		
	Court Cases	Court Fines	Compliance	Court Cases	Court Fines	Compliance
January	21	2,035.00	3	30	4,695.00	4
February	20	2,445.00	2	30	3,750.00	1
March	15	1,915.00	1	36	4,835.00	5
April	32	4,010.00	4	21	2,165.00	1
May	37	2,185.00	5	39	4,135.00	7
June	25	1,850.00	4	43	4,190.00	8
July	24	2,380.00	3	36	2,535.00	9
August	27	1,760.00	4	33	3,175.00	5
September	23	4,025.00	5	49	5,935.00	13
October	20	2,625.00	6	39	3,195.00	10
November	24	1000.00	4	31	3,385.00	7
December	41	4815.00	6	46	6,615.00	5
Year Total	307	31,045	47	433	48,610	75

PRIORITIZING 2024:

- The Building Safety division will continue its responsibility for protecting the public’s life, health, and welfare in the building environment. The division issues permits for buildings and structures and inspects buildings, structures and property for safety and health and code compliance.
- The number one goal for the City Directors in 2024 is to address the blight in and throughout the city so the Building Safety and Neighborhood Services divisions will continue to inspects properties for overgrowth of grass and weeds, trash, debris, graffiti, abandoned vehicles and other items affecting the appearance of property and neighborhoods to ensure safe and healthy conditions as well as address Property Maintenance Code issues on unsafe and dilapidated structures in the city to insure they are being maintained per the safety and construction codes and regulations as adopted by the City of Fort Smith.

Building Permit Details or Summary

Date Range (inclusive): **Sun Jan 01 2023 to Sun Dec 31 2023**

Date Applies To: **Permit Issue Date**

Work Class	Number of Permits	Valuation	Fees Due	Fees Paid
BLDG-COM Building Commercial				
Addition	13	\$16,895,158	\$0.00	\$56,479.50
Alteration	24	\$8,656,334	\$0.00	\$50,499.50
Demolition	14	\$493,160	\$0.00	\$4,025.00
Demolition - Interior	4	\$25,200	\$0.00	\$412.25
Moving	4	\$23,000	\$0.00	\$404.75
New Construction	25	\$48,218,920	\$0.00	\$135,934.50
New Construction Struct Y	3	\$12,753,160	\$0.00	\$27,586.00
Other	64	\$56,799,379	\$0.00	\$130,298.60
Other Struct Y	1	\$106,025	\$0.00	\$1,472.25
Pool	1	\$79,500	\$0.00	\$883.50
Remodel	98	\$108,009,748	\$0.00	\$257,423.70
Remodel Struct Y	2	\$4,000	\$0.00	\$137.00
Repair	91	\$20,405,027	\$0.00	\$64,215.00
Roof Repair	213	\$19,469,261	-\$4,894.00	\$176,610.25
Roof Repair Struct Y	1	\$9,521	\$0.00	\$108.50
Signs	6	\$21,750	\$0.00	\$365.00
Tenant Infill	9	\$2,096,945	\$0.00	\$12,719.50
Subtotals for 573 BLDG-COM Permits		\$294,066,088	-\$4,894.00	\$919,574.80
BLDG-DP Building Duplex				
Alteration	2	\$153,420	\$0.00	\$400.00
Demolition	1	\$16,500	\$0.00	\$78.00
Foundation Only	2	\$14,941	\$0.00	\$91.50
New Construction	77	\$23,461,659	\$0.00	\$45,600.50
Other	1	\$4,500	\$0.00	\$42.00
Remodel	2	\$195,000	\$0.00	\$511.50
Repair	45	\$201,010	\$0.00	\$1,839.50
Roof Repair	73	\$956,959	\$0.00	\$4,270.50
Subtotals for 203 BLDG-DP Permits		\$25,003,989	\$0.00	\$52,833.50
BLDG-MF Building Multi Family				
New Construction	1	\$28,788,994	\$0.00	\$3,000.00
Remodel	2	\$1,768,300	\$0.00	\$8,842.25
Repair	4	\$64,700	\$0.00	\$733.25
Roof Repair	1	\$5,500	\$0.00	\$88.50
Subtotals for 8 BLDG-MF Permits		\$30,627,494	\$0.00	\$12,664.00

BLDG-RES Building Residential

Addition	50	\$3,129,818	\$0.00	\$8,110.50
Addition Struct Y	1	\$23,100	\$0.00	\$241.00
Alteration	57	\$1,121,661	\$0.00	\$4,681.00
Alteration Struct Y	1	\$40,000	\$0.00	\$144.50
Demolition	48	\$300,210	\$0.00	\$3,571.74
Demolition - Interior	1	\$350,000	\$0.00	\$659.50
Foundation Only	2	\$50,099	\$0.00	\$195.50
Generator	1	\$11,500	\$0.00	\$52.50
Moving	1	\$5,000	\$0.00	\$97.00
New Construction	189	\$48,754,392	\$0.00	\$97,522.50
New Detached Storage Bldg	38	\$310,246	\$0.00	\$1,995.00
New Detached Storage Bldg Struct Y	1	\$2,895	\$0.00	\$39.00
Other	252	\$4,968,439	\$0.00	\$20,869.00
Other Struct Y	5	\$113,911	\$0.00	\$445.00
Pool	2	\$49,606	\$0.00	\$195.50
Remodel	127	\$4,265,419	\$0.00	\$14,869.50
Remodel Struct Y	1	\$10,600	\$0.00	\$51.00
Repair	642	\$8,528,517	\$67.50	\$42,100.00
Repair Struct Y	11	\$136,500	\$0.00	\$722.50
Roof Repair	2109	\$24,835,116	\$0.00	\$124,978.00
Roof Repair Struct Y	5	\$91,341	\$0.00	\$363.50
Solar	23	\$802,639	\$146.00	\$3,004.00
Solar Struct Y	1	\$49,159	\$0.00	\$159.50
Subtotals for 3568 BLDG-RES Permits		\$97,950,168	\$213.50	\$325,067.24

DRIVEWAY Driveway Permit

Addition	1	\$4,500	\$0.00	\$50.00
Alteration	3	\$8,850	\$0.00	\$122.50
Other	29	\$149,477	\$0.00	\$1,465.50
Repair	11	\$68,333	\$0.00	\$550.00
Subtotals for 44 DRIVEWAY Permits		\$231,160	\$0.00	\$2,188.00

FILL Fill Permit

Other	9	\$30,100	\$0.00	\$900.00
Subtotals for 9 FILL Permits		\$30,100	\$0.00	\$900.00

FOUND Foundation Only Permit

Foundation Only	5	\$18,994,250	\$0.00	\$150.00
Subtotals for 5 FOUND Permits		\$18,994,250	\$0.00	\$150.00

GRADING Grading Permit

Other	9	\$1,045,200	\$0.00	\$900.00
Subtotals for 9 GRADING Permits		\$1,045,200	\$0.00	\$900.00

POOL Swimming Pool

Other	1	\$61,309	\$0.00	\$177.50
Pool	32	\$1,974,598	\$0.00	\$13,901.00
Subtotals for 33 POOL Permits		\$2,035,907	\$0.00	\$14,078.50

SIGN Sign Permit

Other	2	\$21,720	\$0.00	\$325.25
Signs	125	\$864,341	\$0.00	\$14,228.30
Subtotals for 127 SIGN Permits		\$886,061	\$0.00	\$14,553.55

ST-CUT Street Cut

Other	2	\$8,000	\$0.00	\$100.00
Subtotals for 2 ST-CUT Permits		\$8,000	\$0.00	\$100.00

TOWER Commercial Tower Permit

Addition	1	\$90,000	\$0.00	\$918.50
Alteration	1	\$23,000	\$0.00	\$263.75
Other	6	\$175,000	\$0.00	\$1,739.75
Repair	1	\$15,000	\$0.00	\$229.75
Small Cell New Pole	1	\$95,000	\$0.00	\$936.00
Small Cell No Pole	1	\$15,000	\$0.00	\$229.75
Subtotals for 11 TOWER Permits		\$413,000	\$0.00	\$4,317.50

Total Non-Permit Paid Fees (from 1 fees) \$52.50

Grand Total for 4592 Permits \$471,291,417 -\$4,680 \$1,347,379.59

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City Administration | 2023 Report

SUBMITTED BY:

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Summary of Department's Purpose

Administration facilitates the direction of city staff order to achieve the policy goals established by the City's Mayor and Board of Directors. Many of the items listed herein likely appear on submittals by the individual city departments. Before many of those projects get underway at the department level, Administration works to get them conceptualized, planned, supported, funded, and approved.

Top Accomplishments from 2023: (Completed projects, what they accomplished and why.)

- All funds received as CARES Act were allocated and spent. The City utilized funds for the benefit of our residents, dedicating \$4.22 million to the general fund balance to offset the \$5 million spent on the airport runway extension project.
- Foreign Military Sales. The runway expansion was completed. The project required additional funds that were borne by the Airport. The City met with military staff from Germany, Singapore and Poland to address any outstanding concerns. City home builders are constructing housing at a fast pace, even considering the moratorium put in place in vicinity of the airport.
- Related to the FMS project is the need for a Military Compatibility Area Overlay District. A moratorium on new residential construction was implemented in 2023 to last until zoning & building regulations related to sound attenuation for residential structures within proximity of the airport and air base could be established. The City commissioned the services of the Matrix Design Group, a planning organization that has worked with communities on military basing actions, to provide assistance with the necessary modifications to the Unified Development Ordinance and creation of the MCAOD.
- Regional Airport. Poland will arrive in Fort Smith in September 2024. The City invested in the runway extension and contributions to the BAK-14 & arm/disarm berm construction. The BAK-14 project for the arresting gear in the runway is under construction. There are bi-weekly meetings including the Mayor McGill, Col.(ret) Robert Ator, Tim Allen, Bob Hawkins, Michael Griffin, and Mr. Geffken to receive project updates, resolve any issues, and ensure the projects remain on schedule.
- Economic Development. The Owens Corning project is completed, although additional expansion is likely. An inducement resolution was brought before the Board for Walther Arms. The Chamber continues to work on exciting projects that realize significant economic benefit to the City and the surrounding area.

- **New Hires.** In 2023, four department heads and two direct reports were hired. Rita Watkins as City Prosecutor, James Gentry as IT Director, Nicole Riley as Solid Waste Director, Candyce Gabucci as Community Development Director, Michael Mings as Mobility Coordinator, and Josh Buchfink as Communications Manager.
- **Sales Taxes.** The sales tax collected within the City for each 1% has increased from \$21.5 million in 2016 to \$26.5 million in 2022 and then \$28.8 million in 2023. Sales tax growth is projected to be flat in 2024 but we do not expect a recession in 2024 that would cause these numbers to contract. The arrival of the FMS project and its participants will have a positive impact on these numbers.
- **The Consent Decree.** The City has nearly completed the technical negotiations for a modification to the Consent Decree, and is now focused on the end date, which translates into the amount available to spend and rate increases per year. The meeting at EPA Region 6 offices in Dallas in April was a contributing factor to the great improvements made in relations with the EPA and DOJ. Also contributing to recent success is the good relationship the city has with ADEQ. During 2023, the city paid \$800,000 for stipulated penalties that were assessed between 2015 and 2021. The original amount was \$2.3 million but a review by the Utilities Department determined that the City was double-charged for several SSO's. The stipulated penalty also included lack of compliance for one contract. The city negotiated with DOJ to arrive at the \$800,000. This was a significant concession by DOJ and shows a willingness to work with Fort Smith to achieve the progress and improvements that are needed.
- **Lobbyists.** The City works with the Peter Damon Group to assist with EPA and Federal Government issues. In 2023, the City hired the Roosevelt Group to assist with military grants, funding, and issues related to the FMS project in which the City may need assistance.
- **River Valley Sports Complex.** The city won its appeal at the US Court of Appeals. No appeal was filed and that issue was finally put to rest.
- **Strategic Goal Workshop.** A strategic workshop of the Board of Directors was held on September 2023 to build upon the goals established in 2022. These workshops help to establish the Board's priorities for the upcoming year's budgets.
- **Homelessness.** Continued to administer meetings of city staff, service providers, and downtown property/business owners to discuss issues related to the homeless and the impact of the homeless on downtown activities. Homelessness continues to grow as an issue in Fort Smith due to the growing number of homeless in the City, increases in homeless encampments, and the strain on service providers to provide sufficient services to those in need. With the focus turning to transitional housing & programs, there are fewer low-barrier shelter beds available. In 2023, these items were assisted by the FSPD being fully staffed, including the resurrection of the Bike Patrol and addition of Downtown Ambassadors. Businesses are taking a more active approach in securing their properties. The Next Step Homeless Services project is moving forward with design & fundraising, which will ultimately result in the removal of the day room from downtown. The City provided CDBG and CDBG-ARPA funds to Next Step and Hope Campus for their facilities. The four major service providers still understand that tents, sleeping

bags, and clothes should not be provided except in extreme weather conditions. RISE Court has been implemented and is proving effective as a community service alternative to incarceration.

- **The ERP System.** In 2023, the MUNIS system was upgraded to version 21.10. All accounts are able to reconcile in a timely fashion, and PayIt expanded their services to our customers. MUNIS is operating better, but staff still encounter issues and takes advantage of PACE training days, help desk tickets, and submitting projects for changes in MUNIS' operations. The number of Utility bill cycles was expanded to 11 in order to alleviate the amount of time it takes one cycle to process billing. This change has helped greatly. The City still requires the services of EnerGov but will continue moving to CityView for relevant internal processing. CityView is progressing slower than expected, time is being spent to ensure the data conversion proceeds smoothly.
- **Animal Ordinances.** The Board adopted a revision of the animal ordinances, which the Police Department worked diligently to implement. The pet licensing requirement was removed, but requirements for microchipping remain, as well as requirements for spaying/neutering dogs and cats. Additional animal control officers and a supervisor were added. Animals are picked up and brought to the shelter. Unaltered animals must be fixed before the shelter will adopt them out or release them to an owner claiming them. An owner claiming their animal must pay for the sterilization before the animal is released to them.
- **Animal Shelter contract.** An internal audit review was performed on the Fort Smith Animal Haven's operation of their contract with the City, which fostered much discussion and resulted in commissioning a third-party review of such audit.
- **Police Department.** In 2023, the Police Department was fully staffed for the first time in several years. The city's voters approved a sales tax in support of police operations and salaries, and all officers received a 23.8% salary increase, including adjustment to starting pay ranges. The FSPD also increased the frequency of its cadet training classes, which helped attain full staffing.
- **Human Resources** conducted and implemented a pay-range analysis and salary study, comparing employee pay to other cities and private sector employers. The analysis resulted in adjustments to salary ranges and pay adjustment for city staff, with attention to increasing the rate of pay for the lowest paid city employees. This type of analysis will continue regularly, perhaps bi-annually, to ensure that the city is staying competitive with the market for employee salaries.
- **Fort Smith Fly-In and Sister City Program.** The Board of Directors and Administration visited the Congressional Delegation in Washington DC, and the visit was productive. City representatives also attended a Sister City Twinning Ceremony in Nago Torbole, Italy to welcome a new Sister City relationship with that community, which is also tied to Fort Smith native General William O. Darby.
- **FCRA.** The City asked FCRA to convey ownership of Deer Trails Golf Course to the City so that the long-range use of the golf course could be secured. That request was denied, and the property remains for sale. Discussion of the dissolution or winding up of the FCRA commenced in 2023, at least among the four beneficiaries.

- **Project X.** Administration continued to work with the developer to bring Project X to fruition. The Arkansas Constitution does not permit economic development incentives for retail projects. A full-scale approach to that legislative issue will be sought in 2025, but in the meantime Project X remains interested, and the city and developer continue to consider alternative ways to accomplish the project.
- **Riverfront Baseball.** A riverfront masterplan was commissioned, which will specifically consider a multi-purpose venue on the riverfront. A primary use of this venue will be as a baseball stadium for the Fort Smith Marshals, but inside and around the venue will be designed to accommodate a wide variety of sports, entertainment, and recreation activities. National Sports and Mammoth Sports are developing the master plan in such a way so that it may be implemented over time.
- **Administration coordinated the activities of the Central Business Improvement District, Downtown Services provided by 64.6 Downtown, and the Fort Smith Port Authority.**
- **IT Assessment.** A full-scale assessment of the Information Technology services provided by the City was conducted, resulting in recommendations for implementation and improvement to services, reliability, and security.
- **Environmental grants and solar power.** The City has drafted a Climate Pollution Reduction Grant submission to implement solutions in our region. We are part of a consortium with the Metropolitan Planning Organizations in NWA and Little Rock, along with the State. We also developed a plan with Entegrity to have a solar plan submitted to OG&E in time to have it approved prior to the September 2024 deadline. Staff is working on an energy block grant, and working with CleaResult on energy saving projects that are 50-90% funded by OG&E.
- **Water Rate Discussion.** The need for funds for operating the water utility and future capital projects drives the need for consideration of a significant increase to water rates. In January 2023 the Board directed that water rate study be placed on hiatus, pending finalization of legislation that would exempt the City from Act 605 of 2021 due to being subject to a federal consent decree. Such an exemption was realized, and the water rate analysis continued and was presented to the Board for consideration along with the FY 2024 budget. Also discussed late in the year was the possibility of an additional sales tax to fund water projects, which was ultimately dismissed. While the water system operates at a loss, and important capital projects are required to ensure the viability of the system, discussion on rates is ongoing.

PRIORITIZING 2024: (This section starts at the top of next available page)

- Secure sufficient funding for the Water utility's operating & capital needs.
- See to the realization of the FMS Project, with planes expected on the ramp in September 2024
- Plan development of ACME Property and other amenities projects within the City
- Economic development activity
- Items related to FCRA and its beneficiaries.
- 911 Dispatch Consolidation

2024 Top Priority List: (Future projects, what they will accomplish, why, and support needed.)

- **Water Rates.** Implementation of water rates sufficient to provide for the operation of the water utility and the funding of necessary water capital improvement projects. The water transmission line, the Lake Fort Smith treatment plant, maintenance of water tanks, and continued chasing of water leaks and unaccounted for water loss remain the objectives for the water utility.
- **MCAOD.** Adoption of the Military Compatibility Area Overlay District so that the moratorium on construction of new residential structures in a large portion of the city can be lifted and projects may resume. The adoption of this MCAOD also serves to put the military on notice that our community is aware of and ready for the FMS project, as well as provides support for the supplemental Environmental Impact Statement currently being conducted.
- **Consent Decree.** Significant capacity improvement projects through Basins 10 & 14 in the center of town will start in 2024. Funds from the sales tax in 2022 have accumulated to the point where they can support projects of significant scope and cost. We will continue to improve working relationships with ADEQ, the EPA, the DOJ and all elected officials so that extensions of the Consent Decree can be formalized in order to spread out the required work into increments that are financially manageable for the city's residents.
- **Stormwater.** The property buyout program, assisted by a federal grant but also through sales tax funds, will continue to mitigate the impact of flash flooding in known areas of the city.
- **Indoor Sports.** Coordinate with the A&P Commission and CVB Executive Director to realize development of an Indoor Sports Facility in order to capitalize on sports tourism. Volleyball, basketball, pickleball, soccer, and a number of other sports that can fit within a well-designed and operated indoor facility offer a significant impact to using sports tourism to drive economic activity in our community.
- **ACME Property.** The community's investment in the ACME property will start to take shape with the development of a Master Plan for the property's 113 acres. Stormwater retention, hike/bike trails, a dog park, other park amenities, and potentially mixed-use commercial/residential development that could transform this centrally located park area into a true gem for the community have been discussed for inclusion in this project.
- **911 Dispatch Consolidation.** Although a new interlocal agreement is still in progress, the City and County have tentatively agreed that the consolidated 911 dispatch center should be operated and managed by the City, with input from the local 911 Board and ultimate oversight by the City's Board of Directors. A site originally purchased to be a southeastern police precinct is intended to be retrofitted, extended and hardened to serve as a consolidated 911 center serving all of Sebastian County, including Fort Smith and all of the other cities in the County. This project needs to make substantial progress in 2024.
- **Police Precinct & Training Center.** The City purchased the former Crain Kia dealership property on Hwy 71 south to serve dual purpose as a southern police precinct and police training center. The southern

location will support police activity in that part of the city, and having a dedicated location for department training will serve both new cadets and existing staff wishing to improve or practice their skills. Development of this facility will commence in 2024.

- **Park Amenity improvements.** Some of the city's major parks will undergo significant improvement projects in 2024. Creekmore Park upgrades will continue with removal/replacement of the swimming pool bath house, renovation/upgrade of the Creekmore train tracks, completion of the improved walking paths & drainage projects, and completion of the playground equipment replacement. Carol Ann Cross park will add a walking trail & boardwalk, playground, and restroom improvements. The upgrade of restrooms in many of the city's parks will be completed in 2024.
- **Mobility Master Plan.** Continue development and implementation of the community's mobility master plan. Continued extension of trail projects such as the May Branch trail provide both recreational and transportation resources. Application for significant grant projects to fund mobility projects will be made in 2024. Emphasis on the use of existing trails & active mobility will continue in 2024.
- **The Big Ask.** Administration is coordinating the development of a comprehensive River Valley approach to recreation amenity improvements, ultimately to use as justification and background materials for seeking significant outside funding through private foundation grants. This effort will culminate in 2024.
- **Solid Waste Master Planning.** Two studies being conducted at Solid Waste in 2024 involve master planning the development of the landfill facility and property, as well as strategic planning for the department's services in general. These studies will also evaluate the cost of providing existing and future services.
- **Economic Development Projects.** Continue to serve as a resource for economic development initiatives, including those mentioned herein or those that come about new in 2024.
- **MakeMyMove.** A program to attract people who have good jobs but can work remotely from anywhere will start in 2024. Those people can live and do their jobs anywhere, why not live in Fort Smith? They often bring spouses and families. Incentives are offered through this program to get these types of workers to consider moving to Fort Smith.



Community Development | 2023 Report

Candyce Gabucci

Director of Community Development

cgabucci@fortsmithar.gov, 479-784-2209



Summary of Department's Purpose

The Community Development Department is responsible for administering the costs and charges related to the planning and implementation of community development projects funded in whole or in part by the Community Development Block Grant (CDBG) and HOME grant programs. Program activities include responsibility for the rehabilitation of privately owned residential properties for low and moderate income households and other programs to help provide affordable housing.

Top Accomplishments from 2023: (Up to 10 completed projects, what they accomplished and why.)

- Each year the Community Development Advisory Committee recommends CDBG and HOME funds for local non-profit organizations as well as community development housing organizations to the Fort Smith Board of Directors. These funds are administered for the purpose of benefitting low to moderate income citizens, eliminate slum and blight, and meet urgent needs. In the 2023 program year \$506,219 was allocated for new single family construction. and \$270,226 on housing rehabilitation for owner occupied homes. This supports the following Comprehensive Plan goals, policies, or actions:
 - HN 3.1.1 *Work closely with appropriate agencies or entities involved in regional housing initiatives.*
 - HN 2.1.1 *Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.*
 - ED 7.1 *Encourage the development of housing product types which help to diversify Fort Smith's existing housing stock.*

- In 2023 \$270,226 was allocated for the housing rehabilitation program. This program addresses health and safety issues in owner occupied homes within Fort Smith. The City's Neighborhood Services department refers projects to the office for homeowners they may have come into contact with that need assistance.
 - HN 1.5 *Improve public participation in the revitalization process of Fort Smith neighborhoods.*

- In 2021 the Five-year Consolidated Plan for Program Years 2021-2025 was released. The process started out with community needs assessment surveys in December 2020. The plan is a compilation of census data and information gathered locally including the Fort Smith Continuum of Care and a survey of citizens that is used to assist in prioritizing needs. The intention of the Consolidated Plan is to meet the federal government statutory requirement and serves as the baseline for measuring program effectiveness including the analysis of the local housing market and housing and homeless needs. This plan supports the following Comprehensive Plan goals, policies, or actions:
 - HN 3.1.1 *Work closely with appropriate agencies or entities involved in regional housing initiatives.*
 - HN 1.5 *Improve public participation in the revitalization process of Fort Smith neighborhoods.*
 - HN 2.1.1 *Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.*
 - ED 7.1 *Encourage the development of housing product types which help to diversify Fort Smith's existing housing stock.*

- Community Development Block Grant funds for the upcoming program year have been targeted to provide case management at the Riverview Hope Campus, Next Step Day Room, and Community Rescue Mission. The funding towards these activities total \$39,807. Block Grant funds have also been allocated for the relocation of Next Step Homeless Services in the consolidated amount of \$1,446,607. This supports the following goal, policy, and action:
 - HN 2.3.1 *Continue to support the recommendations made by the Homelessness Task Force and adopted by the City Board.*

PRIORITIZING 2024: (This section starts at the top of next available page)

- To effectively spend out remaining portions of non-traditional Community Development grants including the Home American Recovery Plan (ARP) grant and CARES Act (COVID) funding.
- The top need of the Community Development department is always increased funding in both the Community Development Block Grant as well as the HOME Investment Partnership Program. It is imperative that these programs grow with rising inflation to continue to be beneficial to the citizens of Fort Smith.

2024 Top 10 List: (Up to 10 future projects, what they will accomplish, why, and support needed.)

- Assist with expending grant funds associated with the new non-congregate shelter for Next Step Homeless Services.
 - HN 2.3.1 *Continue to support the recommendations made by the Homelessness Task Force and adopted by the City Board Goal 2.*
- Invite state officials to visit CDBG and HOME funded project sites to see where funds are being used. Provide information on those benefitting from the grants.
 - HN 3.1.1 *Work closely with appropriate agencies or entities involved in regional housing initiatives.*
- Begin ground work on the next Community Development 5-year Consolidated Plan.
 - HN 1.5 *Improve public participation in the revitalization process of Fort Smith neighborhoods.*



Community Mobility | 2023 Report

SUBMITTED BY/KEY DEPARTMENT MEMBERS

Michael Mings | Mobility Coordinator
Michael.mings@fortsmithar.gov | (479) 459-7313



Summary of Department's Purpose

- *Mission Statement: The City of Fort Smith's Community Mobility Department is dedicated to enhancing the quality of life for all Fort Smith residents through active transportation infrastructure and public health programs.*
- *Vision Statement: Through innovation, enhanced infrastructure, and prioritizing the needs of all road users, we aim to create a connected and thriving city that promotes safety, economic growth, sustainability, and an exceptional quality of life for everyone.*

Top Accomplishments from 2023:

- **Developed the Move Fort Smith Mobility Master Plan.**
 - FLU-1.5, FLU-2.2, FLU-3.2, FLU-3.4.2, ED-6.1, ED-6.1.1, HN-1.7, TI-1.2, TI-1.5, TI-1.5.1, TI-1.6, TI-1.7, TI-3.1, TI-3.2, TI-3.2.1, NCR-1.4, NCR-2.3.1, NCR-2.3.2
- **Collaborated with the Board of Directors, multiple departments, and local advocacy groups to purchase the former ACME Brick quarry for a new city park.**
 - FLU-1.5, ED-2.6.4, ED-6.1, ED-6.1.1, NCR-2.3.2
- **Submitted RAISE grant application for the Bass Reeves Legacy Loop.**
 - FLU-1.5, FLU-2.2, FLU-2.3, FLU-3.2, ED-6.1, ED-6.1.1, HN-1.7, TI-1.2, TI-1.5, TI-1.6, TI-1.7, TI-3.1, NCR-1.4, NCR-2.3.2
- **Collaborated with the Parks Department, Parks Commission, and the Arkansas Department of Parks, Heritage, and Tourism to receive grant funding for the Maybranch Trail.**
 - FLU-3.4.2, ED-6.1.1, TI-1.2, TI-1.6, TI-3.1, NCR-2.3.2
- **Grow the All Kids Bike program in Fort Smith Public Schools.**
 - PFS-5.1, PFS-5.1.2, NCR-4.1.2
- **Implemented public health programs such as Bikes at the Bakery and Couch to True Grit.**
 - PFS-5.1, PFS-5.1.2, PFS-5.1.3
- **Educated the public on the environmental, economic, and health benefits of active transportation.**
 - PFS-5.1, PFS-5.1.2, NCR-4.1.2

- **Strengthened collaboration with ACHE, ArcBest, and FCRA to fund a connecting trail from Celebration Garden to the Barracks.**
 - ED-6.1.1, TI-1.2, TI-1.6, TI-3.3, NCR-1.4
- **Collaborated with Frontier Ozark Off Road Cyclists for ongoing volunteer trail maintenance.**
 - PFS-5.1.3, NCR-1.4.1, NCR-2.3.2

PRIORITIZING 2024:

- Top goal for 2024: Adopt the Move Fort Smith Mobility Master Plan; collaborate with Streets Department, Engineering Department, and Parks & Recreation Department to execute the plan.
- Top need for 2024: New position for programming, administration, communication, and additional capacity.

2024 Top 10 List:

- **Adopt and execute the Move Fort Smith Mobility Master Plan.**
 - Improving safety, public health, connectivity, accessibility, economic development, and sustainability
 - Support needed from Streets Department, Engineering Department, Parks & Recreation, Grants
 - FLU-1.5, FLU-2.2, FLU-3.2, FLU-3.4.2, ED-6.1, ED-6.1.1, HN-1.7, TI-1.2, TI-1.5, TI-1.5.1, TI-1.6, TI-1.7, TI-3.1, TI-3.2, TI-3.2.1, NCR-1.4, NCR-2.3.1, NCR-2.3.2
- **Move forward with master planning of the Brick Yard Park.**
 - Generate private contributions, community engagement, and maintenance plans
 - Support needed from Parks & Recreation, Administration, Engineering, and Communication
 - FLU-1.5, ED-2.6.4, ED-6.1, ED-6.1.1, NCR-2.3.2
- **Begin work on the Bass Reeves Legacy Loop.**
 - Leverage federal funds to improve community connectivity, economic development, and public health
 - Support needed from Parks & Recreation, Grants Administration, Engineering, ArDOT, Streets & Traffic Control
- **Expand All Kids Bike into more public schools.**
 - Help Fort Smith youth reach a major developmental milestone
 - PFS-5.1, PFS-5.1.2, NCR-4.1.2
- **Collaborate with Parks & Recreation for the development of each phase of the Maybranch Trail.**
 - Leverage federal and state funding through grant opportunities
 - FLU-3.4.2, ED-6.1.1, TI-1.2, TI-1.6, TI-3.1, NCR-2.3.2
- **Grow community participation in public health programming such as Bikes at the Bakery, the True Grit Ride, and the General Darby March.**
 - With additional capacity, start a city sponsored walking program
 - Support from CVB, Communications, advocacy groups
 - PFS-5.1, PFS-5.1.2, PFS-5.1.3
- **Continue to educate the public on the benefits of mobility initiatives.**
 - Support from Communications, Chamber of Commerce
 - PFS-5.1, PFS-5.1.2, NCR-4.1.2
- **Encourage community volunteerism around trails through partnerships with FOORC, F.O.R.T, and Keep Fort Smith Beautiful.**
 - Build a base of volunteers with interest in beautifying and maintaining the former ACME quarry.
 - Reduce maintenance burdens on the Parks & Recreation department through adopt-a-trail programs

HIGHLIGHTS & RECOGNITIONS

- Kudos to City Administration and the Board of Directors for purchasing the ACME property
- Kudos to City Administration and the Board of Directors for their ongoing support of Ride 4 Smilies
- Kudos to Matt Meeker for his work to improve roadway safety through the City of Fort Smith Comprehensive Safety Action Plan
- Kudos to Joshua Robertson for allocating EPA grant funds for the Alleyway Rehabilitation project
- Kudos to Chris Hoover for his assistance in finding relevant mobility grants
- Kudos to Sara Deuster for her work on the Maybranch Trail and ArDOT grants
- Kudos to Josh Buchfink for encouraging participation in community input sessions through social media graphics and emails
- Kudos to Ken Savage and the Frontier MPO for their work in improving mobility throughout Fort Smith
- Kudos to the Planning Department for implementing bike-friendly policies, such as bike parking, at certain developments
- Kudos to the CBID for prioritizing walkability in downtown Fort Smith

NEW IDEAS:

- Bass Reeves Legacy Loop
- B Street Multi-Modal Safety Improvements
- Rogers Avenue Complete Street Project
- Alleyway Rehabilitation

BUDGET & FUNDING:

- Leverage funds from the Streets, Bridges, and Associated Drainage tax to execute relevant Move Fort Smith projects.



Engineering Department | 2023 Report

SUBMITTED BY

Stan Snodgrass, P.E. | Director of Engineering
snodgrass@fortsmithar.gov | (479) 784-2225



Summary of Department's Purpose

- **Mission Statement:** The City of Fort Smith Engineering Department is committed to providing high quality, resident focused services for the advancement of a thriving community.
- The Engineering Department is responsible for the design and implementation of the City's sales tax Capital Improvement Program for Streets, Bridges and Associated Drainage Improvements. This department also reviews plans for street and drainage issues to assure compliance with ordinances, code and policies. The major priority for this department is to prepare projects for design and construction within a reasonable time frame and manage construction of all street and drainage projects in process. Projects the Engineering Department oversee include Major Street Work, Drainage Improvements, Street Overlays / Reconstruction projects and Traffic Signal Improvement projects.

Top Accomplishments from 2023:

- **Street Overlays and Reconstruction.** There were six (6) street overlay/reconstruction projects at various locations across the City. These projects consisted of asphalt street overlays, street reconstruction where needed, and minor drainage improvements along the street corridor.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
- **Drainage Improvements.** There were two (2) drainage improvements projects. These projects consisted of improvements to reduce the frequency of flooding for various locations across the city. The primary focus of these projects is to reduce flooding of structures and properties.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
 - NCR 2.6: Reduce stormwater runoff and flooding.
- **Intersection and Signal Improvements.** There was one (1) traffic signal improvement project. This project included the installation of Advanced Transportation Controllers for twenty (20) intersections

along the Midland Avenue, Kelley Highway, and Phoenix Avenue Corridors. This work also included the installation of updated timing plans along these corridors.

- FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
- TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
- **Leigh Avenue Extension.** This project extended Leigh Avenue across the "horseshoe" from Cliff Drive towards Southside High School providing a more direct connection. The property owner petitioned the Board of Directors for the abandonment of the right of way for the approximately 3,300 foot long "horseshoe" section of Leigh Avenue, which then became a private street. The property owner also donated the right of way for the new street extension and allowed for disposal of the excess shale on their property.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
- **Geren Road Reconstruction.** This project included the reconstruction and widening of Geren Road between Hwy. 45 and South 58th Street. The length of the project was approximately 5,400 feet and the street was widened to a three lane major collector street section.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
 - HN 1.6: Provide convenient, safe connections between neighborhoods and important destinations, such as downtown, employment centers, schools, parks, shopping areas, and neighborhood services.
- **Flooded Residence Buyout Program.** There were nine (9) properties under this program that were purchased. The buyout program applies city wide and is used to purchase residential properties that have experienced structure flooding if the cost of the residence/property is less than the cost of public drainage improvements to reduce the flooding.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
 - NCR 2.6: Reduce stormwater runoff and flooding.
- **Excelsior Drive.** This project included the construction of Excelsior Drive to serve the new Owens Corning facility. Excelsior Drive extended east of Hwy. 45 approximately 1600 feet.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.

- TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
- PFS 4.2: Provide new facilities in a manner that protects investments in existing facilities and promotes orderly growth.
- **Major Stormdrain Rehabilitation.** This project included the installation of a cured in place lining in the Carnall Outfall storm sewer line. This line, constructed in the 1920s, varies in size from 60" to 72", averages 20 feet deep and extends 3000 feet from Towson Avenue to the Poteau River.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
 - NCR 2.6: Reduce stormwater runoff and flooding.

PRIORITIZING 2024:

- The Engineering Department's Top Goals for 2024 are to complete the numerous Street and Drainage Capital Improvement Projects which include Major Street Work projects, Drainage Improvements, Street Overlays/Reconstruction projects, and Traffic Signal Improvements, proposed at various locations across the City.
- The Engineering Department's top need for 2024 is to be staffed with Project Engineers. This has been an ongoing problem and the Department is short four out of four Project Engineers.

2024 Top List:

- **Street Overlays and Reconstruction** – This work includes improvements to the street surface for numerous streets across the city.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
- **Neighborhood Drainage Improvements** – This work includes improvements to reduce the frequency of flooding for various locations across the city. The primary focus are projects to reduce the flooding of structures and properties.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
 - NCR 2.6: Reduce stormwater runoff and flooding.
- **Intersection and Signal Improvements** – This work includes replacement and upgrades to outdated traffic signal equipment and poles.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
- **Massard Road Widening.** This project includes the construction of the additional two lanes along Massard Road to complete the four lane boulevard section extending south and east approximately 7800 feet to I-49. The section between Wells Lake Road and I-49 will be widened to a five lane street section and will include the installation of a traffic signal at the intersection of Massard Road and Chad Colley Boulevard.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.

- ED 6.1: Ensure that economic development objectives are included in the evaluation of all future City infrastructure projects, including parks and recreation facilities.
- HN 1.6: Provide convenient, safe connections between neighborhoods and important destinations, such as downtown, employment centers, schools, parks, shopping areas, and neighborhood services.
- NCR 2.6: Reduce stormwater runoff and flooding.
- **May Branch Outfall Culvert Remediation.** This project includes remediation work for the May Branch outfall culvert resulting from damage during the 2019 Arkansas River Flood and construction related problems. The work will include demolition and removal of approximately 260 feet of existing 12' x 10' pre-cast concrete box culvert and its replacement with 260 feet of 12' x 10' cast-in-place concrete box culvert immediately upstream of the P Street Floodwater Pump Station. The project will also include subsurface injection of grout to address ground subsidence along approximately 970 feet immediately upstream of the P Street Floodwater Pump Station.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
 - NCR 2.6: Reduce stormwater runoff and flooding.
- **Spradling Avenue Extension, Phase 2.** This project will extend Spradling Avenue east of its current terminus adjacent to John Bell Jr. Park. This second phase will extend the street approximately 2,000 feet to connect with the existing section of Spradling Avenue at North 23rd Street. This street extension will provide a direct connection to the soccer fields, park, and all its amenities for the neighborhoods in this area.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
- **South 91st Street Reconstruction, Rogers Avenue to Dallas Street.** This section of South 91st Street was originally constructed as a concrete street in 1989. In the past 35 years there has been significant longitudinal cracking and differential settlement of the concrete pavement. This project includes reconstruction of the street section to improve the street riding surface.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
- **Street/Drainage Work related to 188th Expansion.** This project includes street and/or drainage improvement work, yet to be determined, related to the 188th expansion.

- FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
- TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
- TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
- NCR 2.6: Reduce stormwater runoff and flooding.
- **Flooded Residence Buyout Program** – This buyout program applies city wide and is used to purchase residential properties that have experienced structure flooding if the cost of the residence/property is less than the cost of public drainage improvements to reduce the flooding.
 - FLU 1.4: Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
 - TI 4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - TI 4.2: Ensure that utility and infrastructure systems can meet the city's long-term needs.
 - NCR 2.6: Reduce stormwater runoff and flooding.

BUDGET & FUNDING:

- The Five Year (2024-2028) Sales Tax Program for Streets, Bridges and Associated Drainage Improvements is attached.

RESOLUTION NO. R-197-23

**A RESOLUTION APPROVING AND AUTHORIZING
IMPLEMENTATION OF THE FIVE YEAR (2024-2028)
SALES TAX PROGRAM FOR STREETS, BRIDGES
AND ASSOCIATED DRAINAGE IMPROVEMENTS**

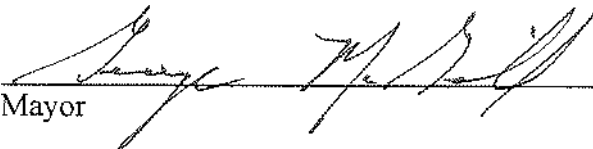
BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE CITY OF FORT SMITH, ARKANSAS THAT:

SECTION 1: The Five Year (2024-2028) Sales Tax Program for Streets, Bridges and Associated Drainage Improvements as identified and specified in the attachment hereto is hereby approved.

SECTION 2: The staff is directed to proceed with implementation of the Five Year (2024-2028) Sales Tax Program for Streets, Bridges and Associated Drainage Improvements.

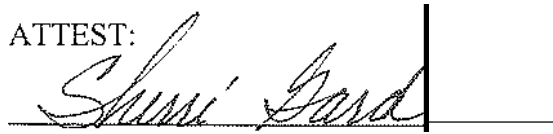
This Resolution adopted this 7th day of November, 2023.

APPROVED:



Mayor

ATTEST:



City Clerk

Approved as to Form

(/4...)"(Z
No Publication Required

CITY OF FORT SMITH

10/11/23

Five-Year Capital Improvement Program for Streets, Bridges and Drainage (2024-2028)

	2023	2024	2025	2026	2027	2028
Beginning Balance	48,160,308	45,105,857	25,828,418	19,110,632	13,317,167	6,163,268
Current Year Sales Tax Revenue	28,709,135	29,911,808	30,210,926	30,513,035	30,818,166	31,126,347
Total Funds Available	76,869,443	75,017,665	56,039,344	49,623,667	44,135,333	37,289,615
1 Street Overlays/Reconstruction	13,206,986	14,362,000	15,800,000	15,000,000	15,000,000	15,000,000
2 Neighborhood Drainage Improvements	4,087,279	10,531,467	1,400,000	5,000,000	4,000,000	4,000,000
3 Downtown Traffic and Truck Route	0	100,000	0	0	0	0
4 Intersection and Signal Improvements	872,000	2,550,000	750,000	750,000	750,000	750,000
5 Kelley Highway Extension to Riverfront Drive	0	0	0	0	1,100,000	1,100,000
6 Towson Avenue - Garrison to Zero Street	0	0	0	0	1,600,000	2,000,000
7 Geren Road Reconstruction	166,789	0	0	0	0	0
8 Levee/Bank Stabilization	20,000	3,000,000	0	0	0	0
9 Major Stormdrain Rehabilitation	3,792,371	0	0	0	0	0
10 May Branch Outfall Culvert Remediation	234,000	10,000,000	0	0	0	0
11 Flooded Residence Buyout Program	1,480,000	910,000	500,000	500,000	500,000	500,000
12 May Branch Drainage/ACME Brick Ponds	1,301,864	574,580	1,500,000	3,000,000	0	0
13 Hwy 45 widening - Zero St to Hwy 71	0	0	0	0	3,337,500	0
14 Leigh Avenue Extension	1,850,000	0	0	0	0	0
15 Street/Drainage related to 188th Expansion	0	200,000	1,800,000	0	0	0
16 Massard Road widening to I-49	300,000	260,000	5,000,000	6,500,000	0	0
17 Spradling Avenue Ext. Phase 2	0	250,000	4,750,000	0	0	0
18 Hwy 45/Massard Rd Connector	66,000	100,000	300,000	400,000	7,000,000	8,000,000
19 South 91st Street, Rogers to Dallas	0	1,500,000	0	0	0	0
20 FSHA Street and Drainage Work	0	0	500,000	500,000	0	0
21 6th/Wheeler modifications at Bakery District	0	300,000	0	0	0	0
22 Economic Development	137,000	500,000	500,000	500,000	500,000	500,000
23 Street/Drainage by Street Operations Dept.	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
24 Miscellaneous/Contingency	625,336	300,000	350,000	350,000	350,000	350,000
Subtotal Expenditures	29,039,625	46,438,047	34,150,000	33,500,000	35,137,500	33,200,000
25 Indirect and Operating Costs	2,723,961	2,751,201	2,778,713	2,806,500	2,834,565	2,862,910
Total Expenditures	31,763,586	49,189,247	36,928,713	36,306,500	37,972,065	36,062,910
Ending Balance	45,105,857	25,828,418	19,110,632	13,317,167	6,163,268	1,226,705

Description		Project #	Estimated 2023 Expenditure	Estimated 2024 Expenditure	Estimated 2025 Expenditure	Estimated 2026 Expenditure	Estimated 2027 Expenditure	Estimated 2028 Expenditure
1	Street Overlays/Reconstruction	Total	13,206,986	14,362,000	15,800,000	15,000,000	15,000,000	15,000,000
	Street Overlays/Reconstruction, Phase A	21-03-A	181,096	0	0	0	0	0
	Street Overlays/Reconstruction, Phase B	21-03-B	110,333	0	0	0	0	0
	Street Overlays/Reconstruction, Phase A	22-03-A	2,000,000	0	0	0	0	0
	Street Overlays/Reconstruction, Phase B	22-03-B	1,619,461	0	0	0	0	0
	Street Overlays/Reconstruction, Phase C	22-03-C	965,150	0	0	0	0	0
	Street Overlays/Reconstruction, Phase D. Also includes replacement of railroad crossing panels at 3 locations.	22-03-D	1,600,000	1,500,000	0	0	0	0
	Street Overlays/Reconstruction, Phase E	22-03-E	1,900,000	862,000	0	0	0	0
	Street Overlays/Reconstruction, Phase F	22-03-F	2,000,000	0	0	0	0	0
	Street Overlays/Reconstruction, Phase A	23-03-A	285,940	1,800,000	0	0	0	0

Description	Project #	Estimated 2023 Expenditure	Estimated 2024 Expenditure	Estimated 2025 Expenditure	Estimated 2026 Expenditure	Estimated 2027 Expenditure	Estimated 2028 Expenditure
Street Overlays/Reconstruction, Phase B	23-03-B	500,000	1,500,000	0	0	0	0
Street Overlays/Reconstruction, Phase C	23-03-C	523,361	2,000,000	0	0	0	0
Street Overlays/Reconstruction, Phase D	23-03-D	493,245	1,800,000	0	0	0	0
Street Overlays/Reconstruction, Phase E	23-03-E	536,900	1,800,000	0	0	0	0
Street Overlays/Reconstruction, Phase F	23-03-F	491,500	1,600,000	0	0	0	0
Street Overlays/Reconstruction	2024	0	1,500,000	14,300,000	0	0	0
Future Street Overlays/Reconstruction	2025-2028	0	0	1,500,000	15,000,000	15,000,000	15,000,000
2 Neighborhood Drainage Improvements	Total	4,087,279	10,531,467	1,400,000	5,000,000	4,000,000	4,000,000
LOMR for Mill Creek Crossing on Ingersoll Case #21-06-0438P	07-01-A	10,000	0	0	0	0	0
Neighborhood Drainage, Phase B, 700 Candlestick / 7100 S. T Street / 5200 Moody Dr	20-06-B	29,936	0	0	0	0	0
Neighborhood Drainage, Phase C, 9800 Brooken Hill / 2100 S. 88th St.	20-06-C	1,023,743	1,018,813	0	0	0	0
Neighborhood Drainage, Phase A, 3100 Blk of Briarcliff	21-06-A	634,500	873,000	0	0	0	0

	Description	Project #	Estimated 2023 Expenditure	Estimated 2024 Expenditure	Estimated 2025 Expenditure	Estimated 2026 Expenditure	Estimated 2027 Expenditure	Estimated 2028 Expenditure
	Neighborhood Drainage, Phase B, 7900 Blk of Yorktown, 3800 Blk of Park, and 3400 Blk of Edinburgh	21-06-B	2,156,620	717,154	0	0	0	0
	Neighborhood Drainage, Phase C, 7200 Blk of Hwy. 271	21-06-C	50,000	500,000	0	0	0	0
	Levee O/M Completion, FEMA Certification and LOMR	21-06-F	20,000	22,500	0	0	0	0
	Neighborhood Drainage, Phase E, 4300 Blk of Phoenix	21-06-G	0	900,000	0	0	0	0
	Drainage Improvements, Phase A, Hardscrabble Way/South 56th, 2600 Blk of Dallas and 2700 Blk of Glen Flora Way	22-06-A	18,000	2,200,000	0	0	0	0
	Drainage Improvements, Phase A.	23-06-A	74,480	2,000,000	0	0	0	0
	Drainage Improvements, Phase B	23-06-B	70,000	2,100,000	0	0	0	0
	Drainage Project - Detention pond at north limits of Hardscrabble, just south of East valley Road	2024	0	200,000	1,000,000	1,000,000		
	Future Drainage Projects	2025-2028	0	0	400,000	4,000,000	4,000,000	4,000,000
3	Downtown Traffic and Truck Route	Total	0	100,000	0	0	0	0
	Split phase for North 5th signal at Garrison, Protected left turns on Garrison and possible radius improvements		0	100,000	0	0	0	0
4	Intersection and Signal Improvements	Total	872,000	2,550,000	750,000	750,000	750,000	750,000
	Intersection Improvements	18-09-B	15,000					

Description	Project #	Estimated 2023 Expenditure	Estimated 2024 Expenditure	Estimated 2025 Expenditure	Estimated 2026 Expenditure	Estimated 2027 Expenditure	Estimated 2028 Expenditure
Traffic Signal Improvements, North 6th Street/A Street and North 6th/B Street	22-09-A	200,000	400,000	0	0	0	0
Corridor timing plans & ATC Controllers - Midland, Kelley and Phoenix, 20 intersections	22-09-B	614,000	0	0	0	0	0
Intersection Improvement - Free Ferry and Albert Pike. Roundabout or Traffic Signal	23-09-A	10,000	0	0	0	0	0
Traffic Signal Improvements - Massard Road/Dallas Street and Rogers Avenue/10th Street	23-09-B	48,000	700,000	0	0	0	0
Traffic Signal Improvements - Hwy 71/I-540 (1993) and Hwy 71/Duke (1991)	2024	0	50,000	700,000	0	0	0
Signal Detection on Rogers Avenue (19 intersections) and on Phoenix west (6 intersections)	2024	0	1,400,000	0	0	0	0
Future Traffic Signals	2025-2028	0	0	50,000	750,000	750,000	750,000
5 Kelley Highway Extension to Riverfront Drive	15-01-A	0	0	0	0	1,100,000	1,100,000
6 Towson Avenue - Garrison to Zero Street	Total	0	0	0	0	1,600,000	2,000,000
Partner with ArDOT. City share is \$2.0 mil. Work includes drainage, curb, sidewalk, driveway, asphalt surface. City takes ownership after completion.	20-02-A	0	0	0	0	1,600,000	2,000,000
7 Geren Road Reconstruction	15-02-A	166,789	0	0	0	0	0

	Description	Project #	Estimated 2023 Expenditure	Estimated 2024 Expenditure	Estimated 2025 Expenditure	Estimated 2026 Expenditure	Estimated 2027 Expenditure	Estimated 2028 Expenditure
8	Levee/Bank Stabilization	Total	20,000	3,000,000	0	0	0	0
	River Bank Stabilization at Levee - 1600 feet of rip rap adjacent to levee	20-06-A	20,000	3,000,000	0	0	0	0
9	Major Stormdrain Rehabilitation	Total	3,792,371	0	0	0	0	0
	Storm Drain Rehabilitation at Carnall Outfall Line	20-06-E	3,792,371	0	0	0	0	0
10	May Branch Outfall Culvert Remediation	21-06-E	234,000	10,000,000	0	0	0	0
11	Flooded Residence Buyout Program		1,480,000	910,000	500,000	500,000	500,000	500,000
	Purchase of 7 properties, 2 on Hillside Drive, 3 on Gary Street, 1 on Edinburgh and 1 on South L Street	22-90-A	1,400,000	0	0	0	0	0
	Demolish 2 houses in 2023 and 7 in 2024. Assume asbestos is found in each for cost, \$30K each	22-90-A	80,000	210,000				
	FEMA HMPG grant match	22-90-A	0	200,000				
	Annual amount for Flooded Residence Buyout Program	22-90-A	0	500,000	500,000	500,000	500,000	500,000
12	May Branch Drainage/ACME Brick Ponds		1,301,864	574,580	1,500,000	3,000,000	0	0

	Description	Project #	Estimated 2023 Expenditure	Estimated 2024 Expenditure	Estimated 2025 Expenditure	Estimated 2026 Expenditure	Estimated 2027 Expenditure	Estimated 2028 Expenditure
	May Branch Detention Basin Analysis - ACME Brick Property & Tilles Park	23-12-C	1,181,864	500,000	1,500,000	3,000,000	0	
	May Branch Flood Reduction Reach 1 Evaluation and update to cost estimate	23-06-C	120,000	74,580	0	0		0
13	Hwy 45 widening - Zero St to Hwy 71	17-01-B	0	0	0	0	3,337,500	0
14	Leigh Avenue Extension	22-00-A	1,850,000	0	0	0	0	0
15	Street/Drainage related to 188th Expansion		0	200,000	1,800,000	0	0	0
16	Massard Road widening to I-49	Total	300,000	260,000	5,000,000	6,500,000	0	0
		23-01-A	300,000	260,000	5,000,000	6,500,000	0	0
17	Spradling Avenue Ext, Phase 2	Total	0	250,000	4,750,000	0	0	0
	Design and permitting (wetlands) in 2024. Construction in 2025.	23-00-A	0	250,000	4,750,000	0	0	0
18	Hwy 45/Massard Rd Connector	Total	66,000	100,000	300,000	400,000	7,000,000	8,000,000
	Concept design update, review of options and public involvement 2023/2024. Final Design and permitting in 2025 and 2026. Construction estimated in 2027 and 2028	23-12-E	66,000	100,000	300,000	400,000	7,000,000	8,000,000
19	South 91st Street, Rogers to Dallas	Total	0	1,500,000	0	0	0	0

	Description	Project #	Estimated 2023 Expenditure	Estimated 2024 Expenditure	Estimated 2025 Expenditure	Estimated 2026 Expenditure	Estimated 2027 Expenditure	Estimated 2028 Expenditure
			0	1,500,000	0	0	0	0
20	FSHA Street and Drainage Work	Total	0	0	500,000	500,000	0	0
	Baily Hill Development		0	0	500,000	500,000	0	0
21	6th/Wheeler modifications at Bakery District	Total	0	300,000	0	0	0	0
	Turnkey project with consultant engineer doing the design, ArDOT permitting/approval, bidding and construction inspection.		0	300,000	0	0	0	0
22	Economic Development		137,000	500,000	500,000	500,000	500,000	500,000
	The cost of Excelsior Drive was \$2.359 million. The City benefitted from an EDA grant in the amount of \$1.66 mil towards the project. This project also included funding from various other sources which included \$262,500 from ArDOT, \$250,000 from the Arkansas Economic Development Commission, and \$50,000 from the Fort Smith Regional Chamber of Commerce. The City's share for the street construction was approximately \$137,000.	21-00-B	137,000	0	0	0	0	0
	Future Economic Development - \$500K is also budgeted annually for 2024 through 2028 to be utilized for future public street and/or drainage work as approved by the Board of Directors.			500,000	500,000	500,000	500,000	500,000
23	Street/Drainage by Street Operations Dept.		900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
24	Miscellaneous/Contingency	Total	625,336	300,000	350,000	350,000	350,000	350,000
	Street Striping Replacement - 2022	22-85-A	195,746	0	0	0	0	0

Description	Project #	Estimated 2023 Expenditure	Estimated 2024 Expenditure	Estimated 2025 Expenditure	Estimated 2026 Expenditure	Estimated 2027 Expenditure	Estimated 2028 Expenditure
Street Striping Replacement - 2023	23-85-A	176,780	0	0	0	0	0
Aurigo Construction Management Software Annual Support		5,000					
P Street Culvert Evaluation - Coordination with FEMA submittal	20-90-A	10,000					
Pavement Management - Street Ratings	23-12-A	67,250					
Street Striping/Signage Inventory	23-12-B	69,500					
Street Overlays Determination for 2024	23-12-D	25,860					
Construction Plan & Stormwater Design Rev	23-90-A	20,000					
Traffic Analysis at FSRA	23-90-B	20,000					
Signal Timing for Garrison Avenue	23-90-C	30,000					
MS4 General Permit		200					
Seb. Co. Clerk, Scanning CIP projects		5,000					
Contingency item 2024-2028		0	300,000	350,000	350,000	350,000	350,000
	Sub Total	29,039,625	46,438,047	34,150,000	33,500,000	35,137,500	33,200,000
25 Indirect and Operating Costs		2,723,961	2,751,201	2,778,713	2,806,500	2,834,565	2,862,910
	Grand Total	31,763,586	49,189,247	36,928,713	36,306,500	37,972,065	36,062,910

**Five Year Capital Improvement Program (2024-2028)
Streets, Bridges and Drainage Sales Tax Funds**

**Descriptions of Selected Projects
October 10, 2023**

1. Street Overlays and Reconstruction. The total length of streets proposed to be improved is approximately 12.7 miles as shown on the attached list and exhibits. (See pages 6-12). The estimated cost for the 2024 street overlays and reconstruction projects totals \$15.8 million, with an estimated \$1.5 mil expended in 2024 and \$14.3 mil expended in 2024. The total cost shown in 2024 is \$14.4 mil which includes \$12.9 mil in remaining construction for the 2023 projects.

2. Neighborhood Drainage Improvements. The proposed project for 2024 includes an evaluation for a regional stormwater detention pond at the northern limits of the Hardscrabble Country Club. (See page 13). Four houses to the north of this location including properties along East Valley Road and along South X Street are experiencing flooding. Hazardous street overtopping is also occurring in this area.

The total estimated cost for this work is \$2.2 million, with an estimated \$200,000 expended in 2024 and \$1.0 mil expended in both 2025 and 2026. The total cost shown in 2024 is \$10.5 million which includes \$10.3 million in remaining work for ongoing drainage projects.

3. Downtown Traffic and Truck Route. This work includes possible traffic signal modifications to the center left turn signal phasing for Garrison Avenue at the intersection with 5th Street. For 2024, \$100,000 is budgeted for this signal modification along with some possible minor intersection turning radius improvements. Any modifications to this intersection are currently on hold pending completion of the ArDOT Highway 64 study which is expected to be completed in mid 2024.

4. Intersection and Signal Improvements. This project includes replacement of traffic signals at the intersections of Hwy. 71 & I-540 (1993) and Hwy. 71 & Duke (1991) as they are currently 30 and 32 years old respectively. The estimated cost for the work at these two intersections is \$750,000. This item also includes updated traffic signal detection along Rogers Avenue (19 intersections) and Phoenix Avenue (6 intersections). (See page 14). The estimated cost for the updated traffic signal detection at the 25 intersections is \$1.4 million. The total cost shown for this item in 2024 is \$2.55 mil which includes remaining work for ongoing traffic signal projects.

5. Kelley Highway Extension to Riverfront Drive. This project is for the reconstruction and widening of Kelley Highway to a three lane section from Midland Boulevard to Riverfront Drive. (See page 15). The engineering design is complete. The right of way acquisition has been pushed back to start in 2027 with construction anticipated to begin in 2029. The estimated cost for the right of way acquisition is \$2.2 million.

6. Towson Avenue – Garrison Avenue to Zero Street. This partnering project with ARDOT includes the complete rehabilitation of the approximately four mile section of Towson Avenue (Hwy 71B) between Garrison Avenue (Hwy 64) and Zero Street (Hwy 255). (See page 16). The project will include upgrading of the drainage system to current standards, replacement of the curb/guttering and driveway approaches, installation of sidewalks and pavement improvements to the street surface. The city's share will be 16% of the project costs, up to a maximum amount of \$2.0 million. Upon completion of the work, this section of Hwy 71 B (Towson Avenue) will be removed from ARDOT's highway system and will become a city street. Pending relocation of the water and sanitary sewer utilities that are in conflict with the proposed drainage improvements, it is estimated the street project will bid for construction in 2028. The \$1.6 million in 2027 is for the water and sewer line relocations that are needed due to conflicts with the proposed Towson drainage work.

7. Geren Road Reconstruction. This project was the reconstruction and widening of Geren Road to a three lane section between Highway 45 and 58th Street. (See page 17). This project was completed in 2023.

8. Levee/Bank Stabilization. This project includes the installation of large rip rap along approximately 1600 feet of eroding river bank adjacent to the City's levee system. (See page 18). With the major flooding on the Arkansas River, the river bank adjacent to the levee has experienced significant erosion and requires stabilization before the erosion encroaches to the toe of the levee. Permits from the Corps of Engineers have been obtained and we are in the process of acquiring needed property easements from Kansas City Southern. We anticipate construction to begin in 2024. The estimated cost for the construction is \$3.0 million.

9. Major Stormdrain Rehabilitation. This work includes the installation of a cured in place lining in the Carnall Outfall stormdrain line. (See page 19). The construction will be completed this fall.

10. May Branch Outfall Culvert Remediation. This project includes the remediation work for the May Branch outfall culvert relating to construction problems and damage from the 2019 Arkansas River flooding. The project includes replacement of approximately 250 feet of the 12' x 10' box culvert and comprehensive filling of the voids

in the soil surrounding the box culvert. (See page 20). The Construction Manager General Contractor has been selected for this project and we anticipate the construction to begin in January of next year. The estimated cost for this work is \$10.0 million.

11. Flooded Residence Buyout Program. This program applies city wide and is used to purchase residential properties that have experienced structure flooding if the cost of the residence/property is less than the cost of public drainage improvements to reduce the flooding. The buyout program applies to residential structure flooding from a city maintained drainage way, easement, street, or right of way. Examples of non-qualifying flood events include structure flooding where the flood source is from neighboring properties, a hillside, groundwater seepage, or the Arkansas River.

For 2024, this program is being utilized as a City cost share match of \$200,000 associated with a FEMA Hazard Mitigation Planning Grant to purchase 11 houses in the May Branch drainage area. (See page 21). Also included in 2024 is \$210,000 for the demolition of seven houses that were purchased in 2023. An amount of \$500,000 is budgeted annually for 2024 through 2028 for the possible acquisition of additional houses.

12. May Branch Drainage / ACME Brick Ponds. This project is to mitigate flooding along the May Branch drainage basin. The work includes construction of two regional detention ponds, one on both the east and west sides of Old Greenwood Road at the ACME Brick site. (See page 22). The preliminary May Branch Detention Analysis by Halff Associates indicates the installation of the ponds will allow the May Branch storm pipe network to convey the 25 year storm which currently is unable to convey the 10 year storm. The estimated cost of the detention ponds is approximately \$5.0 million.

This item also includes the re-evaluation of Reach 1 in order to remove it from the original project and let it be a standalone project without federal funding. (See page 23). The cost of the re-evaluation is \$195,000. The drainage improvements upstream of Reach 1 would then be considered as a new project by the Corps of Engineers in an effort to increase the benefit to cost ratio, thereby allowing it to be eligible for federal funds.

In order for the Corps of Engineers to commit to re-evaluating the remaining project for federal funding eligibility, they must receive assurance that the City will construct and pay for the Reach 1 section entirely with City funds. The drainage improvements for Reach 1 have to be completed or substantially under construction before the remaining federal project could move forward.

13. Highway 45 widening – Hwy 255 to Hwy 71. This partnering project with ARDOT is for the widening of Highway 45 between Highway 255 (Zero Street) and Highway 71. The project also includes the installation of traffic signals at the intersections of Highway

45 with Planters Road and Geren Road. (See page 24). This project is a collaboration between the ARDOT, the City of Fort Smith and Sebastian County. The City and Sebastian County are providing funding in total amounts not to exceed \$3.3 million and \$1.1 million, respectively. Pending relocation of the water transmission line along Highway 45, it is estimated the street project will bid for construction in 2027.

14. Leigh Avenue Extension. This project is extending Leigh Avenue across the "horseshoe" from Cliff Drive towards Southside High School. (See page 25). The project will be completed this fall.

15. Street/Drainage related to 188th Expansion. This project includes street and/or drainage improvement work, yet to be determined, related to the 188th expansion. The budgeted amount for this work is \$2.0 million.

16. Massard Road widening to I-49. Massard Road south of Zero Street continues to see a significant increase in the traffic volume given the construction and growth in area. Additionally, the continuation of I-49 north to I-40 is expected to be completed in the next 10 years. This connection will dramatically increase the traffic flow in this area. The intersection of Massard Road with I-49 will become a major interchange serving the City.

This project includes the construction of the additional two lanes along Massard Road to complete the four lane boulevard section extending south approximately 7800 feet to I-49. The section between approximately Wells Lake Road and I-49 will be widened to a five lane street section and will include the installation of a traffic signal at the intersection of Massard Road and Chad Colley Boulevard. (See page 26). The preliminary cost estimate is \$12.0 million. Construction is estimated to begin in 2025.

17. Spradling Avenue Extension, Phase 2. This project will extend Spradling Avenue east of its current terminus adjacent to John Bell Jr. Park. This second phase will extend the street approximately 2,000 feet to connect with the existing section of Spradling Avenue at North 23rd Street. (See page 27). This street extension will provide a direct connection to the soccer fields, park and all its amenities for the neighborhoods in this area. The estimated cost for this extension is \$5.0 million.

18. Hwy 45/Massard Road Connector. This project includes the evaluation of an east-west street connecting Hwy 45 and Massard Road in the area between Zero Street and Rye Hill Road. (See page 28). The route selection will be completed in 2024, followed by the design and permitting. Construction is anticipated to start in 2027. The estimated cost for this project is \$16.0 million.

19. South 91st Street, Rogers Avenue to Dallas Street. This section of South 91st Street was originally constructed as a concrete street in 1989. (See page 29). In the past 34 years there has been significant longitudinal cracking and differential settlement of the concrete pavement. As the majority of the area served by this street has been developed, the amount of truck traffic on this street has been reduced over the years. Resurfacing of this street will not be like a conventional asphalt overlay. Several options are being reviewed including the possibility of diamond grinding the existing street surface in combination with an overlay including adjustments to the curb/gutter and driveways. The estimated cost for this work is \$1.5 million.

20. Fort Smith Housing Authority (FSHA) Street and Drainage Work. This item includes assistance for street and drainage construction associated with a Fort Smith Housing Authority residential development. The project is located at the old Bailey Hill Reservoir site, east of Towson Avenue and north of South U Street. (See page 30). The cost for this item is \$1.0 million.

21. 6th Street/Wheeler modifications at Bakery District. This project includes modifications to 6th Street just north of Wheeler Avenue as requested by the Bakery District. (See page 31). The project includes reverse angle back-in parking, construction of concrete and landscape islands, drainage modifications, relocation of a traffic signal pole/traffic signal head adjustments, and resurfacing of 6th Street from Garland Avenue/Wheeler Avenue to Parker Avenue. This project will be turnkey with the consultant engineer completing the design, obtaining the permitting/approval of ArDOT, bidding of the project and the construction inspection/management. The estimated cost for this work is \$300,000.

22. Economic Development. This item is utilized for public street and/or drainage work associated with economic development incentives. For years 2024 through 2028, \$500,000 is budgeted annually for future public street and/or drainage work as approved by the Board of Directors.

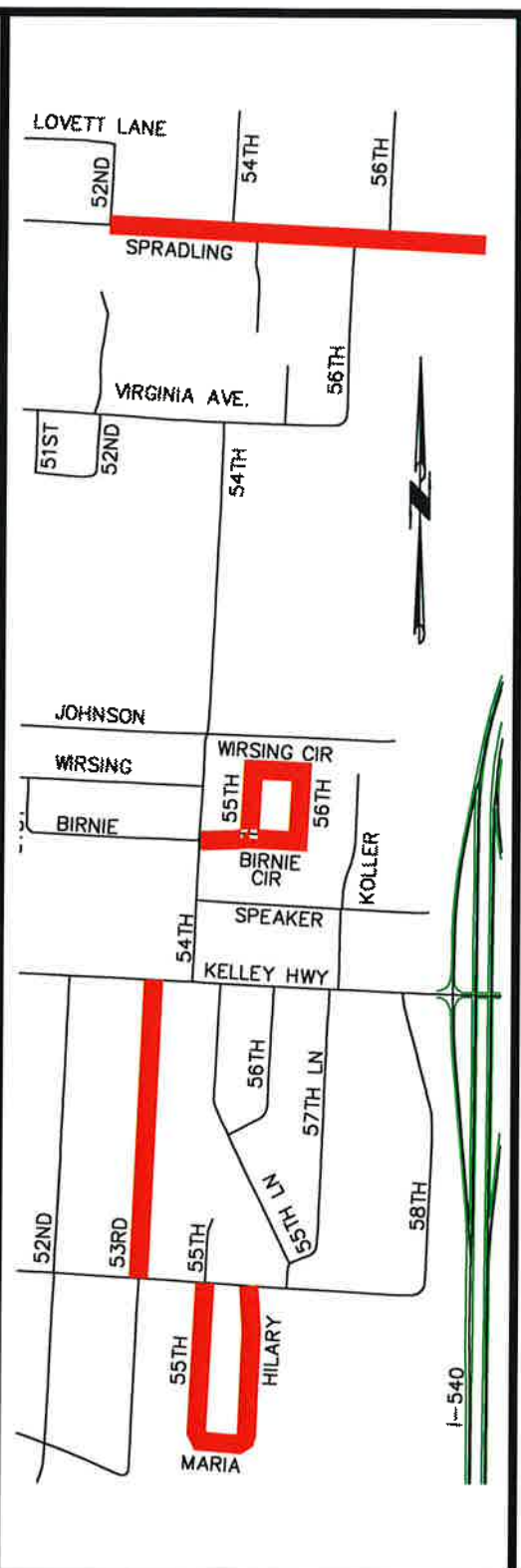
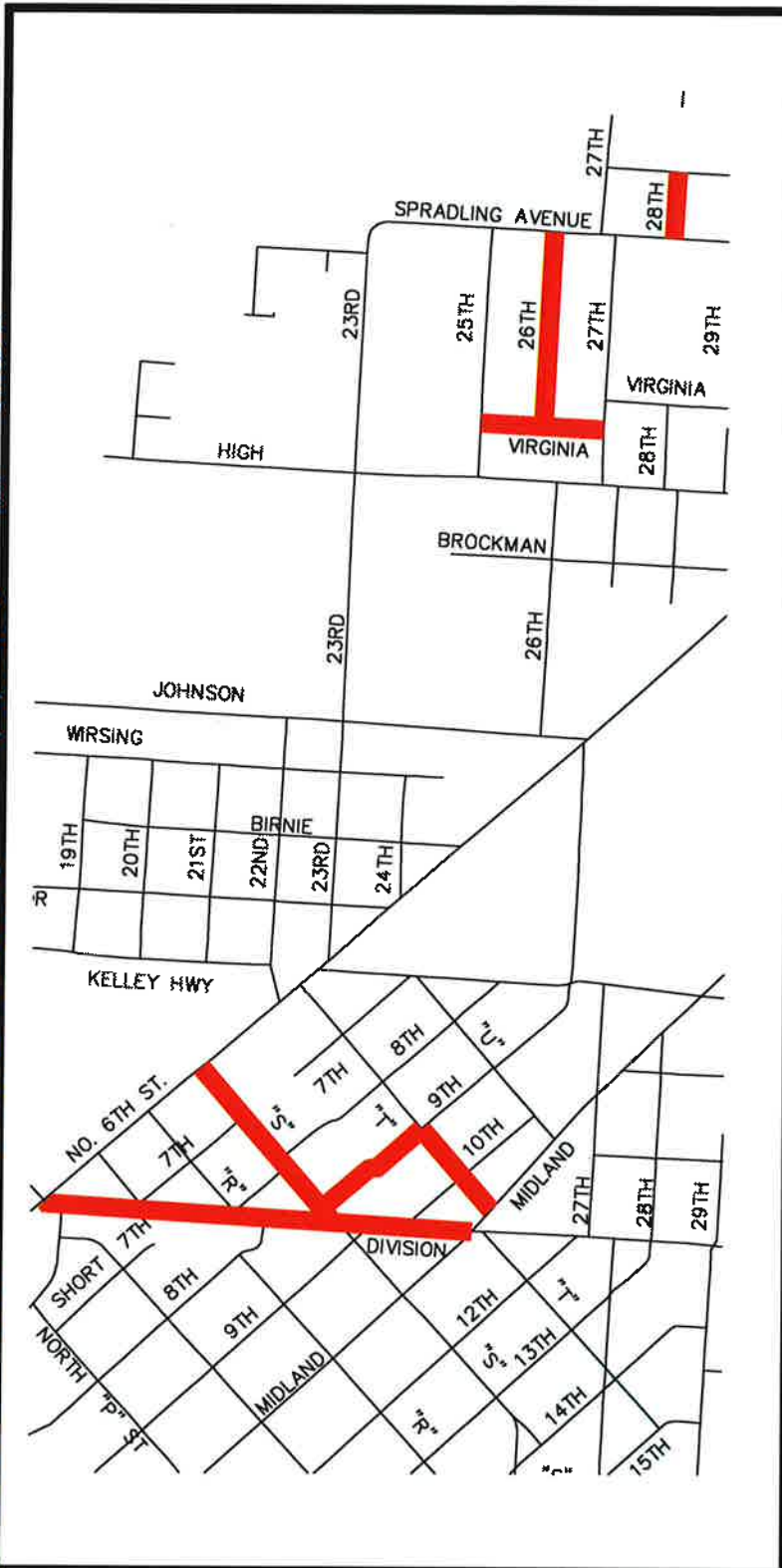
25. Indirect and Operating Costs. This item includes indirect and operating costs associated with the implementation of the street and drainage sales tax capital improvement program. This includes costs encountered by City Engineering, Information and Technology Systems, Finance, Planning and Zoning, City Administration, Human Resources, Purchasing, Internal Audit, Collections, City Clerk, Board of Directors and the Accounting Systems / ERP.

2024 CAPITAL IMPROVEMENTS PROGRAM STREET OVERLAY/RECONSTRUCTION PROJECTS

STREET	FROM	TO	LENGTH (ft)	COST
VIRGINIA AVE.	NORTH 25TH ST.	NORTH 27TH ST.	649 \$	81,125
NORTH 26TH ST.	VIRGINIA AVE.	SPRADLING AVE.	1034 \$	172,333
NORTH 28TH ST.	SPRADLING AVE.	IRVING ST.	352 \$	52,800
SPRADLING AVE.	NORTH 52ND ST.	END OF ROAD	2005 \$	334,167
WIRSING CR.	NORTH 55TH ST.	NORTH 56TH ST.	262 \$	58,950
NORTH 55TH ST.	BIRNIE CR.	WIRSING CR.	370 \$	83,250
NORTH 56TH ST.	BIRNIE CR.	WIRSING CR.	370 \$	83,250
BIRNIE CR.	NORTH 54TH ST.	NORTH 56TH ST.	534 \$	120,150
NORTH T ST.	NORTH 9TH ST.	MIDLAND BLVD.	565 \$	127,125
NORTH 9TH ST.	NORTH S ST.	DIVISION ST.	670 \$	111,667
NORTH S ST.	NORTH 6TH ST.	DIVISION ST.	1070 \$	240,750
DIVISION ST.	NORTH 6TH ST.	MIDLAND BLVD.	2283 \$	646,850
NORTH 53RD ST.	WILSON RD.	KELLEY HWY.	1582 \$	263,667
NORTH 55TH PL.	MARIA LN.	WILSON RD.	830 \$	186,750
HILARY LN.	MARIA LN.	WILSON RD.	822 \$	184,950
MARIA LN.	NORTH 55TH PL.	HILARY LN.	250 \$	56,250
NORTH 32ND ST.	NORTH O ST.	NORTH S ST.	1345 \$	302,625
NORTH 35TH ST.	NORTH S ST.	RIDGEWAY DR.	779 \$	207,733
NORTH 41ST ST.	GRAND AVE.	NORTH O ST.	2666 \$	599,850
NORTH J ST.	NORTH 35TH ST.	ALBERT PIKE AVE.	2433 \$	364,950
SOUTH 29TH ST.	CARTHAGE ST.	BOSTON ST.	358 \$	47,733
CARTHAGE ST.	SOUTH 29TH ST.	SOUTH 31ST ST.	468 \$	70,200
SOUTH 31ST ST.	CARTHAGE ST.	BOSTON ST.	351 \$	32,175
SOUTH R ST.	LEXINGTON AVE.	SOUTH 16TH ST.	381 \$	50,800
SOUTH 16TH ST.	SOUTH U ST.	SOUTH S ST.	752 \$	119,067
SOUTH 17TH ST.	SOUTH R ST.	SOUTH T ST.	1399 \$	209,850
CLIFF DR.	SOUTH 58TH ST.	ROGERS AVE.	2241 \$	448,200
SOUTH 58TH ST.	HARDSCRABBLE WAY	COUNTRY CLUB AVE.	901 \$	240,267
YANTIS ST.	END OF ROAD	COUNTRY CLUB AVE.	1174 \$	176,100
SOUTH 51ST ST.	GARY ST.	HARDSCRABBLE WAY	697 \$	156,825
SOUTH 54TH ST.	GARY ST.	HARDSCRABBLE WAY	950 \$	213,750
SOUTH 22ND ST.	END OF ROAD	SAVANNAH ST.	838 \$	160,617
SOUTH 26TH ST.	RALEIGH ST.	PHOENIX AVE.	699 \$	104,850
RALEIGH ST.	SOUTH 26TH ST.	SOUTH 27TH ST.	275 \$	41,250
MOODY RD.	SOUTH 92ND ST.	PAINTER LN.	2202 \$	367,000
ROSEWOOD DR.	MASSARD RD.	URBANVIEW DR.	5121 \$	1,152,225
SOUTH 87TH DR.	CANTERBURY CR.	BRIGHTON PL. SBDV.	1352 \$	360,533
MEANDERING WAY	ROGERS AVE.	EDGEWATER DR.	6086 \$	1,825,800
EDGEWATER DR.	MEANDERING WAY	END OF ROAD	1619 \$	364,275
OLD HARBOR CT.	OLD HARBOR RD.	END OF ROAD	227 \$	51,075
FALLSTONE RD.	SANDY PARKER CT.	GEREN RD.	1715 \$	385,875
CROSSOVER ST.	LOOKOUT DR.	BLACKJACK DR.	1185 \$	266,625
RED BUD DR.	END OF ROAD	CROSSOVER ST.	301 \$	67,725
LOOKOUT DR.	TWIN HILLS DR.	GEREN RD.	2100 \$	472,500
BROOKEN HILL DR.	ST. HWY. 253	BALACHAN DR.	5496 \$	1,877,800
JENNY LIND RD.	BROOKEN HILL DR.	END OF ROAD	6504 \$	2,005,400
FIANNA CR.	JENNY LIND RD.	END OF ROAD	463 \$	104,175
RANNOCH CR.	JENNY LIND RD.	END OF ROAD	467 \$	105,075

Total Length (FEET) 67,193
Total Length (MILES) 12.73

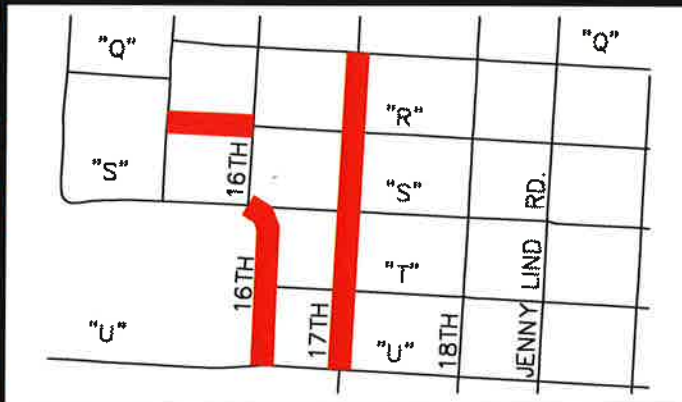
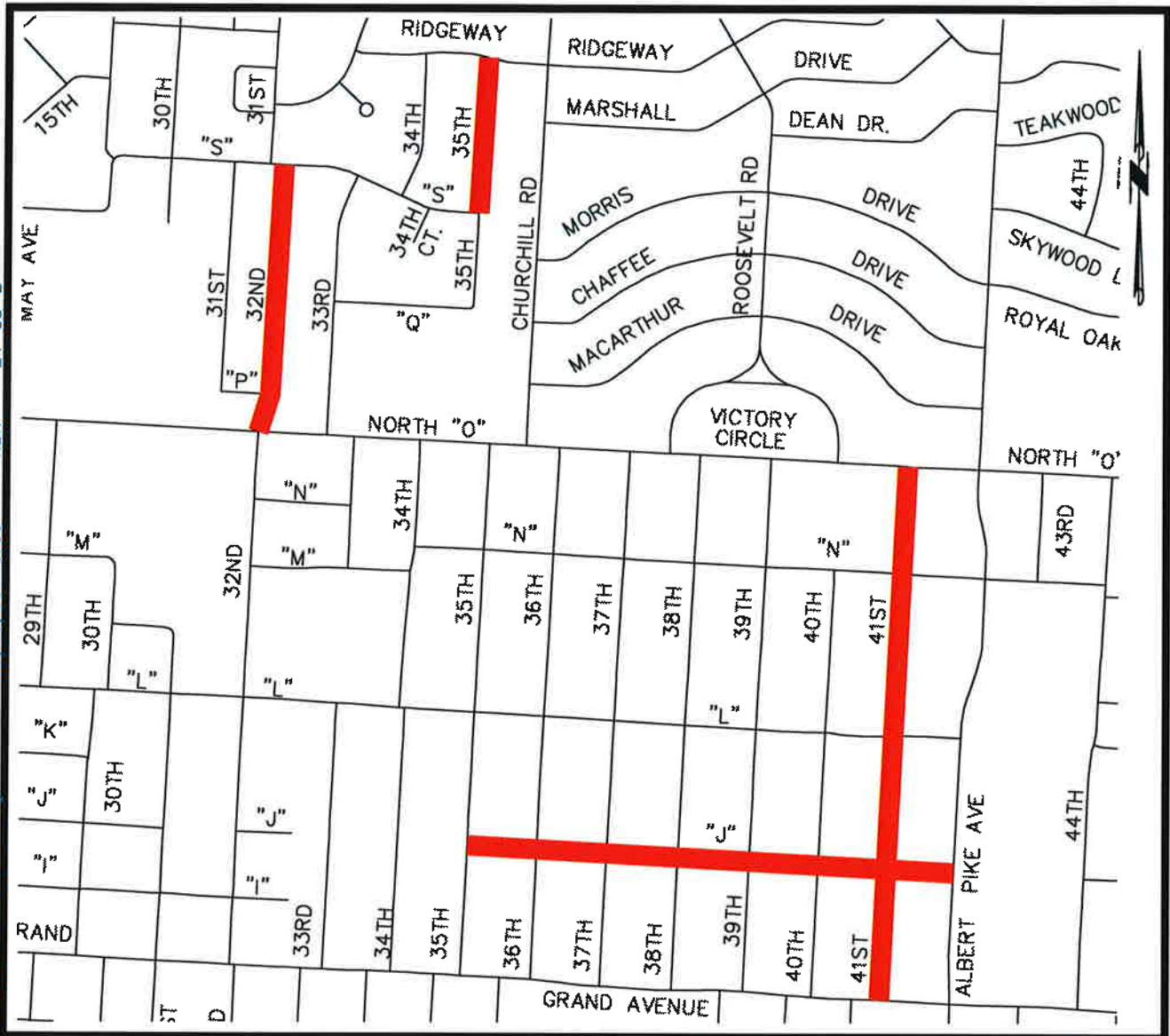
Total for 2024 Street Overlays/Reconstruction Program \$ 15,756,959



2024 CAPITAL IMPROVEMENTS PROGRAM
STREET IMPROVEMENTS



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Date:	OCT. 2023
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PAGE: 7	

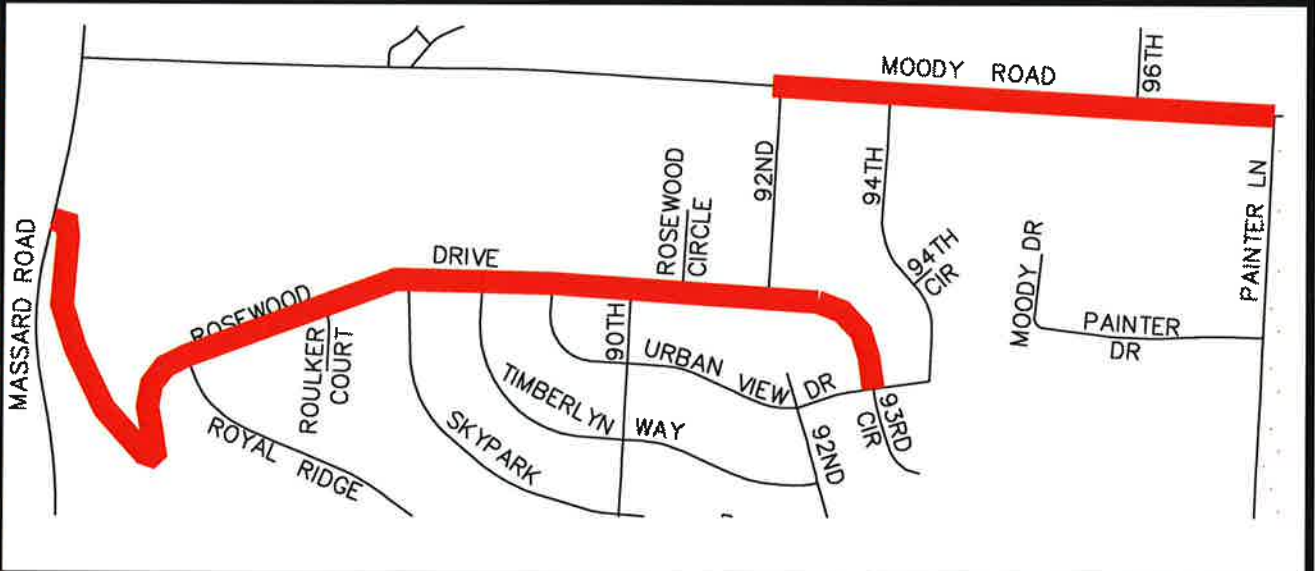
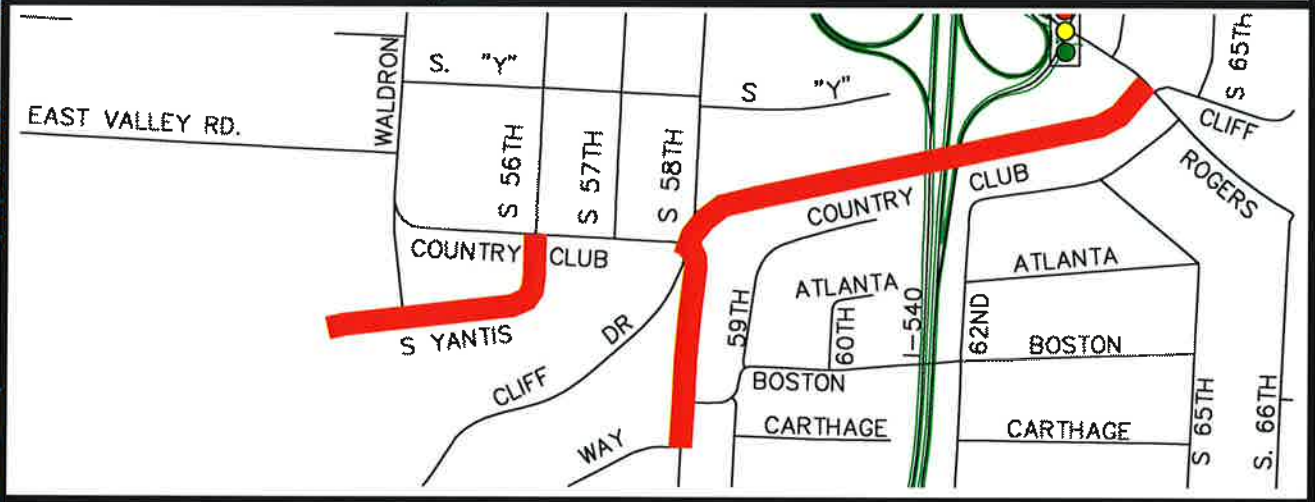
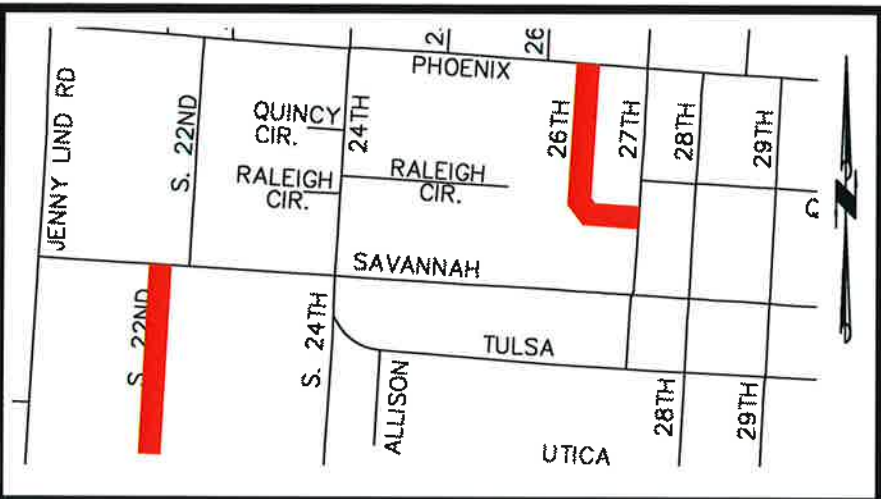
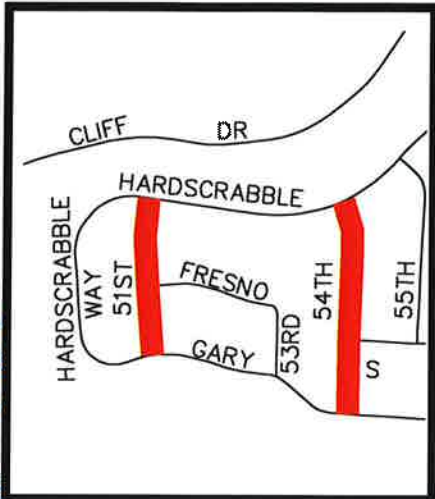


2024 CAPITAL IMPROVEMENTS PROGRAM
STREET IMPROVEMENTS



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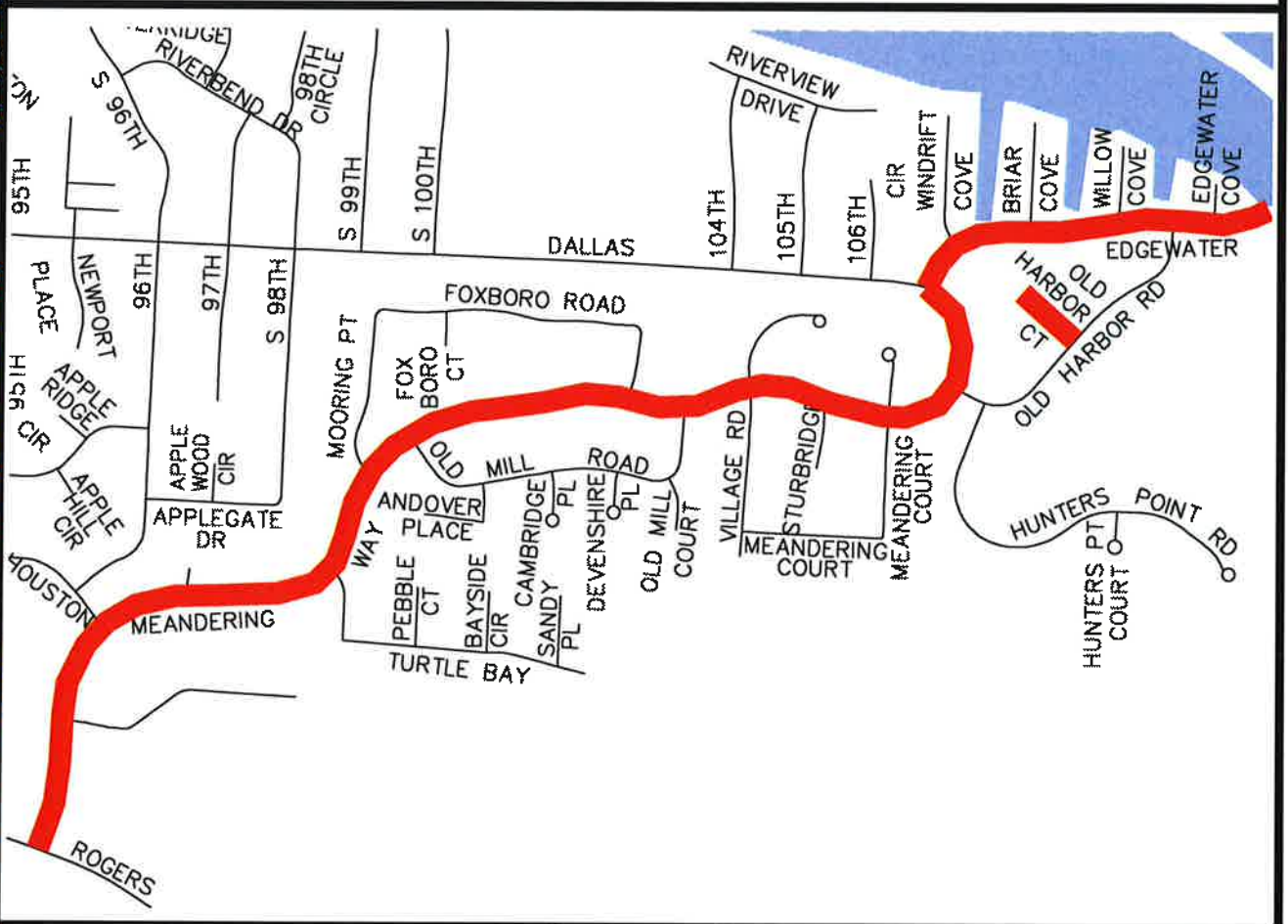
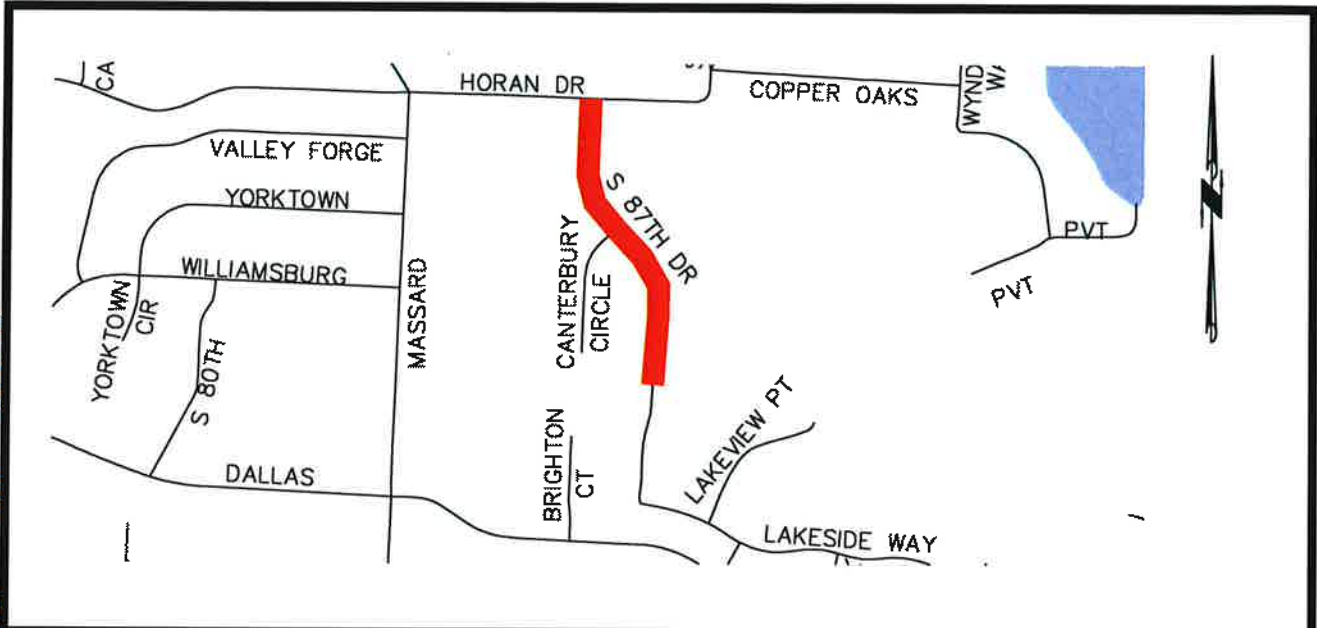


2024 CAPITAL IMPROVEMENTS PROGRAM
STREET IMPROVEMENTS



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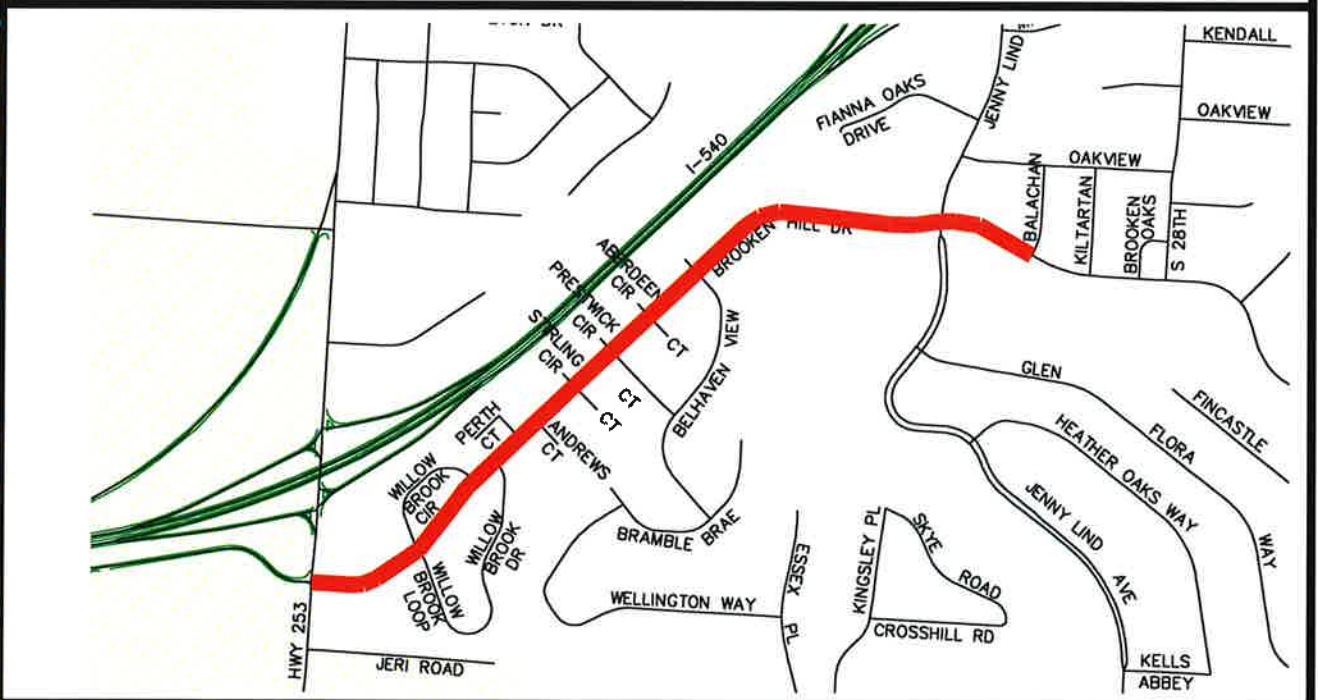
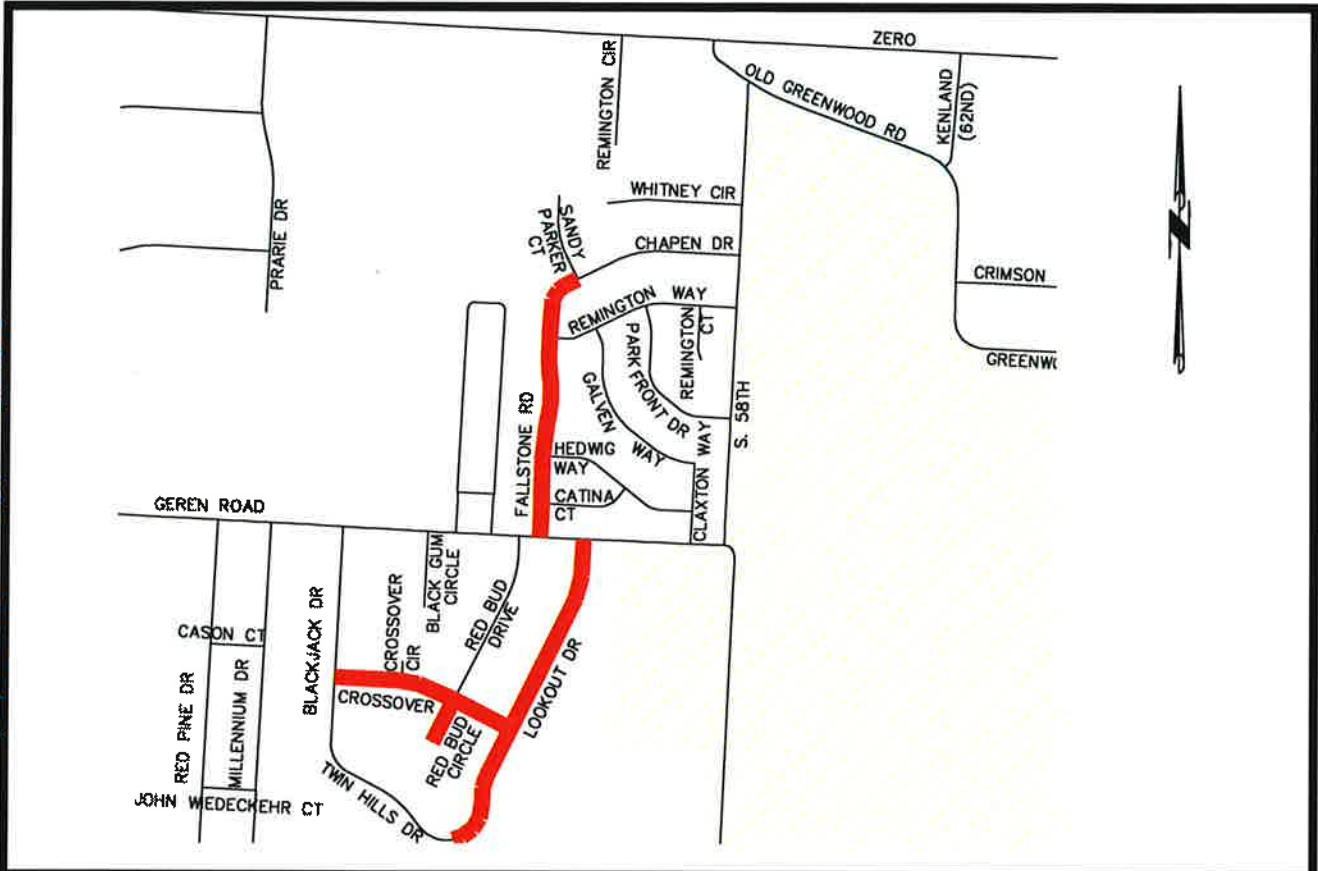
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2024 CAPITAL IMPROVEMENTS PROGRAM
STREET IMPROVEMENTS



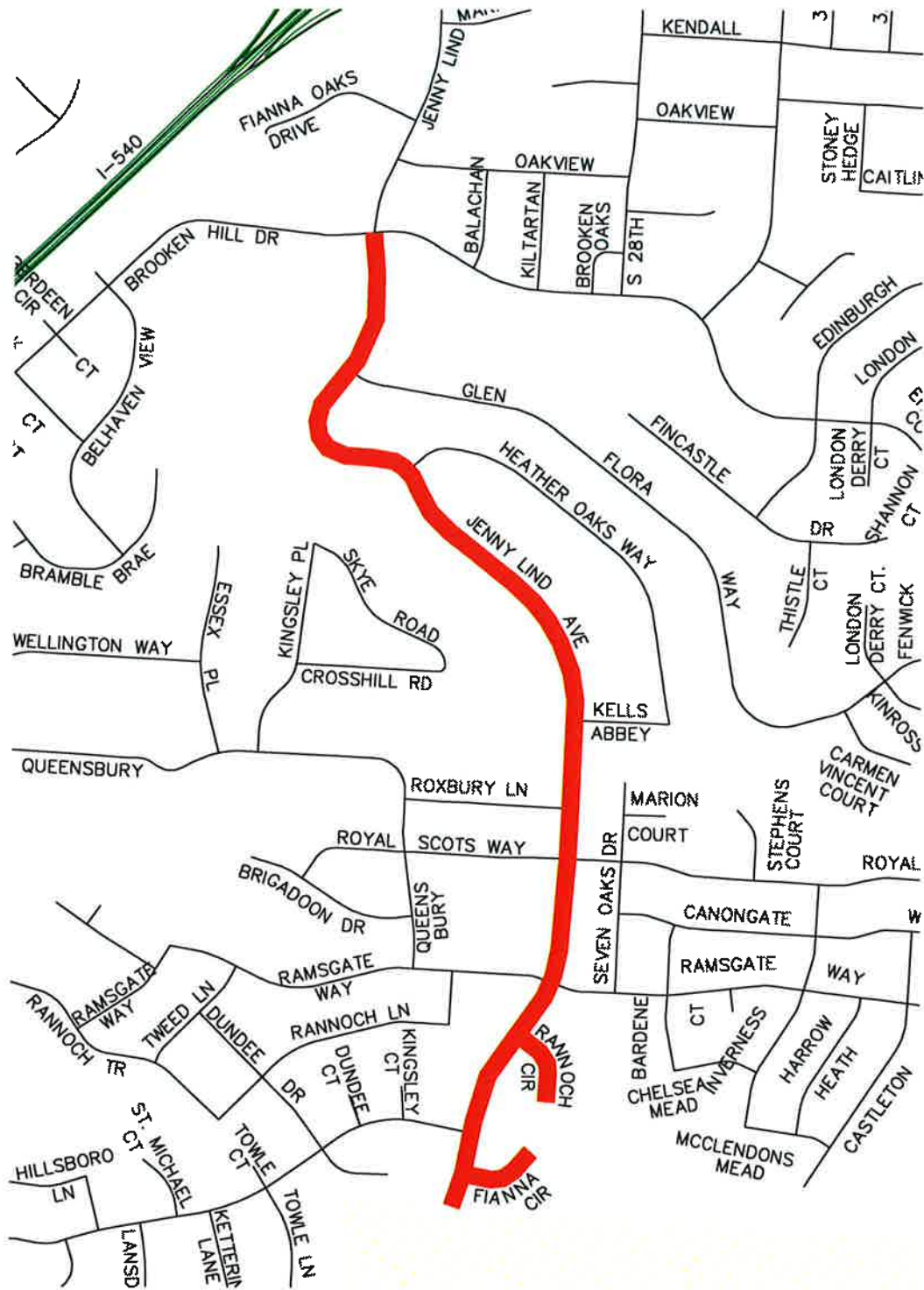
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2024 CAPITAL IMPROVEMENTS PROGRAM
STREET IMPROVEMENTS



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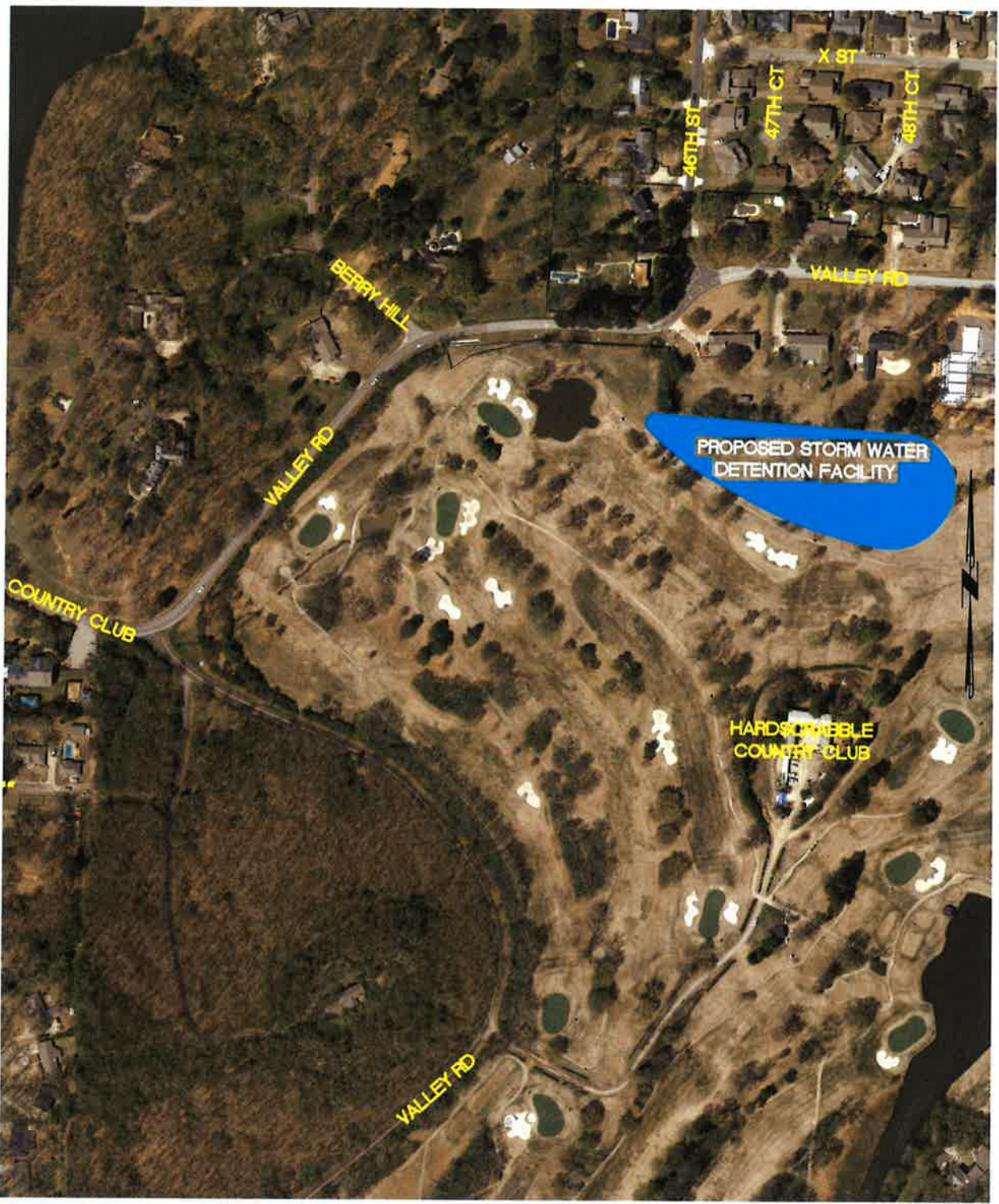


2024 CAPITAL IMPROVEMENTS PROGRAM
STREET IMPROVEMENTS



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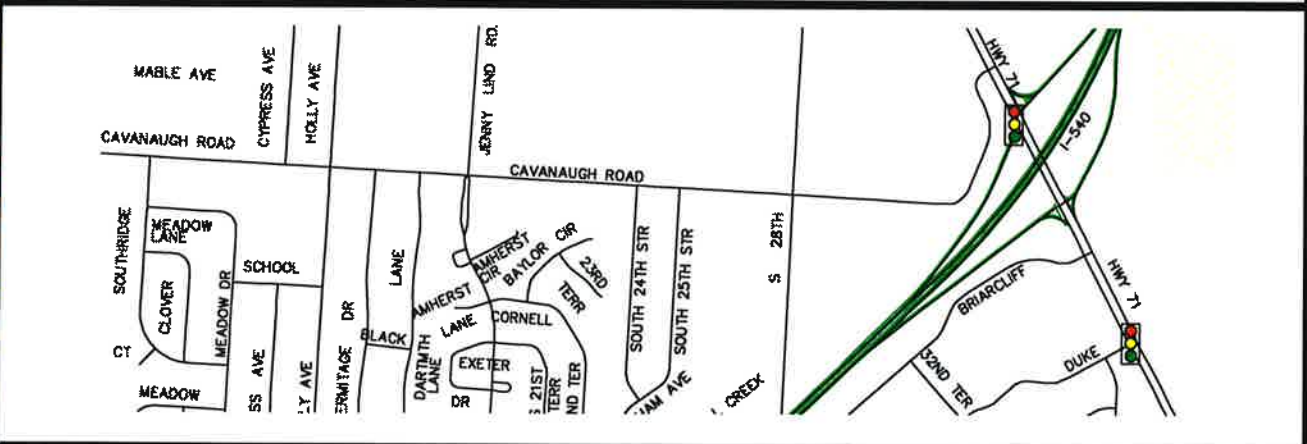
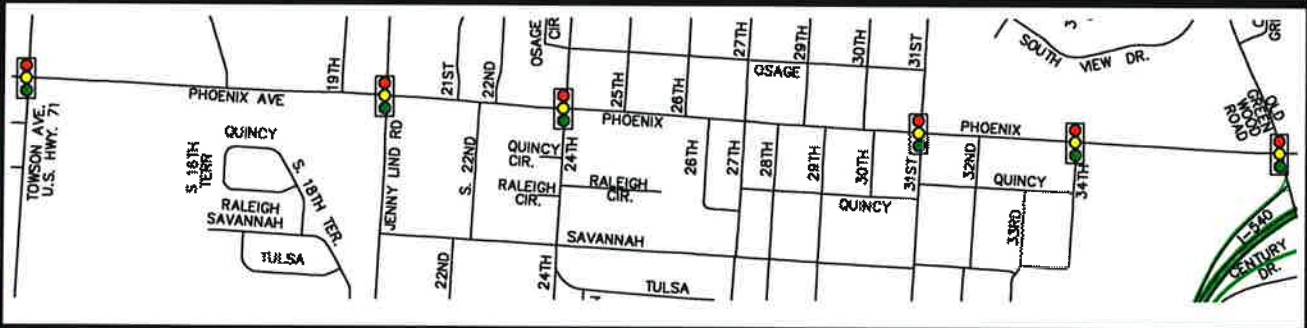
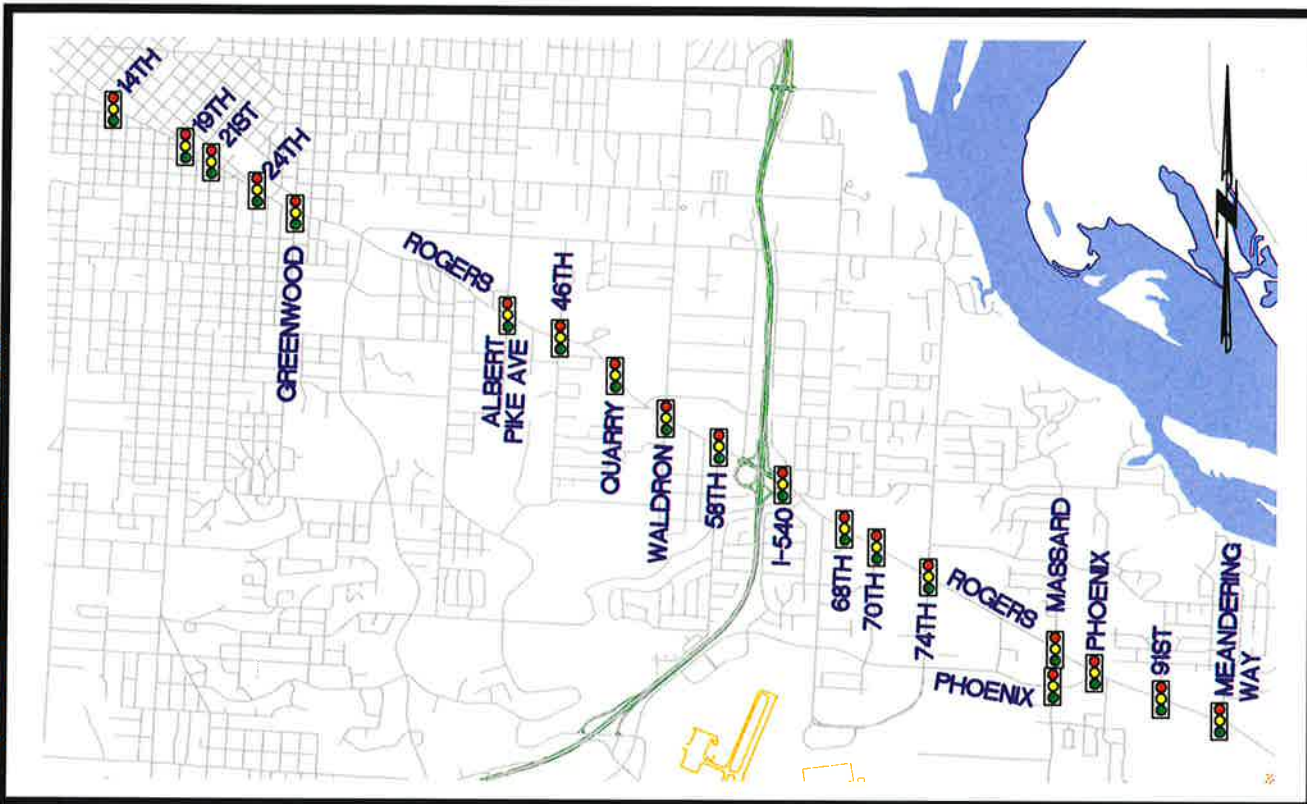
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2024 CAPITAL IMPROVEMENTS PROGRAM
 DRAINAGE IMPROVEMENTS
 HARDSCRABBLE POND



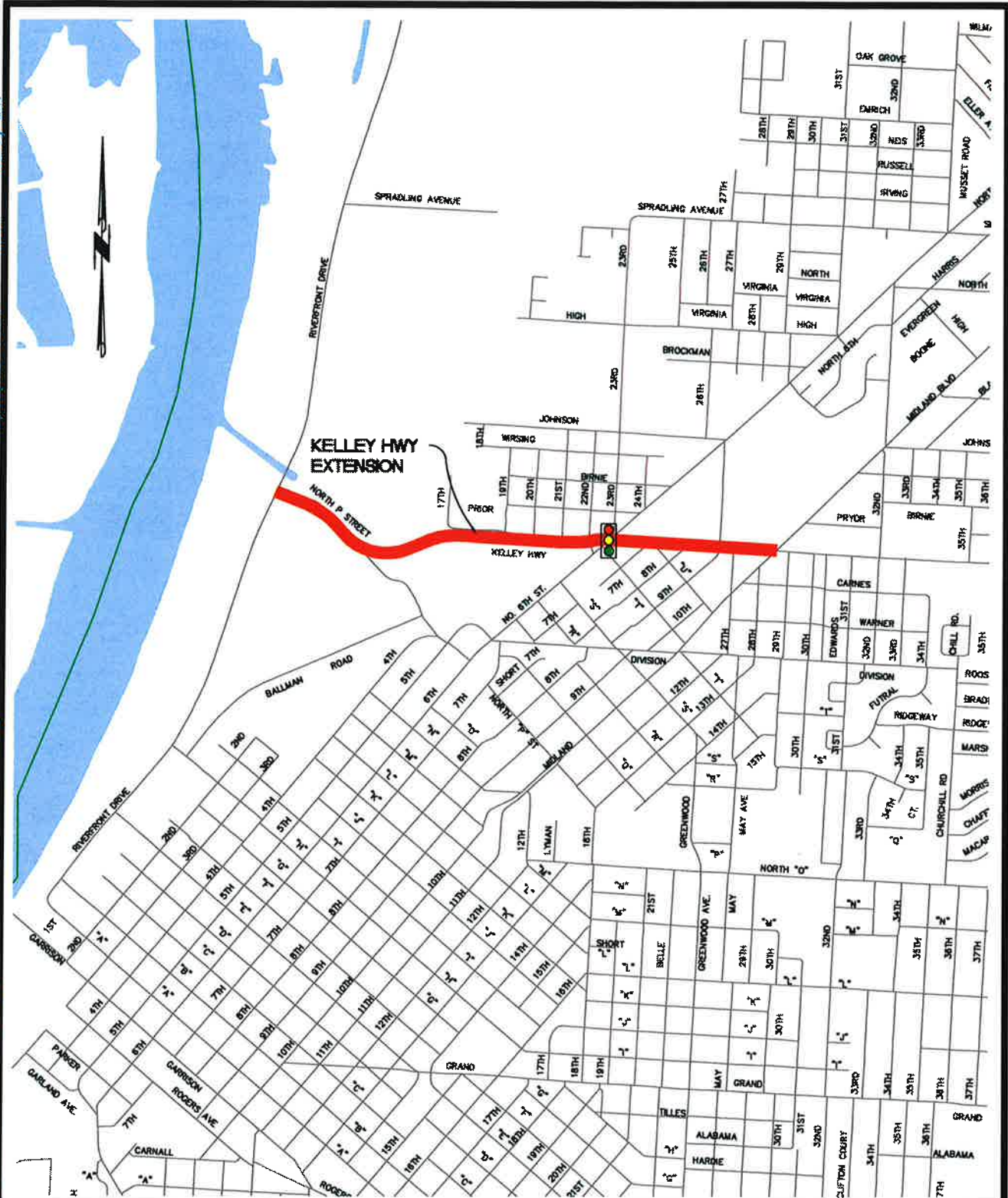
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SIGNAL IMPROVEMENTS



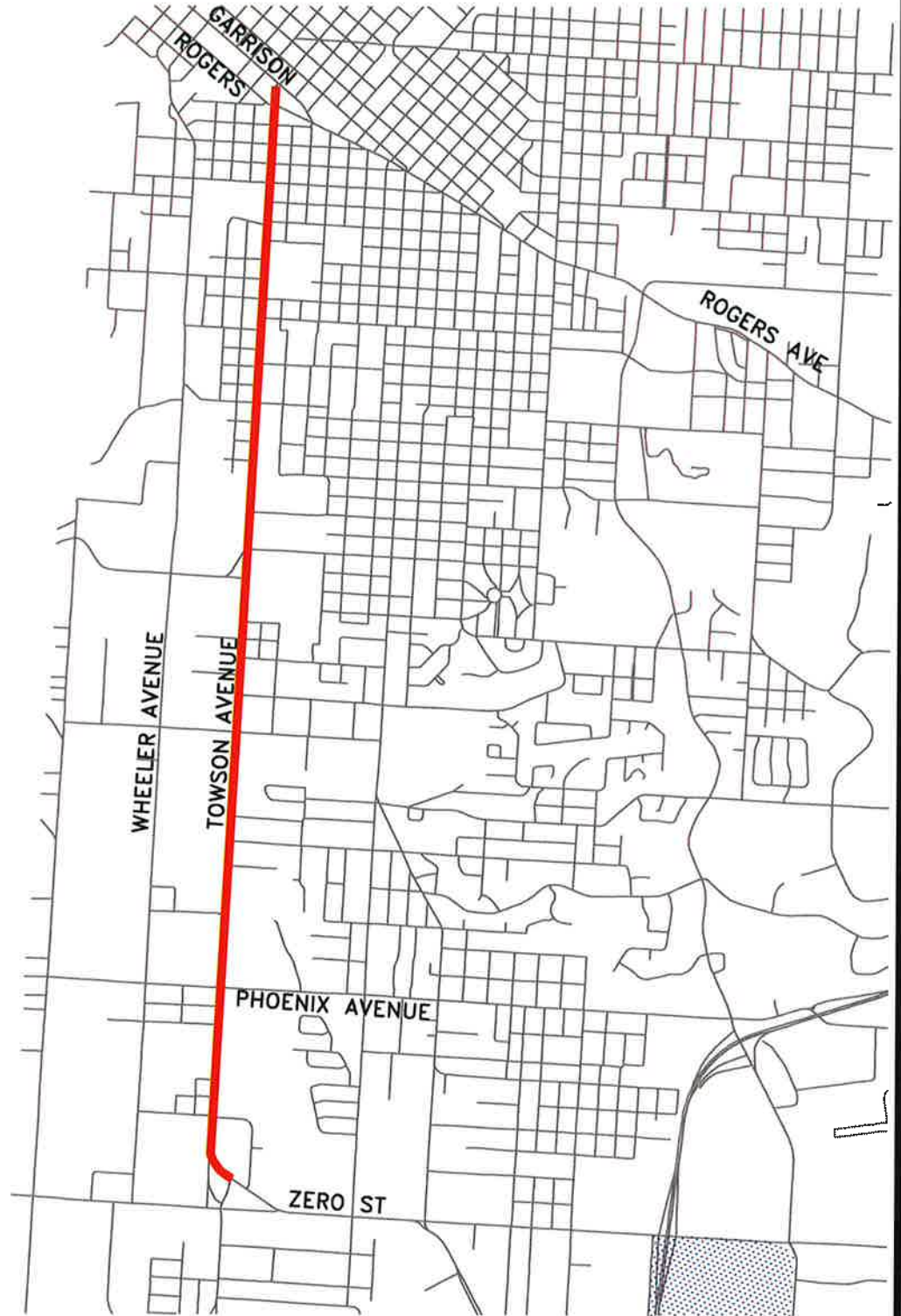
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Date:	OCT.2023
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	PAGE: 14



2024 CAPITAL IMPROVEMENTS PROGRAM
 KELLEY HWY EXTENSION



Project:	
Date:	OCT. 2023
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Drawn By:	RBR
	PAGE: 15



2024 CAPITAL IMPROVEMENTS PROGRAM
TOWSON AVENUE



Project:	
Date:	OCT. 2023
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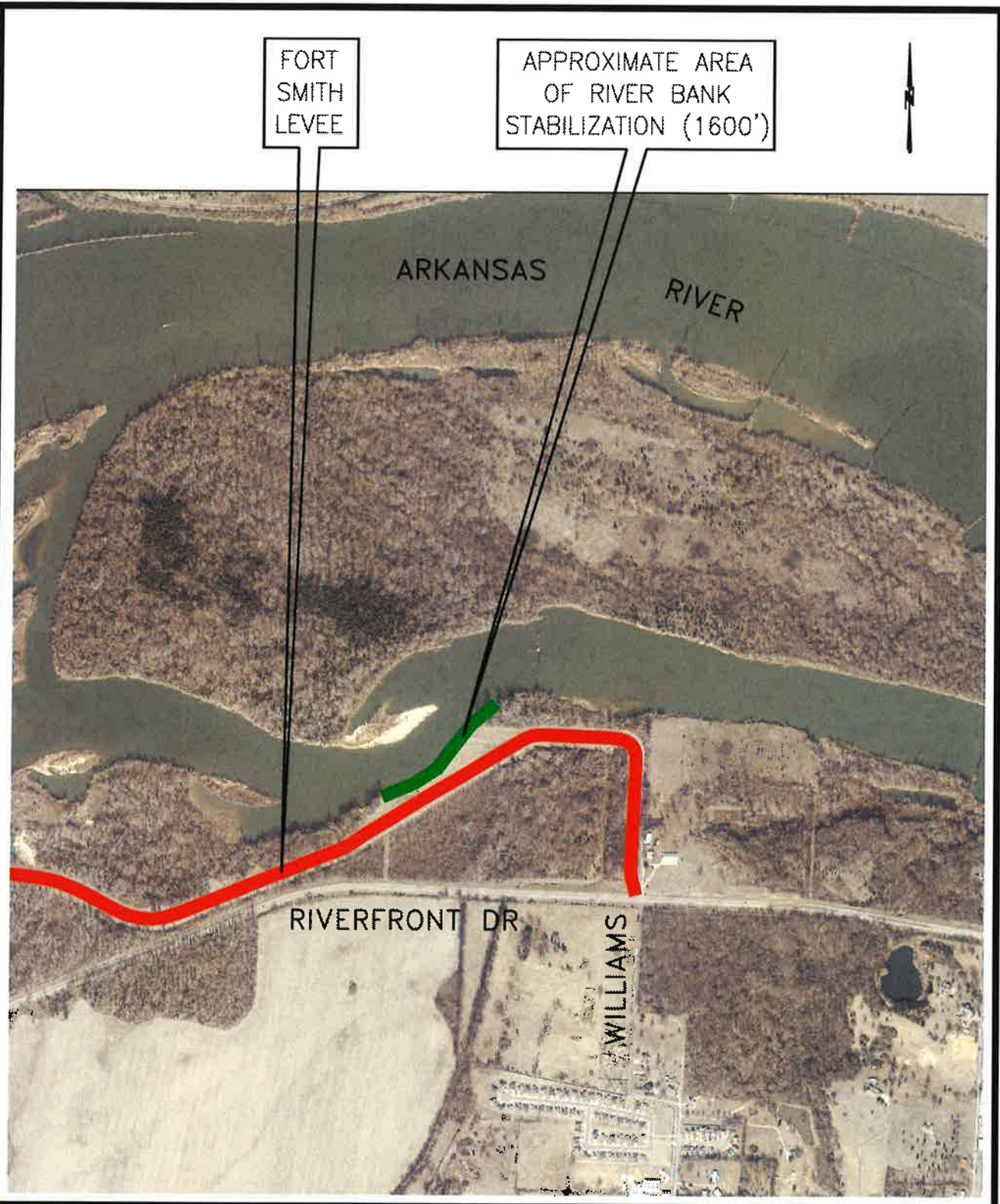


2024 CAPITAL IMPROVEMENTS PROGRAM
GEREN RD RECONSTRUCTION



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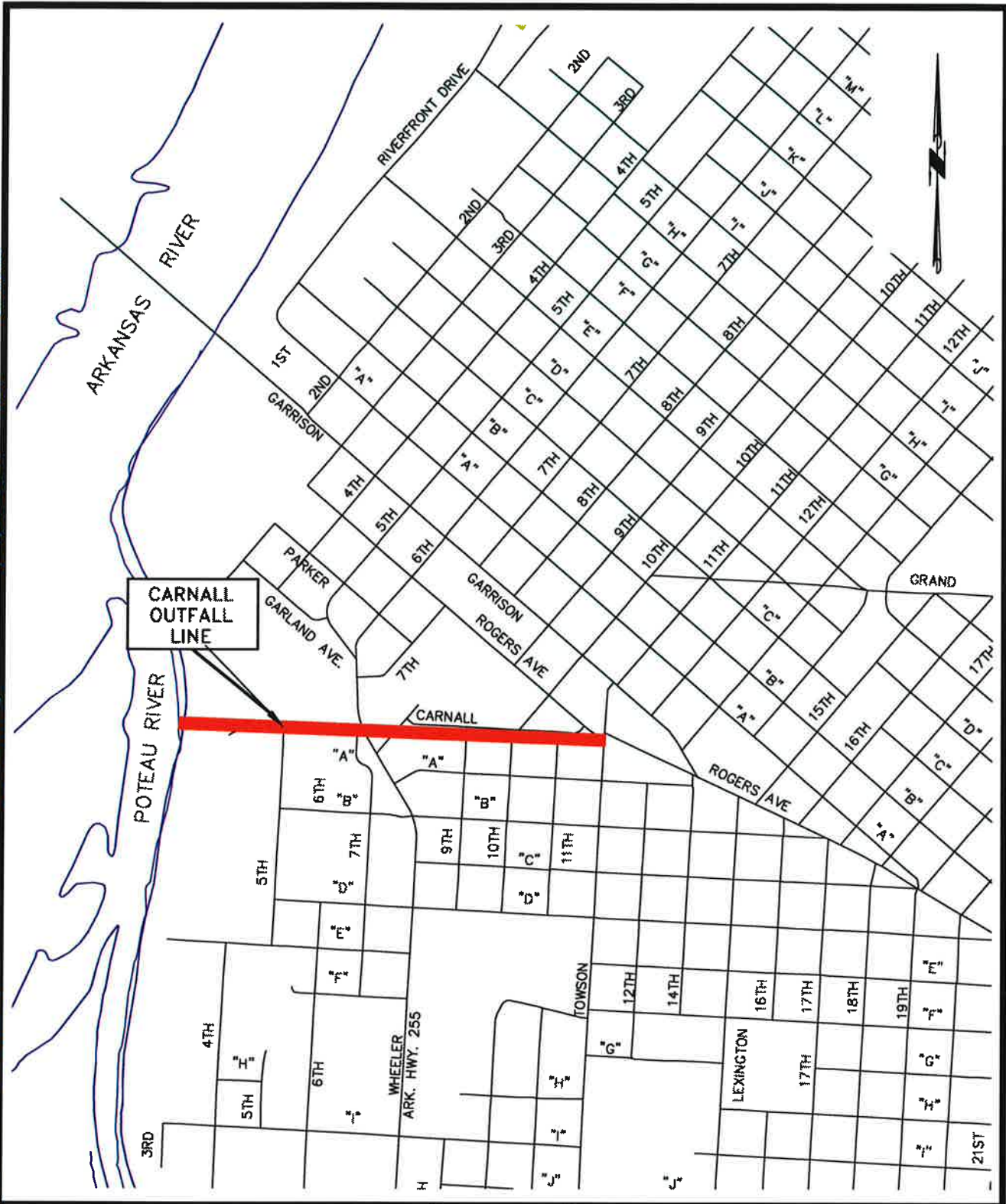
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2024 CAPITAL IMPROVEMENTS PROGRAM
RIVER BANK STABILIZATION



Project:	
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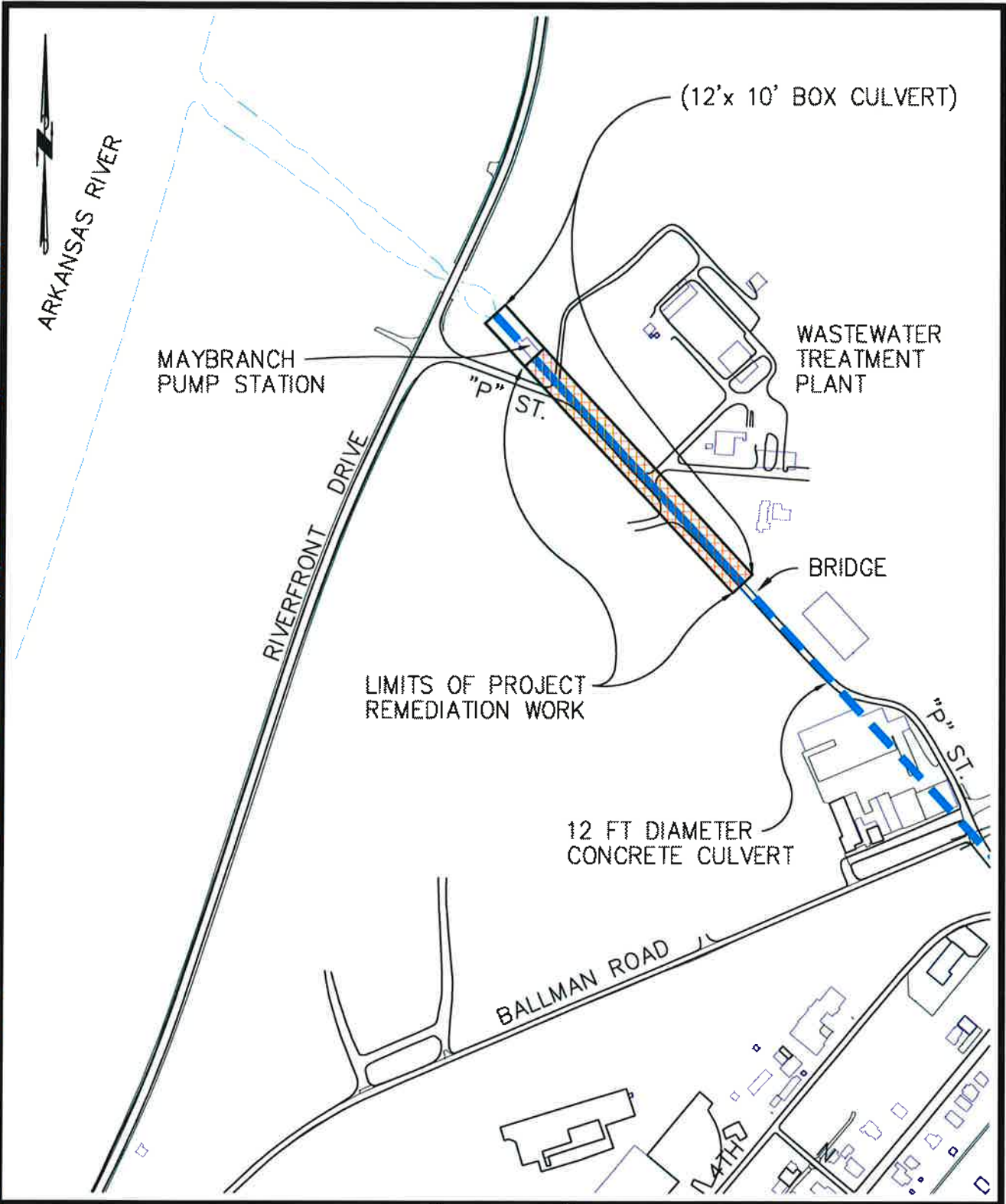


2024 CAPITAL IMPROVEMENTS PROGRAM
 CARNALL OUTFALL LINE
 STORMDRAIN REHABILITATION



Project:	
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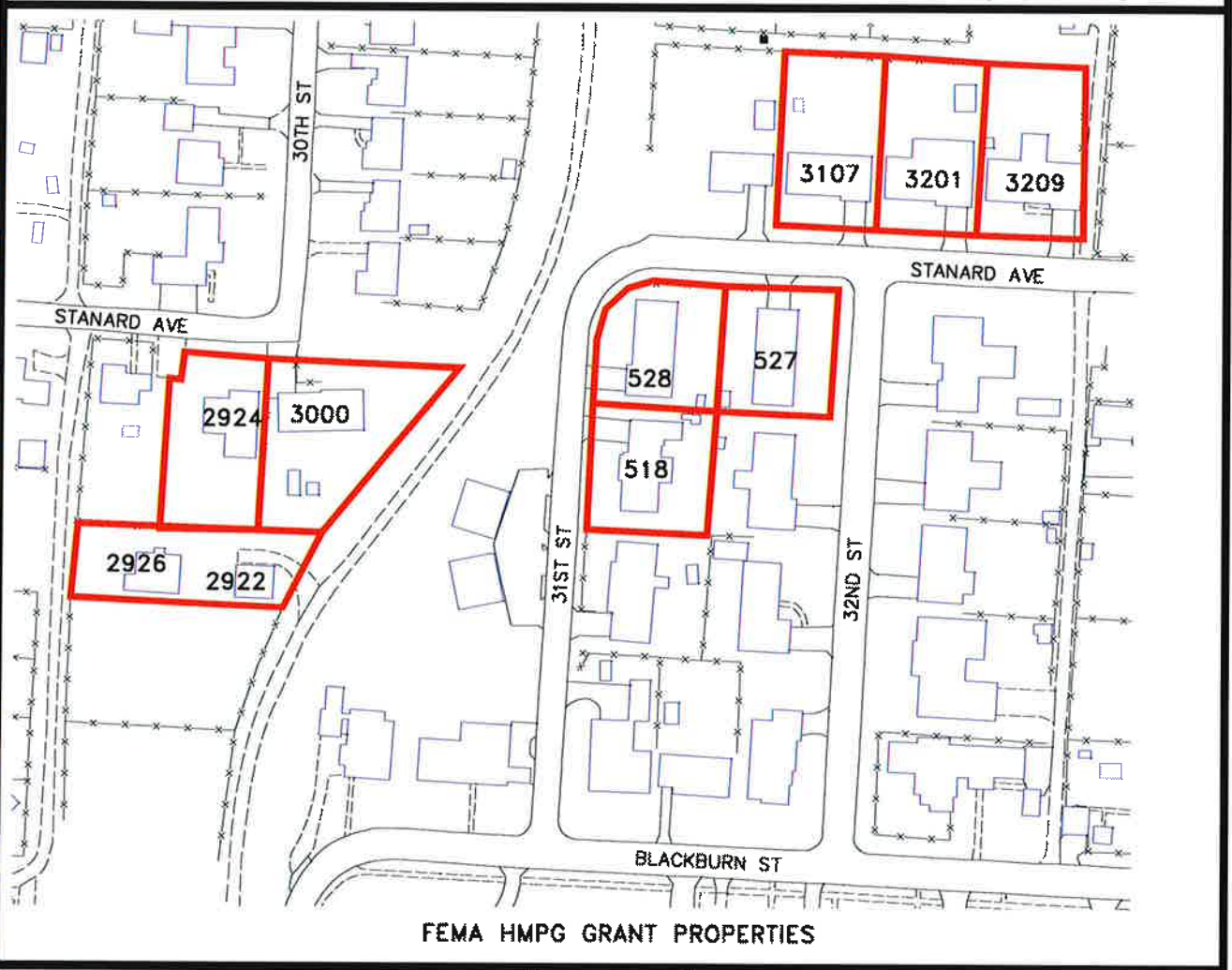


2024 CAPITAL IMPROVEMENTS PROGRAM
 MAY BRANCH OUTFALL CULVERT REMEDIATION



Project:	
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FEMA HMPG GRANT PROPERTIES

2024 CAPITAL IMPROVEMENTS PROGRAM
FLOODED RESIDENCE BUYOUT PROGRAM



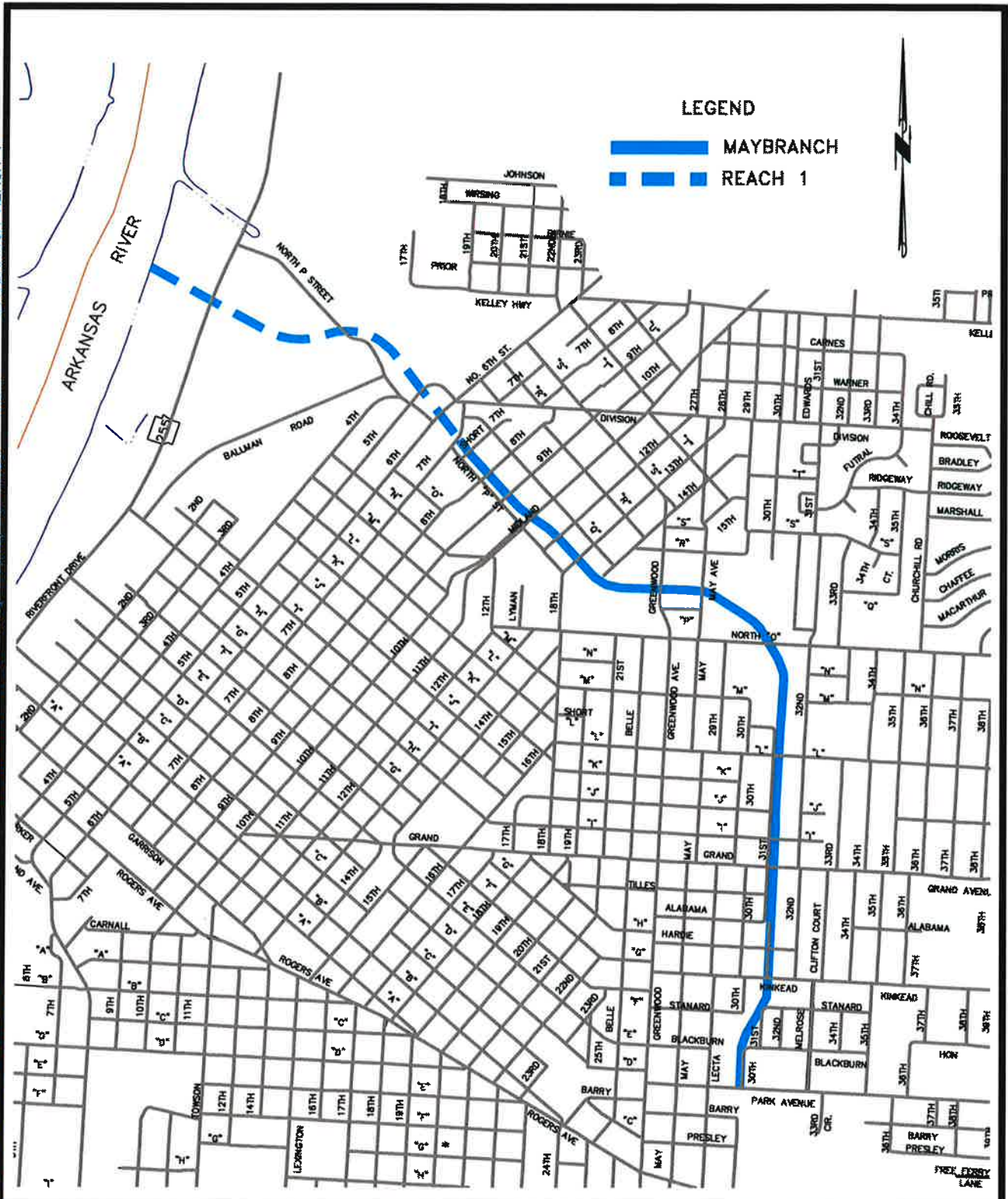
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2024 CAPITAL IMPROVEMENTS PROGRAM
 MAY BRANCH DRAINAGE
 ACME BRICK PONDS



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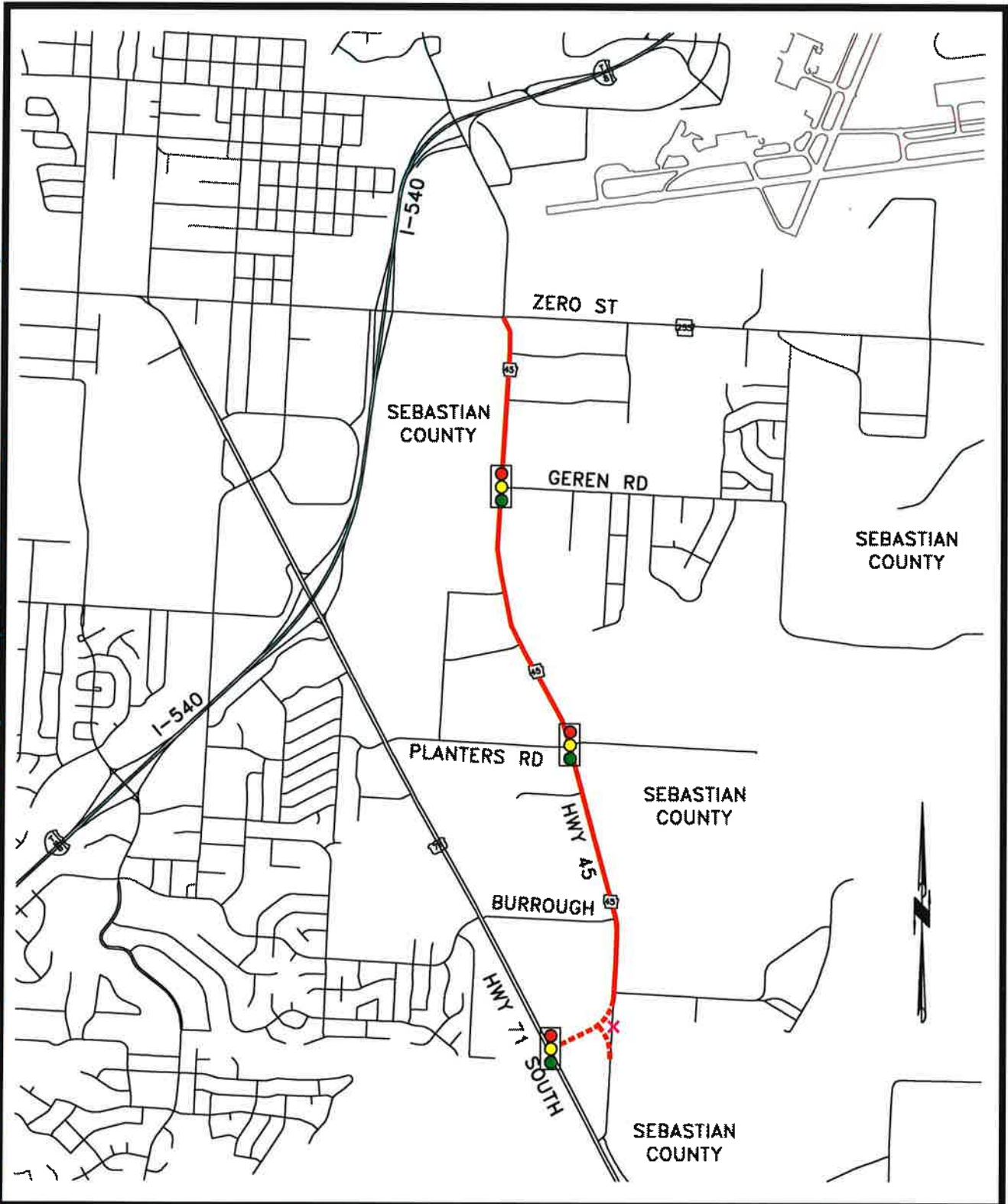


2024 CAPITAL IMPROVEMENTS PROGRAM
 MAYBRANCH
 DRAINAGE IMPROVEMENTS



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2024 CAPITAL IMPROVEMENTS PROGRAM
HWY 45 WIDENING



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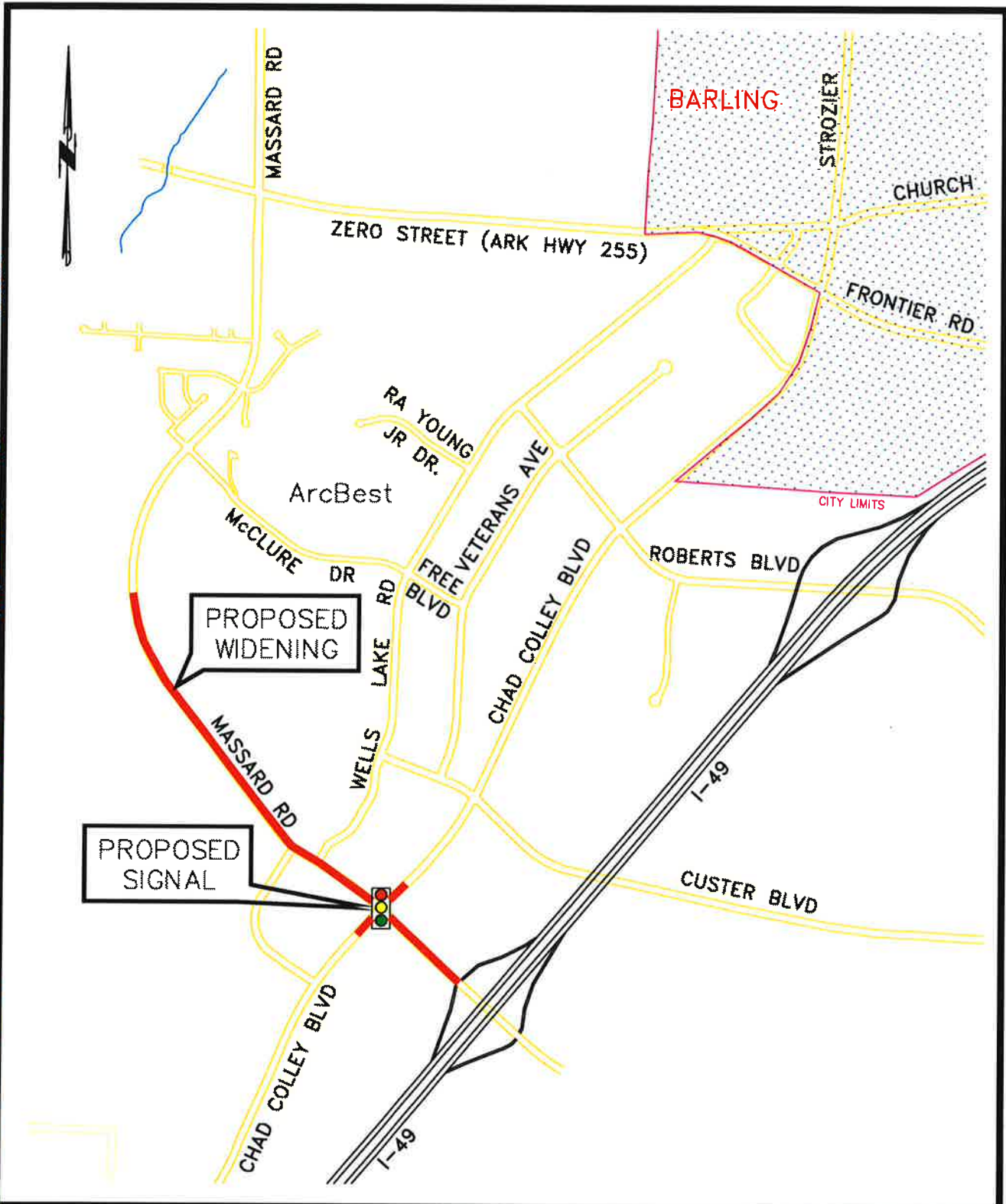


2024 CAPITAL IMPROVEMENTS PROGRAM
LEIGH AVENUE EXTENSION



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Drawn By:	RBR
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2024 CAPITAL IMPROVEMENTS PROGRAM
 MASSARD ROAD WIDENING TO I-49



Project:	
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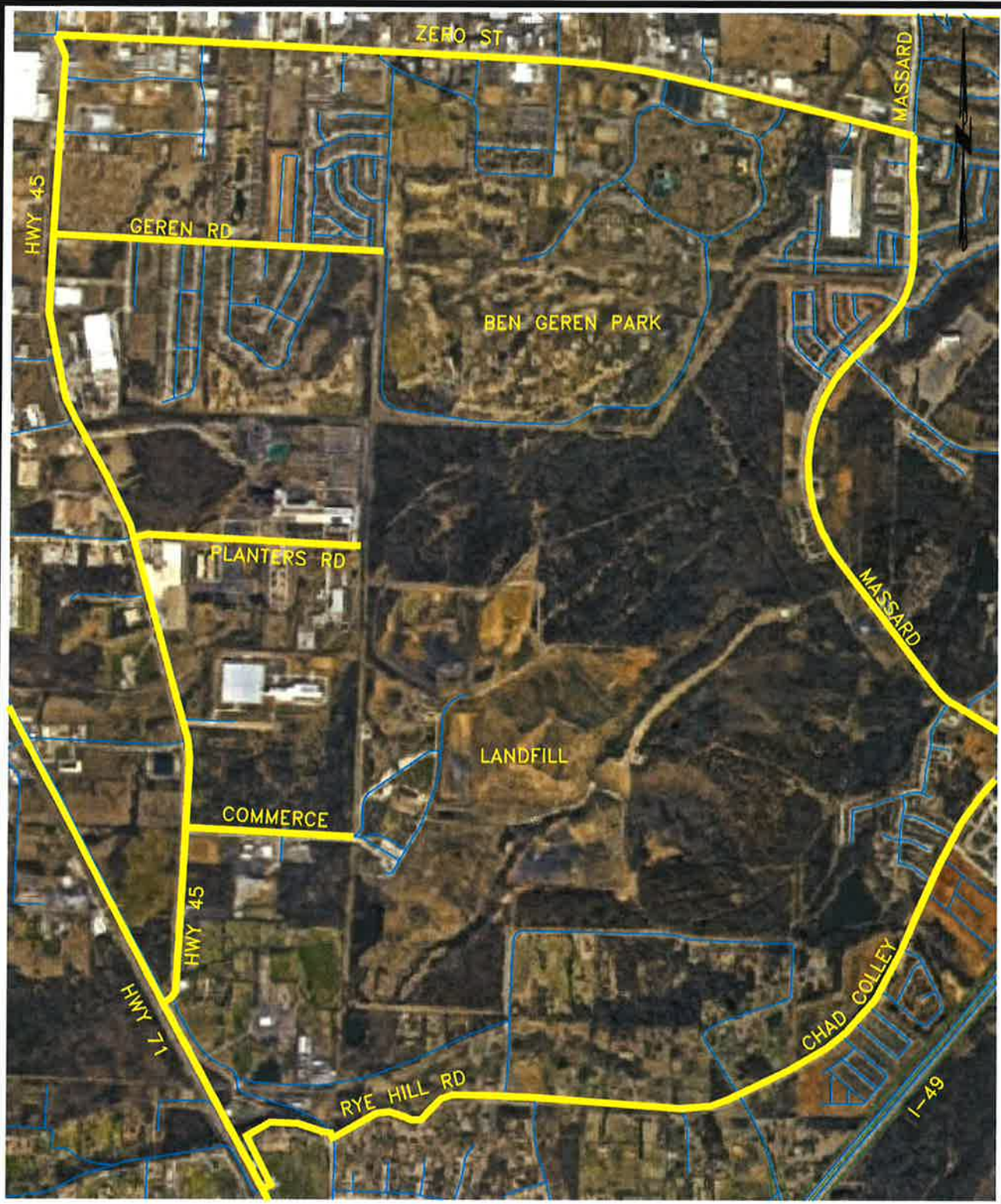


2024 CAPITAL IMPROVEMENTS PROGRAM
SPRADLING AVE EXTENSION PHASE 2



Project:	
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2024 CAPITAL IMPROVEMENTS PROGRAM
HWY 45 / MASSARD ROAD CONNECTION



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Date:	OCT. 2023
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2024 CAPITAL IMPROVEMENTS PROGRAM
SOUTH 91ST STREET



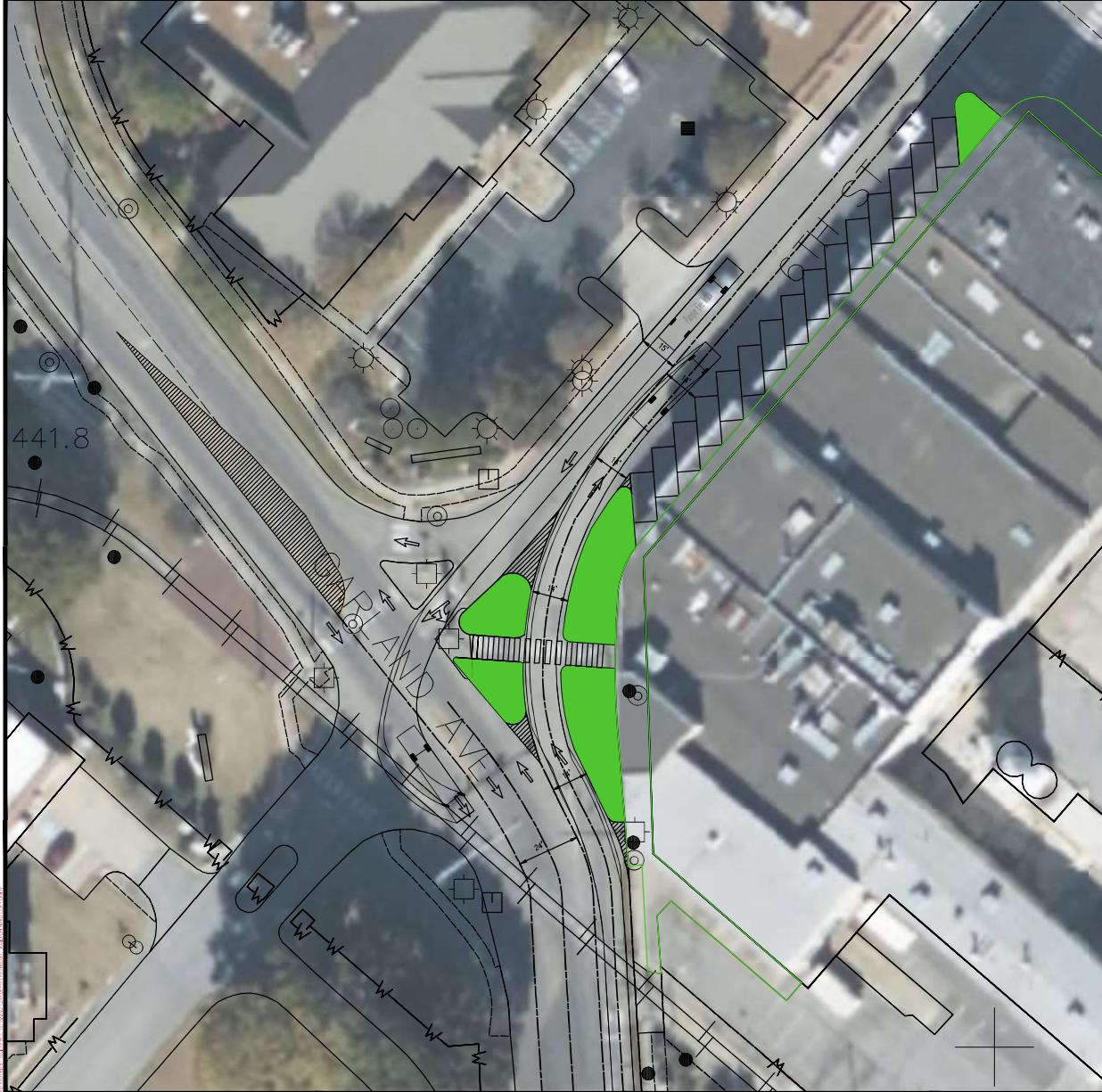
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2024 CAPITAL IMPROVEMENTS PROGRAM
 FSHA STREET/DRAINAGE IMPROVEMENTS



Project:	
Date:	OCT. 2023
Scale:	NONE
Drawn By:	RBR
	PAGE: 30



LEGEND (EXISTING SYMBOLS)

SYMBOLS	
	FOUND IRON PIN
	LIGHT POLE
	POWER POLE
	TELEPHONE PEDESTAL
	TV PEDESTAL
	MANHOLE
	SANITARY SEWER CLEANOUT
	GAS METER
	GAS VALVE
	STORM SEWER PIPE
	DOWN CLAY
	WATER VALVE
	FIRE HYDRANT ASSEMBLY
	AIR RELEASE VALVE
	FIRE DEPARTMENT CONNECTION
	WATER METER
	SPRINKLER HEAD
	ELECTRIC PEDESTAL
	GRATED INLET
	DROP INLET
	TREE
	TREE TO BE REMOVED

LINEWORK	
	EASEMENT
	CURB
	INTERMEDIATE CONTOUR 1200
	INDEX CONTOUR 1200
	SANITARY SEWER LINE SS
	GAS LINE G
	WATER LINE (SPECIFY SIZE & TYPE) W
	UNDERGROUND TELEPHONE UGT
	UNDERGROUND ELECTRIC UGE
	OVERHEAD ELECTRIC OHE
	UNDERGROUND TELEVISION UGTV
	OVERHEAD TELEVISION OHTV
	CHAIN LINK FENCE
	WOOD FENCE
	BARBED WIRE FENCE
	FIBER OPTIC FO
	RIGHT OF WAY
	ROAD CENTERLINE

LEGEND (CONSTRUCT)

SYMBOLS	
	SET IRON PIN
	LIGHT POLE
	POWER POLE
	TELEPHONE PEDESTAL
	TV PEDESTAL
	MANHOLE
	SANITARY SEWER CLEANOUT
	GAS METER
	GAS VALVE
	STORM SEWER PIPE
	STRUCTURE NUMBER
	WATER VALVE
	FIRE HYDRANT ASSEMBLY
	AIR RELEASE VALVE
	FIRE DEPARTMENT CONNECTION
	WATER METER
	BACK FLOW PREVENTER
	REDUCER
	RECTANGULAR DROP INLET, GRATED INLET OR JUNCTION BOX (SPECIFY ON PLAN SHEET)
	CIRCULAR DROP INLET, GRATED INLET OR JUNCTION BOX (SPECIFY ON PLAN SHEET)

LINEWORK	
	EASEMENT
	CURB
	INTERMEDIATE CONTOUR 1200
	INDEX CONTOUR 1200
	SANITARY SEWER LINE SS
	GAS LINE G
	WATER LINE W
	UNDERGROUND TELEPHONE UGT
	UNDERGROUND ELECTRIC UGE
	OVERHEAD ELECTRIC OHE
	OVERHEAD ELECTRIC FO
	FIBER OPTIC FO
	UNDERGROUND TELEVISION UGTV
	OVERHEAD TELEVISION OHTV
	CHAIN LINK FENCE
	WOOD FENCE
	BARBED WIRE FENCE
	BUILDING SET BACK
	RIGHT OF WAY
	PROPERTY LINE
	ROAD CENTERLINE

8101 Midway Drive, Suite 201
Fort Smith, AR 72504

Craffon Tull
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479.876.5673

SEAL OF PROFESSIONAL ENGINEER
No. 10
CRAFFON TULL & ASSOCIATES, INC.

GRAPHIC SCALE IN FEET

20' 0 20'

6TH STREET
FORT SMITH, AR

NO.	DESCRIPTION	DATE

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CONCEPT 4



Finance Department | 2023 Report

SUBMITTED BY/KEY DEPARTMENT MEMBERS

First Name Last Name | Title
Email | Phone #

(ADD DEPARTMENT LOGO HERE IF APPLICABLE)

Summary of Department's Purpose

- Mission Statement
- Vision Statement
- Brief Summary & Examples of work if necessary

Top Accomplishments from 2023: (Up to 10 completed projects, what they accomplished and why.)

- Accomplishment 1
 - Identify what sections it addresses from the responsibility matrix; i.e. "FLU 1.3 or FLU 1.3.2"
- Accomplishment 2
 -
- Accomplishment 3
 -
- Accomplishment 4
 -
- Accomplishment 5
 -
- Accomplishment 6
 -
- Accomplishment 7
 -
- Accomplishment 8
 -
- Accomplishment 9
 -
- Accomplishment 10

PRIORITIZING 2024: (This section starts at the top of next available page)

- List your department's top goal for 2024.
- List your department's top need for 2024.

2024 Top 10 List: (Up to 10 future projects, what they will accomplish, why, and support needed.)

- Goal 1
 - Identify what sections it addresses from the responsibility matrix; i.e. "FLU 1.3"
- Goal 2
 -
- Goal 3
 -
- Goal 4
 -
- Goal 5
 -
- Goal 6
 -
- Goal 7
 -
- Goal 8
 -
- Goal 9
 -
- Goal 10
 -

HIGHLIGHTS & RECOGNITIONS: (This section starts at the top of next available page)

- List any additional noteworthy highlights and/or recognitions or attach an 8.5"x11" formatted pdf.

NEW IDEAS:

- List goals or ideas that are not in the comprehensive plan but should elicit consideration.

BUDGET & FUNDING:

- List important budgetary information and needs or attach an 8.5"x11" formatted pdf.

ADDITIONAL IMPORTANT INFORMATION

- List any additional important information or attach an 8.5"x11" formatted pdf.



Fire Department | 2023 Report

Boyd Waters, Fire Chief
bwaters@fortsmithar.gov
479-308-3331



Summary of Department's Purpose

Mission Statement

“The mission of the Fort Smith Fire Department is to serve the community by protecting lives, property and the environment in a safe, efficient and professional manner.”

Vision Statement

It is the goal of the Fort Smith Fire Department to fulfill the elements of the “Mission Statement” in a manner consistent with the “Statement of Organizational Values.”

Statement of Organizational Values

Accountability

We will recognize at all times our collective and individual accountability and responsibility to our community, our profession, our organization and members.

Service

We will deliver high quality service to our community based on timeliness, effectiveness and customer needs.

Performance

We will base our standard performance on effectiveness, efficiency and competence, with emphasis on maintaining state of the art skill levels through ongoing continuing education, training and personal development.

Behavior

We will demonstrate, through our behavior, collectively and individually, respect and dignity toward each other and the citizens we serve.

Values

We will strive to individually reflect a feeling of positive, open and honest interaction with each other, based on flexible, progressive and team-focused style.

Communications

We will seek to improve communication in an effort to achieve cooperation, respect and understanding while maintaining that participation and partnership must guide our interaction with each other and the citizens we serve.

Organizational Process

We will strive to make policies and decisions prioritized by placing the citizens first, the organization second and ourselves third. Organizational and individual goal setting must place emphasis on measurement of outcomes and results and conservation of resources.



FORT SMITH FIRE DEPARTMENT

2023 Annual Report
May 30, 2024

- Brief Summary & Examples of work

See attached Highlights and Recognitions and Division Chief Reports at the end of the report

Top Accomplishments from 2023:

- Accomplishment 1
 - Ordered Pumper 8. \$757,252.00
 - Part of the apparatus replacement plan
- Accomplishment 2
 - Purchased Maintenance Facility. \$1,654,987.00
 - Ability to do more in house repairs and not have to perform maintenance outside
 - **This directly relates to matrix HN1.2 and HN 1.3.2.** We were able to purchase the existing facility and almost 11 acres of prime real estate for less than the cost of building a new facility.
- Accomplishment 3
 - Purchased and installed extractors (large washing machines) at three stations. \$40,000.00
 - Ability to keep our bunker gear cleaner
- Accomplishment 4
 - Purchased additional extrication equipment for Rescue 1. \$31,000.00
 - Updated extrication procedures and equipment for rescue situations
- Accomplishment 5
 - Completed the majority of our data conversion for Pro Phoenix in 2023
 - Part of the work being done for the new upcoming dispatching and records management program
- Accomplishment 6
 - **While our top accomplishments do not directly affect matrix TI 1.3,** all new fire apparatus that are ordered come equipped with an Opticom Emitter. This device when activated changes the traffic lights to red for all traffic. While not all traffic signals are upgraded to include this option the number of traffic signals equipped with this option continues to grow.
- Accomplishment 7
 - Secured a spot for Ladder 11.
 - While this may sound like a normal task apparatus replacement has become very difficult. We used to order a pumper and would have it in a year while with a ladder truck it would usually take a year and a half. The time frames are now between three and four years. We have had to completely change the way we do things.

PRIORITIZING 2024: (This section starts at the top of next available page)

- List your department's top goal for 2024.
- The fire department's top goal is to get ProPhoenix completed. This will upgrade all of our records management capabilities. In 2023 we had a catastrophic failure for our records management system and we lost 2 ½ years of data. This upgrade will keep issues like that from happening in the future.
- List your department's top need for 2024.
- Personnel is our top need for 2024. Recruiting has become more challenging than ever. While we continue to try new ideas it is becoming more difficult to fill positions. This is not unlike any other area of profession right now. Everyone we talk to seems to be having the same issues. We will continue to change the way we approach recruiting to try and reach more individuals but for now, this is a major concern for us.

2024 Top 10 List: (Up to 10 future projects, what they will accomplish, why, and support needed.)

- Goal 1
 - Complete the upgrades on the new maintenance facility.
 - We are working with IT to get all of the internet capabilities installed. Once this is done we will be able to have better communications and plan to move the Fire Marshal division into the existing offices located there.
- Goal 2
 - Do the final inspection on Ladder 3.
 - The new ladder truck will cover the north side and downtown area of Fort Smith. The new truck has better turning capabilities and has a better design for the use of the ladder.
- Goal 3
 - Do the final inspection on Pumper 8.
 - This will give us a new pumper for the station located on Phoenix Avenue. This is part of continuing our apparatus replacement schedule to keep up with the replacement of older trucks.
- Goal 4
 - Increase recruiting efforts.
 - This will help in filling vacancies.
- Goal 5
 - Purchase I-Plans table for the Fire Marshal's office.
 - This will aid them in approving plans.
 - Relates to Matrix FLU 1.4.
- Goal 6
 - Send Pumper 5 to get refurbished and secure a spot to have Pumper 10 refurbished.
 - This will cost approximately half the price of a new Pumper and will hopefully extend its life by another 10 years.
- Goal 7
 - **See Five Year Capital Improvement Plan below.**



FORT SMITH FIRE DEPARTMENT

2023 Annual Report
May 30, 2024

Account	Expense	2024	2025	2026	2027	2028	2029
1/8% Sales Tax	Apparatus Cost	\$550,000	\$550,000	\$2,300,000	\$1,400,000	\$1,275,000 \$1,500,000	\$1,340,000
	Unit Being Replaced	Pumper 5	Pumper 10	Ladder 3	Ladder 4	Pumper 4 Rescue 1	Pumper 6
	Asset Number	483	235	964	151	183 403	227
	Age of Apparatus	21	20	13	25	22, 13	20
Sales Tax Total		\$550,000	\$550,000	\$2,300,000	\$1,500,000	\$2,775,000	\$1,340,000
General Funds	Staff Vehicles	\$90,000	\$60,000	\$46,000	\$96,000	\$48,000	
	Unit Being Replaced	766	273	295	211	747	
		100, 131			213		
	Age of Vehicle	18, 15, 16	16, 14	14	13, 13	13	
General Funds	Motorola Radios	\$180,500	\$180,500	\$180,500	\$45,125		
General Funds	Training Classroom			\$4,000,000			
General Funds	Station Renovations		\$2,000,000				
General Funds	MDT/Tablet Updates		\$100,000				
General Funds	Fire Station 12			\$4,000,000			
	Station 12 Personnel			\$1,000,000	\$1,030,000	\$1,060,000	\$1,093,000
	Station 12 Apparatus			\$900,000			
General Fund Total		\$270,500	\$2,240,500	\$10,126,500	\$1,171,125	\$1,108,000	\$1,093,000

NEW IDEAS:

- For the first time ever we are looking at refurbishing two of our pumpers. In two years the price of a pumper has went from roughly \$750,000.00 to \$1,000,000.00. Our budget cannot sustain these increases for long so we have decided to refurbish two pumpers and see what kind of life span we will get out of them. The cost for refurbishment is estimated to be around \$550,000.00. We are currently waiting on quotes for the actual cost.

BUDGET & FUNDING:

- **Refer to the 4803 revenue account below.** As you can see by the forecasted numbers for apparatus, the account will be out of funds by 2029. With the rising costs of apparatus we fear that the forecasted numbers are low and the account will actually be out of money by 2028. We are hoping with the new Air Force mission coming to Fort Smith that the tax revenues will increase to help offset this. The plan to refurbish some of the trucks will also help.



FORT SMITH FIRE DEPARTMENT

2023 Annual Report
May 30, 2024

2024	2025	2026	4803 Revenue	2027	2028	2029	2030
-2.81%	1.70%	0.83%		0.80%	0.50%	0.40%	
\$ 709,540	\$ 703,454	\$ 712,519	January	\$ 715,589	\$ 717,626	\$ 722,397	\$ 725,723
\$ 535,932	\$ 544,505	\$ 553,159	February	\$ 549,977	\$ 554,706	\$ 558,140	\$ 559,817
\$ 577,658	\$ 557,477	\$ 575,210	March	\$ 575,816	\$ 575,196	\$ 581,161	\$ 583,165
\$ 630,336	\$ 637,307	\$ 646,180	April	\$ 644,321	\$ 649,029	\$ 652,975	\$ 655,263
\$ 591,731	\$ 605,307	\$ 612,688	May	\$ 609,274	\$ 615,181	\$ 618,505	\$ 620,463
\$ 607,959	\$ 629,485	\$ 630,541	June	\$ 628,888	\$ 635,935	\$ 638,106	\$ 640,653
\$ 615,000	\$ 634,456	\$ 636,965	July	\$ 635,095	\$ 641,860	\$ 644,353	\$ 646,841
\$ 609,402	\$ 626,762	\$ 628,996	August	\$ 627,937	\$ 634,177	\$ 636,674	\$ 639,259
\$ 602,485	\$ 621,844	\$ 624,617	September	\$ 622,479	\$ 629,210	\$ 631,689	\$ 634,070
\$ 595,782	\$ 612,697	\$ 612,369	October	\$ 613,019	\$ 618,822	\$ 620,884	\$ 623,750
\$ 589,485	\$ 602,759	\$ 604,698	November	\$ 604,970	\$ 610,184	\$ 612,684	\$ 615,372
\$ 605,648	\$ 618,621	\$ 618,078	December	\$ 620,257	\$ 625,175	\$ 627,382	\$ 630,514
\$7,270,959	\$7,394,675	\$7,456,020	Total	\$7,447,623	\$7,507,101	\$7,544,950	\$7,574,890
\$3,635,479	\$3,697,338	\$3,728,010	1/8% Revenue	\$3,723,812	\$3,753,550	\$3,772,475	\$3,787,445
			Add. Revenue, sale of reserve apparatus				
\$3,635,479	\$3,697,338	\$3,728,010		\$3,723,812	\$3,753,550	\$3,772,475	\$3,787,445
\$2,084,880	\$2,930,347	\$3,464,472	Previous Year Carry Fwd	\$2,303,873	\$1,861,417	\$93,712	\$(302,455)
\$5,720,360	\$6,627,685	\$7,192,482	Total revenue	\$6,027,685	\$5,614,968	\$3,866,188	\$3,484,990
			4803 Expenses				
\$2,440,012	\$2,513,213	\$2,588,609	Personnel & Operating	\$2,666,267	\$2,746,255	\$2,828,643	\$2,913,502
\$350,000	\$650,000	\$2,300,000	Capital	\$1,500,000	\$1,275,000	\$1,340,000	\$1,400,000
				\$1,500,000			
\$2,790,012	\$3,163,213	\$4,888,609		\$4,166,267	\$5,521,255	\$4,168,643	\$4,313,502
\$845,467	\$534,125	\$(1,160,599)	CY Rev/Exp	\$(442,456)	\$(1,767,705)	\$(396,168)	\$(526,057)
\$2,930,347	\$3,464,472	\$2,303,873	CY Fund Balance	\$1,861,417	\$93,712	\$(302,455)	\$(828,513)
P-5	P-10	L-3		L-4	P-4, R-1	P-6	P-7

Matrix Goals

- **FLU-1.3 and 1.4**
The fire department is constantly working with the Planning, Engineering and Utility departments to make sure we are all on the same page with the enforcement of the City of Fort Smith's extra-territorial jurisdiction (ETJ).
When any new plans are introduced in the ETJ area we make sure they are up to the City's code. This will ensure in the future that any new development or annexation will meet our standards.
- **HN-1.2 and HN-1.3**
The fire department recently purchased an existing building for our maintenance facility for \$1,654,987.00. The price quoted to build a new structure was roughly \$1,800,000.00. This price did not include the price of land surveys or land. Not only were we able to acquire an existing structure to meet our needs the building has almost 11 acres of land for future use.
- **TI-1.3**
The fire department is somewhat limited in this area due to we have to go where incidents happen. We also have our yearly pre-plans for businesses and our yearly fire hydrant maintenance. Although, when incident calls come in we have certain streets we use to eliminate running through residential areas as much as possible. We try to utilize major roadways that allow for plenty of room for citizens to pull over out of the way.

We have also met with Northside High School to discuss closing a portion of North B Street in front of the high school. This is being done in collaboration with streets and engineering to ensure not only the safety of the students but also to make sure the closure does not congest the area which would create a concern of more accidents on Rogers Avenue.
- **NCR-2.3**
We have plans in place to try and keep our mileage down. We keep supplies on the north and south sides of the city to limit miles traveled. We also have our Battalion Chiefs deliver many of the supplies to their respective stations. While this does create more mileage for the Battalion Chiefs it reduces the miles on our front line apparatus. The costs of our apparatus range from \$1,000,000.00 to \$2,500,000.00 and that number continues to increase. The cost of a Battalion Chief's vehicle is roughly \$70,000.00. This is why we try to keep the front line apparatus with as low mileage as possible. Plus the miles per gallon (MPG) on the Battalion Chiefs vehicles is tremendously better. Pumpers and Ladders get roughly 2-4 GPM while the Battalion Chief vehicle gets roughly 18-22 GPM. We also have 2 staff vehicles that are electric.

HIGHLIGHTS & RECOGNITIONS:

Personnel Changes:

In 2023, we experienced some turnover within our department due to retirements and one unfortunate LODD (Line of Duty Death). The list of names and years served are listed below.

Jimmy Bettis, 27 years
Marcus Brown, 28 years
Philip Christensen, 30 years (LODD)
David Edwards, 28 years
Jeff Farris, 30 years
Forrest Fox, 14 years
Michael Haynes, 34 years
Ronnie Marr, 24 years
Heath Orabanec, 23 years
Clifton Parks, 30 years
Mark Talley, 33 years

As you can see we lost a lot of experienced personnel last year. The combined total is over 300 years but they made sure to pass as much of their knowledge on as they could.

However, we also had promotions within our ranks to fill these vacancies. The following individuals were promoted to new ranks:

Boyd Waters, Fire Chief
Darrell Clark, Assistant Chief
Ethan Millard, Division Chief of Operations
Gabriel Flanagan, Battalion Chief
Mark Kelly, Battalion Chief
Evan Mallard, Battalion Chief
Corey Vaughn, Battalion Chief
Joshua Edwards, Captain
Nakia Barron, Captain
Heath Philpot, Captain
Chris Plank, Captain
Joshua Price, Captain
Christopher Turpin, Captain
John Fuerst, Captain
Kyle Brooks, Captain
Jacob Fultz, Driver
Leon Marion, Driver
Hunter Money, Driver
Nathanael Caudle, Driver
Channing Chronister, Driver
Nicholas Marrone, Driver
Caleb Osman, Driver

Kyle Coatney, Driver
Mike Evans, Driver
Chance Johnson, Driver

Recruitment Efforts:

Recruiting new members proved to be a challenge in 2023. We employed various strategies such as visiting local high schools, attending job fairs, engaging with college students, and connecting with EMT graduates. Additionally, we focused on social media posts, flyers, and word-of-mouth recommendations. As a result of our efforts, we were able to hire five candidates who have since met all requirements and become valued members of our department:

Shane Golden
William Howard
Ronald Lowrey
Charlie Nena
Steven Phan

Traditions and Awards:

Since its establishment as a professional department in 1899, the Fort Smith Fire Department has cherished numerous traditions based on dedication, service excellence, courage, and pride. In 2023, we recognized the following firefighters for their exceptional contributions and commitment:

Captain James Howell: Received the Company Officer Leadership Award for demonstrating outstanding leadership, professionalism, and continuous efforts to improve himself and his subordinates. Captain Howell's dedication to excellence has greatly influenced the professional development of future leaders in our department.

Firefighter Zachery Rushton: Honored with the Firefighter of the Year Award for his exceptional performance as a crew member on Ladder 7 A-Shift. As a Ladder Truck Firefighter, Rushton consistently ensures the readiness of the ladder truck and is proficient in handling specialized rescue situations. Furthermore, he has demonstrated extraordinary physical fitness by achieving remarkable milestones in the Fort Smith Fire Department 1000 mile club and 1000 pound club.

Driver Greg Williams: Accommodation Award

For exemplary dedication and outstanding achievement in recruiting, Driver Greg Williams has significantly elevated the recruitment efforts of the Fort Smith Fire Department. His exceptional leadership and tireless commitment to excellence have attracted top-tier talent, enriching our organizational strength and culture. Driver Williams' unwavering dedication to our mission exemplifies the highest standards of the Fort Smith Fire Department and reflects great credit upon himself and our esteemed department.

Firefighter Jeffery Dobbs: Achievement Award

For outstanding achievement and dedication to his profession, Firefighter Jeffery Dobbs has not only successfully graduated from paramedic school but has also earned his Associate of Applied Science degree Summa Cum Laude. His remarkable commitment to excellence, coupled with his exemplary leadership, reflects the highest standards of the Fort Smith Fire Department. Firefighter Dobbs' accomplishments are a testament to his unwavering dedication to personal and professional growth, bringing great honor to himself and the Fort Smith Fire Department.

Firefighter Jakeob Hembree: Achievement Award

For outstanding achievement on the Fort Smith Fire Department Physical Fitness Test, Firefighter Jakeob Hembree set the physical fitness standard for other firefighters to follow. His commitment to excellence and self-improvement was instrumental in him scoring 524 points on the test. Firefighter Hembree's performance is in the highest traditions of the Fire Service and reflects great credit upon himself and the Fort Smith Fire Department.

Score:

Pushups (In two Minutes): 81

Sit-ups (In two minutes): 90 (New high score)

Pull-ups (Not timed): 31 (New high score)

2 Mile Run: 12:48

He scored 524 points out of 400 points.

Captain Chandler and Firefighter Alexander: Chiefs Coin

In the Fire Service we have unique terminology. Most are based on fire department tradition. We call fire hydrants plugs, when it's time to eat lunch we say "30 minutes", and mud means stop. Making the grab is how we refer to rescuing a person. When a firefighter rescues a person one of the first questions fellow firefighters ask is who made the grab.

This evening we would like to recognize these firefighters with the Fire Chiefs Coin For Excellence for making the grab during at a structure fire saving a woman's life.

It's worth noting that this is Captain Chandler's second Chief's Coin for making the grab. In addition, he's been awarded three valor medals for his brave actions on the fire grounds.

Greg Cochran of the Arkansas Truck Center.

The Arkansas Truck Center generously provided its yard, equipment, manpower, experience, and training aids to conduct Heavy Rescue training for 60 members of our department and five other fire departments in the River Valley in 2022 and 2023, and they will do so again this year. Additionally, they facilitated an awareness-level Electric Vehicle Class for the Fort Smith Fire Department.

Memo

To: Boyd Waters, Fire Chief
From: Ethan Millard, Division Chief of Operations
RE: Yearly Report for the Operations Division
Date: 08 March 2024

Chief Waters,

I am providing the highlights and key data points for the Operations Division for 2023, along with insights into incident types for 2023. Unfortunately, our Firehouse record management system experienced a catastrophic failure, resulting in the loss of critical data. Consequently, we lack a true account of our incident types and numbers.

Total Calls for 2023: 15,296

Incident Types in 2023:

Despite the setbacks with our record management system, we managed to handle various incident types in 2023:

Fires: 236 incidents

Overpressure Rupture, Explosion, Overheat Calls: 1 incident

Rescue and EMS Calls: 5,844 incidents

Hazardous Condition Calls: 194 incidents

Service Calls: 772 incidents

Good Intent Calls: 926 incidents

False Alarm and False Calls: 386 incidents

Severe Weather and Natural Disaster Calls: 3 incidents

Special Incident Type Calls: 1 incident

Summary by Incident Type Category (All Incidents):

Structure Fires: 86

Mobile Property (Vehicle) Fires: 41

Natural Vegetation Fires: 71

Outside Rubbish Fires: 31

Special Outside Fires: 4

Cultivated Vegetation, Crop Fires: 3

Summary by Incident Type Category (EMS Incidents):

Medical Assist Calls: 5,341

Emergency Medical Service Incidents: 468

Lock-In Calls: 27

Extrication, Rescue Calls: 8

Mutual Aid Given: 9

No Aid Given or Received: 8,354

Additional Personnel and Recommendations:

I advocate for the addition of three (3) Captains to the rescue truck in the operations division. Historically, the rescue company has been comprised of elite firefighters, and the addition of Captains would enhance operational efficiency and alleviate staffing concerns. Despite hiring 9 additional firefighters in 2023, staffing shortages persist due to upcoming retirements, contributing to increased overtime costs.

Equipment Acquisition and Upgrades:

We successfully installed 3 extractors in fire stations 2, 3, and 11. Plans are underway to install 3 more extractors this year, ensuring coverage for all 11 stations. Extractors are an important tool for providing line personnel the necessary equipment for cleaning their bunker gear after structure fires and other hazardous exposures. Extractors perform much deeper cleaning than standard washing machines, resulting in far more particulate matter and contaminants being removed from their gear that they wear and handle every shift they work.

Our training and operations divisions has teamed up with Arkansas Truck Center and Paratech to provide our personnel with specialized heavy rescue classes. Our personnel learned new techniques for lifting and stabilizing large trucks in hands-on training evolutions. Arkansas Truck Center creates multiple scenarios with semi-trucks, dump trucks, school buses, and any other vehicles they have available. Personnel then work to stabilize the involved vehicles and extricate victims. After our personnel started attending these classes, we learned that we had a need for more specialized equipment for these larger trucks. The Fort Smith area has a lot of semi-trucks that drive through our response area on I-540, and this will increase exponentially when I-49 opens. In 2023, we invested in several Paratech Rescue equipment packages. This investment and training gives our personnel even more tools and skills to serve the community in the event we respond to a crash involving large trucks. This specialized equipment was added to Rescue 1.

In December of 2023, we closed on our new fire department maintenance facility. The mechanics quickly got settled in their new location. Many members of the department have spent countless hours working on the facility. After we have our network and phone lines installed, we will be able to utilize the office space. We will have many more updates on this facility and the progression of improvements in next year's annual report.

Apparatus Replacement and Refurbishment:

Fire apparatus prices and delivery times continue to increase. Our pumpers, as we spec them, are now one million dollars with a delivery time of about 40 months. The one-hundred-foot ladder trucks we order are now over two million dollars and have a delivery time of 48 to 50 months. We must prioritize annual replacement and consider allocating more funds to the apparatus replacement fund. Currently, we are exploring refurbishment options for Pumper 5 and Pumper 10 as a cost-effective option to maintain operational readiness. Refurbishment allows us to address mechanical issues, update safety features, and incorporate new technologies without the expense of purchasing new apparatus, aligning with our goal of maintaining a modern and reliable fleet while adhering to budget constraints.

We completed the majority of our data conversion for Pro Phoenix in 2023. We still have a lot of work to do in preparation. We will likely be ready to commence training our staff on our new RMS starting in late summer of 2024. I eagerly anticipate the implementation of the new RMS, considering the chronic problems we have experienced with Firehouse in the past year.

Thank you for your attention to these matters.

Respectfully,

Ethan Millard

Memo

To: Boyd Waters, Fire Chief
From: Scott Evans, Division Chief of Training
RE: Yearly Report for the Training Division
Date: March 07, 2024

2023 Training Division Report – Fire/EMS/Technical Rescue

The following accomplishments of the Training Division in 2023:

- Battalion Chief Test – Took 2 days due to amount of personnel testing.
- Division Chief Test
- Assistant Chief Test
- Promotional Test (with practical and oral exam) for Driver and Captain. Captain's Oral took 2 days due to amount of personnel testing.
- Fire TAC (Teach, Assess, and Council) Course for new hires.
- Emergency Medical Technician (EMT) class was given for new hires. 140 Classroom Hrs. 40 Hrs. Lab.
- Training/Burn Building had 5 year inspection completed. Inspection was satisfactory. Cost: \$4,995.00
- Civil Service Exam and physical agility for the new hires was given. Had 3 practice agility days before the Physical Agility Testing. Physical Agility Testing took 2 days.
- New Hire Oral Interviews. Took 2 days to complete.

The above was achieved through the dedication of excellent instructors within our department as well as the dedication and thinking outside the box by our department personnel to do such endeavors. The positive impacts are shown in the new personnel that were hired last year and put through our Fire TAC (Teach, Assess, and Counsel) Training Program, EMT class as well as the personnel that promoted to Driver, Captain, Battalion Chief, Division Chief, and Assistant Chief.

The Training Division gave the following classes in 2023:

- Three quarterly Haz Mat Trainings.
- ADEM ICS 300/400 Courses.
- Trench Rescue Instructor Day. One day hands on training for trench rescue instructors. Completed at the 188th ANG Training facility. Multi agency training. Included instructors from the 188th ANG, FSFD, and Van Buren FD.
- Elevator Class – 8 Hrs.
- AFTA Ropes I/II Course – 40 Hrs.
- Three quarterly Pumper/Rescue Trainings.
- Three quarterly Aerial Trainings.
- Advanced Law Enforcement Rapid Response Training (ALERT) First Responder Medical (FRM) – Train-The-Trainer Course. Three day instructor course for active shooter instructors. Multi agency training. Included: FSPD, VBPD, SCSO, FSPSPD, FSFD, and other outside agencies.
- Advanced Law Enforcement Rapid Response Training (ALERT) Active Attack Integrated Response (AAIR) – Train-The-Trainer Course. Five day instructor course for active shooter instructors. Multi agency training. Included: FSPD, SCSO, VBPD, FSPSPD, FSFD, and other outside agencies.
- Parrot Island Day – Swift Water Rescue Team training at Parrot Island.
- Heavy Rescue Course – 16 Hrs.

- Paratech Equipment In-Service. Training of all Station 1 personnel with the new Paratech stabilization equipment that was purchased and placed on Rescue 1. Cost of equipment: \$21,048.87.
- O2X Course – 24 Hrs. Physical fitness course for upcoming departmental fitness training.
- Advanced Cardiac Life Support (ACLS) Course – 8 Hrs.
- Pediatric Advanced Life Support (PALS) Course – 8 Hrs.
- Dive Team Recertification – 8 Hrs. per shift, 3 shifts – 24 Hrs.
- Built the new Ropes Course curriculum for the AFTA. This is the updated Ropes Course for the AFTA. The course will go from Ropes I/II to: Ropes – Awareness, Operations, Technician. This is an International Fire Service Accreditation Congress (IFSAC) Course – 40 Hrs.
- Did departmental American Heart Association Basic Life Support-Provider (CPR) Training – 36 Hrs.

2023 Workload (Statistics/data of the year) attached.

The 2024 Training Division goals (Fire/EMS/Technical Rescue/WMD/Haz Mat) are:

- The WMD/Hazardous Materials Team is now under the supervision of the Training Division. The current goal is to update the WMD/Haz Mat team. The team is now structured into two – 12 person teams (Primary Team and Secondary Team) for a total of 24 WMD/Haz Mat team members. Per the Arkansas Department of Emergency Management (ADEM) WMD Response Committee all team members must meet the minimum standards for the Homeland Security Grant Program (HSGP) Funded WMD Response Teams. The Primary Team Members must be compliant with all the training standards by the end of 2026. The Training Division is in the process of getting the personnel in the Primary Team and Secondary Team up to date with all training disciplines that are required.
- Give the National Fallen Firefighters Foundation TCOOO: Taking Care Of Our Own Course – 6 Hrs.
- Do 4 Pumper/Rescue Trainings.
- Do 4 Aerial Trainings.
- Do departmental Haz Mat Training.
- AFTA Instructor I Course – 40 Hrs.
- Fire TAC (Teach, Assess, and Council) Course for New Hires. Two TAC courses will be done.
- Give a National Fire Academy (NFA) Incident Command For High Rise Operations Course – 16 Hrs.
- Give an Advanced Cardiac Life Support (ACLS) Course – 8 Hrs.
- Give an Advanced Pediatric Live Support (PALS) Course – 8 Hrs.
- Build and give a new Engine Company Class – 16 Hrs.
- Do departmental training over ACT 537.
- Promotional Exam and Practical/Oral Exam for Driver's and Captain's.
- AFTA Officer I Course – 40 Hrs.
- Give a new hire Emergency Medical Technician (EMT) Course – 140 Hrs. Classroom, 40 Hrs. Lab.
- AFTA Live Fire Instructor Course – 40 Hrs.
- Give a departmental Electric Vehicle (EV) Course.
- AFTA Officer II Course – 40 Hrs.
- Do a Heavy Rescue Course – 16 Hrs.
- AFTA Ropes Technician Course (Will do two courses at 40 Hrs. /course) – 80 Hrs.
- AFTA Instructor II Course – 40 Hrs.
- Civil Service Exam and Physical Agility for new hires. Will have 3 practice physical agility days before the Physical Agility Test.
- Have a High Rise class for instructors to build a FSFD High Rise Class – 16 Hrs.
- AFTA Driver/Operator Aerial (FSFD Truck Company) Course – 40 Hrs.
- Train all personnel for Active Shooter Response and when completed hand out the Active Shooter/MCI bags. Two bags per apparatus/trucks. Total bags: 28.

- Train with FSPD and FSPSPD for Active Shooter Response.
- Update/build the following courses for the Arkansas Fire Training Academy (AFTA):
 - Swift Water Rescue – Update
 - Surface Water Rescue – Update
 - Extrication – Build
 - Heavy Rescue – Build
 - Elevator Rescue – Build
- Give the above courses we assisted the AFTA with and built to the FSFD.

The training has been scheduled and now needs to be implemented. The positive impacts are better training and knowledge for the personnel to give better services to the citizens of Fort Smith.

The Training Division's immediate need is a new classroom. We have two classrooms, one located at Station 1 – Administration and one located at Station 11. The classrooms we currently have are both inadequate in size not only for the numerous classes and number of attendees we instruct but, also for practical examinations, new hire testing, training, social distancing, etc. We have to utilize classroom space elsewhere such as the Blue Lion for most classes due to class size and attendance. There is also limited or no storage room for training equipment in either classrooms. Equipment must be brought back and forth from multiple locations for training and classes. There is also no storage for Fire Department EMS supplies such as N95 masks, surgical masks, gowns, nitrile gloves, etc. that need to be stored in a controlled environment.

The long range goals of the Training Division – Fire are:

- Add an additional burn room on the second floor of the Training/Burn Building.
- Purchase two new window props.
- Purchase a flashover simulator.
- Purchase a Car Fire Prop for the training facility.

The long range goals of the Training Division – EMS are:

- Train with Fort Smith EMS, Sebastian County EMS, AIR EVAC LIFETEAM, other medical provider entities, and other EMT's/Paramedics in our area on: PHTLS (Pre-Hospital Trauma Life Support), mass casualty incidents, and active shooter incidents.
- Train with Fort Smith PD, Sebastian County Sheriff's Office, Barling PD, Fort Smith Public Schools PD, UAFS PD, and other law enforcement entities in active shooter classes.
- Obtain Advanced Response Unit level of care so that the FSFD Paramedic's (16 current Paramedics) can utilize their Advanced Life Support (ALS) skills for the citizens of Fort Smith.
- Monies that are made from the EMS classes put into a Training Division fund for future training needs.
- The long range goals of the Training Division – Technical Rescue are:
- Assist the Arkansas Fire Training Academy with the updating and building of the technical rescue course's mentioned above.
- Get the personnel that will instruct and build the technical rescue courses trained through the Alabama Fire Academy.
- Purchase the equipment needed for the technical rescue courses:
 - Paratech Lifting Package (Airbags for lifting capability).
 - Paratech Basic 12 Trench Package (Complete set of basic stabilization equipment needed for trench rescue).

In the course of purchasing the above equipment for training, on-line aerials and the rescue will get the new equipment and it will be used dual purpose.

The long range goals of the Training Division – WMD/Haz Mat are:

- Have all team members trained to the current standards that are required.
- Obtain the needed equipment for training and/or incidents.

Other Training Division needs, such as new training software for Fire and EMS training that suits the needs for ISO (Insurance Services Office) and the NREMT (National Registry of Emergency Medical Technicians) for the personnel of the department.

The only obstacle that is holding the Training Division back for all of the above is funding. The Training Division will be looking into grants for purchases for Fire/EMS/Technical Rescue/WMD/Haz Mat in the future.

Long range goals of the Training Division are:

- Add an additional Battalion Chief – Training Officer. This will free up the Division Chief to do the administrative duties that are required, such as: Obtaining grants for Fire, EMS, Technical Rescue, and WMD/Haz Mat purchases. Planning of mass casualty disasters, active shooter incidents and training for such. Planning and implementing mass casualty and active shooter drills with outside entities. Work more closely with the Division Chief of Operations so that the technical rescue equipment and ropes on the Aerials and Rescue are up to date and the old equipment and ropes can be circulated to the Training Division for training purposes when new equipment is purchased. This will keep the new online rescue equipment from having to be used for training purposes. Also, work with the Division Chief of Operations for future requirements of minimum training for personnel on aerials and the rescue as well as report writing for Fire, EMS, Technical Rescue, WMD/Haz Mat, and other incidents for the personnel. Work with Fort Smith PD, Fort Smith Public Schools PD, 188th ANG FD, Fort Chaffee FD, AIR EVAC LIFETEAM, FSEMS, Sebastian County Sherriff, Van Buren FD, Van Buren PD, Southwest EMS, NWA departments, and others to train more with each other and logistics of such.
- The new BC can assist with fire training, EMS training, technical rescue training, and WMD/Haz Mat training. He/she can also take over the tasks of overlooking EMS supplies at both Station 1 and Station 10 along with the stocking and ordering of such. The BC can assist with the following: Tracking status of all personnel's training on and claiming of eCards for BLS Provider (CPR) certification. Tracking the status of personnel's EMT certification for the National Registry of Emergency Medical Technicians and the State of Arkansas. Tracking and entering continuing education hours for all fire, technical rescue, EMS, WMD/Haz Mat, and other classes for continuing education hours to upkeep EMT certification for the State of Arkansas and the National Registry of Emergency Medical Technicians. The BC can also assist any and all EMT's with their renewal yearly for the State of Arkansas and the National Registry of Emergency Medical Technicians, as the department now has 67 Nationally Registered Emergency Medical Technicians and is growing. This new officer can assist with or instruct any and/or all medical training for the EMR's, EMT's, and Paramedics on the department as well as assist with or instruct the FSFD EMT program.
- Building new classrooms (with storage) for the FSFD to: Train, educate, have bigger classes and more attendance for our department as well as with other departments, promotional testing, and new hire testing (Other reasons above on page 4 "Immediate need for Training Division").

- Build a driving pad for the FSD. We currently use the pad area at Glatfelter to do drivers promotional testing, have a place to conduct courses for truck company/engine classes, and a place for yearly driver's proficiency training for personnel. This type of training must have a solid surface, such as concrete to drive on. Asphalt will rut and ruin on hot days due to the heat and weight of the apparatus/trucks. Gravel and milled asphalt will rut, get muddy, and ruin. The training such as Driver's Promotional training must be exact in measurements. Rutting will cause inaccurate measurements for the testing purposes. Personnel need a solid surface to stand on while training next to apparatus, as the apparatus dump large amounts of water while pumping for lengths of time. Standing in mud is not practical for training situations and is a slip hazard.

Respectfully,

Scott Evans, Division Chief of Training

MEMO

TO: Boyd Waters
FROM: Tommy Bishop, Division Chief, Fire Prevention and Investigation
RE: Fire Marshal's Office Annual Report
DATE: February 22, 2024

Office of the Fire Marshal Division, Fire Prevention & Investigations

- Additional Fire Marshal Position
- Additional Service Vehicle added to the Fire Marshal's fleet
- Training and Continuing Education
- Additional Equipment(tools of the trade) added to the office

The addition of the **new Fire Marshal position** has enabled the office to reduce the on-call volume, changing from a three week rotation, to a four week rotation and in essence, reducing the burden of each fire marshal. This new position held by Corey Vaughan has also provided the office with IT expertise as, Corey has been diligent in streamlining some of our antiquated procedures and processes. Corey is also working with the City regarding the Pro Phoenix Project to provide a more "up to date" and user-friendly option to Fire House.

A new service vehicle has been provided, as well as, new equipment to facilitate the additional position.

In order to provide the citizens of this community with top-notch service, this office actively pursues continuing education and training.

Here is a list of **classes attended in 2023:**

Chief Pyeatt

1. Workplace Leadership Series Focus.
2. Exercise of Executive Leadership: Community.
3. Advanced Combat Pistol Level 2.
4. Fatal Fire Investigations.
5. Fire Investigator Class.

Pyeatt was also accepted into the Certified Public Manager Program through the University of Arkansas Little Rock. This is a two-year program, accredited by the National CPM Consortium. It provides excellent management training to public servants in Arkansas.

Chief Fuller

1. Certified Fire and Explosion Investigator.
2. Certified Vehicle Fire Investigator.
3. Plans Examiner I.

Below is a list of online prerequisite Classes that Chief Fuller obtained in 2023.

Arc Mapping
Basic Electricity
Documenting the Event
Electric Hybrid Vehicle Design Fires
Fatal Fires
Fire Dynamics and Modeling
Fire Investigator Scene Safety
Fire Flow Analysis
Fire Investigation for Fire Officers
Fire Protection Systems
How First Responders Impact Fire Investigations
Fundamentals of Interviewing
Introduction to Evidence
Motor Vehicles Part I and II
Motor Vehicle Fires
Physical Evidence at the Fire Scene
Writing the Initial Origin and Cause Report
Residential Building Construction
Scientific Method for Fire and Explosion Investigations
Search and Seizure

Chiefs Bishop and Chief Pyeatt participated in Mandatory Gun Range Qualifications twice a year (spring and fall).

Work Load Break Down:

The Marshal's Office attended **12 monthly Subdivision Committee Meetings**, which are designed to provide guidance in the application of the Fire Codes in reference to proposed building projects in the City and the ETJ areas.

The Marshal's Office attended **numerous "walk-thru" meetings** to assist clients with the feasibility of securing and establishing businesses in the City of Fort Smith.

The Fire Marshals oversee the **School Inspections** resulting in **70 total** with 35 schools inspected at the Winter recess, and again at the Summer break.



FORT SMITH FIRE DEPARTMENT

2023 Annual Report
May 30, 2024

Fire Safety Inspections: 98 Total

January 31, February 29, March 23, April 24, May 15, June 28, July 23, August 38, September 21, October 31, November 26, December 34.

Life Safety Inspections: 113 Total

January 11, February 12, March 20, April 10, May 11, June 7, July 8, August 10, September 8, October 5, November 3, December 8.

Safety Talks: Two Venues 32 Total participants

Fire Drills: 3

Fire Extinguisher Classes: Three venues 85 Total participants

Burn Permits: 15

Fire Door Inspections: Methodist Village 10 doors

Aboveground Storage Tank Inspections: 4

Tier II Reporting: 7

Sprinkler system Tests: 201

Plan Reviews: 333

Warning Citations Issued: 2

Aboveground Pipe Testing: 7

Partial Fire Marshal Reports From 8/9/23 thru 12/31/23

Building Fires 40

Fire in Structure 3

Cooking Fires 16

Vehicle Fires 25

Rubbish/Trash Fires 17

Dumpster Fires 14

TOTAL: 115 Fires

Investigations: 8 Structure fires 3 Vehicle / RV fires

AR State Crime Lab 7 submittals

2024 Fire Marshal Division Goals:

- Continue to provide for the reduction of fire incidences and the loss of lives and property. By continuing to educate the public in various settings and venues, such as: Fire extinguisher classes, Fire Drills and the dissemination of information during contacts with current and future businesses, we believe that these contacts foster a good and safety conscious rapport with our constituents.
- We plan to enlist the services of a third party to assist with Code Compliance. Two of the providers are: Brycer and IROL Compliance Engines. These companies provide code compliance at no charge to the Fire Department or the City of Fort Smith. They charge contracting agencies the fees because, their services also enhances and provides benefits to the contractors, (in essence, the contractors pay for this service). These Code Compliance companies are gaining popularity throughout the nation and there are several local and regional fire departments who participate in this program.

- Continue to work towards the development of a Registry of vacant and abandoned structures throughout all districts, with the purpose of contacting owners of properties that has been affected by fire incidents. Our focus is to reduce the affect of urban blight by policing these structures with the intent and focus of applying the Fire Codes as well as City Ordinances to ensure property security and maintenance after fire incidents.
- Continue to explore ways to retain committed individuals to the Fire Marshal's office.

Long Range Goals:

- Paperless System. Enhance and streamline the activities of the Fire Marshal by utilizing new technologies to make our work more efficient.
- Establish an in-house program that caters to potential fire marshals, giving them to knowledge and the tools to perpetuate the work of the Fire Marshal. Continue with the indoctrination of all firefighters in the science of Fire Investigation, preserving evidence and determining cause and origin.
- Establish a deeper working relationship the Police Department in order to expedite arson investigations and bring arsonists to justice. Also to work closer with fellow fire marshals and fire departments regarding area, regional and national trends that affect the work of the Fire Marshal's office.

Respectfully,

Battalion Chief Tommy Bishop
Fire Marshal
Bureau of Fire Prevention
City of Fort Smith Fire Department



IT Department | 2023 Report

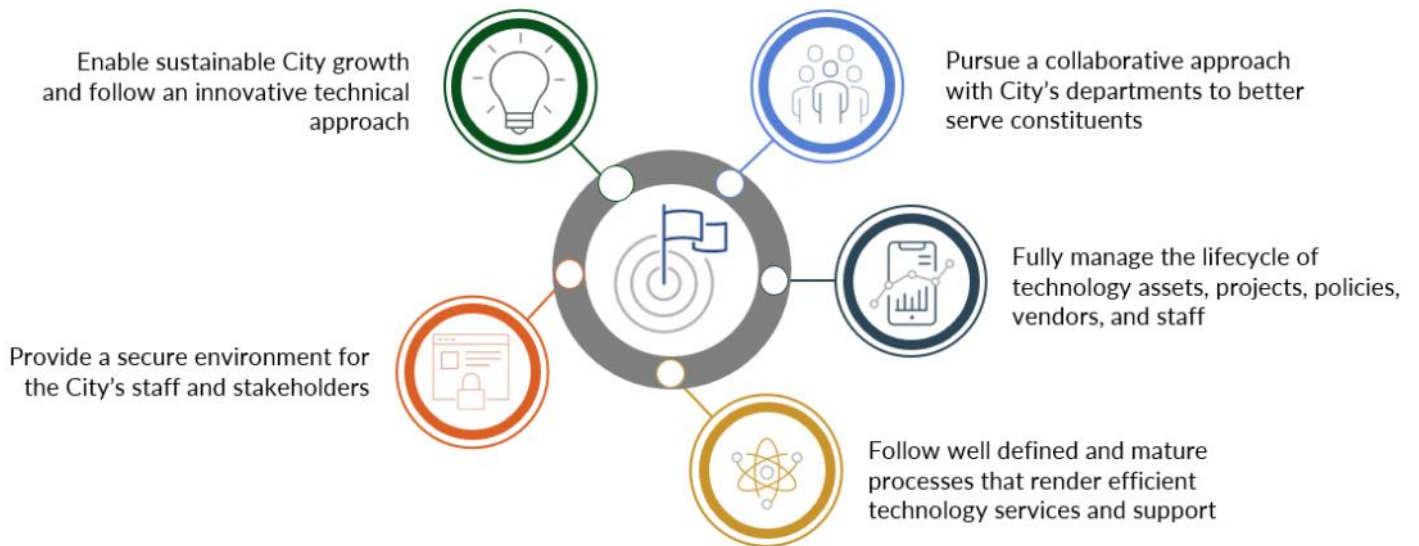
SUBMITTED BY:

James Gentry | Chief Information Officer
james.gentry@fortsmithar.gov | 479-788-8923



Summary of Department’s Purpose

- Mission Statement
 - Provide collaborative solutions for all facets of City government in order to ensure their business goals are being met. Embrace change and consider all of the opportunities for consolidation, convergence, data management, and connectivity offered by technology and sound business practices. Satisfy customers’ demands for technology services that will enhance the lives of the citizens, constituents and visitors of the City.
- Vision Statement
 - The City of Fort Smith will be an innovator in the use of technology that enables and fosters better government.
- Brief Summary & Examples of work if necessary
 - The following strategic objectives, adopted through the strategic planning process, provide direction and measurable goals for the City’s ITS department:



Top Accomplishments from 2023: (Up to 10 completed projects, what they accomplished and why.)

- Accomplishment 1
 - *Completed email migration to new platform, improving security, efficiency, and stability, while cutting costs.*
- Accomplishment 2
 - *Improved department culture, increasing morale by creating a positive work environment and investing in staff development.*
- Accomplishment 3
 - *Upgraded surveillance system across the city to an enterprise-level solution, increasing both physical and cyber security, while also increasing confidence and trust amongst all employees.*
- Accomplishment 4
 - *Redesigned primary data center and upgraded backup power system, vastly increasing stability of services.*
- Accomplishment 5
 - *Upgraded and replaced entire network stacks at all Fire Stations throughout the city, increasing reliability of public safety services.*
- Accomplishment 6
 - *Increased cybersecurity awareness and training for all staff, increasing our overall physical and cyber security posture.*
- Accomplishment 7
 - *Assisted with completion of migrating the city's entire website to a robust hosted service. This greatly improved stability, security, and quality of our online services.*

PRIORITIZING 2024: (This section starts at the top of next available page)

- List your department's top goal for 2024.
 - **Goal 2:** *Improve network connectivity and overall redundancy at all critical locations, including all first responder sites. This will greatly improve our continuity of government.*
- List your department's top need for 2024.
 - *Additional personnel (3 – 5 new positions will be required to support increased demand on IT services across the city).*

2024 Top 10 List: (Up to 10 future projects, what they will accomplish, why, and support needed.)

- Goal 1
 - *Upgrade physical access system across the city, improving physical and cyber security. Resources needed: personnel and time.*
- Goal 2
 - *Improve network connectivity and overall redundancy at all critical locations, including all first responder sites. This will greatly improve our continuity of government. Resources needed: personnel.*
- Goal 3
 - *Replace and upgrade entire technology stacks at the Police Department in order to improve security, services, and reliability. Resources needed: personnel.*
- Goal 4
 - *Improve our disaster recovery (DR) plan and business continuity plans across all departments. This will result in a more stable and better continuity of government. Resources needed: personnel, time, and collaboration amongst city departments.*
- Goal 5
 - *Continue to pay off “technical debt” by architecting new solutions and leveraging new technology, thereby increasing stability and security of services. Resources needed: personnel and time.*
- Goal 6
 - *Continue to better integrate cybersecurity frameworks into business processes across the enterprise, resulting in increased threat awareness and reducing risk to the business. Resources needed: personnel and collaboration amongst city departments.*

HIGHLIGHTS & RECOGNITIONS: (This section starts at the top of next available page)

- *The City of Fort Smith IT Department has rebuilt and realigned its strategic vision and goals to more closely align with the City’s strategic objectives.*



Park & Recreation Department | 2023 Report

SUBMITTED BY/KEY DEPARTMENT MEMBERS

Sara Deuster | Director of Parks and Recreation
sdeuster@fortsmithnar.gov | (479) 784-1006



Summary of Department's Purpose

- The City of Fort Smith Parks and Recreation Department is committed to providing active and passive recreation opportunities throughout Fort Smith through the maintenance of over 300 acres of parks land, medians and islands throughout the city, over 30 individual parks, and trails and greenways; providing low-cost facilities for citizens to host events; overseeing aquatics operations; and providing recreation programs for all citizens. The Parks Department is also responsible for the maintenance of Oak Cemetery.
- The Parks and Recreation Department believes that all individuals, no matter their ability, should be provided with active and passive recreation activities. Parks Staff take an inclusive design approach to providing services to citizens. This approach goes beyond minimum ADA requirements by emphasizing the usability component to ensure all individuals can not only access park amenities, but also enjoy amenities alongside their peers.

Top Accomplishments from 2023:

- Carol Ann Cross Park Improvements – Phase I
This park remained stationary for over 15 years with limited improvements made during this time. The existing infrastructure continued to deteriorate and began negatively impacting citizen use of the park. Phase I of these improvements included the replacement of the existing restroom facilities. Based on citizen feedback, it was determined the restroom formerly located on the hillside on south end of the park would be relocated closer to the play area to avoid having to cross a road to go to the restroom. Additional improvements under this phase included repaving the existing roads and parking lots, removal and replacement of the pedestrian bridge, and construction of an additional fishing pier on the west side of the lake. Two aerators were also installed in the lake to help reduce algae. Completion of these improvements have increased park usage and helped gather support for additional improvements to this park (boardwalk and inclusive playground), which are currently in progress.
 - PFS-3.2.3, PFS-5, NCR-4.1, and FLU-1.4
- Outdoor Restroom Improvements
The outdoor restrooms throughout our parks system had lived several years beyond their expected life. Providing restroom facilities in our larger parks allows residents to view these parks as destination places where they can spend several hours taking advantage of free park amenities. New restroom

facilities for Martin Luther King, Jr., Fort Smith, and Woodlawn Parks were ordered during 2023 and have since been installed. The restrooms at Martin Luther King, Jr. and Woodlawn Parks are open for use. The restroom at Fort Smith Park is expected to be completed in June. This completes the replacements of all outdoor restroom facilities over 50 years old. The newer restroom facilities are currently being evaluated to determine if renovations or replacements are most cost-effective.

➤ FLU-1.4 and PFS-3.2.3

- Tilles Park Improvements – Phase I

Tilles Park is one of our city's four community parks and is located within walking distance to several destinations, including retail stores, schools, apartment complexes, restaurants, and more. Following the conversion of the wading pool to a splash pad in 2019, improvements to this park were delayed for other projects. However, through community input and support for additional improvements to be made to this park, Phase I of these improvements began in December 2023. This phase includes the realignment and widening of the existing crusher dust walking trail. Due to various environmental factors, such as stormwater drainage, an asphalt surface was selected in lieu of a soft surface walking path. Additional improvements include converting two of the existing tennis courts to basketball courts, as the former single basketball court is the second most utilized basketball court throughout our parks. Since these improvements have started, there has been a highly visible increase in park usage. Improvements under this phase are expected to be completed this summer.

➤ FLU-1.4, NCR-4.1, PFS-3.2.3, and PFS-5

- Creekmore Park Pool Bathhouse & Diving Well Enclosure

The bathhouse at Creekmore Park was built in 1948 and had become increasingly in a dire state of repair over the past few years. As the city's only public pool, it is critical to ensure a safe, well-maintained facility for residents and visitors to enjoy. This project consists of the demolition of the dilapidated bathhouse and construction of a new bathhouse that is adequate to accommodate both recreational use and serve as a host site for swim meets. Enclosure of the diving well is also included in this phase, which will allow several local entities (ex. Air National Guard, Fort Smith Fire, Ocean Impact, and schools) to train throughout the year. The construction cost for this project is \$5,997,639.78. This project is funded by both the 1/8% SUT and a \$4 million appropriation from excess sales tax revenue associated with the 2012 and 2014 sales tax bonds.

➤ FLU-1.4, NCR-4.1, PFS-3.2.3, and PFS-5

- Increase Parks and Recreation Offerings through Agreements

The Parks Department has several agreements with organizations to provide additional opportunities for recreation that would otherwise not be available to citizens through our department. These agreements include following:

- I. Western Arkansas Tennis Association (WATA)

- a. WATA has operated and managed the tennis courts at Creekmore Park since 2003. WATA promotes tennis throughout our community, by hosting tournaments (local and

regional), leagues, lessons, and workshops. WATA also has a strong partnership with local schools and have hosted clinics for school-aged children to attend who may otherwise not have an opportunity to learn the game of tennis.

II. Fort Smith Youth Baseball & Softball (FSYBS)

- a. FSYBS has operated and maintained the Kelley Park Ballfields since 2022. FSYBS is committed to ensuring all children, no matter their financial ability, have the opportunity to play baseball/softball. Through various sponsorships from local businesses and organizations, FSYBS offers scholarships to assist players whose families may need financial assistance to cover registration fees and/or help with equipment. FSYBS also helps bring visitors to Fort Smith through hosting tournaments almost every weekend during the playing season.

III. Rent.Fun, LLC

- a. The Board of Directors approved an agreement with Rent.Fun last year for the operation of a self-service kayak rental program at Carol Ann Cross Park. The program launched in November of 2023 and, despite the weather, still saw almost 100 rentals during the winter months.

IV. Fort Smith Farmers Market

- a. The Fort Smith Farmers Market has operated out of the municipal parking lot at North 2nd and Garrison Avenue since 2003. The market continues to grow each year, attract new vendors, and continues to accept SNAP benefits. The market offers locally grown produce, baked goods, and fresh meats to help encourage healthy eating habits.

V. Antioch District Association for Youth & Family, Inc.

- a. A community garden has been maintained on the City-owned lots at North 7th & North 8th Street and K Street & L Street since 2015. This is a community-driven project that is maintained solely by a dedicated group of volunteers. The community garden is open to all members of the community to utilize.

➤ NCR-1.2, NCR-1.3, NCR-1.5, and PFS-5

• Recreation Programming

Our department hosts a variety of free activities for residents throughout the year. Since expanding our recreation programming over the past few years, our events continue to grow and rely on volunteers to help accommodate the large number of participants. Last year, we hosted a one-day Spring Break event that included an inflatable slide, new ninja warrior course obstacles, and various games and activities for over 300 children. Our department continued our summer Movies in the Park series, Pop Up Play Days, and Kids in the Kitchen events. Attendance at each of these events continues to grow. Our Annual City Play Day event was held on Saturday, August 5th, at Martin Luther King, Jr. Park. Well-over 1,000 individuals were in attendance for this free event that featured a variety of activities, refreshments, the Fort Smith Police, Fire, and Transit Departments, local organizations, and volunteer groups. Our department also hosted a Halloween Hoopla and Pancakes with the Grinch at the River

Park Events Building. Our recreation programming concluded with our Holiday Express event at Creekmore Park. Parks Staff have already started planning for additions to this year's show.

- NCR-1.5 and PFS-5

PRIORITIZING 2024:

- The Parks Department's top goal for 2024 is to complete projects that are currently in progress, which total \$13.5 million.
- The Parks Department's top need for 2024 is to ensure adequate staffing and equipment needs are considered as part of the continued expansion of our department in addition to allocating funding to address decades old infrastructure throughout our existing parks system.

2024 Top 10 List: (Up to 10 future projects, what they will accomplish, why, and support needed.)

- Goal 1: Continued progress on Maybranch Greenway, as evidenced by the completion of construction of Phase IA and the completion of the engineering design for Phase II.

This is an approximate four (4) mile paved greenway that connects the Greg Smith River Trail to the Kelley Park Ballfields, providing several other connections along the route. This is the first trails and greenways project that focuses on connectivity within the city and encourages the use of non-vehicular transportation to reach major destinations, such as shopping centers, parks, residences, and schools.

Phase IA is an approximate 0.7 mile, 10ft-wide concrete multi-purpose greenway that begins at North 7th Street and continues along North P Street before traveling through Martin Luther King, Jr. Park and terminating at North Greenwood Avenue. This project also includes the installation of solar lighting, two bicycle repair stations, benches, trash receptacles, and mile marker signage along the greenway.

Phase II extends approximately 1.6 miles, beginning on the east side of Greenwood Avenue, across from Martin Luther King, Jr. Park. The greenway will travel south along North Greenwood Avenue and then continue East along North O Street and tie into North 31st Street, continuing south before terminating across from the Fort Smith Public Library.

- FLU-3.4.2, HN-1.6, NCR-1.4, TI-1, and PFS-4.3.1

- Goal 2: Identify and secure funding to complete Maybranch Greenway Phase IB and Phase II.

The estimated construction cost for Phase IB (~1.01 miles) is \$2.5 million. Phase II is estimated to cost \$3.5 million. It is more cost-effective to complete Phase II under one contract rather than divide this phase to align with when funds from the 1/8% SUT are available. Funding sources outside of this revenue stream will be necessary to complete this project in a cost-effective and expeditious manner. Parks Staff are actively seeking grant opportunities to assist with the completion of this project.

➤ FLU-3.4.2, HN-1.6, NCR-1.4, TI-1, and PFS-4.3.1

- Goal 3: Complete the Creekmore Park Bathhouse and Diving Well Enclosure project.

➤ FLU-1.4, NCR-4.1, PFS-3.2.3, and PFS-5

- Goal 4: Continue to provide free recreation events for citizens to promote a healthy lifestyle, encourage collaborative play, and build relationships across the community to best serve the citizens of Fort Smith.

➤ NCR-1.5, NCR-4.1, and PFS-5

- Goal 5: Begin the master planning process for the former ACME Brick property.

The Board of Directors approved the purchase of 113 acres of property located along Old Greenwood Road that was formerly operated by the ACME Brick Company. A leading benefit to the purchase of this property is to mitigate the impact of flash flooding. The secondary priority for this property is to serve as parkland and other potential uses. While there have been ideas presented, the City wants to ensure a thorough planning process occurs to ensure the use of this property best aligns with the needs of the community. A Request for Qualifications was published nationwide, soliciting qualified firms to submit a Statement of Qualifications (SOQs). The City received several SOQs and are currently in the process of evaluating these responses. Following the evaluation process, a master planning agreement will be executed with the selected firm. It is expected this process will take several months to complete and include ample opportunities for public input.

➤ FLU-1, CCD-1, CCD-2, PFS-2, PFS-3.2, PFS-5, and NCR-1

- Goal 6: Continue to advance inclusive design throughout our parks system.

Our department is committed to ensuring all citizens have not only access to park amenities, but also have usability of these amenities. This includes ensuring accessible walking paths, restrooms, facilities, play amenities, picnic pavilions, sports fields, etc. Inclusive design is considered with each improvement and addition we make throughout our parks system to continue our commitment to inclusion throughout our parks system.

➤ PFS-3.2.3

BUDGET & FUNDING:

- The primary funding source for Parks projects falling in alignment with the goals of Comprehensive Plan is a portion of the 1/4% Sales and Use Tax initially approved by voters in 2012 and extended through 2030 during the May 24, 2022 election. This tax is split evenly among the Fire Department and Parks Department. As of December 2023, this tax has generated over \$32 million in revenue for the Parks Department. Additionally, almost \$5 million in grants and private contributions have supplemented the tax revenue. An additional \$1 million in grants and contributions is anticipated for fiscal year 2024.

Through the dedicated sales and use tax, the City has invested \$7.1 million into growing Fort Smith's trails and greenways system, \$6.9 million towards expanding our parks system, and an additional \$6.3 million to update and improve existing infrastructure. This tax has also allowed improvements to be made to various sports and aquatics facilities. These funds continue to expand, improve, and address capital needs throughout our parks system.



Planning Department | 2023 Report

SUBMITTED BY:

Planning and Zoning Department
planning@fortsmithar.gov | (479) 784-2216

Summary of Department's Purpose

This report from the Planning and Zoning Department to the Future Fort Smith Committee details the implementation of the Comprehensive Plan, essential for guiding and managing the city's development to ensure sustainable growth and an improved quality of life for all residents. The department aims to create a vibrant, inclusive community that balances growth with community needs.

The Planning and Zoning Department oversees city land-use ordinances, policies, and procedures for all development within the city and its growth area. It handles public inquiries and reviews building permits annually to ensure compliance with federal, state, and local laws. The department also manages zoning, land use planning, and urban development projects to ensure they meet community standards and regulatory requirements.

Top Accomplishments from 2023:

The Planning and Zoning Department frequently proposes amendments to the Unified Development Ordinance to promote development and reduce regulatory barriers. Some significant projects and amendments made in 2023 are as follows:

- An amendment was proposed that introduced 28 trees, 12 shrub species, and eight grasses to the UDO, broadening the variety of species available for landscaping. This change provides developers with more options, enhancing aesthetic and ecological diversity. Additionally, crepe myrtle and sawtooth oak, identified as invasive species, were removed from the approved tree list. This amendment aimed to enhance the flexibility for property owners in terms of landscape and design improvements.
 - CCD-1.1.6 (Community Character & Design) Encourage diversification of options and flexibility regarding property owners' requirements to incorporate landscape and design improvements.

- The project introduced data centers as a defined land use in the UDO. Recognizing their specific needs and impacts, such as noise, high utility consumption, and security; the amendment allows data centers by right in Industrial Moderate (I-2) and Industrial Heavy (I-3) zoning districts, and with conditional use approval in Industrial Light (I-1) zoning districts. The ETJ definitions section was updated to include data centers, ensuring appropriate zoning and land use planning.
 - FLU-1.1.2 (Future Land Use) Update and implement the UDO (Unified Development Ordinance) and Master Land Use Map based on the Preferred Future

The following amendments shared a common focus on enhancing the aesthetic appeal of properties while providing practical solutions for developers.

- This amendment focused on options for property owners' requirements to incorporate landscape and design improvements. It allowed for exhaust fans, utility boxes, and ductwork to be painted to match the building façade if not visible from the right-of-way or residential areas, offering an alternative to seeking zoning variances. This change supports the beautification of gateways while providing practical design solutions for developers.
- This amendment allowed the required perimeter landscaping trees to be installed within the interior of a site as long as they are visible from the right-of-way. It also mandates that all required shrubbery be placed within the ten-foot-wide perimeter landscaping strip or adjacent to utility easements. This change provides flexibility in landscaping design while maintaining visual appeal from public viewpoints.
 - CCD-1.1.6 (Community Character & Design) Encourage diversification of options and flexibility regarding property owners' requirements to incorporate landscape and design improvements.
- This amendment sought to promote diverse housing options and infill development. It modifies UDO Section 27-404(B)(2)(a) to allow single or two-family homes on lots at least 35 feet wide and 3,500 square feet in area, reducing the previous requirements of 50 feet and 5,000 square feet. This change reduces regulatory barriers, facilitating the development of 3,660 platted lots under 50 feet and 1,026 vacant lots, promoting efficient land use and housing availability in Fort Smith.
 - HN-3.2 (Housing & Neighborhoods) Utilize the City's zoning and subdivision regulations to promote the construction of a variety of housing sizes and types.

- FLU-3.1.1 (Future Land Use) Support rehabilitation and adaptive reuse of buildings for housing and promote infill development of vacant land downtown.
- Proposal of a total of 13 Planned zoning districts represents a significant shift towards fostering greater flexibility and promoting mixed-use development within the city. These districts are designed to accommodate a variety of land uses in a cohesive and well-planned manner, facilitating the creation of vibrant, multi-functional neighborhoods.
 - FLU-1.5 (Future Land Use) Provide opportunities for mixed-use development to occur Downtown and identified emerging centers to provide access to a variety of uses; promote walkable, pedestrian friendly development; and encourage physical activity.
 - HN-2.1.1 (Housing & Neighborhoods) Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.
- Amending fowl regulations including the prohibition of roosters. Additionally, a maximum of twenty (20) fowl shall be allowed on lots of at least 21,780 square feet. The maintaining of more than twenty fowl on a lot in excess of five acres shall require Conditional Use approval.
 - CCD-2.1 (Community Character & Design) Support efforts within the city to increase citywide awareness of local neighborhood character, culture and history.
 - PFS-1.1 (Public Facilities & Services) Maintain fair and transparent codes and regulations.

PRIORITIZING 2024:

- Department's top goals for 2024.
 - ❖ Enhanced Geographic Information System (GIS) capabilities for better planning and analysis.
 - ❖ Strengthen collaboration and partnerships with other city departments, local agencies, and stakeholders to streamline processes, leverage resources, and facilitate comprehensive, coordinated approaches to city planning and development.

- Department's top needs for 2024.
 - ❖ Provide ongoing training and professional development opportunities for staff members to stay abreast of emerging trends, best practices, and innovative approaches in urban planning, sustainability, and community engagement.
 - ❖ Develop clear policies, guidelines, and regulatory mechanisms to translate the goals and strategies outlined in the comprehensive plan into actionable initiatives, zoning ordinances, and development regulations.

2024 Top 10 List:

In an ongoing commitment to enhancing the city's growth, the Planning Department is spearheading several initiatives aimed at fostering economic growth, streamlining processes, and preserving our community's identity. Here are some of the top projects for the upcoming year:

- Efforts are underway to develop a new website that will streamline access to development applications and vital information, with the goal of facilitating smoother interactions between stakeholders and city departments.
 - PFS-1.1.2 Continue to update the City's UDO based on feedback from the business community and continue to improve on-line access.
- Simplifying licensing procedures for attracting new businesses to the city. By streamlining the process, Fort Smith can remove unnecessary barriers that may deter entrepreneurs from setting up shop. A more efficient licensing system not only saves time and resources for both businesses and the city but also sends a positive signal to prospective investors about the city's business-friendly environment.
 - ED-1.1.4 Support development of a "small business web portal" to streamline the City's permitting and licensing processes.
- Update the list of homeowner associations within the city serving multiple purposes: allowing for better monitoring of activities, facilitating active public engagement with homeowner associations (HOAs), and promote neighborhood identity. Additionally, by promoting neighborhood identity, Fort Smith can leverage the unique characteristics of each area to create a more vibrant and attractive living environment for current and prospective residents.

- CCD-2.1.1 Work with neighborhood groups to develop brands for areas/neighborhoods of the city to increase community identity.
- The introduction of the Military Compatibility Area Overlay District (MCAOD) aims to ensure the continued compatibility of development with military operations at the Fort Smith Regional Airport/Ebbing ANGB. This regulatory framework regulations for land use, exemptions, and boundary definitions, ensuring compatibility with military activities. The MCAOD addresses lighting, noise, and vertical obstruction concerns through specific development standards. It is being introduced to balances community growth with military operational needs.
 - FLU-1.4 Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.
- Addition of land uses to meet the needs of new emerging businesses support the expansion of commercial zones fostering economic growth and job creation. This proactive approach can attract diverse industries, stimulate local investment, and ensures the city remains adaptive and competitive in a rapidly evolving market.
 - FLU-1.1.2 Update and implement the UDO (Unified Development Ordinance) and Master Land Use Map based on the Preferred Future
- Amending facade regulations to provide more options in the list of high-quality materials for construction, promoting architectural diversity and flexibility. This flexibility not only accommodates diverse architectural styles but also empowers property owners and developers to express their individuality while adhering to quality standards.
 - HN-1.2 Limit the high costs associated with building new infrastructure.
- Expanding Fort Smith's Extraterritorial Jurisdiction (ETJ) to encompass its water service area to manage growth more effectively, protect public health and safety, and promote sustainable development practices. This expansion will allow the city to apply its standards and regulations to areas beyond its current boundaries, ensuring that all developments align with Fort Smith's long-term planning objectives and infrastructure needs.
 - FLU-1.4 Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision.

- Historic Preservation Efforts:

Establishing workshops to assist property owners in best practices for maintaining historic structures. Begin updating the Belle Grove Historic District Design Guidelines to be more accessible and working with the National Alliance of Preservation Commissions as well as the Arkansas Historic Preservation Program to bring workshops to Fort Smith certifying individuals in historic preservation and restoration work.

- FLU-3.1.1 Support rehabilitation and adaptive reuse of buildings for housing and promote infill development of vacant land downtown.
- HN-1.3 Promote private investment in identified growth centers and encourage adaptive reuse of historic buildings.
- HN-1.3.3 Encourage revitalization of the Belle Grove Historic District and downtown historic buildings.
- NCR-3 Retain the historic heritage and cultural identity of Fort Smith

In conclusion, the Planning and Zoning Department's endeavors throughout 2023 have been pivotal in advancing the objectives identified in the Comprehensive Plan, thereby propelling sustainable growth, and elevating the quality of life for all citizens of Fort Smith.

With dedicated support provided to the Future Fort Smith Committee, planning staff has played a crucial role in ensuring the viability of the Comprehensive Plan. This support, intertwined with our various initiatives and amendments to the Unified Development Ordinance, has strengthened the foundation for implementing several aspects of the Comprehensive Plan's vision.

As we look forward to 2024, the department remains committed to bolstering our partnership with the Future Fort Smith Committee and continuing our collaborative efforts to shape a prosperous and vibrant future for our community.



Police Department | 2023 Report

SUBMITTED BY/KEY DEPARTMENT MEMBERS

Danny Baker | Chief of Police
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Summary of Department's Purpose

- Vision: Working toward a day when our profession is no longer needed, we shall relentlessly pursue perfection in all we do knowing excellence can be obtained. We will strive to improve the lives of everyone we encounter. Service, Honor, Integrity, Education, Legacy and Dedication (S.H.I.E.L.D.) will be our guiding principles as we work hand-in-hand with every segment of our community to seek permanent peace, justice and security for all.
- Statement of Values:
 - A. We hold as our sacred duty the preservation of life. It is this belief that defines our priorities.
 - B. We accept nothing less than truth, honesty and integrity in our profession.
 - C. We recognize that our basic responsibility is to enforce the law. Our role is to resolve problems, through the law, not to judge or punish.
 - D. We view the residents of our community as partners who deserve our concern, care and attention. We are committed to reducing the fear of crime in our community, and we endeavor to do this by building trust and legitimacy within the community and creating partnerships in our neighborhoods.
 - E. We understand that our police powers are derived from the community members we serve. We do not tolerate the abuse of our police authority.
 - F. We recognize that our personal conduct, both on and off duty, is inseparable from the professional reputation of both our officers and the Department.
- Philosophy: In order to achieve and maintain our organizational values, every member of the Fort Smith Police Department must continually direct their efforts toward:
 - 1. Realizing the employees of the Fort Smith Police Department are the most important part of the organization and constantly strive to improve their performance.
 - 2. Recognizing the spirit of the Fort Smith Police Department is one of helping people and providing assistance at every opportunity.
 - 3. Enlightening citizen attitudes toward public safety and striving to gain community support in the suppression of criminal activity.

- 4. Developing police leadership throughout the Police Department in order to effectively utilize allocated resources for maximum productivity.
- 5. Aggressively respond to criminal activity throughout the City of Fort Smith in a manner consistent with safeguarding the rights of all citizens.
- 6. Consistently demanding the highest degree of integrity and professionalism from all employees.

Top Accomplishments from 2023:

- FLU 1.2: Ensure that sufficient, well designed, and convenient on street and off-street parking is provided to serve land uses.
 - 1.2.1: Conduct an assessment of existing parking supply and demand and forecast future needs.
 - i. As reported in previous years, metered parking currently exists only in the downtown district. The data for parking downtown is as follows:

The City of Fort Smith currently has 276 metered parking spaces in the downtown area reported by our Downtown Ambassadors.

The parking garage has a total of 327 parking spaces with 8 of those being reserved for handicap, two for the elevator, and 50 for state permit parking.

There is a metered parking lot in the 800 block of Rogers Avenue that has 43 state permit spaces and 47 public spaces. The solar meter is still inoperable and but is expected to be replaced during the parking meter replacement project.

There are two parking lots owned by the City of Fort Smith on N. 2nd Street - one at N. 2nd and Garrison and the other at N. 2nd and N. B Street. These lots have unmetered parking for approximately 100 and 40 vehicles respectively.

The various parks near downtown provide approximately 50 parking spaces.

Beyond these assets, there are numerous private parking lots in the area.

The Fort Smith Police Department is involved primarily with the enforcement of parking regulations within the corporate city limits of Fort Smith. Parking in the downtown area continues to be a topic of discussion and the increasing popularity of events held in the downtown area (4th of July, Steel Horse Rally, NYE Ball Drop, parades, etc.) continue to contribute to increased need for parking. Along with additional parking locations, a review of regulatory devices (parking meters) has been conducted. As previously discussed in the 2022 report, and reports prior, the city is still considering improving downtown parking meters with newer technology and/or completely removing metered parking. The FSPD has been involved in those discussions and facilitated periods of free parking during the Christmas holiday season.

With the continuous growth in Chaffee Crossing and the opening of the HUB, parking became a concern in 2021 and discussions were had in 2022 for possible solutions. Patrons began utilizing R.A. Young Jr. Drive for temporary parking while conducting business at the HUB. In the 2022 report, a request was presented to the city to allow

permanent parking on R.A. Young Jr. Drive and a trial period took place. Permanent parking is now allowed in this area.

City ordinances currently allow the Chief of Police to regulate on-street parking based on need and in collaboration with other city departments such as Streets and Engineering. When restricted parking is requested on a city street, traffic counts, street widths, traffic flow, sight distances, and resident input are all considered before regulatory measures are put in place. There have been several such discussions during the reporting period.

- FLU 1.3: Coordinate and plan future development with neighboring jurisdictions and the City of Fort Smith
 - 1.3.2: Ensure that the subdivision of land within the allowable Planning Area will comply with City subdivision and infrastructure requirements, as amended, to address rural and estate development.
 - 1.4.1: Conduct an assessment of service boundaries and ensure regulations to guide the expansion of services.
 - i. An analysis was conducted in early 2018 and 2020 as to the manpower issues related to annexation of additional land on the southwest side of the city. No further discussions have been brought forth regarding the annexation of additional land. Despite this, the police department continues to recognize the need to establish a second police precinct on the southeast side of the city. A second precinct will allow the police department to effectively provide safety and security for current and future development and eventual increase in population in this area of town. Funds have been set aside to help address this need. Since the 2022 report, a viable location has been identified and property has been purchased.

The Parks and Recreation Department continues partnering with the Police Department with efforts of procuring additional office space and secure storage for the department at Harry E. Kelley Riverfront Park. The Downtown Ambassadors have office space at the park.

In 2022, the Police Department was involved in discussions with the Central Business Improvement District with efforts of adding two (2) additional Downtown Ambassadors as part of the 2023 budget, and a dedicated office space for them on Garrison Avenue. Since then, two (2) additional Downtown Ambassadors have been hired. Discussions will continue in reference to the possibility of office space for the Downtown Ambassadors on Garrison Ave, but for the time being, they are operating out of the Police Department's headquarters located at 100 S 10th St and out of the Harry E. Kelley Riverfront Park office space mentioned above.

- FLU 3.2: Improve the accessibility of downtown.
 - 3.2.2: Implement an efficient parking plan that accommodates visitors while not detracting from the character of downtown.

- 3.2.3: Create a safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).
 - i. There are very few issues of note with pedestrian traffic in the downtown area. Sidewalks and intersections are clearly marked and facilitate the smooth flow of both pedestrian and vehicular traffic. The Entertainment District was adopted in late 2020, and so far, no major issues have been noted. In early March 2021, the Downtown Ambassador / Meter Technician became a reality and has proven to be very successful with the addition of our two (2) new Downtown Ambassadors, bringing the total of Downtown Ambassadors to three (3). Our Crisis Intervention Unit continues to assist those individuals with mental illness or substance abuse issues to help find solutions rather than incarceration. In December of 2023, the department accepted funding awarded from a COAP Grant with an emphasis on the opioid crisis. The funding is being utilized to continue our partnership with the Western Arkansas Counseling and Guidance Center. This partnership provides the services of two (2) additional civilian peer-to-peer counselor / recovery coach who is partnered with our Crisis Intervention Unit. This grant also allowed for two (2) additional sworn Crisis Intervention Unit Officers bringing the personnel total of the Crisis Intervention Unit from four (4) to eight (8). The Uniform Bureau maintains an enhanced presence downtown with a focus on disorderly conduct, public intoxication, trespassing, aggressive panhandling, and red-light violations. The City of Fort Smith continues to offer 'No Trespassing' signs free of charge with efforts to curb loitering and trespassing issues downtown. The signs allow officers in the area to clearly enforce loitering and trespassing issues, and many businesses have taken advantage of this initiative.

On July 15, 2022, the Fort Smith Police Department deployed a newly formed Bicycle Unit that had been dormant for over a decade. A goal in the 2022 report was to see this unit fully staffed in 2023. This was accomplished. These officers continue to provide an enhanced presence in all entertainment districts, trail systems and residential neighborhoods in the surrounding area.

- TI 1.3: Protect residential neighborhoods from excessive through traffic.
 - 1.3.1: Improve connectivity throughout the city's roadway network to increase access and eliminate high volumes of traffic in residential thoroughfares. Identify the major destination areas in town, evaluate how cars travel from major roads to the destination areas, and improve access routes to minimize travel through neighborhoods.
 - 1.4.2: Identify problematic roadways that create a hazardous environment for pedestrians and infill sidewalks where gaps exist in the network.
 - i. The Uniformed Bureau continues to monitor traffic issues / complaints and will/has utilized new LED electronic billboards as well as targeted campaigns to educate and warn motorists. The Uniformed Bureau has conducted many Directed Patrols to address the citizen complaints surrounding traffic problems, speeding, racing, sidewalk violations, school zones, etc. In cooperation with the Community Relations Unit, the department continues with the "Rules of the Road" campaign through social media that

was launched in 2022. This campaign is designed to provide traffic safety tips and remind motorists of various traffic laws. The police department continues utilizing our portable solar powered radar sign(s) to display motorists' speeds and provide the department with analytics to provide a data driven approach to problems. The signs have been deployed throughout the city in response to speeding complaints. The Street Department currently deploys such signs within neighborhoods at the request of citizens and in partnership with the Police Department. The deployments of these signs have been very well received by the public.

With the alarming number of collisions in the city, and reported across the country, continuing to rise, the Police Department continues partnership with the Alcohol Beverage Commission (ABC) with regards to those collisions involving intoxicated drivers. The Police Department and ABC agents focus on local bars and restaurants ensuring patrons were not being overserved and holding those accountable if overserving occurred. In an effort to continue enforcement efforts with the safety of our community members and visitors in mind, talks of creating a Traffic Unit within the department were had in late 2023. This unit would consist of eight (8) Traffic Officers with four (4) of those officers operating patrol vehicles and four (4) operating police issued motorcycles (motors). This unit's primary focus will be to enforce those traffic violations throughout the city which the data shows to be our leading causes of collisions in hopes of deterring traffic violations and decreasing those numbers of collisions within our city.

The remainder of the goals outlined in this section is unable to be facilitated by FSPD as they involve physical construction and manipulation of the roadway, therefore left to the applicable departments. Any issues with roadways, specifically that may be hazardous, are immediately reported to the Street Department or the Arkansas Highway Department.

- TI 2.2 Provide convenient, reliable connections between industrial zones and regional highways to facilitate truck traffic that also minimize noise and traffic conflicts with other uses.
 - 2.2.2: Reroute truck traffic from key streets targeted for streetscape and pedestrian improvements (Garrison Avenue, A Street, B Street, and Riverfront Drive) to I-540 and other highways to reduce truck traffic downtown and on the riverfront.
 - i. In 2023, a large construction project began on the Garrison Ave bridge. This has caused numerous traffic issues, mainly congestion, in the downtown area. The congested traffic appears to be worse traveling East into the city from Oklahoma in the morning hours and when traveling West towards Oklahoma during the evening hours. Many instances of vehicles blocking intersections and traffic delays were reported. The Uniform Bureau issued a directed patrol for officers to focus on the downtown area during these peak congested times. Members of the Patrol Field Operations troops and the Special Operations Traffic and Bike Units all took part in enforcing traffic violations downtown that were causing issues (red light violations, blocking intersections, etc.) We have received far less complaints of the traffic in the downtown area because of the

bridge construction as of late 2023 as our community members and visitors traveling the roadway have become accustomed to the delays and enforcement efforts continue to be made for the violations mentioned above. We hope to see the construction project end in early 2024, opening all four (4) lanes of the bridge again, and continue communications with the Arkansas Department of Transportation as the project continues. Signs were placed at the problematic intersections such as N 5th St at Garrison Ave reminding motorists not to block intersections. LED billboards were utilized throughout the city reminding motorists of safe driving habits and to give truck drivers an advanced warning of the construction at strategically determined entry points throughout the city.

As previously reported, our department was made aware of federal laws regarding truck traffic on State and US Highways that affected our enforcement efforts, specifically on Garrison Avenue. The truck route has been determined to be unenforceable regarding State and US Highways. The city cannot prohibit carriers (who pay taxes on diesel fuel to be able to operate on State and US highways) from operating on these highways. This has directly impacted our ability to reduce truck traffic in the downtown area. This section will remain ongoing until suitable alternative routes can be found to reduce truck traffic in the downtown area. Several alternative routes were discussed at the conclusion of a truck study and presented during a study session to the board of directors in December 2020. As short-term solutions, improving the timing of the stoplight at 5th and Garrison was proposed and extending 5th Street to Kelley Highway. The long-term solution discussed was the feasibility of a bridge across the Arkansas River west of Fort Smith that would completely direct commercial traffic away from Garrison Avenue. The Patrol Special Operations Division contacted applicable merchants in the area to reiterate the truck route in previous years in hopes of reminding operators of our local truck route and ordinances. The Uniformed Bureau of the Fort Smith Police Department initiated Directed Patrols of complaint locations in the past to address those trucks off the truck route. Truck route complaints were reported to have diminished in the previous report, and that is still the case. It does not appear that the number of consistent truck route complaints that we use to receive are continuing.

PRIORITIZING 2024:

- The Police Department's top goal for 2024 as it pertains to the Future Fort Smith Comprehensive Plan will be to significantly reduce motor vehicle collisions, including collisions with pedestrians and those involving fatalities by:
 - Establishing a dedicated Traffic Unit focused solely on traffic education and enforcement.
 - Aggressively enforcing traffic laws, particularly those to have a high rate of causing collisions, such as speeding, disregarding traffic control devices, and intoxicated driving.
 - Utilizing enhanced technological means to detect, enforce and prosecute traffic violations and vehicular homicides.
 - Launching a driver's education program for young drivers.
 - Continuing enhanced public education campaigns such as "Rules of the Road" and "Crosswalk Safety".
- The top need for the Police Department in 2024 is additional police vehicles including patrol vehicles and special purpose vehicles such as motorcycles. As the department remains fully staffed and we begin adding additional positions, more vehicles will become necessary. Several vehicles are beginning to experience major mechanical issues and will need to be decommissioned soon.

2024 Top 10 List: (Up to 10 future projects, what they will accomplish, why, and support needed.)

- FLU 3.2, 3.2.3
 - In order to provide enhanced safety and security for those visiting our expanding parks and trails systems in the city, the police department will need to increase the size of our existing Bicycle Unit, create a dedicated Parks Unit or some combination of both. With many areas inaccessible by traditional police vehicles, bicycles and special purpose vehicles are best suited for these types of patrols. By increasing police presence in our parks and on our trails, users of these amenities will perceive a safe, welcoming experience. Such policing methods will also deter nuisance and criminal activity while fostering positive relationships in our community. Support needed: Funding
- Comprehensive Plan *en totum*:
 - As the city continues to grow and expand, a second police precinct is becoming more and more important to providing adequate public safety services in the extreme southern and eastern portions of the city. A second, fully functioning police station will provide a tangible location for residents, businesses and visitors in a high-traffic, highly populated area of the city, thereby improving quality of life. A second precinct will increase the concentration of police officers around it and have a deterrent effect on criminal intent. A more rapid response to the Chaffee Crossing district, Rye Hill, Brooken Hill, Fianna Hills and other communities in this area will also result from a second police precinct. Support needed: Funding
- Comprehensive Plan *en totum*:
 - To adequately support and protect population growth, geographical expansion, and additional amenities within the city, the need for additional personnel, both sworn police officers and non-sworn support personnel, will be critical. In 2023, the FSPD had an authorized sworn strength of 164 officers. FBI recommendations are 198 police officers for our 2023 population size. This

does not take into account the thousands of non-residents who visit Fort Smith daily from surrounding areas. The current FSPD strategic plan (CIP) calls for adding five additional police officers per year beginning in 2028. Support needed: Funding

HIGHLIGHTS & RECOGNITIONS:

- See Attached FSPD 2023 Annual Report

NEW IDEAS:

- See Attached FSPD 2023 Annual Report

BUDGET & FUNDING:

- See Attached Capital Improvement Plan

ADDITIONAL IMPORTANT INFORMATION

- See Attached FSPD 2023 Annual Report

**Fort Smith Police Department
5-Year Personnel and Capital Improvement Plan**

	2023	2024	2025	2026	2027	2028
Sworn Personnel	163	163	163	163	163	168 (+5 Officers)
Cost of 23.87% Raise	\$203,786.00	\$2,652,441.00	\$2,577,803.00	\$2,749,991.00	\$2,839,177.00	\$2,701,947.00
	\$1,000,000.00		\$290,400.00	\$310,400.00	\$400,000.00	\$1,000,000.00
Technology						
Accountability		\$705,081.83	\$716,332.96	\$716,332.96	\$716,332.96	\$726,333.09
Crime Prev/Det/Inv		\$70,000.00	\$100,000.00	\$100,000.00	\$150,000.00	\$120,000.00
Officer Safety/Equipment		\$64,600.00	\$64,600.00	\$64,600.00	\$64,600.00	\$64,600.00
Mobility						
Primary Patrol Vehicles	\$588,000.00	\$260,000.00	\$400,000.00	\$260,000.00	\$400,000.00	\$260,000.00
CID Vehicles	\$150,000.00	\$100,000.00		\$150,000.00	\$200,000.00	\$150,000.00
Other (Motors/Bikes/etc)		\$75,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
Facilities						
2nd Precinct/Training Facility	\$500,000.00	\$1,000,000				
Firing Range	\$15,000.00		\$75,000.00			
Downtown Renovations	\$300,000.00	\$50,000.00	\$30,000.00	\$75,000.00		
Anticipated Expense:	\$2,756,786.00	\$4,977,122.83	\$4,294,135.96	\$4,466,323.96	\$4,810,109.96	\$5,062,880.09
Anticipated Tax Revenue:	\$3,700,000.00	\$3,400,000.00	\$3,400,000.00	\$3,400,000.00	\$3,400,000.00	\$3,400,000.00
Business License Fees:	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00
Total Anticipated Funding:	\$4,700,000.00	\$4,400,000.00	\$4,400,000.00	\$4,400,000.00	\$4,400,000.00	\$4,400,000.00
Total Over/(Under):	\$1,943,214.00	(\$577,122.83)	\$105,864.04	(\$66,323.96)	(\$410,109.96)	(\$662,880.09)
Projected Tax Balance Forward:	\$1,943,214.00	\$1,366,091.17	\$1,471,955.21	\$1,405,631.25	\$995,521.29	\$332,641.20
Actual Tax Balance Forward:						

Notes: Proposed uses of Business License Fees are noted in **BOLD**. All other spending is Sales Tax. Spending details are outlined under additional tabs: Technology, Mobility and Facilities. Any actual tax accruals as well as overages or shortfalls will be updated at the end of each year and carried forward to the next.

**Fort Smith Police Department
5-Year Personnel and Capital Improvement Plan**

Technology

Accountability: The Axon Enterprise, Inc contract and annual payment includes: Body Worn Cameras, In-Car Cameras, Storage and Axon Performance (recommended by Internal Audit), and Tasers

Crime Prevention/Detection/Investigation: Second-year payment in 2024 and addition of Flock Automatic License Plate Readers in 2025 (from 21 to 31). Additional video cameras throughout the city in 2027-2028. Replacement of all Chinese manufactured drones required by 2027 (State law).

Officer Safety/Equipment: Regular replacement of officer service pistols, replacement of aging rifles, and purchase of optical sights for patrol rifles. Criminal Investigations has 2 assigned drones. In order to comply with State Law they will need to be replaced with an American made product by the end of 2027. Criminal Investigations plans to buy and replace 2 drones in 2027.

Mobility

Primary Patrol Vehicles: Purchase of 3-4 primary patrol vehicles in 2024, 2026, and 2028, and purchase 5-6 primary patrol vehicles in 2025 and 2027 to replace older vehicles in our fleet to ensure our patrol fleet remains operational and able to respond to calls in the City of Fort Smith.

CID Vehicles: Purchase and replace 4 unmarked CID vehicles in 2024. CID does not anticipate purchasing or replacing any vehicle in 2025. We will purchase and replace 4-6 vehicles in 2026, 2027, and 2028. This will ensure that our fleet stays operational and will replace any vehicle with high mileage and/or high maintenance costs.

Other: Purchase a vehicle for the Ambassadors to use downtown, and purchase printers to outfit all patrol vehicles, including motorcycles, to transition to e-citations in 2024. Purchase an additional motorcycle in 2025 to replace one of the existing motors that is getting high mileage and increasing maintenance costs in 2025. Purchase additional bicycles for the bicycle unit in 2026. Purchase a vehicle for Animal Control in 2027 and 2028 to replace current vehicles with high mileage and increased maintenance costs.

Facilities

2nd Precinct/Training Facility: Land purchase, building renovation and expansion to improve and increase police presence on the southeast portion of the city. A city-owned training facility to house the FSPD training function and Basic Police Academy as well as host regional Law Enforcement training courses attracting outside agencies to Fort Smith (economic impact).

Firing Range: Funds to be used to develop and improve the FSPD firing range at the FS landfill. Planned improvements include shooting area concrete work and a covered student/instructor area. Utility improvements such as electric and water also to be included.

Downtown Renovations: Projects to modernize and improve functionality of the downtown police headquarters building. This will include HVAC/Boiler replacement, Bartlett Community Room remodeling, and exterior improvements.



Solid Waste Department | 2023 Report

SUBMITTED BY/KEY DEPARTMENT MEMBERS

Nicole Riley | Solid Waste Services Director
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(ADD DEPARTMENT LOGO HERE IF APPLICABLE)

Summary of Department's Purpose

- Our mission to provide solid waste services to the citizens of Fort Smith through the collection, disposal, and recycling of discarded material in a manner that is safe, efficient, environmentally sound and cost effective.
- The purpose of the Solid Waste Services Department is to lead the community in a commitment to shared environmental responsibility and the department's operations serve this mission in a variety of ways. Operating the City-owned landfill, with an estimated life of 155 years, helps ensure that Fort Smith's environmental future will remain in its own hands. By maintaining its commitment to excellence in residential, commercial, and industrial pickup, the department provides the community with an affordable service that keeps the community clean and invests in its own sustainability. The City of Fort Smith's automated refuse collection program saves residents money and improves efficiency by using technology to pick up and empty City-provided carts instead of relying on manual heavy lifting. In support of its commitment to the environment, the department also provides curbside single stream recyclables collection and a yard-waste composting facility. The SWSD excels in commercial and industrial collections. The department works with a local utility to produce natural gas from methane generated by the solid waste in the City's landfill.

Top Accomplishments from 2023: (Up to 10 completed projects, what they accomplished and why.)

- Accomplishment 1
 - Economic Development, ED – 6.1.1 Invest in beautification of major transportation corridors; the provision of trails, open lands, and public gathering spaces; innovative architectural and site design; and alternative transportation choices to all business areas.
 - i. The SWSD continues to purchase and maintain trash cages on Garrison Avenue, and works with 64.6 Downtown to assist in the downtown beautification process. In 2023, the SWSD purchased new Bigbelly SmartMAX trash receptacles and Bigbelly Smart Recycling System containers. The 26 units reduced the 56 green cage bins that were in dilapidated conditions. This purchase totaled \$211,723.50.
- Accomplishment 2
 - Community Character & Design, CCD – 1.1.1 Ensure "Keep Fort Smith Beautiful" is moving forward and gaining momentum.
 - i. Keep Fort Smith Beautiful is funded in out of the Streets Department, however, the SWSD continues to support the program by providing free dumpsters and tipping fee waivers. We also host community clean up events, participate in the Keep Fort Smith Beautiful activities such as classroom education, and support all their waste clean up activities.

- Accomplishment 3
 - Community Character & Design, CCD – 1.1.3 Develop new focal points and reinforce the character of gateways into Fort Smith by making them more attractive with new signage, new fixtures, LED lighting, landscaping, and other beautification measures.
 - i. Reconfiguration of trash receptacles placement on Garrison Avenue, introducing recycling stations downtown, as well as proving bins that have the inability to scavenge have assisted in the beautification of the downtown area. In addition, these bins will provide opportunities for advertisements about events and late, local business ads.
- Accomplishment 4
 - Transportation and Infrastructure, TI – 4.1.1 Implement an infrastructure Asset Management Program as a tool for management of the utility department's water and sewer systems and to track, manage, and schedule necessary facility upgrades and improvements.
 - i. The SWSD has an extensive CIP for infrastructure and equipment improvement plans. In addition, the SWSD is undergoing two studies for a strategic plan and rates in order to develop a more comprehensive plan that will detail the necessary improvements for the next 20 years and develop rate schedules to support them.
- Accomplishment 5
 - Natural & Cultural Resources, NCR– 2.3.1 and 2.3.2 Improve miles per gallon (MPG) for all vehicle miles traveled (VMT). Reduce any unnecessary mileage and increase usage of CNG where deemed appropriate.
 - i. The SWSD is also in excellent standing with regulatory agencies ensuring that air quality standards are met; methane is captured and converted to pipeline gas by a third party, dust control measures are in place, and heavy equipment is equipped with Tier 4 emission standards controls.
 - ii. As the City continues to grow, the collection routes are being revised to ensure that routing is done as effectively and efficiently as possible. The SWSD is continuing to evaluate the current routing software and looking to continue optimization of routing moving forward.
 - iii. Conversion to the CNG system will allow for the increased overall usage of CNG and reduction of diesel fuel in the Department. To date, six vehicles have been received and assist toward reducing GHG emissions.
- Accomplishment 6
 - Natural & Cultural Resources, NCR– 2.4.1 Enhance and promote Fort Smith's recycling and reuse programs.
 - i. SWSD will continue to partner with Sebastian County Solid Waste Management District and Keep Fort Smith Beautiful for litter and recycling education and outreach in schools. The Department has also hired an Education Coordinator to further those efforts; this position attends community events and spread the word on recycling in the City. IT has also developed recycling guides, informational tags, waste audits, and much more.
 - ii. The Department has worked on digital education and outreach campaigns regarding materials that belong in the recycling cart, and what to throw in the refuse carts.
 - iii. The recycling program expanded in January 2024 with 2023vpreparing for the implementation of weekly recycling and green waste collection. In addition, a MRF feasibility study with future facility planning is in the works.

PRIORITIZING 2024: (This section starts at the top of next available page)

- The goal of the department in 2024 is to finalize the Strategic Plan and the Rate Study.
- The top need for the SWSD in 2024 is to recruit quality staff at decent wages. Consistent staff is key to the success of the department.

2024 Top 10 List: (Up to 10 future projects, what they will accomplish, why, and support needed.)

- Goal 1
 - Natural & Cultural Resources, NCR– 2.4.1 Enhance and promote Fort Smith's recycling and reuse programs.
 - i. Glass recycling pilot project will reduce landfilled material of a substance that is continuously recyclable and takes millions of years to degrade.
- Goal 2
 - Natural & Cultural Resources, NCR– 2.4.1 Enhance and promote Fort Smith's recycling and reuse programs.
 - i. Obtain approval for on site Material Recovery Facility for the Implementation of city owned and operated (or public-private partnership) for the processing of recyclable materials collected, ensuring sustainable practices and commodity sales.
- Goal 3
 - Natural & Cultural Resources, NCR– 2.3.1
 - i. Continue transitioning fleet to CNG and explore EV options for all departmental vehicles and equipment to reduce GHG footprint



Streets Department | 2023 Report

SUBMITTED BY/KEY DEPARTMENT MEMBERS

Matt Meeker, P.E. | Director of Streets & Traffic Control
mmeeker@fortsmithar.gov | (479) 784-2360



Summary of Department's Purpose

- **Mission Statement:** The Streets & Traffic Control Department is committed to providing safe and efficient transportation and drainage solutions to support the economy of the City of Fort Smith and enhance the quality of life for generations to come.
- **Vision Statement:** The Streets & Traffic Control Department will continue preserving and improving the transportation and drainage systems in the City of Fort Smith by emphasizing safety, efficiency, quality, trust, and stewardship with a public service focused work force.
- The Streets & Traffic Control Department is primarily responsible for maintaining the City's existing street and drainage infrastructure. Work performed by the department includes: street and alley repairs; curb and gutter repairs; maintenance of the City's drainage system, including roadside ditches, detention ponds, creeks, inlets, and storm drains; mowing of street rights of way, detention ponds, and city owned lots; clearing of drainage easements; tree trimming and removal in street rights of way and drainage easements; maintenance and upgrading of all traffic control devices, including traffic signals, roadway striping, and street signage; and construction and repair of sidewalks.

Top Accomplishments from 2023:

- **Drainage Improvements for Hillside Drive/South 7th Street** – Department staff designed and constructed drainage improvements that alleviated structure flooding at five residences in the Hillside Drive/South 7th Street area.
 - TI-4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - NCR-2.1: Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.
 - NCR-2.6: Reduce stormwater runoff and flooding.
- **Contracted Sidewalk Repair Projects** – Department staff designed, bid, and performed construction management for two separate sidewalk repair projects (Project No. 22-20-A and Project No. 22-20-B) that totaled more than 31,000 linear feet of sidewalk repairs. Maps for both projects are attached.
 - FLU-3.2: Improve the accessibility of Downtown.
 - FLU-3.2.3: Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).

- TI-1.2: Make major destinations highly accessible by all modes of transportation.
- TI-1.4.2: Identify problematic roadways that create a hazardous environment for pedestrians and infill sidewalks where gaps exist in the network.
- TI-1.4.3: Improve physical connections between and within neighborhoods through road extensions or improvements, bicycle lanes and trails, and a connected sidewalk network.
- TI-1.4.4: Identify and designate key pedestrian and bicycle routes for improvements to neighborhood connectivity and walkability, including access to service areas.
- TI-1.4.6: Continue infill sidewalk program to safely connect schools, residential areas, and commercial district.
- NCR-2.3: Improve air quality.
- **2023 Sidewalk Program** – Department staff designed and constructed sidewalk improvements that included over 14,000 linear feet of new sidewalks and nearly 5,000 linear feet of sidewalk repairs at various locations within the City. The 2023 Sidewalk Program list is attached.
 - FLU-3.2: Improve the accessibility of Downtown.
 - FLU-3.2.3: Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-1.4.1: Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.
 - TI-1.4.2: Identify problematic roadways that create a hazardous environment for pedestrians and infill sidewalks where gaps exist in the network.
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 - TI-1.4.4: Identify and designate key pedestrian and bicycle routes for improvements to neighborhood connectivity and walkability, including access to service areas.
 - TI-1.4.5: Reduce traffic congestion & improve emergency circulation by redesigning major corridors to include safe walking, biking, transit, & driving options & incorporating elements into initial design concepts thru final design documents.
 - TI-1.4.6: Continue infill sidewalk program to safely connect schools, residential areas, and commercial district.
 - NCR-2.3: Improve air quality.
- **Erosion Controls on Mill Creek at Port of Fort Smith** – Department staff constructed bank stabilization improvements on Mill Creek to protect and prevent failure of the railroad bridge accessing the Port of Fort Smith and prevent erosion endangering the Port's parking area.
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-2.1: Ensure that business and industry have sufficient transportation infrastructure to support freight operations and business communications, including rail, air, telecommunications, and pipelines.
 - TI-2.4: Fully support the railroad industry and encourage growth through the City and the region.
 - TI-2.5: Fully support the continued improvements to the Port of Fort Smith.

- TI-4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
- NCR-2.1: Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.
- **Installation of RRFB's at Mid-Block Crosswalks** – Department staff completed the installation of rectangular rapid flashing beacons (RRFB's) at eight mid-block crosswalks at various locations within the City to further protect pedestrian traffic.
 - FLU-3.2.3: Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-1.4.1: Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.
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 - TI-1.4.6: Continue infill sidewalk program to safely connect schools, residential areas, and commercial district.
 - NCR-2.3: Improve air quality.
- **Storm Response and Cleanup** – Department staff worked for seven weeks in June, July, and August cleaning up storm debris from summer storms. Staff also worked several days in January and February pretreating streets for upcoming winter weather events and approximately one week on snow/ice clearing activities.
 - HN-1.1: Improve and encourage maintenance of structures, prevent vagrancy, structural damage, theft, and fire hazards.
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-1.4.1: Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.
 - TI-3.1: Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents.
 - TI-4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - NCR-2.1: Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.
 - NCR-2.6: Reduce stormwater runoff and flooding.

- **Utility Cuts and Minor Street Repairs** – This work includes repairing cuts in asphalt and concrete for water and sewer utility work on streets, sidewalks, and driveways, as well as patching potholes identified by the public and performing various other roadway repairs. Department staff completed over 700 of these repairs in 2023.
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-1.3.1: Improve connectivity throughout the City’s roadway network to increase access and eliminate high volumes of traffic in residential thoroughfares. – Identify the major destination areas in town – Evaluate how cars travel from major roads to the destination areas – Improve these access routes to minimize travel through neighborhoods.
 - TI-1.4.1: Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.
 - TI-2.1: Ensure that business and industry have sufficient transportation infrastructure to support freight operations and business communications, including rail, air, telecommunications, and pipelines.
 - TI-2.2: Provide convenient, reliable connections between industrial zones and regional highways to facilitate truck traffic that also minimize noise and traffic conflicts with other users.
- **Mill and Overlay Projects** – Department staff design and construct overlay projects when larger repairs become necessary to extend the life of roadways and delay total reconstruction projects. In 2023, department staff constructed over 12,000 linear feet of mill and overlay improvements on several streets, including: State Line Road, Kelley Highway, Park Avenue, North 66th Street, and Williams Lane.
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-1.3.1: Improve connectivity throughout the City’s roadway network to increase access and eliminate high volumes of traffic in residential thoroughfares. – Identify the major destination areas in town – Evaluate how cars travel from major roads to the destination areas – Improve these access routes to minimize travel through neighborhoods.
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 - TI-2.2: Provide convenient, reliable connections between industrial zones and regional highways to facilitate truck traffic that also minimize noise and traffic conflicts with other users.
- **Drainage Study on Upper May Branch Basin** – Department staff performed an in-house drainage study on the upper reaches of the May Branch drainage basin to determine if detention improvements on the former ACME property would create a significant benefit to flooding properties downstream.
 - TI-4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - NCR-2.1: Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.
 - NCR-2.6: Reduce stormwater runoff and flooding.

- **Leaf Vacuuming Program** – In 2023, department staff established a free leaf vacuuming program for residents of the City. Besides assisting citizens with yard cleanup, this program also helps prevent annual flooding problems caused by leaves clogging storm drains. Department staff completed over 750 citizen requests for leaf vacuuming in 2023.
 - TI-4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - NCR-2.1: Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.
 - NCR-2.6: Reduce stormwater runoff and flooding.

PRIORITIZING 2024:

- The department's top goal for 2024 is improving safety and efficiency for both motorists and pedestrians.
- The department's top need for 2024 is the creation of a new crew dedicated solely to the repair of water and sewer utility cuts. The Street Maintenance Program is responsible for restoring all hard surfaces cut/excavated by the Utilities Department during repair operations. This includes cuts in streets, curb and gutter, parking lots, driveways, and sidewalks. The number of repairs requested by Utilities has been increasing, and the department currently receives over 300 requests per year. This number is only expected to grow in future years. This many requests necessitates the creation of a crew dedicated to the repair of utility cuts. Failure to do so will impact the ability of the Street Maintenance Program to complete its other responsibilities, such as pothole repair, crack sealing, asphalt milling and paving operations, and concrete repairs to pavement, curb and gutter, aprons, and sidewalks. A dedicated crew for repairing utility cuts will require the addition of four personnel: an equipment operator to drive/operate the concrete truck and flameless asphalt patch truck, an equipment operator to use the mini-excavator and assist with finishing concrete and asphalt placement, and a carpenter and concrete finisher to form, place, and finish concrete and assist with asphalt placement. An additional one ton flat-bed dump truck with a box trailer will also be required to haul equipment. All other necessary equipment is already owned by the department.

2024 Top 10 List:

- **Complete the TMC** – The department is working to complete the Traffic Management Center (TMC) in 2024. When complete, the TMC will allow real time intersection monitoring and quicker responses to issues with the traffic control system. This project includes establishing communications with all of the 155 signalized intersections in the City, the installation of eight pan, tilt, zoom cameras along major corridors, and the installation of hardware and software to monitor and control traffic signal activity remotely from a central location.
 - FLU-3.2: Improve the accessibility of Downtown.
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-1.3: Protect residential neighborhoods from excessive through traffic.
 - TI-1.3.1: Improve connectivity throughout the City's roadway network to increase access and eliminate high volumes of traffic in residential thoroughfares. – Identify the major destination areas in town – Evaluate how cars travel from major roads to the destination areas – Improve these access routes to minimize travel through neighborhoods.
 - TI-1.4.1: Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.
 - TI-1.4.5: Reduce traffic congestion & improve emergency circulation by redesigning major corridors to include safe walking, biking, transit, & driving options & incorporating elements into initial design concepts thru final design documents.
 - TI-2.1: Ensure that business and industry have sufficient transportation infrastructure to support freight operations and business communications, including rail, air, telecommunications, and pipelines.

- NCR-2.3: Improve air quality.
- **North 4th Street Truck Route Improvements** – This project includes radius, asphalt overlay, and minor street widening improvements to accommodate relocating the truck route from North 5th Street to North 4th Street between North H Street to North P Street. This will entirely relocate the truck route from a predominantly residential street with moderate levels of pedestrian traffic to a street that is predominantly industrial with very little pedestrian traffic. Maps showing the existing and proposed locations of the truck route are attached.
 - FLU-3.2: Improve the accessibility of Downtown.
 - FLU-3.2.3: Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).
 - TI-1.3: Protect residential neighborhoods from excessive through traffic.
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 - TI-2.2: Provide convenient, reliable connections between industrial zones and regional highways to facilitate truck traffic that also minimize noise and traffic conflicts with other users.
- **Neighborhood Drainage Improvement Projects** – This work includes drainage improvements designed and constructed by department staff to alleviate severe flooding conditions in structures, roadways, and yards at various locations within the City. Planned improvements will be constructed in the following areas: 2900-3000 block of Glen Flora Way, May Branch channel south of the former ACME property, south of the 8900 block of Houston Avenue, No Name Creek channel east of North 66th Street, 10700 block of Hunters Point Road, 8700 block of Canopy Oaks Drive, 2500 block of South 22nd Street, and the 5000 block of Lovett Lane.
 - TI-4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - NCR-2.1: Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.
 - NCR-2.6: Reduce stormwater runoff and flooding.

- **2024 Sidewalk Program** – The 2024 Sidewalk Program includes 13,400 linear feet of new sidewalk and 6,050 linear feet of sidewalk repairs that will be designed and constructed in-house. The 2024 Sidewalk Program list is attached.
 - FLU-3.2: Improve the accessibility of Downtown.
 - FLU-3.2.3: Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
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 - TI-1.4.6: Continue infill sidewalk program to safely connect schools, residential areas, and commercial district.
 - NCR-2.3: Improve air quality.
- **Comprehensive Safety Action Plan** – the department received a Federal grant from the Department of Transportation to develop a Comprehensive Safety Action Plan for the City. The purpose of this plan is to reduce and eventually eliminate serious-injury and fatal crashes affecting all roadway users. Department staff are currently working with the consultant Burns & McDonnell and various stakeholders to develop this plan.
 - FLU-3.2: Improve the accessibility of Downtown.
 - FLU-3.2.3: Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
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- TI-1.4.6: Continue infill sidewalk program to safely connect schools, residential areas, and commercial district.
- **Installation of RRFB's at Mid-Block Crosswalks** – Department staff plans to install rectangular rapid flashing beacons (RRFB's) at fourteen additional mid-block crosswalks at various locations within the City to further protect pedestrian traffic. New installations are planned for Albert Pike Avenue, Kinkead Avenue, Cliff Drive, Massard Road, and McClure Drive.
 - FLU-3.2.3: Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-1.4.1: Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.
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 - TI-1.4.6: Continue infill sidewalk program to safely connect schools, residential areas, and commercial district.
 - NCR-2.3: Improve air quality.
- **Utility Cuts and Minor Street Repairs** – This work includes repairing cuts in asphalt and concrete for water and sewer utility work on streets, sidewalks, and driveways, as well as patching potholes identified by the public and performing various other roadway repairs. For 2024, this work also includes full-depth concrete pavement repairs on Old Greenwood Road near North O Street.
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-1.3.1: Improve connectivity throughout the City's roadway network to increase access and eliminate high volumes of traffic in residential thoroughfares. – Identify the major destination areas in town – Evaluate how cars travel from major roads to the destination areas – Improve these access routes to minimize travel through neighborhoods.
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- TI-2.2: Provide convenient, reliable connections between industrial zones and regional highways to facilitate truck traffic that also minimize noise and traffic conflicts with other users.
- **Mill and Overlay Projects** – Department staff shall design and construct overlay projects in 2024 as larger repairs become necessary to extend the life of roadways and delay total reconstruction projects.
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
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 - TI-2.2: Provide convenient, reliable connections between industrial zones and regional highways to facilitate truck traffic that also minimize noise and traffic conflicts with other users.
- **Storm Response and Cleanup** – This includes debris cleanup after storm and flood events; pretreating for freezing precipitation; plowing and sanding streets during and after freezing precipitation; and salt/sand removal and cleanup after a freezing precipitation event.
 - HN-1.1: Improve and encourage maintenance of structures, prevent vagrancy, structural damage, theft, and fire hazards.
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.
 - TI-1.4.1: Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.
 - TI-3.1: Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents.
 - TI-4.1: Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.
 - NCR-2.1: Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.
 - NCR-2.6: Reduce stormwater runoff and flooding.
- **In-House Striping Replacement Program** – Previously, the department only installed crosswalks and stop bars in-house. All other striping was bid out to a contractor, and only 100,000 to 140,000 linear feet of striping was completed annually. In 2024, the department has acquired the necessary equipment and is expanding its in-house striping replacement program to include lane striping, arrows, and sharrows. This will allow the department to complete in excess of 200,000 linear feet of striping annually.
 - FLU-3.2: Improve the accessibility of Downtown.
 - FLU-3.2.3: Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).
 - TI-1.2: Make major destinations highly accessible by all modes of transportation.

- TI-1.4.1: Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.
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- TI-1.4.4: Identify and designate key pedestrian and bicycle routes for improvements to neighborhood connectivity and walkability, including access to service areas.

HIGHLIGHTS & RECOGNITIONS:

- The department normally receives and completes approximately 2,800 work requests from citizens annually. In 2023, the department received and completed in excess of 3,500 work requests from citizens. The increase in work requests is primarily attributable to debris cleanup activities resulting from two summer storm events.

NEW IDEAS:

- Add a goal to the Comprehensive Plan addressing the rehabilitation and replacement aging bridge infrastructure to ensure continuous connections and promote the safety of all modes of travel.
- Add a goal to the Comprehensive Plan for the regular improvement and updating of traffic signal/traffic control infrastructure to stay at the forefront of technology and improve safety, function, and efficiency for all modes of travel.

BUDGET & FUNDING:

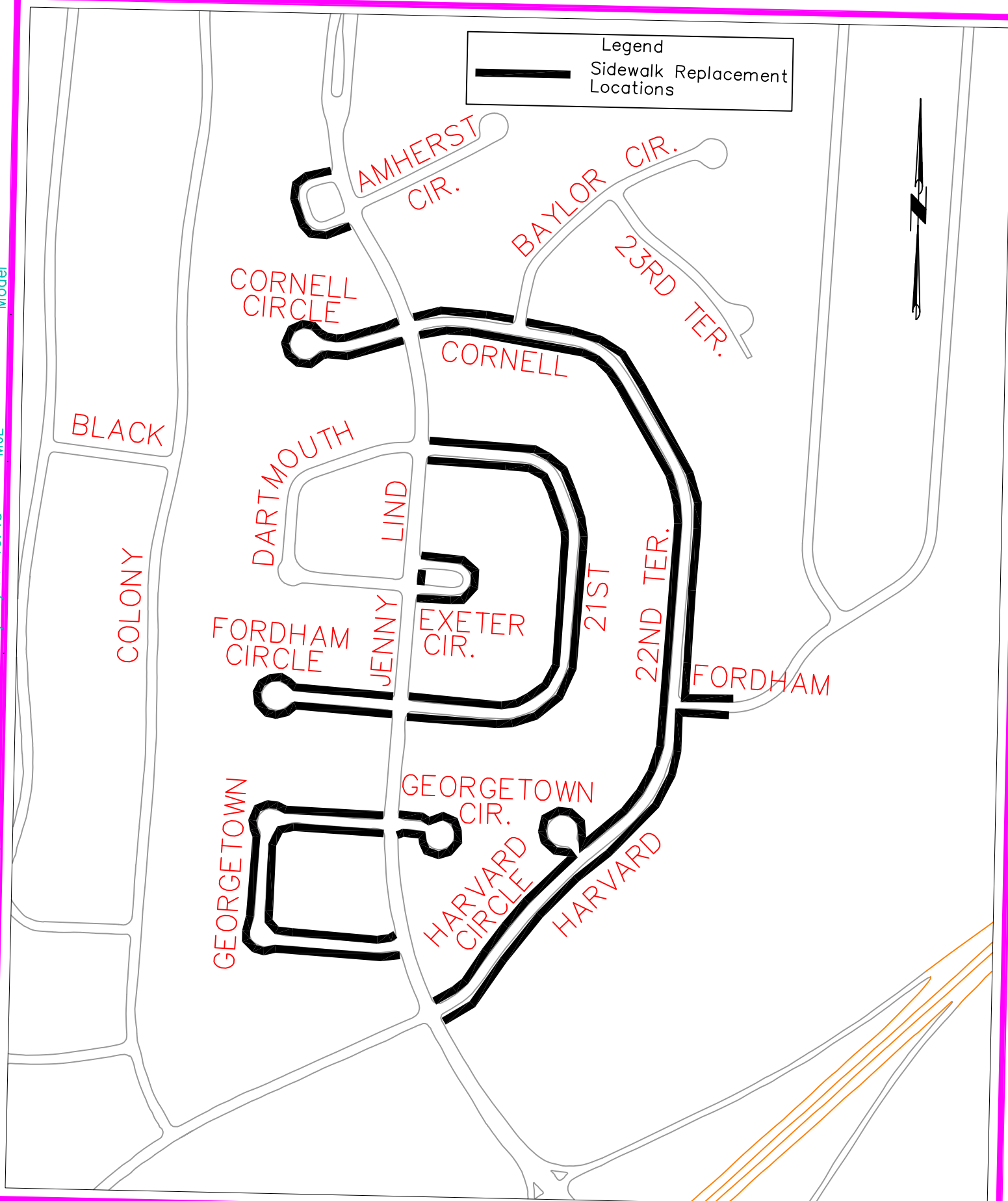
- Budgetary information for proposed new utility cut repair crew is attached to this document.

ADDITIONAL IMPORTANT INFORMATION

- The following items are attached:
 - Map for Project No. 22-20-A
 - Map for Project No. 22-20-B
 - 2023 Sidewalk Program List
 - Truck Route Map – Existing Location
 - Truck Route Map – Proposed Location
 - 2024 Sidewalk Program List
 - Budget Documents for Proposed Utility Cut Repair Crew

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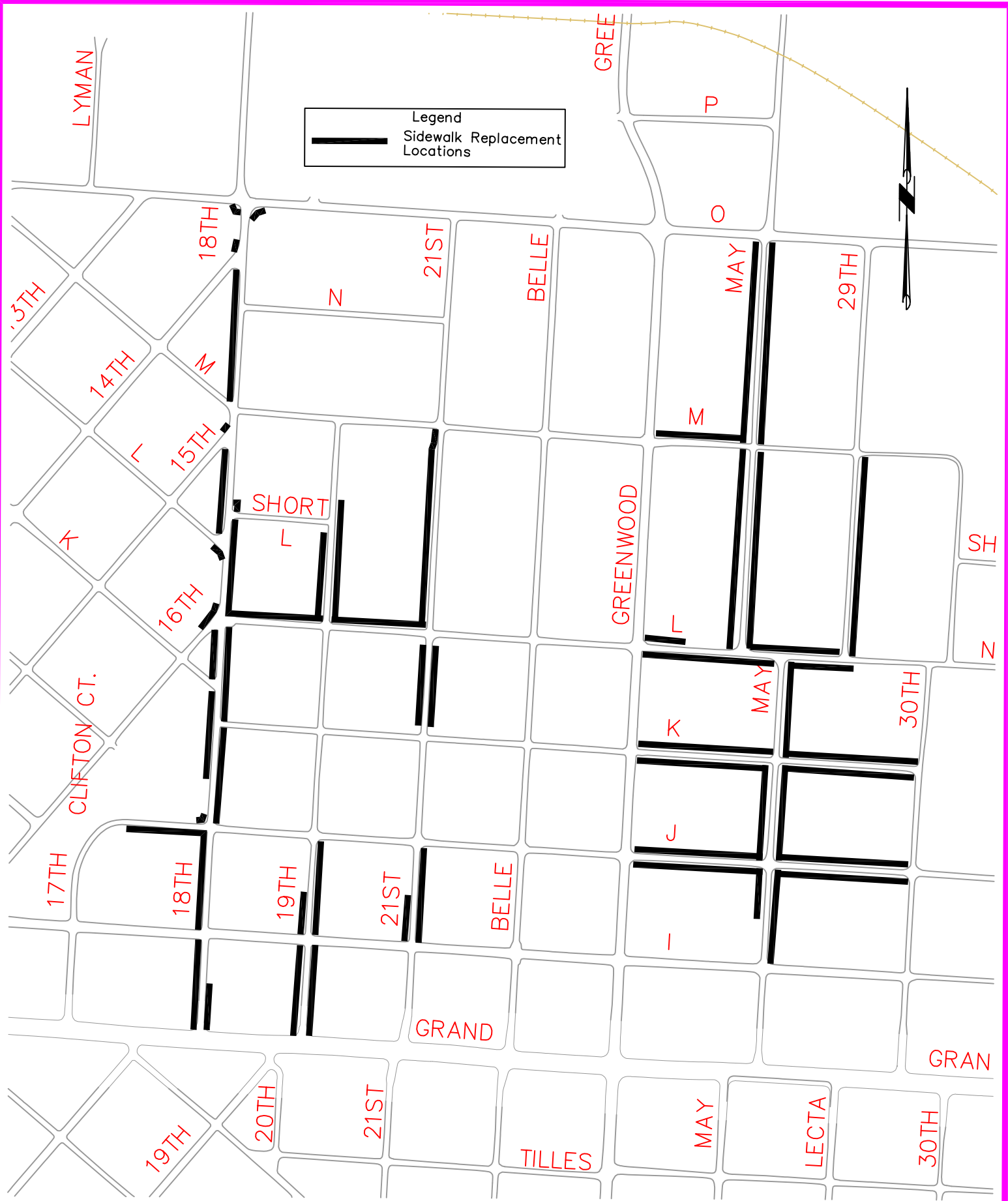
Legend
Sidewalk Replacement Locations



LOCATION MAP
2022 SIDEWALK PROGRAM
PHASE A



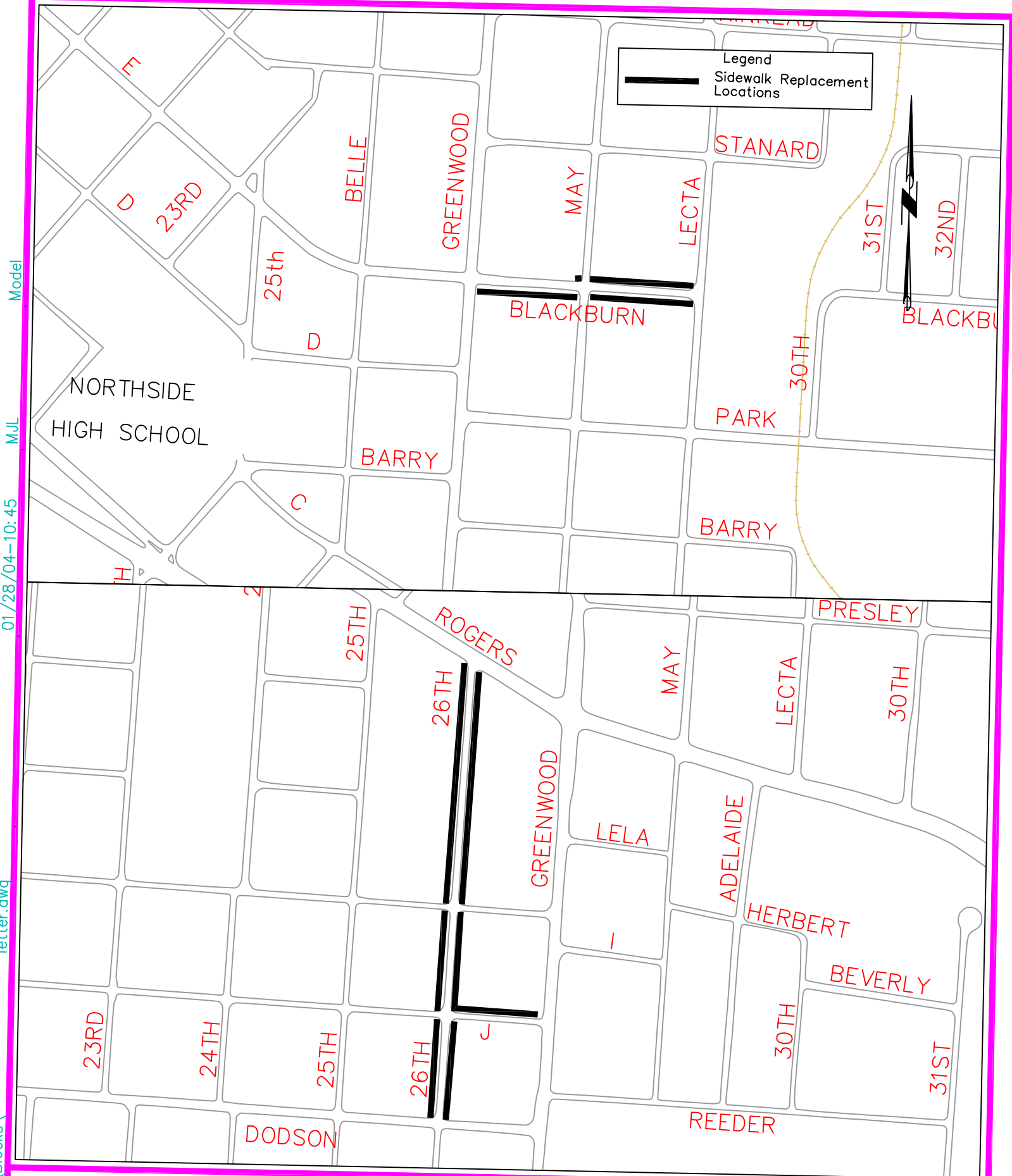
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Date: FEB. 2022
Scale: NONE
Drawn By: MAM



LOCATION MAP 1 OF 2
 2022 SIDEWALK PROGRAM
 PHASE B



Project: 22-20-B
 Date: APRIL 2022
 Scale: NONE
 Drawn By: MAM



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LOCATION MAP 2 OF 2
 2022 SIDEWALK PROGRAM
 PHASE B



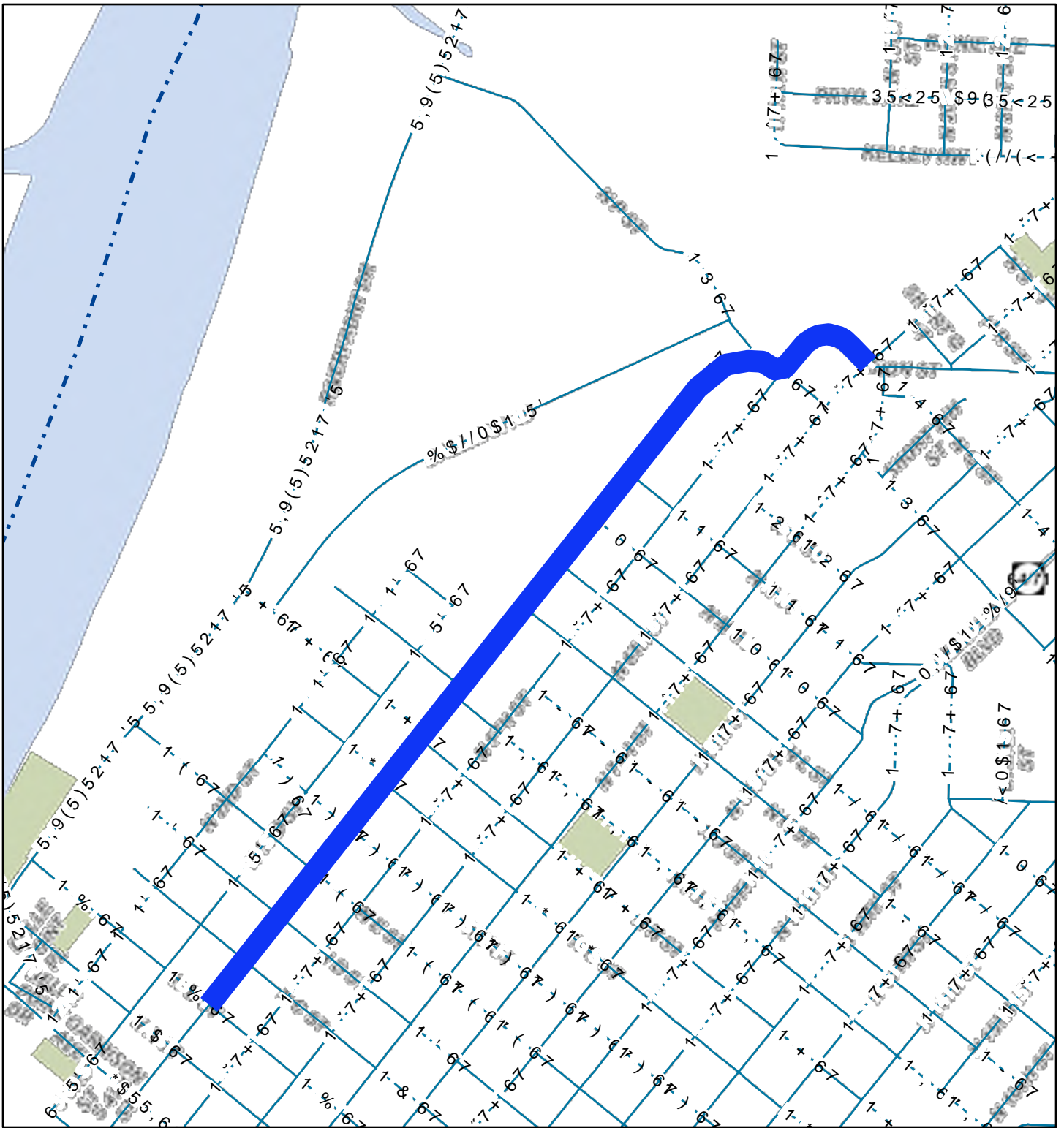
Project:	22-20-B
Date:	APRIL 2022
Scale:	NONE
Drawn By:	MAM

2023 SIDEWALK PROGRAM



ORDER OF CONSTRUCTION STREET	FROM	TO	SIDE OF STREET	LENGTH (FT)	LENGTH (MI)
1 Rogers Ave	Cliff Dr	Massard Rd	North	2,675	0.51
2 Wheeler Ave	S 6th St	S A St	West	480	0.09
3 N "O" St	Churchill Rd	N 32nd St	North	1,340	0.25
4 N "O" St	N 32nd St	N 12th St	South	3,670	0.70
5 N 12th St	N "O" St	N M St	East	65	0.01
6 Spradling Ave	N 6th St	N 27th St	South	2,400	0.45
7 Harvard Dr	Jenny Lind Rd	Meadow Dr	North	1,409	0.27
8 Colony Ln	Harvard Dr	Existing Sidewalk	East	340	0.06
9 Euper Ln	S 66th St	S 72nd St	North	1,250	0.24
10 S 74th St	Euper Ln	Carol Ann Cross Park	East	750	0.14
				14,379	2.72

STREET	FROM	TO	SIDE OF STREET	LENGTH (FT)	LENGTH (MI)
11 S 17th St	S M St	S Q St	Both	2,400	0.45
12 Albert Pike Ave	Windsor Dr	N "O" St	East	1,550	0.29
13 Albert Pike Ave	N "O" St	N "L" St	West	1,040	0.20
				4,990	0.95
			TOTALS	19,369	3.67

3 URSRVHG 7UXFN 5RXWH



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)RUW 6PLWK &LW\ /LPLWV
 6WUHHW /DEHOV

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NP

2024 SIDEWALK PROGRAM							
ORDER OF CONSTRUCTION	NEW CONSTRUCTION					LENGTH (MI)	NOTES
	STREET	FROM	TO	SIDE OF STREET	LENGTH (FT)		
1	N 6th St	N "N" St	Division St	Both	2,900	0.55	Connects existing sidewalks at N "N"/N 6th and Division/N 6th. Also part of Howard Elem. sidewalk network.
2	N 6th St	Rowe Ave	Sylvan Hills	South	1,000	0.19	Extends sidewalk network on N 6th, providing accessible path to Dollar General for "The Ridge at Fort Smith" and Homestead Heights neighborhood. Mid-block crossing with RRFB to be installed near Sylvan Hills intersection.
3	N 6th St	Sylvan Hills	Homestead Terr	North	500	0.09	Connects existing sidewalks in Homestead Heights with new sidewalk on N 6th.
7	Albert Pike Ave	Spradling Ave	Midland Blvd	East	500	0.09	Connects existing sidewalk on Albert Pike Ave to Midland Blvd, providing accessible path to Family Dollar.
8	S "I" St	Greenwood Ave	Lexington Ave	North	2,000	0.38	Completes gaps in sidewalk on north side of S "I" St, providing accessible path to Baptist Health. Existing damaged sidewalk will also be replaced.
9	Barry Ave	Greenwood Ave	Lecta Ave	Both	1,200	0.23	Completes gaps in sidewalk on both sides of Barry Ave. Existing damaged sidewalk will also be replaced.
10	Bryn Mawr Cr	S 30th St	Braeburn Glen	North	1,500	0.28	Connects existing sidewalk on Bryn Mawr Cr and N 30th St. Also part of Cook Elem. sidewalk network.
11	N 50th St	Johnson St	Plum St	East	3,800	0.72	Connects existing sidewalks at Johnson/N 50th and Plum/N 50th. Also part of Spradling Elem. sidewalk network.
SUBTOTALS					13,400	2.54	
ORDER OF CONSTRUCTION	REPAIRS					LENGTH (MI)	
	STREET	FROM	TO	SIDE OF STREET	LENGTH (FT)		
4	Sylvan Hills	N 6th St	Homestead Terr	Both	2,100	0.40	
5	Homestead Terr	Sylvan Hills	N 6th St	Both	2,300	0.44	
6	Woodland Pl	Homestead Terr	N 6th St	Both	1,650	0.31	
SUBTOTALS					6,050	1.15	
TOTALS					19,450	3.68	

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

(Detailed instructions are noted in additional tab)

REQUESTOR NAME (1): Matt Meeker

REQUEST NUMBER (2): 005

DEPT. NAME (3): Streets & Traffic Control

FUND NUMBER (4): 1101 - Street Fund

ORG NUMBER (5): 5304 - Streets (Maintenance)

POSITION TITLE (6): Equipment Operator

POSITION TYPE (7): Non-Uniform

THIS REQUEST IS FOR A: (choose ONLY one) (8)

New Position

If Reclass/Regrade, current grade & salary: _____

If Reclass/Regrade, current position number: _____

REASON/JUSTIFICATION FOR A NEW POSITION AND/OR CHANGES IN DUTIES THAT YOU BELIEVE IMPACTS A CURRENT POSITION'S GRADE; CONTINUE ON PAGE 2 AS NEEDED (9):

The Street Maintenance Program is responsible for restoring all hard surfaces cut/excavated by the Utilities Department during repair operations. This includes cuts in streets, curb and gutter, parking lots, driveways, and sidewalks. The number of repairs requested by Utilities has been increasing, and the department currently receives about 300 requests per year. This number is only expected to grow in future years. This many requests necessitates the creation of a crew dedicated to the repair of Utility cuts. Failure to do so will impact the ability of the Street Maintenance Program to complete it's other responsibilities such as pothole repair, crack sealing, asphalt milling and paving operations, and concrete spot repairs to pavement, curb and gutter, aprons, and sidewalks. A dedicated crew for repairing utility cuts will require the addition of four personnel: an equipment operator to drive/operate the concrete truck and flameless asphalt patch truck, an equipment operator to use the mini excavator and assist with finishing concrete and asphalt placement, and a carpenter and concrete finisher to form, place, and finish concrete and assist with asphalt placement. An additional one ton flat bed dump truck with a box trailer will also be required with one of the positions to haul equipment.

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

ALL COST SUMMARY (Detailed instructions are in additional tab)

DESCRIPTION	2024 ONGOING COST	2024 ONE-TIME COST
ESTIMATED 2024 SALARY (10):	\$34,424.00	XXXXXX
ESTIMATED BENEFITS - Auto Populated (11):		
● Insurance (Med, Den, Vis., Basic Life):	\$14,793.48	XXXXXX
● Long Term Disability :	\$168.68	XXXXXX
● Retirement (Non-Uniform):	\$1,721.20	XXXXXX
● Retirement (Uniform):	\$0.00	XXXXXX
● Workers Compensation:	\$1,800.00	XXXXXX
● Social Security (6.2%):	\$2,134.29	XXXXXX
● Medicare (1.45%):	\$499.15	XXXXXX
OTHER NEEDS - Department Entered (12): <i>*DO NOT include in 2024 Budget projection*</i>		
● Vehicle (include fully equiped costs)*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Desk/Workstation Equipment:	XXXXXX	
● Computer*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Phone or Other Technology*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Other EE Costs (add space, training, etc)*	\$1,000.00	
NET NEW 2023 COST (14):	\$56,540.80	\$0.00
CURRENT TOTAL COST (15):	\$56,540.80	\$0.00

*Detailed Explanation of Specific Employee Needs (13):

The new equipment operator will need uniforms, safety boots, and other personal protective equipment.

HUMAN RESOURCES USE ONLY

Date Request Form Received: _____

Date Request Reviewed With Administration: _____

HR/City Administration Decision: Approved Denied

Comments (if any):

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

REASON/JUSTIFICATION FOR NEW POSITION AND/OR CHANGES IN DUTIES THAT YOU BELIEVE IMPACTS A CURRENT POSITION'S GRADE - CONTINUED (9):

[Empty text box for justification]

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

(Detailed instructions are noted in additional tab)

REQUESTOR NAME (1): Matt Meeker

REQUEST NUMBER (2): 006

DEPT. NAME (3): Streets & Traffic Control

FUND NUMBER (4): 1101 - Street Fund

ORG NUMBER (5): 5304 - Streets (Maintenance)

POSITION TITLE (6): Equipment Operator

POSITION TYPE (7): Non-Uniform

THIS REQUEST IS FOR A: (choose ONLY one) (8)

New Position

If Reclass/Regrade, current grade & salary: _____

If Reclass/Regrade, current position number: _____

REASON/JUSTIFICATION FOR A NEW POSITION AND/OR CHANGES IN DUTIES THAT YOU BELIEVE IMPACTS A CURRENT POSITION'S GRADE; CONTINUE ON PAGE 2 AS NEEDED (9):

The Street Maintenance Program is responsible for restoring all hard surfaces cut/excavated by the Utilities Department during repair operations. This includes cuts in streets, curb and gutter, parking lots, driveways, and sidewalks. The number of repairs requested by Utilities has been increasing, and the department currently receives about 300 requests per year. This number is only expected to grow in future years. This many requests necessitates the creation of a crew dedicated to the repair of Utility cuts. Failure to do so will impact the ability of the Street Maintenance Program to complete it's other responsibilities such as pothole repair, crack sealing, asphalt milling and paving operations, and concrete spot repairs to pavement, curb and gutter, aprons, and sidewalks. A dedicated crew for repairing utility cuts will require the addition of four personnel: an equipment operator to drive/operate the concrete truck and flameless asphalt patch truck, an equipment operator to use the mini excavator and assist with finishing concrete and asphalt placement, and a carpenter and concrete finisher to form, place, and finish concrete and assist with asphalt placement. An additional one ton flat bed dump truck with a box trailer will also be required with one of the positions to haul equipment.

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

ALL COST SUMMARY (Detailed instructions are in additional tab)

DESCRIPTION	2024 ONGOING COST	2024 ONE-TIME COST
ESTIMATED 2024 SALARY (10):	\$34,424.00	XXXXXX
ESTIMATED BENEFITS - Auto Populated (11):		
● Insurance (Med, Den, Vis., Basic Life):	\$14,793.48	XXXXXX
● Long Term Disability :	\$168.68	XXXXXX
● Retirement (Non-Uniform):	\$1,721.20	XXXXXX
● Retirement (Uniform):	\$0.00	XXXXXX
● Workers Compensation:	\$1,800.00	XXXXXX
● Social Security (6.2%):	\$2,134.29	XXXXXX
● Medicare (1.45%):	\$499.15	XXXXXX
OTHER NEEDS - Department Entered (12): <i>*DO NOT include in 2024 Budget projection*</i>		
● Vehicle (include fully equiped costs)*		
○ One-time (with added position):	XXXXXX	\$90,000.00
○ Ongoing:	\$0.00	XXXXXX
● Desk/Workstation Equipment:	XXXXXX	
● Computer*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Phone or Other Technology*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Other EE Costs (add space, training, etc)*	\$1,000.00	
NET NEW 2023 COST (14):	\$56,540.80	\$90,000.00
CURRENT TOTAL COST (15):	\$56,540.80	\$90,000.00

*Detailed Explanation of Specific Employee Needs (13):

The new equipment operator will need uniforms, safety boots, and other personal protective equipment. This new equipment operator will also require a one ton flat bed dump truck with box trailer for hauling concrete tools, forms, and equipment.

HUMAN RESOURCES USE ONLY

Date Request Form Received: _____

Date Request Reviewed With Administration: _____

HR/City Administration Decision: Approved Denied

Comments (if any):

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

REASON/JUSTIFICATION FOR NEW POSITION AND/OR CHANGES IN DUTIES THAT YOU BELIEVE IMPACTS A CURRENT POSITION'S GRADE - CONTINUED (9):

Empty text box for providing reasons and justifications.

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

(Detailed instructions are noted in additional tab)

REQUESTOR NAME (1): Matt Meeker

REQUEST NUMBER (2): 007

DEPT. NAME (3): Streets & Traffic Control

FUND NUMBER (4): 1101 - Street Fund

ORG NUMBER (5): 5304 - Streets (Maintenance)

POSITION TITLE (6): Carpenter

POSITION TYPE (7): Non-Uniform

THIS REQUEST IS FOR A: (choose ONLY one) (8)

New Position

If Reclass/Regrade, current grade & salary: _____

If Reclass/Regrade, current position number: _____

REASON/JUSTIFICATION FOR A NEW POSITION AND/OR CHANGES IN DUTIES THAT YOU BELIEVE IMPACTS A CURRENT POSITION'S GRADE; CONTINUE ON PAGE 2 AS NEEDED (9):

The Street Maintenance Program is responsible for restoring all hard surfaces cut/excavated by the Utilities Department during repair operations. This includes cuts in streets, curb and gutter, parking lots, driveways, and sidewalks. The number of repairs requested by Utilities has been increasing, and the department currently receives about 300 requests per year. This number is only expected to grow in future years. This many requests necessitates the creation of a crew dedicated to the repair of Utility cuts. Failure to do so will impact the ability of the Street Maintenance Program to complete it's other responsibilities such as pothole repair, crack sealing, asphalt milling and paving operations, and concrete spot repairs to pavement, curb and gutter, aprons, and sidewalks. A dedicated crew for repairing utility cuts will require the addition of four personnel: an equipment operator to drive/operate the concrete truck and flameless asphalt patch truck, an equipment operator to use the mini excavator and assist with finishing concrete and asphalt placement, and a carpenter and concrete finisher to form, place, and finish concrete and assist with asphalt placement. An additional one ton flat bed dump truck with a box trailer will also be required with one of the positions to haul equipment.

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

ALL COST SUMMARY (Detailed instructions are in additional tab)

DESCRIPTION	2024 ONGOING COST	2024 ONE-TIME COST
ESTIMATED 2024 SALARY (10):	\$32,323.20	XXXXXX
ESTIMATED BENEFITS - Auto Populated (11):		
● Insurance (Med, Den, Vis., Basic Life):	\$14,793.48	XXXXXX
● Long Term Disability :	\$158.38	XXXXXX
● Retirement (Non-Uniform):	\$1,616.16	XXXXXX
● Retirement (Uniform):	\$0.00	XXXXXX
● Workers Compensation:	\$1,800.00	XXXXXX
● Social Security (6.2%):	\$2,004.04	XXXXXX
● Medicare (1.45%):	\$468.69	XXXXXX
OTHER NEEDS - Department Entered (12): <i>*DO NOT include in 2024 Budget projection*</i>		
● Vehicle (include fully equiped costs)*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Desk/Workstation Equipment:	XXXXXX	
● Computer*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Phone or Other Technology*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Other EE Costs (add space, training, etc)*	\$1,000.00	
NET NEW 2023 COST (14):	\$54,163.94	\$0.00
CURRENT TOTAL COST (15):	\$54,163.94	\$0.00

**Detailed Explanation of Specific Employee Needs (13):*

The new carpenter will need uniforms, safety boots, and other personal protective equipment.

HUMAN RESOURCES USE ONLY

Date Request Form Received: _____

Date Request Reviewed With Administration: _____

HR/City Administration Decision: Approved Denied

Comments (if any):

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

REASON/JUSTIFICATION FOR NEW POSITION AND/OR CHANGES IN DUTIES THAT YOU BELIEVE IMPACTS A CURRENT POSITION'S GRADE - CONTINUED (9):

Empty text box for providing reasons and justifications for a position change request.

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

(Detailed instructions are noted in additional tab)

REQUESTOR NAME (1): Matt Meeker

REQUEST NUMBER (2): 008

DEPT. NAME (3): Streets & Traffic Control

FUND NUMBER (4): 1101 - Street Fund

ORG NUMBER (5): 5304 - Streets (Maintenance)

POSITION TITLE (6): Concrete Finisher

POSITION TYPE (7): Non-Uniform

THIS REQUEST IS FOR A: (choose ONLY one) (8)

New Position

If Reclass/Regrade, current grade & salary: _____

If Reclass/Regrade, current position number: _____

REASON/JUSTIFICATION FOR A NEW POSITION AND/OR CHANGES IN DUTIES THAT YOU BELIEVE IMPACTS A CURRENT POSITION'S GRADE; CONTINUE ON PAGE 2 AS NEEDED (9):

The Street Maintenance Program is responsible for restoring all hard surfaces cut/excavated by the Utilities Department during repair operations. This includes cuts in streets, curb and gutter, parking lots, driveways, and sidewalks. The number of repairs requested by Utilities has been increasing, and the department currently receives about 300 requests per year. This number is only expected to grow in future years. This many requests necessitates the creation of a crew dedicated to the repair of Utility cuts. Failure to do so will impact the ability of the Street Maintenance Program to complete it's other responsibilities such as pothole repair, crack sealing, asphalt milling and paving operations, and concrete spot repairs to pavement, curb and gutter, aprons, and sidewalks. A dedicated crew for repairing utility cuts will require the addition of four personnel: an equipment operator to drive/operate the concrete truck and flameless asphalt patch truck, an equipment operator to use the mini excavator and assist with finishing concrete and asphalt placement, and a carpenter and concrete finisher to form, place, and finish concrete and assist with asphalt placement. An additional one ton flat bed dump truck with a box trailer will also be required with one of the positions to haul equipment.

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

ALL COST SUMMARY (Detailed instructions are in additional tab)

DESCRIPTION	2024 ONGOING COST	2024 ONE-TIME COST
ESTIMATED 2024 SALARY (10):	\$30,243.20	XXXXXX
ESTIMATED BENEFITS - Auto Populated (11):		
● Insurance (Med, Den, Vis., Basic Life):	\$14,793.48	XXXXXX
● Long Term Disability :	\$148.19	XXXXXX
● Retirement (Non-Uniform):	\$1,512.16	XXXXXX
● Retirement (Uniform):	\$0.00	XXXXXX
● Workers Compensation:	\$1,800.00	XXXXXX
● Social Security (6.2%):	\$1,875.08	XXXXXX
● Medicare (1.45%):	\$438.53	XXXXXX
OTHER NEEDS - Department Entered (12): <i>*DO NOT include in 2024 Budget projection*</i>		
● Vehicle (include fully equiped costs)*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Desk/Workstation Equipment:	XXXXXX	
● Computer*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Phone or Other Technology*		
○ One-time (with added position):	XXXXXX	\$0.00
○ Ongoing:	\$0.00	XXXXXX
● Other EE Costs (add space, training, etc)*	\$1,000.00	
NET NEW 2023 COST (14):	\$51,810.63	\$0.00
CURRENT TOTAL COST (15):	\$51,810.63	\$0.00

*Detailed Explanation of Specific Employee Needs (13):

The new concrete finisher will need uniforms, safety boots, and other personal protective equipment.

HUMAN RESOURCES USE ONLY

Date Request Form Received: _____

Date Request Reviewed With Administration: _____

HR/City Administration Decision: Approved Denied

Comments (if any):

2024 BUDGET: POSITION CHANGE REQUEST FORM

****Must submit to HR by 5pm Monday July 31, 2023****

REASON/JUSTIFICATION FOR NEW POSITION AND/OR CHANGES IN DUTIES THAT YOU BELIEVE IMPACTS A CURRENT POSITION'S GRADE - CONTINUED (9):

Empty text box for providing reasons and justifications.



Transit Department | 2023 Report

“SUBMITTED BY/KEY DEPARTMENT MEMBERS

Ken Savage, Transit Director
ksavage@fortsmithar.gov 479-784-2320



The Transit Department, Program 6550, is responsible for the operation of the City’s bus system to provide transportation for its citizens. The department currently operates sixteen (16) buses on six (6) fixed routes and three (3) demand response routes with one (1) downtown shuttle.

- Mission Statement

It is the mission of the employees of the Fort Smith Transit Department to provide safe, efficient, affordable, prompt, friendly, professional and clean public transportation to improve the quality of life for the citizens of Fort Smith, Arkansas.

- Vision Statement

Fort Smith strives to be a dynamic business, family and military friendly destination that welcomes people from all over the world.

- Brief Summary & Examples of Work

The following update highlights Future Fort Smith activity accomplishments through January 2024.

Ridership for Fort Smith has returned to approximately 87% of its average performance prior to Covid-19. According to the data drill down feature from the American Public Transportation Association (APTA) the nationwide average for ridership is currently at 72% Pre-Covid for our region. We believe the addition of seven (7) new large low floor buses has increased the comfort level of passengers that were previously concerned about social distancing. The size of buses appear to have increased visibility of public transit services in our area as well. Staff attributes both of these areas to the local increase in ridership.

Something worth noting is the complete new paradigm we are experiencing since the pandemic. Many people are now working and seeking medical services remotely, as well as selecting in-home studies and traveling less in general.

- Accomplishment 1: **Large Heavy Duty Transit Buses:**

NCR 2.3	Improve air quality.
NCR 2.3.2	Improve miles per gallon (MPG) for all vehicle miles traveled (VMT). Reduce any unnecessary mileage and increase usage of CNG where deemed appropriate.
TI-3	Improve public transportation

The implementation of the new fleet of large buses has had its challenges.

The department’s plan, to receive one large bus, three (3) months prior to the delivery of the full fleet, appears to have worked well. Doing so, permitted staff to train approximately twenty (20) drivers on the new style of buses. Additionally, the drivers were required to upgrade from a Class C CDL to a Class B with an Air Brake endorsement.

Operating large buses for the first time in Fort Smith required some slight modifications to the fixed routes. Having one bus to test the routes was beneficial for identifying turning radius concerns and route timing however, additional concerns were later identified when trying to choreograph the entire fleet.

Keeping the routes on time became the first notable challenge. Drivers were naturally driving slower while exercising extreme caution and passengers initially took extra time during the boarding process as well. We equipped the large buses with three (3) wheelchair securement stations, but did not anticipate using all three (3) so quickly. Other challenges occurred such as select businesses not wanting the large buses on their lots, which creates a customer service challenge when trying to get our elderly passengers closer to the establishments.

The implementation of new buses created some new opportunities.

In addition to ridership growth, we are now having discussions with local charter schools who are interested in utilizing our fixed route services for their students as a transportation option to and from school.

The department is also having discussions with Fort Smith Public School officials regarding the use of fixed routes as a transportation option for students as needed. Since the inception of the large buses, school officials appear to recognize Fort Smith’s fixed routes as a viable transportation option along some of the fixed route segments.

Additionally, staff is meeting with a local hospital and discussing coordinated transportation options for its clients.

The new buses raise the bar on employee pride, therefore, staff has attended parades and many outreach events to display the new equipment and services available.

- Accomplishment 2: **UAFS Study for ArDOT**

FLU-3.2.1	Increase public transit access and frequency between Downtown and key destinations and throughout the city.
TI-1	Improve access and connectivity through enhancements to all modes of transportation
TI-4.2	Ensure that utility and infrastructure systems can meet the city's long-term needs.
HN-2.1.1	Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.

UAFS received a Transportation Research and Workforce Development Grant from ArDOT to study transit systems in Arkansas. The study provides an overview of transportation provider services, specifically within our region. The study identifies the type of service and quantity of vehicles used to ultimately; identify gaps or any overlapping services. The transit department worked closely with UAFS to assist with their study. The completed study has become a good resource for our department.

- Accomplishment 3: **Health Council Action Committee**

FLU-3.2.1	Increase public transit access and frequency between Downtown and key destinations and throughout the city.
TI-1	Improve access and connectivity through enhancements to all modes of transportation
TI-4.2	Ensure that utility and infrastructure systems can meet the city's long-term needs.
HN-2.1.1	Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.

Transit participates in the Health Council Action Committee spearheaded by the Frontier Metropolitan Planning Organization. The purpose is to improve transportation access to health and basic needs.

- Accomplishment 4: **Thriving Communities Program Technical Assistance**

FLU-3.2.1	Increase public transit access and frequency between Downtown and key destinations and throughout the city.
TI-1	Improve access and connectivity through enhancements to all modes of transportation
TI-4.2	Ensure that utility and infrastructure systems can meet the city's long-term needs.
HN-2.1.1	Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.

Transit is working with the MPO on a technical assistance grant application to study the use of transit vouchers and Transportation Network Companies (TNC's). Transit's desire is to identify an existing program that permits the use of federal grant funds to be used to reduce the cost of regional transportation provided by TNC's, so long as equivalent ADA services are available.

- Accomplishment 5: **Transit Assessment, Utah State University**

FLU-3.2.1	Increase public transit access and frequency between Downtown and key destinations and throughout the city.
TI-1	Improve access and connectivity through enhancements to all modes of transportation
TI-4.2	Ensure that utility and infrastructure systems can meet the city's long-term needs.
HN-2.1.1	Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.

The student body from Utah State University is working with our local Frontier MPO on performing an assessment of Fort Smith's fixed route transit stops as it relates to accessibility.

- Accomplishment 6: **Research Pocket/Garden Parks for Select Transit Stops**

FLU-3.2.1	Increase public transit access and frequency between Downtown and key destinations and throughout the city.
TI-1	Improve access and connectivity through enhancements to all modes of transportation
TI-4.2	Ensure that utility and infrastructure systems can meet the city's long-term needs.
HN-2.1.1	Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.

The Frontier MPO is developing a framework and undertaking research to develop recommendations for enhanced amenities at select stops to serve as a pocket park or small garden setting.

- Accomplishment 7: **Cell Phone Applications and Free Public WIFI**

ED-3.1.6	Create an "Innovation District" by forging partnerships, identifying potential locations such as underutilized industrial land, considering necessary infrastructure improvements (particularly transit access and wire-readiness), and reviewing potential regulatory amendments to facilitate.
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The department's RouteShout 2.0 phone app continues to be available for persons to monitor the fixed route buses nearest their location from their electronic devices. Passengers may select the department's URL below to monitor the fixed route bus or to self-schedule an ADA paratransit/demand response, travel request. Features also available to transit passengers with travel reservations include auto confirmation of trip scheduling and advanced notification of arrival. Another new feature includes system-wide notifications for registered clients. Public WIFI is now available free of charge for passengers utilizing transit buses as their method of transportation. Transit staff will continue to market the new system-wide features.

Customer Portal : <https://fortsmith.routematch.com/customer/>
 Fixed Route : <https://fortsmith.routematch.com/fixedroute/>
 RouteShout : <https://fortsmith.routematch.com/routeshout/>

- Accomplishment 8: **Amenities:**

ED 6.1.1	Invest in beautification of major transportation corridors; the provisions of trails, open lands, and public gathering spaces; innovative architectural and site designs; and alternative transportation choices to all business areas.
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The street department graciously constructed a new sidewalk boarding location with two (2) new shelters near the Gorman Towers area on North 58th Street. Staff also installed a new bus stop shelter at the Veterans Administration facility on Phoenix Avenue and another shelter at Walmart on Zero Street. More shelters are planned in areas affected by recent changes to the fixed routes.

The placement of ten (10) bus stop shelters, which include an art backdrop displays, are now complete in the downtown area.

Accomplishment 9: **Alternate Access to the Transit Facility on Jenny Lind**

FLU-1.61	Develop corridor and area plans that address access management, land use, design, internal parking, and circulation.
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The alternative access road project slated to provide safer access to the transit offices on Jenny Lind is now back on track. The alternative access project was delayed while negotiating to obtain a shared use agreement. The project engineer is now completing design documents for the project. Currently to access the transit facility requires negotiating semi-tractor trailers throughout Spartan Logistics warehouse property. Staff is looking forward to construction.

- Accomplishment 10: **Continue Existing Transit Service**

TI-3.1	Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents.
--------	--

It is important not to lose sight of the significance of our routine services. To accomplish this priority involves the delivery of public transportation towards our maximum capacity in the most efficient means possible. Employees of the department work hard to improve upon the services we currently provide by making procedures easier to understand, policies more clear and outcomes closer to expectations.

PRIORITIZING 2024:

- Top goals for 2024.

2024 Top 10 List:

- Goal 1: Collaborate with the local Metropolitan Planning Organization to assess transit amenities and to research pocket parks with curb cuts to evaluate design concepts applicable to Fort Smith.
 - Comprehensive Plan: TI 3.1: Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents.
- Goal 2: Research methods to increase transit ridership by assessing passenger regulations, marketing and ridership trends. Evaluate internal and external factors that influence performance and make adjustments where possible to improve system utilization.
 - Comprehensive Plan: PFS 1: Promote a business-friendly and citizen-friendly government.
- Goal 3: Collaborate with ArDOT and area transit providers to streamline the acquisition process for electric vehicles. Work with Francis Energy to install and implement new electric vehicle charge stations throughout Fort Smith.
 - Comprehensive Plan: NCR 2.3.1: Encourage responsible industry practices and reduce other mobile sources of air pollution.
- Goal 4: Join efforts to improve energy and efficiency projects through research and participation in grant applications spearheaded by Joshua Robertson, Deputy Director of Business Administration for the Utilities Department.
 - Comprehensive Plan: NCR 2.3.1: Encourage responsible industry practices and reduce other mobile sources of air pollution.
- Goal 5: Work with the mobility coordinator to facilitate bike and transit connections where trails and transit routes intersect.
 - Comprehensive Plan: TI-1: Improve access and connectivity through enhancements to all modes of transportation
- Goal 6: Continue working with 646 Downtown to seek additional opportunities to leverage federal grant funds with local donations for enhanced transit amenities.
 - Comprehensive Plan: ED 6.1.1: Invest in beautification of major transportation corridors; the provision of trails, open lands, and public gathering spaces; innovative architectural and site design; and alternative transportation choices to all business areas.

- Goal 7: Develop enhanced reporting procedures as a function of the required federal triennial review process.
 - Comprehensive Plan: PFS-2: Build consistency and trust with the public
- Goal 8: Document established Standard Operating Procedures (SOPs) that have become common work practices as a function of sustainability.
 - Comprehensive Plan: PFS-2.1: Ensure that the City's planning and implementation process is transparent.
- Goal 9: Develop Ride Guide media in a manner that improves boarding information relative to each specific route and type of service.
 - Comprehensive Plan: PFS 1: Promote a business-friendly and citizen-friendly government.
- Goal 10: Collaborate with participating departments that provide fueling services similar to transit so that SOP's are consistent and any associated risks become mitigated.
 - Comprehensive Plan: PFS 4.1: Seek opportunities to co-locate future community facilities to maximize efficiencies in service provision and reduce capital and operating costs.

HIGHLIGHTS & RECOGNITIONS:

Ms. Ridgley, a local artist, provided the local match necessary to leverage a federal grant for the shelter art project totaling nearly \$200,000. The new shelters are similar to our existing shelters; however, are half cantilever in design, which requires less area for maneuvering in and around confined spaces.

Shelter art was previously introduced as a First Presbyterian Church project.

NEW IDEAS:

- List goals or ideas that are not in the comprehensive plan but should elicit consideration.
- Top needs for 2024.
- **Employee Retention and Filling Vacant Positions**

The City's greatest assets are the employees that provide services to the residents of Fort Smith. Efforts to support retention and to fill vacant positions should be our number one focus.

- **Long term sustainable regional funding to leverage federal grant funds**

The Transit Department receives federal funding to serve public transportation within the region. The City of Fort Smith is the sole entity within the region providing local funds to leverage grant funding thereby limiting services within the city limits.

BUDGET & FUNDING:

- Identifying additional local match can leverage grant funds that reimburse up to 50% of the cost of operations and 80% of the cost associated with capital projects.

ADDITIONAL IMPORTANT INFORMATION

- The comprehensive plan has been a helpful tool in determining projects to pursue and demonstrates priorities for the community which is beneficial for our grant partners. Please do not hesitate to call 783-6464 or email ksavage@fortsmithar.gov if you have questions or would like more information about the status of activities and/or projects of the department.

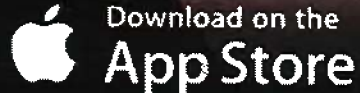






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FortSmith  **TRANSIT**
Moving Fort Smith Forward





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Utilities Department | 2023 Report

SUBMITTED BY/KEY DEPARTMENT MEMBERS

Lance A. McAvoy | Director of Water Utilities
LMcAvoy@FortSmithAR.gov | (479) 784-2401



Summary of Department's Purpose

- Mission Statement – “We are a unified team committed to delivering reliable, high-quality drinking water and water reclamation services for the City of Fort Smith and the River Valley Region.”
- Vision Statement – “The Fort Smith Utility Department will modernize its policies, processes and procedures to meet current and future challenges in a proactive, transparent, and responsible manner and become an effectively managed utility.”
- Fort Smith Water Utilities provides safe, reliable, high-quality, sustainable and affordable water services that have met the community's needs for over 100 years. Fort Smith Water Utilities provides water to over 150,000 people in Fort Smith and the River Valley Region, both retail and wholesale, across multiple counties and into Oklahoma. Additionally, Fort Smith Water Utilities provides wastewater treatment for Fort Smith and Arkoma, and can receive up to a peak of 100 million gallons per day of sewage to treat. Wastewater is treated and a high-quality effluent that is safely returned to the Arkansas River.

Top Accomplishments from 2023: (Up to 10 completed projects, what they accomplished and why.)

- Sanitary Sewer Assessment (SSA): This is a requirement of the Consent Decree. Staff test and video the sanitary sewer lines to determine the condition of the pipes. The pipes are scored on a rating of 1 (best) to 5 (worst). The assessment allows the Utility Department to prioritize the repairs of the sanitary sewer system to reduce SSOs and provide a more reliable conveyance of wastewater. A contract was approved with RJN to help Water Utilities to continue the SSAs and move to complete them in 2024.
 - HN-1.2.1, TI-4.1.1
- Water Leak Mitigation: Water Utilities worked to repair water leaks around the City and used an outside contractor to make the water leak repairs to expedite the repair process. A total of 817 leaks were repaired during 2023.
 - TI-4.1.1
- Pump Station Maintenance Evaluation: This is a requirement of the Consent Decree. This project identified current maintenance needs of the wastewater pump stations, and updated the preventive maintenance check list for each station. This will allow a more proactive maintenance and monitoring approach to reduce pump station down time, repair cost, and extend the useful life of pump station assets.
 - TI-4.1.1

- Customer Service Quality Assurance Plan: To ensure quality customer service is provided, a Customer Service Quality Assurance Plan was developed and implemented in 2023 to monitor the Customer Service employees' interaction with the public. This includes reviewing phone interactions and in-person meetings to ensure customers are treated properly, evaluating the Department's process, and continuing to improve employee interaction with customers.
 - CCD-3.1.1
- Water Rate Study: The City has not performed a full water rate study since 2010. As the City grows and inflation impacts on Water Utilities mounts, it is important to ensure Water Utilities has the tools and financing available to maintain sustainability. The rate study was finished in November 2023 and presented to the Board of Directors for approval. The water rate study will also allow the City to comply with Arkansas Act 605 of 2021 which requires a rate study every five (5) years.
 - PFS-2.1, PFS-2.3
- Energy Saving Study: Water Utilities worked with CLEAResult, an independent energy consulting firm, to find energy saving projects that have funding offsets from matching grant funds from OG&E, AOG, and Arkansas Valley Electrical COOP. The is to reduce the amount of energy used by Water Utilities and the City, thus reducing cost and possible greenhouse gas emissions associated with electrical power generation. The Board of Directors adopted the plan in June 2023.
 - NCR-2
- Project 20-18 Completed: The configuration of the sewer pipes caused chronic wet weather sanitary sewer overflows (SSO's) which often impacted traffic flow on Rogers Avenue. This project re-aligned the sanitary sewer pipe, thus eliminating the SSO. The project replaced 641 linear feet of 10-inch and 12-inch diameter pipe along Rogers Avenue between Waldron Road and South 56th Street, with 18-inch diameter pipe, including one service connection and five manholes.
 - HN-1.2.1, TI-4.1.1
- Project 20-21 Completed: This project was for economic development along the City's Riverfront, setting the stage for an RV Park to be built along Riverfront Drive. It included the installation of a 12-inch water main from Spradling to P Street, and a wastewater pump station.
 - FLU-1.1.1, FLU-1.3.2, FLU-1.4.1, FLU-1.4.2, FLU-2.1.1, HN-1.2.2, HN-1.3.2, PFS-5.4.2, TI-4.2.1
- Project 21-22 Substantially Completed: Consent Decree Project Basin 10 & 14 Phase 1 - This project provided the needed increase in capacity as required by the Consent Decree. The capacity increase is part of the continuing construction project developed to alleviate sanitary sewer overflow problems. This Phase connected the recently completed sub-basins P002 and P003 interceptor to the previously completed Basin 7 Capacity Improvement. Installation of 3,099 feet of 42-inch, 241 feet of 30-inch and 348 feet of 24-inch sanitary sewer main and associated appurtenances was completed in 2023.
 - HN-1.2.1, TI-4.1.1

PRIORITIZING 2024: (This section starts at the top of next available page)

- To perform twice the number of leak repairs performed by Water Utilities in 2024 than in 2023.
- Financial support and revenue enhancements for water and wastewater to cover the operation, maintenance, and capital needs of Water Utilities.

2024 Top 10 List: (Up to 10 future projects, what they will accomplish, why, and support needed.)

- Goal 1 – Work to reduce the number of water leaks. Water Utilities needs to continue to fill empty staff positions and will need the aging equipment utilized to stay running or find funds for replacement.
 - TI-4.1.1
- Goal 2 – Finalize the Water Rate Adoption. This will provide funding for operations, maintenance, and debt service coverage. Water Utilities needs the support of the citizens and Board of Directors to pass.
 - HN-1.2.1, TI-4.1.1
- Goal 3 – Complete Project 23-07: Basin 10 & 14 Phase 3. This project will eliminate Sanitary Sewer Overflows at the Kelley Ball Fields and move us closer to compliance with the Consent Decree. We need the community to be understanding of the project. It is being funded by the FEMA refunded Bond Proceeds.
 - HN-1.2.1, TI-4.1.1
- Goal 4 – Issue six (6) Consent Decree Project Contracts to move towards compliance with the Consent Decree. Financial support is needed for all construction contracts.
 - HN-1.2.1, TI-4.1.1
- Goal 5 – Achieve compliance for ammonia-nitrogen at the Massard Water Reclamation Facility. Compliance will aid the City is removal of the Consent Administrative Order from the State. It will allow time for design and construction of a permanent solution for the Massard Facility and future growth. Financial support is needed to move forward on this project.
 - HN-1.2.1, TI-4.1.1
- Goal 6 – Complete the design for the Phase 5 Water Transmission Line under the new I-49 Bridge. This will aid with redundant water supply to Fort Smith as well as additional water for growth. Once designed the project will be bid and built as the bridge is built. Financial support is needed to move forward on this project.
 - FLU-1.4.2, HN-1.2.1, TI-2.1.1
- Goal 7 – Complete the remaining Sanitary Sewer Assessments. This is a Consent Decree requirement and will provide a full picture of the number of manholes and linear feet of pipe that needs to be rehabilitated or replaced. This will allow for a full understanding of the work left to design and build and allow the City to focus on prioritizing the work.
 - TI-4.1.1, HN-1.2.1
- Goal 8 – Replace 2,500 water meters to ensure correct billing from old meters that are over 15-years old. This will allow proper water usage for billing and tracking unaccounted for water loss. Funding for the meters is needed to purchase and install the meters accordingly.
 - FLU-1.4, HN-1.2.1
- Goal 9 – Conduct Advanced Meter Infrastructure (AMI) propagation studies to determine which AMI provider to utilize for water metering. These studies will allow for the cost analysis of the infrastructure for AMI and move towards an agreement with an AMI provider. The agreement will require initial funding

for the infrastructure but once in place, will provide customers will near real-time usage data and help them to determine if the customer has a leak on their side of the meter.

- FLU-1.4, HN-1.2.1, NCR-2.3.1
- Goal 10 – Rehabilitate and paint the 7.5-million-gallon Luce Ground Water Storage tank. This is needed to reduce the potential of failure due to aging infrastructure and to provide a more aesthetic look near the airport. Funding and timing are a challenge Water Utilities is dealing with at this time.
 - HN-1.2.1, TI-4.1.1

HIGHLIGHTS & RECOGNITIONS: (This section starts at the top of next available page)

- Several Water Utilities Staff serve as local and state organization committees and boards as chairs and presidents. Fort Smith Water Utilities is working to lead the region and state by participating when and where the need arises.

NEW IDEAS:

- There is no good item to include energy saving projects such as changing out lighting to LED, equipping structures with water or energy efficient items, utilizing energy efficient equipment, etc. that should be found in the NRC section of the Comprehensive Plan Implementation Matrix.

BUDGET & FUNDING:

- Financing the operation and maintenance needs, as well as the capital and capital improvement needs of the Water Utilities is the biggest challenge facing the City. Growth requires both maintaining and replacing aging infrastructure, as well as building new infrastructure for growth of the City. Although Water Utilities applies for grants, Congressional Community Grants, and other outside funding sources, matching funds are required. The match can be anywhere from 10% to 50% of the funding rewarded, however, Water Utilities still is in need of the match for those funding sources.
- The attached Capital Improvement Plans show a ten (10) year plan for the City's water, wastewater, and Consent Decree compliance. The cost of revitalizing infrastructure and placing new infrastructure for growth continues to climb.

ADDITIONAL IMPORTANT INFORMATION

- The attached page, "Water Utilities System Inventory" provides a snapshot of the water and sewer infrastructure and treatment performed in 2023.

Project Title	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Frog Bayou/ Stream Bank Restoration - Frog Bayou Watershed (Murdoch/Pense Phase1)	\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stream Bank Restoration - Cedar Flat Stream Bank Restoration - Lee Creek Watershed	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mt. Fork/Brown Stream Bank Restoration - Lee Creek Watershed	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Frog Bayou Stream Bank Restoration - Frog Bayou Watershed (Upper Pense Property)	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
Source Water Protection/Watershed Management	\$ -	\$ -	\$ -	\$ -	\$ 475,000	\$ -	\$ 750,000	\$ 350,000	\$ 350,000	\$ 350,000
Lee Creek Water Filling Station	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS Increase Treatment Capacity from 40 to 55 MGD (Design and Construction)	\$ -	\$ 6,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Lake Fort Smith & Lee Creek Plant Optimization Study	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
LFS Increase Treatment Capacity from 55 to 70 MGD (Design and Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,600,000	\$ 22,000,000	\$ 22,000,000	\$ 22,000,000
Replacement Back-up Power Generator for the Lake Fort Smith Water Treatment Plant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ -
Midland Bridge Transmission Line Repair	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 2 (Environmental Assessment)	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 2a Construction	\$ 14,223,000	\$ 14,223,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 2b Construction	\$ -	\$ 14,223,000	\$ 14,223,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 3 (Design)	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 3 (Environmental Assessment)	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 3 (Construction)	\$ -	\$ 20,976,560	\$ 20,676,560	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 4 (Design)	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 4a (Bridge Construction)	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 4b (River Tunnel Environmental Assessment)	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 4b (River Tunnel Construction)	\$ -	\$ -	\$ 7,316,760.00	\$ 7,316,760.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 5 (Design)	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 5 (Environmental Assessment)	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LFS 48 inch Transmission Line Phase 5 (Construction)	\$ -	\$ 13,604,720	\$ 13,604,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Chaffee Crossing Pressure Reducing Station (Design and Construction)	\$ -	\$ 380,000	\$ 3,420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Chaffee Crossing, Relocate 5100 ft. of 18 in Line (Design and Construction)	\$ -	\$ -	\$ -	\$ 280,000	\$ 3,720,000	\$ -	\$ -	\$ -	\$ -	\$ -
Lead & Copper Rule Inventory Compliance	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Project Title	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
ARDoT I-540 Distribution Line Project (Reimbursable)	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ARDoT Hwy 255 Water Line Project (Reimbursable)	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hwy 45 Utility Water Line Relocation (85% Reimbursable)	\$ 5,600,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rehabilitation of I-540 Water Line Crossing	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Neighborhood Water System Improvements/Water Line Replacement - 1	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 1,902,000	\$ -	\$ -	\$ -	\$ -	\$ -
Neighborhood Water System Improvements/Water Line Replacement - 2a	\$ -	\$ 2,500,000	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Neighborhood Water System Improvements/Water Line Replacement - 2b	\$ -	\$ -	\$ -	\$ 2,300,000	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Replace Approx. 300 Sub-standard Fire Hydrants	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Neighborhood Water System Improvements/Water Line Replacement	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
Replace 12 in Line Tennessee Road (Design and Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 3,280,000	\$ 3,280,000	\$ -	\$ -
Downtown Pressure Reducing Station (Design and Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 1,500,000	\$ -	\$ -
Howard Hill Ground Storage and Transmission Line Ext (Design and Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ 5,353,000	\$ 5,350,000	\$ -	\$ -
Replace Stateline Road Booster Pump Station	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 3,600,000	\$ -
Replace 24 in Line N. M St to Towson and S. I St. (Design and Construction)	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Towson Relocation Overlay Project	\$ -	\$ -	\$ 6,111,000	\$ 6,111,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advanced Meter Infrastructure Phase 1	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advanced Meter Infrastructure Phase 2	\$ -	\$ 2,500,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advanced Meter Infrastructure Phase 3	\$ -	\$ -	\$ 2,500,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advanced Meter Infrastructure Phase 4	\$ -	\$ -	\$ -	\$ 2,500,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advanced Meter Infrastructure Phase 5	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
New Meter Replacement Phase 1	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Meter Replacement Phase 2	\$ -	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Meter Replacement Phase 3	\$ -	\$ -	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Meter Replacement Phase 4	\$ -	\$ -	\$ -	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Meter Replacement Phase 5	\$ -	\$ -	\$ -	\$ -	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tank Painting (Luce Reservoir)	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tank Painting (Country Club Tank)	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Project Title	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Water Tank Painting (Pense Tank)	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tank Painting (Howard Hill Elv Tank)	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tank Painting (Wildcat Mountain- Standpipe)	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tank Painting (Wildcat Mountain- Reservoir)	\$ -	\$ -	\$ -	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tank Painting (Crowe Hill Tank)	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tank Painting (Crowe Hill Reservoir)	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ -
Water Tank Painting (Fianna Hills Elv Tank)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Water Tank Painting (Haven Hill Reservoir)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000	\$ -	\$ -	\$ -
Water Tank Painting (Jack Freeze Reservoir)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -
Water Tank Painting (Chaffee Crossing Reservoir)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000	\$ -
Water Tank Painting (Woods Elv Tank)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Training/Communication Upgrade	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment Replacement	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 6,500,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 2,500,000	\$ 2,500,000
Economic Development	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total Cost	\$ 39,588,000	\$ 89,007,280	\$ 100,802,040	\$ 54,857,760	\$ 45,897,000	\$ 11,550,000	\$ 26,883,000	\$ 42,340,000	\$ 38,200,000	\$ 28,850,000

Total **\$ 477,975,080**

Project Title	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Hwy 45 Utility Sewer Line Relocation (85% Reimbursable)(Bond)	\$ 610,000	\$ 390,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Towson Sewer Line Relocation Overlay Project	\$ -	\$ -	\$ 1,654,000	\$ 1,654,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pump Station #27 Repairs/Upgrades	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pump Station #19 Repairs/Upgrades	\$ -	\$ -	\$ -	\$ 110,000	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -
Pump Station #26 Repairs/Upgrades	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Station & Force Main Chaffee Crossing Design/Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,200,000	\$ 4,200,000
Sewer Station & Force Main Roberts Blvd Design/Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400,000	\$ 2,400,000
Treatment Plant Security Upgrades	\$ -	\$ 960,000	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000	\$ 430,000
Automated Compliance Sampling (P Street & Massard Plants)	\$ -	\$ 30,000	\$ 366,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
P Street Grit System Rebuild and Upgrade	\$ -	\$ 1,800,000	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
P Street Plant Blower System	\$ -	\$ 2,940,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
P Street AC Repl Op Bldg	\$ -	\$ 84,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
P Street Tractor Shed	\$ -	\$ 28,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
P Street Plant Optimization Study	\$ -	\$ -	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
P Street RAS PS Rehab	\$ -	\$ -	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
P Street Stab. Basin Diffuser Repl.	\$ -	\$ -	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
P Street Mechanical Mixer	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
P Street Mixed Liquor PS upgrade	\$ -	\$ -	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Massard Improvements Aeration Basin	\$ 2,600,000	\$ 11,250,000	\$ 11,125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Massard Plant sludge transfer PS	\$ 30,000	\$ 330,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Project Title	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Massard Plant Belt Press	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Massard Plant Grit Classifier	\$ 720,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Massard Roof Replacement	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Massard Plant Belt Press macerator	\$ -	\$ 84,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Massard Plant Upgrade	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ -	\$ -
Equipment Replacement	\$ 2,500,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
Lab HVAC Make-Up Air Repl	\$ 156,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Total	\$ 8,236,000	\$ 21,896,800	\$ 21,497,000	\$ 9,044,000	\$ 13,600,000	\$ 33,600,000	\$ 32,500,000	\$ 32,500,000	\$ 9,530,000	\$ 9,530,000

Total \$ 191,933,800

Project Title	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
B Street South Sewer Upgrade	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016 SSA Remedial P004 (Construction)	\$ 2,771,432	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016 SSA Remedial P005 (Construction)	\$ -	\$ 2,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016 SSA Remedial P008 (Construction)	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016 SSA Remedial S006 (Construction)	\$ 5,291,245	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016 SSA Remedial S007 (Construction)	\$ -	\$ -	\$ 5,630,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Basin FLO2 Remedial Measures (Design and Construction)	\$ -	\$ -	\$ 3,875,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Basin MC06 Remedial Measures (Design and Construction)	\$ -	\$ 2,187,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Basin MC07 Remedial Measures (Construction)	\$ 5,468,901	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Basin MC08 Remedial Measures (Design and Construction)	\$ -	\$ -	\$ 1,777,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Basin P009 Remedial Measures (Design and Construction)	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Basin Z001 Remedial Measures (Design and Construction)	\$ 7,457,556	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2018 SSA Remedial Measures (Design and Const)	\$ -	\$ -	\$ -	\$ 3,904,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CIPP/Contract Cleaning Program	\$ -	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
2023-2024 SSA Work	\$ 2,785,397	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2019 SSA Remedial Measures (Design and Const)	\$ -	\$ 900,000	\$ 900,000	\$ 13,125,000	\$ 13,125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2020 SSA Remedial Measures (Design and Const)	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 13,125,000	\$ 13,125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2021 SSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 13,125,000	\$ 13,125,000	\$ -	\$ -	\$ -	\$ -	\$ -
2022 SSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 13,125,000	\$ 13,125,000	\$ -	\$ -	\$ -	\$ -
2023 SSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 13,125,000	\$ 13,125,000	\$ -	\$ -	\$ -
2024 SSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 13,125,000	\$ 13,125,000	\$ -	\$ -
Remaining NASSCO 4 & 5 Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 13,125,000	\$ 13,125,000
2029 CSSA Work	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2030 CSSA Work	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
2031 CSSA Work	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
2032 CSSA Work	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -
2033 CSSA Work	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -
2034 CSSA Work	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -
2035 CSSA Work	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
2029 CSSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
2030 CSSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 3,000,000	\$ -	\$ -	\$ -

Project Title	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
2031 CSSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 3,000,000	\$ -	\$ -
2032 CSSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 3,000,000	\$ -
2033 CSSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 3,000,000
2034 CSSA Remedial Measures (Design & Const)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Pump Station #9 Design/Construction	\$ -	\$ -	\$ -	\$ -	\$ 74,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pump Station #18 Design/Construction	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 3,625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pump Station #22 Repairs/Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 437,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pump Station #5 Rehabilitation	\$ -	\$ -	\$ 1,200,000	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Continuing Pump Station & Force Main Evaluation	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -
Continuing Capacity Assurance Evaluation	\$ 565,363	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -
Basin 12 Remedial Measures Phase 1-2 (Construction)	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Basin 12 Remedial Measures Phase 3 (Construction)	\$ 1,303,079	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Basin 12 Remedial Measures Phase 4 (Design & Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 437,500	\$ 4,375,000	\$ -	\$ -	\$ -	\$ -	\$ -
Basin 12 Remedial Measures Phase 5 (Design & Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 437,500	\$ 4,375,000	\$ -	\$ -	\$ -	\$ -
Basin 12 Remedial Measures Phase 6 (Design & Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 437,500	\$ 4,375,000	\$ -	\$ -	\$ -
Basin 12 Remedial Measures Phase 7 (Design & Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 437,500	\$ 4,375,000	\$ -	\$ -
Basin 12 Remedial Measures Phase 8 (Design & Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 437,500	\$ 4,375,000	\$ -
Basin 12 Remedial Measures Phase 9 (Design & Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 437,500	\$ 4,375,000
Basin 10 & 14 Construction Phase 2 (Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,812,500	\$ 7,812,500
Basin 10 & 14 Construction Phase 3 (Construction)	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Basin FL01 Capacity Improvements (5-Year LOS in EJ Area)(Design & Construction)	\$ 864,000	\$ -	\$ 4,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Skyline Estates Capacity Improvements (Construction)	\$ 867,761	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Basin FL02 Capacity Improvements (5-Year LOS in EJ Area)(Design & Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190,000	\$ 1,836,000	\$ -	\$ -	\$ -	\$ -
Massard Wastewater Pump Station (Design and Construction)	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,375,000	\$ 21,875,000	\$ 21,875,000	\$ -	\$ -	\$ -	\$ -
Basin P004 Capacity Improvements (5-Year LOS in EJ Area)(Design & Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ 2,430,000
Basin 12 Capacity Improvements Phase I (5-Year LOS in EJ Area)(Design & Construction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 3,780,000
Annual Total	\$ 34,074,734	\$ 16,337,500	\$ 21,182,200	\$ 27,329,200	\$ 40,424,000	\$ 41,125,000	\$ 59,227,500	\$ 62,973,500	\$ 39,262,500	\$ 28,137,500	\$ 35,720,000	\$ 38,822,500

Total \$ 444,616,134

2023 Water Utilities System Inventory

Water System:

Impoundments	Lee Creek	Lake Fort Smith
Watershed Area	447 SQ Miles	74 SQ Miles
Surface Area	634 Acres	1390 Acres
Max Depth	34 feet	150 feet
Normal Pool Elevation	420 feet	911 feet
Volume (acre feet)	7119	84,303
Volume (gallons)	2.32 Billion	27.4 Billion
Hydroelectric Generation	1500 KW	--
Raw Water Delivery	Pumped	Gravity (PRV)
Plant Capacity	23.5 MGD	40 MGD
Average production 2023	9.3 MGD	25.8 MGD
Max Production 2023	16.5 MGD	36.1 MGD
Finished Water Storage	2 MG	9 MG
Finish Water Pump Station	3-11.75 MGD/500 HP	3 -20 MGD/500 HP
Percentage supplied	26%	74%
Transmission lines	48 inch	27/48 & 36 Inch

Distribution System:

Water Mains	731 miles (pending regulation may require 63.5 Miles of AC pipe be replaced)
Valves	9,103
Fire Hydrants	4,550
Water Pump Stations	16
Pressure Reducing Stations	19
Water Storage	6 Ground storage – 29 MG 5 Elevated – 1.75 MG 2 Stand Pipes – 1.1mg
Number of Customers	35,511 - Includes 11 Wholesale, 2 supplemental and 1 Emergency customers 30% manually read

Sewer System:

Number of Customers	32,323 (31 sewer accounts are metered)	
Sewer Lines	536 miles	
Manholes	12,952	
Pump Stations	20 – in system stations 4 – Direct feed stations to treatment plants 2 – Strom Water Pump Stations	
Force Mains	20 miles	
Equalization Basins	2 – Earthen Basins with Ballasted Flocculation Pre-Treatment, 42 MG 3 Concrete Storage Tanks, 12.5 MG	
Treatment	“P” Street	Massard
Plant Treatment Capacity	12 MGD	10 MGD
Plant Hydraulic Capacity	83 MGD	20 MGD
Average production 2023	8.7 MGD	8.3 MGD
Max Production 2023	34.7 MGD	16.9 MGD
Discharge	Arkansas River gravity/pump	Arkansas River gravity

Exhibit C

2023 Board Action Items

Board of Director Date	Item	Item Description	Comp Plan Element	Policy and Action	Department Responsible
1/17/2023	5	2015 Sanitary Sewer Assessment Remedial Measures - CIPP	TI	4.1	Utilities
1/17/2023	6	Basin 10 and 14 Capacity Improvements	TI	4.1	Utilities
1/17/2023	7A	2022 Street Overlays/Reconstruction, Phase D, Project No. 22-03-C	FLU	1.4	Engineering
1/17/2023	7A	2022 Street Overlays/Reconstruction, Phase D, Project No. 22-03-C	TI	4.1	Engineering
1/17/2023	7A	2022 Street Overlays/Reconstruction, Phase D, Project No. 22-03-C	TI	4.2	Engineering
1/17/2023	7B, 7C	2021 Street Overlays/Reconstruction, Phase C, Project No. 21-03-C	FLU	1.4	Engineering
1/17/2023	7B, 7C	2021 Street Overlays/Reconstruction, Phase C, Project No. 21-03-C	TI	4.1	Engineering
1/17/2023	7B, 7C	2021 Street Overlays/Reconstruction, Phase C, Project No. 21-03-C	TI	4.2	Engineering
1/17/2023	7D	Ward Avenue Project (FCRA Project No. 22-30-A)	TI	4.1	Engineering
1/17/2023	7D	Ward Avenue Project (FCRA Project No. 22-30-A)	TI	4.2	Engineering
2/7/2023	10B	2021 Street Overlays/Reconstruction, Phase B, Project No. 21-03-E	FLU	1.4	Engineering
2/7/2023	10B,10C	2021 Street Overlays/Reconstruction, Phase B, Project No. 21-03-E	TI	4.1	Engineering
2/7/2023	10B,10C	2021 Street Overlays/Reconstruction, Phase B, Project No. 21-03-E	TI	4.2	Engineering
2/7/2023	10D	2022 Street Oerlays/Reconstruction, Phase B, Project No. 22-03-E	FLU	1.4	Engineering
2/7/2023	10D	2022 Street Oerlays/Reconstruction, Phase B, Project No. 22-03-E	TI	4.1	Engineering
2/7/2023	10D	2022 Street Oerlays/Reconstruction, Phase B, Project No. 22-03-E	TI	4.2	Engineering
2/27/2023	6	Basin 10 and 14 Capacity Improvements	TI	4.1	Utilities
2/21/2023	7A	Construction of Excelsior Drive, Project No. 21-00-B	FLU	1.4	Engineering
2/21/2023	7A	Construction of Excelsior Drive, Project No. 21-00-B	HN	1.7	Engineering
2/21/2023	7A	Construction of Excelsior Drive, Project No. 21-00-B	TI	1.2	Engineering
2/21/2023	7B, 7C	2021 Street Overlays/Reconstruction, Phase A, Project No. 21-03-A	FLU	1.4	Engineering
2/21/2023	7B, 7C	2021 Street Overlays/Reconstruction, Phase A, Project No. 21-03-A	TI	4.1	Engineering
2/21/2023	7B, 7C	2021 Street Overlays/Reconstruction, Phase A, Project No. 21-03-A	TI	4.2	Engineering
2/21/2023	7D	Competitive bidding waiver and purchase authorization of United Software Systems meter software	TI	4.1	Utilities
2/21/2023	7E	Lee Creek Transmission Line and and Interstate 40 Utility Relocation	TI	4.1	Utilities
3/7/2023	8	Ward Avenue Project (FCRA Project No. 22-30-A)	FLU	1.4	Engineering
3/7/2023	8	Ward Avenue Project (FCRA Project No. 22-30-A)	TI	4.1	Engineering
3/7/2023	8	Ward Avenue Project (FCRA Project No. 22-30-A)	TI	4.2	Engineering
3/7/2023	9	Water Tap Fee Schedule for Shire Glen Development	TI	4.1	Utilities

3/7/2023	17	E-Builder Agreement Renewal	TI	4.1	Utilities
3/7/2023	18D	Public hearing date for petition to vacate a portion of Leigh Avenue	PFS	2.1	Planning
3/7/2023	18E	May Branch Outfall Culvert Remediation Project No. 21-06-E	NCR	1	Engineering
3/7/2023	18F	2023 Sales Tax Program Streets, Bridges and Associated Drainage Improvements Engineering Design Services Agreements	FLU	1.4	Engineering
3/7/2023	18F	2023 Sales Tax Program Streets, Bridges and Associated Drainage Improvements Engineering Design Services Agreements	TI	4.1	Engineering
3/7/2023	18F	2023 Sales Tax Program Streets, Bridges and Associated Drainage Improvements Engineering Design Services Agreements	TI	4.2	Engineering
3/7/2023	18F	2023 Sales Tax Program Streets, Bridges and Associated Drainage Improvements Engineering Design Services Agreements	NCR	2.6	Engineering
3/21/2023	6	Basin 10 and 14 Capacity Improvements (Partial Payment Number Four to McKee Utility Contractors, Inc.)	TI	14.1	Utilities
3/21/2023	7C,7D	2020 Drainage Improvements, Phase B Project No. 20-06-B	FLU	1.4	Engineering
3/21/2023	7C,7D	2020 Drainage Improvements, Phase B Project No. 20-06-B	TI	4.1	Engineering
3/21/2023	7C,7D	2020 Drainage Improvements, Phase B Project No. 20-06-B	TI	4.2	Engineering
3/21/2023	7C,7D	2020 Drainage Improvements, Phase B Project No. 20-06-B	NCR	2.6	Engineering
3/21/2023	7E	2022 Street Overlays/Reconstruction, Phase C, Project No. 22-03-D	FLU	1.4	Engineering
3/21/2023	7E	2022 Street Overlays/Reconstruction, Phase C, Project No. 22-03-D	TI	4.1	Engineering
3/21/2023	7E	2022 Street Overlays/Reconstruction, Phase C, Project No. 22-03-D	TI	4.2	Engineering
3/21/2023	7F	2021 Drainage Improvements, Phase B, Project No. 21-06-B	FLU	1.4	Engineering
3/21/2023	7F	2021 Drainage Improvements, Phase B, Project No. 21-06-B	TI	4.1	Engineering
3/21/2023	7F	2021 Drainage Improvements, Phase B, Project No. 21-06-B	TI	4.2	Engineering
3/21/2023	7H	Temporary Construction Easement for John Bell Jr. Park	TI	4.2	Utilities
3/21/2023	7I	Temporary Construction Easement for Wastewater Pump Station Flood Damage Repairs and Mitigation	TI	4.2	Utilities
4/4/2023	6	Basin 12 SSA Remedial Measures, Phase 1, Project 17-10-C1	TI	4.2	Utilities
4/4/2023	7	Basin 12 SSA Remedial Measures, Phase 3, Project 17-10-C1	TI	4.2	Utilities
4/4/2023	8	Sub-Basin S004 Sewer Main Realignment, Rogers Avenue-Waldron to 56th Street	TI	4.2	Utilities
4/4/2023	9	2023 SSA Manhole Inspection Project 23-04	TI	4.2	Utilities
4/18/2023	2	Establishing a Sister City Relationship with Torbole, Italy	CCD	3.1	City Administrator

4/18/2023	5	Authorization of City Administrator and Designated Agents to Initiate a Utility Water Rate Study	TI	4.2	Utilities
4/18/2023	6	Authorization of Mayor to Execute an Agreement with Burns and McDonnell for Flow Monitoring Services	TI	4.2	Utilities
4/18/2023	7	Authorization of Mayor to Execute an Agreement with Hawkins-Weir Engineering, Inc. for Design of the Basin 10 and 14 Capacity Improvements, Phase 3	TI	4.2	Utilities
4/18/2023	8	Basin 10 and 14 Capacity Improvements (Partial Payment Number Five to McKee Utility Contractors, Inc.)	TI	4.2	Utilities
4/18/2023	9A	Leigh Avenue Realignment, Project No. 22-00-A	FLU	1.4	Engineering
4/18/2023	9A	Leigh Avenue Realignment, Project No. 22-00-A	TI	4.1	Engineering
4/18/2023	9A	Leigh Avenue Realignment, Project No. 22-00-A	TI	4.2	Engineering
4/18/2023	9B	Filing of Litigation - May Branch Outfall Culvert Remediation Project No. 21-06-E	TI	4.2	Engineering
4/18/2023	9C	Donation of Easements for Chaffee Crossing Trail System - Segment Two	HN	1.6	Parks and Recreation
4/18/2023	9C	Donation of Easements for Chaffee Crossing Trail System - Segment Two	NCR	1.4	Parks and Recreation
4/18/2023	9C	Donation of Easements for Chaffee Crossing Trail System - Segment Two	TI	1	Parks and Recreation
4/18/2023	9C	Donation of Easements for Chaffee Crossing Trail System - Segment Two	PFS	4.3.1	Parks and Recreation
4/18/2023	9D	Renewal of Lease Agreement for Fort Smith Park	NCR	4.1	Parks and Recreation
4/18/2023	9D	Renewal of Lease Agreement for Fort Smith Park	PFS	5	Parks and Recreation
4/18/2023	9D	Renewal of Lease Agreement for Fort Smith Park	FLU	2.2	Parks and Recreation
6/13/2023	2	Fort Smith Energy Master Plan	TI	4.2	City Administrator
6/13/2023	3A	Additional FTE Support	TI	4.1	Utilities
6/13/2023	5	Basin 10 & 14 Capacity Improvements - Partial Payment #7 to McKee Utility Contractors, Inc.	TI	4.1	Utilities

6/13/2023	6A	Fort Smith Active Mobility, Bicycle, and Pedestrian Master Plan Project Agreement Addendum Extension	TI	1.4	City Administrator
6/13/2023	6B&C	Geren Road Reconstruction, Project No. 15-02-A	FLU	1.4	Engineering
6/13/2023	6B&C	Geren Road Reconstruction, Project No. 15-02-A	TI	4.1	Engineering
6/13/2023	6B&C	Geren Road Reconstruction, Project No. 15-02-A	TI	4.1	Engineering
6/13/2023	6E	Amendment Number 3 with Hawkins Weir 19-29-EC1 (Construction Management services for Pump Stations damaged in 2019 flood)	TI	4.1	Utilities
6/13/2023	6F	Acquisition of Easements for Lake Fort Smith Transmission Line Phase 3	TI	4.1	Utilities
6/13/2023	6G	Self-Service Kayak Rental Program at Carol Ann Cross Park	PFS	5.2	Parks and Recreation
6/13/2023	6G	Self-Service Kayak Rental Program at Carol Ann Cross Park	NCR	1.3	Parks and Recreation
6/13/2023	6G	Self-Service Kayak Rental Program at Carol Ann Cross Park	NCR	1.5	Parks and Recreation
6/13/2023	6H	Purchase and Installation of Community Pavilion at John Bell, Jr. Park (Parks Capital Improvement Plan)	FLU	2.2	Parks and Recreation
6/13/2023	6H	Purchase and Installation of Community Pavilion at John Bell, Jr. Park (Parks Capital Improvement Plan)	FLU	2.3	Parks and Recreation
6/13/2023	6H	Purchase and Installation of Community Pavilion at John Bell, Jr. Park (Parks Capital Improvement Plan)	NCR	1.1	Parks and Recreation
6/13/2023	6H	Purchase and Installation of Community Pavilion at John Bell, Jr. Park (Parks Capital Improvement Plan)	NCR	4.1	Parks and Recreation
6/20/2023	7A	Chaffee Crossing Trail Segment Three	HN	1.6	Parks and Recreation
6/20/2023	7A	Chaffee Crossing Trail Segment Three	NCR	1.4	Parks and Recreation
6/20/2023	7A	Chaffee Crossing Trail Segment Three	TI	1	Parks and Recreation
6/20/2023	7A	Chaffee Crossing Trail Segment Three	PFS	4.3.1	Parks and Recreation
6/20/2023	7B	Outdoor Pavilion at 2nd Street Parking Lot	FLU	3.4.1	Parks and Recreation

6/20/2023	7B	Outdoor Pavilion at 2nd Street Parking Lot	PFS	4.3.1	Parks and Recreation
6/20/2023	7B	Outdoor Pavilion at 2nd Street Parking Lot	CCD	1	Parks and Recreation
6/27/2023	1	64.6 Downtown Contract	FLU	3	City Administrator
7/11/2023	11	Consent Decree Modification and Utility Financial Analytical Services, Amendment Number Five: Project Number 18-14-Engineer Design (ED1)	TI	4.1	Utilities
7/11/2023	13	2024 Sanitary Sewer Assessment (SSA) Agreement with RJN Group, Inc.	TI	4.1	Utilities
7/11/2023	14A	Stormdrain Rehabilitation - Carnall Outfall Line, Project No. 20-06-E	FLU	1.4	Engineering
7/11/2023	14A	Stormdrain Rehabilitation - Carnall Outfall Line, Project No. 20-06-E	TI	4.1	Engineering
7/11/2023	14A	Stormdrain Rehabilitation - Carnall Outfall Line, Project No. 20-06-E	TI	4.2	Engineering
7/11/2023	14A	Stormdrain Rehabilitation - Carnall Outfall Line, Project No. 20-06-E	NCR	2.6	Engineering
7/18/2023	1	Project X Incentive	TI	4.1	City Administrator
7/18/2023	5A	Lee Creek Transmission Line and and Interstate 40 Utility Relocation Project Number: 21-10-C1	TI	4.1	Utilities
7/18/2023	5B	Lake Fort Smith Water Transmission Line-Phase III	TI	4.1	Utilities
7/25/2023	1	BOD Brick Yard Proposal	TI	1.2	Community Mobility
8/1/2023	6B	2022 Traffic Signal Improvements, Phase A Project No. 22-09-A	FLU	1.4	Engineering
8/1/2023	6B	2022 Traffic Signal Improvements, Phase A Project No. 22-09-A	TI	4.2	Engineering
8/15/2023	5	Flooded Residence Buyout Program, Project No. 22-90-A (820 & 824 Hillside Drive, 1317, 1321, & 1323 Gary Street)	FLU	1.4	Engineering
8/15/2023	5	Flooded Residence Buyout Program, Project No. 22-90-A (820 & 824 Hillside Drive, 1317, 1321, & 1323 Gary Street)	TI	4.1	Engineering
8/15/2023	5	Flooded Residence Buyout Program, Project No. 22-90-A (820 & 824 Hillside Drive, 1317, 1321, & 1323 Gary Street)	TI	4.2	Engineering
8/15/2023	5	Flooded Residence Buyout Program, Project No. 22-90-A (820 & 824 Hillside Drive, 1317, 1321, & 1323 Gary Street)	NCR	2.6	Engineering
8/15/2023	6	May Branch Flood Reduction Reach 1 Evaluation Project No. 23-06-C	FLU	1.4	Engineering
8/15/2023	6	May Branch Flood Reduction Reach 1 Evaluation Project No. 23-06-C	TI	4.1	Engineering

8/15/2023	6	May Branch Flood Reduction Reach 1 Evaluation Project No. 23-06-C	TI	4.2	Engineering
8/15/2023	6	May Branch Flood Reduction Reach 1 Evaluation Project No. 23-06-C	NCR	2.6	Engineering
8/15/2023	7B	Intersection Improvements - Free Ferry Road and Albert Pike Avenue Project No. 23-09-A	FLU	1.4	Engineering
8/15/2023	7B	Intersection Improvements - Free Ferry Road and Albert Pike Avenue Project No. 23-09-A	TI	4.2	Engineering
8/15/2023	7C	May Branch Outfall Culvert Remediation, Project No. 21-06-E	FLU	1.4	Engineering
8/15/2023	7C	May Branch Outfall Culvert Remediation, Project No. 21-06-E	TI	4.1	Engineering
8/15/2023	7C	May Branch Outfall Culvert Remediation, Project No. 21-06-E	TI	4.2	Engineering
8/15/2023	7C	May Branch Outfall Culvert Remediation, Project No. 21-06-E	NCR	2.6	Engineering
8/15/2023	7D	2020 Drainage Improvements, Phase C Project No. 20-06-C	FLU	1.4	Engineering
8/15/2023	7D	2020 Drainage Improvements, Phase C Project No. 20-06-C	TI	4.1	Engineering
8/15/2023	7D	2020 Drainage Improvements, Phase C Project No. 20-06-C	TI	4.2	Engineering
8/15/2023	7E	2021 Drainage Improvements, Phase A, Project No. 21-06-A	FLU	1.4	Engineering
8/15/2023	7E	2021 Drainage Improvements, Phase A, Project No. 21-06-A	TI	4.1	Engineering
8/15/2023	7E	2021 Drainage Improvements, Phase A, Project No. 21-06-A	TI	4.2	Engineering
8/15/2023	7G	2023 Police Vehicle Purchases	PFS	4	Police
8/29/2023	3B	Parks Capital Improvement Plan - FY23-FY27 Project Updates (FY23)	PFS	4	Parks and Recreation
8/29/2023	3C	2023 Capital Improvement Plan - previously "7-10 Year Plan", "Eighth Cent Sales Tax Use", and "Strategic Spending Plan"	PFS	4	Police
8/29/2023	3J	Transit Asset Management Plan - FY 23 Project Updates	PFS	4	Transit
9/5/2023	1	Mercy Health projects and sales of bonds	ED	1	City Administrator
9/5/2023	5	FL-01 Capacity Improvements, Project 23-15-ED1	TI	4.1	Utilities
9/5/2023	6	Stipulated Penalty Settlement	TI	4.1	Utilities
9/5/2023	7A	Acquisition of property for police precinct - 4501 Burrough Road	PFS	4	City Administrator
9/5/2023	7C	2021 Neighborhood Drainage Improvements, Phase C, Project No. 21-06-C- Engineering Services Agreement - Amendment 1	FLU	1.4	Engineering
9/5/2023	7C	2021 Neighborhood Drainage Improvements, Phase C, Project No. 21-06-C- Engineering Services Agreement - Amendment 1	TI	4.1	Engineering

9/5/2023	7C	2021 Neighborhood Drainage Improvements, Phase C, Project No. 21-06-C- Engineering Services Agreement - Amendment 1	TI	4.2	Engineering
9/5/2023	7D	2023 Street Overlays/Reconstruction, Phase B, Project No. 23-03-E	FLU	1.4	Engineering
9/5/2023	7D	2023 Street Overlays/Reconstruction, Phase B, Project No. 23-03-E	TI	4.1	Engineering
9/5/2023	7D	2023 Street Overlays/Reconstruction, Phase B, Project No. 23-03-E	TI	4.2	Engineering
9/5/2023	7E	Comprehensive Safety Action Plan	TI	1.4.1	Streets & Traffic Control
9/5/2023	7E	Comprehensive Safety Action Plan	TI	1.4.5	Streets & Traffic Control
9/5/2023	7G	Lake Fort Smith Water Transmission Line-Phase 5	TI	4.1	Utilities
9/5/2023	7H	HWY 45 Utility Relocation Project - Resolution amendment and Acquisition Authorization	TI	4.1	Utilities
9/5/2023	7I	6505 Capital Improvement Fund - Massard Treatment Plant System Assessment	TI	4.1	Utilities
9/5/2023	7J	Purchase of Prefabricated Restroom for Fort Smith Park	FLU	1.4	Parks and Recreation
9/5/2023	7K	Construction of Youth Basketball Court at Creekmore Park (FY23-FY27 Parks Capital Improvement Plan)	FLU	1.4	Parks and Recreation
9/5/2023	7K	Construction of Youth Basketball Court at Creekmore Park (FY23-FY27 Parks Capital Improvement Plan)	NCR	4.1	Parks and Recreation
9/5/2023	7K	Construction of Youth Basketball Court at Creekmore Park (FY23-FY27 Parks Capital Improvement Plan)	PFS	3.2.3	Parks and Recreation
9/5/2023	7K	Construction of Youth Basketball Court at Creekmore Park (FY23-FY27 Parks Capital Improvement Plan)	PFS	5	Parks and Recreation
9/5/2023	7L	Amendment to Agreement for Self-Service Kayak Rental Program at Carol Ann Cross Park	PFS	5.2	Parks and Recreation
9/5/2023	7L	Amendment to Agreement for Self-Service Kayak Rental Program at Carol Ann Cross Park	NCR	1.3	Parks and Recreation
9/5/2023	7L	Amendment to Agreement for Self-Service Kayak Rental Program at Carol Ann Cross Park	NCR	1.5	Parks and Recreation
9/12/2023	2	Intersection Improvements - Free Ferry Road and Albert Pike Avenue Project No. 23-09-A	FLU	1.4	Engineering

9/12/2023	2	Intersection Improvements - Free Ferry Road and Albert Pike Avenue Project No. 23-09-A	TI	4.2	Engineering
9/19/2023	3	Project Reconciliation Change Order No. 3	TI	4.1	Utilities
9/19/2023	4B	Flooded Residence Buyout Program, Project No. 22-90-A (3420 Edinburgh Drive and 2519 South L Street)	FLU	1.4	Engineering
9/19/2023	4B	Flooded Residence Buyout Program, Project No. 22-90-A (3420 Edinburgh Drive and 2519 South L Street)	TI	4.1	Engineering
9/19/2023	4B	Flooded Residence Buyout Program, Project No. 22-90-A (3420 Edinburgh Drive and 2519 South L Street)	TI	4.2	Engineering
9/19/2023	4B	Flooded Residence Buyout Program, Project No. 22-90-A (3420 Edinburgh Drive and 2519 South L Street)	NCR	2.6	Engineering
9/19/2023	4C	2022 Street Overlays/Reconstruction, Phase A Project No. 22-03-A	FLU	1.4	Engineering
9/19/2023	4C	2022 Street Overlays/Reconstruction, Phase A Project No. 22-03-A	TI	4.1	Engineering
9/19/2023	4C	2022 Street Overlays/Reconstruction, Phase A Project No. 22-03-A	TI	4.2	Engineering
9/19/2023	4J	Lake Fort Smith Transmission Line-Phase 2 Project No. 16-16-ED1, Amendment 3	TI	4.1	Utilities
9/19/2023	4K	Lake Fort Smith Transmission Line-Phase 2 Project No. 16-16-ED1, Amendment 4	TI	4.1	Utilities
9/19/2023	4L	Highway 255 Utility Relocation- Project 23-06-C1	TI	4.1	Utilities
9/19/2023	4M	Construction Manager Agreement for Creekmore Park Pool Bathhouse	FLU	1.4	Parks and Recreation
9/19/2023	4M	Construction Manager Agreement for Creekmore Park Pool Bathhouse	NCR	4.1	Parks and Recreation
9/19/2023	4M	Construction Manager Agreement for Creekmore Park Pool Bathhouse	PFS	3.2.3	Parks and Recreation
9/19/2023	4M	Construction Manager Agreement for Creekmore Park Pool Bathhouse	PFS	5	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	PFS	5.2	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	PFS	3.2.3	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	PFS	2.3	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	NCR	1.5	Parks and Recreation

10/17/2023	6B	Five-year CIP for Parks and Recreation Department	FLU	1.4	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	FLU	3.4.2	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	ED	6.1	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	HN	1.6	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	NCR	1.4	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	CCD	1.1	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	TI	1	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	PFS	5	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	FLU	1.5	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	FLU	2.1	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	FLU	2.2	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	TI	5.2.1	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	PFS	5.2	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	PFS	4.3	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	HN	1.2	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	PFS	4.3.1	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	TI	3	Parks and Recreation

10/17/2023	6B	Five-year CIP for Parks and Recreation Department	CCD	2.3	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	NCR	1.3	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	NCR	2	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	NCR	1.1	Parks and Recreation
10/17/2023	6B	Five-year CIP for Parks and Recreation Department	PFS	3.2.2	Parks and Recreation
10/24/2023	6A	Creekmore Park basketball court	FLU	1.4	Parks and Recreation
10/24/2023	6A	Creekmore Park basketball court	NCR	4.1	Parks and Recreation
10/24/2023	6A	Creekmore Park basketball court	PFS	3.2.3	Parks and Recreation
10/24/2023	6A	Creekmore Park basketball court	PFS	5	Parks and Recreation
10/24/2023	6B	Creekmore Park patio and sidewalk improvements	FLU	1.4	Parks and Recreation
10/24/2023	6B	Creekmore Park patio and sidewalk improvements	NCR	4.1	Parks and Recreation
10/24/2023	6B	Creekmore Park patio and sidewalk improvements	PFS	3.2.3	Parks and Recreation
10/24/2023	6B	Creekmore Park patio and sidewalk improvements	PFS	5	Parks and Recreation
10/24/2023	7A	2023 Operating Budget and authorizing the appropriation of funds from the unobligated General Fund balance	PFS	4	Finance
10/24/2023	7B	Modernization of the downtown parking garage elevator	TI	4.1	Utilities
10/24/2023	9B	2020 Neighborhood Drainage Improvements, Phase C, Project No. 20-06-C	FLU	1.4	Engineering
10/24/2023	9B	2020 Neighborhood Drainage Improvements, Phase C, Project No. 20-06-C	TI	4.1	Engineering
10/24/2023	9B	2020 Neighborhood Drainage Improvements, Phase C, Project No. 20-06-C	TI	4.2	Engineering
10/24/2023	9D	Lee Creek Transmission Line and Interstate 40 Utility Relocation	TI	4.1	Utilities

10/24/2023	9E	Tilles Park Improvements	FLU	1.4	Parks and Recreation
10/24/2023	9E	Tilles Park Improvements	NCR	4.1	Parks and Recreation
10/24/2023	9E	Tilles Park Improvements	PFS	3.2.3	Parks and Recreation
10/24/2023	9E	Tilles Park Improvements	PFS	5	Parks and Recreation
10/24/2023	9F	Purchase and Installation of Creekmore Park Play Amenities	PFS	3.2.3	Parks and Recreation
10/24/2023	9F	Purchase and Installation of Creekmore Park Play Amenities	PFS	5	Parks and Recreation
10/24/2023	9F	Purchase and Installation of Creekmore Park Play Amenities	NCR	4.1	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	5.2	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	3.2.3	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	2.3	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	NCR	1.5	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	FLU	1.4	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	FLU	3.4.2	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	ED	6.1	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	HN	1.6	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	NCR	1.4	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	CCD	1.1	Parks and Recreation

11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	TI	1	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	5	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	FLU	1.5	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	FLU	2.1	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	FLU	2.2	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	TI	5.2.1	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	5.2	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	4.3	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	HN	1.2	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	4.3.1	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	HN	1.6	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	TI	3	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	5	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	3.2.3	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	CCD	2	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	NCR	1.3	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	NCR	1.2	Parks and Recreation

11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	NCR	2	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	NCR	1.1	Parks and Recreation
11/7/2023	5C	1/8% Sales and Use Tax Program for Parks and Recreation Capital Improvements	PFS	3.2.2	Parks and Recreation
11/7/2023	6A	Spradling Avenue Extension, Phase 2, Project No. 23-00-A	FLU	1.4	Engineering
11/7/2023	6A	Spradling Avenue Extension, Phase 2, Project No. 23-00-A	TI	4.1	Engineering
11/7/2023	6A	Spradling Avenue Extension, Phase 2, Project No. 23-00-A	TI	4.2	Engineering
11/7/2023	6B	Lee Creek Transmission Line and Interstate 40 Utility Relocation Reconciliation Change Order	TI	4.1	Utilities
11/7/2023	6C	Amending Resolution R-192-23 for final payment to Crawford Construction Company, Inc.	TI	4.1	Utilities
11/7/2023	6D	Lake Fort Smith Transmission Line-Phase 5 Amendment Two	TI	4.1	Utilities
11/7/2023	6E	Lake Fort Smith Water Transmission Line-Phase 3	TI	4.1	Utilities
11/7/2023	6F	Construction Observation Services for Tilles Park Improvements	FLU	1.4	Parks and Recreation
11/7/2023	6F	Construction Observation Services for Tilles Park Improvements	NCR	4.1	Parks and Recreation
11/7/2023	6F	Construction Observation Services for Tilles Park Improvements	PFS	3.2.3	Parks and Recreation
11/7/2023	6F	Construction Observation Services for Tilles Park Improvements	PFS	5	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	PFS	5.2	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	PFS	3.2.3	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	PFS	2.3	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	NCR	1.5	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	FLU	1.4	Parks and Recreation

11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	FLU	3.4.2	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	ED	6.1	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	HN	1.6	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	NCR	1.4	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	CCD	1.1	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	TI	1	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	PFS	5	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	FLU	1.5	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	FLU	2.1	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	FLU	2.2	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	TI	5.2.1	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	PFS	5.2	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	PFS	4.3	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	HN	1.2	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	PFS	4.3.1	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	TI	3	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	CCD	2	Parks and Recreation

11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	FLU	1.2	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	NCR	1.3	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	NCR	1.2	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	NCR	2	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	NCR	1.1	Parks and Recreation
11/14/2023	2	Parks and Recreation Five-Year Capital Improvement Plan	PFS	3.2.2	Parks and Recreation
11/14/2023	3A	General Billing Express Services with Paylt, LLC	TI	4.1	Utilities
11/14/2023	3B	Lake Fort Smith Water Transmission Line-Phase 3-Tract 27.01 Counteroffer	TI	4.1	Utilities
11/14/2023	3C	Change Order No. 2 for Carol Ann Cross Park Improvements	TI	4.1	Utilities
11/14/2023	3D	Final Pay for Carol Ann Cross Park Improvements	TI	4.1	Utilities
11/14/2023	2A	Information Technology 5 Year Capital Improvement Plan	ED	1	IT
11/14/2023	2D, 2E	Ten-year CIP for Water Systems Maintenance and Improvements	TI	4.1	Utilities
12/5/2023	1	A request to abandon a portion of Leigh Avenue Right of Way	TI	4.2	Planning
12/5/2023	4	2023-2024 goals from the September 29, 2023 Strategic Workshop	PFS	1	Administration
12/5/2023	6	Legal Services Agreement for 2024-Aqualaw	TI	4.1	Utilities
12/5/2023	7	SSA Remedial Measures Sub-Basins MC07, P004, S006, Z001 and Capacity Improvements Sub-Basin SK01	TI	4.1	Utilities
12/5/2023	8C	2023 Street Overlays/Reconstruction, Phase F Project No. 23-03-F	FLU	1.4	Engineering
12/5/2023	8C	2023 Street Overlays/Reconstruction, Phase F Project No. 23-03-F	TI	4.1	Engineering
12/5/2023	8C	2023 Street Overlays/Reconstruction, Phase F Project No. 23-03-F	TI	4.2	Engineering
12/5/2023	8D	2022 Street Overlays/Reconstruction, Phase F Project No. 22-03-F	FLU	1.4	Engineering
12/5/2023	8D	2022 Street Overlays/Reconstruction, Phase F Project No. 22-03-F	TI	4.1	Engineering
12/5/2023	8D	2022 Street Overlays/Reconstruction, Phase F Project No. 22-03-F	TI	4.2	Engineering
12/5/2023	8E	Flooded Residence Buyout Program, Project No. 22-90-A	FLU	1.4	Engineering
12/5/2023	8E	Flooded Residence Buyout Program, Project No. 22-90-A	TI	4.1	Engineering
12/5/2023	8E	Flooded Residence Buyout Program, Project No. 22-90-A	TI	4.2	Engineering
12/5/2023	8E	Flooded Residence Buyout Program, Project No. 22-90-A	NCR	2.6	Engineering

12/5/2023	8F	Stormdrain Rehabilitation – Carnall Outfall Line Project No. 20-06-E	FLU	1.4	Engineering
12/5/2023	8F	Stormdrain Rehabilitation – Carnall Outfall Line Project No. 20-06-E	TI	4.1	Engineering
12/5/2023	8F	Stormdrain Rehabilitation – Carnall Outfall Line Project No. 20-06-E	TI	4.2	Engineering
12/5/2023	8F	Stormdrain Rehabilitation – Carnall Outfall Line Project No. 20-06-E	NCR	2.6	Engineering
12/5/2023	8G	Leigh Avenue Realignment Project No. 22-00-A	FLU	1.4	Engineering
12/5/2023	8G	Leigh Avenue Realignment Project No. 22-00-A	TI	4.1	Engineering
12/5/2023	8G	Leigh Avenue Realignment Project No. 22-00-A	TI	4.2	Engineering
12/5/2023	8J	2022 Traffic Signal Improvements, Phase B, Project No. 22-09-B	TI	1.3	Streets & Traffic Control
12/5/2023	8L	Lake Fort Smith Water Transmission Line Phase 3-Acquisition of Property and Easements	TI	4.1	Utilities
12/5/2023	8M	I-540/Highway 255 Utility Relocation, Project 23-10-ED1	TI	4.1	Utilities
12/19/2023	4	Levy of one-half percent sales and use tax for water, and call for special election in support of same	TI	4.1	Utilities
12/19/2023	10	SSA Remedial Measures Sub-Basins MC07, P004, S006, Z001 and Capacity Improvements Sub-Basin SK01	TI	4.1	Utilities
12/19/2023	11	SSA Remedial Measures Sub-Basins MC07, P004, S006, Z001 and Capacity Improvements Sub-Basin SK01	TI	4.1	Utilities
12/19/2023	12A	Information Technology Five Year Capital Improvement Plan	ED	1	IT
12/19/2023	12C	Police Department 5-Year Personnel and Capital Improvement Plan	4D	1	Police
12/19/2023	12D	10 Year Water Capital Improvement Plan (2024-2033)	TI	4.1	Utilities
12/19/2023	12E	10 Year Non-Consent Decree Wastewater Capital Improvement Plan (2024- 2033)	TI	4.1	Utilities
12/19/2023	12F	12 Year Consent Decree Capital Improvement Plan (2024-2035)	TI	4.1	Utilities
12/19/2023	13B	River Bank Stabilization, Project No. 20-06-A Acquisition of Tracts 1 & 2, Kansas City Southern Railway Company	FLU	1.4	Engineering
12/19/2023	13B	River Bank Stabilization, Project No. 20-06-A Acquisition of Tracts 1 & 2, Kansas City Southern Railway Company	TI	4.1	Engineering
12/19/2023	13B	River Bank Stabilization, Project No. 20-06-A Acquisition of Tracts 1 & 2, Kansas City Southern Railway Company	TI	4.2	Engineering
12/19/2023	13B	River Bank Stabilization, Project No. 20-06-A Acquisition of Tracts 1 & 2, Kansas City Southern Railway Company	NCR	2.6	Engineering
12/19/2023	13C, 13D	May Branch Outfall Culvert Remediation, Project No. 21-06-E	FLU	1.4	Engineering
12/19/2023	13C, 13D	May Branch Outfall Culvert Remediation, Project No. 21-06-E	TI	4.1	Engineering

12/19/2023	13C, 13D	May Branch Outfall Culvert Remediation, Project No. 21-06-E	TI	4.2	Engineering
12/19/2023	13C, 13D	May Branch Outfall Culvert Remediation, Project No. 21-06-E	NCR	2.6	Engineering
12/19/2023	13F	Engineering Design Services for Creekmore Park Pool Bathhouse	FLU	1.4	Parks and Recreation
12/19/2023	13F	Engineering Design Services for Creekmore Park Pool Bathhouse	PFS	3.2.3	Parks and Recreation
12/19/2023	13G	I-49 and Highway 22 Utility Realignment	TI	4.1	Utilities
12/19/2023	13H	Riverfront Drive Utilities Extension Project 20-21-C1 Change Order No.2	TI	4.1	Utilities
12/19/2023	13I	Riverfront Drive Utilities Extension Project 20-21-C1 Final Pay	TI	4.1	Utilities
12/19/2023	13K	Lake Fort Smith Transmission Line-Phase 3 Property Owner Counteroffers Tract 0.20, 0.21, 0.24, 0.25, 0.39	TI	4.1	Utilities
12/19/2023	13L	Lake Fort Smith Water Transmission Line-Phase 3-Property Offer Linda Bradley	TI	4.1	Utilities
12/19/2023	13M	Lake Fort Smith Water Transmission Line-Phase 3	TI	4.1	Utilities

Exhibit D

Element	Goal	Policy	Action	Metric	Responsible
Future Land Use					
FLU-1	Achieve a successful and market-driven balance of future land uses consistent with the Preferred Future				
FLU-1.1	Promote commercial development and future economic growth in centers and corridors designated in the Preferred Future in close proximity to existing infrastructure, schools, parks, and jobs				
FLU-1.1.1			Attract anchors in all Preferred Future centers to encourage complementary development, particularly for the Downtown Riverfront	Number of new businesses opening in Preferred Future centers.	CBID; Chamber; Board of Realtors, ACHE, ANGB
FLU-1.1.2			Update and implement the UDO (Unified Development Ordinance) and Master Land Use Map based on the Preferred Future	Updated UDO and Master Land Use Map	Planning & Zoning
FLU-1.1.3			Review and adjust zoning classifications for consistency with the Preferred Future	Zoning changes made, or finding of consistency reached	Planning & Zoning
FLU-1.1.4			Maintain an inventory of existing businesses and continue to develop ways to attract a wider variety of businesses currently not available to the community.	Increase in business diversity	Chamber; Administration; Board of Realtors
FLU-1.1.5			Create incentive programs, such as a Small Businesses Development Program, to attract small businesses to vacant storefronts.	Decrease in number of vacant storefronts	Chamber; UAFS, CBID
FLU-1.2	Ensure that sufficient, well designed and convenient on street and off street parking is provided to serve land uses				
FLU-1.2.1			Review assessment of existing parking supply & demand and implement parking management plan for on & off street parking near major activity centers.	Implementation and timeline of goals for parking management plan.	Planning and Zoning; Engineering; Police; Parking Authority; Operations; CBID; Administration
FLU-1.3	Coordinate and plan future development with neighboring jurisdictions and the City of Fort Smith				
FLU-1.3.1			Exercise the City's extra-territorial jurisdiction over land in Sebastian County		Planning & Zoning; Engineering; Utility Dept
FLU-1.3.2			Ensure that the subdivision of land within the allowable Planning Area will comply with City subdivision and infrastructure requirements, as amended, to address rural and estate development	Subdivision compliance met	Planning & Zoning; Engineering; Utility Dept; Fire Dept; Police
FLU-1.4	Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision				
FLU-1.4.1			Conduct an assessment of service boundaries and ensure regulations to guide the expansion of services	Needs assessment and regulations created	Planning & Zoning; Utility Dept; Fire Dept; Engineering; Police Dept; Operations, Community Mobility
FLU-1.4.2			Encourage development near community facilities and services (e.g., schools, recreation centers, health facilities) to fully utilize existing services and limit duplication	Percent of new development within 1/4 mile of existing community facilities	Planning & Zoning; Utility Dept; Engineering, Chamber, Homebuilders Association, Community Mobility
FLU-1.5	Provide opportunities for mixed-use development to occur Downtown and identified emerging centers to provide access to a variety of uses; promote walkable, pedestrian friendly development; and encourage physical activity				
FLU-1.5.1			Locate mixed-use and commercial development near employment centers and higher density residential centers to provide options for convenience retail and restaurants close to where people live and work	Percent of new development in targeted growth areas	Planning & Zoning; CBID; Chamber; Administration
FLU-1.6	Create opportunities for the mixing of land uses to occur within single buildings and within emerging centers identified in the Preferred Future				
FLU-1.6.1			Develop corridor and area plans that address access management, land use, design, internal parking, and circulation.	Number of plans completed (3 Corridor Typologies Identified in CSS Element)	Planning & Zoning; Engineering; AHTD, Community Mobility
FLU-2	Activate Fort Smith's scenic riverfront				
FLU-2.1	Encourage a mix of housing, retail, and entertainment attractions along the City's waterfront that support day and nighttime activity and a vibrant urban lifestyle				
FLU-2.1.1			Improve access in an effort to incentivize development in areas along the riverfront.	Increase in number of access points and type of access (bike, ped, transit)	Residents, Planning & Zoning; Chamber of Commerce; CBID; Engineering, Community Mobility
FLU-2.1.2			Incorporate a variety of venues that accommodate the interests of diverse demographic groups to develop an appropriate balance of day and nighttime businesses and activities.	Number of venue types	Chamber of Commerce; CBID; Parks Dept, Main Street FS
FLU-2.1.3			Leverage special events to reinvigorate the riverfront district.	Number of special events held in the riverfront district, and the number of residents in attendance	Residents, Chamber of Commerce; CBID; Parks Department; A&P Commission, Main Street FS, Fort Kids, Marshal's Museum
FLU-2.1.4			Collaborate with the Fort Smith Convention and Visitors Bureau, tourism agencies and event organizers to promote the Downtown Riverfront district amenities in a coordinated branding and marketing campaign.	Completion of a coordinated branding and marketing campaign	CBID; Chamber of Commerce; Tourism; Convention Center; A&P Commission, Main Street FS
FLU-2.1.5			Integrate unified design and construction standards that complement Downtown and city design elements, yet provide a symbolic language distinct to the riverfront.	Completion of unified standards	Planning & Zoning; CBID, Community Mobility
FLU-2.2	Comprehensively plan access and development along Riverfront Drive to reflect passive and active recreation, pedestrian, bicycle, and tourist activities.				
FLU-2.2.1			Provide recreation activities and access to the Arkansas River while preserving and protecting the natural environment, watershed, and critical wildlife habitats.	Completion of a comprehensive access management plan for Riverfront Drive	CBID; Engineering; Parks, Community Mobility

Element	Goal	Policy	Action	Metric	Responsible
			FLU-2.2.2 Locate future cultural activities, entertainment options, service-oriented businesses, and public, private, or institutional programs in downtown or on the Riverfront.	Number of new cultural and institutional programs Downtown and in the Riverfront area.	CBID; Chamber of Commerce; Tourism; Convention Center; Parks; A&P Commission, Main Street FS, Fort Kids, Marshal's Museum
FLU-3	Revitalize downtown into a multipurpose activity center		FLU-3.1 Increase the number and type of residential opportunities in and around downtown.		
			FLU-3.1.1 Support rehabilitation and adaptive reuse of buildings for housing and promote infill development of vacant land downtown.	Number of rehabilitated and buildings adaptively reused	Local Property Owners, Planning & Zoning; Historic District Commission; CBID;-Board of Realtors, Main Street FS
			FLU-3.2 Improve the accessibility of Downtown.		
			FLU-3.2.1 Increase public transit access and frequency between Downtown and key destinations and throughout the city.	Decrease in headways	Transit, Community Mobility
			FLU-3.2.2 Implement an efficient parking plan that accommodates visitors while not detracting from the character of downtown.	Completion of a parking plan	CBID; Engineering; Police; Planning and Zoning; Operations, Community Mobility
			FLU-3.2.3 Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).	Implementation of the Trails and Greenways Masterplan in the Downtown and implementation of the Gateway Plan.	CBID; Engineering; Parks; Police; Operations, Community Mobility
			FLU-3.2.4 Reduce the impact of "dead zones" caused by vacant properties by installing pedestrian-level lighting, filling empty storefronts, improving empty facades and strategically positioning kiosks and vendors to guide pedestrian flow, increasing "eyes on the street."	Number of dead zones eliminated Downtown	Local Business Owners; Planning & Zoning; Engineering; A&P Commission; CBID; Parks; Franchise Utilities, Main Street FS
			FLU-3.3 Concentrate available resources to retain existing jobs and encourage job creation and population growth in the downtown and riverfront.		
			FLU-3.3.1 Developing strategies that support existing businesses, and direct economic development actions to Downtown.	Percent of Chamber of Commerce economic development actions focused on the Downtown	Chamber of Commerce; CBID, Community Mobility
			FLU-3.3.2 Encourage existing downtown businesses to improve the look of their buildings to be more in line with current code requirements and embrace a more "original" look.	Number of existing buildings that have improved their storefronts	Planning & Zoning, Local Business Owners, CBID
			FLU-3.4 Develop and promote niche markets that distinguish the downtown from other retail and entertainment options, and reinforces downtown's position as a destination.		
			FLU-3.4.1 Promote the Farmer's Market and encourage more participation by providing shade.	Number of visitors to the Farmer's Market	Residents, Local Business Owners, Chamber of Commerce; CBID; A&P Commission; Parks Dept
			FLU-3.4.2 Build Maybranch bike trail for connectivity.	The completion of the Maybranch bike trail	Parks & Recreation; Engineering, Community Mobility
Economic Development					
ED-1	Broaden employment sectors that will drive the City's economy		ED-1.1 Encourage and support start up companies and small businesses.		
			ED-1.1.1 Continue to simplify regulatory requirements and find ways to develop financial incentives for small businesses.	Number of new small businesses	Local Business Owners, Local Entrepreneurs, Chamber of Commerce; Administration; Planning and Zoning; Building Safety
			ED-1.1.2 Identify and develop collaborations to fill gaps in the capital market that fund business start-up, retention and expansion.	Creation of lending pools for new business investment.	Local Business Owners; Capital Market Representatives; Chamber of Commerce
			ED-1.1.3 Expand and promote the small business development services that would connect businesses to SBA programs, like the Microloan Program, facilitate a mentoring program for young entrepreneurs, and provide other business counseling services.	Number of businesses connected to SBA grants and programs	Local Business Owners, Chamber of Commerce; Administration; UAFS; ATU, Arkansas Small Business and Technology Development Center
			ED-1.1.4 Support development of a "small business web portal" to streamline the City's permitting and licensing processes.	The completion of the web portal	Information & Technology; Finance; Planning and Zoning
			ED-1.1.5 Promote green building practices to help small businesses save on energy and operating costs.	Number of small businesses participating in energy conservation	Local Business Owners, Chamber of Commerce; UAFS Sustainable Conservation House; Building Safety; Franchise Utilities
			ED-1.1.6 Establish data and feedback from existing business to determine ways to support and maintain success.	Feedback and polling of current business Owner needs and expectations	Local Business Owners, Chamber of Commerce, Local Entrepreneurs, Main Street FS
			ED-1.2 Support programs and efforts that increase opportunities for growth in medical and higher education sectors.		
			ED-1.2.1 Identify strategies to retain talent in the medical profession with a focus on underserved areas.	Increase in the number of people employed in the medical sector	College Students, Residents, Medical Industry Partners, Chamber of Commerce; ARCOM
			ED-1.3 Support business expansion and new business development in sectors identified as experiencing leakage.		
			ED-1.3.1 Expand shop local campaign and shop local campaign online.	Number of businesses participating in the shop local campaign	Local Business Owners; Residents; Chamber of Commerce; Information & Technology; Administration
			ED-1.4 Capitalize on Fort Smith's strategic position at the crossroads of multiple modes of transportation to increase the city's employment base and regional economic impact.		

Element	Goal	Policy	Action	Metric	Responsible	
			ED-1.4.1	Attract employers to Fort Smith by advertising the city's proximity to key transportation infrastructure (rail, MCKARNS water way, I-49).	Number of new employers attracted to Fort Smith	Chamber of Commerce; Fort Chaffee Redevelopment Authority; RITA; WAPDD; Port Authority
			ED-1.4.2	Partner with trade schools and colleges to prepare the city's workforce for transportation and logistics related jobs.	Number of local graduates from the transportation and logistics sector	Chamber of Commerce; UAFS; ATU; School District
			ED1.4.3	Increase airline options, destinations, and number of flights in and out of Fort Smith	number of carriers and destinations offered	Fort Smith Airport, Chamber of Commerce, Economical development commission
ED-2	Develop a world class workforce by making accessible opportunities for life-long learning		ED-2.1	Promote trade schools as an option for job skills training.		
			ED-2.1.1	Partner with local high schools to promote job skills training programs.	Number of participants in job skills training programs	School District; Chamber of Commerce; UAFS; WATTC
			ED-2.1.2	Work with city employers to set up mentoring/apprenticeship programs for high school students and colleges.	Number of students participating in mentorship programs	School District; Chamber of Commerce; Local Business Owners; High School Students; UAFS
			ED-2.1.3	Expand and promote the linking of local high school curricula with technical and industrial training programs at UAFS.	Curricula link complete	UAFS; School District; High School Students; College Students
			ED-2.1.4	Work with universities, schools, and local businesses to nurture the pipeline between the education and job sectors.	Number of programs/job placement established between local k-12, higher education, and local workforce	ACHE, UAFS, FSPS, Private Schools, Charter Schools, CSA
			ED-2.2	Focus on increasing student performance.		
			ED-2.2.1	Support programs in existing public and private schools to increase student performance and consider all opportunities to improve educational outcomes for all students.	Improved student performance	Students; School District; Residents; Administration
			ED-2.2.2	Capitalize on the existing dual enrollment program for high school students to prepare students for college and/or careers.	Number of students participating in dual enrollment programs	Students; School District; Local Business Owners; UAFS; Chamber of Commerce
			ED-2.3	Help prepare children to perform at higher levels by ensuring access to high-quality early childhood education.		
			ED-2.3.1	Link local businesses, employers, and institutions to provide early childhood education, child care, and after school programs.	Number of children enrolled in early childhood education	Western Arkansas Technical Center (UAFS Early Childhood Education Program); Local Business Owners; Residents; Early Education Providers
			ED-2.4	Nurture the next generation of leaders.		
			ED-2.4.1	Continue to support and grow the Junior Leadership Academy.	Number of youth participating in a leadership program	Youth; Residents; Local Business Leaders; Administration; Chamber of Commerce; Local Teachers; School District
			ED-2.4.2	Encourage local businesses to create a fund to expand teacher training for STEM.	Amount STEM training funds provided to teachers	Local Business Owners; Chamber of Commerce; Residents; School District; Local Teachers
			ED-2.5	Focus on retention of students in the area.		
			ED-2.5.1	Focus on building stronger ties between UAFS and local employers to help graduates, particularly non-natives, learn about local job opportunities (including internships) and form networks in the city and region.	Number of UAFS graduates who stay to work in Fort Smith	UAFS; College Students; Local Business Owners; Residents; Chamber
			ED-2.5.2	Research the potential of workforce or business tax credits, which are designed to attract and retain recent college graduates (from any degree or from specific ones).	Completion of a Workforce and Business Tax Credit Analysis	Administration; UAFS; Chamber of Commerce; Local Business Owners
ED-3	Grow the employment base and retain existing employment anchors		ED-3.1	Retain Fort Smith's traditional manufacturing base, while encouraging growth in technology and knowledge based areas.		
			ED-3.1.1	Work with regional agencies to boost higher paying jobs and increase number of jobs.	Number of new high wage jobs	Chamber of Commerce; Administration; Local Business Owners
			ED-3.1.2	Partner with job skills training programs to ensure that the city's workforce is trained.	Number of trained residents in the workforce	Chamber of Commerce; Administration; Local Business Owners; Job Skills Training Providers
			ED-3.1.3	Attract new employers through incentives (tax abatements and public infrastructure, etc).	Number of new employers attracted to Fort Smith	Chamber of Commerce; Administration; State of Arkansas Economic Development Commission
			ED-3.1.4	Consider implementing a city-wide fiber optic network.	Completion of a feasibility study	Administration; Chamber of Commerce; Local Residents; Information & Technology; Utility Companies
			ED-3.1.5	Promote the development of technology centers for youth to build technology knowledge/skills (particularly in underserved neighborhoods).	Opening of technology centers in underserved neighborhoods	Local Business Owners; UAFS; School District
			ED-3.1.6	Create an "Innovation District," by forging partnerships, identifying potential locations such as underutilized industrial land, considering necessary infrastructure improvements (particularly transit access and wire-readiness), and reviewing potential regulatory amendments to facilitate.	Creation of an Innovation District	Administration; Planning and Zoning Dep; Chamber of Commerce; Local Residents; Transit; UAFS; Engineering; Utility Dept
			ED-3.1.7	Improve city-wide fiber optic network	Completion of network coverage	Engineering, Planning, Administration, Chamber of Commerce
ED-4	Develop a partnership to coordinate City economic development policies with the Fort Smith Regional Chamber of Commerce					

Element	Goal	Policy	Action	Metric	Responsible
	ED-4.1		Ensure that planning processes reflect how businesses plan for future expansion/growth Establish a framework to keep the business community fully engaged in the city's ongoing planning and budgeting efforts, maintain an open and consistent dialogue to equip businesses with the information they need to plan for future growth and expansion.	Number of representatives of local businesses participating in the City's planning and budgeting	Administration; Chamber of Commerce; Local Business Owners; Finance; All depts;
	ED-4.2		Support all economic efforts operating under a well-coordinated organizational structure led by the Chamber of Commerce. Establish economic development incentive policies that measure the performance of City investments with a cost/benefit analysis of the long-term economic and quality-of-life benefits to the region.	Creation of a cost/benefit analysis	Administration; Chamber of Commerce; Local Business Owners; Finance; Internal Auditor
	ED-4.2.1		Support Chamber and AEDC in their efforts to increase jobs in the area.	Number of new jobs created in Fort Smith	Chamber of Commerce; Arkansas Economic Development Commission; Administration; Local Business Owners
	ED-4.2.2		Continue efforts for bringing new business to Fort Smith through active recruitment and incentives.	Number of new businesses in Fort Smith	Chamber of Commerce; Arkansas Economic Development Commission; Administration; Local Business Owners
ED-5			Diversify the local economic base and strengthen and stabilize the tax base to maintain viability during fluctuating economic cycles ED-5.1 Identify industries which are growing in the region (and nationally) for which Fort Smith might provide a good fit. ED-5.1.1 Conduct target industry analyses to determine existing and future industry concentrations and potential market segments for future retention and recruitment efforts.	Completion of a target industry analysis	Chamber of Commerce; Administration; Local Business Owners
	ED-5.2		Encourage a full-service array of retail and service opportunities, thus limiting the necessity by residents and employees to leave the community to purchase goods and services (i.e. leakage). ED-5.2.1 Work with the Chamber of Commerce to tailor retail economic development efforts to attract retailers who can complement, rather than compete with, Fort Smith's existing retail base. ED-5.2.2 Establish comparative metrics by review of taxes and money revenues to ensure that the burden/support of local businesses residence are in line with or more advantageous than comparable/regional cities.	Number of new retailers providing new goods or services Completion of comparative analysis report	Chamber of Commerce; Administration; Local Business Owners Administration, Finance, Utility, Chamber of Commerce, Local Business Owners, CBID
ED-6			Create a quality working environment that fosters an attractive sense of place ED-6.1 Ensure that economic development objectives are included in the evaluation of all future City infrastructure projects, including parks and recreation facilities. ED-6.1.1 Invest in beautification of major transportation corridors; the provision of trails, open lands, and public gathering spaces; innovative architectural and site design; and alternative transportation choices to all business areas.	Percent increase in funding for beautification in the targeted growth areas	Administration; Planning and Zoning Dept; Parks & Recreation; Engineering; Transit; Sanitation; Keep Fort Smith Beautiful, ACHE, ANGB, Main Street FS
	ED-6.2		Promote higher density mixed-use development in order to create vibrant live-work-play activity centers in key commercial corridors. ED-6.2.1 Identify strategic locations (vacant land, publicly owned, etc) for mixed-use development along key corridors.	Number of vacant sites identified for mixed-use development along key corridors	Planning and Zoning Dept; Administration; Chamber of Commerce, ACHE, ANGB, Main Street FS
	ED-6.3		Educate the public on ordinances and create effective strategies to eliminate blight. ED-6.3.1 Establish community outreach of effective clean-up or programs offered to citizens	Number programs utilized and promoted	Planning and Zoning Dept, Administration, Engineering, Sanitation, Streets, Building Services
	ED-6.3.2		Leverage community organizations and business to promote and volunteer for city-wide clean-up	Number of programs created and completed	Planning and Zoning Dept, Administration, Engineering, Sanitation, Streets, Building Services, Chamber of Commerce, Local Business Owners
	ED-6.3.3		Create a prioritized list and strategy for city clean-up and improvements to blighted areas and properties.	Creation of list and strategy	Planning and Zoning Dept, Administration,
ED-7			Ensure that a broad range of housing alternatives are available for employers and employees ED-7.1 Encourage the development of housing product types which help to diversify Fort Smith's existing housing stock. ED7.1.1 Develop long term plan and goals for Central Mall property and visual improvement	Increase in the overall diversity of housing available in Fort Smith Coordinate preferred outcomes and develop possible courses of action	Planning & Zoning; Administration; Homebuilder Association; Board of Realtors Administration, Planning & Zoning, Building Services, Community Development, Chamber of Commerce
ED-8			Aggressively encourage new development and redevelopment in targeted growth centers and make strategic public investments to leverage private investment and reinvestment in residential, commercial and mixed-use developments ED-8.1 Focus economic development efforts at strategic locations within the City's identified growth centers.	Number of economic development initiatives that focus on targeted growth areas	Chamber of Commerce; Administration; Local Business Owners, FCRA, Main Street FS, ACHE, ANGB

Element	Goal	Policy	Action	Metric	Responsible
			ED-8.1.1 Coordinate and determine long term growth goals and needs for Ebbing Air National Guard Base	Create analysis and feedback to determine needs in housing, commercial, transportation, and amenities for areas adjacent to and affected by the Air National Guard Base	All departments
			ED-8.1.2 Continue work towards locating and building additional indoor/outdoor sports facilities	Prioritization/needs analysis completed and future preferred sites identified.	All departments
			ED-8.2 Prepare detailed marketing materials which describe and quantify opportunities for new development/redevelopment within these areas.	Completion and distribution of marketing materials	Chamber of Commerce; Administration; Local Property Owners, FCRA, 64.6
			ED-8.3 Identify sources of financial gaps for financing new projects and renovations (both debt and equity) and then fill those gaps with a variety of financial incentives.	Completion of gap analysis	Chamber of Commerce; Administration; Local Property Owners
			ED-8.3.1 Consider the use of a wide variety of financial incentives to encourage private investment and help to offset the economic "gaps" for new projects.		
Housing & Neighborhoods					
HN-1	Preserve, protect, and revitalize Fort Smith's neighborhoods				
	HN-1.1	Improve and encourage maintenance of structures, prevent vagrancy, structural damage, theft, and fire hazards.			
		HN-1.1.1	Provide education and programs for structural maintenance, particularly in identified growth centers.	Decreases in maintenance-related code violations in targeted growth centers	Neighborhood Services, Volunteers, CDBG
			HN-1.1.2 Establish community outreach of effective clean-up or programs offered to citizens	Number programs utilized and promoted	All departments; Housing Authority; Homebuilders Association; Board of Realtors
			HN-1.1.3 Leverage community organizations and business to promote and volunteer for city-wide clean-up	Number of programs created and completed	All departments; Housing Authority; Homebuilders Association; Board of Realtors
			HN-1.1.4 Create a prioritized list and strategy for city clean-up and improvements to blighted areas and properties.	Creation of list and strategy	All departments; Housing Authority; Homebuilders Association; Board of Realtors
	HN-1.2	Limit high costs associated with building new infrastructure.			
		HN-1.2.1	Use a cost/benefit analysis to guide City decisions when seeking infrastructure approvals.	Number of development approvals that include a cost benefit analysis related to infrastructure	All departments
		HN-1.2.2	Encourage redevelopment and infill development in identified growth centers.	Percent new building permits in identified growth centers	Planning & Zoning; CBID; Engineering; Utility Dept; Chamber of Commerce; Board of Realtors; Homebuilders Association
	HN-1.3	Promote private investment in identified growth centers and encourage adaptive reuse of historic buildings.			
		HN-1.3.1	Seek out investors for the North side of the City (Midland/Towson) to reduce blight and increase market potential.	Number of new investors in targeted growth centers	Chamber of Commerce; Administration; Local Business Owners; Board of Realtors; Homebuilders Association
		HN-1.3.2	Support the renovation and revitalization of existing housing and promote infill development of vacant land within the corporate limits.	Decrease in the amount of vacant and abandoned property in the targeted growth areas	All departments; Housing Authority; Homebuilders Association; Board of Realtors
		HN-1.3.3	Encourage revitalization of the Belle Grove Historic District and downtown historic buildings.		Belle Grove Historic District; Administration; Planning & Zoning; CBID
		HN-1.3.4	Promote existing tax credits for restorations in historic areas.	Number of restorations in historic areas	Planning & Zoning; Administration; Historic District Commission; CBID; Board of Realtors
	HN-1.4	Prevent long-term vacancy by ensuring continuous use of buildings and quick transitions between uses.			
		HN-1.4.1	Promote redevelopment of underutilized and/or abandoned land and facilities through public/private underwriting.	Decrease in the number of vacant/abandoned lots in the targeted growth area	Planning & Zoning; Board of Realtors; Chamber of Commerce
	HN-1.5	Improve public participation in the revitalization process of Fort Smith neighborhoods.			
		HN-1.5.1	Encourage neighborhood associations and other organizations that will work in conjunction with schools, churches, and other organizations.	Number of residents participating in revitalization efforts	Residents; Neighborhood Associations; Planning & Zoning
	HN-1.6	Provide convenient, safe connections between neighborhoods and important destinations, such as downtown, employment centers, schools, parks, shopping areas, and neighborhood services.			
		HN-1.6.1	Where possible, require new subdivisions to develop through public streets and tie in with existing or proposed bikeways and sidewalks to promote connectivity.	Percent of through-streets in new development within the targeted growth areas	Planning & Zoning; Engineering; Parks & Recreation
			HN-1.6.2 Pursue the Alleyways project and search for funding and grant opportunities	Funding received/approved for project	Community Mobility, Administration, Planning & Zoning, Historic District Commission
	HN-1.7	Reduce non-compatible land uses by mitigating any negative impacts and revising zoning language and map designations as necessary.			

Element	Goal	Policy	Action	Metric	Responsible
			HN-1.7.1 Continue to rezone existing, predominantly, single-family residential neighborhoods where the historic zoning pattern does not reflect the predominant built pattern with a priority to focus on targeted growth areas and areas where stability and character are threatened.	Increase (percent or acreage) in the amount of land zoned consistently with the predominant land use.	Planning & Zoning
HN-2	Encourage a diverse range of housing options				
	HN-2.1	Plan for and accommodate senior housing and other special needs populations as well as housing choices for young adults and families.			
		HN-2.1.1	Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.	Number of new housing units developed in the targeted growth areas	Planning & Zoning; Homebuilders Association; Board of Realtors; Transit
	HN-2.2	Promote the development of a mix of housing types, including single family detached, single family attached, accessory apartments, and multi-family units.			
		HN-2.2.1	Review and revise regulations that create unintended impediments to new or innovative types of desirable housing.	Number of new or innovative housing types.	All departments
	HN-2.3	Preserve and increase the supply of safe, stable, and affordable supportive housing opportunities for homeless individuals and families.			
		HN-2.3.1	Continue to support the recommendations made by the Homelessness Task Force and adopted by the City Board.	Adequate options for care and housing of the homeless.	Administration; Housing Authority; Homebuilders Association; Old Fort Homeless Coalition; CDBG, related non-profit entities
		HN-2.3.2	Completion of Next Step Homeless Services Project and provide additional support as needed	Construction completed, sustainability and operations cost considered	Housing Authority, Homebuilders Association, City Administration, Building Services
HN-3	Foster regional housing strategies to benefit Fort Smith and surrounding communities				
	HN-3.1	Provide leadership in addressing housing as a regional issue.			
		HN-3.1.1	Work closely with appropriate agencies or entities involved in regional housing initiatives.	Number of partnerships on regional housing initiatives	Administration; Housing Authority; Homebuilders Association; Board of Realtors; CDBG
		HN-3.1.2	Work with communities in the region who have targeted housing programs to develop common program guidelines and program requirements to create administrative efficiency.	Creation of a set of common program guidelines	Administration; Housing Authority; Homebuilders Association; CDBG; CSCDC; Board of Realtors; Regional Communities
	HN-3.2	Utilize the City's zoning and subdivision regulations to promote the construction of a variety of housing sizes and types.			
				Number of new housing types developed in the targeted growth areas	All departments; Homebuilders Association; Board of Realtors, Main Street FS
Community Character & Design					
CCD-1	Improve the function and aesthetics of key corridors and centers in Fort Smith				
	CCD-1.1	Support beautification efforts along key corridors, at gateways, and in growth centers identified in the Preferred Future.			
		CCD-1.1.1	Ensure "Keep Fort Smith Beautiful" is moving forward and gaining momentum.	Number of landscaping projects and percent increase in tree canopy	Sanitation; Parks & Recreation
		CCD-1.1.2	Develop a plan to move, relocate, consolidate, or bury utility lines on major roads.	Utility line strategy adopted	Engineering; Administration; Franchise Utilities
		CCD-1.1.3	Develop new focal points and reinforce the character of gateways into Fort Smith by making them more attractive with new signage, new fixtures, LED lighting, landscaping, and other beautification measures.	Projects completed at focal points and key gateways in the targeted growth areas	Planning & Zoning; Engineering; Parks & Recreation; Beautify Fort Smith; Sanitation
		CCD-1.1.4	Ensure the State adequately maintains state roadways, medians, etc.	Maintenance quality improvements	Administration; AHTD;
		CCD-1.1.5	Standardize and improve sign ordinance to reduce visual clutter.	Updated sign ordinance	Planning & Zoning
		CCD-1.1.6	Encourage diversification of options and flexibility regarding property owners requirements to incorporate landscape and design improvements.	Threshold decrease impact analysis complete	Planning & Zoning; Property Owners; Residents
		CCD-1.1.7	Clearly identify priorities so that areas in need and areas with the most impact are targeted.	Yearly prioritization of targeted projects and areas of improvement	Planning & Zoning, Engineering, Parks & Recreation, Beautify Fort Smith, Sanitation, Community Mobility
	CCD-1.2	Integrate existing commercial activities within residential neighborhoods.			
		CCD-1.2.1	Enforce quality urban design, and prohibit further industrial uses in neighborhoods.	Number of new developments in the targeted growth area that meet compatibility thresholds	Planning & Zoning
CCD-2	Increase local community identity within the City				
	CCD-2.1	Support efforts within the city to increase citywide awareness of local neighborhood character, culture and history.			
		CCD-2.1.1	Work with neighborhood groups to develop brands for areas/neighborhoods of the City to increase community identity.	Number of new neighborhood identities created	Residents, Local Neighborhood Associations; Planning & Zoning
		CCD-2.1.2	Develop a "Downtown Square" concept as a park/open space where the city could hold a farmer's market, festivals, art walks, shops, and food trucks.	Development of newly developed public spaces a Downtown Square	Administration; Parks & Recreation; CBID; 64.6
		CCD-2.1.3	Pursue coordination and completion of projects identified in the CBID Downtown Strategic Plan	Number of projects completed and funding secured	All Departments, CBID, Main Street FS,
		CCD-2.1.4	Establish continued polling or metrics to get true depiction of what citizens want; through use of citizen's Top-10 list or other determined method	Amount of community feedback received towards future wants/needs of the city	All Departments, Citizens

Element	Goal	Policy	Action	Metric	Responsible
CCD-3	Project a positive image for the City of Fort Smith				
	CCD-3.1	Promote the identity of the City throughout the region, and nationally.			
		CCD-3.1.1	Improve the City's approach to public relations to promote what there is to do in Fort Smith.	Number of tourists, percent increase in event attendance, citizen feedback, Percent growth in population	Chamber of Commerce; Administration; A&P Commission; 64.6
		CCD-3.1.2	Consider creation of a publicly generated slogan to improve how citizens think of their city.	Completion of a rebranding campaign	Administration; A&P; 64.6
		CCD-3.1.2	Ensure that marketing materials and branding that are used highlight the preferred image of the city.	Review of branding and marketing materials before released to public	Administration, Main Street FS, Future Fort Smith, Chamber of Commerce
Transportation & Infrastructure					
TI-1	Improve access and connectivity through enhancements to all modes of transportation				
	TI-1.1	Promote better connections between downtown, the riverfront, historic sites, and the Belle Grove Historic District, particularly from I-40 to 540.			
		TI-1.1.1	Create an I-540 Downtown/Riverfront Loop that would offer direct access to the riverfront and downtown area from Kelley Highway and Grand Avenue.	Increased access to the riverfront from Kelley Highway and Grand Avenue	Engineering; Operations; CBID, Community Mobility
	TI-1.2	Make major destinations highly accessible by all modes of transportation.			
		TI-1.2.1	Design and adopt an all-mode circulation plan for major centers identified in the Preferred Future.	All mode circulation plans completed for all centers	CBID; Operations; Engineering; Transit; Parks & Recreation, ACHE, Community Mobility
	TI-1.3	Protect residential neighborhoods from excessive through traffic.			
		TI-1.3.1	Improve connectivity throughout the City's roadway network to increase access and eliminate high volumes of traffic in residential thoroughfares. - Identify the major destination areas in town - Evaluate how cars travel from major roads to the destination areas - Improve these access routes to minimize travel through neighborhoods.	Number of traffic calming efforts implemented in residential neighborhoods	Engineering; Operations; Fire; Police, Community Mobility
	TI-1.4	Utilize a "Complete Streets" approach to ensure that all new projects are planned and designed to meet the needs of every community member, regardless of their age, ability, or how they travel.			
		TI-1.4.1	Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.	Adoption of a Complete Streets Policy	Planning & Zoning; Parks & Recreation; Engineering; Operations; Transit, Community Mobility
		TI-1.4.2	Identify problematic roadways that create a hazardous environment for pedestrians and infill sidewalks where gaps exist in the network.	Reduction in the number of pedestrian-related accidents on roadways	Engineering; Police; Operations; Parks, Community Mobility
		TI-1.4.3	Improve physical connections between and within neighborhoods through road extensions or improvements, bicycle lanes and trails, and a connected sidewalk network.	Adoption of a Complete Streets Policy	Planning & Zoning; Parks & Recreation; Engineering; Operations; Transit, Community Mobility
		TI-1.4.4	Identify and designate key pedestrian and bicycle routes for improvements to neighborhood connectivity and walkability, including access to service areas.	Identification and designation of key routes	Parks & Recreation; Engineering; Operations, Community Mobility
		TI-1.4.5	Reduce traffic congestion & improve emergency circulation by redesigning major corridors to include safe walking, biking, transit, & driving options & incorporating elements into initial design concepts thru final design documents.	Adoption of a Complete Streets Policy	Planning & Zoning; Parks & Recreation; Engineering; Operations; Transit, Community Mobility
		TI-1.4.6	Continue infill sidewalk program to safely connect schools, residential areas, and commercial district.	Number of new sidewalks in the targeted growth areas	Engineering; Operations, Community Mobility
TI-2	Capitalize on Fort Smith's Location				
	TI-2.1	Ensure that business and industry have sufficient transportation infrastructure to support freight operations and business communications, including rail, air, highways, telecommunications, and pipelines.			
		TI-2.1.1	Continue to support completion of I-49 from Highway 22 to I-40 in collaboration with other communities and regions.	Completion of I-49	Administration; Regional Council; MPO
		TI-2.1.2	Focus efforts on increasing the river channel's depth from nine feet to twelve feet to increase the capacity of the Kerr-McClellan Arkansas River Navigation System (MCKARNS) Waterway Route.	Percent increase in freight capacity	Administration; RITA; Army Corps of Engineers, Chamber of Commerce; Port Authority
		TI-2.1.3	Relocate the train switch station from downtown.	Relocation of the Train Switch	Administration; CBID
	TI-2.2	Provide convenient, reliable connections between industrial zones and regional highways to facilitate truck traffic that also minimize noise and traffic conflicts with other uses.			
		TI-2.2.1	Plan for development along the I-49 corridor to accommodate freight transportation and growth.	Growth in freight transportation industry jobs	Chamber of Commerce; Engineering; Planning & Zoning, Community Mobility
		TI-2.2.2	Reroute truck traffic from key streets targeted for streetscape and pedestrian improvements (Garrison Avenue, A Street, B Street, and Riverfront Drive) to I-540 and other highways to reduce truck traffic downtown and on the riverfront.	Reduction in the number of trucks on key streets targeted for pedestrian improvements	Engineering; Police; CBID, Community Mobility
	TI-2.3	Remain committed to supporting the air travel industry so that passenger service continues for the foreseeable future by enhancing the air transportation system at the Fort Smith Regional Airport.			Administration; Regional Airport;
	TI-2.4	Fully support the railroad industry and encourage growth through the City and the region.			Administration; Chamber of Commerce
	TI-2.5	Fully support the continued improvements to the Port of Fort Smith.			
	TI-2.6	Support environmental improvements of our waterways along with the development of the Regional Intermodal Facility.			Administration; Chamber of Commerce; Port Authority; RITA; Corp of Engineers
TI-3	Improve public transportation				

Element	Goal	Policy	Action	Metric	Responsible	
	TI-3.1	Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents.				
	TI-4.2.1	Expand fixed-route system to ensure access to a majority of shopping/service areas.		Increase in ridership	Transit Dept; Transit Advisory Commission; Administration, Community Mobility	
TI-4	Incorporate the Future Land Use Map in the strategic planning of future utility and infrastructure expansions					
	TI-4.1	Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.				
	TI-4.1.1	Implement an infrastructure Asset Management Program as a tool for management of the utility department's water and sewer systems and to track, manage, and schedule necessary facility upgrades and improvements.		Completion of the infrastructure asset management program	Administration; Utility Dept; Engineering; Operations; Sanitation; Parks & Recreation; Finance	
	TI-4.2	Ensure that utility and infrastructure systems can meet the city's long-term needs.				
	TI-4.2.1	Coordinate land use planning and capital programming to ensure infrastructure improvements and extensions are phased to support the future land use pattern.		Capital programming that references the Comprehensive Plan	Administration; Dept Heads	
	TI-4.2.2	Use the future land use framework to identify opportunities to expand the city's green infrastructure and open space network to increase the city's ability to manage stormwater and limit the need for additional grey infrastructure.		Number of green infrastructure-related improvements in the targeted growth areas	Parks & Recreation; Utility Dept; Engineering, Community Mobility	
Public Facilities & Services						
PFS-1	Promote a business-friendly and citizen-friendly government					
	PFS-1.1	Maintain fair and transparent codes and regulations.				
	PFS-1.1.1	Set up ongoing communication with other groups in the City (CBID, School Board, Chaffee Crossing, Planning Commission, CEO Group, Chamber, etc) to ensure that all organizations maintain consistent goals and objectives with each group focusing on the responsibilities best suited for them.		Number of residents participating in city forums.	Residents; Chamber of Commerce; Chaffee Redevelopment Authority; Administration; All Departments, All Board & Commissions	
	PFS-1.1.2	Continue to update the City's UDO based on feedback from the business community and continue to improve on-line access.		Revised code	Planning & Zoning; IT; All departments	
PFS-2	Build consistency and trust with the public					
	PFS-2.1	Ensure that the City's planning and implementation process is transparent.		Transparency maintained	All departments; Communications Dept, All Boards and Commissions	
	PFS-2.1.1	Continue to utilize mailing system and social media accounts to keep public aware of city activity		Number of out going communications and number of views/responses	All departments; Communications Dept, All Boards and Commissions	
	PFS-2.2	Maintain a clear line of communication between the City, the business community, and residents that establishes expectations and allows the progress of the City's commitments to be measured and evaluated.				
	PFS-2.2.1	Promote and increase data input from residents through online public polling and citizen questionnaires		Amount of useful community data compiled	All departments; Communications Dept, All Boards and Commissions	
	PFS-2.3	Promote public awareness and participation by holding open Town Hall events modeled after the Future Fort Smith Community Forums.		Number of participants at Town Hall events.	Residents; Local Business Owners; Administration;	
	PFS-2.3.1	Create opportunities virtually or in-person for additional community feedback in all areas of the city		Community response opportunities covering full extent of representation in Fort Smith	All departments; Communications Dept, All Boards and Commissions	
PFS-3	Promote civic identity and pride					
	PFS-3.1	Capitalize on the City's municipal presence Downtown.				
	PFS-3.1.1	Build support for a City Hall building.		Increase in support	Residents; Local Business Owners; Administration; Chamber of Commerce	
	PFS-3.2	Develop community pride by promoting a culture of inclusion and consideration of positive change.				
	PFS-3.2.1	Promote existing community service efforts and create a volunteer portal on the City website to allow residents to identify opportunities to expand community service days.		Increase in the number of community service days	Residents; Local Business Owners; Administration; IT Dept	
	PFS-3.2.2	Identify Comprehensive Plan elements (goals, policies, and actions) that will require citizen support to accomplish, and continue to communicate the importance of resident input and participation in monitoring the progress and ongoing updates to the plan.		"What can I do" identified for each plan element and residents identified as responsible party	Administration; Planning & Zoning; All Boards and Commissions; Residents	
	PFS-3.2.3	Transition from ADA accessibility to inclusion for individuals of all abilities in the renovation & development of all facilities, parks and trails.		Complete an evaluation of existing parks to identify/prioritize improvements. Completion of inclusive playgrounds & Miracle League Field.	Parks & Recreation Dept, Residents, Administration, Community Mobility	
PFS-4	Prevent wasteful use of public resources and services					
	PFS-4.1	Seek opportunities to co-locate future community facilities to maximize efficiencies in service provision and reduce capital and operating costs.				
				Number of future facilities co-located	All departments; Administration; Board of Directors	
	PFS-4.2	Provide new facilities in a manner that protects investments in existing facilities and promotes orderly growth.				

Element	Goal	Policy	Action	Metric	Responsible
			PFS-4.2.1 Evaluate existing water conservation policies and goals for residential, commercial, and industrial uses to identify opportunities for additional reductions.	Evaluation complete	Parks & Recreation; Utility Department; UAFS
			PFS-4.2.1 Implement strategies from lessons learned during evaluation of existing water conservation policies and goals	Number of programs created and projected benefits	Parks & Recreation; Utility Department; UAFS
			PFS-4.2.2 Attract and retain adequate staffing for all city departments to maintain current standards and plan for staffing needs and coverage for future growth	Staffing positions filled and budget impact accounted for	All departments
PFS-4.3			Monitor the City's return on investment by measuring municipal expenditures.		
			PFS-4.3.1 Identify opportunities to reduce the City's cost burden by establishing public/private partnerships on significant revitalization projects.	Number of public private partnerships	Administration
PFS-5			Improve the health and well-being of Fort Smith residents		
			PFS-5.1 Increase access to healthcare, reduce preventable disease, and educate the community about leading a healthy lifestyle.		
			PFS-5.1.1 Encourage local employers to adopt wellness programs (e.g., sponsor health cooking demonstrations, complementary gym memberships, etc).	Number of wellness programs adopted	Local Employers; Administration; Healthcare Providers; Chamber of Commerce, Community Mobility
			PFS-5.1.2 Develop a healthy living campaign and create marketing materials that communicate the benefits of active living, recreation, and healthy foods.	Healthy Living Campaign launched	Local Employers; Administration; Healthcare Providers; Chamber of Commerce, Community Mobility
			PFS-5.1.3 Promote use of existing and future trail systems for exercise as part of a healthy living campaign.	Increase in number of users of the trail system	Parks & Recreation; Residents, Community Mobility
			PFS-5.2 Increase the use of parks, open space, and recreational programming to improve the health of Fort Smith residents.		
			PFS-5.2.1 Partner with local Colleges, Public/Private Schools, and businesses to increase educational programming and recreation in parks and open spaces throughout the City.	Number of new educational and recreation programs in parks and open spaces	Parks & Recreation; Residents, ACHE, UAFS, School Districts, Community Mobility, Youth Programs
Natural & Cultural Resources					
NCR-1			Expand city parkland and recreational programming to reflect or exceed national standards		
			NCR-1.1 Increase the amount of open space and opportunities for recreation throughout the City by supporting the dedication of land and resources for the creation of parks and open space.		
			NCR-1.1.1 Establish green space requirements for new development.	New requirements established	Parks & Recreation, Planning & Zoning, Community Mobility
			NCR-1.1.2 Incorporate regional park planning in extra territorial jurisdiction (ETJ) plan.	Park planning completed	Parks & Recreation; Planning & Zoning, Community Mobility
			NCR-1.1.3 Complete current and past park and recreation developments	Completion of Projects	Parks & Recreation; Planning & Zoning, Community Mobility
			NCR-1.1.4 Implement programs and strategies to maintain quality of existing City owned parks, greenways, and trails	Maintenance checklist	Parks & Recreation; Planning & Zoning, Community Mobility
			NCR-1.1.5 Develop community input and feedback opportunities to ensure development of ACME Brick property meets community needs.	Number of effective community input session and analysis of metrics received	Parks & Recreation; Planning & Zoning, Community Mobility
			NCR-1.2 Promote and establish regional support for Fort Smith Parks and Recreation through agreements, user fees, programs, and grant applications with counties and neighboring towns.		
			NCR-1.2.1 Form regional and corporate partnerships for regional sports facilities.	Regional partnership formed	Parks & Recreation
			NCR-1.3 Develop neighborhood parks amenities within walking distance to residents.	Residents within 10-minute walk of a park	Parks & Recreation; Planning & Zoning
			NCR-1.4 Develop greenways and trails that serve to connect the City.		
			NCR-1.4.1 Focus on completing the river trail development to enhance the City's downtown and riverfront economic development efforts.	Implement the City's greenway plan.	Parks & Recreation; Engineering; CBID
			NCR-1.4.1 Plan recreation facility land, space, and programming needs with other service providers in order to meet community needs and national standards.	National standards met.	Parks & Recreation; Planning & Zoning
			NCR-1.4.2 Improve connection, safety, and parking to reflect needs around Riverfront and downtown development.	Community feedback, available access, number of visitors	All departments, Marshal's Museum, Fort Kids, CSA
			NCR-1.5 Encourage multi-use public spaces that can function in a variety of ways to serve the recreation needs of the surrounding neighborhoods (e.g., park space, community events, etc).		
			NCR-1.5.1 Partner with local schools and athletic associations for joint use of recreational fields and facilities.	Number of multi-use public spaces	Parks & Recreation; School District; UAFS; Sebastian County
NCR-2			Protect natural resources and reduce their waste and overuse		
			NCR-2.1 Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.		
			NCR-2.1.1 Utilize "Green Infrastructure," a network of open space and natural areas that connect the natural and built environments and provide multiple benefits for people and ecosystems, wherever possible to increase the City's ability to manage stormwater.	Number of green infrastructure-related improvements in the targeted growth areas	Engineering; Operations; Parks & Recreation; Utility Dept, Community Mobility
			NCR-2.2 Preserve wildlife habitats.	Amount of wildlife habitat preserved	Parks & Recreation; Army Corps of Engineers
			NCR-2.3 Improve air quality.		
			NCR-2.3.1 Encourage responsible industry practices and reduce other mobile sources of air pollution.	Reduction in air pollution	Sanitation, Transit, Chamber of Commerce, ADEC

Element	Goal	Policy	Action	Metric	Responsible
			NCR-2.3.2 Improve miles per gallon (MPG) for all vehicle miles traveled (VMT). Reduce any unnecessary mileage and increase usage of CNG where deemed appropriate.	Identify a baseline for the City's existing VMT and establish a goal consistent with projected growth that results in a reduction of per capita VMT	All departments with vehicles
			NCR-2.4 Enhance and promote Fort Smith's recycling and reuse programs.		
			NCR-2.4.1 Establish and publicize city recycling goals for household hazardous waste, and business, industry, government, and residential regular programs.	Recycling goals established and met by residents	Residents; Local Business Owners; Sanitation;
			NCR-2.5 Implement programs to enhance landscaping and tree conservation.	Initiation of a landscape conservation program	Residents; Local Business Owners; Parks & Recreation; Planning & Zoning; Beautify Fort Smith
			NCR-2.6 Reduce stormwater runoff and flooding.		Operations
NCR-3			Retain the historic heritage and cultural identity of Fort Smith		
			NCR-3.1 Protect and preserve neighborhoods that are culturally or historically significant.		
			NCR-3.1.1 Ensure that regulations preserve existing historic districts.	Review potential conflicts and make recommendation	Planning & Zoning, Belle Grove Historic District; CBID; Neighborhoods
			NCR-3.2 Promote historically significant landmarks and cultural assets.		
			NCR-3.2.1 Develop partnerships with local museums (U.S. Marshals Museum, the Fort Smith Museum of History, etc).	Partnerships created	Planning & Zoning, Belle Grove Historic District; Museum Representatives
			NCR-3.2.2 Increase public awareness, education, and knowledge of the historic district and historic architecture throughout the City.	Number of visitors to the city's historic sites	Residents; A&P Commission; Tourism; Planning & Zoning; CBID; Belle Grove Historic Dirtrict
			NCR-3.3 Support festivals and special events that highlight what makes Fort Smith unique.	Number of festivals and special events unique to Fort Smith	Residents; Community Leaders; Local Businesses; Convention Center; A&P Commission; Chamber of Commerce
			NCR-3.4 Encourage the inclusion of public art and plazas with new public facilities and major private development.	Number of new public art installations	Local Artists; Art Museums; Administration; Parks & Recreation
			NCR-3.5 Enlist the vision and support of the arts community and seek partnerships with UAFS, the convention center, and other interest groups to advance opportunities for museums and visual and performing arts within the region.		Chamber of Commerce; UAFS; Convention Center; A&P Commission, CSA
			NCR-3.5.1 Identify partnerships and potential locations to establish an interactive children's museum.	Feasibility study for museum completed	