MAYOR
George B McGill

CITY ADMINISTRATOR
Jeff Dingman

CITY CLERK
Sherri Gard

BOARD OF DIRECTORS
Ward 1 - Jarred Rego
Ward 2 - Andre' Good
Ward 3 - Lee Kemp
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
STUDY SESSION
September 8, 2026 ~ 6:00 p.m.
Blue Lion
101 North 2nd Street
Fort Smith, Arkansas

THIS MEETING IS BEING TELECAST LIVE AT THE FOLLOWING LINK:
http://www.fortmithar.gov/watch

CALL TO ORDER

CITIZENS FORUM

ITEMS OF BUSINESS

1. Presentation and discussion with representatives of the Fort Smith Regional Airport ~ *Director G. Catsavis requested at the July 21, 2026 regular meeting ~ (City Administrator)*

2. Discuss the Sunday sale of alcohol for off-premises consumption ~ *Rego/Good placed on future study session agenda at the July 21, 2026 regular meeting ~ (City Administrator)*

3. Review departmental service objectives for 2027 *(Finance)*

4. Discuss options to purchase Deer Trails Golf Course ~ *G.Catsavis/C.Catsavis placed on a future study session agenda at the September 1, 2026 regular meeting ~ (City Administrator)*

5. Review preliminary agenda for the September 15, 2026 regular meeting *(City Clerk)*

ADJOURN

City of Fort Smith City Administrator

MEMORANDUM

TO: Honorable Mayor and Members of the Board of Directors

FROM: Jeff Dingman, City Administrator

DATE: September 2, 2026

SUBJECT: Presentation and discussion with representatives of the Fort Smith Regional Airport

SUMMARY

At the request of Director George Catsavis, representatives of the Fort Smith Regional Airport were invited to attend the September 8 study session. Airport Director Andrew Meyer agreed to provide a presentation overview of airport operations and an update on activity to increase air service at the airport. Members of the Airport Commission are also expected to attend.

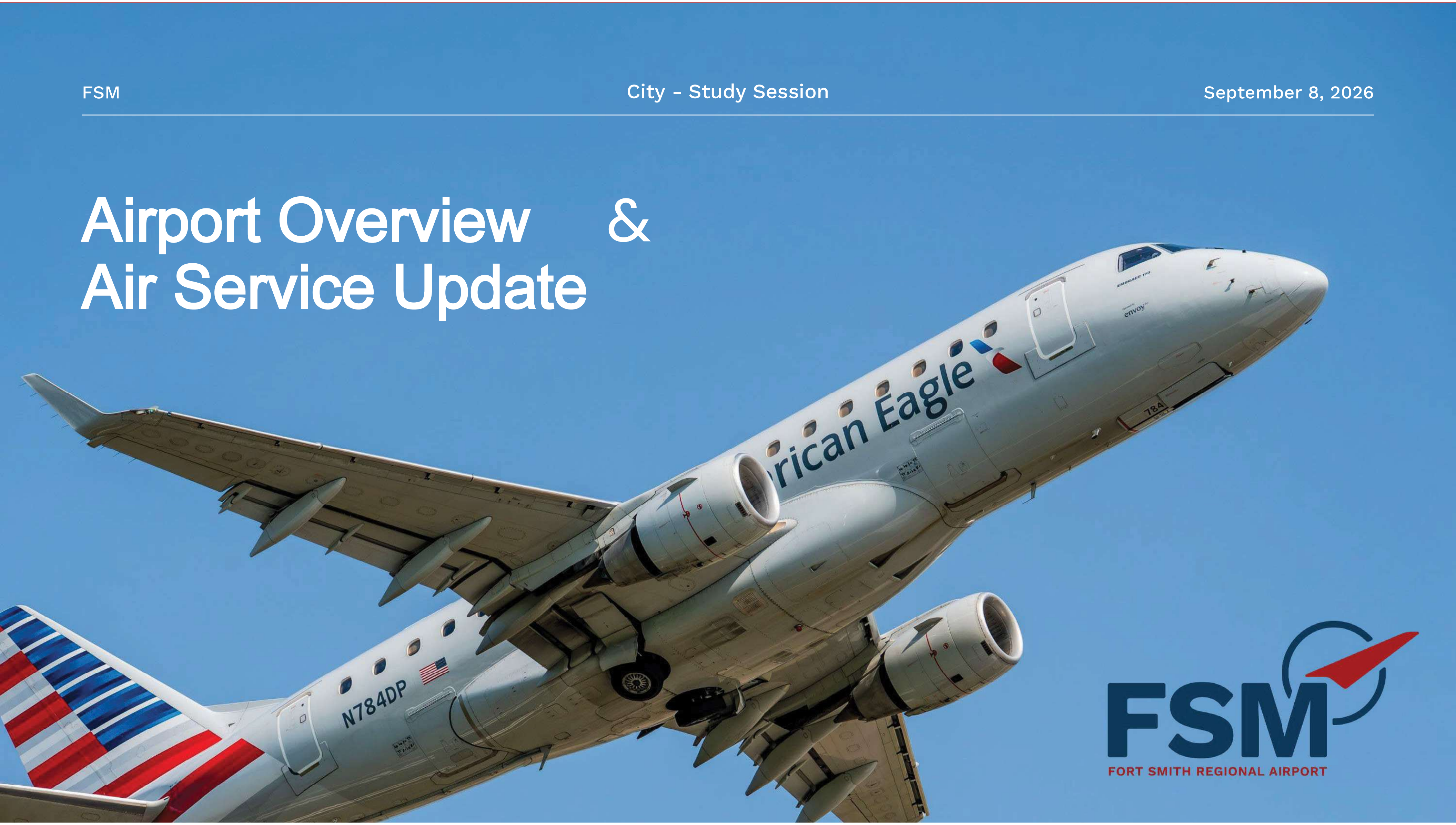
Mr. Meyer's slide deck is attached, as well as a letter outlining ongoing efforts and current progress regarding air service development.

Please contact me with questions regarding this agenda item.

ATTACHMENTS

1. 20260908 City BoD Meeting Presentation2.pdf
2. Air Service Development - City.pdf

Airport Overview & Air Service Update



FSM at a Glance

Growth and Flexibility

Regional Airport

- City-owned, Commission-governed
- 2 Runways
- 13 Taxiways
- 16 Employees

Air Service

- American Airlines
- 3-4 daily departures
- 122,856 passengers in 2025

Diverse Operations

- Commercial Service
- Military Traffic
- General Aviation
- Corporate Aviation
- Medevac Operations

FSM's infrastructure and diverse operations provide a strong foundation for continued growth and flexibility.

The Airport : A Mini City

Runway - Taxiway System

Transportation Security

Airfield Operations & Maintenance

Military: Local & Transient

Aircraft Rescue & Firefighting

Commercial Airline Service

FAA Oversight & Compliance

Infrastructure Improvements

Current Projects

Safety, Readiness, and Shared-Use Infrastructure

Runway & Taxiway Rehabilitation

- $9.9M project
- FAA & State grant funding
- Preserves critical pavement

SRE Building Construction

- $4.1M project
- Congressional funding
- Protects equipment & readiness

Vertical-Landing Infrastructure

- 188th ANG / USAF
- Supports F-35B training
- Integrated with existing airfield

Current Service & Added Capacity

American has expanded fall schedule options for Fort Smith travelers.

3-4 Daily Flights to DFW

4th Daily Flight Added In October & November

More flight options for local travelers

Strong use of existing service helps support future growth.

Air Service Development: How It Works

Airports make the case. Airlines make the decision.

1. **Market Demand**
   Passenger demand
   Travel patterns
2. **Business Case**
   Market Analysis
   Regional Story
3. **Airline Engagement**
   Conferences,
   Ongoing Dialogue
4. **Airline Analysis**
   Aircraft, Economics,
   Hub Capacity
5. **Airline Decision**
   Add, adjust, delay
   Or decline service

FSM develops and presents the business case. Airlines evaluate the opportunity and make the route decision.

What FSM Is Doing

High-level, year-round efforts to strengthen commercial air service.

Market Analysis

Professional air service consulting

Data-driven market evaluation

Airline Engagement

Industry conferences and meetings

Ongoing communication

Competitive Tools

DOT-SCASDP Grant

Available incentive programs

The Fort Smith Story

Regional economy, employers, military growth, and market opportunity.

FSM maintains an active, year-round air service development program.

Path Forward

Air Service Development

FSM is Prepared

- Active airline engagement
- Targeted market analysis
- Infrastructure investment

Community Use Matters

- Check FSM first
- Use FSM when it works for your trip
- Each ticket demonstrates demand

Growth Takes Time

- Airlines make decisions
- Performance builds the case
- Consistency creates opportunity

Strategic investment and sustained community use strengthen FSM's case for expanded air service.

Fort Smith Regional Airport

FSM
FORT SMITH REGIONAL AIRPORT

6700 McKennon Blvd., Suite 200 • Fort Smith, AR 72903
479.452.7000 x50 • 479.452.7008 fax
www.flyfsm.com

August 27, 2026

Board of Directors
City of Fort Smith
623 Garrison Ave
Fort Smith, AR 72901

Subject: Air Service Development at Fort Smith Regional Airport

Dear City of Fort Smith Board of Directors:

On behalf of the Fort Smith Airport Commission, we appreciate the Board’s interest in the ongoing efforts to strengthen commercial air service at Fort Smith Regional Airport and welcome the opportunity to provide additional context on that work.

Air service development is one of the Airport Commission’s highest priorities. It is also a process that is frequently misunderstood. While airports play an important role in identifying opportunities, presenting market data, developing incentives, and maintaining relationships with airlines, the final decision to begin, expand, reduce, or discontinue service rests solely with the airline.

Put simply: airports make the case; airlines make the decision.

Airlines are private businesses that must determine where to deploy a limited number of aircraft throughout their networks. When considering a new market, airline network planners evaluate a wide range of factors, including passenger demand, fare levels, revenue potential, operating costs, aircraft availability, connectivity through their hub system, competitive conditions, and the performance of other markets competing for the same aircraft.

As a result, securing new air service is rarely the product of a single meeting or request. It is an ongoing process that can take months or years as airline strategies, fleets, economics, and market conditions change.

What Fort Smith Regional Airport is Doing

The Airport Commission and airport staff are actively and consistently engaged in air service development.

Fort Smith Regional Airport utilizes Mead & Hunt, a nationally recognized aviation consulting firm, to assist with air service development strategy and market analysis. Their work includes evaluating passenger demand, airfare trends, regional travel patterns, catchment areas, economic data, and other information used to build the business case for additional service.

Airport representatives also meet directly with airline network-planning personnel through industry air service development conferences and other opportunities. These meetings allow FSM to present the Fort Smith market directly to airline decision-makers, provide updated data, discuss potential routes and incentives, and maintain relationships as airline priorities evolve.

These conversations do not end when a conference concludes. Staff and our consultants maintain communication with airline representatives throughout the year and continue updating the information presented to them as conditions change.

FSM has also pursued tools designed specifically to help smaller communities compete for additional service, including the federal Small Community Air Service Development Grant Program. These efforts are intended to reduce some of the financial risk associated with launching service in a new market and strengthen the overall proposal presented to an airline.

Another important part of our effort is communicating what we often refer to as the "**Fort Smith story**." Airline decisions are based heavily on data, but the data must also be accompanied by an understanding of the market itself – its employers, military presence, a regional economy, population base, business travel requirements, tourism activity, and future growth potential.

Factors Outside the Airport's Control

Even when a community presents a strong case, there are significant factors that an airport cannot control.

Aircraft availability remains one of the most important limitations facing the industry. Airlines must decide not simply whether a Fort Smith route could be successful, but whether it represents the best use of an aircraft compared with opportunities elsewhere in their network.

Airlines must also consider fuel and operating costs, available capacity at connecting hubs, crew and fleet constraints, and broader changes in network strategy. The Airport's previous community presentations have highlighted many of these industry headwinds, including aircraft availability, destination capacity constraints, rising operating costs, and a broader airline emphasis on strengthening hub-to-hub networks.

These conditions reinforce why air service development must be viewed as a long-term effort rather than a single project with a defined completion date.

A Community Partnership

Although airline scheduling decisions are outside the direct control of both the Airport Commission and the City, local policies can still affect the Airport's overall competitiveness.

Fort Smith Regional Airport operates independently without direct City tax or general-fund support. Airport operations are funded through revenues generated by the Airport, including parking, leases, concessions, and aviation-related fees. The Airport Commission works to control expenses and maintain a competitive cost structure for existing and prospective airlines.

While FSM does not control airline ticket prices, it can influence certain operating costs, including landing fees and other charges. FSM has historically maintained landing fees that are among the lowest in the region.

City-related expenses also become part of the Airport's operating cost structure. One current example is the approximately $280,000 annually reimbursed to the City for three police officers required to provide law-enforcement coverage during commercial air service hours. Because the Airport receives no direct City operating subsidy, that expense is paid from Airport-generated revenues.

No single expense determines whether an airline serves Fort Smith. However, maintaining an efficient and competitive operating environment is one area where continued cooperation between the City and Airport Commission can support broader air service development efforts.

Continuing the Effort

The absence of an immediate announcement regarding a new carrier or destination should not be interpreted as an absence of activity or investment in the Fort Smith market.

Fort Smith Regional Airport continues to engage airlines, evaluate opportunities, update market information, pursue available incentive programs, and invest in the infrastructure necessary to support current and future commercial service.

At the same time, American Airlines has demonstrated continued commitment to the Fort Smith market. American added a fourth daily frequency between Fort Smith and Dallas/Fort Worth during the summer schedule and has extended that additional frequency through October and November. The December schedule has not yet been finalized.

That continued capacity increase is meaningful. Airlines closely monitor the performance of individual markets, and decisions to add or retain frequencies are based on demand, revenue performance, aircraft availability, and broader network considerations. American's decision to continue the fourth daily flight beyond the traditional summer period provides additional travel options for local passengers and represents a positive investment in the market.

Our responsibility is to build on that momentum. We must continue demonstrating that the Fort Smith region can support existing service while also presenting a compelling case for additional airline investment.

Continued passenger use is an important part of that effort. Every passenger choosing to begin their trip at FSM contributes to the performance data airlines use when evaluating future capacity and service opportunities.

Air service development is a competitive and constantly evolving process. Communities across the country are pursuing the same limited aircraft and airline resources. The Airport Commission and staff therefore approach this effort with persistence, preparation, and realistic expectations.

We remain committed to advocating for Fort Smith and the surrounding region and will continue pursuing every reasonable opportunity to strengthen commercial air service at Fort Smith Regional Airport.

Sincerely,

Robert P. Cooper Jr.

Bob Cooper Jr.
Chairman
Fort Smith Airport Commission

Andrew Meyer, CM
Airport Director
Fort Smith Regional Airport

City of Fort Smith City Administrator

MEMORANDUM

TO: Honorable Mayor and Members of the Board of Directors

FROM: Jeff Dingman, City Administrator

DATE: September 2, 2026

SUBJECT: Sunday sale of alcohol for off-premises consumption

SUMMARY

At the July 21, 2026, Board meeting, Director Rego and Director Good requested a study session discussion regarding the Sunday sale of alcohol for off-premises consumption. State statute outlines a singular process for this to occur, and it is by means of a petition calling for a referendum election. The petition must be signed by 15% of the qualified electors in the city who cast a vote in the last gubernatorial election. Enclosed within the packet is ACA § 3-3-210(b)(1)(A) outlining the process.

Please contact me if you have any questions.

ATTACHMENTS

1. Sunday Sales.pdf

Document: A.C.A. § 3-3-210

A.C.A. § 3-3-210

Copy Citation

Current through the First Extraordinary Session, 2026, including revisions made by the Bureau of Legislative Research under the direction of the Arkansas Code Revision Commission.

Arkansas Code Annotated PAW - ET Table of Contents   Title 3 Alcoholic Beverages   Chapter 3 Prohibited Practices   Subchapter 2 — Particular Practices Prohibited

3-3-210. Sale on Sunday or early weekday mornings.

(a)

(1) A person who sells intoxicating alcoholic liquor on Sunday, except as such sales are authorized by §§ 3-9-215 and 3-9-216, and subdivision (a)(3) of this section, or between 1:00 a.m. and 7:00 a.m. on weekdays is guilty of a violation and for the first offense shall be punished by a fine of not less than one hundred dollars ($100) nor more than two hundred fifty dollars ($250).

(2) For the second and subsequent offenses, the person is guilty of a Class B misdemeanor.

(3) A person that holds a permit that allows on-premises consumption of alcoholic beverages may operate on Sundays between the hours of 10:00 a.m. and 12:00 midnight.

(4)

(A) A city, town, or county may establish by ordinance a lesser period of time than provided in subdivision (a)(3) of this section during which on-premises consumption of alcoholic beverages may occur at on-premises outlets.

(B) The city, town, or county ordinance shall specify the on-premises outlets that are subject to the more restrictive hours of operation on a Sunday.

(5) A violation of a more restrictive city, town, or county ordinance is not an administrative violation against the Alcoholic Beverage Control Division on-premises consumption permit and shall be treated and disposed of under § 3-4-407.

(6) The hours of operation of private club permitted establishments shall continue to be controlled by Alcoholic Beverage Control Division rules.

(b)

(1)

(A) As a further exception to the Sunday sales prohibition set out in subsection (a) of this section, counties and cities in the state may refer to the voters at an election the issue of whether to authorize the sale of alcoholic beverages for off-premises consumption on Sundays between the hours of 10:00 a.m. and 12:00 midnight or within a lesser period within the hours as may be provided under a referendum election conducted in accordance with the following:

(i) A referendum election may be called in a city by a petition filed with the city clerk signed by fifteen percent (15%) of the qualified electors who cast a vote in the city for the Office of Governor in the last general election in which the office appeared on the ballot; or

(ii) A referendum election may be called in a county by a petition filed with the county clerk signed by fifteen percent (15%) of the qualified electors who cast a vote in the county for the Office of Governor in the last general election in which the office appeared on the ballot.

(B) The Sunday sale of alcoholic beverages authorized in this subsection shall be limited to those businesses within the county or city that possess a current and valid license for the sale of alcoholic beverages issued by the Alcoholic Beverage Control Division.

(2)

(A) The election under this subsection shall be conducted on a citywide or countywide basis.

(B) All qualified electors within the city or county, as the case may be, shall be eligible to vote even though they may reside in a dry area.

(C) The election under this subsection on the Sunday sales question shall be held in accordance with the procedures established for on-premises consumption elections by § 3-9-201 et seq., and the ballot for the election shall be printed substantially as follows:

"( ) FOR THE OFF-PREMISES SALE OF ALCOHOLIC BEVERAGES ON SUNDAY IN (NAME OF CITY OR COUNTY), ARKANSAS, AS AUTHORIZED BY LAW.

( ) AGAINST THE OFF-PREMISES SALE OF ALCOHOLIC BEVERAGES ON SUNDAY IN (NAME OF CITY OR COUNTY), ARKANSAS, AS AUTHORIZED BY LAW.".

(3)

(A) The vote of the majority of the electors in a citywide election approving Sunday sales shall authorize the sales in all permitted outlets located within the incorporated areas of the city only.

(B) The vote of the majority of the electors in a countywide election approving Sunday sales shall authorize the sales in all permitted outlets located anywhere within the county.

(4) The vote of the majority of the electors against the off-premises sale of alcoholic beverages on Sunday has no effect on sales of mixed drinks in hotels and restaurants as authorized by § 3-9-215 or § 3-9-216 or any other on-premises-consumption permitted outlet.

(c) Notwithstanding the authority granted to counties and cities in this section, wholesale distributors of intoxicating alcoholic liquor may not sell or deliver any alcoholic beverages to retailers on a Sunday.

History

Acts 1943, No. 218, § 1; 1959, No. 56, § 1; A.S.A. 1947, § 48-901; Acts 1989, No. 426, § 1; 1999, No. 857, § 1; 2005, No. 1994, § 367; 2007, No. 1017, § 1; 2009, No 294, § 2; 2009, No. 763, § 1.

Content Type:

Terms:

Narrow By: -None-

Date and Time: Sep 02, 2026 11:49:57 a.m. CST

City of Fort Smith Finance

MEMORANDUM

TO: Jeff Dingman, City Administrator

CC: Maggie Rice, Deputy City Administrator

FROM: Andrew Richards, Chief Financial Officer

DATE: August 20, 2026

SUBJECT: 2027 Departmental Service Objectives and Key Performance Indicators

SUMMARY

Attached for review are the 2027 service objectives submitted to the Department of Finance as requested during the annual budget cycle. These service objectives and applicable key performance indicators provide insight to the board and administration on departmental priorities for the coming year.

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

ATTACHMENTS

1. V3. 2027_Service_Objectives_and_KPIs.pdf

2027 Services Objectives & KPIs

August 20, 2026

Fortsmithar.gov

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2027 and 2026 Service Objectives/Outcomes/KPI

Table of Contents

2027 and 2026 Service Objectives/Outcomes/KPI

Sebastian County District Court
Fort Smith Division
901 South B Street, Suite 103
Fort Smith, AR 72901

Phone: (479) 784-2420

District Court 2027 Service Objectives

1. Service Objective and Comprehensive Plan Goal #1
   Continue to emphasize education and the development of court staff to ensure efficient high quality service to the patrons of the court and to maintain professional credential/certifications through specialized training and cross training.

2. Service Objective and Comprehensive Plan Goal #2
   Develop, implement and review specialty programs to promote the rehabilitation of offenders in effort to reduce recidivism and incarceration.

3. Service Objective and Comprehensive Plan Goal #3
   Continuous review of the Court's processes and procedures to ensure efficient workflow and case management while ensuring that all statutory requirements are met. Implement new processes with an emphasis to increase technology and automation.

4. Service Objective and Comprehensive Plan Goal #4
   Establish standards and guidelines to promote access to justice, timeliness, integrity, equality and accountability for optimum court performance. Identify key measures to assess and recognize areas within the system that require attention and improvement (case processing times, clearance rates, time to disposition, integrity of case files, efficient collections).

5. Service Objective and Comprehensive Plan Goal #5
   Continue contributing to the community with labor hours through community service work programs.

Key Performance Indicators					
Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (Jan-June 2025)	FY 2027 Target
4201-0000 **4206-0101**	Education/Training Cross-Trained Court Staff	52%	80%		90%
4201-0000 **4206-0101**	Specialty Programs (Operational Programs)	7	8	7	8
4201-0000 **4206-0101**	Caseflow Clearance Efficiency # cases outgoing vs. incoming	89%	90%		90%
4201-0000 **4206-0101**	Warrant Compliance Clearance Issued vs. Resolved Court Resolved-Non-Arrest/Jail	 70% 66%	 80% 50%		 80% 50%

4201-0000 **4206-0101**	Collections Management Maintain equal balance between assessments and collections	85%	85%		87%

District Court 2026 Service Objectives and Outcomes

1. **Objective**: Education and Development of Court Personnel
   Outcome: One (1) employee received State certification. One (1) employee graduated from a 3 (three) year educational program, earning a National certification. Seven (7) employees were cross-trained in new positions. Two (2) new hires trained.

2. **Objective**: Specialty Programs
   Fully operational programs: myfinepayment.com (on-line payments), eCourtdate (text reminders), Environmental Docket (violations of city ordinance/environmental codes) DWI Court (rehabilitation of DWI offenders), Inmate Work Program (community service in lieu of jail), and RISE Court (rehabilitation of misd. drug offenders).
   Outcome: Arkansas Supreme Court has not fully authorized implementation of mental health courts in district court and therefore, the goal of establishing a mental health court has been postponed. The Court has been supportive in the efforts of Miles Crawford to gain funding to re-establish the WATEP program. The Court previously served as a pilot court for WATEP, which is a program that offers payable employment to offenders. Offenders are required to attend job training and work at non-profit organizations within the community, while earning a paycheck with a portion of their earnings being earmarked for payment toward fine and restitution balance owed to the Court.

3. **Objective**: Review of Court Processes and Procedures
   Outcome: Efforts have been made to increase the integrity of case files through more in-depth training of the court staff. Case management systems are still under review in effort to increase automation and case-flow efficiency. Software programs of interest are Pine Tech, Tyler, and ACAP, which is being developed by the Arkansas Administrative Office of the Courts. There will be a very heavy emphasis on finding a new case management system during 2027. In 2026 new scanning software and equipment were obtained in accordance with the Court's retention requirements. The Court is successfully utilizing the new scanning system in effort to reduce the amount of storage required to maintain court records.

4. **Objective**: Identify Key Factors to Measure Court Performance
   Outcome: 2025 Caseload slightly decreased from 2024. Caseload for 2026 is expected to increase. Monetary collections are consistent with the amount of fines/costs assessed, which indicates that older/backlogged balances are being paid and resolved.

5. **Objective**: Contribute to the Community
   Outcome: The community service and alternative service programs utilized 301 offenders in 2025. These programs put 17,172 labor hours into the community, which is the equivalent of eight (8) full-time employees. Participation in 2025 decreased from 2024, however 2026 is consistent with prior years.

City of Fort Smith District Court

Sebastian County District Court
Fort Smith Division
901 South B Street, Suite 103
Fort Smith, AR 72901

Phone: (479) 784-2420

Specialty Courts 2027 Service Objectives

1. Service Objective and Comprehensive Plan Goal #1
   Continue to emphasize education and the development of the specialty court teams to provide assistance and guidance to participants in the program. Training required of all team members to obtain/maintain certification and grant funding.

2. Service Objective and Comprehensive Plan Goal #2
   Maintain compliance with the standards established by the National Center for Drug and DWI Courts. Consistently follow the guiding principles and standards set by the Arkansas Supreme Court to maintain certification and grant funding eligibility.

3. Service Objective and Comprehensive Plan Goal #3
   Maintain programs that promote public safety and restores the lives of its participants and their families while reducing recidivism and costs of incarceration. Identify key measures to assess and recognize areas of the programs that need improvement.

4. Service Objective and Comprehensive Plan Goal #4
   Ensure the financial stability of the specialty court programs by applying for available grants and assessing appropriate program user fees to maintain quality services while keeping operational expenses to a minimum.

5. Service Objective and Comprehensive Plan Goal #45
   Maintain statistical reporting to measure the quality of the program and submit timely reports to the appropriate agencies.

Key Performance Indicators

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actua1 (Jan-June)	FY 2027 Target
4207-0101 **4205-0101**	Education/Training	72%	100%	93%	100%
4207-0101 **4205-0101**	Program Compliance (10 principles/98 standards)	98%	100%	100%	100%
4207-0101 **4205-0101**	Recidivism Rates (Program Grads that have not been re-arrested)	1.7% 99% 86 grads 7 arrest	<10%	1.37% 98.63% 103 grads 8 arrests	99%

4207-0101 **4205-0101**	Financial Stability Grant Funds Received Program User Fees	 $30,000 $21,579	 $30,000 $10,000	 $30,000 $8,502	 $30,000 $17,000
4207-0101 **4205-0101**	Program Participation # Entering Program (New) # Graduates # Non-Compliant/Removed	 44 25 9	 40	 13 17 3	 30

Specialty Courts 2026 Service Objectives and Outcomes

1. **Objective**: Education and Development of Team Members
   Outcome: Three (3) team members attended a specialty court training offered by the Administrative Office of the Courts in April 2026. Five (5) members participated in the National ALL RISE conference, July of 2026.

2. **Objective**: Compliance with Program Guidelines and Standards
   Outcome: DWI Court program is in compliance with the guiding principles as required by the Arkansas Supreme Court.

3. **Objective**: Identify Key Measures for Improvement
   Outcome: A review and audit of the DWI Court program was conducted to ensure compliancy with standards and guidelines established by the National Center for Drug Courts. Changes and updates were made to the program handbook, phase requirements were adjusted and various incentives/sanctions were added. A case manager is training in effort to align program participants with the community resources that are needed. Recidivism Rates remain impressive with only five (5) graduates receiving subsequent criminal arrests.

4. **Objective**: Financial Stability
   Outcome: Grant funding was applied for and received through the Arkansas Highway Safety Office in the amount of $15,000. These funds are designated to be used for team training and educational expenses. Grant funds were applied for and received through the Sebastian County Law Library in the amount of $7,500 for each specialty court (total $15,000).

5. **Objective**: Program Participation
   Outcome: In 2025, 44 participants have successfully plead into the specialty court programs. 25 participants graduated, 9 participants were removed for non-compliance with 29 actively progressing through the program at the beginning of the year in 2026. The program takes 14 to 16 months to complete.

623 Garrison Ave
Fort Smith, AR 72901
Phone: (479) 784-2271
internalaudit@fortsmithar.gov

Internal Audit 2027 Service Objectives

Internal auditing strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight

Internal Audit will serve as a trusted advisor to management, offering insights and recommendations to enhance governance, risk management, and control processes by accomplishing the following:

1. Perform a City-wide Risk Assessment through consultations with City Management, the Audit Advisory Committee, and the Board of Directors.

2. Conduct audits and follow-up audits based upon the approved audit plan with a focus on compliance with laws, regulations, and City policies and provide suggested improvements to Management.

3. Provide advisory and consulting services to Management upon their requests for process improvements and efficiency gains.

4. Create and promote City-wide control infrastructure and consciousness which ensures integrity and ethics in the City's operating environment.

5. Ensure departmental effectiveness by continued training and development of Internal Audit staff.

Internal Audit 2026 Service Objectives and Outcomes

1. **Objective:** Assist all City Departments with Internal Processes to help obtain operational efficiency and effectiveness within the department.

   Outcome: Internal Audit continues to provide support to City Departments. We have helped and are currently helping several departments with recommendations on policies.

2. **Objective:** Perform Risk Assessments with Administration, City Departments, Audit Committee Members, and Board of Directors. The Risk Assessment is continuous throughout the year.

   Outcome: Internal Audit will conduct a formal risk assessment in the third quarter of 2026 ahead of preparing the 2027 Internal Audit Plan. Additionally, Internal Audit attends Board Meetings and Work Sessions (in person or online) in order identify potential risk within information provided and ordinances passed

3. **Objective:** Conduct audits based upon audit plans, special request audits, surprise audits, and any audit deemed necessary during the year.

   Outcome: Internal Audit is currently working through the audits included on the 2026 audit plan, including surprise cash counts performed for several departments.

4. **Objective:** Ensure compliance with Federal, State and Local laws, regulations and policies.

   Outcome: Internal Audit has incorporated testing of compliance with laws, regulations, and policies into the audits included on the 2026 audit plan.

5. **Objective:** Perform Process Improvements that could possibly result in demonstrable and quantifiable cost savings.

   Outcome: Internal Audit has incorporated audit steps specifically aimed at process improvements for the audit areas included on the 2026 audit plan

6. **Objective:** Perform Follow-Up Audits to determine if appropriate actions were taken on previous audit findings.

Outcome: There were no follow-up audits included on the approved 2026 audit plan.

7. **Objective:** Create and promote City-wide control infrastructure and consciousness which ensures integrity and ethics in the City's operating environment.

   Outcome: Internal Audit performs training each year for all employees regarding fraud, waste, and abuse. Internal Audit also works with the Purchasing Department to ensure all employees receive P-card training

8. **Objective:** Ensure departmental effectiveness by continued training and development of Internal Audit staff.

   Outcome: All Internal Audit Department employees are required to earn continuing professional education hours to maintain their certifications and accreditations. Each employee is on track to receive more credit hours than are required. Additionally, the Director of Internal Audit has become a Certified Internal Auditor.

623 Garrison Avenue
Room 400
Fort Smith, AR 72901

Phone: (479) 784-2221
Fax: (479) 784-1024
humanresources@fortsmithar.gov

Human Resources 2027 Service Objectives

1. Work with outside recruitment firm to recruit, select & hire new City Administrator.
2. Expand Exit and Stay Interview process to include both in-person and electronic data collection methods.
3. Work with existing job grading software provider (Training Network) to explore possibly housing/curating job descriptions and tie job description language to current job grading factors for all jobs across the city.
4. Conduct Employee Satisfaction Survey through our benefits broker for all uniform and non-uniform employees
5. Redesign and update job grade scales for uniform and non-uniform pay schedules.

Key Performance Indicators (KPIs)					
Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 06/30/2026)	FY 2027 Target
4104 (Human Resources)	Total Turnover Rate	20.87%	18.20%	20.73%	17.60%
4104 (Human Resources)	Voluntary Turnover Rate	12.94%	10.40%	12.56%	9.50%
4104 (Human Resources)	Average Applicants per Job Posting	23.4	19.0	15.3	17.0
4104 (Human Resources)	Risk/safety related inspections conducted	17	16	8	16
4104 (Human Resources)	“Stay” Interviews Conducted	7	12	5	12
4104 (Human Resources)	“Exit” Interviews Conducted	15	10	9	10

Human Resources 2026 Service Objectives and Outcomes

1. **Objective**: Create and implement a non-uniform supervisor training curriculum to be provided to new/ existing City supervisor/ management staff on a regular basis.

   Outcome: Designed an internal leadership curriculum for supervisor/management staff and currently working with external vendor(s) to establish regular supervisor training aligned with long-term development goals.

2. **Objective**: Work with Peak Innovation Center and Fort Smith Chamber to enhance recruitment efforts of workforce ready high school seniors.

   Outcome: Represented the City of Fort Smith at the River Valley Career Launch in March 2026, engaging with 700 students and generating multiple applications for seasonal and summer hires.

3. **Objective**: Identify and address training/development gaps within the existing City training curriculum for non-uniform employees.

   Outcome: Coordinating the selection of an external training vendor to launch city-wide customer service classes in Fall/Winter 2026 to standardize service quality and improve citizen satisfaction.

4. **Objective**: Implement an updated time and attendance program city-wide and work with payroll to streamline associated timekeeping processes.

   Outcome: Successfully conducted city-wide supervisor training for two major system upgrades, transitioning the organization to a new workweek cycle (July 2025) and deploying a revised Time & Attendance program (August 2025).

5. **Objective**: Grow vendor participation and employee engagement in Employee Health Fair to increase understanding of health & wellness options in the River Valley.

   Outcome: Achieved a 25% year-over-year increase (2024 to 2025) in employee attendance (from 220 to 275 employees) and expanded vendor participation by 10% (from 46 to 51 vendors), setting a strong foundation to meet the 55-vendor and 300-employee goals for 2026.

City of Fort Smith City Clerk

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City Clerk 2027 Service Objectives

1. Provide educational opportunities to staff to ensure knowledge and skills are increased to benefit both staff and citizens.

2. Provide prompt processing of official documents, legal publications and codification of ordinances.

3. Provide various administrative services to the public, mayor, board of directors, administration and staff. *(Comprehensive Plan PFS-1)*

4. Provide up-to-date information on the City of Fort Smith website. *(Comprehensive Plan PFS-1)*

5. Ensure quality programming of the Government Access Channel 214, including live telecast and rebroadcast of regular meetings of the Board of Directors. *(Comprehensive Plan PFS-2)*

6. Finalize implementation of CityView software for cemetery management, which includes creation of a new website that provides interment information and ability for online purchase of grave spaces and niches. *(Comprehensive Plan PFS-1)*

Key Performance Indicators

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 7/31/2026)	FY 2027 Target
4105 – City Clerk	Board meetings attended (voting sessions) / Sets of Board minutes	35	28	16	28
4105 – City Clerk	Agenda’s prepared	52	50	30	50
4105 – City Clerk	Ordinances & Resolutions adopted	332	350	186	350
4105 – City Clerk	Oak Cemetery Interments / Inurnments	84	100	43	100
4105 – City Clerk	Oak Cemetery deeds issued	31	50	22	50
4105 – City Clerk	Average Government Access Channel advertisements	262	275	240	275

City Clerk 2026 Service Objectives

1. **Objective:** Provide educational opportunities to staff to ensure knowledge and skills are increased to benefit both staff and citizens.

   Outcome: *Staff has and will continue to attend multiple certification programs hosted by the Arkansas City Clerks, Recorders and Treasurers Association, International Institute of Municipal Clerks, and Arkansas Municipal League.*

2. **Objective:** Provide prompt processing of official documents, legal publications and codification of ordinances.

   Outcome: *As required by law, all resolutions and ordinances are presented to the mayor for his signature within 48 hours of the meeting at which they were adopted. Ordinances, resolutions and minutes are typically presented to the mayor for his signature immediately following adjournment of the meeting in which they are adopted/approved. All agreements and contracts are presented to the mayor for his signature as they are received from the respective departments.*

   Ordinances requiring publication are submitted to the local newspaper for publication within the same week of adoption. All publications are published on Sundays in the River Valley Democrat Gazette. Ordinances that require codification are specifically identified for inclusion in the next code supplement and uploaded to the City of Fort Smith website.

3. **Objective:** Provide various administrative services to the public, mayor, board of directors, administration and staff. *(Comprehensive Plan PFS-1)*

   Outcome: *City Clerk staff are accessible at all times.*

4. **Objective:** Provide up-to-date information on the City of Fort Smith website. *(Comprehensive Plan PFS-1)*

   Outcome: *Board packet information for Board of Directors meetings, including agendas, staff briefings, minutes, and meeting summaries of Board of Directors regular, study session, and special meetings are made available on the website. A link to the board packet is also posted to the calendar on the City's main web page. Information and services regarding the City Clerk's Office and staff bios are also available. Ordinances adopted, but not yet codified in the Fort Smith Municipal Code are also posted to the web page to ensure the public maintains access to all code amendments.*

5. **Objective:** Ensure quality programming of the Government Access Channel 214, including live telecast and rebroadcast of regular meetings of the Board of Directors. *(Comprehensive Plan PFS-2)*

Outcome: *An average of 240 announcements per month have aired continually providing information on city services and events, and promoting activities of community organizations. The following videos have also aired through July 31, 2026:*

- *The Call/CASA PSA Video*
- *RouteShout 2.0 – Transit Dept.*
- *This Moment Brought to You by Your Hometown (AR Municipal League – factory)*
- *This Moment Brought to You by Your Hometown (AR Municipal League – baseball)*
- *This Moment Brought to You by Your Hometown (AR Municipal League – sprinkler)*

Additionally, regular meetings of the Board of Directors are televised live on the Government Access Channel and rebroadcast three (3) times daily, except Tuesdays or Wednesdays, and two (2) times daily each Thursday until the next regular meeting. Board meeting agendas are also aired on the access channel each Friday preceding the meeting and displayed five (5) times daily until the meeting occurs.

6. **Objective:** Finalize implementation of CityView software for cemetery management, which includes creation of a new website that provides interment information and ability for online purchase of grave spaces and niches. *(Comprehensive Plan PFS-1)*

   Outcome: *CityView implementation for Phase III – Cemeteries, originally set for September 2025 with completion by end of 2025, was delayed pending a determination of acquiring three (3) additional cemeteries from Fort Smith Cemeteries, Inc. No final acquisition determination was rendered; therefore, implementation was formally initiated in spring 2026. The matter of acquisition has resurfaced; therefore, although pre-work by CityView is still ongoing, the matter was again delayed pending final determination set for Board consideration at the September 1, 2026 regular meeting.*

7. **Objective:** Conduct 2026 municipal elections for the mayor and director-at-large positions in compliance with city and state codes.

   Outcome: *Fifteen (15) candidates filed for the Mayor and Director-at-Large positions, i.e. seven (7) for Mayor; four (4) for Director-at-Large Position 5; three (3) for Director-at-Large Position 6; and, one (1) for Director-at-Large Position 7, which was the incumbent who has been declared elected with no opposition. All candidates have been certified and all candidates, with the exception of Director-at-Large Position 7 who was unopposed, will be included on the November 3, 2026 general election ballot.*

   Additionally, a petition to change the form of government was filed with the Mayor on August 3, 2026; therefore, if the petition is deemed sufficient (the verification process is presently ongoing), the measure may be placed on a special election ballot in November 2026.

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Finance 2027 Service Objectives

1. Continue to support the City's Technology Plan by mastering the Enterprise Resource Planning (ERP) and system follow-up activities. (Comprehensive Plan: Goal CCD-3.1)

2. Enhance accessibility of financial data for all city management, citizens, vendors, and customers for improved transparency. (Comprehensive Plan: Goal CCD-3.1)

3. Enhance accountability across all departments by refining and communicating financial and administrative policies to all employees. Finance department will strive to clearly document business processes and policies and ensure the documentation is readily available to all employees in a timely manner via electronic methods. (Comprehensive Plan: Goal CCD-3)

4. Continuous development of the cash and short-term investment management program to take advantage of idle cash in the City's cash and investment pool to maximize short-term interest yields. This includes financial forecasting of major cash flows in order to manage liquidity and short-term investment maturities.

5. Continue the development of the City's formal long-range financial plan.

Key Performance Indicators

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 6/30/26)	FY 2027 Target
4301 (Finance)	Month-end close by 15th of the month	100%	100%	100%	100%
4301 (Finance)	Issue quarterly Board Financial Reports within 45 days of interim quarter-end and within 60 days of year-end	100%	100%	100%	100%
4301 (Finance)	Year-end close by March 10	Yes	Yes	Yes	Yes

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 6/30/26)	FY 2027 Target
4301 (Finance)	Issue monthly budget reports to departments within 20 days of month-end	100%	100%	100%	100%
4301 (Finance)	Adopted Budget Supplement completed within 90 days after Board adoption	No	Yes	Yes	Yes
4301 (Finance)	Apply for and obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting (ACFR)	Yes	Yes	Yes	Yes

Finance 2026 Service Objectives and Outcomes

1. **Objective**: Continue to support the City's Technology Plan by mastering the Enterprise Resource Planning (ERP) and system follow-up activities. (Comprehensive Plan: Goal CCD-3.1)

   Outcome:

   - The implementation of the Contract Management module integrates contract management with the general ledger, purchasing, accounts payable and capture contractual commitments as encumbrances in the financial management system.

2. **Objective**: Enhance accessibility of financial data for all city management, citizens, vendors, and customers.

   Outcome:

   - The implementation of the Contract Management module within the ERP system improves financial transparency.

- Upload to the website a monthly "Paid Invoice Report" to enhance accessibility of financial data for all city management, citizens, vendors, and customers for improved transparency.

3. **Objective**: Enhance accountability across all departments by refining and communicating financial and administrative policies to all employees. Finance department will strive to clearly document business processes and policies and ensure the documentation is readily available to all employees in a timely manner via electronic methods.

   Outcome:

   - Payroll implemented a quarterly "Payroll News" letter that covers policy and procedures pertaining to payroll. The topics are intended to educate and inform other departments to ensure consistency throughout the departments.

4. **Objective**: Develop a more elaborate cash and short-term investment management program to take advantage of idle cash in the City's cash and investment pool and the recent rise in interest rates. This includes more robust financial forecasting of major cash flows in order to manage liquidity and short-term investment maturities.

   Outcome: Finance has continued to take advantage of ultra short-term interest rate returns, negating the necessity for a more robust forecasting of major cash flows to manage longer maturities. Finance continued to monitor the short-term interest rate environment, worked with bankers to maximize rates and reduce banking fees. Finance will further the development of forecasting cash flows as US Treasury rates and economic conditions require.

5. **Objective**: Begin the development of the City's formal long-range financial plan.

Outcome: Utility business systems analysts migrated from Utilities to Finance as part of the 2026 City reorganization. Those analysts are building the components to a broader long-range financial planning model.

City of Fort Smith Purchasing

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Purchasing 2027 Service Objectives

1. Continue to improve Requisition accuracy to decrease operating costs by offering on-going training and support to internal customers, especially with new hires. This metric will also help departments ensure whether suppliers are delivering what was ordered and if it was delivered on time.

2. Reduce Purchase Order cycle time from the time a purchase requisition is converted and submitted to the time when it is transmitted to a vendor or contractor. This is an on-going effort to assist the departments in placing their orders in a timely manner.

3. Enhance training and communication with departments to reduce the rate of emergency purchases.

4. On-going research to broaden the availability of new vendors to provide services to the city.

Key Performance Indicators					
Program	**Performance Indicators**	**FY 2025 Actual**	**FY 2026 Target**	**FY 2026 Actual (as of 07/31/26)**	**FY 2027 Target**
4306 (Purchasing)	Requisition Accuracy	94%	100%	94%	100%
4306 (Purchasing)	Purchase Order Cycle Time	<1 day	<1 day	<1 day	<1 day
4306 (Purchasing)	Emergency Purchases	10	<20	2	<20
4306 (Purchasing)	Vendor Availability	91%	100%	91%	100%

Purchasing 2027 Service Objectives and Outcomes

1. **Objective**: Requisition Accuracy
   Low requisition accuracy increases operating costs. Procurement KPIs are measured across supply categories, buyer segments, and more. This metric will help departments ensure whether suppliers are delivering what was ordered and if it is delivered at the right time.

   Outcome: The ratio of product/service delivered outside the pre-defined service target delivery over the total number of purchase orders during a designated period.

2. **Objective**: Purchase Order Cycle Time
   Purchase order cycle time is measured in hours or days from the time a purchase requisition is converted and submitted to the time when it is transmitted to a vendor or contractor.

   Outcome: Purchasing will measure the number of days when a Requisition first comes into the approval queue until it is converted to a Purchase Order and transmitted to the Supplier. Prior to the implementation of Munis, our goal was for a 3-day turnaround, but with automating the process, it has allowed us to reduce our goal to half a day.

3. **Objective**: Rate of Emergency Purchases
   Emergency purchases are those unplanned orders which are acquired to prevent the shortage of products/services. This metric will be measured with the ratio of emergency purchases to the total number of purchases over a fixed period and the goal is to reduce the rate of emergency purchases.

   Outcome: By lowering the rate of emergency orders, the city will:
   - Lower costs
   - Improve the procurement plan
   - Reduce supply risks
   - Ensure continuity

4. **Objective**: Vendor availability will be used to measure a vendor's capacity to respond to emergency demands. This performance indicator will assist the city in determining the degree of reliability we can place on a vendor.

   Outcome: Vendor availability (%) will be measured by the ratio of the number of times items are available on a vendor's side to the number of orders placed with the supplier.

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Information Technology 2027 Service Objectives

1. Enable sustainable City growth and follow an innovative technical approach.
2. Provide a secure environment for the City's staff and stakeholders.
3. Pursue a collaborative approach with City's departments to better serve constituents.
4. Follow well defined and mature processes that render efficient technology services and support.

Key Performance Indicators

Workload	**FY 2025 Actual**	**FY 2026 Target**	**FY 2026 Actual (as of 07/30/26)**	**FY 2027 Target**
Number of FTE Personnel	21[1]	21	21	21
City Staff to ITS Support Ratio (FTE)	21:1088	21:1088	21:1088	21:1088[2]
Number of Help Desk Tickets	2456	2700	1296	2200
Number of Workstations Deployed	235	200	226	100[3]
Effectiveness	**FY 2025 Actual**	**FY 2026 Target**	**FY 2026 Actual (as of 07/31/23)**	**FY 2027 Target**
Team Attrition Rate	0	0	0	0
Average Time to Respond to Priority 1 Tickets (minutes)	N/A	15	N/A	15
Governance	**FY 2025 Actual**	**FY 2026 Target**	**FY 2026 Actual (as of 07/31/23)**	**FY 2027 Target**
Number of Cybersecurity Training Cycles Completed	2	2	1	2

[1] The City of Fort Smith reorganization in September 2025 reshaped the organizational structure of the ITS department.

- Two (2) staff from 44010101 – Information & Technology were transferred to 43010101 – Finance. These positions include the ERP Project Manager and ERP Business Analyst.
- The ITS department also absorbed 55242101 Water Resources Technology. This included five positions. GIS/MIS Manager (1), GIS Analyst (2), and MIS Application Specialist (2).

[2] Final ratio is dependent upon new position request approvals for all departments for the fiscal year 2027.

[3] Decreased goal for workstation deployments in Fiscal Year 2027 aligns with the regular flow of the organization. Fiscal years 2025 and 2026 were elevated due to the migration from Windows 10 to Windows 11 machines.

Information Technology 2026 Service Objectives and Outcomes

1. **Objective**: Enable sustainable City growth and follow an innovative technical approach.

   Outcome: The IT department has continued to follow industry best practices, working with all City departments, to create innovative solutions that successfully enable sustainable City growth.

2. **Objective**: Provide a secure environment for the City's staff and stakeholders.

   Outcome: We have continually assessed the state of physical and information security systems to successfully provide a secure environment for all staff and stakeholders. Incident response process has been matured to include improved response as well as implementation of mitigation solutions.

3. **Objective**: Pursue a collaborative approach with City's departments to better serve constituents.

   Outcome: The Information Technology department continues to work closely with all City departments on the design and implementation of technology and infrastructure. In 2026, IT paid off a lot of 'technical debt', strengthening and better securing our critical infrastructure, thereby helping every department better serve our citizens. IT also successfully assisted other departments with their priority projects, such as CAD replacement, traffic signaling, 911 PSAP consolidation, and City Hall renovation, amongst many others.

4. **Objective**: Follow well defined and mature processes that render efficient technology services and support.

   Outcome: We have continued to reassess and evaluate technological processes for all City departments resulting in more efficient technology services and support for both City of Fort Smith citizens and employees.

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Communications
2027 Service Objectives & Key Performance Indicators

2027 Service Objectives

- Reinforce City slogan and branding through marketing and social media campaigns. (CCD-3.1.2)
- Continue partnerships with the CVB, such as the Discover Fort Smith podcast and event promotion, to highlight Fort Smith as a great place to live, work, play, and visit. (CCD, CCD-3.1.1)
- Provide residents with an engaging, firsthand look at City operations to increase civic knowledge, strengthen community pride, and encourage greater participation in local government through a one-day Citizens Academy. (PFS-3)
- Market trails, recreation, and new infrastructure throughout Fort Smith. (NCR-4.1.2, FLU 2.1.5, PFS-5.1.2, CCD-3.1.1)
- Maintain open and transparent communication via a variety of media, including social media and traditional media outlets. (PFS-2)

Communications Key Performance Indicators

KPI	2024	2025	Target (2026)	Current (as of 7/31/26)	Target (2027)
Social Media Follower Growth Rate	31,301(FB) 4322 (IG) 1447 (LI)	38,281 (FB) 4943 (IG) 1850 (LI)	38,000 (FB) 5500 (IG) No Target (LI)	41,499 (FB) 5281(IG) 2005 (LI)	43,000 (FB) 6000 (IG) 2500 (LI)
SeeClickFix App Downloads (Annually) – Launched June 25, 2026	0	0	50	240	1000
GovDelivery Subscriber Growth (Annually)	15,051	17,841	20,841	18,860	21,000
GovDelivery Opens (Monthly)	33%	34%	36%	33%	36%
Board Meeting Online Views	9027 (YT) 5590 (Web)	11,512 (YT) 5316 (Web)	25,000 (Combined)	13,623 (YT) 2785 (Web) 11,200 (60 days FB)	20,000 (YT) 5,000 (Web) 60,000 (FB)
Citizens Academy Attendance	Not a KPI	Not a KPI	Not a KPI	0 participants	50 participants

Communications 2026 Service Objectives & Outcomes

1. **Objective:** Reinforce the new City slogan and branding through marketing and social media campaigns. (CCD-3.1.2)
   Outcome: Reinforced the City's new slogan and branding through social media campaigns, the Trailblazer Award, media interviews, and expanded logo placement. The logo and new slogan were added to highly visible locations and materials, including the podium at the Blue Lion, helping create a more consistent and recognizable City identity.

2. **Objective:** Continue partnerships with the CVB, such as the Discover Fort Smith podcast and event promotion, to highlight Fort Smith as a great place to live, work, play, and visit. (CCD, CCD-3.1.1)
   Outcome: Strengthened the City's partnership with the Fort Smith Convention & Visitors Bureau through the Discover Fort Smith podcast, event promotion, and shared storytelling that showcases Fort Smith as a great place to live, work, play, and visit.

3. **Objective:** Support festivals, special events, and nonprofits to highlight what makes Fort Smith unique. (NCR-3.3)
   Outcome: Increased awareness of local festivals, special events, nonprofits, and community organizations through City communication channels, helping showcase Fort Smith's people, culture, and community pride.

4. **Objective:** Market trails, recreation, and new infrastructure throughout Fort Smith. (NCR-4.1.2, FLU-2.1.5, PFS-5.1.2, CCD-3.1.1)
   Outcome: Expanded public awareness of Fort Smith's trails, parks, recreation opportunities (Including ribbon cuttings for new playground equipment), and major infrastructure investments through social media, videos, press coverage, and public information campaigns.

5. **Objective:** Maintain open and transparent communication via a variety of media, including social media and traditional media outlets. (PFS-2)
   Outcome: Maintained timely, open, and transparent communication through social media, news releases, media interviews, public notices, the City website, and direct responses to residents and reporters. These efforts kept the public informed about water conservation, storm damage, infrastructure projects, the City Administrator search, the consent decree modification and projects, and other significant City matters.

City of Fort Smith Citizen Services

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Citizen Services 2027 Service Objectives

1. Maintain a 95% Call Center Service Level, defined as the percentage of incoming calls answered within the established time threshold. This metric ensures prompt response to citizen inquiries, reduces call abandonment rates, and improves the overall customer experience.

2. Achieve a 90% Quality Assurance score, measured through the department's internal customer service scorecard. This scorecard evaluates a sample of customer interactions handled by Customer Service Representatives to ensure accurate information, adherence to procedures, and professional, courteous service.

3. Maintain a Billing Accuracy rate of 98–99%, based on municipal utility industry standard. This metric measures the percentage of utility bills issued without errors requiring adjustments, ensuring billing integrity, reducing disputes, and improving payment timeliness.

4. Enhance digital customer experience and reduce operating costs through expanded online services including online bill pay, account setup, e-billing, and self-service capabilities.

5. Reduce municipal facility operating expenses by 60% through the implementation of solar projects, LED lighting retrofits, and targeted facility upgrades. These efforts, combined with improved internal processes, will generate long-term cost savings and operational efficiencies. This objective relies on timely project implementation of solar projects and facility upgrades.

Key Performance Indicators

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 07/31/24)	FY 2027 Target
4504 Citizen Services	Call Center Service Level	98%	95%	97%	95%
4504 Citizen Services	Quality Assurance	91%	90%	91%	90%
4504 Citizen Services	Bill Accuracy Rate	99.56%	98%	99.34%	98%

Citizen Services Objectives and Outcomes

1. **Objective**: Call Center Service Level
   Maintain a 95% or greater service level for incoming calls, defined as the percentage of calls answered within the established time threshold (e.g., 30 seconds). This ensures timely response to citizen inquiries, reduces call abandonment rates, and improves overall customer satisfaction.

   Outcome: Citizens experience minimal wait times when contacting the City, resulting in increased trust, improved issue resolution times, and enhanced public perception of City services.

2. **Objective**: Quality Assurance
   Achieve a 90% quality assurance score across monitored interactions, evaluating accuracy, courtesy, adherence to policies, and completeness of information provided. Regular monitoring, coaching, and refresher training will be conducted to sustain quality standards.

   Outcome: Consistent and accurate information is provided to citizens, reducing repeat calls and service errors while fostering confidence in the City's customer service capabilities.

3. **Objective**: Billing Accuracy
   Maintain billing accuracy at or above the municipal utility industry benchmark of 98–99%, defined as the percentage of bills issued without errors requiring adjustment. This will be accomplished through system checks, staff training, and quality review prior to bill issuance.

   Outcome: Accurate and timely bills reduce customer disputes, strengthen public confidence, and improve on-time payment rates.

4. **Objective**: Municipal Facility Expense Reduction
   Achieve a 60% reduction in facility operating expenses through energy efficiency measures, solar energy generation, system upgrades, preventive maintenance, and operational improvements. This will involve targeted energy projects, energy savings performance contracts, and data-driven facility management strategies.

   Outcome: Significant cost savings that can be reinvested into department operational and capital costs, reduced environmental impact, and enhanced operational resiliency of municipal facilities.

City of Fort Smith Planning & Zoning

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Planning & Zoning 2027 Service Objectives

1. The Planning Department will improve the quality and consistency of development review by maintaining clear application requirements, updating review procedures as needed, providing applicants with accessible guidance throughout the development process, and encouraging use of the City's online application portal and development resources to improve accessibility and customer service.
   (PFS-1.1.2, PFS-2.1, ED-1.1.4)

2. The Planning Department will strengthen collaboration with internal departments and external agencies to improve coordination on development projects, facilitate efficient reviews, and promote consistent application of development regulations.
   (PFS-1.1.1, PFS-2.1, FLU-1.3)

3. The Planning Department will periodically evaluate land use classifications and zoning regulations including the Unified Development Ordinance to determine whether updates are needed to accommodate emerging business models and changing development patterns. These efforts will help ensure the City's regulatory framework remains responsive to evolving market conditions while supporting appropriate economic development.
   (FLU-1.1.2, FLU-1.1.3, ED-1.1.1, CCD-1.1.5)

4. The Planning Department will promote professional growth by encouraging staff participation in training, educational programs, and professional development opportunities. Ongoing learning will help staff remain informed of changes in planning practices, development regulations, and emerging approaches to community planning, strengthening the department's ability to provide effective public service.
   (PFS-1.1.2, PFS-2.1)

Key Performance Indicators					
Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual As of 7/27/26	FY 2027 Target
Planning (4106)	Number of UDO Amendments	3	10	1	6
Licensing (4106)	Number of public outreach events attended	2	6	2	5

Planning & Zoning 2026 Service Objectives

1. **Objective:** The Planning Department is committed to improving transparency and access by enhancing public communication tools, such as maintaining an up-to-date online zoning map, development review resources, and public information portals. These improvements will support better customer engagement and provide streamlined access to development regulations, increasing both internal efficiency and public satisfaction. (PFS-1, PFS-1.1.2, FLU-1.1.2, FLU-1.1.3, ED-1.1.4)

   Outcome: *The Planning Department maintained current zoning and development resources on the City's website and updated online mapping and informational materials as needed. These efforts improved public access to development information and supported more efficient communication with applicants.*

2. **Objective:** The Planning Department will strengthen development outcomes by actively enforcing urban design standards and refining development codes to support well-planned growth. This includes periodic reviews and amendments to the UDO, sign ordinance, and land use policies to ensure they reflect community goals and best practices. (FLU-1.1.2, FLU-4.1.1, HN-1.5, ED-4.1.1, PFS-2)

   Outcome: *The Planning Department continually administered and enforced adopted development standards through the development review process while completing amendments to the Unified Development Ordinance and related regulations as needed. These updates improved consistency and clarified development requirements.*

3. **Objective:** The Planning Department will promote a proactive approach to land use management through regular updates to zoning classifications, annexation procedures, and the evaluation of the city limits and former ETJ boundary. These efforts will guide sustainable development and help align land use with market demands and long-term growth objectives. (FLU-1.1.3, FLU-1.6, FLU-1.3, HN-1.2.2, ED-1.1.1, PFS-2.1)

   Outcome: *The Planning Department continued to evaluate zoning requests, annexation activities, and land use patterns to ensure consistency with adopted policies and changing development trends. Ongoing maintenance of zoning records and mapping resources supported informed decision-making and encouraged orderly growth within the City's planning area.*

4. **Objective:** The Planning Department will continue to enhance customer service by evaluating and improving internal review timelines, coordination with partner departments, and communication with applicants. The goal is to reduce delays, increase clarity, and maintain a high standard of customer interaction throughout the development process. (PFS-2, ED-1.1.4)

   Outcome: *The Planning Department maintained coordination with reviewing departments and continued to improve communication throughout the development review process. These efforts supported timely reviews and provided applicants with clearer expectations.*

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Building Services 2027 Service Objectives

1. The Building Safety Division will continue to enforce all applicable State and City Building codes and ordinances and will review construction plans for code compliance and perform all related field inspections to protect public health and safety. Prevent unsafe construction and occupancy through inspections and plan review. (ED-1, ED-4, HN-1, HN-3, TI-4, PFS-1, PFS-2, PFS-4)

2. We will continue to strive to improve the professionalism and productivity of the employees in their day-to-day involvement with designers, developers, contractors, other city department staff and the public. Provide accessible and clear communication, guidance, and support throughout the permitting and inspection process. Encourage code-compliant design and construction by collaborating with contractors, architects, and engineers. (ED-1, ED-4, HN-1, HN-3, TI-4, PFS-1, PFS-2, PFS-4)

3. Technology will remain a key component of service delivery. The Building Safety Division will continue expanding the use of the CityView permitting and code enforcement system by enhancing online services, improving digital workflows, reducing paper-based processes, and increasing operational efficiency. The department will also strengthen field inspection capabilities through mobile technology and electronic documentation, providing customers with faster access to permit and inspection information. (ED-1, ED-4, HN-1, HN-3, TI-4, PFS-1, PFS-2, PFS-4)

4. The Building Safety Division is committed to investing in its employees through ongoing professional development. Inspectors and permit officers will complete all required continuing education and state licensing requirements while participating in department-wide training focused on code updates, customer service, and emerging construction practices. Cross-training employees will enhance operational flexibility, improve service continuity, and ensure consistent customer service during staff absences. (ED-1, ED-4, HN-1, HN-3, TI-4, PFS-1, PFS-2, PFS-4)

5. The Building Safety Division will embrace a culture of continuous improvement by regularly evaluating ordinances, policies, procedures, and business practices to enhance efficiency and customer experience while maintaining public safety. The department will identify opportunities to simplify processes without compromising code compliance and will support initiatives that encourage economic growth while ensuring all construction is safe, resilient, and fully compliant with adopted codes. (ED-1, ED-4, HN-1, HN-3, TI-4, PFS-1, PFS-2, PFS-4)

Key Performance Indicators					
Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 07/30/26)	FY 2027 Target
4108	Permits	3,156	3,500	2,277	3,500
4108	Inspections	9,811	9,800	5,062	10,000
4108	Plan Reviews Com/Res	803 – Com. 354 – Res.	800 – Com. 350 – Res.	633 – Com. 178 – Res.	800 – Com. 350- Res

Building Services 2026 Service Objectives and Outcomes as of 8/8/2026

1. **Objective**: The Building Safety Division will continue to administer all applicable State and City Building codes and ordinances and will review construction plans for code compliance and perform all related field inspections to protect public health and safety. Prevent unsafe construction and occupancy through inspections and plan review (ED-1, HN-1, HN-2, HN-3, TI-4)

   Outcome: The Building Safety Division has issued 1677 Building permits and conducted 5823 building, plumbing, electrical and mechanical inspections. We have conducted 322 commercial plan reviews and 205 residential plan reviews. Staff have worked on numerous complaints for unsafe structures, plumbing, electrical and mechanical concerns.

2. **Objective**: We will continue to strive to improve the professionalism and productivity of the employees in their day-to-day involvement with designers, developers, contractors, other city department staff and the public. Provide accessible and clear communication, guidance, and support throughout the permitting and inspection process. Encourage code-compliant design and construction by collaborating with contractors, architects, and engineers. (PFS-1, PFS-2, PS-4) (PFS 1, PFS 2, PS-4)

   Outcome: The Building Safety Division continued to strengthen relationships with designers, developers, contractors, consultants, other City departments, and the public by emphasizing professionalism, responsiveness, and customer service in every interaction. Staff consistently provided clear communication, timely guidance, and practical support throughout the permitting and inspection process, helping customers better understand code requirements and navigate projects more efficiently.

3. **Objective**: Staff is continuing to work with IT staff and are close to going to the City View Group on new Permitting and code enforcement software. We will work closely with the IT staff on the changes to go as smoothly as possible to make the experience more user friendly for the customer. Implementation of digital permitting, plan review, and real-time inspection reporting through mobile and web platforms. (PFS-1, PFS-2, PS-4)

   Outcome: The implementation has modernized the department's permitting and inspection processes by providing digital permitting, electronic plan review, online inspection scheduling, and real-time inspection reporting through mobile and web-based platforms. These enhancements have improved operational efficiency, reduced reliance on paper processes, and increased transparency for contractors, developers, and residents.

Cross Connection 2027 Service Objectives

1. Cross Connection continues to enforce all applicable Arkansas Department of Health and City of Fort Smith Cross Connection Control Program regulations. Cross Connection continues to maintain the Cross-Connection Control Program, established by City Ordinance No. 50-01, for the protection of the public water system. The purposes of the ordinance are to protect the public water supply from the possibility of hazards from backflow, eliminate or control cross connections, actual or potential, and provide for the maintenance of a continuing program to systemically prevent a hazard from affecting the public water system. (TI-5)

2. We will continue to strive to improve the professionalism and productivity of the employees in our day-to-day involvement with water user customers, designers, developers, contractors, other city department staff and the public. Provide accessible and clear communication, guidance, and support throughout the plan review, survey, inspection and required notifications processes. Ensure compliant design and installation of backflow prevention assemblies by collaborating with assembly installers, contractors, architects, and engineers. (PFS-1, PFS-2, PS-4)

Key Performance Indicators

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 07/29/26)	FY 2027 Target
4108-2101	Surveys	1446	1600	1421	1650
4108-2101	Inspections	80	125	75	130
4108-2101	Plan Reviews Com/Ind/Multi-Family	144	150	46	155
4108-2101	Written Notices Issued (US Mail)	5434	5030	2935	5200

Cross Connection 2026 Service Objectives and Outcomes as of 7/29/2026

1. **Objective**: Cross Connection continues to enforce all applicable Arkansas Department of Health and City of Fort Smith Cross Connection Control Program regulations. Cross Connection continues to maintain the Cross-Connection Control Program, established by City Ordinance No. 50-01, for the protection of the public water system. The purposes of the ordinance are to protect the public water supply from the possibility of hazards from backflow, eliminate or control cross connections, actual or potential, and provide for the maintenance of a continuing program to systemically prevent a hazard from affecting the public water system. (TI-5)

   Outcome: Cross Connection has conducted 1421 cross connection surveys of water users and has conducted 75 new backflow prevention assembly installation inspections. We have conducted 46 commercial, industrial, and multifamily plan reviews. We have issued 2935 written notices to water user customers including annual test due notices (1st, 2nd and 3rd), required backflow prevention assembly installation notices and follow-up survey letters. Staff have responded to numerous cross-connection and backflow prevention concerns from customers, testers and installers by telephone, email and onsite visits.

2. **Objective**: We will continue to strive to improve the professionalism and productivity of the employees in our day-to-day involvement with water user customers, designers, developers, contractors, other city department staff and the public. Provide accessible and clear communication, guidance, and support throughout the plan review, survey, inspection and required notification processes. Ensure compliant design and installation of backflow prevention assemblies by collaborating with assembly installers, contractors, architects, and engineers. (PFS-1, PFS-2, PS-4)

   Outcome: Staff continue to maintain their required certifications through training classes, including Assembly Testing Technician and Plumbing Inspection licenses. Standard drawings and notes for all backflow prevention assembly installations and a quick reference guide for the installation of an assembly have been published on the Cross-Connection Control Program webpage and copies are provided to installers, contractors, and engineers. A list of certified assembly testers is maintained and included in all assembly test due notices issued to water user customers. A public education outreach program to include social media, publication of handouts discussing backflow prevention, and community presentations, is being developed.

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COMMUNITY DEVELOPMENT DEPARTMENT
2027 SERVICE OBJECTIVES

1. Preserve safe, decent, and affordable housing by providing owner-occupied housing rehabilitation assistance to eligible low- and moderate-income households. (HN 1.1, HN 1.6, HN 2.2, HN 2.4.1, HN 3.1.1)

2. Expand homeownership opportunities by administering HOME-funded down payment assistance and homeownership production activities for income-qualified households. (HN 2.2, HN 2.2.1, HN 2.4, HN 3.1.1)

3. Improve neighborhood quality of life through strategic investment in public facilities, infrastructure improvements, and eligible public service activities benefiting low- and moderate-income residents. (HN-2.2, HN-5.1)

4. Support housing stability and community well-being by partnering with local organizations to improve facilities and services for individuals experiencing or at risk of homelessness. (HN-4.2, HN-5.2)

5. Ensure effective stewardship of federal grant resources through timely administration of CDBG and HOME programs while maintaining compliance with HUD regulations and advancing the City's Consolidated Plan goals. (HN-1.1, HN-5.1)

Key Performance Indicators

Program	Performance Indicators			FY 2026 Actual (as of 07/31/26)	FY 2027 Target
4107	Number of owner-occupied rehab projects completed			29	25*
4107	Homebuyer assistance households served			1**	7
4107	HUD Timeliness ratio maintained			Timeliness test passed for 5.2.26	

*The count of 25 reflects the amount of projects indicated in the department's Annual Action Plan for PY2026-2027.
**HOME funds are issued within Community's Development's Program Year of July 1- June 30th. While most funding was spent in the fall of 2025 for this project, the agency experienced a delay in the spring of 2026 due to staff turnover.

COMMUNITY DEVELOPMENT DEPARTMENT
2026 SERVICE OBJECTIVES with Outcomes as of 7/31/26

6. Protect and improve existing neighborhoods by continuing the implementation of the CDBG and HOME program. Continue to provide health and safety assistance through the Housing Assistance Program. (HN 3.3.1, HN 2.4.1, HN 3.1.1, HN 2.2.1, HN 1.6, ED 7.2).

   The Community Development staff has worked to expend block grant funds to protect and improve existing neighborhoods. CDBG housing assistance funds were used to rehab 29 single family homes within the City of Fort Smith during the 2025 calendar year. Participating Fort Smith public service agencies spent $112,094.72 in CDBG funded projects that provided direct benefits to Fort Smith citizens.

7. Preserve and increase the supply of safe, stable, and affordable supportive housing opportunities for homeless individuals and families. The staff will oversee the expenditure of CDBG-CV3 and HOME-ARP funding that has been allocated to support the construction of a non-congregate homeless facility. (HN 2.4, HN 2.4.1)

   Construction has started on Next Step Neighborhood- a non-congregate homeless facility funded with both CDBG-CV funding as well as HOME-ARP and Community Development Block Grant Funding.

8. Maintain housing opportunities in urban areas. Continue to provide housing opportunities to low-income families through the Down Payment Assistance program with HOME Investment Partnership Program funds. (HN 2.2, HN 2.2.1, HN 2.4, HN 3.1.1).

   As the Community Development Department's only certified CHDO (Community Home Development Organization), Crawford Sebastian Community Development Council continues to offer down payment and subsidy assistance to qualified low-income homeowners. The agency recently spent out grant funding in the amount of $274,306 and serving 7 local families.

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Neighborhood Services Department 2027 Service Objectives

1. Continue proactive enforcement of the City's adopted Nuisance Ordinances and Property Maintenance Code to address blighted properties throughout the community. Prioritize the identification and remediation of abandoned, vacant, and boarded-up structures to enhance neighborhood safety, appearance, and quality of life. *(ED-7, HN-1, HN-2)*

2. Continue professional development for inspectors and office staff through training in enforcement techniques, customer service, professionalism, time management, and productivity. Identify and implement opportunities to improve operational efficiency, including streamlining legal notification timelines. Complete the Neighborhood Services transition to a semi-paperless operation within the next year to enhance efficiency, accountability, and reduce costs associated with paper files. *(PFS-1, PFS-2, PS-4)*

3. Conduct a comprehensive review of the City's adopted nuisance ordinances and property maintenance codes to ensure they remain effective and aligned with current enforcement needs. Update departmental policies and standard operating procedures to reflect applicable laws, promote consistency in enforcement practices, and ensure compliance with all legal and regulatory requirements. *(HN-1, ED-7, PFS-1, PFS-2, PS-4)*

Key Performance Indicators

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 07/31/26)	FY 2027 Target
6900	Housing/Environmental Inspections	18,706	15,000	18,641	20,000
6900	Violation PMC/ENV Warnings Issued	21,664	19,000	14,788	19,500
6900	Total Inspections PMC/ENV Conducted	32,649	25,000	18,641	27,000

Neighborhood Services 2026 Service Objectives and Outcomes as of 7/31/2026

1. **Objective**: The Neighborhood Services Department will be striving to increase enforcement efforts on blighted properties across the city in accordance with adopted Nuisance Ordinances and Property Maintenance Code. Paying particular attention to abandoned, vacant and boarded up structures. (ED-7, HN-1, HN-2)

   Outcome: Overall, the Neighborhood Services Department has made significant progress in its enforcement efforts on blighted properties throughout the city. As of July 31, 2026, the department has conducted 18,641 inspections, exceeding its annual target of 15,000 inspections by nearly 25%. The department is also on pace to surpass its goals for warning notices issued and total inspections completed.

   These accomplishments reflect the hard work and dedication of both the field inspectors and office staff, whose continued commitment has strengthened the department's enforcement efforts. Addressing vacant properties that remain unsecured and unkempt continues to be a top priority, as these properties pose ongoing concerns for neighborhood safety, appearance, and quality of life.

2. **Objective**: Continuing education for inspectors and office staff in the areas of enforcement techniques, customer service, professionalism, time management and productivity. Exploring avenues to further efficiency as well as timelines for legal notification. Neighborhood Services will be striving to be paperless within the next two years with the implementation of City View. (PFS-1, PFS-2, PS-4)

   Outcome: Both field inspectors and office staff remain committed to staying current with all adopted ordinances and codes. Ongoing professional development through the International Code Council (ICC) has been essential in ensuring staff remain knowledgeable about current code requirements, best practices, and effective enforcement techniques.

   The department is also advancing its modernization efforts through a parallel pilot program in preparation for transitioning to a paperless file records system in 2027. As part of this initiative, staff are scanning and digitizing all documents into the CityView database, improving record accessibility, operational efficiency, and long-term document management.

3. **Objective**: Staff will work to identify two more target areas within the city where neighborhoods have fallen into decline due to blighted structures. By addressing both property and structures through enforcement efforts under the adopted Property Maintenance Code and Nuisance Ordinances. Working with citizens and property owners offering direction and directing toward possibly resources for assistance. (HN-1, ED-7, PFS-1, PFS-2, PS-4)

   Outcome: Through the dedicated efforts of our Housing Inspectors, the department has achieved a significant increase in the number of non-compliant structures being addressed. As of July 2026, 240 structures have been actively addressed, compared to 90 during the same period in July 2025—an increase of approximately 155%.

   The addition of a second Housing Inspector in 2026, approved by the Board of Directors, has been a key factor in this success. The increased staffing capacity has enabled the department to more effectively identify, monitor, and address blighted structures throughout the city.

   In addition, the department has continued to cultivate strong working relationships with property owners, contractors, and property managers. These collaborative partnerships have proven instrumental in achieving voluntary compliance, improving communication, and advancing neighborhood revitalization efforts.

Police Department 2027 Service Objectives

1. The Administration Division (4701), in conjunction with other divisions and City leadership, will continue long-term planning for the Department's public safety infrastructure. During 2027, the Division will pursue funding opportunities and advance planning efforts for the development of the second police precinct, substation, and training center. The Division will also continue supporting the successful implementation and ongoing coordination of the River Valley Communications Center (RVCC) to ensure reliable emergency communications and operational continuity.

2. The Administration Division (4701), through the Office of Professional Standards, will continue promoting professionalism, accountability, and ethical conduct throughout the Department. During 2027, the Office will provide **at least two (2)** training sessions emphasizing policy compliance, leadership, and ethical decision-making. We will also provide investigative and enhanced risk-management training for newly promoted supervisors.

3. The Administration Division (4701) will continue modernizing the Department's administrative and technology infrastructure to improve operational efficiency, cybersecurity, and CJIS compliance. Working with the RVCC, the Division will implement the new RMS from Central Square and transition existing live systems. We will also design and implement a CJIS-compliant solution to segregate our old servers that cannot be upgraded, providing compensating controls that allow the systems to remain functional on the non-upgradable operating systems. Finally, we will undertake an inventory of existing IT infrastructure with an eye toward reducing downtime and improving overall performance.

4. The Administration Division (4701) will continue strengthening partnerships with the Downtown Business Association (DBA), Central Business Improvement District (CBID), business owners, community organizations, and service providers through the Downtown/CBID Officer and Downtown Ambassadors Program. During 2027, the Division will emphasize collaborative problem solving related to homelessness, quality-of-life concerns, and downtown revitalization while maintaining a visible and accessible presence within the downtown business district, participating in **at least twelve (12)** community events in the downtown area throughout the year and providing **at least four (4)** downtown crime and activity updates to the DBA, CBID, and interested stakeholders.

5. The Administration Division (4701), through the Community Relations Unit, will continue strengthening public trust by expanding opportunities for positive, non-enforcement interactions between Department personnel and the community. During 2027, the Division will implement **at least one (1)** new community engagement initiative while evaluating existing programs to maximize participation, effectiveness, and long-term sustainability. The Division will continue striving to reach **at least sixty percent (60%)** of Fort Smith residents through positive community engagement opportunities.

6. The Administration Division (4701), through the Public Information Office received two thousand nine hundred twenty-five (2,925) FOIA requests in 2025 and acknowledged everyone within the three-business-day statutory window. Of those, twenty-eight (28) required more than three (3) business days to reach final release, representing less than 1% of requests. The overall average fulfillment time was two point three two (2.32) days, while requests exceeding three business days remained open an average of thirty-two point eight five (32.85) days.

   In 2027, working with the Records, Legal, and investigative units, the division will seek to maintain **no more than twenty-nine (29)** requests requiring more than three (3) business days for final release, reduce the overall average fulfillment time to **two point three (2.3) days or less**, and reduce the average time open for requests exceeding three business days to **thirty (30) days or less**.

7. The Support Services Division (4702) will continue to prioritize employee retention and workforce stability in 2027. Recognizing the challenges posed by reduced staffing levels and increasing service demands, the division will focus on employee engagement, wellness, and professional development initiatives to retain institutional knowledge and maintain operational readiness. This objective will be measured by maintaining an **annual retention rate of at least eighty seven percent (87%)** among both uniformed and non-uniformed employees while continuing recruitment efforts that encourage applications from all segments of our community.

8. The Support Services Division (4702) will continue promoting a culture of professionalism, leadership, and organizational effectiveness through targeted training opportunities. Training efforts will focus on leadership development, communication, de-escalation, officer wellness, and legal updates while utilizing cost-effective methods such as internal instructors, partnerships, and grant-funded opportunities whenever possible. This objective will be measured by providing **no fewer than seven hundred (700) hours** of department-wide training in these subject areas during 2027.

9. The Support Services Division (4702) will continue enhancing officer readiness and proficiency through firearms and tactical training opportunities. Due to staffing and budgetary constraints, the division will emphasize maximizing available training opportunities and increasing accessibility to voluntary training sessions. This objective will be measured by maintaining **at least three (3) additional weeks** of range availability beyond mandatory qualification requirements and documenting participation in voluntary firearms training opportunities.

10. The Criminal Investigations Division (4703) will provide for the development of detectives through implementation of specialized training in order to increase investigation skills for benefit of crime victims in the City of Fort Smith. Training for detectives is vital to maintain high standards of investigations which leads to successful prosecution of criminal cases. To meet this objective, the Criminal Investigations Division (4703) will complete **a minimum of seven hundred fifty (750) hours** of enhanced training to develop the skills and abilities of detectives.

11. The Criminal Investigations Division (4703) will strive to enhance the leadership capabilities of supervisory staff within the division, with a goal of improving communication, leadership

development, and overall team effectiveness. This will be achieved with enhanced training focused on advanced leadership principles and related topics. It is the goal of the Criminal Investigations Division to have **one (1) sergeant, and one (1) lieutenant** complete the FBI LEEDA Trilogy. Additionally, **the Criminal Investigations Commander will attend and complete a command-level leadership course** (e.g., FBI National Academy, Northwestern University School of Police Staff & Command, or FBI-LEEDA Five Star Chief Executive Institute Weeks 1 and 2).

12. The Criminal Investigations Division (4703) will maintain an overall divisional crime clearance rate of assigned cases at or above **eighty two percent (82%)** in 2027. This benchmark is based on criminal cases assigned to the division for further investigation. Further, each section within the division will maintain a clearance rate based upon the nature of crimes they investigate on a regular basis. The Crimes against Persons Unit will maintain a crime clearance rate of assigned cases **at or above eighty seven percent (87%)**. The Crimes against Property Unit will maintain a crime clearance rate of assigned cases **at or above seventy seven percent (77%)**. The Special Investigations Unit will maintain a crime clearance rate of assigned cases **at or above eighty seven percent (87%)**.

13. The Criminal Investigations Division (4703) remains committed to addressing the evolving landscape of criminal behavior, particularly the rise in digital and web-based crimes targeting youth. Recognizing the significant threat posed by online child exploitation, the Division through its Special Investigations Unit (SIU) will continue to actively support the efforts of the Internet Crimes Against Children (ICAC) Task Force. To enhance the effectiveness in this critical area, the Special Investigation Unit will complete **a minimum of twenty (20) hours** of specialized ICAC related training focused on the investigation and prosecution of child predators. The SIU will directly participate in the investigation of **at least three (3)** ICAC cases annually that result in the arrest of individuals involved in the exploitation of children.

14. The Criminal Investigations Division remains firmly committed to combating the manufacture, distribution, and trafficking of illegal narcotics through intelligence-driven investigations, collaborative enforcement strategies, and proactive community engagement. The Division’s Narcotics Unit plays a vital role in these efforts by targeting drug networks that threaten public safety and community well-being. To maintain operational excellence, the Narcotics Unit will receive **a minimum of one hundred (100) hours** of specialized training annually, focused on the investigation and prosecution of narcotics sales and trafficking offenses. In support of enforcement objectives, the unit will conduct **no fewer than six (6)** narcotic operations **per quarter**, specifically targeting mid- to high-level drug trafficking organizations. Each operation will be designed to produce measurable outcomes, including felony arrests, drug seizures, asset forfeitures, and the recovery of firearms associated with drug-related crimes. In addition to enforcement, the Narcotics Unit will actively participate in **a minimum of six (6)** community outreach initiatives annually, such as town hall meetings, school presentations, or narcotics awareness events. These efforts are aimed at educating the public, preventing substance abuse, and fostering trust between law enforcement and the communities they serve.

15. The Criminal Investigations Division (4703) will focus on strengthening partnerships with local, state, and federal agencies, to include the Sebastian County Sherrif's Office, Arkansas State Police, 12th/21st Judicial Drug Task Force, DEA, U.S. Marshals and the FBI. The division aims

to **establish or renew Memorandums of Understanding (MOUs)** with these existing and potential partner agencies to enhance information sharing and support coordinated operations. These collaborative efforts will prioritize combating organized crime, human trafficking, and drug-related offenses.

16. The Criminal Investigations Division (4703) recognizes the high-stress nature of investigative work and will continue to support the Department's Wellness and Support Program. The division will offer resources such as counseling services, stress management workshops, and peer support groups to promote the mental and physical well-being of detectives. The goal is to **achieve one hundred percent (100%) participation** in after-action care, in alignment with Arkansas Act 398 legislation.

17. The Field Operations Division (4704) will provide adequate police response to emergency calls for service to citizens and visitors in need. This will be accomplished through expedited response to higher priority calls (**priority 0-2**, on a priority scale of 0-9) of **under four minutes and 30 seconds (<00:04:30)**, measured from the time of dispatch to the time of arrival.

18. Ensuring the safety of the public and our officers remains a top priority for the Field Operations Division (4704). While the division's benchmark is zero at-fault collisions involving on-duty personnel, performance metrics through May 2026 show that out of 16 department-wide collisions, FSPD staff were at fault in nine, with some involving Field Operations personnel. In 2027, the division will intensify its efforts to reach the zero-collision target through continuous driver training, regular briefing reminders, and routine driving audits during response reviews. The Field Operations Division will work to reduce the number of employee **at-fault vehicle crashes in 2027 to no more than six (6)** and reduce all crashes, regardless of fault, to **no more than ten (10)**.

19. The Field Operations Division (4704) remains committed to strengthening the leadership, communication, and professional capabilities of its supervisory staff. As of late 2026, six of the division's thirteen supervisors (ranging from Sergeant to Captain) have earned the FBI-LEEDA Trilogy Award by completing the Supervisor, Command, and Executive Leadership Institutes. In 2027, the division's goal is to **enroll the remaining seven (7) supervisors in FBI-LEEDA** courses to either complete or advance toward their Trilogy designation. The ultimate objective is to achieve a one hundred percent (100%) Trilogy completion rate among all division supervisors, subject to potential personnel transfers, promotions, or reassignments.

20. In 2027, the Field Operations Division (4704) will expand the department's Take-Home Vehicle Program, with the ultimate goal of achieving a **one-to-one (1:1) officer/vehicle vehicle assignment ratio for all eligible personnel**. Beyond serving as a powerful recruitment and retention tool, take-home vehicles offer significant operational advantages. Transitioning away from round-the-clock vehicle operation is anticipated to decrease overall fuel consumption, lower maintenance costs, and encourage better day-to-day equipment care through individual officer accountability. This program directly aligns with the department's commitment to the responsible stewardship of city-owned assets. We anticipate cost savings of **five percent (5%) in fuel** and **five percent (5%) maintenance** costs following full implementation.

21. Over the past few years, downtown Fort Smith's entertainment district has grown increasingly popular, drawing a steady influx of residents and visitors. Along with this increased activity, the area has seen a rise in quality-of-life concerns, specifically trespassing, disorderly conduct, and public intoxication. In 2027, the Patrol Special Operations Division (4705) will focus its resources on addressing these issues. Utilizing targeted deployments of both the Bicycle and Traffic Units, the department aims to **reduce these quality-of-life calls by three percent (3%)** in 2027 compared to the 433 calls handled in 2025.

22. The Patrol Special Operations Division (4705) remains committed to fostering strong leadership within the department. In 2027, **all division supervisors will be required to complete at least one week-long leadership course**. To build a strong succession pipeline, the division will also identify and **enroll at least five (5) patrol officers** interested in future promotion in advanced leadership training. Through these combined efforts, the division aims to have **fifty percent (50%) of assigned personnel complete a leadership development course** by the end of 2027.

23. To reduce long-term maintenance costs and protect division assets, Patrol Special Operations (4705) will focus on specialized equipment-care training in 2027. The division will identify and enroll Bike Unit officers in bicycle maintenance courses and Motor Unit officers in specialized motorcycle care training. The goal is to have **eight (8) officers complete this training** by the end of 2027, ensuring the proper handling of specialized equipment and lowering future repair costs.

24. The Animal Service Unit (4707) will continue promoting responsible pet ownership through community education, public engagement, and partnerships with the Fort Smith Animal Haven Shelter and other community stakeholders. Educational outreach will focus on preventing neglect, improving animal welfare, and encouraging compliance with applicable laws and ordinances. This objective will be measured by conducting follow-up welfare checks and **reducing substantiated Cruelty to Animals cases and Runing at Large calls by ten percent (10%)** during 2027.

25. The Animal Service Unit (4707) will continue focusing on reducing risks posed by aggressive and/or vicious dogs through proactive enforcement, strategic deployment of available resources, and increased visibility in areas experiencing high volumes of animal-related complaints. Recognizing reduced staffing levels and increasing service demands, the unit will prioritize incidents that present the greatest threat to public safety. This objective will be measured by **reducing the number of reported dog bite incidents by ten percent (10%)** from 2026 levels.

26. The Animal Service Unit (4707) will continue enforcing animal-related ordinances and state laws through a balanced approach emphasizing education, voluntary compliance, and accountability. While warnings may be appropriate under certain circumstances, the unit will maintain a proactive enforcement philosophy to encourage responsible pet ownership and improve community safety. This objective will be measured by ensuring that **no more than fifteen percent (15%) of enforcement actions are resolved through warnings**.

Police Department 2025 Service Outcomes

1. The Administration Division (4701), in conjunction with other divisions, has made considerable progress toward our previous goals of an additional police precinct consolidation of our Public Safety Answering Point (PSAP) with Sebastian County. FSPD has done as much as possible regarding consolidation, including the identification and acquisition of a facility. Little further progress will be possible on this objective until the city and other stakeholders can come to an agreement. The department has also selected a location for a second police precinct/substation/training center and purchased the building. We will be working in 2025 to remodel the facility with an initial focus on the training center.

   During 2025, the Administration Division continued advancing the Department's long-term strategic objectives related to public safety facilities and regional emergency communications. The Fort Smith Police Department completed the actions within its control to support the planned consolidation of Public Safety Answering Point (PSAP) services into the River Valley Communications Center (RVCC), including continued coordination with partner agencies and preparation for the eventual transition. The Administration Division also made significant progress toward establishing the planned second police precinct, substation, and training center. We completed several steps in architectural design, in addition to cost modeling and other planning. This project is ongoing.

2. The Administration Division (4701), in conjunction with other divisions, is dedicated to fostering partnerships with the community we serve. A strong partnership with the community has been shown to improve trust and legitimacy with the police department, which then improves the quality of life in the City of Fort Smith for residents and visitors. We accomplish this objective through community services other than enforcement actions, including outreach initiatives, public safety education, and service to those in need. In 2025, FSPD will continue meet a performance indicator of reaching at least 60% of our residential population through non-enforcement contacts while expanding existing programs.

   The Administration Division continued strengthening partnerships between the Fort Smith Police Department and the community through a variety of non-enforcement initiatives focused on education, outreach, and public service. Throughout 2025, the Division supported and expanded community engagement programs designed to build trust, improve legitimacy, and enhance the quality of life for Fort Smith residents and visitors. Patrol recorded 23,000 non-enforcement contacts, while Community Relations recorded 131,522, for a total of 154,522. While many of these are repeat contacts, we estimate that we had unique contacts totaling approximately 58,000 individuals, or roughly 63% of our residential population.

3. The Administration Division (4701), will stand up an Officer Wellness Unit to improve the overall wellness of department staff. The Wellness Unit will seek to foster an environment in which department personnel can begin and end their careers in good health, both physically and emotionally.

   The Administration Division successfully established the Department's Officer Wellness Unit during 2025, creating a centralized program dedicated to improving the physical, emotional, and mental well-being of Department personnel. The Wellness Unit began developing policies, partnerships, and resources designed to provide employees with greater access to confidential wellness services throughout their careers. Significant progress has been made toward building a comprehensive wellness program through the establishment of peer support resources, expanded access to mental health professionals, and implementation of initiatives focused on promoting resilience, reducing stress, and supporting the long-term health of Department employees.

   Additionally, we undertook a comprehensive redesign of our awards program. The resulting program has been designed to improve employee recognition and morale, and has been well received.

4. The Support Services Division (4702) will continue to emphasize retention in 2025. We will strive for a retention rate of a minimum of 85% in both uniformed and non-uniformed positions. While the focus will be on retention, we will not divert from our ongoing efforts to recruit for diversity among all positions. The division will measure this objective by recruiting at least 50% minority demographic applicants to vacant positions in 2024.

   In 2025, the department maintained an employee retention rate of 85%, while 33% of newly hired employees represented minority demographics.

5. The Support Services Division (4702) understands the need for effective and efficient IT infrastructure for the benefit of employee productivity. Training and go-live of the new ProPhoenix CAD/RMS system will occur in late 2024 and early 2025. This will require changes to the current IT infrastructure to include servers, internet connectivity, and computer updates. Therefore, the division will improve the information technology for employees of the police department through the replacement of aging systems and implementation of current software in 2025. Training will be required of all police/fire employees and will include the implementation of many new modules, replacing some legacy systems at the PD.

   In 2025, department personnel completed training on the new ProPhoenix CAD/RMS system, and the system was successfully implemented. However, due to factors beyond the department's control, the long-term future of the system remains uncertain.

6. The Support Services Division (4702) will increase the professionalism and knowledge of the 911 Communications Unit through additional training on telecommunications principles. Current trends in public safety communications require our telecommunicators to maintain training standards comparable to sworn officers. Further, the eventual consolidation of Sebastian County Emergency Communications Centers will require training on new techniques, including EMD protocol dispatching. To address this changing landscape, our dispatchers must have training on current industry trends, leadership, communication skills, and the latest technology to provide satisfactory public safety response. This objective will be met in 2025 through a minimum of 300 hours of additional training for communications unit staffing.
   In 2025, the 911 Communications Unit received 348 hours of training.

7. The Support Services Division (4702) will continue in 2025 to promote a culture of inclusion and professionalism through locating and providing department-wide training in diversity, implicit bias, leadership, communication, use of force, and de-escalation. This will be accomplished through hosting courses from outside instructors as well as utilizing departmental courses such as annual in-service training. This will be measured by no less than 200 hours of training on the mentioned topics provided to each officer in 2025.

   In 2025, the department received 1,282 hours of training on the mentioned topics.

8. The Criminal Investigations Division (4703) will provide for the development of detectives through implementation of specialized training in order to increase investigation skills for benefit of crime victims in the City of Fort Smith. Training for detectives is vital to maintain high standards of investigations which leads to successful prosecution of criminal cases. To meet this objective, the Criminal Investigations Division (4703) will complete a minimum of 750 hours of enhanced training to develop the skills and abilities of detectives and supervisors.

   The Criminal Investigations Division successfully achieved and exceeded its training objective during 2025 by completing more than 1,100 hours of enhanced training, surpassing the established goal of 750 hours. Detectives and Supervisors participated in a wide range of specialized training programs designed to strengthen investigative skills, improve case management, enhance interview and interrogation techniques, develop digital evidence competencies, and expand leadership capabilities. The additional training provided personnel with current knowledge of the best investigative practices, legal updates, and emerging crime trends. As a result, the division enhanced its ability to conduct thorough and professional investigations, improve services provided to crime victims, and support he successful prosecution of criminal cases with the City of Fort Smith.

9. The Criminal Investigations Division (4703) will maintain an overall divisional crime clearance rate of assigned cases at or above 80% in 2025. This benchmark is based on criminal cases assigned to the division for further investigation. Further, each section within the division will maintain a clearance rate based upon the nature of crimes they

investigate on a regular basis. The Crimes against Persons Unit will maintain a crime clearance rate of assigned cases at or above 85%. The Crimes against Property Unit will maintain a crime clearance rate of assigned cases at or above 75%. The Special Investigations Unit will maintain a crime clearance rate of assigned cases at or above 85%.

The Criminal Investigation Division (4703) maintained an overall clearance rate of 89.02% in 2025. Crimes Against Persons had a clearance rate of 93.48%, Crimes Against Property had a clearance rate of 79.78%, and Special Investigation had a clearance rate of 95.66%.

10. The Criminal Investigations Division (4703) will work towards strengthening partnerships with local, state, and federal agencies which are crucial for effective crime prevention and resolution. The division will work to establish or renew Memorandums of Understanding (MOUs) with current and available agencies to enhance information sharing and joint operations. These collaborations will focus on tackling organized crime, human trafficking, and drug related offenses.

    The Criminal Investigations Division continued to work towards strengthening partnerships with local, state, and federal agencies. Furthering this objective, the Narcotics Unit began the process of adding an additional TFO position to our local FBI office which was accepted in the first quarter of 2026. In November 2025, the Narcotics Unit received a distinguished award/acknowledgment from the FBI for its collaborative efforts in ongoing regional operations to protect the community from organized crime and transnational narcotics rings.

    Our Part-Time TFO with the USMS assisted on 68 cases, 16 felony arrests/apprehensions, and participated in a gang sweep operation resulting in over 21 arrests across the state.

    We are currently partnering with several local, state, and federal agencies to investigate an ongoing organized crime operation involving property crimes, vehicle thefts, human trafficking, and narcotics offenses. This investigation began in 2025 and remains active.

    During 2025, the Narcotics Unit conducted 127 drug-related investigations and seized more than 34,000 grams of illegal narcotics with an estimated street value of $937,948.

    Members of the Criminal Investigations Division also partnered with the Arkansas State Police during Operation VOICE, a collaborative initiative focused on locating, identifying, and offering services to potential victims of human trafficking. During the operation, investigators identified 12 potential victims and one suspect believed to be involved in human trafficking.
11. The Criminal Investigations Division (4703) will continue to recognizing the high stress nature of investigative work, the division will support a Department Wellness and Support Program and will provide resources such as counseling, stress management workshops, and peer support groups to ensure the mental and physical wellbeing of

detectives. The goal is to have 100% participation in after action care as outlined in Arkansas Act 537 legislation.

During 2025, the Criminal Investigations Division (4703) maintained full compliance with departmental wellness initiatives and Arkansas Act 537 requirements by ensuring that 100% of employees involved in qualifying traumatic events were offered counseling services and provided information regarding available wellness resources. Supervisors consistently documented notifications and referrals following qualifying incidents, ensuring employees had access to appropriate support services. As a result of these efforts, a minimum of eleven employees voluntarily sought counseling or wellness-related serviced on separate occasions throughout the year. The division's continued emphasis on employee wellness, peer support, and post-incident care reflects its commitment to addressing the high -stress nature of investigative work and promoting the mental and physical well-being of its personnel.

12. The Field Operations Division (4704) will provide adequate police response to emergency calls for service to citizens or visitors in need. This is accomplished through expedited response to higher priority calls (priority 0-2, on a priority scale of 0-9) under five minutes, measured from time of dispatch to time of arrival.

    In 2025, the department's average response time to priority 0 calls was 1.10 minutes, 4.00 minutes to priority 1 calls, and 4.22 minutes to priority 2 calls, all of which are under the established goal of five minutes.

13. The Field Operations Division (4704) will maintain a considerable effort to reduce theft in the City of Fort Smith, for both residential theft as well as commercial theft. This effort will be conducted using crime analysis data reported in bi-weekly Compstat meetings, collaboration with the Criminal Investigation Division and Community Relations Unit, directed patrols of neighborhood and businesses, the use of FLIR technology, and security checks of closed businesses. Utilizing these methods, the patrol division seeks to reduce theft reports by 5%.

    Per our Crime Analyst, in 2024 there were a total of 2,779 reported thefts. In 2025, there were a total of 2,521 thefts. This is a 9% decrease in reported thefts which surpassed our goal of 5%.

14. The Field Operations Division (4704) will seek to improve the leadership abilities of supervisory staff to aid in communication, leadership, and professional public service through advanced training in those topics. In 2025, all patrol division supervisors will have attended an advanced leadership training through FBI Leadership & Executive Development Association or other management training.

    In 2025, five supervisors within the Field Operations Division received additional leadership training and twelve new officers received a 12-hour course on leadership in the academy taught by the CLEST Director. It should be noted that there were several promotions and positional changes in 2025 which impacted the ability to give those supervisors that were planned in 2024 to receive the training in 2025 given they were moved from, or newly promoted to, the division.

15. The Special Operations Division (4705), understanding motor vehicle collisions account for a significant portion of personal injury and property damage, will seek to promote the safety of the citizens and visitors of the City of Fort Smith by reducing the number of motor vehicles collisions by 6%. The reduction of these collisions will be accomplished through directed patrols, specific enforcement actions, deterrent efforts utilizing solar powered radar signs placed in problem areas, electronic signage placed in problem areas, and public service announcements advocating for safe driving practices. With an increase in officers to the Traffic Unit and overall staffing increases, we believe this is achievable.

Though the department did not reach its goal of a 6% reduction in accidents over the previous year, accidents were reduced in 2025. There were 2,872 accidents recorded in 2024 with 2,846 being reported in 2025, reflecting a 1% decrease.

16. The Special Operations Division (4705), understanding that the downtown area is a place of business and recreation for our community members and visitors from abroad, believes that those who choose to work and play in Downtown Fort Smith should expect a safe and inviting environment free of nuisances. The downtown area is contained within reporting districts 0904 and 1203. Some of the most common nuisance call types in the downtown area are listed below along with the number of those call-types received from January 1st, 2024 to December 31st, 2024.

- Public Intoxication (S54S): **44**
- Disorderly Conduct (DISCON): **270**
- Loitering (LOITER): **94**
- Trespass (TRESPAS): **88**
- Criminal Mischief (CRIMMIS): **79**
- Disturbance/Fight (DSTFGT): **133**

TOTAL: 708

The Special Operations Division, through collaborated efforts with our Bicycle Unit, Traffic Unit, Crisis Intervention Unit, the Field Operations Division, and those business owners and organizations in the downtown area, will work to see an overall decrease of 5% of the total of the nuisance call types listed above in this area.

In 2025 the following call totals for the downtown area and the two districts were as follows;

- Public Intoxication (S54S): 53
- Disorderly Conduct (DISCON): 273
- Loitering (LOITER): 72
- Trespass (TRESPAS): 107

- Criminal Mischief (CRIMMIS): 58
- Disturbance/Fight (DSTFGT): 223

Total: 786

While the specific target of a 5% overall reduction was not met, the data reveals significant operational successes alongside a clear explanation for the overall 11% increase. Joint enforcement and community outreach efforts yielded major double-digit drops in highly visible nuisances. Criminal Mischief fell by 26.6% and Loitering dropped by 23.4%, indicating that coordinated presence successfully deterred these specific behaviors. The overall increase in total calls (786 vs. 708) is primarily driven by a deliberate shift toward high-visibility, proactive enforcement. Rather than waiting for citizens to call in disturbances, trespasses, or public intoxication, officers actively sought out and initiated these contacts. Because officer-initiated actions generate official call logs, our increased activity naturally drove the administrative metrics upward. While this technically missed the numeric "reduction" target, it represents a much more aggressive, self-initiated posture by our units to clean up the downtown corridor before issues could escalate.

17. The Special Operations Division (4705) will seek to improve the leadership abilities of supervisory staff to aid in communication, leadership, and professional public service through advanced training in those topics. In 2025, all Special Operations Division supervisors will have attended an advanced leadership training course through FBI Leadership & Executive Development Association or other management training.

In 2025, two supervisors attended a FBI Leadership course.

18. The Animal Service Unit (4707) will continue to promote awareness of proper pet care throughout our community. This will be accomplished through interactions with the public and our partnership with the FSAH Shelter. We will continue to hand brochures and educational materials out the proper pet care regularly. We will also continue to conduct follow-up animal welfare checks on incidents stemming from improper pet care that does not rise to the level of Cruelty to Animals. By doing so, we seek to reduce the number of Cruelty to Animal cases by 30%.

In 2025, we saw a 30% reduction of animal cruelty cases from 2024.

19. The Animal Service Unit (4707) will continue to have a strong focus on capturing and removing aggressive and/or vicious dogs from the city to reduce animal bite victims. We have seen a 63% increase in animal bite cases from 72 in 2022 to 114 in 2023, with an average of 40% of victims receiving medical attention. With the purchase of additional traps, we will be able to increase coverage throughout the city in capturing and removing aggressive and/or vicious dogs. When wardens are not handling calls, they will increase their presence in areas of a heavy stray population, neighborhoods, and parks. We will continue to work with the city officials, the FSAH Shelter, and the community to reach the goal of creating a community where people feel safe when enjoying the city's outdoor amenities.

In 2025, bite incidents increased from 75 cases in 2024 to 84 cases in 2025. Despite the overall increase in bite incidents, the number of cases requiring medical attention declined. In 2024, 25 bite incidents required medical treatment, compared to 18 in 2025.

20. The Animal Service Unit (4707) will continue to have a zero-tolerance policy with regard to issuing citations for violations of the animal-related city ordinances and state laws. We will continue to educate the public on these ordinances and laws and the necessity of compliance. We are adding additional training for new hires and current wardens in an effort to increase their skills in investigation, report writing, and communication. We are also bringing back regular meetings to provide a platform for additional "briefing training", and to keep wardens focused on the importance of enforcing the animal related ordinances in line with the overall goals of the department and our community. We will continue to seek innovative ways to improve training in this area. Animal Services issued 182 citations in 2023, a 219% increase over the 57 issued in 2022. With the addition of the personnel requested in this budget, we anticipate seeing this number increase further, unless/until we see corresponding increases in compliance.

    In 2025, the Animal Services Unit issued 152 citations, compared with 278 in 2024. During most of 2024, the unit operated at its full staffing level of five personnel.

    In 2025, two Animal Warden vacancies resulted from employee resignations. Those positions proved challenging to fill and required multiple recruitment and hiring processes before they were filled.

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Public Safety Communications 2027 Service Objectives

The Department of Public Safety Communications was created in early 2025 with the task of consolidating E911 and emergency services dispatch from the City of Fort Smith PSAP and Sebastian County PSAP to form the River Valley Communications Center (RVCC). The plan to build a new facility in 2026 was not able to be realized due to funding constraints. Nevertheless, the consolidation of the two PSAPs as mandated by State law was successful in July. Beginning on that date, 911 Telecommunicator employees from both the City of Fort Smith and Sebastian County will be managed within the Department of Public Safety Communications. 2027 will continue to be a year of growth and learning as we take two old ways of operating and build a unified 911 emergency communications center serving all of Sebastian County.

1. Objective: In 2027, the RVCC must continue to address new skills requiring training to close the gap created with the merging of two groups of employees. The requirements for professionalism in this profession dictate that 911 Telecommunicators and supervisors obtain leadership and communications training. Finally, a consolidated 911 communications center will have to become up to date on relevant E911 laws, procedures, or techniques to provide efficient and timely emergency response to the citizens of Fort Smith and Sebastian County. This objective will be met in 2027 through a minimum of 450 hours of additional training for communications unit staffing.

2. Objective: The RVCC will apply for an initial communications accreditation through The Commission on Accreditation for Law Enforcement Agencies (CALEA). This body creates key performance benchmarks for 911 quality control, including a quarterly check of 911 call answering times, 911 call dispatch times, employee call taking performance checks, and employee call dispatch performance checks. In 2027, the service objectives will be measured by maintaining the following benchmarks:

- Each 911 Telecommunicator will maintain a 90% or higher on quality control checks of call receiving and call dispatching, on a quarterly basis.
- 95% of incoming 911 telephone calls shall be answered within 15 seconds.
- 90% of all Fire-related calls for service shall be dispatched within 60 seconds.
- 90% of all Police related calls for service with a priority of 0, 1, and 2 shall be dispatched within 60 seconds.

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Public Safety Communications 2026 Service Objectives

The Department of Public Safety Communications was created in early 2025 with the task of consolidating E911 and emergency services dispatch from the City of Fort Smith PSAP and Sebastian County PSAP to form the River Valley Communications Center (RVCC). 2026 will be a year of building this department, organizationally and literally, as the construction of a new facility at 4501 Burrough RD will be underway with an expected opening in 2027. At that time, 911 Telecommunicator employees from both the City of Fort Smith and Sebastian County will be managed with the Department of Public Safety Communications. 2026 will see this new department address opportunities and challenges of creating a consolidated 911 Emergency Communications Center. In 2026, current City of Fort Smith dispatchers will transition from Police Department oversight to the Department of Public Safety Communications.

July 2026 Update: Due to funding constraints, the plan to construct a new facility was put on hold until funding could be secured. Nevertheless, the RVCC successfully consolidated operations on July 6th, satisfying the legislative requirement outlined in the Arkansas Public Safety Communications and Next Generation 911 Act of 2019. Now all 911 Telecommunicators are in one location, providing emergency communications for all citizens and public safety agencies in Sebastian County.

1. Objective: In 2026, the RVCC must address new skills requiring training, such as Emergency Medical Dispatch and Telephone CPR. The requirements for professionalism in this profession dictate that 911 Telecommunicators and supervisors obtain leadership and communications training. Finally, a consolidated 911 communications center will need to stay up to date on relevant E911 laws, procedures, and techniques to provide efficient and timely emergency response for the citizens of Fort Smith and Sebastian County. This objective will be met in 2026 through a minimum of 450 hours of additional training for communications unit staffing.

OUTCOME: The River Valley Communications Center will meet this requirement in 2026, even though space and staffing constraints from the hold on a new facility construction negated the ability to build and certify telecommunicators on Emergency Medical Dispatch protocols. Until a new facility can be built to accommodate the additional console space to allow for dedicated EMD coverage, training to certify on EMD is not necessary. As of July 2026, telecommunicators received a total of 156 hours of additional training, with additional training hours expected by the close of the budget year to meet this standard.

2. Objective: The RVCC will maintain communications accreditation through The Commission on Accreditation for Law Enforcement Agencies (CALEA). This body creates key performance benchmarks for 911 quality control, including a quarterly check of 911 call answering times, 911 call dispatch times, employee call taking performance checks, and employee call dispatch performance checks. In 2026, the service objectives will be measured by maintaining the following benchmarks:

- Each 911 Telecommunicator will maintain a 90% or higher on quality control checks of call receiving and call dispatching, on a quarterly basis.
- 95% of incoming 911 telephone calls shall be answered within 15 seconds.
- 90% of all Fire related calls for service shall be dispatched within 60 seconds.
- 90% of all Police related calls for service with a priority of 0, 1, and 2 shall be dispatched within 60 seconds.

OUTCOME: As of July 2026, the following data supports achievement of this service objective, with the exception of fire calls for service:

- Quality control checks of call receiving and call dispatching of RVCC telecommunicators were maintained at a rate of 99.3%, well above the 90% benchmark.

- 100% of all 911 calls were answered within the performance benchmark of 15 seconds. 95.6% of 911 calls were answered within 10 seconds.

- 99% of all Fire related calls for service were dispatched within the benchmark of 60 seconds.

- 90% of all Police related calls for service were dispatched within the benchmark of 60 seconds.

Fort Smith Fire Department

200 North 5th Street
Fort Smith, AR 72901
(479) 783-4052 office (479) 783-5338 fax

Darrell Clark
Fire Chief

Fort Smith Fire Department – 2026 KPI Service Objectives Mid-Year

1. To provide the best in services by following the guidelines of the Insurance Services Office (ISO) and National Fire Protection Association (NFPA) service and response requirements to maintain our ISO Public Protection Classification 1 and for future expansion and growth.
    - Meeting NFPA 1710 response guidelines: 90th percentile turnout time within 90 seconds for structure fires, 60 seconds for EMS calls, first-due response within 5 minutes of alarm.
    - Continued fire hydrant maintenance and testing.
    - Pre-incident planning of all commercial/industrial buildings annually
    - Continued education for all company officers, new drivers, new firefighters
2. Promote a business-friendly and citizen friendly government by adopting and maintaining fair and transparent fire codes applied equally to all customers.
    - Adopted the 2021 Fire Codes in May of 2023
3. To educate Children, Senior Citizens, and higher risk occupancies on fire prevention.
    - Through July 1, the Fire Department has reached 6,656 citizens through public fire safety and education programs.
    - In addition to public interactions, each year the FSFD purchases and delivers 4,500 to 5,000 fire safety coloring/activity books to elementary aged children in Fort Smith schools.
4. Maintain open communication between the City, the business community, and residents through participation in community outreach programs and delivering public safety education sessions to residents, school children, and businesses.
    - The Fire Department continues to have representation at all City of Fort Smith Board of Directors meetings and study sessions.
5. To keep property loss from fires or other incidents to a minimum.
    - Average response time of only 3 minutes, 20 seconds to all areas of the City.
    - Value of property responded to: $116.9 Million
    - Total Percent Lost: 0.7%
    - **Total Percent Saved: 99.3%**
6. Improve the accountability and performance measurement of our budget by including key performance indicators for the Department as outlined below.

Key Performance Indicators				
Program	Performance Measure	FY 2025 Actual	FY 2026 Target	FY 2026 Actual Through Mid-Year
Program # 4801-4804 Fire Department	To keep casualties and property loss from fire as low as possible through education and inspections	The Fire Department reached 2412 Children and 1868 Adults	To educate Children, Senior Citizens, and higher risk occupancies on fire prevention	Fire Department has reached 6,656 citizens through interactions.
Program # 4801 Fire Department	To keep property fire insurance rates as low as possible by maintaining an ISO PPC-1	Maintained all areas required by ISO for PPC-1	To maintain an ISO Public Protection Class 1	December of 2025, we reduced our front-line engine companies from 9 to 8. The possible impact on our ISO score is unknown.
Program # 4802 & 4803 Fire Department	To strive to keep property loss from fires or other incidents to a minimum / To keep property loss to less than 10%	Value of property responded to: $48.3 Million Total percent Saved: 92.41%	To keep property loss to less than 10%	Value of property responded to: **$116.9 Million** Total percent Saved: **99.3%**
Program # 4802 & 4803 Fire Department	To meet NFPA and ISO Response Time Standards / To be on scene in 4 minutes or less after receipt of alarm	16,000 alarms were responded to with an average response time of 3 minutes 37 seconds	To be on scene in 4 minutes or less after receipt of alarm.	7,934 alarms have been responded to as of July 1st. The percentage of response times under 5 minutes was 92%.
Program # 4804 Fire Department	To increase safety and efficiency through training / Achieve 30,066 total training hours for individual and company training	Training scenarios totaled 42,241 combined hours	Achieve a minimum of 30,000 total training hours for individual and company training	Training scenarios totaled 20876 combined hours

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Public Works 2027 Service Objectives

1. Continue to respond to citizen's request for service in a timely, effective and efficient manner (Comprehensive Plan: Goal PFS-1 and 2).
2. Continue to ensure that customers within Fort Smith have access to reliable water and wastewater services by reducing or eliminating deficiencies and gaps in infrastructure systems. This includes reducing water leaks, improving metering operations, and reducing the number and quantity of sanitary sewer overflows (Comprehensive Plan: Goal TI-4).
3. Continue to lessen the potential for property damage from flooding by regularly cleaning and clearing debris from ditches, channels and drainage structures and through maintenance of drainage easements, detention ponds, and levees (Comprehensive Plan: Goal HN-1 and CCD-1).
4. Continue to improve the safety of the traveling public by repairing and upgrading traffic control devices and street surfaces (signals, signs, striping, pedestrian crosswalks and roadways etc.) (Comprehensive Plan: Goal TI-1, TI-3).
5. Further develop a long range plan for sidewalk repair and new construction while continuing to implement the year to year plan. (Comprehensive Plan: Goal TI-1, TI-3)

Key Performance Indicators					
PROGRAM	PERFORMANCE INDICATORS	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 6/22/26)	FY 2027 Target
Heavy Construction (5302)	% of requests for small projects (from Jan. 1st to Dec. 31st) completed by June 30th of following year.	97.7%	95%	91.2%	95%
Drainage (5303)	% of requests for drainage repairs and maintenance (from Jan. 1st to Dec. 31st) completed by June 30th of following year.	97.4%	95%	84.1%	95%
Street Maintenance (5304)	% of requests for street repairs and maintenance (from Jan. 1st to Dec. 31st) completed by June 30th of following year.	96.4%	95%	84.9%	95%
Sidewalks (5305)	Complete 3 miles of sidewalk annually (this includes new construction and repairs).	126%	100%	52.1%	100%
Traffic Control (5401)	Complete 400,000 linear feet of roadway striping replacement annually.	125%	100%	10.3%	100%
Fleet Op. & Logistics (5521)	Inventory Loss Rate	0.12%	< 1%	~0.1%	< 1%
Water Line Maintenance (5610)	Number of water leaks on pending list at end of year	78	< 100	17	< 50
Sewer Line Maintenance (5611)	Complete 50 miles of sewer line cleaning annually	54.1%	100%	98.4%	100%
Sewer Line Maintenance (5611)	Number of SSOs per 100 miles of pipe	28.7 Tot. SSOs 23.0 Dry SSOs 5.7 Wet SSOs	<40 Tot. SSOs <30 Dry SSOs <10 Wet SSOs	14.4 Tot. SSOs 14.4 Dry SSOs 0.0 Wet SSOs	<40 Tot. SSOs <30 Dry SSOs <10 Wet SSOs

Public Works 2026 Service Objectives and Outcomes
(Updated through June 22, 2026)

1. **Objective:** Continue to respond to citizen's request for service in a timely, effective and efficient manner.

   Outcome: Quick response time continues to be a top priority. We have put an emphasis on meeting this objective in responsiveness or by directing citizens to the appropriate department with issues not connected to this department**.** We have better notification as we can be notified by phone, e-mail, or through SeeClickFix.

2. **Objective:** Continue to ensure that customers within Fort Smith have access to reliable water and wastewater services by reducing or eliminating deficiencies and gaps in infrastructure systems. This includes reducing water leaks, improving metering operations, and reducing the number and quantity of sanitary sewer overflows

   Outcome: Active water leaks have been reduced by 97% since January 1, 2025, new water meter specifications have been developed, a reconstruction/replacement program for the top 75% of water users has been initiated, metering issues are addressed as soon as they are discovered, sanitary sewer overflows are addressed immediately, and 98% of the required sewer line cleaning for 2026 has been completed.

3. **Objective:** Continue to lessen the potential for property damage from flooding by regularly cleaning and clearing debris from ditches, channels and drainage structures and through maintenance of drainage easements, detention ponds, and levees.

   Outcome: Channels have been cleaned on a rotation from large channels to small channels based on the best time of year to accomplish this cleaning. The department's vacuum truck has also been used on a regular basis to remove sediment and debris from inlets, junction boxes, storm drains, and culverts. Drainage easements, detention ponds, and levees have been maintained and mowed regularly.

4. **Objective:** Continue to improve the safety of the traveling public by repairing and upgrading traffic control devices and street surfaces (signals, signs, striping, pedestrian crosswalks and roadways etc.).

   Outcome: The traffic control department has adhered to a regular maintenance schedule for signs, signals, street markings and battery maintenance. Street maintenance crews continue to effectively repair and maintain street surfaces by repairing potholes and utility cuts, responding to complaints, and by performing routine maintenance.

5. **Objective:** Further develop a long range plan for sidewalk repair and new construction while continuing to implement the year to year plan.

Outcome: Crews continue to construct new sidewalks and make repairs to damaged and unsafe sidewalks throughout the City. A plan of action is updated and implemented annually to better handle the continued work.

Water Resources 2027 Service Objectives

1. Ensure adequate, well-maintained water and wastewater treatment, for all development and prevent development ahead of adequate water supply and wastewater treatment facilities. (FLU-1.4, TI-5.2.1)
2. Continue to ensure that customers within Fort Smith have access to reliable water and wastewater services by reducing or eliminating deficiencies and gaps and extending the life of treatment, pumping, and storage infrastructure systems. (TI-5.1)
3. Ensure that treatment, pumping, and storage infrastructure systems can meet the city's long-term needs. Utilize water and sewer modeling to adopt criteria for prioritizing funding for infrastructure-related capital improvement projects. (TI-5.2, TI-5.2.4)
4. Provide new water and wastewater facilities in a manner that protects investments in existing facilities and promotes orderly growth. (PFS-4.2)

Key Performance Indicators

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 06/30/2026)	FY 2027 Target
Water Treatment (55560400)	Percent Regulatory Compliance	100%	100%	100%	100%
Environmental Quality (56252101)	Percent Permitted FOG Generator Inspections	50 %	50%	38%	50%
Building, Station, Easement Maintenance (56260000)	Preventative Maintenance Lift/Pump Station Inspections (required CD Action)	99.9%*	100%	50%	100%
Wastewater Treatment (56560300)	Percent Regulatory Compliance	96.9%**	100%	98.7%***	100%

*Inspections missed due to personnel missing inspections for some stations during required inspection rotation.
**Ammonia violations (15) at Massard due to plant conditions, and TSS violations (4) due to storm flows at Massard.
*** Ammonia violation (1) at Massard due to plant conditions, and Fecal Coliform violation (1) at P Street due to equipment failure.

City of Fort Smith Parks & Recreation

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fsparks@fortsmithar.gov

Parks & Recreation 2027 Service Objectives

1. Continue to meet the goals of the Capital Improvement Plan through dedicated funding of the sales and use tax. (Comprehensive Plan: NCR-1)

2. Continue to develop a continuous and connective trail system throughout the community. (Comprehensive Plan: NCR-1.4)

3. Continue to evaluate and identify improvements to existing facilities, parks, and trails to increase inclusivity and accommodate citizens of all abilities. (Comprehensive Plan: PFS-3.2.3)

4. Maintain open communication between the City, the Parks Commission, the Central Business Improvement District, and residents through participation in public programs. (Comprehensive Plan: PFS-2.2)

5. Improve accountability and performance measurement of our budget by including key performance indicators for the Parks Department as outlined below. (Comprehensive Plan: Goal PFS-2)

Key Performance Indicators

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 8/11/25)	FY 2027 Target
62010101 Parks Maintenance	Mow each park on a seven-day turnaround during the mowing season (approx. 24 weeks).	22	24	19	24
62020101 Oak Cemetery	Mow the cemetery weekly during the mowing season (approx. 24 weeks).	23	24	17	24
62040101 Community Centers	Facility Usage Hours (includes City bookings)	2,789	2,800	2,620	2,800

62050101 Aquatics	Maintain the same revenue to expense ratio.	24%	20%	31%	24%
62060101 Riverfront/Downtown Maintenance	Facility Usage Hours (includes City bookings)	2,802	2,800	1,398	2,800

Parks & Recreation 2026 Service Objectives and Outcomes

1. **Objective**: Continue to meet the goals of the Capital Improvement Plan through dedicated funding of the sales and use tax. (Comprehensive Plan: NCR-1)

   Outcome: The Board of Directors approved a construction contract for improvements to the Creekmore Park Tennis Courts. This project consists of the resurfacing of the southern four (4) tennis courts, reconstruction of the northern four (4) tennis courts to a post-tension concrete base rather than retain an asphalt base, conversion of the antiquated light fixtures to LEDs, addition of spectator seating along the east side of the courts, and replacement of the fencing. Also incorporated into this project is the conversion of the four (4) light poles at the pool to LED fixtures. Pending weather, this project will be complete in late fall.

   Following completion of the bathhouse and diving well enclosure, the next phase of significant improvements at Creekmore Park Pool is the renovation of the pump house building, including the mechanical equipment (pumps, filters, piping, etc.). Apart from typical repairs, the last major renovation of the mechanical equipment occurred in 1990. The estimated cost of this project is $1.5 million but will be driven largely by the mechanical equipment needs once design begins. MAHG Architecture, Inc. was selected to provide architectural and engineering services for this project.

   Phase II improvements at Woodlawn Park were completed earlier this year. These improvements included replacing the dilapidated standalone play amenities and providing composite structures for each age group. The completed project features a designated toddler play area that features a three-component play and learn structure and an age-specific swing bay. The equipment for older kids focuses on climbing components that challenge users to think creatively, develop hand-eye coordination, and encourage collaborative play. The improvements to the walkways as part of this project brought this section of the park into compliance with ADA requirements.

   Improvements at Hillcrest Park were also completed earlier this year. Through multiple neighborhood meetings with nearby residents, it was determined the primary need was for updates to the play equipment, a new water fountain, and to retain a natural aesthetic within the park. The completed playground features nature-based amenities for multiple age groups, accommodating both individual and group play, seating for patrons, a multiuser water fountain, and an electrical bollard beside the gathering table to better accommodate community events held at the park.

2. **Objective:** Continue to develop a continuous and connective trail system throughout the community. (Comprehensive Plan: NCR-1.4)

   Outcome: In July 2018, the Board of Directors approved for the Parks Department to make application to the Outdoor Recreation Legacy Partnerships (ORLP) program through the U.S. Department of Interior for the May Branch Railroad Trail - Phase I (now referred to as Maybranch Greenway). This project consists of an approximate 1.7 mile, 10ft-wide concrete multi-purpose greenway that connects the Greg Smith River Trail to Martin Luther King, Jr. Park. The National Parks Service (NPS) announced the awarded projects of the 2018 ORLP program funding cycle in December 2019. May Branch Railroad Trail - Phase I was awarded funding in the amount of $750,000.00. The Arkansas Department of Parks, Heritage, and Tourism (ADPHT), the State Lead Agency for the ORLP program, provided a grant agreement to the City on July 14, 2026. To account for the significant delay in getting this agreement, the award amount was amended to $2,440,937.55. The Board of Directors approved to accept these funds in July of this year. Executing this grant agreement makes adequate funding available now to complete Phase IB.

   Despite continued efforts to coordinate with one of the railroads for a trail crossing, the design for Maybranch Greenway Phase IB had to be modified. To complete this project and not create further delay, it is necessary to divert greenways users to the road and paint sharrow markers for the segment along the railroad crossings. The Arkansas Department of Transportation (ArDOT) has reviewed this request and is agreeable to this solution to complete the project. Construction plans are approximately 80% complete and easement acquisition is in progress.

   Phase II of the Maybranch Greenway will begin on the east side of Greenwood Avenue, across from Martin Luther King, Jr. Park. The 10ft-wide concrete greenway will loop around ABC Block & Brick and tie into North 31st Street, continuing south before terminating across from the Fort Smith Public Library. While design plans are not yet complete, a portion of this phase has been requested to be completed as part of a Consent Decree project. Specifically, the existing asphalt trail (Sweet Avenue to Free Ferry) will be widened to 10ft and repaved. This section is approximately 1,200 linear feet (0.22 miles) and the Parks and Recreation 1/8% Sales and Use Tax will pay for all costs associated with the trail work.

   In early 2025, the Board of Directors approved a resolution expressing the City's willingness to serve as the Sponsor for the Methodist Village Walking Trail project to receive funds through the 2025 Transportation Alternatives Program (TAP). This project will create a paved, accessible path to connect Methodist Village Senior Living (MVSL) to Carol Ann Cross Park to better allow residents to access the park. This ADA compliant walking trail will not be exclusive to residents of MVSL and can be utilized by all citizens, especially those residing in the neighborhoods to the southeast corner of the park. As part of this project, MVSL will grant the City a public trail easement to ensure the trail remains accessible to the public in perpetuity. The Arkansas Department of Transportation (ArDOT) announced award recipients of the 2025 TAP funds on October 8, 2025. The Fort Smith Methodist Village Connector Trail was awarded funding in the amount of $196,000.00 for construction costs. The Board of Directors accepted these grant funds in March 2026. MVSL will be responsible for providing the required local match of $49,000 for construction costs. Engineering design and construction observation fees are not reimbursable through the awarded TAP funds. Given the impact this project will have in creating a safe connection to Carol Ann Cross Park for residents and extending our city's trails and greenways system, the City agreed to fund the engineering portion of the project through designated revenues received for the operation of the cell tower at Carol Ann Cross Park for improvements that benefit the park.

3. **Objective**: Continue to evaluate and identify improvements to existing facilities, parks, and trails to increase inclusivity and accommodate citizens of all abilities. (Comprehensive Plan: PFS-3.2.3)

   Outcome: Parks Staff, both administrative and field staff, actively identify needed improvements for parks, trails, and facilities, focusing on both maintaining existing infrastructure and expanding our parks system is evidenced through the department's Capital Improvement Plan. In addition to the significant improvements/additions identified in the CIP, funds are also budgeted annually in the "Maintenance – Buildings" line-item of the operating budget across our five (5) operating programs.

4. **Objective**: Maintain open communication between the City, the CBID, the Parks Commission, and residents through participation in public programs. (Comprehensive Plan: PFS-2.2)

   Outcome: Staff continue to provide updates on projects and park operations during each Parks Commission, Central Business Improvement District (CBID), and community meetings. Staff have also developed partnerships with local organizations to provide volunteers and assistance with community events sponsored by the Parks Department. Staff utilized this year's City Play Day event to collect user feedback via a Dotmocracy activity for future amenities for the new Tilles Park splash pad currently being planned. Over 1,000 individual votes across the three Dotmocracy boards were collected during this event.

City of Fort Smith Solid Waste Services

5900 Commerce Road
Fort Smith, AR 72916

Businesses call: (479) 784-2465
Residents call: (479) 784-2350
Fax: (479) 788-4140

Solid Waste 2027 Service Objectives

1. Implement vehicle technology integrations to further automate processes and improve customer service, accountability and efficiency.

2. Implement new scale technology to improve customer service, reliability and integration with financial systems.

3. Continue to increase participation in the household curbside recycling program by identifying needs, education campaigns and expanding access (carts and participation rate).

4. Increase the customer base/market share of the Industrial/Commercial Collections Divisions.

Key Performance Indicators

Program	Performance Indicators	FY 2026 Target	FY 2026 YTD (7/31/2026)	FY 2026 YE Projection	FY 2027 Target
6302	Tons of curbside recycling Collected & Diverted	2,200	1,064	1,900	2,300
6302	Tons of Residential yard waste collected & diverted	2,500	1,417	2,600	2,500
6302	Residential Collections Serviced by the Trouble Shooter per day (Missed Stops)	25	33	33	25
6302	Request for Dial-A-Truck	4,500	2,320	4,000	4,200
6302	Tons of residential refuse collected per year	23,000	13,864	23,800	23,000
6302	Residential Accounts - Active	28,650	28,324	28,324	28,500
6302	Stops per hour for Dial-a-truck service	3.5	3.5	3.5	3.6
6302	Residential stops per hour	120	98.3	100	110
6302	Residential stops per route	1,000	971	973	1,000
6303	Commercial tons collected per year	22,000	11,240	19,268	20,000

6303	Tons of Commercial Recycling collected & diverted from the landfill (OpGo)	325	96	225	250
6303	Commercial Lifts/Hour	10.25	10.4	10.5	10.5
6303	Tons of OCC Collected & Diverted	1,300	733	1257	1,300
6303	Commercial customer base	745	900	920	950
6304	Percentage of the fleet to have a PM every 300 miles or 3 months (which ever comes quicker)	95%	100%	98%	95%
6305	Tons of Refuse disposed at the Landfill per year	320,000	177,698	304,000	320,000
6305	Tons of yard waste diverted from landfill	8,000	5,552	9,500	9,000
6305	Tons diverted from Landfill working face (brick and metal)	200	99	200	250
6305	Compaction Rate	1,400 lbs/cy	1,366 lbs/cy	1,400 lbs/cy	1,425 lbs/cy
6307	Industrial Roll-off tons collected/year	23,000	11,096	19,021	22,000
6307	Industrial Customer Base	225	215	220	225
6307	Roll-off miles per haul	18	18	18	18
6308	Number of Schools/Events presented to	24	10	20	20

Solid Waste 2026 Service Objectives and Outcomes

1. Objective: Implement route redesigns and improved vehicle technology integrations to further automate processes and improve customer service, accountability and efficiency.
   Outcome: Expect to identify, purchase and install new routing system in 3rd quarter to be followed by implementation and training.

2. Objective: Increase participation in the household curbside recycling program by identifying needs and education campaigns, and expanding access.
   Outcome: Social media outreach increased, web site recycling accountability page implemented, and record numbers of carts delivered in 2026.

3. Objective: Finalize the MRF Feasibility Study and plan for implementation.
   Outcome: Solid waste rate ordinance went into effect at the beginning of 2026, improving landfill and commercial/industrial revenue stream to ensure operational costs and capital needs can be funded.

4. Objective: Complete Strategic and Facility Site Plans, which includes updating the CIP and rate studies for collections and landfill operations.

Outcome: Studies were completed in 3rd quarter 2025 and implemented.

5. Increase the customer base/market share of the Industrial/Commercial Collections Divisions.
Outcome: Requested sales/marketing position not approved. Will revisit in 2027.

Transit 2027 Service Objectives

1. Identify a company to perform the maintenance contract for the CNG Slow Fill Station. **TI-3.1 Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents. NCR.2.3 Improve Air Quality. TI-3 Ensure that utility and infrastructure systems can meet the city's long-term needs.**

2. Work with First Presbyterian Church to purchase covers for bus stop benches to protect passengers from the elements. **TI-3.1 Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents.**

3. Prepare and submit all the documentation necessary for the 2027 FTA Triennial Review Audit process. **PFS-2.1 Ensure that the city's planning and implementation process is transparent.**

Key Performance Indicators

Program	Performance Indicators	FY 2025 Actual	FY 2026 Target	FY 2026 Actual (as of 06/30/26)	FY 2027 Target
6550	Total Ridership (Unlinked Passenger Trips)	251,171	280,000	115,023	240,000
6550	Cost Per Passenger	$13.12	$12.75	$11.69	$13.87
6550	Cost Per Revenue Hour	$104.66	$100.00	100.39	$100.00
6550	Demand Response on Time - Performance	95%	100%	96%	100%

Transit 2026 Service Objectives and Outcomes

1. Replace outdated scheduling software with an industry-leading platform that features route planning in real time information. Work with the national Rural Transit Assistance Program (RTAP) coordinator to integrate the General Transit Feed Specification (GTFS) system into the new software to enable trip planning using Google and Apple mapping applications. **TI-3.1 Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents.**

Outcome: Staff is nearing completion of an RFP to seek the most qualified vendor for acquisition of scheduling software that dovetails with the UMO fare collection system procured earlier this year.

2. Work with the Fort Smith Chamber of Commerce to facilitate public transportation for residents participating in the pilot training program. **ED-4.2.2 Support Chamber and AEDC in their efforts to increase jobs in the area.**

Outcome: We are accommodating individual requests using the demand response system and tracking the growing needs to demonstrate cause for added service in a future budget process.

3. Adjust the fixed route starting time approximately 30 minutes earlier upon the completion of the CNG time fill installation project. Utilize efficiencies gained through staff time saved by connecting the fleet to a fuel line for overnight fueling as opposed to manually fueling the large buses. **TI-4.2.1 Expand fixed-route system to ensure access to a majority of shopping/service areas.**

Outcome: Any planned increases in services were eliminated as part of the 2026 budget process. Staff actually reduced service to meet budgetary requirements.

City of Fort Smith City Administrator

MEMORANDUM

TO: Honorable Mayor and Members of the Board of Directors

FROM: Jeff Dingman, City Administrator

DATE: September 2, 2026

SUBJECT: Board discussion related to options to purchase Deer Trails Golf Course

SUMMARY

At the September 1 regular meeting, Directors George Catsavis and Christina Catsavis asked that a discussion of the city's options to purchase the Deer Trails Golf Course from the Fort Chaffee Redevelopment Authority (FCRA) be placed on a future study session agenda. That discussion is included on the agenda for the September 8 study session.

The specific property is 119 acres developed as a 9-hole golf course and associated clubhouse and maintenance facility. The property is included in a Planned Zoning District (Ord. No. 36-14, August 5, 2014) that restricts permitted land use to outdoor recreational facilities such as golf courses, driving ranges, sports fields or parks/playgrounds.

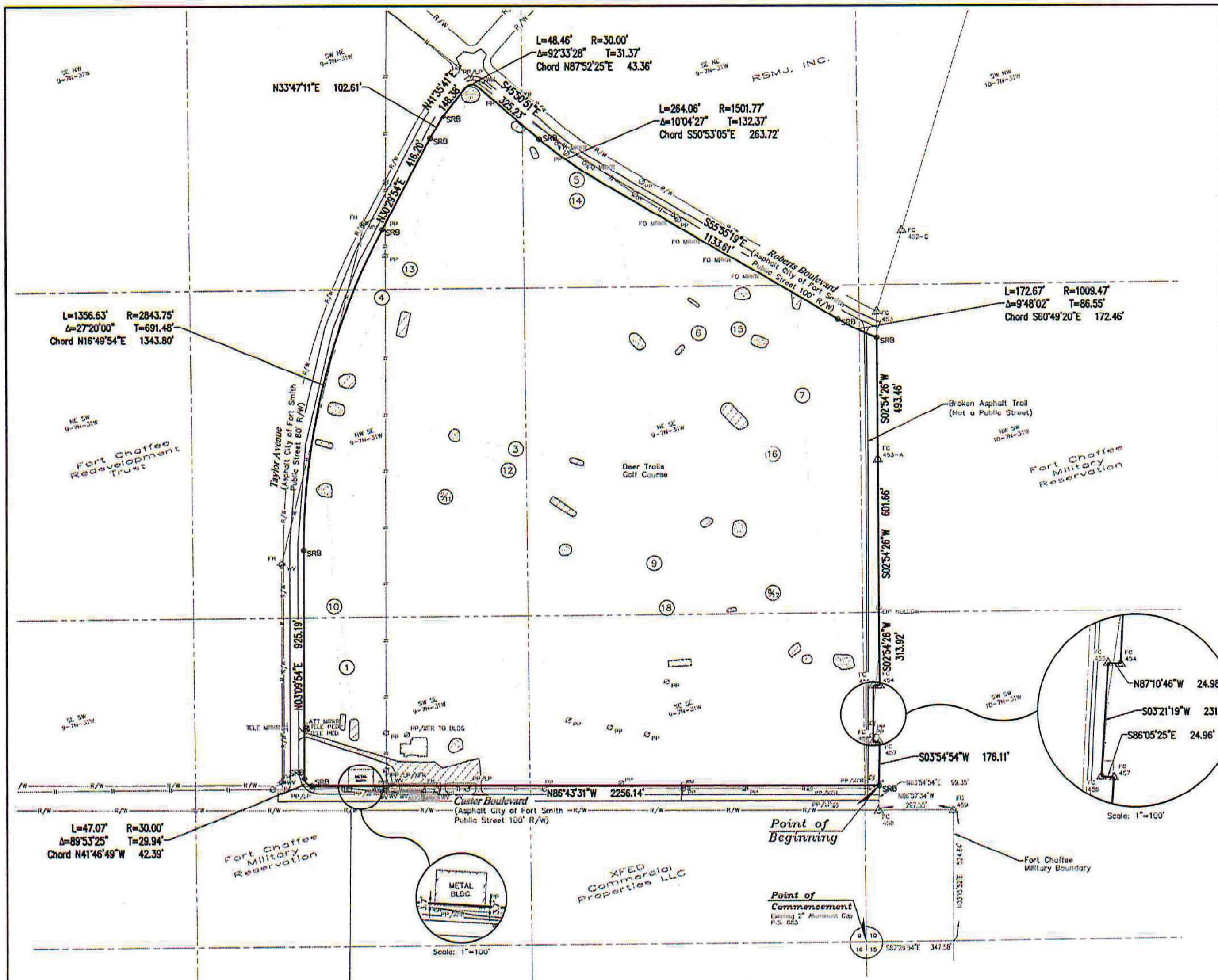
Though owned by the FCRA, the property has been leased to the Deer Trails Country Club to operate as a golf course since 2014. While the property is leased to Deer Trails, it is still maintained as a property for sale by the FCRA, although it is not presented as such on the "Property for Sale" section of the FCRA website or otherwise actively listed for sale. A longstanding interest among some in the community has been to either obtain a long-term lease favoring Deer Trails or a transfer of ownership to a public entity so that the property remains a golf course without risk of being sold. In various discussions through 2023, the City asked FCRA (Resolution No. R-87-23, May 16, 2023) to donate the property to the ownership of the City of Fort Smith, with intent to continue operating it as a golf course. The FCRA declined that concept and instead awarded a renewed lease to Deer Trails Country Club with the caveat that the lease could end if the property sold, leaving Deer Trails uncertain of the future of their operation.

Evidently, a recent offer/counteroffer exchange has occurred between an interested party and the FCRA regarding sale of the property. The details or veracity of this exchange is unknown by city staff, but the apparent exchange has led to an interest in the city considering options for purchasing the property from the FCRA and then to this request for study session discussion.

Please contact me if you have questions regarding this agenda item.

ATTACHMENTS

1. 20260908 Deer Trails Property.pdf



LEGEND

- ●SRB = SET ½" REBAR W/ PLASTIC CAP STAMPED #1369
- ○CIP = ½" HOLLOW IRON PIN
- ○ERB = EXISTING ½" REBAR
- △FC = 2" BRONZE FORT CHAFFEE BOUNDARY MONUMENT
- = ASPHALT PAVEMENT
- = CONCRETE PAVEMENT
- = GRAVEL
- ① = FAIRWAY
- = TEE BOX
- = GREEN
- = EASEMENT LINE
- —R/W— = RIGHT OF WAY LINE
- —SS— = SANITARY SEWER LINE
- —SSL— = SANITARY SEWER SERVICE LINE
- —W— = WATER LINE
- —WSL— = WATER SERVICE LINE
- —G— = GAS LINE
- —UE— = UNDERGROUND ELECTRIC LINE
- —UT— = UNDERGROUND TELEPHONE LINE
- —FO— = UNDERGROUND FIBER OPTIC LINE
- —P— = OVERHEAD POWER LINE
- = FENCE
- = FENCE - CHAIN LINK
- = SANITARY SEWER MANHOLE
- WV = WATER VALVE
- WM = WATER METER
- PP = POWER POLE
- GM = GAS METER
- LP = LIGHT POLE
- FH = FIRE HYDRANT

200 0 200

Scale in Feet

BASIS OF BEARINGS:
Arkansas State Plane Grid Bearings - 301- North Zone; Determined from GPS Observation based upon UAFS Base, Convergence Angle = 01-20-19.8 Left at Lat. 35-17-58.2, Long. 094-18-02.8.

COORDINATE SYSTEM:
Arkansas State Plane - 301 - North Zone, Distances are Grid, CAF = .99992962.

BOUNDARY DESCRIPTION

Part of the West-Half of the Southwest Quarter of Section 10, Part of the Southeast Quarter and part of the South-Half of the Northeast Quarter, Section 9, Township 7 North, Range 31 West, Fort Smith, Sebastian County, Arkansas. Being more particularly described as follows:

Commencing at the Southeast Corner of said Section 9, said point being marked with an existing 2" aluminum cap stamped 883; Thence S87°29'54"E, 347.58 feet to the Fort Chaffee Military Boundary; Thence along said Boundary the following courses: N03°15'52"E, 524.64 feet to Fort Chaffee Boundary Monument 459; N86°57'34"W, 297.55 feet to Fort Chaffee Boundary Monument 458; N03°54'54"E, 99.35 feet to the north right-of-way line of Custer Boulevard, said point being the Point of Beginning and being marked with a set 1/2" rebar with cap stamped MWC 1369; Thence along said right-of-way line, N86°43'31"W, 2256.14 feet to the east right-of-way line of Taylor Avenue and a set 1/2" rebar with cap stamped MWC 1369; Thence along said east right-of-way line the following courses: 47.07 feet along the arc of a curve to the right, said curve having a radius of 30.00 feet and being subtended by a chord having a bearing of N41°46'49"W and a distance of 42.39 feet to a set 1/2" rebar with cap stamped MWC 1369; N03°09'54"E, 925.19 feet to a set 1/2" rebar with cap stamped MWC 1369; 1356.63 feet along the arc of a curve to the right, said curve having a radius of 2843.75 feet and being subtended by a chord having a bearing of N16°49'54"E and a distance of 1343.80 feet to a set 1/2" rebar with cap stamped MWC 1369; N30°29'54"E, 416.20 feet to a set 1/2" rebar with cap stamped MWC 1369; N33°47'11"E, 102.62 feet to a set 1/2" rebar with cap stamped MWC 1369; N41°35'41"E, 148.38 feet to the south right-of-way line of Roberts Boulevard; Thence along said south right-of-way line the following courses: 48.46 feet along the arc of a curve to the right, said curve having a radius of 30.00 feet and being subtended by a chord having a bearing of N87°52'25"E and a distance of 43.36 feet; S45°50'51"E, 325.23 feet to a set 1/2" rebar with cap stamped MWC 1369; 264.06 feet along the arc of a curve to the left, said curve having a radius of 1501.77 feet and being subtended by a chord having a bearing of S50°53'05"E and a distance of 263.72 feet; S55°55'19"E, 1133.61 feet to a set 1/2" rebar with cap stamped MWC 1369; 172.67 feet along the arc of a curve to the left, said curve having a radius of 1009.47 feet and being subtended by a chord having a bearing of S60°49'20"E and a distance of 172.46 feet to said Fort Chaffee Military Boundary, said point being marked with a set 1/2" rebar with cap stamped MWC 1369; Thence along said Boundary the following courses: S02°54'26"W, 493.46 feet to Fort Chaffee Boundary Monument 453-A; S02°54'26"W, 601.66 feet to an existing 1/2" hollow iron pin; S02°54'26"W, 313.92 feet to Fort Chaffee Boundary Monument 454; N87°10'46"W, 24.98 feet to Fort Chaffee Boundary Monument 455; S03°21'19"W, 231.77 feet to Fort Chaffee Boundary Monument 456; S86°05'25"E, 24.96 feet to Fort Chaffee Boundary Monument 457; S03°54'54"W, 176.11 feet to the Point of Beginning. Containing 119.26 acres, more or less.

CERTIFICATION

I hereby certify that I have had surveyed this date under my supervision the described property. The property is in accordance with established property lines and any improvements and encroachments are as shown. This survey is made for the exclusive use of the present owners of the property and also those who purchase, mortgage, or guarantee title thereto and as to them I warrant the accuracy of said survey and map.

Douglas Ray Whitlock 4/12/22

DOUGLAS RAY WHITLOCK, Professional Surveyor
Arkansas Registration No. 1369

REGISTERED PROFESSIONAL SURVEYOR STATE OF ARKANSAS No. 1369

Survey For: Fort Chaffee Redevelopment Authority
500-07N-31W-0-10-300-65-1369
500-07N-31W-0-09-102-65-1369

NOTES:

1. No title search was performed in the course of this survey. Easements or other matters of record may affect the subject property.
2. Utility locations are approximate and are based upon observation, utility atlases, or other information.
3. Tax Assessor acreage: 0.873 Ac. ± in the SW SW 10-7N-31W;
   1.739 Ac. ± in the NW SW 10-7N-31W;
   21.243 Ac. ± in the SE SE 9-7N-31W;
   39.946 Ac. ± in the NE SE 9-7N-31W;
   7.365 Ac. ± in the SE NE 9-7N-31W;
   8.577 Ac. ± in the SW NE 9-7N-31W;
   25.436 Ac. ± in the NW SE 9-7N-31W;
   14.081 Ac. ± in the SW SE 9-7N-31W;
4. City of Fort Smith Public Streets shown on this survey were dedicated with Document 2014F-16552, filed November 25, 2014.

REFERENCE DOCUMENTS

1. Surplus Area, Fort Chaffee, Arkansas, dated September 21, 1999, L. Keuler, Jr.
2. Chaffee Crossing Street Dedication Maps, dated June 2012, P.S. 1369.

13428 - FCRA Deer Trails Golf Course Boundary Survey.dwg

CERTIFICATE OF AUTHORIZATION MICKLE WAGNER COLEMAN, INC. No. 90

BY	REVISION	DATE

MICKLE WAGNER COLEMAN
Engineers-Consultants-Surveyors
3434 Country Club Ave.
P.O. Box 1507
Fort Smith, Arkansas
(479) 649-8484
Fax (479) 649-8486
info@mwc-engr.com

BOUNDARY SURVEY

Part of the W½ of the SW¼ of Section 10, Part of the SE¼ & Part of the S½ of the NE¼ Section 9, all in Township 7 North, Range 31 West

FORT SMITH, SEBASTIAN COUNTY, ARKANSAS

DRAWN BY:	LC
APPV. BY:	DRW
H. SCALE:	1"=200'
V. SCALE:	---
DATE:	April 2022
JOB NO:	PWO 13428

SHEET 1 OF 1