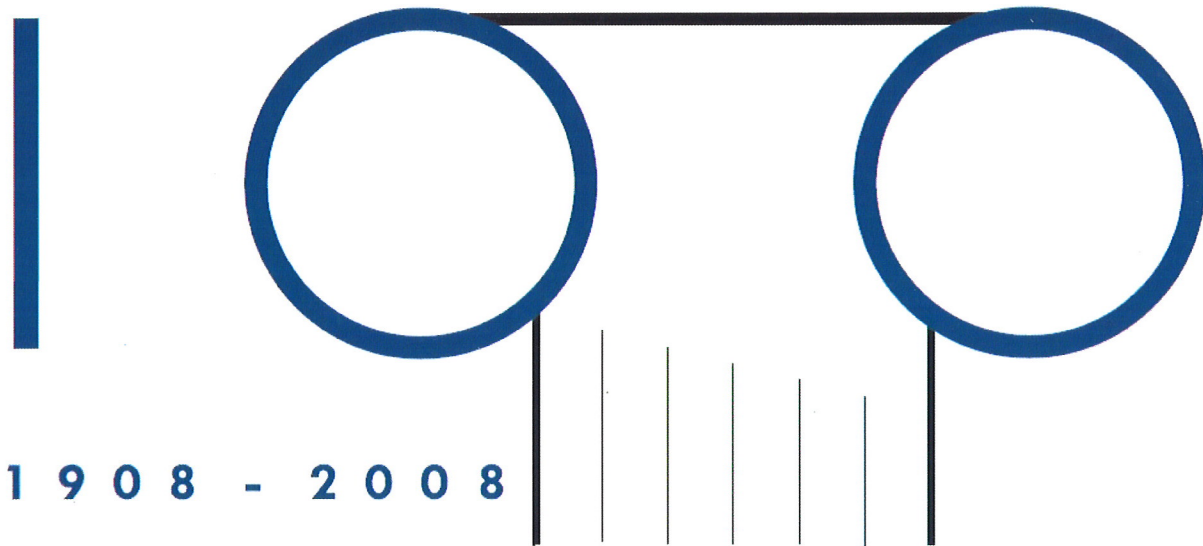


# 2009 Annual Operating Budget City of Little Rock, Arkansas

## Little Rock City Hall



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A Century of Service to Little Rock Citizens from the corner of Markham & Broadway.



Little Rock City Hall  
1 9 0 8



Little Rock City Hall  
2 0 0 8

# City of Little Rock

## 2009 Annual Operating Budget

Bruce T. Moore  
City Manager

Prepared by:  
Department of Finance

Sara Lenehan, Finance Director

LaVerne DuVall, Budget Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Little Rock  
Arkansas**

For the Fiscal Year Beginning

**January 1, 2008**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Little Rock, Arkansas for its annual budget for the fiscal year beginning January 1, 2008.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan, and as a communications medium.

The award is valid for a period of one year only. We believe our current budget continues to confirm to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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## **LITTLE ROCK AT A GLANCE**

Little Rock is the capital city of Arkansas with a population of 183,133, and a metropolitan area population of 565,190. More than 1 million individuals live within a 70-mile radius of Little Rock. It is centrally located – where the southeast meets the southwest, and major industries include: service; medicine; government; retail; technology; and manufacturing.

Low unemployment rates, coupled with a strong local economy and investment partnerships between the private and public sectors make Little Rock an ideal location to do business. A clear indication of these partnerships can be witnessed in the resurgence of downtown Little Rock. Anchored by development in the River Market District, new businesses and housing opportunities are bringing people back to the City's core to live, shop, work and play. The William Jefferson Clinton Presidential Library and Park and the headquarters for Heifer International in the River Market District are two projects that have already increased tourism in Little Rock.

Medical facilities in the Little Rock area provide efficient, comprehensive service to more than 2 million individuals throughout the state. The 20 major area hospitals provide bed space for over 5,000 patients. There are also 50 nursing homes and a large number of specialty clinics, including outpatient surgery centers, in the area.

Diverse and quality educational opportunities are available in Little Rock. The University of Arkansas for Medical Sciences continues to garner international attention for ground breaking medical research and procedures. The University's four colleges and the Graduate School serve more than 1,800 students. The University of Arkansas at Little Rock (UALR) is a metropolitan university servicing 12,000 students with a wide range of degree offerings, including the juris doctorate degree offered at the UALR Bowen School of Law. In addition, Little Rock is the home of Philander Smith College and Arkansas Baptist College.

Located on the banks of the Arkansas River, Little Rock is near the Ozark and Ouachita Mountain Ranges, and several fine lakes and streams. Outdoor recreational options are almost unlimited and include hiking, camping, boating, hunting, fishing, golf, tennis, swimming, and soccer.

Greater Little Rock offers wonderful opportunities for visitors: A city rich in history and culture; many recreational opportunities; downtown entertainment; an energetic business climate; fine dining and fun-filled evenings.



**CITY OF LITTLE ROCK  
BOARD OF DIRECTORS**



Mayor Mark Stodola



Vice Mayor Gene Fortson  
Position Nine



Director Erma Hendrix  
Ward One



Director Ken Richardson  
Ward Two



Director Stacy Hurst  
Ward Three



Director Brad Cazort  
Ward Four



Director Michael Keck  
Ward Five



Director Doris Wright  
Ward Six



Director B J Wyrick  
Ward Seven



Director Dean Kumpuris  
Position Eight



Director Joan Adcock  
Position Ten

## MANAGEMENT TEAM

Mark Stodola  
Bruce T. Moore  
Bryan Day

Mayor  
City Manager  
Assistant City Manager

Dorothy Nayles  
Tom Carpenter  
Alice Lightle  
Victor Fleming  
Mark Leverett  
Sara Lenehan  
Don Flegal  
Randy Foshee  
Tony Bozynski  
Andre Bernard  
Steve Beck  
Truman Tolefree  
Gregory Summers  
Stuart Thomas  
Mike Blakely  
Wendell Jones

Director of Community Programs  
City Attorney  
District Court First Division Judge  
District Court Second Division Judge  
District Court Third Division Judge  
Director of Finance  
Director of Human Resources  
Director of Information Technology  
Director of Planning & Development  
Director of Housing & Neighborhood Programs  
Director of Public Works  
Director of Parks & Recreation  
Interim Fire Chief  
Police Chief  
Director of Zoo  
Director of Fleet Services

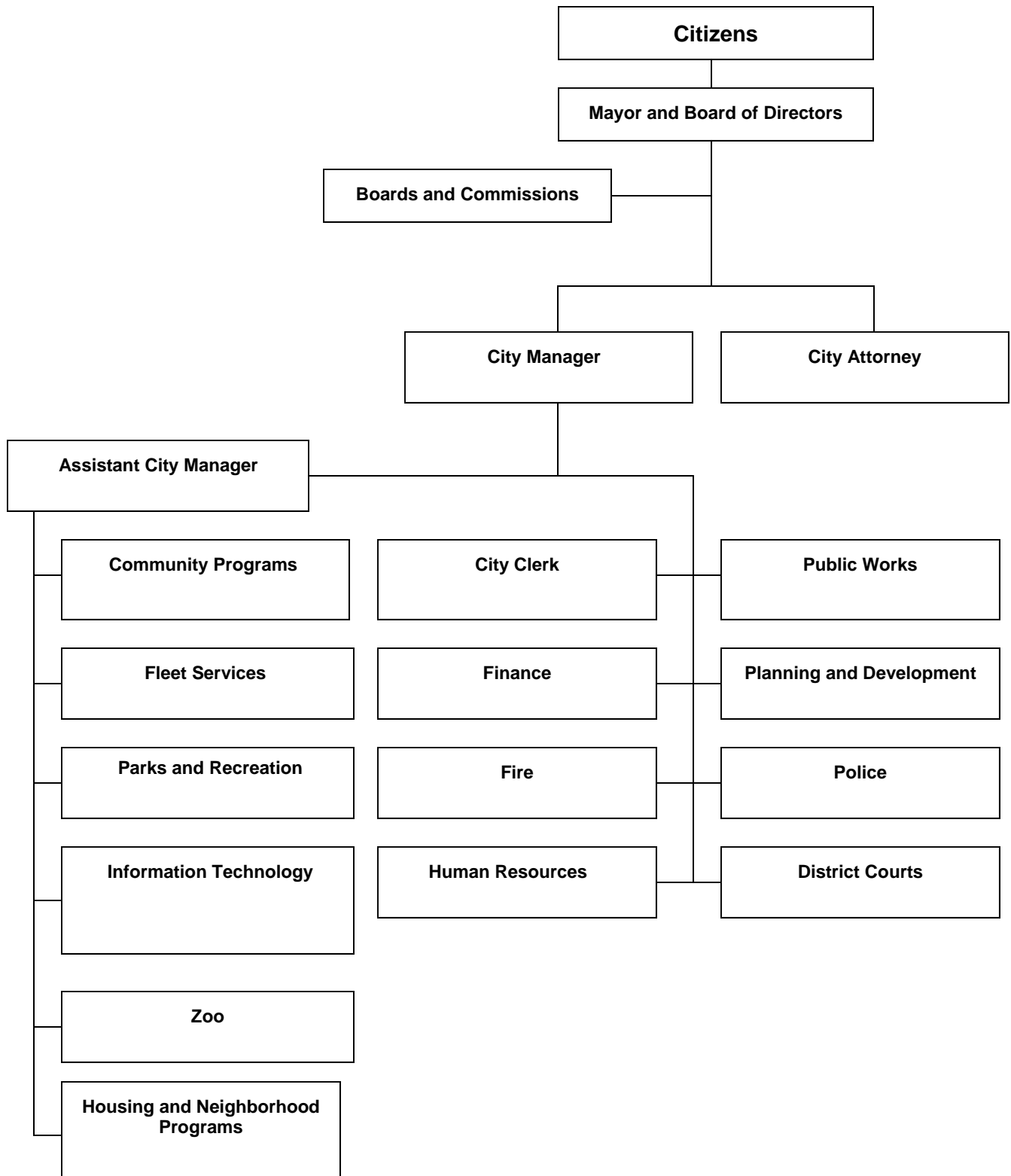
Budget Report Production, Analyst and Graphics

LaVerne DuVall  
Silas Roaf

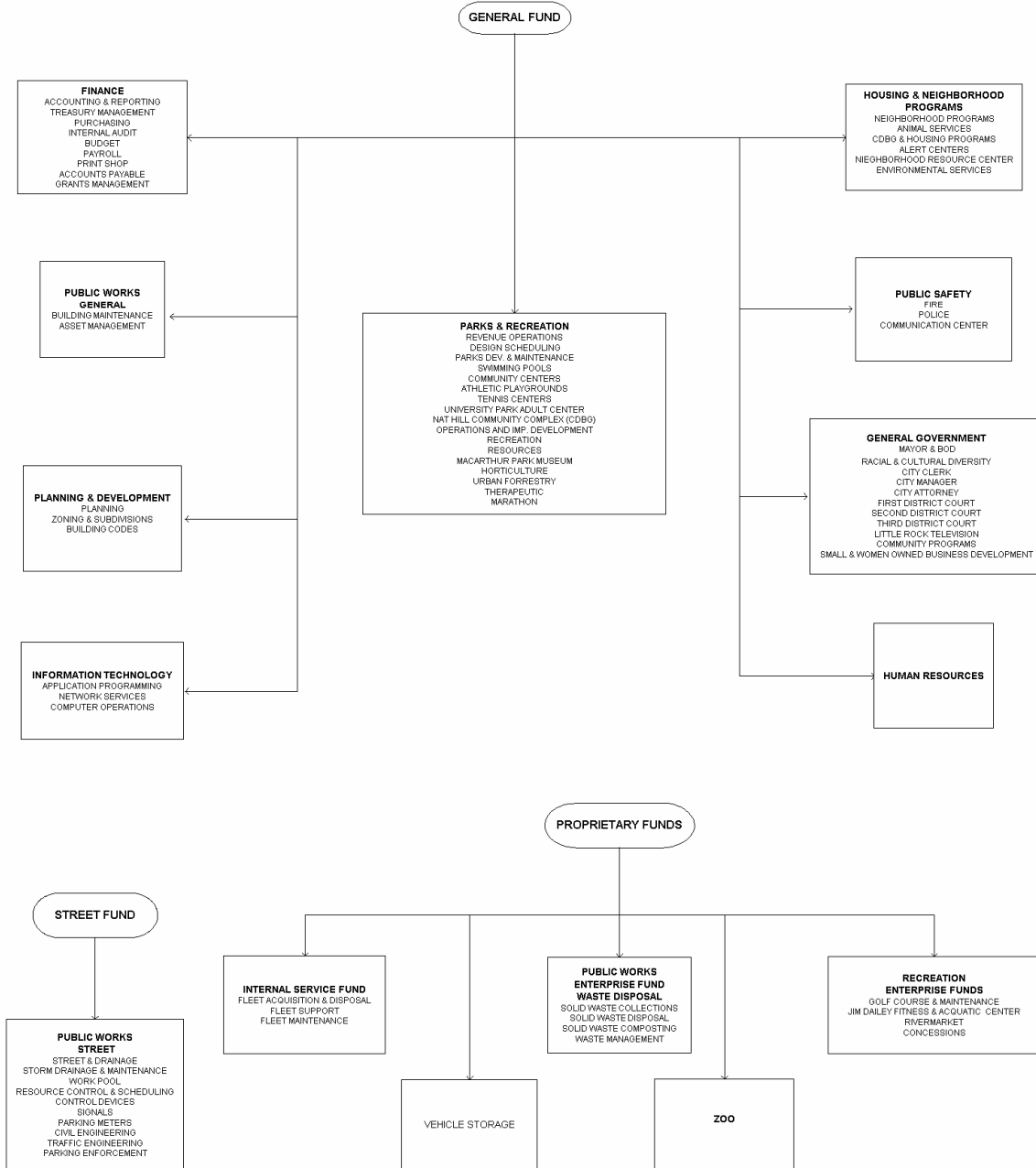
Budget Officer  
Budget Management Analyst



# City of Little Rock Organizational Chart



# CITY OF LITTLE ROCK OPERATING FUND STRUCTURE



Note: All departments include an administration section



**City of Little Rock**

Bruce T. Moore  
City Manager

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Fax: (501) 371-4498  
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citymanager@littlerock.org

December 22, 2008

To the Honorable Mayor Mark Stodola  
and Members of the Little Rock City Board of Directors:

I respectfully submit the official Year 2009 Budget for the City of Little Rock that builds on the accomplishments and service improvement programs initiated last year. Overall expenditures total \$194,794,906, an increase of \$3,283,371, or 1.7%, more than the 2008 Adopted Budget. The Operating Budget changes from Year 2009 are summarized below:

City of Little Rock  
Comparison of Budgets - FY08 to FY09

	2009	2008	Change	% Change
General Fund	\$137,449,966	\$134,071,976	\$3,377,990	2.5%
Street Fund	14,682,504	14,899,005	(216,501)	-1.5%
Waste Disposal Fund	18,665,210	18,600,632	64,578	0.3%
Fleet Services Fund	9,971,951	10,461,667	(489,716)	-4.7%
Vehicle Storage Facility Fund	1,499,361	1,373,000	126,361	9.2%
Zoo Fund	5,310,947	4,752,030	558,917	11.8%
Golf Fund	3,002,439	3,026,226	(23,787)	-0.8%
Jim Dailey Fitness & Aquatic Center Fund	1,198,084	1,135,530	62,554	5.5%
Concessions Fund	114,052	118,885	(4,833)	-4.1%
Parking Garages	1,953,689	2,184,925	(231,236)	-10.6%
River Market Fund	946,703	887,659	59,044	6.7%
Total	<u>\$194,794,906</u>	<u>\$191,511,535</u>	<u>\$3,283,371</u>	<u>1.7%</u>

The 2009 Operating Budget has been developed around common themes from the Mayor and Board of Directors Policy and Priority Areas. These strategic priority areas include: Public Safety; Economic Development; Infrastructure; Basic City Services; and Quality of Life Issues.

**HIGHLIGHTS**

**General Fund:**

The General Fund 2009 Operating Budget includes several significant changes from the 2008 Operating Budget.

Sales tax continues to be the leading revenue source for the City at approximately 49% of total general fund revenues. Sales taxes are composed of

a one-cent County tax and a one half-cent City tax on gross receipts, as well as a per-capita allocation of State Turnback funds. The 2009 adopted sales tax revenue budget includes a projected 2.1% growth rate over the 2008 original budget and 1.13% growth rate over the 2008 actual. Changes to the Arkansas Sales and Use Tax Law known as the "streamlined sales tax" took effect beginning January 1, 2008. Sales tax revenues are distributed based on where the purchaser takes receipt or delivery of the product or service. In addition, local tax caps on most single transactions were no longer applicable when City and County Sales and Use Taxes were collected. The local tax cap continues to apply to the first \$2,500 per item on the sale of motor vehicles, aircraft, watercraft, modular homes, manufactured homes, or mobile homes. Actual sales tax revenues for 2008 were above 2007 revenues by approximately 3.6% after adjusting for a one time State Turnback distribution of \$1.255 million received in 2007. The City was very pleased with this growth rate considering the financial and economic issues facing the country in the later half of 2008.

Franchise fees from local utilities comprise approximately 21% of general fund revenues. In 2008, Central Arkansas Water (CAW) and Waste Water franchise fees were increased from 6.9% of gross revenues to 10.00% of gross revenues. There were no changes to franchise fee rates in the 2009 Budget. Due to growth and increased usage, franchise fees from Entergy Corporation are expected to increase approximately 5% over last year's budget, and franchise fees from Centerpoint are expected to be 24% over the 2008 original budget and 4.75% over the actual 2008 revenues. Franchise fees from telecommunication companies have declined slightly due to on-going competition from wireless companies.

Property Taxes revenues make up approximately 11.7% of general fund revenues. Little Rock recently received its Original Charge for 2008 Property Taxes to be collected in 2009. The Original Charge is approximately nine 9% over last year's value and represents the total amount assessed on real estate and personal property for the previous year. While the assessed value shows a 9% growth rate, the City has anticipated the possibility that it may experience a slowdown in collections associated with the economic downturn. Therefore, a growth of only 2% over 2008 actual collections and 3.2% over the original 2008 budget is included in the 2009 Adopted Budget.

The 2009 Operating Budget expenditures include \$95,937,725 in personnel cost, an increase of \$2,968,273, which represents a 3% salary increase with a minimum of \$1,000 for full-time non-uniform, non-union and AFSCME positions. The International Association of Fire Firefighters and the Fraternal Order of Police personnel budget costs include a 3% salary increase with normal step and grade adjustments. Health insurance costs increased approximately 9%. Benefit changes approved by the State Legislature decreased pension costs slightly for Fire and Police uniformed personnel. Pension costs decreased from 15.78% to 15.53% of payroll for uniformed fire personnel and from 12.29% to 12.03% of

payroll for uniformed police personnel. Otherwise, there were no significant increases in the overall cost of benefits for City Employees. Vacant positions are budgeted at the mid-range salary for the position's grade, providing some budget flexibility in the recruiting process.

Fuel costs increased dramatically during the middle half of 2008. The 2009 fuel budget is based on actual 2008 costs which were approximately 25% over the original 2008 Budget. The budget for fleet parts were decreased due to the acquisition of new police vehicles which are under warranty. Fleet management and labor allocations to the general fund increased due to the number of vehicles serviced and increased personnel cost in the Fleet internal service fund. Acquisition of replacement vehicles will be funded through short-term financing.

Departmental budgets were prepared with minimal changes from 2008 service levels. Requests for increased expenditures were funded according to available resources.

The City's budget for outside agency contributions increased primarily to support Central Arkansas Transit Authority (CATA) bus and River Rail operations. The transportation funding will maintain the current bus routes for day, night and Sunday service. The increase funding is primarily associated with fuel and maintenance of the bus fleet.

The City continued funding of the Pulaski County Jail and the Faulkner County Jail to provide space for prisoners in accordance with the City's focus on Public Safety.

A Homeless Services Task Force was established in 2006 to End Chronic Homelessness in our community. The current operating Day Resource Center is under contract for up to two (2) years with River City Ministry in North Little Rock while looking for a permanent location to establish our main objective. The services provided to homeless individuals and families are focused on finding housing, job referral, and case management services, medical, dental and psychiatric service. The City of North Little Rock has partnered with Little Rock to financially fund the Homeless Services Coordinator Position as well as the operating costs for the Day Resource Center. In addition, both municipalities are working with the Mayor's Commission on Homelessness in Central Arkansas as part of the on-going process to address the needs of homeless individuals and families.

The City of Little Rock's Management Team will continue to manage the City in a sound and fiscally prudent manner while delivering the quality and level of service that the citizens of Little Rock expect. The City is appropriating approximately \$3.4 million dollars for children, youth and family programs in 2009 as part of City's emphasis to foster and enhance youth and community development. City Staff will continue to work with community groups,

neighborhood associations, the faith community and other groups to ensure resources are targeted appropriately.

### **2008 Accomplishments**

**Little Rock Police Department:** The Little Rock Police Department received reaccreditation with the Commission on Accreditation for Law Enforcement Agencies in March of 2007 and awarded flagship status for three (3) years. This designation is afforded to premiere agencies and has established the Little Rock Police Department as a model for other agencies seeking accreditation. In addition, the Department graduated two (2) Recruit Schools with thirteen (13) new Patrol Officers. The 3-1-1 System has greatly increased service deliveries to the citizens of Little Rock. A total of 83,525 service requests for City Services were made utilizing the 3-1-1 System.

**Little Rock Fire Department:** The Little Rock Fire Department continued to provide quality services, responding to more than 24,300 fire and emergency calls during 2008. In addition, the Department graduated one (1) Recruit School with ten (10) new Firefighters. A state of the arts workout facility was added at the Fire Training Academy and grant funds were used to install workout equipment in each fire station. A 100-foot aerial ladder truck was added to the department's fleet. The Department received a SAFER Grant which will provide for an additional eighteen (18) firefighters.

**Public Works:** Coordinated the debris removal and cleanup after the April tornado and completed debris removal and clean-up from damages sustained by Hurricanes Gustav and Ike. In 2008, Public Works swept 32,800 curb miles and removed 5,294 cubic yards of debris from City streets. Street sweeping removes seasonal debris and removes pollutants to reduce storm water pollution.

**Fleet Services:** The Fleet Services Department was recognized as one of the Top Three in the 100 Best Fleets in North America program. The Department developed a replacement policy allowing for timely replacement of vehicles and equipment as directed by Vision Little Rock's Top Twenty (20) Priorities.

**Finance:** The Finance Department obtained the GFOA Certification of Recognition for the FY08 and Budget Presentation and the GFOA Certificate for Financial Reporting for the FY07 CAFR. The department completed implementation of the City's new Enterprise Resource Planning Software.

**Parks & Recreation:** The Parks & Recreation Department dedicated Peabody Adventure Park in June 2008. The Department co-hosted the 19<sup>th</sup> National Trails Symposium in Little Rock where over 3,000 participants attended. The Department assisted in development of the MacArthur Park Master Plan. The Therapeutic Recreation Staff hosted its first "Blazin' Across the Rock Disability Challenge," where fifteen (15) teams of individuals with disabilities competed in

an outdoor adaptive recreation challenge. In addition, the Department sponsored a City-Wide "Park Clean-Up Day." Increased participation and revenue associated with the Little Rock Marathon made it one of the preeminent marathons in the region.

**Information Technology:** Created a Disaster Recovery Policy that is required when purchasing new systems, insuring that a Disaster Recovery Plan will be created and maintained.

**Human Resources:** The Department expanded wellness related activities including review (internal and with Health Care Task Force) of trend data and establishing baseline for future analysis. Updated Pension Plan (s) to ensure compliance with Pension Protection Act and changes required by Lawson system. Conducted several small group brown-bag lunches training sessions for employees on topics such as customer service, workplace ethics and sexual harassment. Completed implementation of the human resources and payroll modules of the City's new Enterprise Resource Planning System.

**Planning & Development:** The Planning & Development Department reviewed and processed approximately 250 requests for preliminary plats, planned developments, site plans, rezoning, conditional use permits and variances. The Department completed a review of the Master Street Plan and developed a revised draft document.

**Little Rock Zoo:** The Little Rock Zoo completed fundraising for the Laura P. Nichols Penguin Pointe Habitat and the Laura P. Nichols Cheetah Habitat. A groundbreaking for Penguin Point was held in October 2008 with the construction continuing in 2009 following the refinancing of the 1998 Parks Bonds. The Little Rock Zoo secured a bird show in 2008 for the spring 2009 season which is expected to increase revenues and attendance. The Zoo will open the African Veldt exhibit in 2009 and continue working to make the Little Rock Zoo a first-class nationally accredited Zoo.

**Community Programs:** The Department of Community Programs made significant progress in developing collaborations and partnerships to benefit children, youth and families. The Department accomplished a major goal of increasing public awareness of summer programming through media, publications and journal articles. Use of summer interns resulted in enhanced capacity to deliver timely public information.

**Housing & Neighborhood Programs:** The Department acquired new Code Enforcement Software and laptops allowing staff to access data and update reports in the field. The City established a Landbank Commission and hired a Redevelopment Administrator to work with the Landbank Program. The Animal Village is now open two (2) Saturdays per month, and staff is in the process of

creating a Volunteer Training Program. The City passed a Potentially Dangerous Dog Ordinance requiring registration of Pit Bulls.

**Other Recent Accomplishments and Challenges:** I am pleased to report that while achieving quality service, the City has continued to manage finances conservatively. The City continues to maintain an AA bond rating.

The City of Little Rock was recognized for third straight year by the America's Promise Alliance in regards to young people as one of Nation's *100 Best Communities for Young People*.

### **2009 Goals**

- In coordination with the Mayor and City Board, staff will have a major focus on the American Recovery & Reinvestment Act of 2009. Staff will constantly track grant and formula options and present opportunities to the City Board. A detailed tracking system will be developed on the City's web site.
- Continue to improve and expand the both the Little Rock Police Department and Little Rock Fire Department to ensure adequate staffing levels: COPS Grant funding for seven (7) additional Police Officers and SAFER Grant for eighteen (18) additional Firefighters.
- Initiate the design and development of the Mid-Town Police Patrol Facility.
- Continued funding to the Pulaski County Regional Detention Facility to ensure a minimum of 880 beds.
- Additional funding to Faulkner County Regional Detention Center for thirty (30) beds for a full year.
- Continuation of Criminal Abatement Program.
- Additional funding for the demolition, board and secure of residential and commercial structures.
- Continued funding for Homeless Coordination Program, and a location of the Homeless Day Resource Center
- Additional funding for Weed Lot maintenance.
- Full implementation of the code enforcement software.
- Provide additional bird show attraction at the Little Rock Zoo.

### **Budget Polices and the Budget Process:**

The General Fund goal was to set aside \$10,000,000, 10% of General Fund revenues, whichever was greater, in the Restricted Reserve on or before December 31, 2007; however, due to economic conditions in the past few years, the City has not been able to meet their goal. The restricted reserve is currently \$9,418,000.



## **Economic Outlook**

The City's strongest indicator this year is its low unemployment rate. Average unemployment during 2008 was just 4.6% in Little Rock, compared with a U.S. average of about 5.8%.

Little Rock is not immune to the economic troubles spreading around the country, and new housing construction has been especially problematic. The 2008 permits for new single-family housing units were approximately half of those issued in 2007. Real Estate values for existing homes have declined slightly; however, not as sharply as the national average.

A large component of the City's workforce is in the areas of health care, education and public administration. These sectors are less vulnerable to national employment trends. The State of Arkansas is one of very few states that ended fiscal 2008 with a budget surplus. This has reduced the risk associated with jobs dependent on state government funding. However, should the recession continue through 2009 and 2010, City and State revenues could decline requiring reduced spending.

The Little Rock Port is fast becoming a "Wind Energy Hub" for the wind industry. Polymar, a manufacturer of rotor blades for the wind industry, will locate a new facility in Little Rock. Polymar plans to invest \$16 million in the facility and will employ approximately 630 individuals. Wind Water Technology, another wind industry company will invest \$4 million and employ approximately 200 individuals. LM Glassfiber a manufacturer of wind turbine blades invested \$150 million and created 1,100 jobs in Little Rock.

Last September, AT&T announced plans for an Internet Subscriber Center that will bring approximately 125 jobs. These types of call centers jobs were previously outsourced to other countries.

Verizon completed their acquisition of ALLTEL Corporation. While the City expects to lose some jobs as a result of the acquisition, the telecommunication center will remain a strong presence in Little Rock and plans to maintain a regional call center.

Boyd Metal is investing \$6 million in the 36,200 square-foot facility in Little Rock. The manufacturing company distributes a broad-range of carbon steel, stainless steel, aluminum and fiberglass products. Production in the new facility will begin in the late fall. The company will employ forty-six (46) individuals.

The University of Arkansas at Little Rock (UALR) \$30 million building for its College of Engineering and Information Technology, known as "the Cyber College," is in the last stages of completion. The building will include a

nanotechnology center. Progress at the Cyber College, and enrollment growth at UALR, are positive indicators for the future.

**Closing:** This budget is the financial and operating plan for the City of Little Rock for 2009. The appropriations contained will provide for quality municipal services.

I want to recognize the many members of our City Staff that are actively serving in our nation's military and acknowledge the additional hours and duties the Department Staff may be undertaking in their absence. To all of you, thank you for your service.

The City of Little Rock has made great strides in the use of technology to communicate with local citizens and businesses. The City's website, [www.littlerock.org](http://www.littlerock.org), is among the best and will continue to improve communication efforts. In addition, the City is proud of our local access channel LRTV, which broadcasts information regarding the activities of the Little Rock City Board of Directors through live and taped coverage of City Board Meetings and other official proceedings; and produces programming regarding municipal affairs. In 2009, live streaming of Board Meetings and Planning Commission Meetings will be available via the Internet.

The City has seen great progress over the past years with more to come in 2009 and beyond as the Mayor, Board of Directors and City Staff continue to offer vital services to the citizens of Little Rock.

Respectively submitted,



Bruce T. Moore  
City Manager

## OVERALL CITY GOALS AND OBJECTIVES

On February 28, 2003, and March 1, 2003, the Mayor and Board of Directors met in two retreat sessions to develop a strategic policy plan structured around the goals and objectives of each Board member. After a brainstorming session to determine the needs of the community the Board of Directors divided their priorities into two categories: What *Must* we do? And What *should* we do? The Board assigned city staff the task of developing a mission statement, for their approval, that would bring together the themes of each policy area. The mission statement and the Board of Director's policy statements for each strategic policy area are outlined below:

### Mission Statement

Little Rock's vision is to be a leading city of the 21<sup>st</sup> Century by providing a safe and supportive environment that empowers its citizens, neighbors and businesses to develop and prosper.

### Must Do

#### **Policy Statement for a Safe City**

It is the policy of the City of Little Rock to protect the rights of the people, ensure public order, and provide public safety through efficient delivery of services in addition to requiring the highest level of professional standards.

This shall be accomplished by:

- Providing protection through the enforcement of municipal laws
- Providing protection from loss or damage of property
- Safeguarding individual liberties and implementing community partnerships to foster cooperation and shared resources from other public and private agencies
- Maintaining and improving community livability through partnerships with diverse communities by proactively addressing public safety concerns, which enhance the quality of life for all
- Supporting programs that address the issues of children, youth and families
- Striving to ensure the availability and access of adequate, safe and affordable housing
- Striving to improve vehicular and pedestrian safety
- Providing disaster assistance in natural and man-made emergencies
- Providing optimum service levels to the public as cost effectively as possible to maintain a safe, healthy community

Must Do  
**Policy Statement for Economic Development**

It is the policy of the City of Little Rock to support the local/regional economy and to provide opportunities to retain, form and attract new business.

To accomplish this policy, the City shall:

- Support and promote industry and leverage key resources and assets to attract business interests that offer high-skill/high-wage opportunities for citizens
- Build on the momentum created by public and private investment and recognize that these efforts promote economic growth for all of Central Arkansas
- Actively develop programs to support small, minority-owned and women-owned businesses in recognition of the important role of these enterprises in the creation of jobs and economic opportunities

Must Do  
**Policy Statement for Basic City Services**

It is the policy of the City of Little Rock to ensure citizens receive quality basic services, and to provide a viable system that enables its employees to give the most efficient and effective support possible.

The services provided to the citizenry will include:

- A comprehensive operational and administrative support system
- The collection of solid waste
- An efficient drainage and wastewater system
- The provision of a clean, healthy water supply
- A coordinated and efficient public transit system

Must Do  
**Policy Statement for Infrastructure**

It is the policy of the City of Little Rock to maintain and improve a comprehensive infrastructure system that meets the changing needs of the community while protecting the integrity of the environment.

A comprehensive infrastructure system includes:

- Drainage systems
- Information technology systems
- Public buildings
- Solid waste facilities
- Streetlights
- Streets
- Traffic signals
- Wastewater facilities
- Water systems

Should Do  
**Policy Statement for Quality of Life**

It is the policy of the City of Little Rock to join with community partners to ensure access to vital and varied recreational, creative and educational experiences.

This will be accomplished to:

- Strengthen the fabric of daily living experiences for residents and visitors alike
- Capitalize on Little Rock's rich natural and cultural resources
- Take advantage of the diversity of Little Rock's citizenry

## Statement of Management Policy

Each year the City Manager develops a Statement of Management Policy to provide guidance and establish specific parameters for departments to follow when developing their annual budgets. The Statement of Management Policy is comprised of common themes from the Board of Directors overall goals and objectives. It is the City Manager's responsibility, working in conjunction with Department Directors, to develop the annual budget around these policy areas in order to promote efficiency and effectiveness in the delivery of services to the public.

The 2008 Statement of Management Policy includes these key principles:

### **Public Safety**

Strive to improve public safety through the use of information, education and community based enforcement strategies to encourage cooperation with and participation in City safety services. Utilize technology and innovative methods and techniques in order to produce a safe environment for the Citizens of Little Rock.

### **Economic Development**

Continue partnerships with private and public agencies in the recruitment of new business. Pursue innovative approaches to retain existing businesses and promote the creation of small businesses in the City of Little Rock.

### **Infrastructure**

Focus on the installation and maintenance of streets, drainage, sidewalks, traffic signals and other capital needs in the City of Little Rock.

### **Quality of Life**

Focus on improving active, passive and leisure activities for citizens and visitors.

### **Financial Reporting**

Continue to provide accurate and timely information on the status of the City's financial picture to the Board of Directors and the public. Continue to pursue innovative techniques to gather and report financial data.

## THE BUDGET PROCESS

The City's annual budget is the final product of a lengthy, public process. The budget projects all receipts and disbursements, the level of governmental services, and the method of distributing cost to the various segments of the community. It is the result of an evaluation of community needs and reflects priorities established by the Mayor and Board of Directors and the City Manager. This document serves to inform citizens and other interested parties of the City's service plans and overall financial condition.

The City's budget process normally requires the majority of the year to complete. The budget process begins with a budget preparation package that is distributed to the Department Heads. The package include guidelines from the City Manager and budget reports that include the prior year expenditures, current year budget and year-to-date expenditures for all operating accounts, initial revenue projections, a capital improvement listing, and a budget preparation calendar. The FY09 percentage growth allowance for expenditures is included in the operating budget guidelines and is applied to the total for all supplies, contractual and utilities categories. Budget staff provides training sessions on the budget process. Departments submit their expenditure requests and initial revisions are made by the Finance department. The City departments' budget requests are reviewed and initial internal budget hearings are conducted with the Mayor and City Manager. Revenues and expenditures receive final adjustments prior to submission to the Board of Directors.

The Capital Budget is prepared to present the capital expenditures planned for each of the next five fiscal years. The total costs of each project and the sources of funding required to finance each project are estimated. The FY09 capital requests are considered separately by fund.

The Mayor and City Manager conduct public hearings to obtain input from citizens. The City utilizes a program-based budget approach for the funds under the direction of the City Manager. Approved departmental expenditures are categorized by organizational service delivery unit, and then presented as costs associated with specific service programs. This approach allows citizens and their elected representatives to evaluate the costs of various services, to relate those costs to units of service delivered, and to set service priorities.

The adopted budget ordinance provides for budgetary control at an organizational level. Budgets cannot be exceeded without the approval of the Mayor and Board of Directors.

City Management monitors achievement of program service objectives as follows:

- In regular meetings with department directors by the City Manager and his staff;
- In quarterly reports to the City Manager by department directors;
- Through management information system reporting;
- Through regular public presentations to the Mayor and Board of Directors; and
- Through meetings with neighborhood organizations and other citizen groups.

Employees are evaluated annually in relationship to their performance of their designated services.

Following adoption of the budget, revenue and expenditure budget accounts are established based on the organizational structure of the City's financial system. Monthly and quarterly reports of revenues, expenses and remaining balances are prepared for the Mayor, Board of Directors and City management. The availability of budgeted funds is verified before a purchase order is issued, which then encumbers the budget account.

- The 2009 Budget

The 2009 Basic Budget reflects estimated costs for those programs, which were approved or received funding.

- Goals

Goals are clear statements of a department's mission, or purpose. Goals pinpoint the reasons for the department's existence and establish department's direction and responsibility(s). Each department's objectives are linked to the dollar figure budget needed to achieve the goal.

- Objectives

Objectives are the specific functions, which must be performed in order for a program to satisfy or fulfill a particular goal. Objectives are almost always expressed in measurable terms so that a program's level of accomplishment or performance can be evaluated at the end of the fiscal year.

The calendar for developing the 2009 budgets is as follows:

April-May	Mayor and City Manager provided general direction and guidance for operating and capital budgets.
May-June	Statement of Management Policy was revised.
June-July	Initial revenue and personnel costs budgets were developed, programs were assessed; new programs and capital budget requests were submitted.
August-September	City departments prepared budget requests and submitted them to the Mayor and City Manager.
October	City Manager evaluated budget requests. Board adopted property tax levies.
October-December	Budget request was revised. Board held budget workshop. Board held public hearings.
December	Board adopted utility franchise fee rates with no increase, and adopted the final budget.



## AMENDING THE BUDGET

During the fiscal year, several adjustments are normally required to the adopted budget. The approved budget may be amended as required in accordance with the following protocol:

- Revenues are reviewed monthly and quarterly and the projections are adjusted if warranted.
- Adjustments to transfer approved expenditure budgets from one organization to another may be approved by the City Manager if less than \$50,000. Transfers in excess of \$50,000 must be submitted to the Mayor and Board of Directors for approval.
- All new appropriations must be authorized by Board Ordinance and are normally submitted by the City Manager, but can be initiated directly by the Mayor and Board of Directors.

### Funds Controlled by the City Governing Body

The Funds controlled are:

- General;
- Special Revenue;
- Capital;
- Proprietary;
- Fiduciary; and
- Debt Service.

The City's financial policies are included in the Financial Structure section.

## BUDGET POLICIES

The City has developed and utilized several significant budget policies that are designed to enhance the ultimately approved budgets and accomplish specific objectives. These policies include:

- The 2009 budget includes a 3% salary increase with a minimum of \$1,000 for full time non-uniform non-union and AFSCME positions. The International Association of Fire Firefighters and the Fraternal Order of Police budget include a 3% salary increase. These positions are budgeted for the entire year.
- Vacant positions at the time the budget is adopted are budgeted at the mid-range salary for the positions' grade, providing some budget flexibility in the recruiting process.

- The City utilized the in-house payroll system to aid in the development of the budget for salary and benefit costs for 2009. Salary changes are budgeted for each employee group to occur at the required time, such as on the employee's anniversary date or at the first of the year.
- Fleet Services internal service fund expenditures for vehicle maintenance are established and then allocated to vehicle user departments. These allocations are not subject to change by the user departments.
- Departments are given specific budget parameters by the Mayor and City Manager. Departments are not allowed to alter personnel or vehicle maintenance included in their budgets, and are usually instructed not to make any increase in their other operating budget accounts without specific approval from the City Manager.
- Estimated costs and funding sources will be identified and verified prior to any project being submitted to the Board for approval.

These policies are designed to ensure that operating departments will have sufficient funds available to support their services, and that budget reductions during the course of the fiscal year are unlikely.

### **OTHER BUDGET PROCEDURES**

The preceding budget procedures apply to the development of the budget for the General Government operating funds, and the Proprietary, Special Projects and Capital funds. These funds are under the direct guidance of the City Manager. Special Revenue funds' budgets are developed internally by staff. The CDBG and HIPP funds' budgets are developed in accordance with their specific federal guidelines, including obtaining required citizen input, and then are presented to the Mayor and Board of Directors for final approval.

The Discrete Component Units funds all develop separate budgets for approval by their governing board or commission. These budgets do not require submission to the Mayor and Board of Directors for approval. The Fiduciary retirement funds do not prepare formal budgets, but their boards of trustees regularly monitor the income and expenditures of the funds.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. With this measurement focus, only current assets and liabilities are generally included on the balance sheet. The statement of net assets presents increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in spendable resources. General capital asset acquisitions are reported as expenditures and proceeds of general long-term debt are reported as other financing sources. Under the modified accrual basis of accounting, revenues are recognized when both measurable and available. The City considers

revenues reported in the governmental funds to be available if they are collectible within sixty days after year-end. Principal revenue sources considered susceptible to accrual include taxes, federal funds, local funds and investment earnings. Other revenues are considered to be measurable and available only when cash is received by the City. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, compensated absences and obligations for workers' compensation, which are recognized as expenditures when payment is due. Pension expenditures are recognized when amounts are due to a plan.

Operating revenues and expenditures are distinguished from non-operating items. Operating revenues and expenses generally result from providing services in connection with the principal ongoing operation of the fund. All revenues and expenses not meeting this definition are reported as non-operating items. The basis of budgeting is the same as the basis of accounting used in the audited financial statements.

## LITTLE ROCK'S FINANCIAL STRUCTURE

Cities in Arkansas derive their authority to levy taxes and provide municipal services from state statutes. Little Rock's financial structure utilizes fund accounting, which separates the transactions related to various City functions and is designed to demonstrate compliance with legal requirements. Certain funds are controlled directly by the City's governing body, and other funds are controlled by agencies whose assets are owned by the City but are operated by independent boards and commissions.

### FUNDS CONTROLLED BY THE CITY GOVERNING BODY

#### GENERAL FUND OPERATIONS

**General Fund** - This fund is the primary operating fund of the City and receives all revenues not required to be accounted for separately. In addition to funding traditional government services, annual appropriations are made from this fund for several agencies and for capital improvements.

#### SPECIAL REVENUE

**Street Fund** - This is a special revenue fund that receives income dedicated to street and traffic maintenance, such as state gasoline tax turnback, one-half of a County road property tax, and parking meter receipts

**Special Projects Fund** - This fund receives certain revenues and appropriations for special or capital projects that generally have a multi-year life.

**Infrastructure Fund** - This fund was established to commit resources for the improvement and maintenance of the City's infrastructure.

**Emergency 9-1-1 Fund** - This fund contains fees derived from telephone charges, which are restricted to uses related to operating and equipping our 9-1-1 Emergency Operations Center.

**Grant Fund** – Various Federal and State Grants are recorded in this fund.

**Community Development Block Grant Fund** - This fund receives Federal block grants used primarily for street improvements, community services and community center operations.

**Neighborhood Housing Special Project Fund (NHSP)** – Accounts for the proceeds of Community Development Block Grant – Section 108 Guaranteed Loan Program and other City funds that are utilized to provide housing and housing assistance to qualifying citizens and to improve neighborhood infrastructure.

**Home Investment Partnership Fund (HIPP)** – Accounts for HOME and other funds received from the U.S. Department of Housing and Urban Development. These monies are expended to provide housing or housing assistance to qualifying citizens, to improve neighborhood streets and drainage and to operate community health and recreation facilities.

**CAPITAL**

**Capital Projects Funds** - These funds are derived from the proceeds of selling City general obligation bonds and are used for major capital improvements.

**1988 Capital Improvements Funds** – Accounts for the proceeds of the 1988 Capital Improvement Bonds issued to finance improvements to the streets and drainage systems, parks, arts center, museum and Robinson Auditorium, as well as construct a new police substation, a library branch and two fire stations.

**1995 Capital Improvements Fund** – Accounts for the proceeds of the 1995 Series B Capital Improvement Bonds issued to finance the cost of various capital improvements for the City, including streets, parks, drainage, firefighting, police and community centers.

**1998 Capital Improvement Fund** – The Series 1998A Bonds are issued for the purpose of acquiring, constructing, equipping, renovating, expanding and refurbishing certain street, sidewalk, curb, gutter, drainage and other related infrastructure improvements, including payment of a portion of the interest on the Series 1998A Bonds during the construction period.

**2004 Limited Tax General Obligation Refunding Bond** – 2004 Limited Tax General Obligation Refunding Bonds were issued to finance capital improvements within the City of Little Rock, to fund capitalized interest and to pay the costs of issuance of the Bonds. These bonds are limited tax general obligations secured by all proceeds derived from the 3.3 mills annual ad valorem tax located with the City.

**2004 Central Arkansas Library Capital Improvements** – Accounts for the proceeds of the 2004A and 2004B Library Improvement and Refunding Bonds issued to refund the Series 1999B Library Improvement and Refunding Bonds and the Series 2002 Library Improvement Bonds, to finance the cost of acquiring, constructing and equipping capital improvements to the public city libraries operated by the City and the Central Arkansas Library System, and to pay the costs of issuance of the bonds.

**2007 Capital Improvements** – The 2007 Capital Improvements were issued to finance the advance refunding of the City's Capital Improvement Revenue Bonds. 1998A and to pay the cost associated with the issuance of the Series 2007 Bonds. The Series 2007 bonds are not general obligation of the City but are special obligation payable solely from the revenue received by the City from all franchise fees charged to public utilities for the privilege of using the City's streets and right-of-way.

**2008 Central Library and Improvement Bond** – 2008 Library Improvement and Refunding Bonds are limited obligations payable through 2028. The 2008 Library Bonds were issued to finance the cost of acquiring, construction and equipping capital improvements to the public city libraries operated by the Central Arkansas library System. The Bonds will be limited tax obligations payable solely from a 1.0 mill annual ad valorem tax.

**Short Term Financing** – Accounts for proceeds of 2006, 2007 and 2008 Short Term Financing to acquire capital equipment, vehicles and an enterprise resource planning system for the City.

### **PROPRIETARY FUNDS**

**Waste Disposal Enterprise Fund** - This fund was created to account for all of the City's solid waste system.

**River Market Enterprise Fund** – This fund was created to account for the City's River Market and Amphitheater operations.

**Concessions Enterprise Fund** – This fund was created to account for operations of the City's concessions.

**Golf Enterprise Fund** – This fund was created to account for the operations of the City's golf courses.

**Jim Dailey Fitness and Aquatic Center Enterprise Fund** – This fund was created to account for the operations of the City's Fitness Center.

**Zoo Enterprise Fund** – This fund was created to account for the operations of the City's and State's only Zoo.

**Vehicle Storage Facility Enterprise Fund** – This fund was created to account for vehicle storage services.

**Fleet Internal Services Fund** - This fund utilizes a flexible budget and derives its revenues primarily from charges to the organizations in the General, Street and Waste Disposal Funds that use vehicles.

**Parking Garage Fund** – This fund was created to account for the operations of The City's two parking garages.

### **FIDUCIARY FUNDS CONTROLLED BY BOARDS OF TRUSTEES**

An important benefit for City employees is a retirement plan. Administering these funds is an important City responsibility. The following retirement funds are offered by the City and cover substantially all employees:

- Firemen's Relief and Pension Fund
- Policemen's Pension and Relief Fund
- Non Uniform Defined Contribution Pension Fund
- Non Uniform Defined Benefit Pension Fund
- Health Management Trust Fund

All pension funds receive contributions from both employees and the City. The Firemen and Policemen's funds also receive property tax and insurance tax revenues. Each fund has a Board of Trustees that directs its activities.

**DEBT SERVICE FUNDS** - These funds receive dedicated property tax levies to retire general obligation bonds, both principal and interest.

**DISCRETE COMPONENT UNITS CONTROLLED BY INDEPENDENT BOARDS & COMMISSIONS**

Certain City services are similar to activities found in the private sector. They have independent Boards and Commissions. They are accounted for as separate funds, and expected to maintain revenues sufficient to meet their operating costs, debt service and system replacement and maintenance needs. These funds are not included in this document and are as follows:

- Little Rock Wastewater Utility
- Little Rock National Airport
- Little Rock Advertising & Promotion Commission
- Little Rock Port Authority
- Little Rock Ambulance Authority
- Central Arkansas Transit Authority
- Arkansas Museum of Discovery
- Arkansas Arts Center
- Central Arkansas Library System
- Oakland Fraternal Cemetery
- Mt. Holly Cemetery

These funds receive income from service charges that are used to operate their respective facilities and to retire revenue bonds. Also, a 2% Hotel, Motel, and Restaurant Sales Tax provides the main source of income to operate the Advertising and Promotion Commission and retire its bonds. Boards and Commissions, who derive their authority from specific statutes, operate all of these funds. However, the City's governing body must authorize rate changes, approve all bond issues, and approve appointments to the Boards and Commissions. Therefore, these funds are required to be reported as discrete component units of this entity by GASB Statement Number 39.

**OTHER FUNDS NOT INCLUDED**

This budget does not include the Little Rock School District, which is governed by its own elected board, is a separate taxing authority, issues its own debt and receives no City subsidy. Certain other funds are not included, because they operate under independent Boards, have other sources of revenue, and are in no way dependent upon the Mayor and Board of Directors. These are as follows:

- Little Rock Housing Authority
- Little Rock Residential Housing and Facilities Board
- Central Arkansas Water

This budget also does not include certain multiple-employer, defined benefit pension funds administered and trusted by independent fiduciary agents and in which certain employees participate.

## FISCAL POLICIES

### **A. OPERATING MANAGEMENT**

1. All City departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements. When appropriate, sunset provisions will be incorporated into service plans.
2. The budget process is intended to weigh all competing requests for City resources. Requests for new, on-going programs made outside the budget process will be discouraged.
3. Addition of personnel will only be requested to meet program initiatives and policy directives; after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition.
4. Current expenditures will be funded by current revenues. A diversified and stable revenue system will be developed to protect programs from short-term fluctuations in any single revenue source.
5. No revenues will be dedicated for specific purposes, unless required by law or generally accepted accounting practices (GAAP). All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.
6. User fees and charges will be examined annually to ensure they recover all direct and indirect costs of service. If the user fees and charges required to meet full cost recovery would be excessively burdensome on citizens receiving service, the Board of Directors may approve a lower user fee or charge. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing rate and fee structures. Rate adjustments for Waste Disposal will be based on five-year financial plans.
7. Grant funding should be considered to leverage City funds. Inconsistent and /or fluctuating Grants & Trusts should not be used to fund on-going programs. Programs financed with grant moneys will be budgeted in separate cost centers, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources will be substituted only after all program priorities and alternatives are considered during the budget process.



8. All grants and other Federal and State funds shall be managed to comply with the laws, regulations, and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.
9. Fleet replacement will be accomplished through the use of a “rental” rate structure. The rates will be revised annually to ensure that charges to operating departments are sufficient for operation and replacement of vehicles.
10. Balanced revenue and expenditure forecasts will be prepared to examine the City’s ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will encompass five years and will be updated annually.
11. Comparison of service delivery will be made to ensure that quality services are provided to our citizens at the most competitive and economical cost. Departments will identify all activities that can be provided by another source and review alternatives to current service delivery. The review of service delivery alternatives will be performed continually. During the annual budget process, funding for Outside Agencies, FUTURE-Little Rock, and special projects will be evaluated.
12. To attract and retain employees necessary for providing high quality services, the City shall establish and maintain a very competitive compensation and benefit package with the public and private sectors.
13. The City will follow an aggressive and professional policy of collecting revenues.
14. In each annual budget, the City may authorize a transfer from one fund to another for one or more special projects. Expenditures from the special project shall be consistent with the purpose of the special project. Unspent appropriations for special projects shall carry forward into the next fiscal year. Unspent special project appropriations remaining on June 30 in the next fiscal year shall be returned to the fund of origin unless the City Manager authorizes a special project to continue.
15. The City will strive to maintain fair and equitable relationships with its contractors and suppliers.

**B. CAPITAL MANAGEMENT**

1. A five-year Capital Improvement Plan will be developed biannually and updated annually, including anticipated funding sources. Capital improvement projects are defined as infrastructure or equipment purchases or construction that results in a capitalized asset costing more than \$5,000 and having a useful life (depreciable life) of two years or more.
2. The capital improvement plan will include, in addition to current operating maintenance expenditures, an adequate level of funding for maintenance and replacement to ensure that all capital facilities and equipment are properly maintained.
3. Proposed capital projects will be reviewed by a cross-departmental team for accurate costing (design, capital, and operating), congruence with City objectives and prioritized by a set of deterministic criteria. Financing sources will be sought for the highest-ranking projects.
4. Capital improvement operating budget impacts will be coordinated with the development of the annual operating budget. Future operating, maintenance, and replacements costs will be forecast as part of the City's five-year financial forecast.
5. The City will provide for a minimum of 5% of internal, pay-as-you-go financing for its Capital Improvement Program. Funding may come from fund balance reserves or any other acceptable means of funding.

**C. DEBT MANAGEMENT**

1. The City will seek to maintain and, if possible, improve its current bond rating in order to minimize borrowing costs and preserve access to credit. The City will encourage and maintain good relations with financial bond rating agencies and will follow a policy of full and open disclosure.
2. Future bond issue proposals will be accompanied by an analysis showing how the new issue combined with current debt impacts the City's debt capacity and conformance with City debt policies.
3. The City will attempt to develop a coordinated communication process with all other overlapping jurisdictions with which it shares a common tax base concerning collective plans for future debt issues.
4. Financing shall not exceed the useful life of the asset being acquired.
5. The City will not use long-term debt to finance current operations.

6. The general policy of the City is to establish debt repayment schedules that use level annual principal and interest payments.
7. The general policy of the City is to fund capital projects (infrastructure) with new, dedicated streams of revenue or voter approved debt. Nonvoter approved debt may be utilized when a dedicated revenue source other than general revenue can be identified to pay debt service expenses.
8. Interest earnings on bond proceeds will be limited to 1) funding the improvements specified in the authorizing bond ordinance, or 2) payment of debt service on the bonds.
9. Utility rates will be set to ensure debt service coverage exceeds the bond indenture requirement of 125%.
10. The City shall comply with the Internal Revenue Code Section 148 – Arbitrage Regulation for all tax-exempt debt issued. An annual estimate of arbitrage liabilities shall be obtained by the City and recorded on the financial statements.
11. The City shall use a competitive bidding process in the sale of debt unless the use of a negotiated process is warranted due to market timing requirements (refunding), or a unique pledge or debt structure. The City will award competitively issued debt on a true interest cost (TIC) basis.
12. Proceeds from debt will be used in accordance with the purpose of the debt issue. Funds remaining after the project is completed will be used in accordance with the provisions stated in the bond ordinance that authorized the issuance of the debt.

#### **D. RESERVES**

1. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's five-year financial plan.
2. The General Fund goal is to set aside \$10,000,000 or 10% of General Fund revenues; whichever is greater, into a restricted reserve fund on or before December 31, 2007; however, due to economic conditions in the past few years, the City has not been able to meet their goal. The restricted reserve is currently \$9,418,000.
3. Each annual operating budget will include a contingency appropriation in the General Fund sufficient to provide for unforeseen needs of an emergency nature for that year. The desired level of the contingency appropriation each year shall

be based on the average of the three prior years' experience levels but no less than .5% of General Fund revenue for the current fiscal year.

4. The Waste Disposal Fund will maintain an unrestricted retained earnings reserve of no less than 15% of current year revenues.
5. Fleet Management reserves will be maintained based upon lifecycle replacement plans to ensure adequate fund balance required for systematic replacement of fleet vehicles. Operating departments will be charged for fleet operating costs per vehicle class and replacement costs spread over the useful life of the vehicles.
6. Self-insurance reserves will be maintained at a level that, together with purchased insurance policies, will adequately indemnify the City's property and liability risk. A qualified actuarial firm shall be retained on an annual basis in order to recommend appropriate funding levels.
7. A Facility Maintenance Reserve will be maintained based upon lifecycle replacement plans to ensure adequate funding for infrastructure repair and operating equipment replacement (HVAC, roofing, etc.).

#### **E. CASH MANAGEMENT AND INVESTMENTS**

1. Cash and investment programs will be maintained in accordance with the City Charter and the adopted investment policy and will ensure that proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.
2. The City will maintain written guidelines on cash handling, accounting, segregation of duties, and other financial matters.
3. The City will conduct periodic reviews of its internal controls and cash handling procedures.
4. The City will annually identify and develop an Internal Audit Work plan.

#### **F. ACCOUNTING, AUDITING AND FINANCIAL REPORTING**

1. The City's accounting and financial reporting systems will be maintained in conformance with generally accepted accounting principles (GAAP) and the standards set by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

2. An independent public accounting firm will perform an annual audit. The auditor's opinion will be included with the City's published Comprehensive Annual Financial Report (CAFR).
3. The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions provide full disclosure of all financial activities and related matters, and minimize ambiguities and potentials for misleading inference.
4. The City's budget document will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resources.
5. Financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.
6. Monthly and quarterly reports shall be prepared and presented to the Board of Directors on a timely basis.

### OTHER AGENCIES

One of the budget policies of the Mayor and Board of Directors is to support other agencies that provide services that are important to the City's quality of life. The agencies that have had City support are described below:

The **Arkansas Arts Center**, located in a City park, serves the metropolitan area and provides a wide array of cultural opportunities to citizens of all ages and interests.

The **Arkansas Museum of Discovery** enhances the cultural opportunities in the metropolitan area and has opened a new and larger museum located in the River Market District. This project was funded through the FUTURE-Little Rock initiatives and is now funded from the General Fund.

The **Arkansas Repertory Theatre** attracts persons to theatrical productions and programs and to the downtown area for specific art exhibits and events. It plays a significant role in efforts to stabilize and rejuvenate Little Rock's historic central business district. \*

The **Arkansas Symphony Orchestra** provides a vital cultural experience to the City and to central Arkansas. \*

The **Central Arkansas Transit Authority** provides vital public transportation services to much of the metropolitan area.

The **Chamber of Commerce** promotes economic growth in the area, and is another example of a public and private partnership.

The **County Health Department** provides health care services to residents of both the City and Pulaski County. The State Health Department directs its operations, and it receives operating support from both the City and the County.

The **Downtown Partnership** promotes economic development for downtown and is an example of public and private partnerships to promote growth and development of the City.

**Metroplan** is a council of local governments that provides area-wide transportation and other planning and support services to its members.

**County Regional Detention Center** serves the residents of both the city and Pulaski County. The County directs its operations and it receives operating support from the City and all jurisdictions in the County.

**The Sister Cities Commission** promotes sister city agreements between Little Rock and other cities around the globe.

**PAGIS** - The Pulaski Area Geographical Information System is a consortium of local government agencies formed by inter-local agreement to develop, maintain and distribute spatial based information and graphics. Current members are Little Rock, North Little Rock, Pulaski County, Central Arkansas Water and Wastewater commissions of Little Rock and North Little Rock.

**Wildwood Theatre** is one of the nation's largest land areas devoted to the performing arts with a 105-acre site. The Theatre promotes educational and cultural programs

designed to enhance public appreciation of and support for the performing arts that contribute to the quality of life within the region. \*

**Little Rock City Beautiful Commission** promotes public interest in the general improvement of the appearance of the City of Little Rock; and establishes, subject to the Little Rock City Board of Directors approval, regulations of aesthetic quality for public and private lands and improvements.

**Faulkner County Detention** facility provides the Little Rock Police Department the utilization of 30 beds for those felons and serious misdemeanants who would otherwise be released from the Pulaski County facility due to constant over crowding by more serious felons and undermines the security of the community.

Some of the above agencies are sufficiently dependent on or controlled by the City that they are included in this budget in the discrete component unit section.

\* In 2009 funding of the agency will be provided by the Little Rock Advertising and Promotion Commission.

**APPROPRIATIONS FOR OTHER AGENCIES**

	ADOPTED 2005	ADOPTED 2006	ADOPTED 2007	ADOPTED 2008	ADOPTED 2009
Central Arkansas Transit	\$5,163,387	\$5,888,554	\$6,311,973	\$6,341,288	\$6,826,697
Arkansas Arts Center	324,000	324,000	324,000	324,000	249,000
Museum of Discovery	344,250	324,000	324,000	324,000	249,000
County Bond Payment	191,600	191,600	191,600	137,000 ***	191,600
Chamber of Commerce	200,000	200,000	200,000	200,000	200,000
Metroplan	157,694	157,694	157,694	157,694	157,694
Downtown Partnership	149,741	149,741	149,741	149,741	149,741
PAGIS	123,000	123,000	129,500	129,500	129,500
Sister Cities Commission	25,000	25,000	25,000	25,000	25,000
Arkansas Symphony Orchestra	67,500	50,000	50,000	50,000	
Arkansas Repertory Theatre	67,500	50,000	50,000	50,000	
Central High 50th Anniversary	2,500	25,000	100,000	0	
St. Vincent	2,780	25,373	25,381	25,381	25,381
LR. City Beautiful Commission	2,500	2,500	2,500	2,500	2,500
County Regional Detention Center	1,227,299	1,809,299 *	1,383,799 **	1,547,299 ****	1,547,299
Wildwood Theatre	67,500	50,000	50,000	50,000	
Faulkner County Jail				150,000	240,000
<b>Total</b>	<b>\$8,116,251</b>	<b>\$9,395,761</b>	<b>\$9,475,188</b>	<b>\$9,663,403</b>	<b>\$9,993,412</b>

\* Includes a 2006 adjustment  
 \*\* Includes a 2007 adjustment  
 \*\*\* County Health Unit Support is not included  
 \*\*\*\* Includes 320,000 for 80 additional beds

## CAPITAL FUNDING

State laws limit the use of borrowing for municipal purposes. Revenue bonds are not general obligations of the City but are secured by specific revenues associated with a project. They may be issued for certain specified municipal purposes. General obligation bonds, when approved by voters and secured by property tax levies, may be issued for long-term capital improvements.

The Capital Improvement Program (CIP) is a multi-year plan for capital expenditures to replace and expand the City's infrastructure, vehicles and equipment. The program is updated annually to reflect the latest priorities, updated cost estimates and available revenue sources.

The purpose of the CIP is to fund capital projects and capital acquisitions that will be of a long-term benefit to the citizens of Little Rock. The CIP is financed over a period of time

due to the long-term benefit of the projects. Present and future users of the projects pay for the projects. For program purposes the City defines a capital improvement as a major improvement or acquisition that results in a capital asset costing more than \$5,000 and having a useful life (depreciable life) of two years or more. Exceptions are for infrastructure assets which are defined as having a constructed cost greater than \$250,000.

Capital assets are depreciated using the straight-line method over their estimated useful lives ranging from 15 – 50 years for infrastructure, 10 – 75 years for buildings and 3 - 25 years for land improvements, vehicles and equipment. Depreciation expense is charged directly to the department/function based on the department that utilizes the related asset.

## 2009 CAPITAL IMPROVEMENTS

The City capital budget in recent years has been reduced and projects have had to compete for scarce funding. Limited funding for capital improvements is available from the remaining unspent proceeds and interest in the Infrastructure fund, the 1988 Capital Bond Project fund, the 1995 Capital Bond Project fund, the 1998 Infrastructure Bond, the 2004 Capital Improvement Bonds fund, the 2004 and 2008 Library and Improvement Bond funds, and Short Term Financing. These projects are multi-year projects. The remaining balances are authorized primarily for street and drainage improvements, park improvements, zoo improvements, and fire and police buildings and equipment. Impact on operating costs is considered in preparation of departmental operating budgets.

Without a future dedicated funding source capital needs will be limited to available resources or future bond issues.



When both restricted and unrestricted resources are available for use, generally it is the City's policy to use unrestricted resources first. For projects funded by tax-exempt debt proceeds and other sources, the debt proceeds are used first. Purchased or constructed capital assets are reported at cost or estimated historical cost. Donated capital assets are recorded at their estimated fair value at the date of donation.

### Short-Term Financing

The City issued the 2008 short-term Financing (maximum maturity of five years) in the second quarter of 2008 to acquire vehicles, equipment, technology, and land as well as improve land and buildings.

#### City of Little Rock 2008 Short-Term Financing

##### Vehicles (tentative allocation):

Police	\$720,000
Fire	750,000
Total Vehicles	<u>1,470,000</u>

##### Facilities and Land:

Mid-Town Police Center	1,500,000
Building Repairs	500,000
Fire Station	400,000
Granite Mountain Land Purchase	307,000
Total Facilities and Land	<u>2,707,000</u>

##### Technology and Equipment:

Information Technology	400,000
Disaster Recovery	400,000
Total Technology and Equipment	<u>800,000</u>
Total Projects	4,977,000
Issuance costs	14,500
Estimated Total Note Issue	<u><u>\$4,991,500</u></u>

## CAPITAL PROJECT FUNDS

These funds are derived from the proceeds of selling City general obligation bonds and are used for major capital improvements.

**1988 Capital Improvements Funds** – Accounts for the proceeds of the 1988 Capital Improvement Bonds issued to finance improvements to the streets and drainage systems, parks, arts center, museum and Robinson Auditorium, as well construct a new police substation, a library branch and two fire stations.

**1995 Capital Improvements Fund** – Accounts for the proceeds of the 1995 Series B Capital Improvement Bonds are issued to finance the cost of various capital improvements for the City, including streets, parks, drainage, firefighting, police and community centers.

**1998 Capital Improvement Fund** – The Series 1998A Bonds are issued for the purpose of acquiring, constructing, equipping, renovating, expanding and refurbishing certain street, sidewalk, curb, gutter, drainage and other related infrastructure improvements, including payment of a portion of the interest on the Series 1998A Bonds during the construction period.

**2004 Limited Tax General Obligation Refunding Bond** – 2004 Limited Tax General Obligation Refunding Bonds were issued to finance capital improvements within the City of Little Rock, to fund capitalized interest and to pay the costs of issuance of the Bonds. These bonds are limited tax general obligations secured by all proceeds derived from the 3.3 mills annual ad valorem tax located with the City.

**2004 Central Arkansas Library Capital Improvements** – Accounts for the proceeds of the 2004A and 2004B Library Improvement and Refunding Bonds issued to refund the Series 1999B Library Improvement and Refunding Bonds and the Series 2002 Library Improvement Bonds, to finance the cost of acquiring, constructing and equipping capital improvements to the public city libraries operated by the City and the Central Arkansas Library System, and to pay the costs of issuance of the bonds.

**2007 Capital Improvements** – The 2007 Capital Improvements were issued to finance the advance refunding of the City's Capital Improvement Revenue Bonds. 1998A and to pay the cost associated with the issuance of the Series 2007 Bonds. The Series 2007 bonds are not general obligation of the City but are special obligation payable solely from the revenue received by the City from all franchise fees charged to public utilities for the privilege of using the City's streets and right-of-way.

**2008 Central Library and Improvement Bond** – 2008 Library Improvement and Refunding Bonds are limited obligations payable through 2028. The 2008 Library Bonds were issued to finance the cost of acquiring, construction, and equipping capital improvements to the public city libraries operated by the Central Arkansas library System. The Bonds will be limited tax obligations payable solely from a 1.0 mill annual ad valorem tax.

**Short Term Financing** – Accounts for proceeds of the 2006, 2007 and 2008 Short Term Financing to acquire capital equipment, land, building improvements, and vehicles for the City.

**City of Little Rock**  
**Open Capital Improvement Bond Projects**  
**December 31, 2008**

<u>Description</u>	<u>Allocation</u>	<u>Expenditures</u>	<u>Balance</u>
<b><u>1988 Capital Improvements</u></b>			
Mabelvale Pike/Gey	1,138,581	939,468	199,113
Fair Park/Mabelval	519,066	376,810	142,256
South Loop Phase I	780,716	122,874	657,841
Fund 301 Contingen	254,969	186,200	68,769
3Rd & Cumberland S	40,513	39,271	1,243
Pedestrian Bridge	59,780	59,774	6
Fourche Dam Pike D	583,268	523,308	59,959
South Loop	59,532	35,178	24,354
	<u>3,436,425</u>	<u>2,282,883</u>	<u>1,153,542</u>
<b><u>1995 Capital Improvements</u></b>			
Fund 303 Contingen	12,756		12,756
Pedestrian Bridge	48,259	47,251	1,009
Geyer Springs Rr S	29,181	27,854	1,327
Hindman Bridge Match	175,000	151,445	23,555
	<u>265,196</u>	<u>226,550</u>	<u>38,646</u>
<b><u>1998 Infrastructure Bond Improvements</u></b>			
Fund 304 Contingen	711,929	435,232	276,698
Geyer Springs Rr O	126,951		126,951
Mabelvale Cutoff	1,214,082	1,006,784	207,298
Asher Ave	70,000	29,255	40,745
Scott Hamilton	623,979	29,626	594,353
Pedestrian Bridge	101,273	100,662	610
Mabelvale C/O (Chi	864,638	797,577	67,061
Univ Ave (Markham	1,204,000	1,113,696	90,304
Napa Valley	493,305	430,224	63,082
	<u>5,410,157</u>	<u>3,943,055</u>	<u>1,467,102</u>
<b><u>1998A Parks Bond Capital Improvements</u></b>			
Presidential Park	12,506,501	11,830,335	676,165
Fund 305 Contengie	271,093	38,272	232,821
	<u>12,777,594</u>	<u>11,868,607</u>	<u>908,987</u>
<b><u>2004 Capital Improvement Bond Fund</u></b>			
04-Cip Issuance &	4,889,698	4,849,045	40,654
Contingency-311 Fire Improvements	3	(72)	75
Fire Training Acad	6,348,405	6,345,057	3,348
Improve Drainage F	85,000	51,947	33,053
Contingency- Police Improvements	11,068		11,068

**City of Little Rock**  
**Open Capital Improvement Bond Projects**  
**December 31, 2008**

<u>Description</u>	<u>Allocation</u>	<u>Expenditures</u>	<u>Balance</u>
<b><u>1988 Capital Improvements</u></b>			
Dt Police Service	488,933	488,655	278
Emergency Generato	120,000	116,764	3,236
3-1-1- Gen. Inform	1,099,663	1,099,483	181
Contingency-314	107,427	673	106,754
Markham/Rodney Par	533,296	531,326	1,970
Kavanaugh Reconst	517,100	461,370	55,730
Taylor Loop Recons	2,496,437	2,481,983	14,454
Ceder Hill Rd St.	93,000	79,546	13,454
Pilot Pt. St Impro	106,000	90,937	15,063
Bond Street Improv	180,000	32,850	147,150
Lee & Fairfax St I	160,000	137,514	22,487
Geyer Springs Road	10,000	7,477	2,523
Col Glenn Signal /	130,000	40,154	89,846
First Tee & Univ T	170,000	158,509	11,491
Markham At Corpora	170,000	127,841	42,159
Arterial St. Overl	125,000	112,378	12,622
Fourche Dam Pike	230,000	268	229,732
River Trail	1,608,000	1,591,145	16,855
Heights Trails	353,849	353,878	(28)
Barton Basketball	30,000	22,880	7,120
Otter Creek Restro	10,000		10,000
Relocate Cc Play E	18,500	19	18,481
Dunbar Play Equipm	79,000		79,000
Carousel	219,000	35,779	183,221
Lorikeet Exhibit	280,521	278,901	1,620
Contingency-318 Pedistrian Safety	50,877	940	49,937
Holding Area	960,000	913,035	46,965
Education Facility	960,000	923,072	36,928
Statehouse Cc	500,000	493,621	6,379
	<u>23,140,777</u>	<u>21,826,971</u>	<u>1,313,806</u>
 Total Capital Improvement Bond Projects	 <u>45,030,149</u>	 <u>40,148,067</u>	 <u>4,882,082</u>

**City of Little Rock**  
**Short Term Financing Projects**  
**December 31, 2008**

<b>Description</b>	<b>Allocation</b>	<b>Expenditures</b>	<b>Balance</b>
Stf Contingency	\$209,595		\$209,595
Parks & Recreation	25,000	8,993	16,007
City Hall Renovati	410,649	411,638	(989)
Alert Center Recon	280,000	294,770	(14,770)
Public Works Vehic	614,380	602,851	11,529
River Market Tower	200,000	192,219	7,781
Zoo Penguin Exhibi	600,000		600,000
Erp Software	1,735,544	2,370,260	(634,716)
Vpn	39,212	37,556	1,656
Kiosks	6,000	161	5,839
Network Equipment	28,500	27,743	757
Cisco Works	37,000	17,234	19,766
Dial Server	15,000	5,495	9,505
Ups	15,000	443	14,557
Public Works Vehic	577,576	554,577	23,000
Parks Vehicles 200	53,817	54,048	(231)
P.O.S. Cash Regist	20,000	27,076	(7,076)
Dunbar Com Center	245,000	244,283	717
Southwest Com Cent	34,711	34,563	149
East Lr Com Center	19,883	15,826	4,057
Arkansas River Tra	248,942	207,685	41,258
Fire Computers	2,000		2,000
Extrication Tools	64,556	63,771	785
Retro-Fit Fire App	35,000	8,991	26,009
Firefighter Safety	140,000	133,470	6,530
Police Vehicles 20	1,185,457	1,161,226	24,231
Fleet Vehicles 200	65,000	55,931	9,069
City Attorney Comp	19,562	19,480	82
Surveillance Camer	5,021	3,653	1,368
Paint Abatement/Nr	50,000	46,571	3,429
Planning & Develop	40,000	35,316	4,684
Elephants Exhibit	75,000	63,002	11,998
S/T Financing - Fi	13,928	9,176	4,753
It Vehicles 2007	15,000		15,000
It Hdw & Sftware	500,000	461,777	38,223
Zoo Vehicles 2007	30,000	29,945	55
Zoo Elephant Exhib	75,000		75,000

**City of Little Rock**  
**Short Term Financing Projects**  
**December 31, 2008**

<u>Description</u>	<u>Allocation</u>	<u>Expenditures</u>	<u>Balance</u>
Zoo Carousel	25,000	27,767	(2,767)
Finance Computers	34,657	30,545	4,113
Fleet Vehicles 200	140,000	137,036	2,964
Fire Vehicles 2007	354,808	366,948	(12,140)
Central Fire Stati	150,000	150,026	(26)
Infrared Cameras -	75,000	73,776	1,224
Parks Atv	15,000	13,768	1,232
Parks Vehicles 200	149,366	127,775	21,591
Land - John Barrow	50,000	32,857	17,143
Backflow Preventor	64,477	71,518	(7,041)
Riverfront Park Im	200,000	202,712	(2,712)
Otter Creek Park R	200,000	139,718	60,282
Pettaway Park Rest	50,000	46,843	3,157
Parks Sftware & Hd	165,000	179,772	(14,772)
Pubwrks Vehicles 2	620,642	567,629	53,013
Plan Bldg Upgrade	70,000	66,037	3,963
Court Bldg Upgrade	39,000	46,138	(7,138)
City Hall Upgrade	60,000	62,624	(2,624)
Police Vehicles 20	1,186,000	1,167,626	18,374
Midtown Pol Serv C	750,000	455,020	294,980
City Atty Software	12,439	12,837	(399)
Code Enforce Sftwr	350,000	283,832	66,168
Issuance Costs	14,500	12,687	1,813
Information Tech	400,000	30,991	369,009
Disaster Recovery	400,000	107,023	292,977
Building Repairs	500,000	122,680	377,320
Granite Mt Land Pu	307,000	306,748	252
Fire Vehcles	750,000		750,000
Fire Station 2008	400,000		400,000
Police Vehicles 20	720,000		720,000
Midtown Police Ctr	1,500,000		1,500,000
	<u>\$17,484,222</u>	<u>\$12,042,661</u>	<u>\$5,441,561</u>

## DEBT MANAGEMENT

The City of Little Rock is authorized to issue General Obligation Bonds payable from ad valorem taxes to finance capital improvements. These bonds require majority voter approval prior to issuance. The Arkansas State constitution provides that the amount payable out of property taxes shall not exceed 20% of the City's assessed valuation. The City of Little Rock falls well below this statutory requirement. As of 12/31/08, the amount of net debt outstanding was \$71,602,339. The legal debt margin allows the City flexibility to issue up to an additional \$748,806,754.

Generally, the City has experienced a stable financial condition as well as sound debt administration. For example, the City's net general obligation long-term debt per capita is \$390.96, well below \$1,200 per capita which would be a warning trend. This has allowed the City to enjoy favorable bond ratings on its General Obligation Bonds. The City has received an AA bond rating from Standard & Poor's and an Aa3 rating from Moody's Investor Services.

### CITY'S LEGAL DEBT MARGIN

2008 Assessed/Value:

(2007 Assessment collected in 2008)

Commercial & Personal Property	\$3,281,636,370
G.O. Debt Limit (20% of assessment)	656,327,274
Short-Term Financing Debt Limit (5% of assessment)	164,081,819
Sub-Total Debt Limit	820,409,093
G.O. & Short-Term Bonds Outstanding @ 12/31/08	83,127,000
Less in Debt Service Fund	11,524,661
Outstanding Bonds, Net of Debt Service	<u>71,602,339</u>
<b>Legal Debt Margin</b>	<b>\$748,806,754</b>

The legal debt limit is the maximum issuance of general obligation bonds. The debt limit is determined by combining the twenty percent (20%) of the assessed value of real estate in the Little Rock city limits for General Obligation Bonds with five percent (5%) of the assessed value of real estate in the Little Rock city limits for Short-Term Financing. For 2008, the legal debt limit is \$820,409,093 based on a total assessment of \$3,281,636,370. Each year it changes based upon the assessed value of real estate.



The City of Little Rock has three areas of current debt levels, which combined, equal the total debt level of the city. Current general obligation level as of December 31, 2008 is \$65,015,000. Current revenue bond level is \$56,445,000. Short-term debt level is \$18,112,001 for an overall current debt level of \$139,572,001.

Even though by law the City can raise the general obligation and the short-term debt level to \$820,409,093, it still has to have the resources to pay for it and in this case that would be an increase in value of existing and new property and/or an increase in millage. In the City of Little Rock's case, the millage required to fund over \$820 million in debt is approximately 15.76 mills. Currently, the property tax millage for the retirement of general obligation debt is 3.3 mills. This millage number can go as high as the legal debt limit will let it but only with the approval of voters. The voters of Little Rock at a special election held on November 4, 2003, continued the 3.3 mills annual ad valorem tax. Consequently, the City of Little Rock issued the \$70,635,000 Limited Tax General Obligation Bonds Series 2004 to finance capital improvements within the City of Little Rock.

By law, the City can only raise the millage to five for General Fund operations. The current level is at the maximum of five. To issue more debt without voter approval (i.e. the General Fund) or without a dedicated revenue stream would hurt the overall general fund. Since the City's General Fund budget is already extremely tight from current operations and expenses, it makes no sense to issue more general obligation debt unless there is a voter approved millage increase for the retirement of the specific debt.

#### FUTURE DEBT SERVICE

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2009	11,809,695	3,811,814	15,621,509
2010	11,485,814	3,516,865	15,002,679
2011	10,509,442	3,013,163	13,522,605
2012	9,779,771	2,604,066	12,383,837
2013	7,606,911	2,215,839	9,822,750
2014	7,015,000	1,899,176	8,914,176
2015	8,075,000	1,593,299	9,668,299
2016	8,410,000	1,254,697	9,664,697
2017	8,775,000	893,952	9,668,952
2018	3,375,000	632,638	4,007,638

**SUMMARY OF BOND INDEBTEDNESS**  
For the month ended December 31, 2008

<u>GENERAL OBLIGATION DEBT</u>	<u>TRUSTEE</u>	<u>ORIGINAL AMOUNT</u>	<u>MATURITY DATE</u>	<u>INTEREST RATE</u>	<u>PRINCIPAL BALANCE AT 12/31/07</u>	<u>BONDS ISSUED</u>	<u>PRINCIPAL PAID IN 2008</u>	<u>BONDS RETIRED 2008</u>	<u>PRINCIPAL BALANCE AT 12/31/08</u>	<u>INTEREST PAID IN 2008</u>
2004 Limited Tax Capital Improvement	Regions Bank	\$70,635,000	4/1/2019	3.75%-4.00%	\$51,965,000	\$0	\$3,960,000	\$4,200,000	\$43,805,000	1,899,390
1998A Street & Drainage Bonds	Metropolitan Bank	19,000,000	10/1/2019	3.95%-5.00%	0	0	0	0	0	-
2007 Infrastructure Refunding		13,350,000	10/1/2019	4.0%-5.00%	13,150,000	0	870,000	0	12,280,000	569,788
2004 Library Refunding Series A & B	Metropolitan Bank	25,000,000	3/1/2024	2.0%-4.35%	19,650,000	0	960,000	1,480,000	17,210,000	789,153
2008 Library Construction and Improvement	Metropolitan Bank	4,000,000	3/1/2028		0	4,000,000	0	0	4,000,000	-
2002 Junior Lien Revenue Bonds		3,630,000	10/1/2018	3.50%-4.65%	2,740,000	0	200,000	0	2,540,000	115,448
<b>REVENUE BONDS</b>										
1998A Parks and Recreation Bonds	Metropolitan Bank	16,405,000	1/1/2023	5.70%-5.80%	13,390,000	0	535,000	0	12,855,000	753,068
2002 Waste Disposal Revenue Bonds	Metropolitan Bank	27,330,000	5/1/2016	3.00% - 5.00%	16,805,000	0	2,260,000	0	14,545,000	723,850
2003 Capital Improvement and Refunding	Metropolitan Bank	11,855,000	7/1/2028	1.50% - 5.30%	11,310,000	0	340,000	0	10,970,000	550,715
2007 Waste Disposal Revenue Bond		3,400,000	5/1/2022	5.30%-5.87%	3,400,000	0	145,000	0	3,255,000	186,589
<b>TEMPORARY NOTE</b>										
3rd 2003 Temporary Note	Bank of America	4,250,000	6/18/2008	2.95%	900,129	0	900,129	0	0	26,554
4th 2004 Temporary Note	Twin City Bank	4,215,000	9/8/2009	3.35%	1,769,680	0	870,303	0	899,378	59,258
5th 2005 Temporary Note	Bank of America	5,205,000	4/1/2010	3.55%	3,231,245	0	1,039,734	0	2,191,511	114,709
6th 2006 Temporary Note	Bank of America	6,550,000	4/1/2011	3.86%	5,337,304	0	1,259,506	0	4,077,798	206,020
7th 2007 Temporary Note	Suntrust	5,919,000	5/1/2012	3.79%	5,919,000	0	1,096,938	0	4,822,063	224,956
8th 2007 Temporary Note	Bank of America	1,372,000	6/28/2012	6.24%	1,372,000	0	242,249	0	1,129,751	85,544
9th 2008 Temporary Note		4,991,500			0	4,991,500	0	0	4,991,500	-
<b>Grand Total</b>		<b>\$227,107,500</b>			<b>\$150,939,358</b>	<b>\$8,991,500</b>	<b>\$14,678,858</b>	<b>\$5,680,000</b>	<b>\$139,572,001</b>	<b>6,305,041</b>

## BUDGET SUMMARIES

The following schedules summarize the audited 2007 operating results, the 2008 unaudited operating results, and the approved 2009 operating budget. The summaries are organized by fund type in a manner that is consistent with the fund organization in the City' audited Comprehensive Annual Financial Report.

The first summary is a recap of the entire six fund types included in this section. Each of the fund types is summarized and individual fund budget schedules follow the summaries. The amounts reflected in this section are accumulated as follows: individual fund totals are included in the fund type summary; then the fund type summary totals are included in the recap of all fund types.

The City is required by state statute to budget for the administration, operation, maintenance and improvements of various City operations and is designed to demonstrate compliance with legal requirements. Other funds submitted are for informational purposes only.

The six types of funds are:

- General;
- Special Revenue;
- Capital;
- Proprietary;
- Fiduciary; and
- Debt Service.

For more information regarding these funds, see the section entitled FINANCIAL STRUCTURE.

**CITY OF LITTLE ROCK  
BUDGET SUMMARY BY FUND TYPE  
FOR YEARS 2007 - 2009**

	<b>GENERAL FUNDS</b>	<b>SPECIAL REVENUES</b>	<b>CAPITAL PROJECTS</b>	<b>ENTERPRISE FUNDS</b>	<b>INTERNAL SERVICE FUNDS</b>	<b>FIDUCIARY FUNDS</b>	<b>DEBT SERVICE FUNDS</b>
<b>2007</b>							
REVENUES:	\$142,340,847	\$42,802,021	\$8,127,842	\$35,736,875	\$9,596,719	\$28,543,735	\$27,064,411
EXPENDITURES:	146,112,815	44,301,768	15,700,251	29,947,132	9,466,120	22,383,897	29,247,793
REVENUES OVER (UNDER) EXPENDITURES	(3,771,968)	(1,499,747)	(7,572,409)	5,789,743	130,599	6,159,838	(2,183,381)
BEGINNING FUND BAL.	21,496,608	10,647,784	19,904,722	23,923,975	3,936,759	208,760,972	14,256,024
ENDING FUND BAL.	<u>17,724,640</u>	<u>9,148,037</u>	<u>12,332,313</u>	<u>29,713,718</u>	<u>4,067,358</u>	<u>214,920,810</u>	<u>12,072,643</u>
<b>2008</b>							
REVENUES:	141,321,683	31,033,279	87,391,663	31,975,284	9,857,857	(23,617,854)	15,586,518
EXPENDITURES:	141,420,803	32,709,545	89,548,746	33,110,756	11,379,751	23,305,349	15,053,535
REVENUES OVER (UNDER) EXPENDITURES	(99,120)	(1,676,266)	(2,157,083)	(1,135,473)	(1,521,894)	(46,923,203)	532,983
BEGINNING FUND BAL.	17,724,639	9,148,037	12,332,312	29,713,717	4,068,356	214,920,809	12,072,644
ENDING FUND BAL.	<u>17,625,519</u>	<u>7,471,771</u>	<u>10,175,229</u>	<u>28,578,245</u>	<u>2,546,462</u>	<u>167,997,606</u>	<u>12,605,627</u>
<b>2009</b>							
REVENUES:	137,449,966	14,682,504		31,074,378	10,005,334		
EXPENDITURES: *	137,449,966	14,682,504	10,175,229	32,690,485	9,971,951		
REVENUES OVER (UNDER) EXPENDITURES			(10,175,229)	(1,616,107)	33,383		
BEGINNING FUND BAL.	17,625,519	7,471,773	10,175,229	28,578,246	2,546,462	167,997,606	12,605,627
ENDING FUND BAL.	<u>\$17,625,519</u>	<u>\$7,471,773</u>	<u>\$0</u>	<u>\$26,962,139</u>	<u>\$2,579,845</u>	<u>\$167,997,606</u>	<u>\$12,605,627</u>

\* Please note Capital Projects total expenditures include ending balances that will be expended in 2009.

**GENERAL GOVERNMENT SUMMARY  
OPERATING BUDGET  
2007-2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>GENERAL FUND</u></b>			
REVENUES:	\$137,460,126	\$135,150,230	\$137,449,966
EXPENDITURES:	<u>140,852,808</u>	<u>135,128,626</u>	<u>137,449,966</u>
REVENUES OVER (UNDER) EXPENDITURES	(3,392,682)	21,604	
BEGINNING NET ASSETS	<u>18,026,044</u>	<u>14,633,361</u>	<u>14,654,966</u>
ENDING NET ASSETS	<u><u>\$14,633,361</u></u>	<u><u>\$14,654,966</u></u>	<u><u>\$14,654,966</u></u>
<b><u>SPECIAL PROJECTS &amp; SEIZED MONEY FUND</u></b>			
REVENUES:	\$4,880,721	\$6,171,453	
EXPENDITURES:	<u>5,260,007</u>	<u>6,292,177</u>	
REVENUES OVER (UNDER) EXPENDITURES	(379,286)	(120,724)	
BEGINNING FUND BALANCE	<u>3,470,564</u>	<u>3,091,278</u>	<u>2,970,556</u>
ENDING FUND BALANCE	<u><u>\$3,091,278</u></u>	<u><u>\$2,970,556</u></u>	<u><u>\$2,970,556</u></u>
<b>TOTAL BEGINNING NET ASSETS</b>	<b>\$21,496,608</b>	<b>\$17,724,639</b>	<b>\$17,625,519</b>
<b>TOTAL REVENUES</b>	<b>\$142,340,847</b>	<b>\$141,321,683</b>	<b>\$137,449,966</b>
<b>TOTAL EXPENDITURES</b>	<b><u>\$146,112,815</u></b>	<b><u>\$141,420,803</u></b>	<b><u>\$137,449,966</u></b>
<b>TOTAL ENDING NET ASSETS</b>	<b><u><u>\$17,724,640</u></u></b>	<b><u><u>\$17,625,519</u></u></b>	<b><u><u>\$17,625,519</u></u></b>

The sources of operating revenue and the trends affecting them are discussed in the section of the budget titled Revenues. The details of the operating budget by department and by service program are contained in the section of the budget titled EXPENDITURES. The transfers out primarily consist of appropriations for special projects and appropriations for the FUTURE – Little Rock initiatives.

The City of Little Rock utilizes a program budget for public information purposes and for Mayor & Board consideration. Line item information is principally used for budgetary management and control purposes.

**SPECIAL REVENUE FUNDS  
OPERATING BUDGET  
2007-2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>STREET</u></b>			
REVENUES:	\$14,388,285	\$14,613,079	\$14,682,504
EXPENDITURES:	<u>14,155,457</u>	<u>14,871,147</u>	<u>14,682,504</u>
REVENUES OVER (UNDER) EXPENDITURES	232,828	(258,068)	
BEGINNING FUND BALANCE	<u>3,139,797</u>	<u>3,372,625</u>	<u>3,114,557</u>
ENDING FUND BALANCE	<u><u>\$3,372,625</u></u>	<u><u>\$3,114,557</u></u>	<u><u>\$3,114,557</u></u>
<b><u>SPECIAL PROJECT - STREET</u></b>			
REVENUES:	\$325,000	\$325,000	
EXPENDITURES:	<u>327,858</u>	<u>271,846</u>	
REVENUES OVER (UNDER) EXPENDITURES	(2,858)	53,154	
BEGINNING FUND BALANCE	<u>136,298</u>	<u>133,440</u>	<u>186,594</u>
ENDING FUND BALANCE	<u><u>\$133,440</u></u>	<u><u>\$186,594</u></u>	<u><u>\$186,594</u></u>
<b><u>SPECIAL PROJECTS</u></b>			
REVENUES:	\$3,850,274	\$2,724,209	
EXPENDITURES:	<u>4,084,324</u>	<u>2,714,891</u>	
REVENUES OVER (UNDER) EXPENDITURES	(234,050)	9,318	
BEGINNING FUND BALANCE	<u>2,633,968</u>	<u>2,399,918</u>	<u>2,409,237</u>
ENDING FUND BALANCE	<u><u>\$2,399,918</u></u>	<u><u>\$2,409,237</u></u>	<u><u>\$2,409,237</u></u>

**SPECIAL REVENUE FUNDS  
OPERATING BUDGET  
2007-2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>INFRASTRUCTURE</u></b>			
REVENUES:	\$94,504	\$43,351	
EXPENDITURES:	<u>394,248</u>	<u>47,414</u>	
REVENUES OVER (UNDER) EXPENDITURES	(299,744)	(4,063)	
BEGINNING FUND BALANCE	<u>1,706,315</u>	<u>1,406,571</u>	<u>1,402,509</u>
ENDING FUND BALANCE	<u><u>\$1,406,571</u></u>	<u><u>\$1,402,509</u></u>	<u><u>\$1,402,509</u></u>
<b><u>EMERGENCY 911</u></b>			
REVENUES:	\$1,308,882	\$1,394,932	
EXPENDITURES:	<u>1,793,154</u>	<u>2,362,919</u>	
REVENUES OVER (UNDER) EXPENDITURES	(484,272)	(967,987)	
BEGINNING FUND BALANCE	<u>1,290,334</u>	<u>806,062</u>	<u>(161,925)</u>
ENDING FUND BALANCE	<u><u>\$806,062</u></u>	<u><u>(\$161,925)</u></u>	<u><u>(\$161,925)</u></u>
<b><u>GRANTS</u></b>			
REVENUES:	\$19,141,145	\$8,776,473	
EXPENDITURES:	<u>19,247,117</u>	<u>9,289,492</u>	
REVENUES OVER (UNDER) EXPENDITURES	(105,972)	(513,019)	
BEGINNING FUND BALANCE	<u>105,575</u>	<u>(397)</u>	<u>(513,415)</u>
ENDING FUND BALANCE	<u><u>(\$397)</u></u>	<u><u>(\$513,415)</u></u>	<u><u>(\$513,414)</u></u>

**SPECIAL REVENUE FUNDS  
OPERATING BUDGET  
2007-2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>CDBG/HIPP/NHSP</u></b>			
REVENUES:	\$3,693,931	\$3,156,235	
EXPENDITURES:	<u>4,299,610</u>	<u>3,151,836</u>	
REVENUES OVER (UNDER) EXPENDITURES	(605,679)	4,399	
BEGINNING FUND BALANCE	<u>1,635,497</u>	<u>1,029,818</u>	<u>1,034,218</u>
ENDING FUND BALANCE	<u>\$1,029,818</u>	<u>\$1,034,218</u>	<u>\$1,034,219</u>
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$10,647,784</b>	<b>\$9,148,037</b>	<b>\$7,471,773</b>
<b>TOTAL REVENUES</b>	<b>42,802,021</b>	<b>31,033,279</b>	<b>14,682,504</b>
<b>TOTAL EXPENDITURES</b>	<b><u>44,301,768</u></b>	<b><u>32,709,545</u></b>	<b><u>14,682,504</u></b>
<b>TOTAL ENDING FUND BALANCE</b>	<b><u>\$9,148,037</u></b>	<b><u>\$7,471,771</u></b>	<b><u>\$7,471,773</u></b>



**CAPITAL FUNDS  
OPERATING BUDGET  
2007 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>1988 CAPITAL IMPROVEMENTS</u></b>			
REVENUES:	\$79,919	\$38,808	
EXPENDITURES:	<u>219,035</u>	<u>215,652</u>	<u>1,153,540</u>
REVENUES OVER (UNDER) EXPENDITURES	(139,116)	(176,844)	(1,153,540)
BEGINNING FUND BALANCE	<u>1,469,501</u>	<u>1,330,385</u>	<u>1,153,540</u>
ENDING FUND BALANCE	<u><u>\$1,330,385</u></u>	<u><u>\$1,153,540</u></u>	<u><u>\$0</u></u>
<b><u>1998 INFRASTRUCTURE DEBT SERVICE REVENUE</u></b>			
REVENUES:	\$174,992	\$63,679	
EXPENDITURES:	<u>1,255,612</u>	<u>1,305,537</u>	<u>1,438,214</u>
REVENUES OVER (UNDER) EXPENDITURES	(1,080,620)	(1,241,858)	(1,438,214)
BEGINNING FUND BALANCE	<u>3,760,692</u>	<u>2,680,071</u>	<u>1,438,214</u>
ENDING FUND BALANCE	<u><u>\$2,680,071</u></u>	<u><u>\$1,438,214</u></u>	<u><u>\$0</u></u>
<b><u>1995 CAPITAL IMPROVEMENTS</u></b>			
REVENUES:	\$3,186	\$1,465	
EXPENDITURES:	<u>26,098</u>	<u>5,000</u>	<u>43,646</u>
REVENUES OVER (UNDER) EXPENDITURES	(22,912)	(3,535)	(43,646)
BEGINNING FUND BALANCE	<u>70,093</u>	<u>47,181</u>	<u>43,646</u>
ENDING FUND BALANCE	<u><u>\$47,181</u></u>	<u><u>\$43,646</u></u>	<u><u>\$0</u></u>

**CAPITAL FUNDS  
OPERATING BUDGET  
2007 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>SHORT TERM FINANCING</u></b>			
REVENUES:	\$7,513,928	\$5,099,804	
EXPENDITURES:	<u>6,632,016</u>	<u>2,852,951</u>	<u>5,443,471</u>
REVENUES OVER (UNDER) EXPENDITURES	881,912	2,246,853	(5,443,471)
BEGINNING FUND BALANCE	<u>2,314,706</u>	<u>3,196,618</u>	<u>5,443,471</u>
ENDING FUND BALANCE	<u><u>\$3,196,618</u></u>	<u><u>\$5,443,471</u></u>	<u><u>\$0</u></u>

**FIRE IMPROVEMENT FUNDING (2004)**

REVENUES:		\$13,314,084	
EXPENDITURES:		<u>13,277,608</u>	<u>36,476</u>
REVENUES OVER (UNDER) EXPENDITURES		36,476	(36,476)
BEGINNING FUND BALANCE			<u>36,476</u>
ENDING FUND BALANCE		<u><u>\$36,476</u></u>	<u><u>\$0</u></u>

**POLICE IMPROVEMENT FUNDING (2004)**

REVENUES:		\$970,000	
EXPENDITURES:		<u>955,418</u>	<u>14,582</u>
REVENUES OVER (UNDER) EXPENDITURES		14,582	(14,582)
BEGINNING FUND BALANCE			<u>14,582</u>
ENDING FUND BALANCE		<u><u>\$14,582</u></u>	<u><u>\$0</u></u>

**CAPITAL FUNDS  
OPERATING BUDGET  
2007 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>EMERGENCY COMMUNICATION IMM. (2004)</u></b>			
REVENUES:		\$11,074,818	
EXPENDITURES:	_____	11,074,637	181
REVENUES OVER (UNDER) EXPENDITURES		181	(181)
BEGINNING FUND BALANCE	_____	_____	181
ENDING FUND BALANCE	=====	\$181	\$0
<b><u>STREET IMPROVEMENT FUNDING (2004)</u></b>			
REVENUES:		\$25,280,000	
EXPENDITURES:	_____	24,514,465	765,535
REVENUES OVER (UNDER) EXPENDITURES		765,535	(765,535)
BEGINNING FUND BALANCE	_____	_____	765,535
ENDING FUND BALANCE	=====	\$765,535	\$0
<b><u>DRAINAGE IMPROVEMENT FUND (2004)</u></b>			
REVENUES:		\$4,120,000	
EXPENDITURES:	_____	4,120,000	_____
REVENUES OVER (UNDER) EXPENDITURES			
BEGINNING FUND BALANCE	_____	_____	_____
ENDING FUND BALANCE	=====	=====	=====

**CAPITAL FUNDS  
OPERATING BUDGET  
2007 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>PARKS &amp; RECREATION IMPROV. (2004)</u></b>			
REVENUES:		\$9,602,486	
EXPENDITURES:	_____	9,470,510	131,976
REVENUES OVER (UNDER) EXPENDITURES		131,976	(131,976)
BEGINNING FUND BALANCE	_____	_____	131,976
ENDING FUND BALANCE	=====	\$131,976	\$0
<b><u>ZOO IMPROVEMENT FUNDING (2004)</u></b>			
REVENUES:		\$4,796,794	
EXPENDITURES:	_____	4,611,953	184,841
REVENUES OVER (UNDER) EXPENDITURES		184,841	(184,841)
BEGINNING FUND BALANCE	_____	_____	184,841
ENDING FUND BALANCE	=====	\$184,841	\$0
<b><u>SCHOOL AREA IMPROVEMENT (2004)</u></b>			
REVENUES:		\$1,065,000	
EXPENDITURES:	_____	1,015,063	49,937
REVENUES OVER (UNDER) EXPENDITURES		49,937	(49,937)
BEGINNING FUND BALANCE	_____	_____	49,937
ENDING FUND BALANCE	=====	\$49,937	\$0

**CAPITAL FUNDS  
OPERATING BUDGET  
2007 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>ANIMAL SERVICES IMPROVEMENT (2004)</u></b>			
REVENUES:		\$1,995,000	
EXPENDITURES:		1,911,107	83,893
REVENUES OVER (UNDER) EXPENDITURES		83,893	(83,893)
BEGINNING FUND BALANCE			83,893
ENDING FUND BALANCE		<u>\$83,893</u>	<u>\$0</u>
<b><u>ROB. &amp; STATEHOUSE CONVENTION (2004)</u></b>			
REVENUES:		\$1,000,000	
EXPENDITURES:		993,621	6,379
REVENUES OVER (UNDER) EXPENDITURES		6,379	(6,379)
BEGINNING FUND BALANCE			6,379
ENDING FUND BALANCE		<u>\$6,379</u>	<u>\$0</u>
<b><u>LIBRARY IMPROVEMENT (2004)</u></b>			
REVENUES:	\$355,817	\$66,780	
EXPENDITURES:	7,567,490	5,144,636	201
REVENUES OVER (UNDER) EXPENDITURES	(7,211,673)	(5,077,856)	(201)
BEGINNING FUND BALANCE	12,289,730	5,078,057	201
ENDING FUND BALANCE	<u>\$5,078,057</u>	<u>\$201</u>	<u>\$0</u>

**CAPITAL FUNDS  
OPERATING BUDGET  
2007 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>ISSUANCE AND RESERVE FUND (2004)</u></b>			
REVENUES:		\$4,893,460	
EXPENDITURES:		4,852,806	40,654
REVENUES OVER (UNDER) EXPENDITURES		40,654	(40,654)
BEGINNING FUND BALANCE			40,654
ENDING FUND BALANCE		\$40,654	\$0
<b><u>2008 LIBRARY IMPROVEMENT BOND</u></b>			
REVENUES:		\$4,009,485	
EXPENDITURES:		3,227,782	781,703
REVENUES OVER (UNDER) EXPENDITURES		781,703	(781,703)
BEGINNING FUND BALANCE			781,703
ENDING FUND BALANCE		\$781,703	\$0
<b>TOTAL CAPITAL BEGINNING BALANCE</b>	<b>19,904,722</b>	<b>12,332,312</b>	<b>10,175,229</b>
<b>TOTAL REVENUES</b>	<b>8,127,842</b>	<b>87,391,663</b>	
<b>TOTAL EXPENDITURES *</b>	<b>15,700,251</b>	<b>89,548,746</b>	<b>10,175,229</b>
<b>TOTAL CAPITAL ENDING FUND BALANCE</b>	<b>\$12,332,313</b>	<b>\$10,175,229</b>	<b>\$0</b>

\* Please note total expenditures include ending balances that will be expended in 2009.

**ENTERPRISE FUNDS  
OPERATING BUDGET  
2007-2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>WASTE DISPOSAL</u></b>			
REVENUES:	\$17,657,808	\$17,286,142	\$17,143,354
EXPENDITURES:	<u>15,257,930</u>	<u>18,827,933</u>	<u>18,665,210</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	2,399,878	(1,541,791)	(1,521,856)
BEGINNING NET ASSETS	<u>15,586,280</u>	<u>17,986,158</u>	<u>16,444,367</u>
ENDING NET ASSETS	<u><u>\$17,986,158</u></u>	<u><u>\$16,444,367</u></u>	<u><u>\$14,922,511</u></u>
<b><u>RIVER MARKET</u></b>			
REVENUES:	\$1,024,297	\$888,668	\$946,703
EXPENDITURES:	<u>1,377,463</u>	<u>888,668</u>	<u>946,703</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	(353,166)		
BEGINNING NET ASSETS	<u>3,797,775</u>	<u>3,444,609</u>	<u>3,444,609</u>
ENDING NET ASSETS	<u><u>\$3,444,609</u></u>	<u><u>\$3,444,609</u></u>	<u><u>\$3,444,609</u></u>
<b><u>CONCESSIONS</u></b>			
REVENUES:	\$119,355	\$119,055	\$114,052
EXPENDITURES:	<u>148,386</u>	<u>119,055</u>	<u>114,052</u>
REVENUES OVER (UNDER) EXPENDITURES	(29,031)		
BEGINNING NET ASSETS	<u>(334,032)</u>	<u>(363,063)</u>	<u>(363,063)</u>
ENDING NET ASSETS	<u><u>(\$363,063)</u></u>	<u><u>(\$363,063)</u></u>	<u><u>(\$363,063)</u></u>

**ENTERPRISE FUNDS  
OPERATING BUDGET  
2007-2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
	<u>2007</u>	<u>2008</u>	<u>2009</u>
<b><u>ZOO</u></b>			
REVENUES:	\$7,487,333	\$4,764,225	\$5,310,947
EXPENDITURES:	<u>4,724,261</u>	<u>4,764,225</u>	<u>5,310,947</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	2,763,072		
BEGINNING NET ASSETS	<u>1,852,744</u>	<u>4,615,816</u>	<u>4,615,816</u>
ENDING NET ASSETS	<u><u>\$4,615,816</u></u>	<u><u>\$4,615,816</u></u>	<u><u>\$4,615,816</u></u>
<b><u>ZOO SPECIAL PROJECTS</u></b>			
REVENUES:	\$61,159	\$119,664	
EXPENDITURES:	<u>20,745</u>	<u>16,114</u>	
REVENUES OVER (UNDER) NET INCOME (LOSS)	40,414	103,550	
BEGINNING NET ASSETS	<u>515,047</u>	<u>555,461</u>	<u>659,012</u>
ENDING NET ASSETS	<u><u>\$555,461</u></u>	<u><u>\$659,012</u></u>	<u><u>\$659,012</u></u>
<b><u>GOLF</u></b>			
REVENUES:	\$2,737,675	\$3,034,287	\$3,002,439
EXPENDITURES:	<u>3,186,181</u>	<u>3,034,287</u>	<u>3,002,439</u>
REVENUES OVER (UNDER) EXPENDITURES	(448,506)		
BEGINNING NET ASSETS	<u>330,464</u>	<u>(118,042)</u>	<u>(118,042)</u>
ENDING NET ASSETS	<u><u>(\$118,042)</u></u>	<u><u>(\$118,042)</u></u>	<u><u>(\$118,042)</u></u>



**ENTERPRISE FUNDS  
OPERATING BUDGET  
2007-2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>JIM DAILEY FITNESS &amp; AQUATIC CENTER</u></b>			
REVENUES:	\$1,932,663	\$1,135,856	\$1,198,084
EXPENDITURES:	<u>1,184,516</u>	<u>1,135,856</u>	<u>1,198,084</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	748,147		
BEGINNING NET ASSETS	<u>2,810,291</u>	<u>3,558,438</u>	<u>3,558,439</u>
ENDING NET ASSETS	<u><u>\$3,558,438</u></u>	<u><u>\$3,558,439</u></u>	<u><u>\$3,558,439</u></u>
<b><u>RIVERMARKET GARAGE OPERATING</u></b>			
REVENUES:	\$1,735,539	\$1,894,203	\$1,953,689
EXPENDITURES:	<u>1,737,657</u>	<u>2,184,925</u>	<u>1,953,689</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	(2,118)	(290,722)	
BEGINNING NET ASSETS	<u>(83,222)</u>	<u>(85,340)</u>	<u>(376,062)</u>
ENDING NET ASSETS	<u><u>(\$85,340)</u></u>	<u><u>(\$376,062)</u></u>	<u><u>(\$376,062)</u></u>
<b><u>VEHICLE STORAGE FACILITY</u></b>			
REVENUES:	\$1,541,410	\$1,373,966	\$1,405,110
EXPENDITURES:	<u>1,517,351</u>	<u>1,373,966</u>	<u>1,499,361</u>
REVENUES OVER (UNDER) EXPENDITURES	24,059		(94,251)
BEGINNING NET ASSETS	<u>(198,650)</u>	<u>(174,592)</u>	<u>(174,592)</u>
ENDING NET ASSETS	<u><u>(\$174,592)</u></u>	<u><u>(\$174,592)</u></u>	<u><u>(\$268,843)</u></u>

**ENTERPRISE FUNDS  
OPERATING BUDGET  
2007-2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
	<u>2007</u>	<u>2008</u>	<u>2009</u>
<b><u>RECREATION SERVICES</u></b>			
REVENUES:	\$1,439,636	\$1,359,218	
EXPENDITURES:	<u>792,642</u>	<u>765,727</u>	<u>                    </u>
REVENUES OVER (UNDER) EXPENDITURES	646,994	593,491	
BEGINNING NET ASSETS	<u>(352,722)</u>	<u>294,272</u>	<u>887,762</u>
ENDING NET ASSETS	<u>\$294,272</u>	<u>\$887,762</u>	<u>\$887,762</u>
<b>TOTAL ENTERPRISE BEGINNING NET ASSETS</b>	<b>23,923,975</b>	<b>29,713,717</b>	<b>28,578,246</b>
<b>TOTAL REVENUES</b>	<b>35,736,875</b>	<b>31,975,284</b>	<b>31,074,378</b>
<b>TOTAL EXPENDITURES</b>	<b><u>29,947,132</u></b>	<b><u>33,110,756</u></b>	<b><u>32,690,485</u></b>
<b>TOTAL ENTERPRISE ENDING NET ASSETS</b>	<b><u>\$29,713,718</u></b>	<b><u>\$28,578,245</u></b>	<b><u>\$26,962,139</u></b>

**FLEET INTERNAL SERVICE FUND  
OPERATING BUDGET  
2007 - 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>FLEET INTERNAL SERVICE -</u></b>			
REVENUES:	\$9,822,224	\$10,095,405	\$10,005,334
EXPENDITURES:	<u>9,690,628</u>	<u>11,729,143</u>	<u>9,971,951</u>
REVENUES OVER (UNDER) EXPENDITURES *	\$131,596	(1,633,738)	33,383
BEGINNING NET ASSETS	<u>3,936,759</u>	<u>4,068,356</u>	<u>2,434,618</u>
ENDING NET ASSETS	<u><u>\$4,068,356</u></u>	<u><u>\$2,434,618</u></u>	<u><u>\$2,468,001</u></u>

\* The 2008 revised budget reflects high fuel costs incurred during the year which were paid from reserve funds.

**FIDUCIARY FUNDS  
OPERATING BUDGET  
2007 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>POLICE PENSION &amp; RELIEF FUND</u></b>			
ADDITIONS:	\$10,436,568	\$6,487,572	
DEDUCTIONS:	<u>8,923,159</u>	<u>9,117,067</u>	
NET INCREASE (DECREASE)	1,513,409	(2,629,495)	
NET ASSETS HELD IN TRUST, BEGINNING	<u>67,735,329</u>	<u>69,248,737</u>	<u>66,619,242</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$69,248,737</u></u>	<u><u>\$66,619,242</u></u>	<u><u>\$66,619,242</u></u>
<b><u>FIRE PENSION &amp; RELIEF FUND</u></b>			
ADDITIONS:	\$9,721,011	(\$9,320,730)	
DEDUCTIONS:	<u>9,015,486</u>	<u>9,040,035</u>	
NET INCREASE (DECREASE)	705,525	(18,360,765)	
NET ASSETS HELD IN TRUST, BEGINNING	<u>90,045,585</u>	<u>90,751,110</u>	<u>72,390,345</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$90,751,110</u></u>	<u><u>\$72,390,345</u></u>	<u><u>\$72,390,345</u></u>
<b><u>NON-UNIFORM DEFINED BENEFIT FUND</u></b>			
ADDITIONS:	\$1,622,483	(\$1,899,614)	
DEDUCTIONS:	<u>1,372,264</u>	<u>1,239,205</u>	
NET INCREASE (DECREASE)	250,219	(3,138,819)	
NET ASSETS HELD IN TRUST, BEGINNING	<u>10,434,136</u>	<u>10,684,355</u>	<u>7,545,538</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$10,684,355</u></u>	<u><u>\$7,545,538</u></u>	<u><u>\$7,545,538</u></u>

**FIDUCIARY FUNDS  
OPERATING BUDGET  
2007 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>NON-UNIFORM DEFINED CONTRIBUTION</u></b>			
ADDITIONS:	\$5,365,594	(\$4,798,161)	
DEDUCTIONS:	<u>2,554,074</u>	<u>3,233,901</u>	
NET INCREASE (DECREASE)	2,811,520	(8,032,062)	
NET ASSETS HELD IN TRUST, BEGINNING	<u>35,457,443</u>	<u>38,268,963</u>	<u>30,236,902</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$38,268,963</u></u>	<u><u>\$30,236,902</u></u>	<u><u>\$30,236,902</u></u>
<b><u>401 (A) PENSION FUND</u></b>			
ADDITIONS:	\$1,398,079	(\$1,111,777)	
DEDUCTIONS:	<u>518,914</u>	<u>675,141</u>	
NET INCREASE (DECREASE)	879,165	(1,786,918)	
NET ASSETS HELD IN TRUST, BEGINNING	<u>5,088,479</u>	<u>5,967,644</u>	<u>4,180,726</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$5,967,644</u></u>	<u><u>\$4,180,726</u></u>	<u><u>\$4,180,726</u></u>
<b>TOTAL NET ASSETS BEGINNING</b>	<b>208,760,972</b>	<b>214,920,809</b>	<b>180,972,750</b>
<b>TOTAL ADDITIONS</b>	<b>28,543,735</b>	<b>(\$10,642,710)</b>	
<b>TOTAL DEDUCTIONS</b>	<u><b>22,383,897</b></u>	<u><b>23,305,349</b></u>	
<b>TOTAL NET ASSETS ENDING</b>	<u><u><b>\$214,920,810</b></u></u>	<u><u><b>\$180,972,750</b></u></u>	<u><u><b>\$180,972,750</b></u></u>

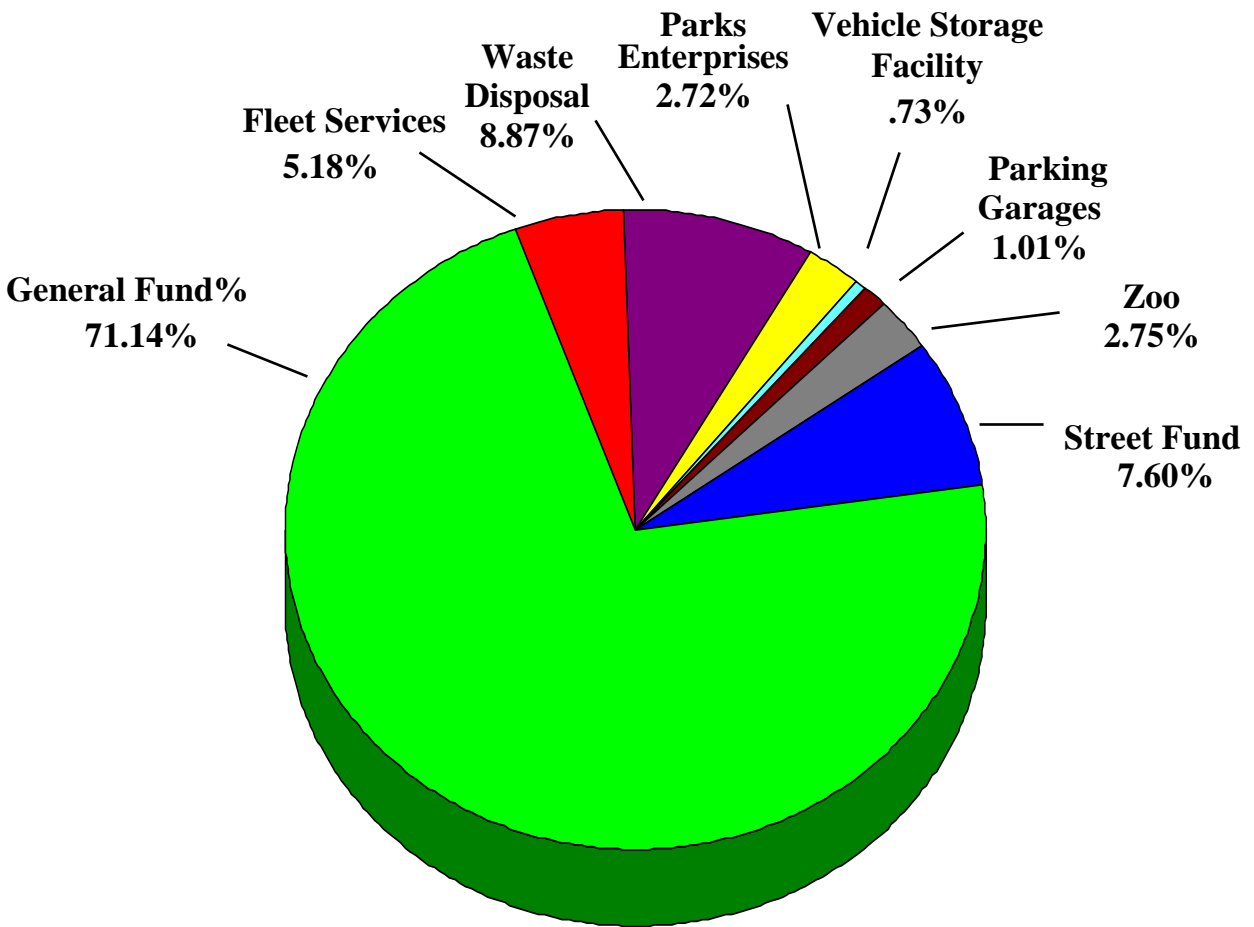
**DEBT SERVICE FUNDS  
OPERATING BUDGET  
2007 - 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>2002 CIP JUNIOR LIEN BONDS</u></b>			
REVENUE:	\$327,450	\$322,315	
EXPENDITURES:	<u>318,523</u>	<u>317,598</u>	
NET INCREASE (DECREASE)	8,927	4,717	
BEGINNING FUND BALANCE	<u>8,805</u>	<u>17,733</u>	<u>22,450</u>
ENDING FUND BALANCE	<u><u>\$17,732</u></u>	<u><u>\$22,450</u></u>	<u><u>\$22,450</u></u>
<b><u>2004 IMPROVEMENT BONDS DEBT SERVICE</u></b>			
REVENUE:	\$10,036,152	\$10,576,071	
EXPENDITURES:	<u>9,506,202</u>	<u>10,059,890</u>	
NET INCREASE (DECREASE)	529,950	516,181	
BEGINNING FUND BALANCE	<u>9,713,374</u>	<u>10,243,324</u>	<u>10,759,505</u>
ENDING FUND BALANCE	<u><u>\$10,243,324</u></u>	<u><u>\$10,759,505</u></u>	<u><u>\$10,759,505</u></u>
<b><u>2004 LIBRARY IMP. BONDS DEBT SERVICE</u></b>			
REVENUE:	\$3,009,953	\$3,245,807	
EXPENDITURES:	<u>4,165,445</u>	<u>3,234,074</u>	
NET INCREASE (DECREASE)	(\$1,155,492)	11,733	
BEGINNING FUND BALANCE	<u>2,954,639</u>	<u>1,799,147</u>	<u>1,810,880</u>
ENDING FUND BALANCE	<u><u>\$1,799,147</u></u>	<u><u>\$1,810,880</u></u>	<u><u>\$1,810,880</u></u>

**DEBT SERVICE FUNDS  
OPERATING BUDGET  
2007 - 2009**

	ACTUAL 2007	REVISED BUDGET 2008	ADOPTED BUDGET 2009
<b><u>2008 LIBRARY IMPROVEMENT BOND</u></b>			
REVENUE:		\$2,829	
EXPENDITURES:			
NET INCREASE (DECREASE)	\$0	2,829	
BEGINNING FUND BALANCE			2,829
ENDING FUND BALANCE	<u>\$0</u>	<u>\$2,829</u>	<u>\$2,829</u>
<b><u>2007 CAPITAL IMP. REVENUE REFUNDING BOND</u></b>			
REVENUE:	\$13,690,856	\$1,439,496	
EXPENDITURES:	<u>15,257,623</u>	<u>1,441,973</u>	
NET INCREASE (DECREASE)	(\$1,566,767)	(2,477)	
BEGINNING FUND BALANCE	<u>1,579,206</u>	<u>12,440</u>	<u>9,963</u>
ENDING FUND BALANCE	<u>\$12,440</u>	<u>\$9,963</u>	<u>\$9,963</u>
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$14,256,024</b>	<b>\$12,072,644</b>	<b>\$12,605,627</b>
<b>TOTAL REVENUES</b>	<b>27,064,411</b>	<b>15,586,518</b>	
<b>TOTAL EXPENDITURES</b>	<b>29,247,793</b>	<b>15,053,535</b>	
<b>TOTAL ENDING FUND BALANCE</b>	<b><u>\$12,072,643</u></b>	<b><u>\$12,605,627</u></b>	<b><u>\$12,605,627</u></b>

# CITY OF LITTLE ROCK 2009 BUDGET SUMMARY ALL FUNDS RESOURCES



**\$193,212,182**

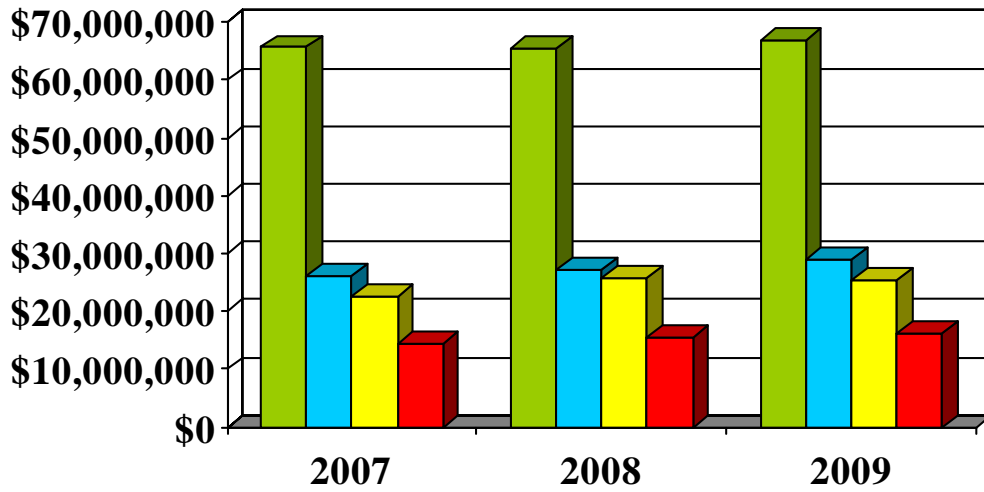


**CITY OF LITTLE ROCK  
2009 OPERATING REVENUES**

<b>REVENUES:</b>	<b>2007 ACTUAL</b>	<b>2008 ADOPTED</b>	<b>2009 ADOPTED</b>	<b>08/09 DIFF</b>	<b>% CHANGE</b>
Property Taxes *	\$20,726,246	\$15,599,990	\$16,116,102	\$516,112	3.3%
Sales Tax	65,115,060	65,518,648	66,918,563	1,399,915	2.1%
Interest Earnings	333,376	429,000	108,050	(320,950)	-74.8%
Utility Franchises	25,201,846	27,096,415	29,016,043	1,919,628	7.1%
Business Licenses	5,677,176	5,782,133	5,844,717	62,584	1.1%
Mixed Drinks	1,272,447	1,375,428	1,490,079	114,651	8.3%
Building, Related Permits	2,985,896	2,856,470	2,408,186	(448,284)	-15.7%
Fines and Fees	3,575,642	3,881,087	3,742,381	(138,706)	-3.6%
Park Revenue	375,386	427,660	471,823	44,163	10.3%
Airport Reimbursement	3,012,018	2,962,900	3,081,416	118,516	4.0%
Salary Reimbursement 911	1,246,720	1,309,000	1,361,359	52,359	4.0%
Insurance Pension Turnback	3,976,226	1,673,782	1,607,000	(66,782)	-4.0%
All Other	1,531,144	999,081	1,553,610	554,529	55.5%
Transfers In	2,675,507	4,160,412	3,730,637	(429,775)	-10.3%
<b>Total General Fund</b>	<b>137,704,689</b>	<b>134,072,006</b>	<b>137,449,966</b>	<b>3,377,960</b>	<b>2.5%</b>
<b>Other Budgeted Funds</b>					
Zoo	7,489,848	4,752,030	5,310,947	558,917	11.8%
Golf	2,721,864	3,026,226	3,002,439	(23,787)	-0.8%
Jim Dailey Fitness and Aquatic Center	1,932,663	1,135,530	1,198,084	62,554	5.5%
Concessions	119,355	118,885	114,052	(4,833)	-4.1%
River Market	1,024,297	887,659	946,703	59,044	6.7%
Waste Disposal	17,657,808	17,286,142	17,143,354	(142,788)	-0.8%
Vehicle Storage Facility	1,541,409	1,373,000	1,405,110	32,110	2.3%
Parking Garages	1,735,539	1,894,203	1,953,689	59,486	3.1%
Street	14,388,285	14,899,005	14,682,504	(216,501)	-1.5%
Fleet Services	9,604,333	9,461,667	10,005,334	543,667	5.7%
<b>Total Other Budgeted Funds</b>	<b>58,215,401</b>	<b>54,834,347</b>	<b>55,762,216</b>	<b>927,869</b>	<b>1.7%</b>
<b>Total All Budgeted Funds</b>	<b>\$195,920,090</b>	<b>\$188,906,353</b>	<b>\$193,212,182</b>	<b>\$4,305,829</b>	<b>2.3%</b>

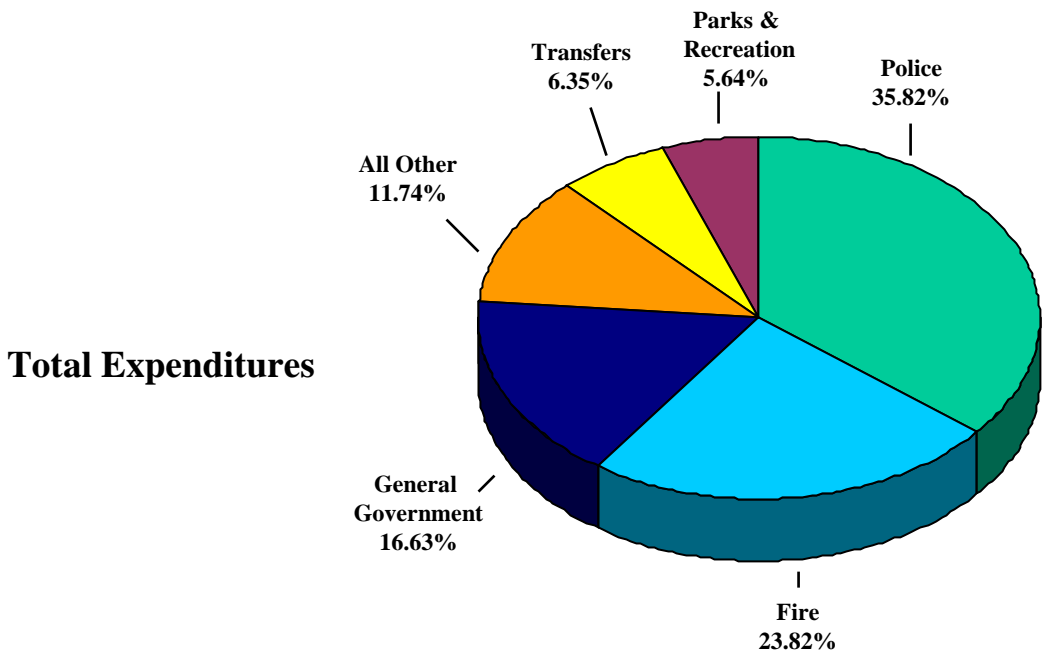
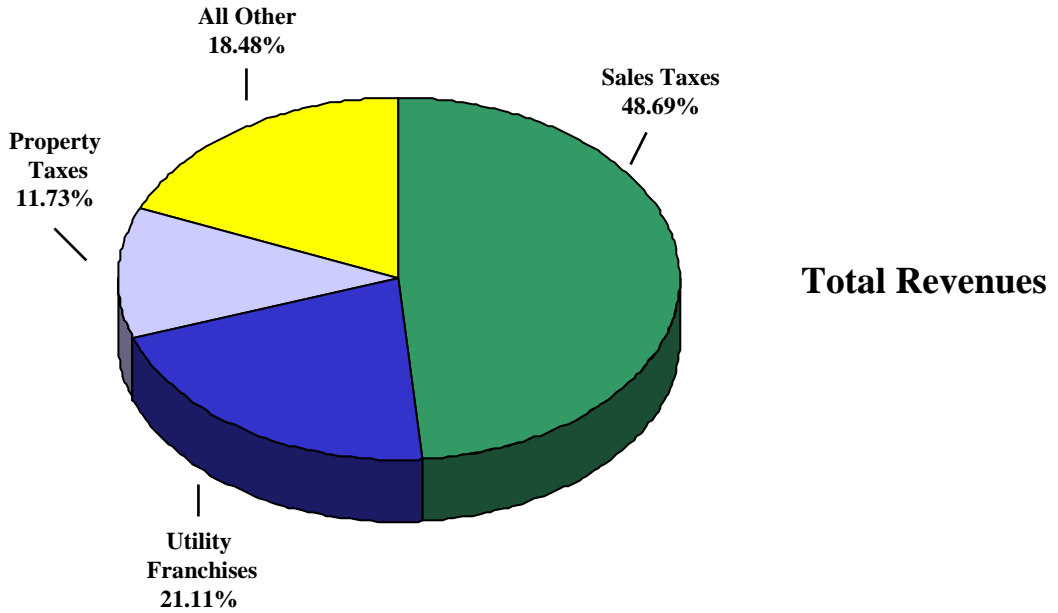
\* 2007 Actual includes Property Taxes collected by the General Fund on behalf of the Fire and Police Pension Funds.

# General Government Summary of Revenues 2007-2009



■ Sales Taxes ■ Utility Franchises ■ All Other ■ Property Taxes

# FY 2009 GENERAL FUND



**CITY OF LITTLE ROCK**  
**2009 OPERATING REVENUE**

	<u>2007</u> <u>ACTUAL</u>	<u>2008</u> <u>ADOPTED</u>	<u>2009</u> <u>ADOPTED</u>
<b>GENERAL FUND</b>			
<b>PROPERTY TAX</b>			
Property Taxes *	\$ 19,191,008	\$ 14,624,816	\$ 15,067,872
Homestead Taxes	1,414,153	903,174	994,730
Act 9 Industry Payment	121,084	72,000	53,500
Total Property Taxes	<u>20,726,246</u>	<u>15,599,990</u>	<u>16,116,102</u>
<b>SALES TAX</b>			
County Sales & Use Tax	38,140,638	39,025,086	39,828,316
City Sales Tax	22,970,695	23,378,080	23,859,179
State Tax Turnback	4,003,727	3,115,482	3,231,068
Total Sales Taxes	<u>65,115,060</u>	<u>65,518,648</u>	<u>66,918,563</u>
<b>UTILITY FRANCHISE</b>			
Entergy	12,032,573	12,771,830	13,458,545
S W Bell	1,492,770	1,502,658	1,431,982
Long Dist. Franchise Fees	1,297,062	240,304	1,408,632
Local Landline Franchise Fees	185,066	1,228,478	237,687
Centerpoint Energy	4,039,664	4,161,503	5,165,903
Central Ark Water	1,795,224	2,671,148	2,596,405
LR Waste Water	2,428,044	3,796,948	3,888,663
Fiber Optics	465,848	474,540	463,942
Cable TV	1,920,093	2,004,241	2,117,719
Franchise Fee Contra	(454,498)	(1,755,235)	(1,753,435)
Total Utility Franchises	<u>25,201,846</u>	<u>27,096,415</u>	<u>29,016,043</u>
<b>BUSINESS LICENSES</b>			
General Business Licenses	5,677,176	5,782,133	5,844,717
Mixed Drinks Licenses	1,272,447	1,375,428	1,490,079
Total Business Licenses	<u>6,949,623</u>	<u>7,157,561</u>	<u>7,334,796</u>
<b>PERMITS</b>			
Building & Excavation Permits	1,670,528	1,564,600	1,359,661
Electrical Permits	438,800	430,500	332,400
HVAC Permits	377,249	352,100	319,675
Plumbing Permits	399,823	400,800	303,094
Wrecker Franchise	73,511	79,950	76,856
Burn Permits	25,985	28,520	16,500
Total Permits	<u>2,985,896</u>	<u>2,856,470</u>	<u>2,408,186</u>
<b>INTERGOVERNMENTAL</b>			
Insurance Turnback	3,976,225	1,673,782	1,607,000
Total Intergovernmental	<u>3,976,225</u>	<u>1,673,782</u>	<u>1,607,000</u>
<b>POLICE SERVICES</b>			
Police Report	229,164	225,100	255,905
False Alarm	100,693	115,200	110,000
False Alarm Duplicate	80	80	
Airport - Security Guards	1,664,115	1,648,000	1,713,920
Total Police Services	<u>1,994,052</u>	<u>1,988,380</u>	<u>2,079,825</u>
<b>FIRE SERVICES</b>			
Fire Alarm Inspection	3,925	3,900	3,000
Airport-Fire Protection	1,347,903	1,314,900	1,367,496
Total Fire Services	<u>1,351,828</u>	<u>1,318,800</u>	<u>1,370,496</u>

\* 2007 Actual includes Property Taxes collected by the General Fund on behalf of the Fire and Police Pension Funds.

**CITY OF LITTLE ROCK  
2009 OPERATING REVENUE**

	<u>2007 ACTUAL</u>	<u>2008 ADOPTED</u>	<u>2009 ADOPTED</u>
<b>PARK REVENUE</b>			
University Park Adult Center	37,485	38,000	38,500
SWLR Community Complex	2,093	81,600	106,920
Athletics Fees	134,635	133,430	121,685
Pavillion Rental	53,465		54,050
Community Center & Miscellaneous Fees	101,121	75,430	99,168
Admissions Revenue	35,393	31,900	36,500
Miscellaneous Revenue	11,194	67,300	15,000
Total Park Revenue	<u>375,386</u>	<u>427,660</u>	<u>471,823</u>
<b>MISCELLANEOUS SERVICES</b>			
Crossing Guards-LRSD Reimb	315,540	244,300	370,855
Airport Ramp Reimbursement	35,952	35,900	70,000
Contributions			327,792
911 Services Reimbursement	1,246,720	1,309,000	1,361,359
Total Miscellaneous Services	<u>1,598,212</u>	<u>1,589,200</u>	<u>2,130,006</u>
Total Charge for Services	5,319,478	5,324,040	6,052,150
<b>FEES</b>			
Rezoning Fees	87,300	90,700	88,511
Act 474 Admin Fees	5,966	5,200	3,600
Act 9 Admin Fees	12,230	12,300	14,500
Incident Report Fees	3,605	3,700	2,417
Civil Court Fees	63,852	65,500	67,450
Education Training Fees	52,063	57,200	49,154
Community Service Fees	23,100	23,200	37,434
Miscellaneous Service Fees	10,372	10,561	
Animal Services	42,008	43,500	40,300
Total Fees	<u>300,496</u>	<u>311,861</u>	<u>303,366</u>
Fines - Traffic	2,064,211	2,099,100	2,208,752
Fines - Criminal - Other	333,267	367,400	329,140
Probation Assessments	209,701	227,000	203,400
Additional Court Cost	16,848	19,700	17,686
Theft Diversion Class	25,655	28,600	22,843
Fines - Parking	376,295	595,126	362,000
Immobilization Fees	630	1,000	1,000
Fines - Child Passenger Protection	3,762	4,000	5,083
Fines - Environmental	44,784	47,000	22,500
Littering Fines	180	200	
Fines - Animal	177,823	166,000	246,400
Fines - Anger Management	9,920	10,600	11,869
Fines - Other	8,657		4,719
Drunk-O-Meter	3,413	3,500	3,623
Total Fines	<u>3,275,146</u>	<u>3,569,226</u>	<u>3,439,015</u>
Total Fines and Fees	<u>3,575,642</u>	<u>3,881,087</u>	<u>3,742,381</u>
Total Operating Revenue	133,850,016	129,107,993	133,195,221
<b>MISCELLANEOUS INCOME</b>			
Security Deposit Rental Reimbursement		800	3,062
Other Reimbursement	3,934	3,000	2,232
Commission - Vending	934	1,000	
Sale of Equipment to Employees	3,135	1,600	821
Miscellaneous Revenue	266,899	122,500	172,000
Total Miscellaneous Revenue	<u>274,902</u>	<u>128,900</u>	<u>178,115</u>

**CITY OF LITTLE ROCK  
2009 OPERATING REVENUE**

	<u>2007 ACTUAL</u>	<u>2008 ADOPTED</u>	<u>2009 ADOPTED</u>
<b>TOTAL RENTS AND ROYALTIES</b>			
Tower Lease	226,568	229,900	226,670
Ground Leases	6,579	6,700	7,973
Amusement Park Leases	3,825	3,800	3,300
Air Rights Lease-Camelot	1,768	5,300	
Total Rents and Royalties	<u>238,740</u>	<u>245,700</u>	<u>237,943</u>
<b>INVESTMENT INCOME</b>			
Interest Income	333,376	429,000	108,050
Total Investment Income	<u>333,376</u>	<u>429,000</u>	<u>108,050</u>
Total Non-Operating Income	847,018	803,600	524,108
Transfers In	2,675,507	4,160,412	3,730,637
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 137,372,541</b>	<b>\$ 134,072,006</b>	<b>\$ 137,449,966</b>
<b>ZOO ENTERPRISE FUND</b>			
Concessions	407,576	405,700	459,000
Zoo Admissions	1,286,777	1,323,213	2,058,673
Merchandise Sales	270,766	301,698	265,000
Education	46,948	48,511	50,000
Special Events	184,584	225,000	235,000
Membership	183,802	200,000	227,000
Miscellaneous	33,245	49,514	30,000
Zoo Camel	35,759	38,000	
Zoo Rentals	15,323	11,075	
Outside Support	17,626	30,415	
Amusement Rides	128,983	132,170	
Carousel Rides	14,065	200,000	
Lorikeet Nectar Sales	6,537	30,000	22,000
Token Sales			207,540
Contributions/Donations	3,023,842		
Transfers	1,834,015	1,756,734	1,756,734
<b>TOTAL ZOO ENTERPRISE FUND</b>	<b>7,489,848</b>	<b>4,752,030</b>	<b>5,310,947</b>
<b>GOLF ENTERPRISE FUND</b>			
Concessions Revenue	89,299	131,500	152,500
Green Fees	862,415	1,760,465	989,684
Merchandise Sales	149,688	143,400	40,000
Equipment Rental	572,787		691,394
Miscellaneous Revenue	(14,041)		138,000
Contributions/Donations	20,875		
Transfers	1,040,841	990,861	990,861
<b>TOTAL GOLF ENTERPRISE FUND</b>	<b>2,721,864</b>	<b>3,026,226</b>	<b>3,002,439</b>

**CITY OF LITTLE ROCK  
2009 OPERATING REVENUE**

	<u>2007 ACTUAL</u>	<u>2008 ADOPTED</u>	<u>2009 ADOPTED</u>
<b>JIM DAILEY FITNESS &amp; AQUATIC CENTER ENTERPRISE FUND</b>			
Monthly Membership	314,335	299,919	304,241
Daily Fees	106,730	109,096	128,084
Annual Fees	44,241	48,073	76,084
Special Fees	15,786	13,785	15,000
Corporate Fees	237,111	227,575	224,000
Special Events	1,210	3,500	
Miscellaneous	46,794	1,490	2,200
Other		62,317	60,200
Interest Income	23,997		18,500
Contributions/Donations	739,666		
Transfers	402,793	369,775	369,775
<b>TOTAL JIM DAILEY FITNESS &amp; AQUATIC CENTER</b>	<b><u>1,932,663</u></b>	<b><u>1,135,530</u></b>	<b><u>1,198,084</u></b>
<b>CONCESSIONS ENTERPRISE FUND</b>			
Concessions Revenue		52,233	65,009
Concessions - Food	61,955		
Concessions - Beer	7,613		
Concessions - Miscellaneous	(3,430)	17,609	
University Park Adult Leisure Center	1,571		
Contributions/Donations	1,167		
Transfers	50,479	49,043	49,043
<b>TOTAL CONCESSIONS ENTERPRISE FUND</b>	<b><u>119,355</u></b>	<b><u>118,885</u></b>	<b><u>114,052</u></b>
<b>RIVER MARKET ENTERPRISE FUND</b>			
Amphitheater	21,150	23,500	25,000
Rental Fees	168,652	182,279	171,723
Rental Farmers Market			50,000
Admissions Revenue	43,257	57,800	146,000
Miscellaneous Fees	60,427	49,200	47,100
Miscellaneous Revenue	17,060	18,300	300
Contributions/Donations	145,811		250,000
Transfers	567,939	556,580	256,580
<b>TOTAL RIVERMARKET ENTERPRISE FUND</b>	<b><u>1,024,297</u></b>	<b><u>887,659</u></b>	<b><u>946,703</u></b>
<b>WASTE DISPOSAL ENTERPRISE FUND</b>			
Sanitation Fees	14,760,985	14,644,703	14,641,074
Landfill Fees	1,917,374	1,150,000	1,209,377
Interest On Investments	871,021	761,061	555,783
Methane Gas Revenue			516,000
Yard Waste	38,927	50,000	59,800
Compost Sale	57,864	65,000	76,320
Miscellaneous Revenue	11,637	615,378	85,000
<b>TOTAL WASTE DISPOSAL ENTERPRISE FUND</b>	<b><u>17,657,808</u></b>	<b><u>17,286,142</u></b>	<b><u>17,143,354</u></b>

**CITY OF LITTLE ROCK  
2009 OPERATING REVENUE**

	<u>2007 ACTUAL</u>	<u>2008 ADOPTED</u>	<u>2009 ADOPTED</u>
<b>VEHICLE STORAGE FACILITY</b>			
Impound Administration	93,784	105,000	120,000
Storage Fees	340,604	560,000	560,000
Wrecker Fees	380,248	575,000	525,000
Vehicle Auction Sale	453,660	100,000	158,600
Licenses and Permits	11,293		21,510
Sales Tax	1,874		
Contributions/Donations	253,070		20,000
Vehicle Storage Miscellaneous	6,876	33,000	
<b>TOTAL VEHICLE STORAGE FACILITY</b>	<b><u>1,541,409</u></b>	<b><u>1,373,000</u></b>	<b><u>1,405,110</u></b>
<b>STREET FUND</b>			
1/2 County Road Tax	3,975,206	4,213,000	4,423,200
ST Homestead Tax	292,913	272,400	292,600
State Gas Tax Turnback	8,677,633	8,777,200	8,310,000
Severance Tax			290,000
Street Repair Reimbursement	366,256	22,400	35,000
Insurance Reimbursement	68,048	92,000	32,400
Interest On Investments	94,666	93,005	51,323
Miscellaneous Income	35,178		
Transfer In	878,385	1,429,000	1,247,981
<b>TOTAL STREET FUND</b>	<b><u>14,388,285</u></b>	<b><u>14,899,005</u></b>	<b><u>14,682,504</u></b>
<b>PARKING GARAGES</b>			
Parking Deck Monthly	582,200	878,238	675,000
Parking Deck Daily	133,892		159,900
Parking Peabody	85,973		80,438
Parking Special	10		500
Surface Lot Parking	60,130		250
Business License - Auto/Truck	212,302	220,793	270,330
Street Repair Reimbursement	74,236	288,000	242,571
Parking Meters	494,661	447,172	480,000
Interest on Investments	92,135	60,000	44,700
<b>TOTAL PARKING GARAGES</b>	<b><u>1,735,539</u></b>	<b><u>1,894,203</u></b>	<b><u>1,953,689</u></b>



**CITY OF LITTLE ROCK  
2009 OPERATING REVENUE**

	<b>2007 ACTUAL</b>	<b>2008 ADOPTED</b>	<b>2009 ADOPTED</b>
<b>FLEET INTERNAL SERVICE FUND</b>			
Fleet Labor	2,202,451	2,498,214	2,488,605
Fuel Fees	2,346,964	2,307,363	2,991,937
Motor Pool	10,761	30,000	12,000
Miscellaneous Sales	554,649	535,500	494,299
Variable Maintenance	434,793		
Fleet Parts	2,188,967	2,749,209	2,756,279
Insurance Totaled	222,870	96,571	105,000
Fleet Management	624,630	504,710	513,214
Fleet Sublets	896,987	657,630	604,000
Interest on Investments	113,647	81,670	40,000
Contributions/Donations	225,505		
Gain/Loss on Sale of Fixed Assets	(217,891)	800	
<b>TOTAL FLEET INTERNAL SERVICE FUND</b>	<b>9,604,333</b>	<b>9,461,667</b>	<b>10,005,334</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>195,587,942</b>	<b>188,906,353</b>	<b>193,212,182</b>

## REVENUE TRENDS

### OVERALL

The 2009 Operating Budget includes a modest increase in the City's core revenue streams such as sales tax, property tax, and utility franchise fees as indicated in the table below. The State of Arkansas and Little Rock in particular have not been impacted to the magnitude that other parts of the country have been during the recent recession. Construction spending has declined which will result in substantial reductions in building and related permits.

	<u>REVENUES</u> <u>(Millions of Dollars)</u>	<u>%</u> <u>CHANGE</u>
2005 Operating Revenues	117.1	
2006 Operating Revenues	129.8	10.85%
2007 Operating Revenues	137.5	5.93%
2008 Operating Revenues	135.1	-1.75%
2009 Operating Revenues	137.4	1.70%

The City's General Fund revenues are primarily comprised of sales taxes, property taxes, utility franchise fees, fines and fees and revenues from various licenses. The economic recession began to negatively affect retail sales during the last quarter of 2008. However, Little Rock ended the year with a 3.60% increase over last year's sales tax receipts after adjusting for a one time \$1.255 million State Turnback received in 2007. The 2009 Adopted Budget reflects a 1.13% increase over 2008 actual sales tax collections. The City's General Fund is heavily dependent on sales tax, which comprises approximately 49% of the 2009 budget. Utility franchise fees comprise 21% of revenues and property taxes comprise 11.7% of the 2009 General Fund budgeted revenues.

### PROPERTY TAXES

In general, all real and personal property situated in the City is subjected to ad valorem taxation with some exceptions such as school property, libraries, etc. Residents, utilities and businesses in Little Rock are assessed and levied property taxes as follows:

- Assessed value is an amount equal to twenty (20) percent of market value, and the levied millage is applied against the assessed value to determine the tax owed. With the passage of Amendment 79, the highest a residential property appraisal can be raised annually is 5%, regardless of the new market value of the property. A non-residential property or an investment property is limited to 10% annually.

- Any annual increase in the value of utility and carrier real property is limited to ten percent of the assessed value for the previous year.
- Tax levies, expressed in terms of millage (one mill equals \$1 in tax per \$1,000 in assessed value), are passed by local governments and certified to the County Tax Collector, who bills and collects the taxes.
- A Little Rock resident living in the Little Rock School District is charged a millage rate of 70.50.
- Taxes are remitted to the City monthly by the Pulaski County Treasurer as payments are received throughout the year.

The General Assembly exercised its homestead exemption authority with the passage of Act 1598 of 2001 (Amendment 79), which provides that, effective with the assessment year 2000 and thereafter, the amount of real property taxes assessed on the homestead of each property owner is reduced by \$300. During the latest legislative session, the homestead credit was raised to \$350.

2009 should be a challenging year in the collection of property taxes. Although, property values overall in Little Rock might be lower in 2009, collections will reflect 2008 values and assessments are up approximately 8%. However, the Pulaski County Treasurer’s Office is expecting a lower collection rate because of foreclosures of both commercial businesses and residential properties.

The City tax levies the past two years have been as follows:

	<u>2007 Payable 2008</u>	<u>2008 Payable 2009</u>
General Operation	5.00	5.00
Bond Retirement	3.30	3.30
Library System	5.30	5.30
Police & Firemen’s Pension	<u>2.00</u>	<u>2.00</u>
	15.60	15.60

The City also receives approximately one-half of the collections from a 2.90 mill road tax levied by the County and restricted to use for street repair and maintenance. The 2009 Budget anticipates \$4.7 in property tax collections from this tax.

A Little Rock property owner’s tax assessment for 2008 would also include 5.60 mills levied by the County and 46.470 mills levied by the local school district, in addition to the City millage. The total millage would be 70.50 for 2008 but payable in 2009.

The general operations 5.0 mill levy is the maximum rate allowable under state law for general city operations. Property taxes for 2008 increased 6.52% over 2007 receipts.

**COUNTY SALES TAX**

The City receives a pro rate share of a one percent countywide sales tax. The distribution is based on the Little Rock population as a percent of Pulaski County’s total population.

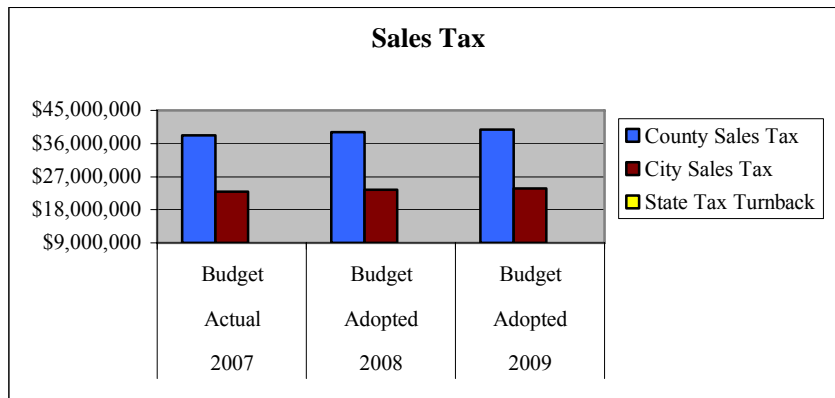
The City comprises approximately 51% of the County population and therefore receives this percentage of the one percent tax, which includes use taxes. Use taxes, paid mostly by businesses, resemble sales taxes. They apply to goods bought from such out-of-state merchants as catalog vendors. Use taxes generally generate approximately \$3,200,000 in annual revenues. Proposed new legislation would increase from the local sales tax cap from \$2,500 to \$5,000 per item on the sale of new or used motor vehicles, trailers or semi trailers. If passed, this legislation would have a negative impact on the sales tax revenues of the City.

**LOCAL SALES TAX**

The City receives annual revenues of over \$23,700,000 from a one-half percent local sales tax that was the result of a 1993 special election. There is a two-month delay from the time the actual sales tax are collected by the businesses and remitted to the State until the County disburses this amount to the City, less a 3% administrative charge. For 2008, the growth of the County Tax was approximately 2.96 percent while the city one-half cent was 3.29 percent.

**STATE TAX TURNBACK**

The State General Assembly, through the Office of Budget, appropriates and then distributes an amount for turnback to cities. The distribution is based on population. The turnback funds are not based on the state economy, but rather it is an appropriation made every July 1st by the State’s Office of the Budget and distributed based on population. For 2008 and 2009, the Arkansas State Legislature appropriated \$4,000,000 to be disbursed to county and local governments from the surplus of the Property Tax Relief Fund. Little Rock will receive \$415,873 in January 2009. It is up to the current legislative session on whether or not this appropriation will continue beyond 2009. The turnback funds should result in approximately \$3.2 million dollars a year.



Sales and Use Tax Year-to-Date 2009 with 2008 Comparison (shaded gray)									
Month	Municipal Tax		County Tax		Total Tax		Interest		
January	\$35,895,776	\$34,813,382	\$38,497,274	\$35,667,309	\$74,393,050	\$70,4801,691	\$92,482	\$100,697	
<b>Total</b>	\$35,895,776	\$34,813,382	\$38,497,274	\$35,667,309	\$74,393,050	\$70,4801,691	\$92,482	\$100,697	

Municipal Sales and Use Tax has an effect on local sales tax revenues and is one of the factors that affect local sales tax based on where the purchaser takes receipt or delivery of the product or service.

**INTEREST EARNINGS**

Interest earned on the investments and bank deposits of the General Fund and certain bond retirement funds can legally be used for any municipal purpose. As the result of the financial crisis beginning in the second half of 2008, the Fed Funds rate has decreased from 4.25% to 0.00% in one year. The Discount Rate in one year has dropped from 4.75% to 0.50% in one year. Although the fixed income investments that are in the short-term operating fund are yielding at historical lows, they are also backed by the U.S. government and are among the safest securities in the world.

**UTILITY FRANCHISES**

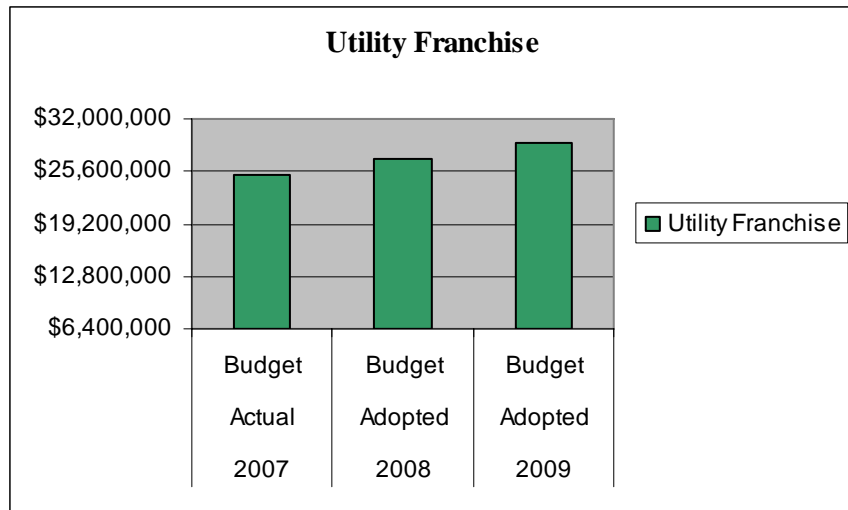
Utility franchise fees are charged to public utilities for the privilege of using the City’s streets and rights-of-way. Below are the public utilities which pay the franchise fee and the annual rate, which is normally based on the gross revenues of the utility:

Entergy	5.20% of gross revenue collection for the current calendar year or \$8.8 million, whichever is greater
CenterPoint Energy Arkla	5.20% of gross revenue for the current calendar year or \$2.1 million, whichever is greater
SBC Communications	7.32% of local exchange access line charges for the previous calendar year,
Local Land Lines	7.32% of local exchange access line charges for the previous calendar year,
Comcast Cable	5.00% of gross revenues
Central Arkansas Water	10.00% of gross revenues from water sales to customers within the City plus 0.1545 times the 20% of the book value of the Water Works system inside the City limits
WasteWater Utility	10.00% of gross revenues
Fiber Optics	7.32% of gross revenues
Long Distance Franchise	\$0.004 per minute of toll calls

Franchise fee revenues are directly impacted by the weather. Central Arkansas Water increased rates by 3.4% and the Wastewater Utility had a mandatory 4% increase for 2009. Receipts from telecommunications, such as Long Distance and Local Land Line revenues have stayed consistent for 2008 due to enhanced collection efforts. Entergy's franchise receipts increased 11% over last year's receipts primarily do the weather as no rate increases were applied. CenterPoint Energy Arkla payments also have a direct correlation to the weather and increased approximately 22% over last year.

Overall 2008 franchise fee revenues were 9.91% over 2007. Franchise fees for fiscal year 2009 are projected to be 2.89% over last year's receipts. Beginning January 1, 2008, franchise fess for Central Arkansas Water and WasteWater Utility increased from 6.9% of gross revenues to 10% of gross revenues.

Comcast Cable historically has been one of the City's leading growth franchise customers, however the local cable market has been saturated and increased competition from satellite companies and fiber optics has reduced the growth rate and leveled the franchise payment.



Internet hookup and usage is not included in the franchise agreement.

Utility Rate Increase	
SW Bell (AT&T)	0%
Entergy	0%
Long Distance	0%
Local Land Lines	0%
Centerpoint	Overall usage increase is expected to rise 12% for 2009
Central AR Water	3.4%
Fiber Optics	0%
Comcast Cable	0%
Waste Water Utility	4%

**BUSINESS LICENSES**

Business licenses are required annually for every business operating within the City limits. These taxes are billed, collected and administered by the City's Treasury Management Division, which is part of the Finance Department. 2009 Business licenses are expected to increase slightly by 2.5% over actual 2008 receipts due to upcoming posting of delinquent accounts. Business license revenues increase and decrease according to the status of the national and local economy.

### **MIXED DRINK PERMITS**

Hotels and restaurants are required to have a permit in order to sell alcoholic beverages for on-premises consumption. The City also levies a 10% supplemental tax on public liquor sales within the City and a 5% tax on sales by private clubs.

Actual receipts for Mixed drink permits in 2008 were 15.6% higher than 2007 and are expected to remain flat for 2009.

### **BUILDING AND RELATED PERMITS**

Revenues from Building and Related permits declined in 2008 and are expected to decrease substantially for 2009 due to the economic slowdown in the overall economy and particularly in the construction business.

### **FINES**

Traffic fines have remained steady since 2007 with only a slight increase in 2008. 2009 Traffic fine revenue is expected to remain at the 2008 levels, resulting in approximately \$2,200,000 in annual revenues. Parking fines are also expected to remain unchanged from 2008 with a projection of \$362,000 for 2009.

### **PARK REVENUE**

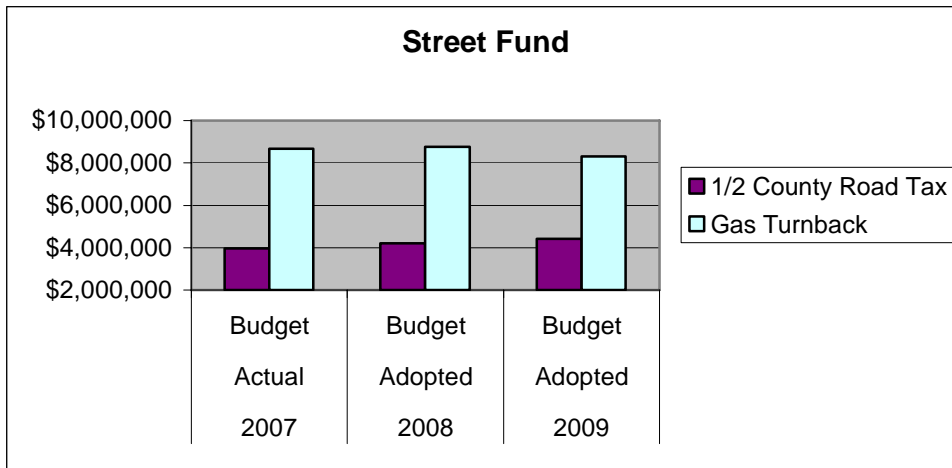
General Fund park revenues consist of tennis fees, community centers and athletics fees. Revenues from the community centers have increased for 2008 due to price increases for the services. Weather plays a crucial role in determining trends.

### **AIRPORT REIMBURSEMENT**

The Little Rock National Airport reimburses the City for expenses related to police and fire protection. As a result of September 11, 2001, there has been increased security at the airport resulting in increased reimbursements. This trend of increased security at the airport should continue for the foreseeable future.

### **STREET GAS TAX TURNBACK**

The City also receives turnback funds directed to the Street Department. The Gas Tax Turnback is based on the latest census and gallons consumed. Basically, 15% of all the tax on gasoline consumption goes to municipal aid or gas turnback. The rise in gas prices to nearly \$4 a gallon resulted in less gallons consumed for fiscal year 2008, which resulted in an overall decrease of approximately 1%. The Street Gas Tax Turnback estimate for 2009 of \$8,600,000 includes approximately \$290,000 associated with a new natural gas severance tax enacted in the last legislative session. This natural gas severance tax is estimated to increase the City’s revenues by approximately \$1.06 million in 2010.



**BOND & INTEREST FUND**

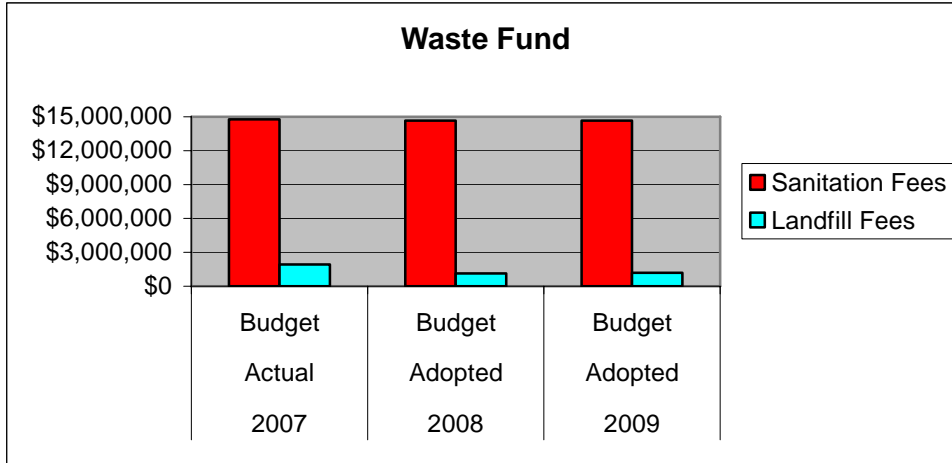
Revenues from this fund are used to finance the debt service on the \$70,635,000 Limited Tax Bond Issue, Series 2004. Voters in November 2003, approved to continue a 3.3 annual property tax millage. The millage, along with the Homestead Credit, which is monies generated from a state-wide half-cent sales tax, should produce over \$10 million a year to pay debt service. Excess tax collections in 2008 and the beginning of 2009 will be used to call an additional \$4.9 million of outstanding bonds on April 1, 2009, which saves taxpayer dollars.

**ENTERPRISE FUNDS**

**WASTE DISPOSAL**

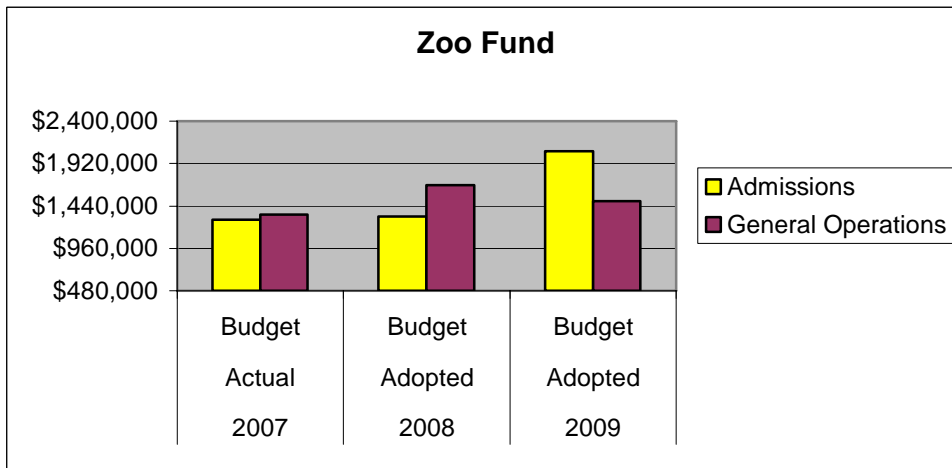
The monthly residential rate for sanitation pickup is still \$20.99. There are approximately 57,000 households currently receiving garbage collection services. There are approximately 270 commercial vendors paying a rate of \$33.37 a month. Sanitation fees should generate approximately \$14.65 million dollars annually for 2009. Methane gas captured by the landfill should generate approximately \$516,000 in annual revenues.





**ZOO**

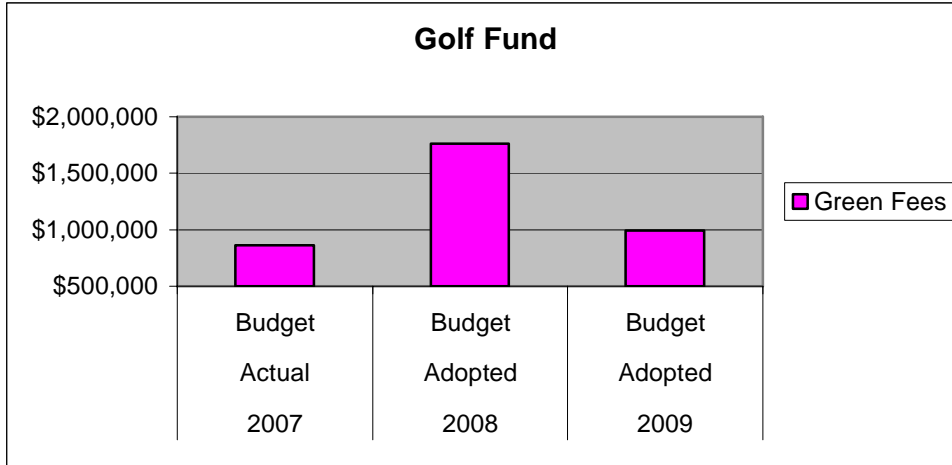
Nationally, zoos, botanical gardens and aquariums are struggling amid the state of the national economy and budget cuts. In Little Rock, the Zoo receives about one third of its funding from the City with the remainder coming from self-generated revenue and private donations. Admissions and annual memberships are the largest revenue sources for the Zoo. In 2008, admissions and memberships were down slightly due to twenty-two (22) days of rain in March. Attendance is normally high in the Spring with several school field trips and events. The Zoo is projecting an extra 35,000 visitors in 2009 with the addition of a new bird show attraction.



**GOLF**

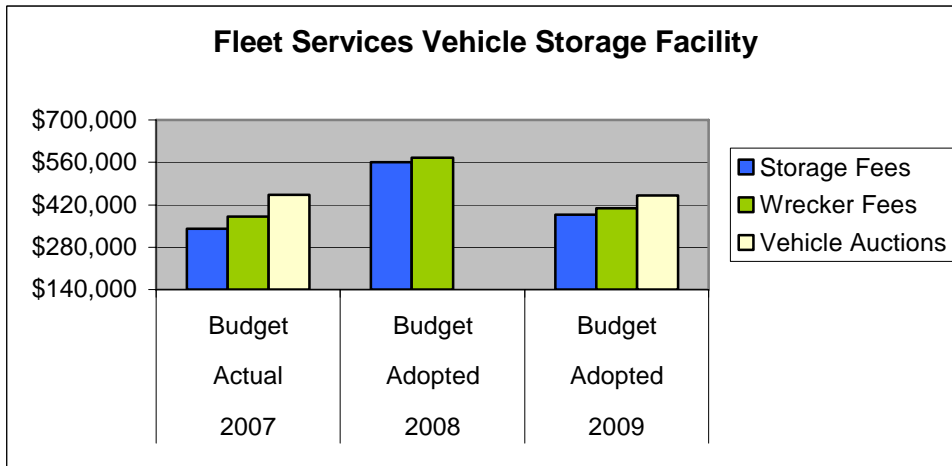
The City operates three public golf courses and relies heavily on green fees and concessions to operate these courses. The Rebsamen Golf Course was below budget for 2008. The course suffered poor attendance due to the rainy spring weather. Rebsamen and Hindman golf courses were temporarily closed due to flooding. In addition, the condition of the greens at Rebsamen, due to excessive heat, has resulted in lower attendance. High mid-summer gas prices also impacted attendance. Lower cost golf

courses like Hindman and War Memorial have been less impacted but were still under budget for 2008. War Memorial has seen some increased patronage by regular Rebsamen customers. New concessions and changes in the management of pro shop activities should help boost 2009 revenues.



**VEHICLE STORAGE**

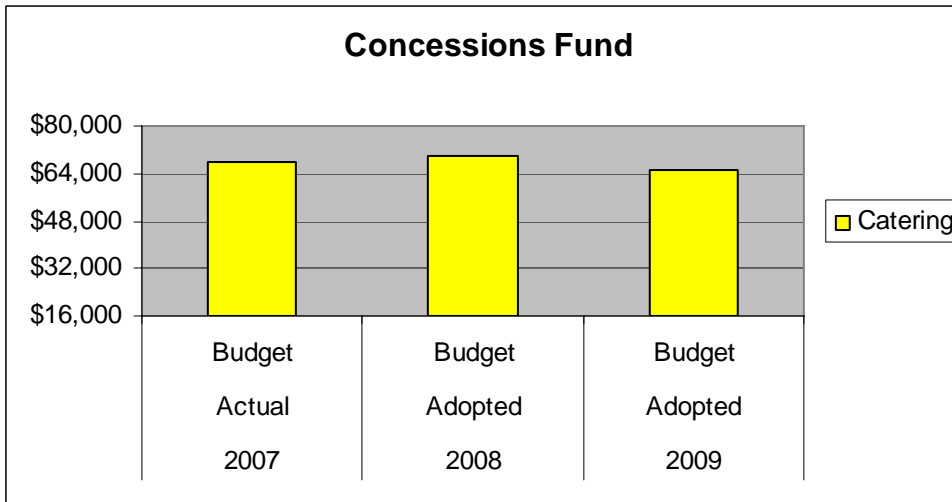
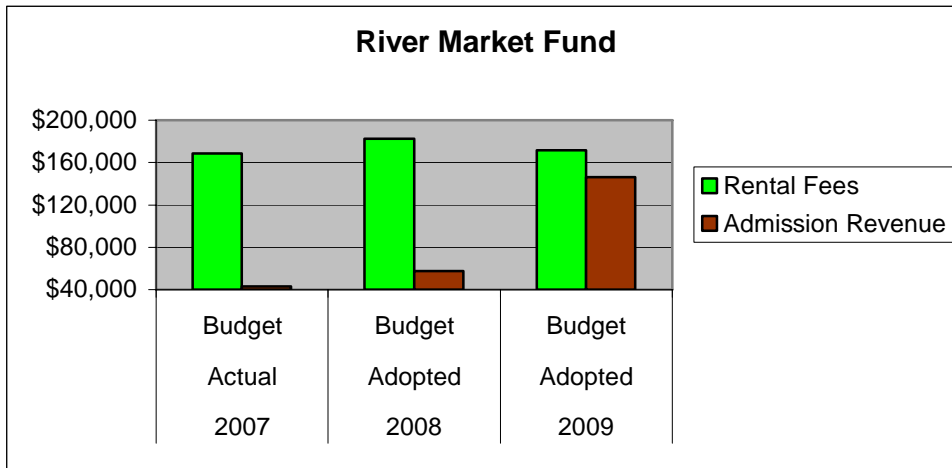
Vehicle Storage revenues are primarily from storage fees, wrecker fees, and auction sales. These three main sources generate approximately 85% of total revenues. Fiscal Year 2009 revenues are expected to increase slightly as a result of increased auctions sales.



**MISCELLANEOUS ENTERPRISE REVENUES**

Other Enterprise Revenues are associated with the RiverMarket, Concessions and two downtown parking garages. Garage revenues are generated by daily and monthly parking fees at the Second and Main Street Parking Facility and the River Market Parking Garage. In addition to garage fees, annual business license fees received from the rental

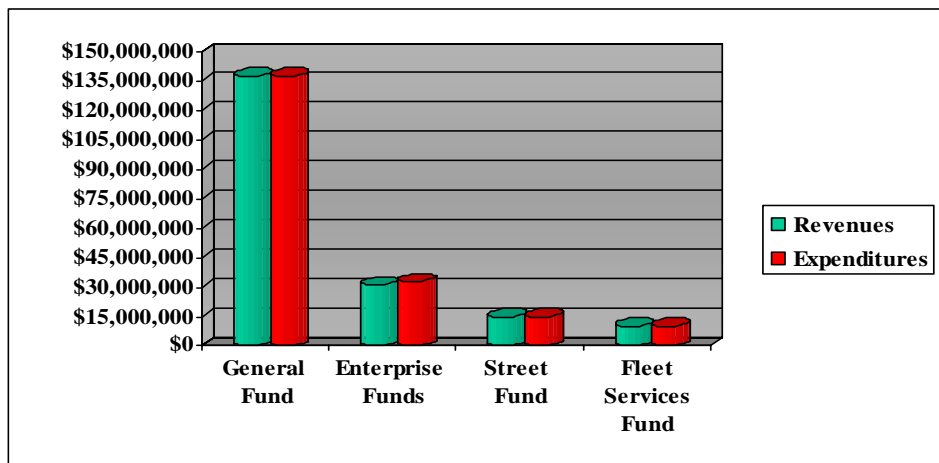
and/or leasing of automobiles and trucks, parking meter revenues, and street repair fees collected from utility companies are pledged to parking garage debt service.



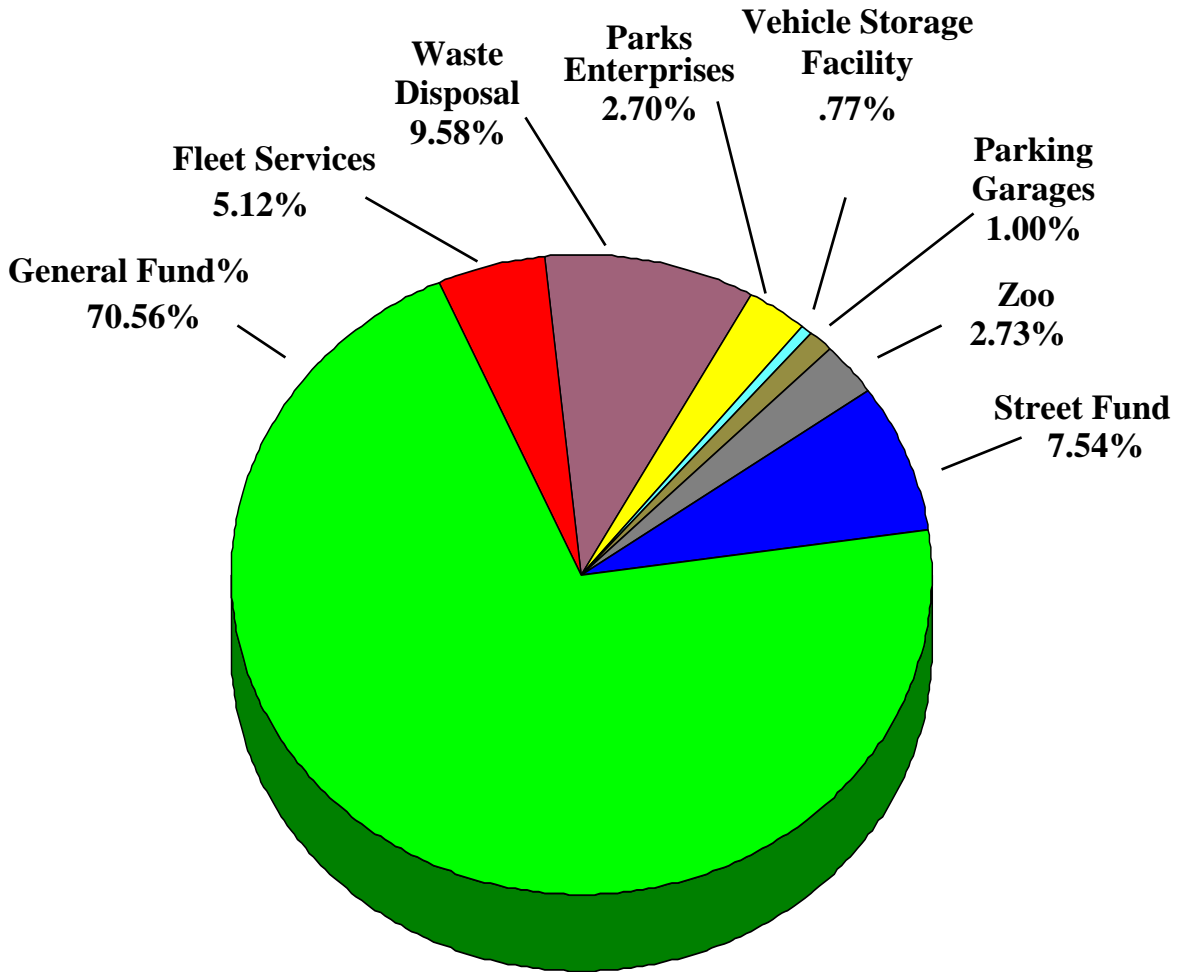
## 2009 Operating Funds Budget Summaries

	General	Enterprise Funds	Street	Fleet Services	Total
<b><u>Revenues</u></b>					
General Property Taxes	\$16,116,102		\$292,600		\$16,408,702
Sales Taxes	66,918,563		13,023,200		79,941,763
License and Permits	9,742,982				9,742,982
Intergovernmental	1,607,000				1,607,000
Charge for Service	6,052,150	27,032,402		9,965,334	43,049,886
Fines and Fees	3,439,015				3,439,015
Utility Franchise Fees	29,016,043				29,016,043
Investment Income	108,050	618,983	51,323	40,000	818,356
Miscellaneous	719,424		67,400		786,824
Transfers In	3,730,637	3,422,993	1,247,981		8,401,611
<b>Total Revenues</b>	<b>137,449,966</b>	<b>31,074,378</b>	<b>14,682,504</b>	<b>10,005,334</b>	<b>193,212,182</b>
<b><u>Expenditures</u></b>					
Personal	95,937,725	9,751,705	7,611,634	2,937,428	116,238,492
Supplies & Maintenance	9,231,162	6,579,894	3,378,812	5,358,754	24,548,622
Debt Service	6,514,200	1,824,354			8,338,554
Closure/Post Closure		312,145			312,145
Contractual	17,042,971	5,367,266	3,121,493	1,405,608	26,937,340
Capital Outlay			9,000	263,544	272,544
Depreciation		2,857,513			2,857,513
Reserves					
Transfers Out	8,723,908	5,997,608	561,563	6,617	15,289,696
<b>Total Expenditures</b>	<b>137,449,966</b>	<b>32,690,485</b>	<b>14,682,504</b>	<b>9,971,951</b>	<b>194,794,906</b>
<b>Net Change in Fund Balance</b>		<b>(1,616,107)</b>		<b>33,383</b>	<b>(1,582,724)</b>
<b>Fund Balances - Beginning</b>	<b>14,654,966</b>	<b>27,031,472</b>	<b>3,114,557</b>	<b>2,434,618</b>	<b>47,235,613</b>
<b>Fund Balances - Ending</b>	<b>\$14,654,966</b>	<b>\$22,315,365</b>	<b>\$3,114,557</b>	<b>\$2,468,001</b>	<b>\$42,552,889</b>

This presentation includes restricted reserves of \$9,418,000 in the General Fund.



# CITY OF LITTLE ROCK 2009 BUDGET SUMMARY ALL FUNDS EXPENSES

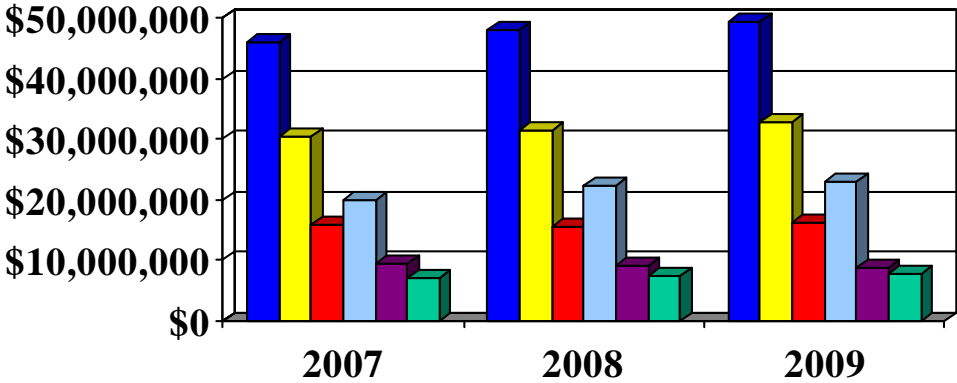


**\$194,794,906**

**CITY OF LITTLE ROCK**  
**2009 OPERATING & OTHER BUDGETED EXPENDITURES**

<b>GENERAL FUND</b>	<b>2007 ACTUAL</b>	<b>2008 ADOPTED</b>	<b>2009 ADOPTED</b>	<b>08/09 DIFF</b>	<b>% CHANGE</b>
General Administrative	\$ 20,537,337	\$ 22,445,287	\$22,851,374	\$ 406,087	1.8%
Board of Directors	308,772	285,413	242,115	(43,298)	-15.2%
Community Programs	369,568	391,688	361,540	(30,148)	-7.7%
City Attorney	1,474,218	1,609,548	1,625,773	16,225	1.0%
District Court First Division	1,189,720	1,262,633	1,287,863	25,230	2.0%
District Court Second Division	1,128,044	1,189,256	1,215,554	26,298	2.2%
District Court Third Division	516,213	498,787	502,882	4,095	0.8%
Finance	2,588,980	2,701,881	2,726,917	25,036	0.9%
Human Resources	1,279,675	1,414,271	1,450,113	35,842	2.5%
Information Technology	2,634,217	3,174,980	3,207,958	32,978	1.0%
Planning Development	1,987,441	2,242,802	2,315,516	72,714	3.2%
Housing & Neighborhood Programs	3,758,742	4,317,227	4,584,085	266,858	6.2%
Public Works	1,588,722	1,351,537	1,366,405	14,868	1.1%
Parks & Recreation	7,237,189	7,552,025	7,758,842	206,817	2.7%
Fire	35,331,264	31,486,855	32,745,675	1,258,820	4.0%
Police	49,907,760	47,889,488	49,235,111	1,345,623	2.8%
Vacancy Reductions		(4,751,665)	(4,751,665)		
<b>Sub-total General Operating</b>	<b>131,837,861</b>	<b>125,062,013</b>	<b>\$128,726,058</b>	<b>3,664,045</b>	<b>2.9%</b>
<b>TRANSFERS OUT/OTHER EXPENSES</b>					
Grant Fund	211,195	199,885	338,830	138,945	69.5%
Junction Bridge Project	15,000	15,000	15,000		
Transfer out to Street Fund	604,685	604,685	604,685		
Transfer out to Parks/Zoo	3,896,067	3,422,993	3,422,993		
FUTURE-Little Rock - Special Projects/PIT	3,400,600	3,560,000	3,485,000	(75,000)	-2.1%
Special Project Fund	831,400	1,057,400	617,400	(440,000)	-41.6%
Non-Uniform Pay Change	56,000				
Faulkner County		150,000	240,000	90,000	60.0%
Sub-total of Transfers Out	<b>9,014,947</b>	<b>9,009,963</b>	<b>8,723,908</b>	<b>(286,055)</b>	<b>-3.2%</b>
<b>TOTAL GENERAL FUND</b>	<b>140,852,808</b>	<b>134,071,976</b>	<b>137,449,966</b>	<b>3,377,990</b>	<b>2.5%</b>
<b>OTHER FUNDS</b>					
Enterprise					
Zoo	4,724,261	4,752,030	5,310,947	558,917	11.8%
Golf	3,170,370	3,026,226	3,002,439	(23,787)	-0.8%
Jim Dailey Fitness and Aquatic Center	1,184,516	1,135,530	1,198,084	62,554	5.5%
Concessions	148,386	118,885	114,052	(4,833)	-4.1%
River Market	1,377,463	887,659	946,703	59,044	6.7%
Waste Disposal	15,257,930	18,600,632	18,665,210	64,578	0.3%
Vehicle Storage Facility	1,517,351	1,373,000	1,499,361	126,361	9.2%
Parking Garages	1,737,657	2,184,925	1,953,689	(231,236)	-10.6%
Public Works - Street	14,155,457	14,899,005	14,682,504	(216,501)	-1.5%
Fleet Services	9,472,737	10,461,667	9,971,951	(489,716)	-4.7%
Sub-total Other Operating Funds	<b>52,746,128</b>	<b>57,439,559</b>	<b>57,344,940</b>	<b>(94,619)</b>	<b>-0.2%</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 193,598,936</b>	<b>\$ 191,511,535</b>	<b>\$ 194,794,906</b>	<b>\$ 3,283,371</b>	<b>1.7%</b>

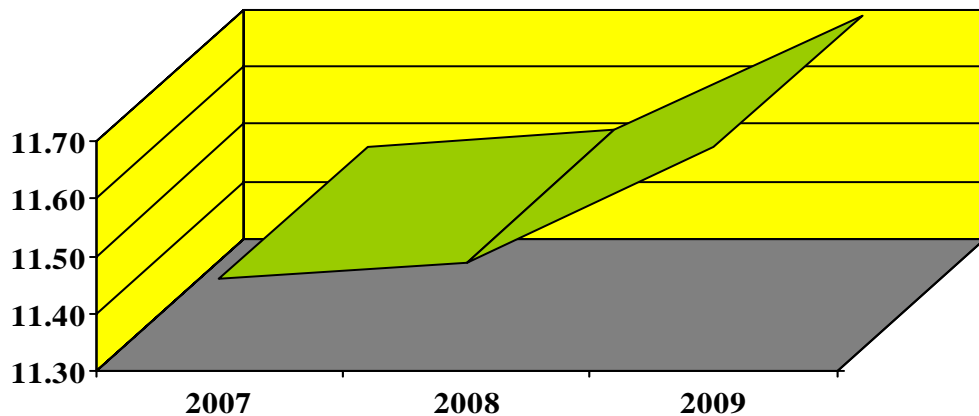
# General Government Summary of Appropriations 2007-2009



## GENERAL FUND SUMMARY

CATEGORY	ACTUAL 2007	ADOPTED 2008	ADOPTED 2009
Personal Services	\$100,009,026	\$92,969,452	\$95,937,725
Supplies and Materials	8,977,234	9,326,499	9,231,162
Debt Service	5,614,378	6,286,899	6,514,200
Contractual	17,088,717	16,479,163	17,042,971
Capital Outlay	148,206		
Transfers	<u>9,014,947</u>	<u>9,009,963</u>	<u>8,723,908</u>
Net City Expenditures	<u><u>\$140,852,508</u></u>	<u><u>\$134,071,976</u></u>	<u><u>\$137,449,966</u></u>
<i>Staffing Level</i>	1535	1540	1566
<i>Ratio</i>	11.46	11.49	11.69

### STAFFING LEVEL PER MILLION DOLLARS BUDGETED





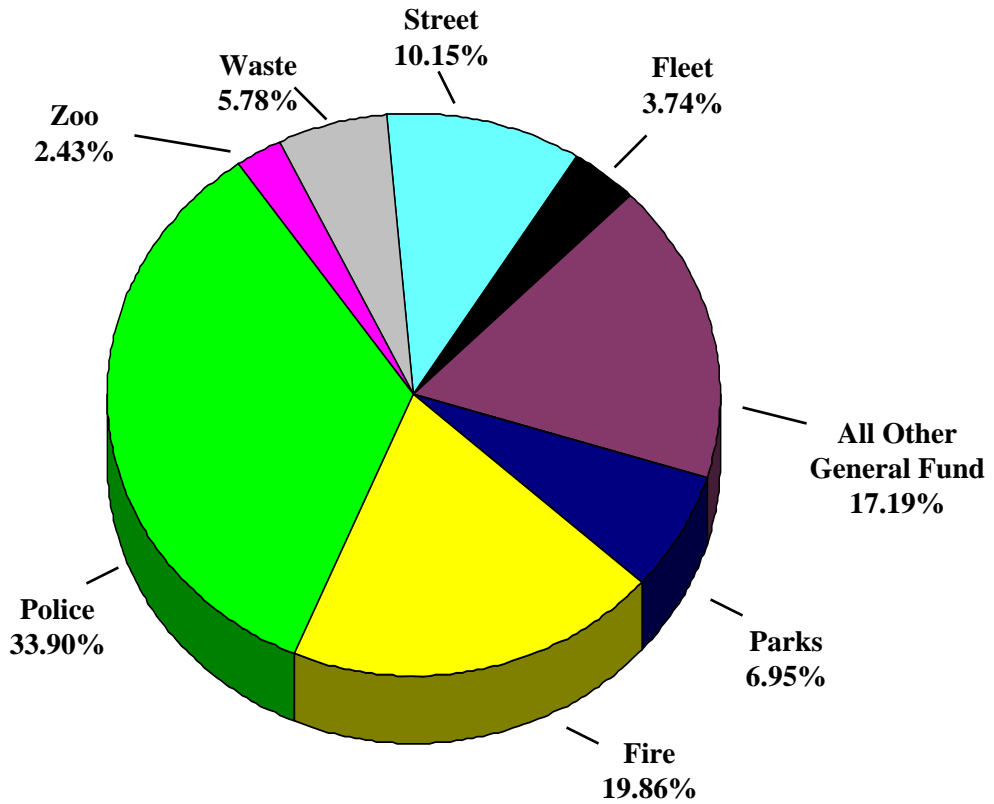
2007-2009 Operating Budget Detail	2007 Actual Budget	2008 Adopted Budget	2009 Adopted Budget
<b>GENERAL ADMINISTRATIVE</b>			
101001 City Clerk	\$ 142,847	\$ 143,600	\$ 146,987
101002 Administrative & General	16,577,478	18,183,338	18,584,694
101003 Employee Benefits	2,518,585	2,561,628	2,537,353
101004 Racial and Cultural Diversity	155,052	193,672	196,340
101006 Mayor & City Manager Administration	798,281	998,234	1,062,943
101007 Emergency Management	53,440	49,010	56,901
101008 Small & Minority Women Owned Bus. Dev.	52,623	104,327	48,564
101009 Little Rock Television	239,031	211,478	217,592
Total General Administrative	\$ 20,537,337	\$ 22,445,287	\$ 22,851,374
<b>BOARD OF DIRECTORS</b>			
101111 Board of Directors	\$ 308,772	\$ 285,413	\$ 242,115
<b>COMMUNITY PROGRAMS</b>			
101501 Administration	304,224	325,989	294,072
101503 Operations	\$ 65,344	\$ 65,699	\$ 67,468
Total Community Programs	\$ 369,568	\$ 391,688	\$ 361,540
<b>CITY ATTORNEY</b>			
101801 City Attorney	\$ 1,474,218	\$ 1,609,548	\$ 1,625,773
<b>LITTLE ROCK DISTRICT COURT</b>			
102101 District Court First Division	\$ 1,189,720	\$ 1,262,633	\$ 1,287,863
<b>LITTLE ROCK DISTRICT COURT</b>			
102201 District Court Second Division	\$ 1,128,044	\$ 1,189,256	\$ 1,215,554
<b>LITTLE ROCK DISTRICT COURT</b>			
102301 District Court Third Division	\$ 516,213	\$ 498,787	\$ 502,882
<b>FINANCE</b>			
102501 Administration & Budget	\$ 715,167	\$ 708,902	\$ 696,316
102520 Internal Audit	137,037	142,269	146,579
102530 Accounting and Reporting	432,003	421,482	432,944
102531 Accounts Payable	258,393	247,688	253,663
102535 Payroll	162,739	131,487	175,224
102540 Treasury Management	560,270	597,089	611,834
102550 Purchasing	184,931	192,289	198,096
102555 Print Shop	(41,609)		
102560 Grants Management	180,049	260,675	212,261
Total Finance	\$ 2,588,980	\$ 2,701,881	\$ 2,726,917
<b>HUMAN RESOURCES</b>			
102701 Human Resources	\$ 1,279,675	\$ 1,414,271	\$ 1,450,113
<b>INFORMATION TECHNOLOGY</b>			
103001 Administration	\$ 361,425	\$ 457,613	\$ 475,727
103010 Application Programming	913,611	940,003	975,772
103030 Networking	765,425	1,147,632	1,115,452
103050 Computer Operations	593,756	629,732	641,007
Total Information Technology	\$ 2,634,217	\$ 3,174,980	\$ 3,207,958

2007-2009 Operating Budget Detail	2007 Actual Budget	2008 Adopted Budget	2009 Adopted Budget
<b>PLANNING AND DEVELOPMENT</b>			
103301 Administration & Budget	\$ 217,570	\$ 227,015	\$ 232,193
103310 Planning	315,682	353,316	363,028
103320 Zoning & Subdivision	605,583	713,937	742,365
103330 Building Codes	848,606	948,534	977,930
Total Planning and Development	\$ 1,987,441	\$ 2,242,802	\$ 2,315,516
<b>HOUSING AND NEIGHBORHOOD PROGRAMS</b>			
103501 Administration	\$ 258,070	\$ 318,052	\$ 304,133
103510 Animal Services	744,644	875,303	966,668
103520 CDBG - Housing Programs	2,095	23,165	43,440
103530 Neighborhood Programs	1,655,107	1,947,013	2,094,078
103535 Neighborhood Alert Centers	668,277	736,024	758,171
103540 Neighborhood Resource Center	235,721	207,021	210,051
103550 Environmental Services	194,828	210,649	207,544
Total Housing and Neighborhood Programs	\$ 3,758,742	\$ 4,317,227	\$ 4,584,085
<b>PUBLIC WORKS</b>			
104010 Building Services	\$ 1,531,427	\$ 1,295,361	\$ 1,308,334
104020 Asset Management	57,295	56,176	58,071
Total Public Works	\$ 1,588,722	\$ 1,351,537	\$ 1,366,405
<b>PARKS AND RECREATION</b>			
104501 Administration	\$ 295,075	\$ 279,172	\$ 313,988
104503 Design Scheduling	236,569	329,670	303,178
104510 Resources Administration	315,126	299,982	361,377
104511 Cultural Museum	114,565	117,451	119,165
104512 Therapeutic	110,651	132,833	135,843
104521 Development and Maintenance	123,084	102,904	112,554
104522 Operations and Improvement Development	858,476	879,311	939,146
104523 Park Maintenance	1,592,261	1,643,203	1,692,156
104524 Horticulture	509,025	566,202	546,757
104525 Urban Forestry	241,475	273,085	274,601
104530 Recreation Administration	231,508	203,229	205,761
104531 Community Center Administration	166,612	185,512	121,808
104532 Dunbar Community Center	350,829	321,580	327,930
104533 East Little Rock Recreation Center	125,264	145,011	150,592
104534 Senior Programs	68,677	79,197	79,197
104535 South Little Rock Community Center	416		
104536 Southwest Community Center	417,025	444,580	455,294
104537 Stephens Community Center	232,380	238,181	243,779
104538 University Park Adult Center	326,800	332,084	340,266
104550 Swimming Pools	30,930	62,422	62,453
104556 Athletics/Playgrounds	612,594	646,241	696,429
104557 Tennis Center Operations	196,064	184,055	189,443
104558 N.W. Hill Community Complex	81,783	86,120	87,125
Total Parks and Recreation	\$ 7,237,189	\$ 7,552,025	\$ 7,758,842
<b>FIRE</b>			
105101 Administration	\$ 4,728,459	\$ 805,437	\$ 945,074
105110 Emergency Management	(45)		
105120 Fire Suppressing and Rescue	27,716,960	27,804,621	28,895,670
105130 Fire Prevention - Investigation	868,055	764,028	756,616
105140 Fire Training	527,947	591,235	624,771
105145 Fire Training Academy	89,417	196,160	196,410
105150 Crash Fire Rescue - Airport	1,400,471	1,325,374	1,327,134
Total Fire	\$ 35,331,264	\$ 31,486,855	\$ 32,745,675

2007-2009 Operating Budget Detail	2007 Actual Budget	2008 Adopted Budget	2009 Adopted Budget
<b>POLICE</b>			
105201 Administration	\$ 7,280,633	\$ 2,097,849	\$ 2,183,822
105210 Internal Affairs	677,310	563,877	672,224
105215 Organized Crime - Intelligence	3,290,814	3,784,852	3,453,570
105220 Training and Crime Prevention	1,974,209	1,710,602	1,584,192
105225 Detectives	5,219,308	5,987,394	6,269,704
105230 Downtown Patrol	8,532,661	8,175,674	8,352,220
105235 Southwest Patrol	6,185,920	6,214,799	6,372,844
105240 Special Operations	4,227,176	3,902,950	4,616,437
105245 WW Willams Northwest Substation	6,678,425	6,693,445	6,606,266
105250 Airport Police	1,518,622	1,223,185	1,326,701
105255 Police Records Support Service	1,552,711	4,247,938	4,448,527
105260 Communication Center	2,769,971	3,286,923	3,348,604
Total Police	<u>\$ 49,907,760</u>	<u>\$ 47,889,488</u>	<u>\$ 49,235,111</u>
Less Vacancy Reduction		(4,751,665)	(4,751,665)
General Fund Operating Total	<u>\$ 131,837,861</u>	<u>\$ 125,062,013</u>	<u>\$ 128,726,058</u>
<b>TRANSFER/OUT OTHER EXPENSES</b>			
Faulkner County	\$	\$ 150,000	\$ 240,000
Transfer out to Street Fund	604,685	604,685	604,685
Junction Bridge Project	15,000	15,000	15,000
Grant Fund	211,195	199,885	338,830
Transfer out to Parks/Zoo	3,896,067	3,422,993	3,422,993
FUTURE-Little Rock - Special Projects/PIT	3,400,600	3,560,000	3,485,000
Special Project Fund	831,400	1,057,400	617,400
Non-Uniform Pay Change	56,000		
Sub-total	<u>9,014,947</u>	<u>9,009,963</u>	<u>8,723,908</u>
GENERAL FUND TOTAL	<u>\$ 140,852,808</u>	<u>\$ 134,071,976</u>	<u>\$ 137,449,966</u>
<b>RECREATION ENTERPRISES</b>			
609101 Administration	\$ 690,016	\$ 77,773	\$ 695,210
609110 Rebsamen Golf Pro	415,120	1,006,115	336,550
609111 Rebsamen Golf Maintenance	602,498	561,950	643,484
609112 Rebsamen Pro Golf Concessions	83,173	78,205	65,425
609120 War Memorial Golf Pro	304,041	240,348	221,762
609121 War Memorial Golf Maintenance	391,242	366,497	384,784
609140 Hindman Pro Golf	394,091	381,361	347,715
609141 Hindman Golf Maintenance	290,189	313,977	307,509
Total Golf Fund	<u>\$ 3,170,370</u>	<u>\$ 3,026,226</u>	<u>\$ 3,002,439</u>
610100 Jim Dailey Fitness & Aquatic	1,184,516	\$ 1,135,530	\$ 1,198,084
611101 Revenue Operations - Concessions	148,386	118,885	114,052
604100 Rivermarket	1,377,463	\$ 887,659	\$ 946,703
TOTAL RECREATION ENTERPRISES	<u>\$ 5,880,735</u>	<u>\$ 5,168,300</u>	<u>\$ 5,261,278</u>

2007-2009 Operating Budget Detail	2007 Actual Budget	2008 Adopted Budget	2009 Adopted Budget
<b>PUBLIC WORKS - STREET</b>			
204001 Administration	\$ 964,028	\$ 964,088	\$ 786,572
204002 Operations Administration	574,650	544,779	472,994
204003 Street and Drainage Maintenance	4,901,397	5,172,216	5,483,878
204005 Storm Drain Maintenance	692,644	914,353	667,443
204006 Work Pool	111,528	92,959	105,023
204007 Resource Control and Scheduling	306,837	296,232	325,706
204008 Control Devices	797,970	855,930	810,938
204010 Signals	881,698	946,648	911,248
204015 Parking Meters	106,048	164,086	90,844
204020 Civil Engineering	1,391,909	1,490,027	1,448,197
204025 Traffic Engineering	3,202,053	3,220,826	3,358,693
204030 Parking Enforcement	224,695	236,861	220,968
Total Street Fund	<u>\$ 14,155,457</u>	<u>\$ 14,899,005</u>	<u>\$ 14,682,504</u>
<b>WASTE DISPOSAL</b>			
603101 Administration	\$ 1,908,216	\$ 3,080,999	\$ 4,893,208
603110 Collection	8,701,234	8,146,181	9,027,905
603120 Disposal	2,279,014	2,523,578	2,496,361
603125 Composting	548,720	470,049	486,564
603130 Waste Management	1,820,746	4,379,825	1,761,172
Total Waste Disposal Fund	<u>\$ 15,257,930</u>	<u>\$ 18,600,632</u>	<u>\$ 18,665,210</u>
<b>ZOO</b>			
607101 Zoo Administration	\$ 839,350	\$ 780,052	\$ 978,808
607110 Zoo Concessions	307,458	300,681	319,871
607120 Zoo Education	98,710	134,186	123,197
607130 Zoo Gift Shop	163,417	208,100	181,470
607140 Zoo Membership	53,046	60,455	24,400
607150 Zoo Special Events	121,052	215,990	300,635
607160 Zoo Marketing & Promotions	201,756	182,069	153,598
607170 Zoo Facilities Operation	1,194,581	1,039,174	1,321,774
607180 Animal Management	1,448,788	1,537,365	1,492,855
607190 Visitor Service Administration	296,104	293,958	414,339
Total Zoo Fund	<u>\$ 4,724,261</u>	<u>\$ 4,752,030</u>	<u>\$ 5,310,947</u>
<b>FLEET SERVICES</b>			
600001 Administration	\$ 439,975	\$ 423,604	\$ 489,632
600011 Acquisition & Disposal	3,236,276	3,043,626	3,476,198
600020 Financial Management	2,588,554	2,800,402	2,810,524
600031 Maintenance Administration	3,207,932	4,194,035	3,195,597
Total Fleet Services	<u>\$ 9,472,737</u>	<u>\$ 10,461,667</u>	<u>\$ 9,971,951</u>
<b>FLEET SERVICES VEHICLE STORAGE FACILITY</b>			
601001 Fleet Services Vehicle Storage Facility	\$ 1,517,351	\$ 1,373,000	\$ 1,499,361
<b>PARKING GARAGES</b>			
	\$ 1,737,657	\$ 2,184,925	\$ 1,953,689
<b>GRAND TOTAL ALL FUNDS</b>	<u>\$ 193,598,936</u>	<u>\$ 191,511,535</u>	<u>\$ 194,794,906</u>

# CITY OF LITTLE ROCK 2009 ALLOCATION OF FULL TIME PERSONNEL



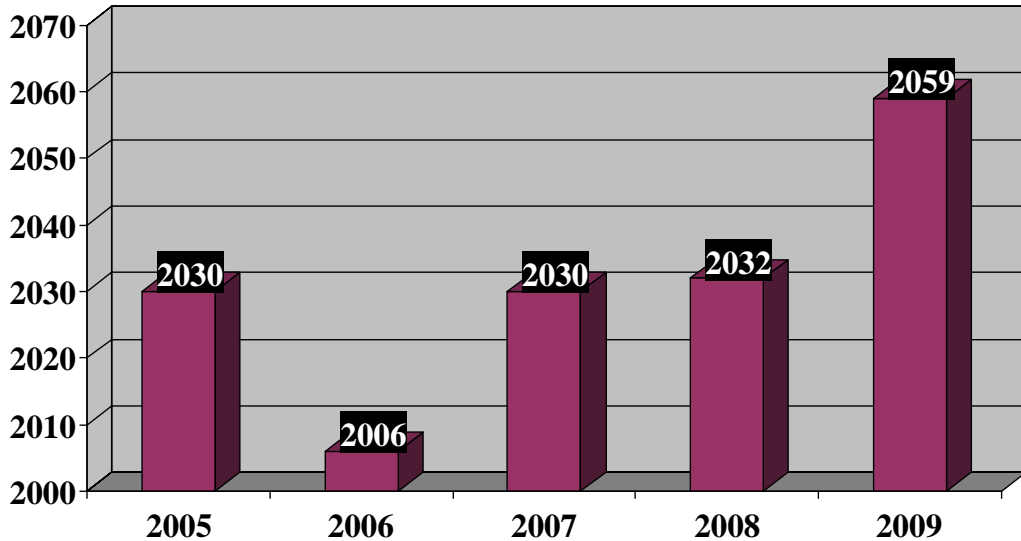
<span style="color: green;">■</span> Police	698	<span style="color: yellow;">■</span> Fire	409	<span style="color: cyan;">■</span> Street	209
<span style="color: gray;">■</span> Waste	119	<span style="color: magenta;">■</span> Zoo	50	<span style="color: purple;">■</span> All Other General Fund	354
<span style="color: black;">■</span> Fleet & Storage Facility	77	<span style="color: blue;">■</span> Parks	143		

## Full Time Personnel Budget Summary

	<b>2007</b>	<b>2008</b>	<b>2009</b>
	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b><u>General Fund</u></b>			
General Administrative	27	27	26
Board of Directors	1	1	1
Community Programs	8	8	7
City Attorney	18	19	19
District Court First Division	21	21	21
District Court Second Division	20	20	20
District Court Third Division	7	7	7
Finance	44	44	44
Human Resources	21	21	21
Information Technology	34	35	36
Planning & Development	41	41	41
Housing & Neighborhood Programs	97	97	98
Public Works - General	13	13	13
Parks & Recreation	106	106	105
Fire	397	397	409
Police	680	683	698
Subtotal General Fund	<u>1535</u>	<u>1540</u>	<u>1566</u>
<b><u>Other Funds</u></b>			
Zoo	51	50	50
Golf	24	24	24
Jim Dailey Fitness & Aquatics Center	9	9	9
Concessions	1	1	1
River Market	4	4	4
Waste Disposal	118	118	119
Public Works - Street	210	208	209
Fleet Services	61	61	60
Vehicle Storage Facility	17	17	17
Subtotal Other Funds	<u>495</u>	<u>492</u>	<u>493</u>
<b>Total Personnel</b>	<b><u><u>2030</u></u></b>	<b><u><u>2032</u></u></b>	<b><u><u>2059</u></u></b>

# CITY OF LITTLE ROCK FULL-TIME PERSONNEL AUTHORIZATIONS 2005 - 2009

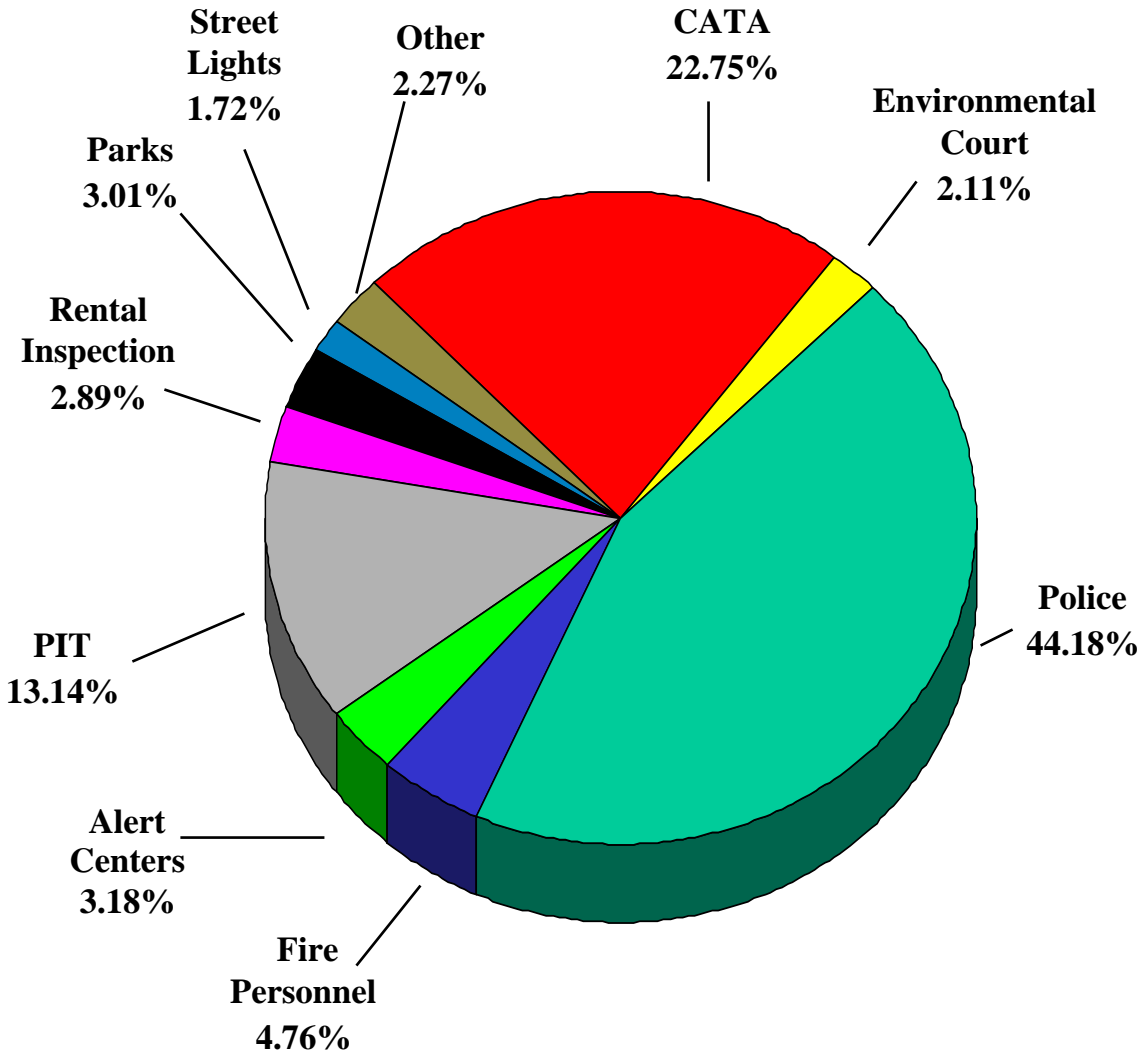
## EMPLOYEES



The net change in personnel between 2008 and 2009 totals 26 positions as indicated in the chart below.

2008 Adopted Budget	2032
General Government	-1
Community Programs	-1
Information Technology	1
Housing and Neighborhood Programs	1
Parks and Recreation	-1
Fire	12
Police	15
Street	1
Waste Disposal	1
Fleet	-1
2009 Adopted Budget	2059

# FUTURE - LITTLE ROCK 2009 EXPENDITURES



**\$23,859,179\***

\*2009 Projected Expenditures - \$23,859,179  
2009 Projected Revenue - \$23,859,179



**CITY OF LITTLE ROCK  
FUTURE - LITTLE ROCK 2009 ADOPTED BUDGET**

	<b>2007 BUDGET</b>	<b>2008 BUDGET</b>	<b>2009 BUDGET</b>
<b>CITY SALES TAX 1/2% PROJECTION</b>	<b>\$23,686,640</b>	<b>\$23,378,080</b>	<b>\$23,859,179</b>
<hr/>			
<b>OPERATING PROGRAMS</b>			
Police Officers	10,952,287	10,184,823	10,136,090
Hazmat Fire Unit Expansion	1,048,918	1,077,931	1,136,166
Additional 9-1-1 Operators	247,982	385,973	399,514
PIT Monitoring	61,330	62,411	64,633
Alert Centers	730,298	735,300	758,171
District Court Third Division	464,307	489,311	502,882
Rental Inspection Program Staff	549,570	647,532	688,614
Small & Minority Women Owned Business Dev.	106,818	104,385	48,564
Parks Department Community Centers Staff	702,235	677,345	718,505
Clerk for Boards and Commissions	39,482	38,982	42,627
Intergovernmental Coordination	98,064	98,100	101,060
Racial & Cultural Diversity Comm.	190,145	191,117	196,340
Arts & Humanities/ Public Information Officer	70,000	70,150	73,074
CYF Auditing & Reporting/Special Projects	66,430	67,231	69,931
Additional Street Lights (Transfer to Street Fund)	411,185	411,185	411,185
	<hr/>	<hr/>	<hr/>
<b>TOTAL OPERATING PROGRAMS</b>	<b>\$15,739,051</b>	<b>\$15,241,776</b>	<b>\$15,347,356</b>
 <b>SPECIAL PROJECTS</b>			
Central Arkansas Transits Support (CATA)	4,546,989	4,576,304	5,026,823
CYF Carryover	633,000	719,247	400,000
Sub-total	<hr/>	<hr/>	<hr/>
	5,179,989	5,295,551	5,426,823
Children, Youth & Families (CYF)	3,000,000	3,000,000	3,000,000
Community Development	100,000	100,000	100,000
Demolition (residential)	75,000	75,000	
Homelessness Outreach	50,000	200,000	200,000
Economic Development	100,000	100,000	100,000
Minority Business Incubator Program	50,000	50,000	50,000
Empowerment Zone	25,600	35,000	35,000
	<hr/>	<hr/>	<hr/>
	3,400,600	3,560,000	3,485,000
<b>Total Special Projects</b>	<hr/> <b>7,947,589</b>	<hr/> <b>8,136,304</b>	<hr/> <b>8,511,823</b>
<b>TOTAL APPROPRIATIONS</b>	<hr/> <b>\$23,686,640</b>	<hr/> <b>\$23,378,080</b>	<hr/> <b>\$23,859,179</b>

\* Funded by Waste Disposal Fund in 2009 and increased to \$300,000.

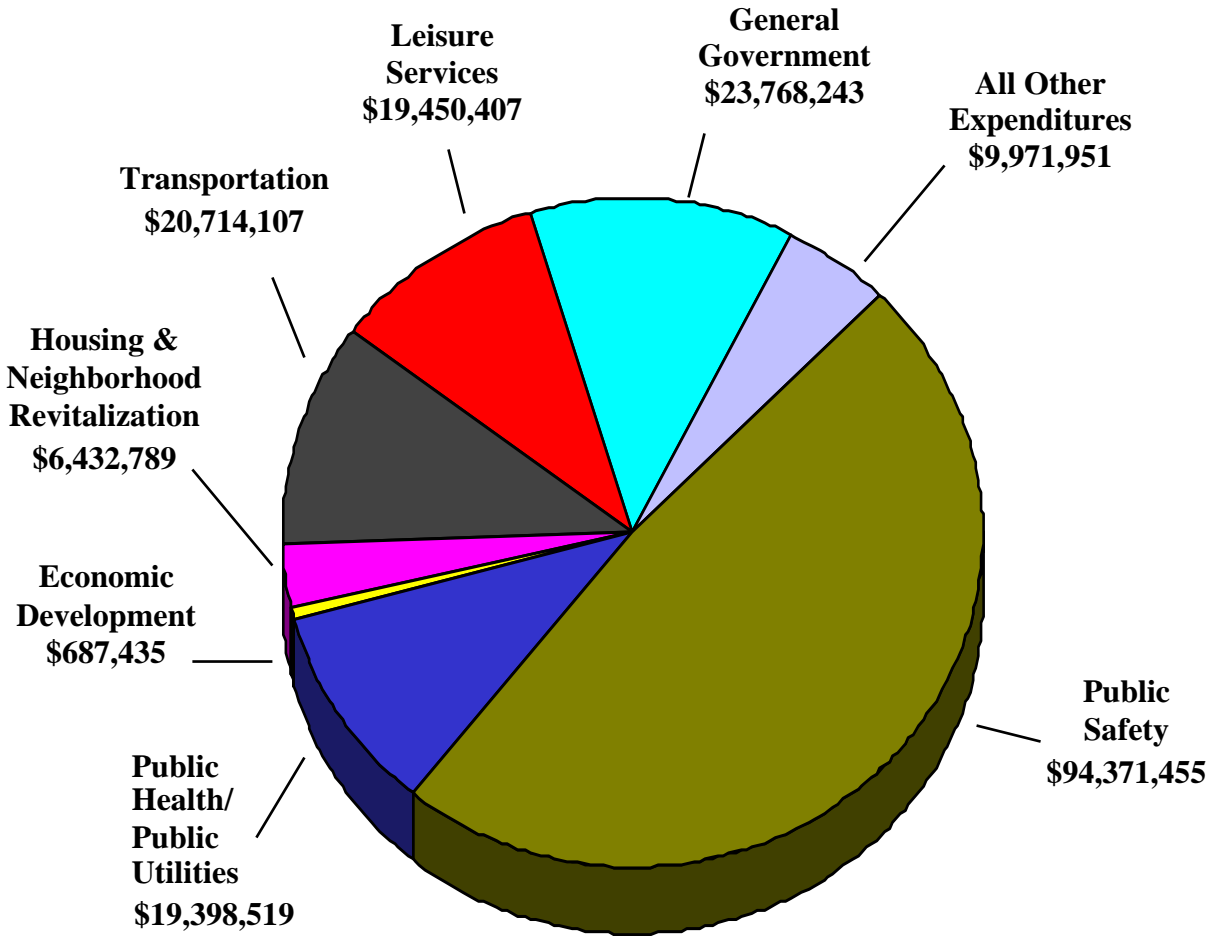
## 2009 OTHER GENERAL FUND EXPENDITURES

	2007 Adopted Budget	2008 Adopted Budget	2009 Adopted Budget	
<b>SPECIAL PROJECTS - NON-FULR</b>				
Weed Lot Maintenance and Board & Secure	\$150,000	\$150,000		**
Neighborhood Challenge Grant	32,000	32,000	\$32,000	
Neighborhood Enhancement Program	20,000	20,000		**
Neighborhood Beautification	20,000	20,000		**
Neighborhood Connection	2,400	2,400	2,400	
Sister Cities	25,000	25,000	25,000	*
American Disability Act (ADA)	60,000	60,000	60,000	
Police Live-In Camp	18,000	18,000	18,000	
Facility Improvements	225,000	225,000	225,000	
Curran Hall	50,000	50,000	50,000	
Worldfest	25,000	25,000	25,000	
Work Boots	25,000	25,000	25,000	
Commercial Buildings - Board & Secure		200,000		**
Leadership Development		40,000		
South Main		10,000	10,000	
National Night Out			15,000	
2010 Census			25,000	
Building Code Consultant		50,000		
Faulkner County Jail		150,000	240,000	
Leadership Development Classes		20,000	20,000	
Federal & State Legislative Consulting	75,000	75,000	75,000	
Criminal Abatement	10,000	10,000	10,000	
Junction Bridge	15,000	15,000	15,000	
<b>Total Special Projects</b>	<u>752,400</u>	<u>1,222,400</u>	<u>872,400</u>	
<b>GRANT MATCH</b>				
Police Universal COPS Grant	70,000	70,000	70,000	
Fire SAFER Grant	61,195	49,885	188,830	
Undesignated	80,000	80,000	80,000	
<b>Total Grant Match</b>	<u>211,195</u>	<u>199,885</u>	<u>338,830</u>	
<b>GRAND TOTAL</b>	<u><u>\$963,595</u></u>	<u><u>\$1,422,285</u></u>	<u><u>\$1,211,230</u></u>	

\* Reported on Appropriation of Outside Agencies

\*\* Funded by the Waste Disposal Fund for 2009

# CITY OF LITTLE ROCK 2009 OPERATING BUDGETS BY SERVICE PROGRAM CATEGORY



**\$194,794,906**

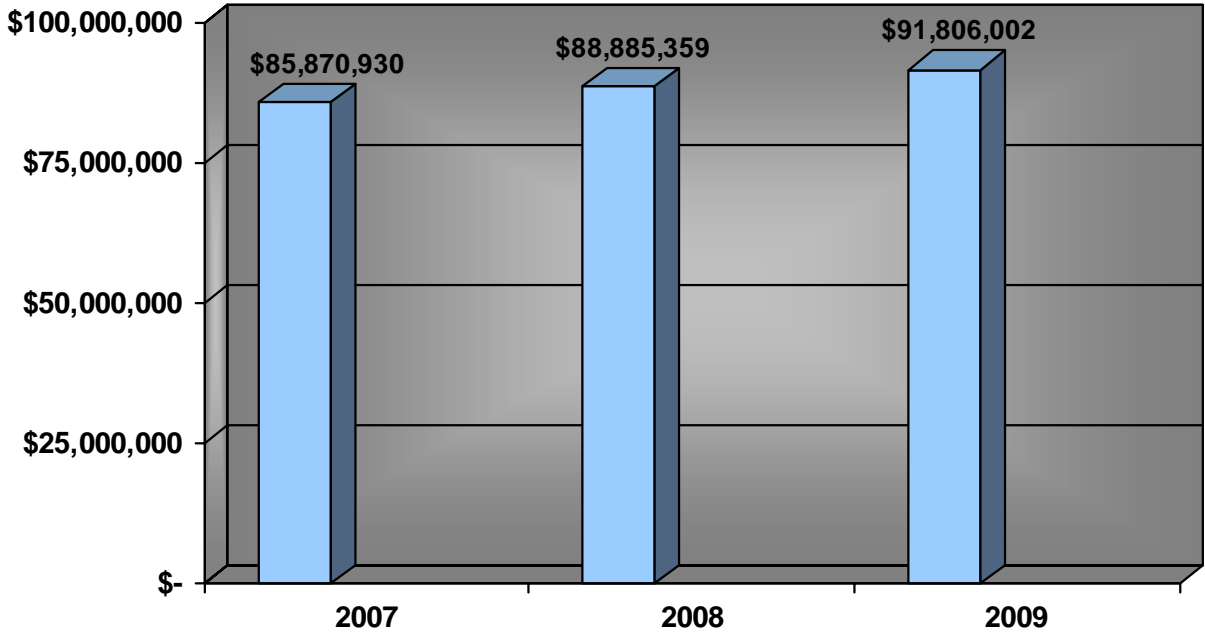
**City of Little Rock**  
**Adopted Operating Budgets by Service Program Category**  
**2008 - 2009**

<b>Service/Program Category</b>	<b>2008 Budget</b>	<b>% to Total</b>	<b>2009 Budget</b>	<b>% to Total</b>
<b><u>Public Safety</u></b>				
Police	\$47,907,488		\$49,253,111	
Fire	30,161,481		31,418,541	
Street Lights, Traffic Signals & Signs	5,582,781		5,080,879	
Little Rock District Court First Division	1,262,633		1,287,863	
Animal Services	875,303		966,668	
Little Rock District Court Second Division	1,189,256		1,215,554	
Children, Youth & Families	3,000,000		3,000,000	
Community Programs	666,688		361,540	
Pulaski County Regional Detention Facility	1,227,299		1,787,299	
<b>Total Public Safety</b>	<b>91,872,929</b>	<b>47.97%</b>	<b>94,371,455</b>	<b>48.45%</b>
<b><u>Public Health/Public Utilities</u></b>				
Waste Disposal	18,600,632		17,975,210	
Little Rock District Court Third Division	498,787		502,885	
Arkansas Emergency Physician Foundation	36,000		36,000	
Saint Vincent's	25,381		25,381	
Storm Drainage	1,016,171		667,443	
Pulaski County Health Department	137,000		191,600	
<b>Total Public Health/Public Utilities</b>	<b>20,313,971</b>	<b>11%</b>	<b>19,398,519</b>	<b>9.96%</b>
<b><u>Economic Development/Employment</u></b>				
Little Rock Chamber of Commerce	200,000		200,000	
Minority Business Incubator Program	50,000		50,000	
Metroplan	157,694		157,694	
Economic Development	100,000		100,000	
Downtown Partnership/Empowerment Zone	184,741		179,741	
<b>Total Economic Development/Employment</b>	<b>692,435</b>	<b>0.36%</b>	<b>687,435</b>	<b>0.35%</b>
<b><u>Housing and Neighborhood &amp; Waste Disposal Revitalization, Growth &amp; Development</u></b>				
Alert Centers	736,024		758,171	
Planning & Development Department	2,242,802		2,315,516	
Neighborhood Resource Center	207,021		210,051	
Waste Disposal			690,000	
Housing & Neighborhood Prog. Admin.	2,573,279		2,459,051	
<b>Total Housing &amp; Neighborhood Revitalization, Growth</b>	<b>5,759,126</b>	<b>3.01%</b>	<b>6,432,789</b>	<b>3.30%</b>

**City of Little Rock**  
**Adopted Operating Budgets by Service Program Category**  
**2008 - 2009**

<b>Service/Program Category</b>	<b>2008 Budget</b>	<b>% to Total</b>	<b>2009 Budget</b>	<b>% to Total</b>
<b><u>Transportation Services</u></b>				
Central Arkansas Transit Authority	6,341,288		6,826,697	
Streets	7,854,458		8,795,414	
Parking	445,595		311,812	
Parking Garages	2,184,925		1,953,689	
Vehicle Storage Facility	1,373,000		1,499,361	
Airport Rescue	1,325,374		1,327,134	
<b>Total Transportation Services</b>	<b>19,524,640</b>	<b>10.20%</b>	<b>20,714,107</b>	<b>10.63%</b>
<b><u>Leisure Services/Cultural Support/ Conventions &amp; Tourism</u></b>				
Parks & Recreation	7,509,574		8,014,677	
Golf	3,026,226		3,002,439	
Jim Dailey Fitness Aquatic Center	1,135,530		1,198,084	
River Market	887,659		946,703	
Concessions	118,885		114,052	
Zoo	4,752,030		5,310,947	
Cultural Institutes:				
Arts Center	324,000		249,000	
Museum of Discovery	324,000		249,000	
Arkansas Repertory Theatre	50,000			
Symphony	50,000			
MacArthur Military Museum	117,451		119,165	
Sister Cities Commission	25,000		25,000	
Wildwood Theatre	50,000			
Racial & Cultural Diversity Commission	193,672		221,340	
<b>Total Leisure Services/Cultural Support/Conventions</b>	<b>18,564,027</b>	<b>9.69%</b>	<b>19,450,407</b>	<b>11.00%</b>
<b><u>General Government Support</u></b>				
Board of Directors	285,413		242,115	
General Administrative	13,785,110		13,148,962	
Finance	2,701,881		2,726,917	
Human Resources	1,414,271		1,450,113	
City Attorney	1,609,548		1,625,773	
Information Technology	3,174,980		3,207,958	
Building Services/Asset Management	1,351,537		1,366,405	
<b>Total General Government Support</b>	<b>24,322,740</b>	<b>12.70%</b>	<b>23,768,243</b>	<b>12.20%</b>
<b><u>All Other Expenditures</u></b>				
Fleet Services	10,461,667		9,971,951	
<b>Total Other Expenditures</b>	<b>10,461,667</b>	<b>5.46%</b>	<b>9,971,951</b>	<b>3.80%</b>
<b>Grand Total</b>	<b>\$191,511,535</b>	<b>100%</b>	<b>\$194,794,906</b>	<b>100%</b>

# CITY OF LITTLE ROCK PUBLIC SAFETY REVENUES & EXPENDITURES COMPARISONS



<b>Revenues</b>	<b>\$129,019,645</b>	<b>\$134,072,006</b>	<b>\$137,449,966</b>
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**Expenditures  
Percentage**

67%

66%

67%

**2007**

**2008**

**2009**

Fire	\$30,485,156	\$31,486,855	\$32,745,675
Police	46,000,243	47,889,488	49,235,111
District Court First Division	1,236,171	1,262,633	1,287,863
District Court Second Division	1,167,128	1,189,256	1,215,554
District Court Third Division	485,103	498,787	502,882
Alert Centers	739,467	736,024	758,171
Neighborhood Programs (Rental Inspection)	1,909,792	1,947,013	2,094,078
Animal Services	847,870	875,303	966,668
Prevention Intervention & Treatment	3,000,000	3,000,000	3,000,000
<b>Public Safety Expenditures</b>	<b>85,870,930</b>	<b>88,885,359</b>	<b>91,806,002</b>

<b>General Fund Revenue</b>	<b>\$129,019,645</b>	<b>\$134,072,006</b>	<b>\$137,449,966</b>
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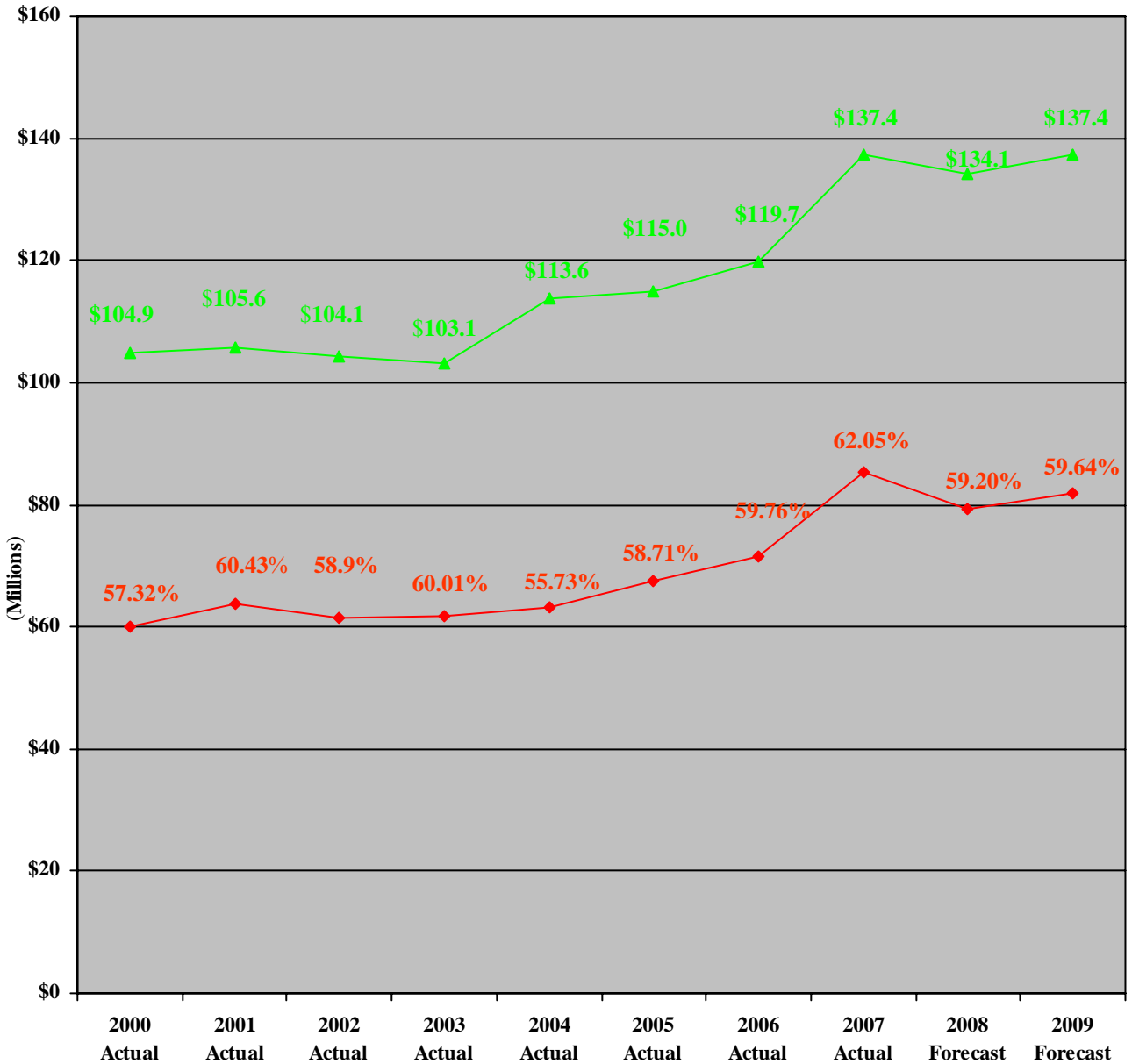
Percentage of General Fund Expenditures Devoted to Public Safety

67%

66%

67%

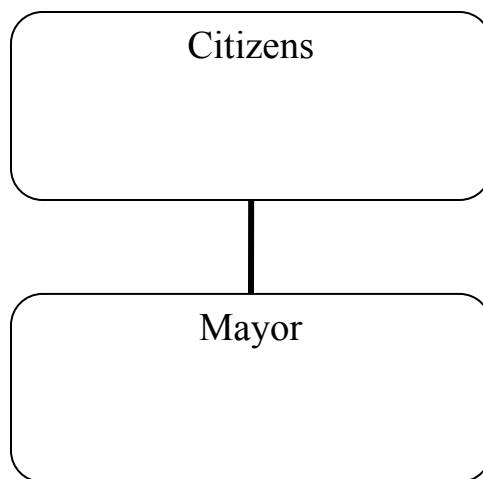
# CITY OF LITTLE ROCK PUBLIC SAFETY OPERATING EXPENDITURES AS A PERCENTAGE OF GENERAL FUND REVENUE 2000-2009



▲ General Fund Revenue     
 ◆ Public Safety Expenditures



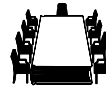
# Mayor



## **Mission Statement**

To make policies and provide representation for the citizens of Little Rock; provide executive management and administration of City affairs; provide legal advice and representation for the city; serve as official recorder and custodian of public documents; and to conduct municipal judicial proceedings for criminal and traffic offences.





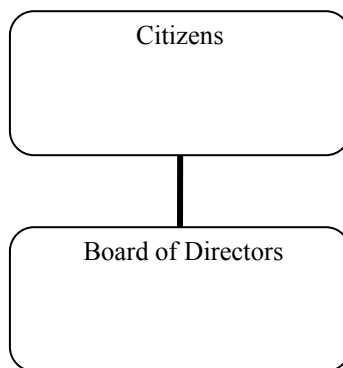
Mayor

2009 Department Goals
Expand the City's Community Punishment Program.
Continue the Mayor's Youth Council community projects.
Continue the Committee on Tourism and Leadership Programs accent the various tourism venues in Little Rock.
Develop a strategy for targeting CDBG new construction funds for designated areas as part of City's Neighborhood Revitalization Program.
Develop a Disadvantage Business Enterprise Mentoring Program to foster and enhance small and disadvantaged businesses operating in Little Rock. In addition, the City's Purchasing Division will develop programs and goals for companies that provide goods and services to increase overall participation.
Issue Parks Revenue Bonds for capital improvements to various parks.
Continue engineering and planning of the Arkansas River Trail.
Develop new strategies and programs to continue reduction in the crime rate.
Host the 6th Annual Mayor's Volunteer Luncheon, which recognizes the individuals that volunteer their time to serve on the various City Boards and Commissions and recognize those individual that have completed their term of service.

The departmental goals and objectives link with the Overall City Goals and Objectives pages 15-17.



# Board of Directors



## Mission Statement

To make policies and provide representation for the citizens of Little Rock; provide executive management and administration of City affairs; provide legal advice and representation for the city; serve as official recorder and custodian of public documents; and to conduct municipal judicial proceedings for criminal and traffic offences.

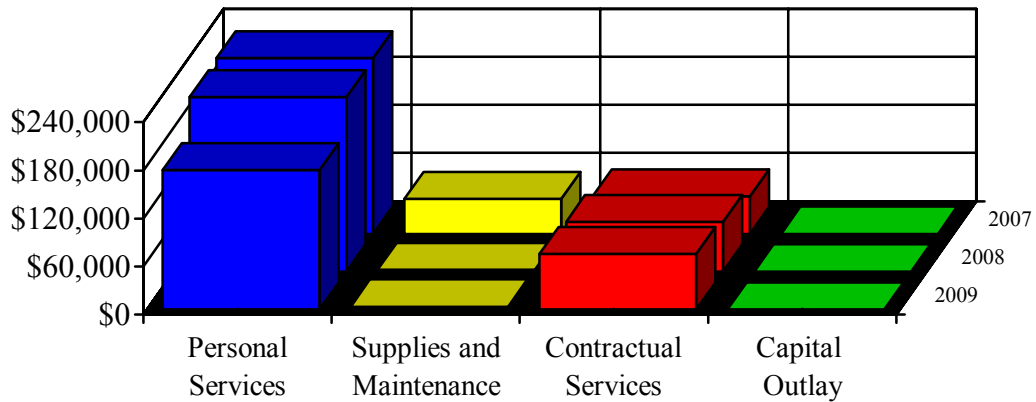
Board of Directors

**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$218,825	\$217,326	\$173,570
Supplies and Maintenance	43,589	2,990	3,448
Contractual Services	46,358	65,097	65,097
Capital Outlay	0	0	0
<b>Total</b>	<b>\$308,772</b>	<b>\$285,413</b>	<b>\$242,115</b>

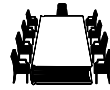
<b>Staffing</b>	1	1	1
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$242,115	-15.17%





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**Board of Directors**

**DEPARTMENT:** Board of Directors **Fund:** General  
**Budget:** \$242,115

**OBJECTIVES:**

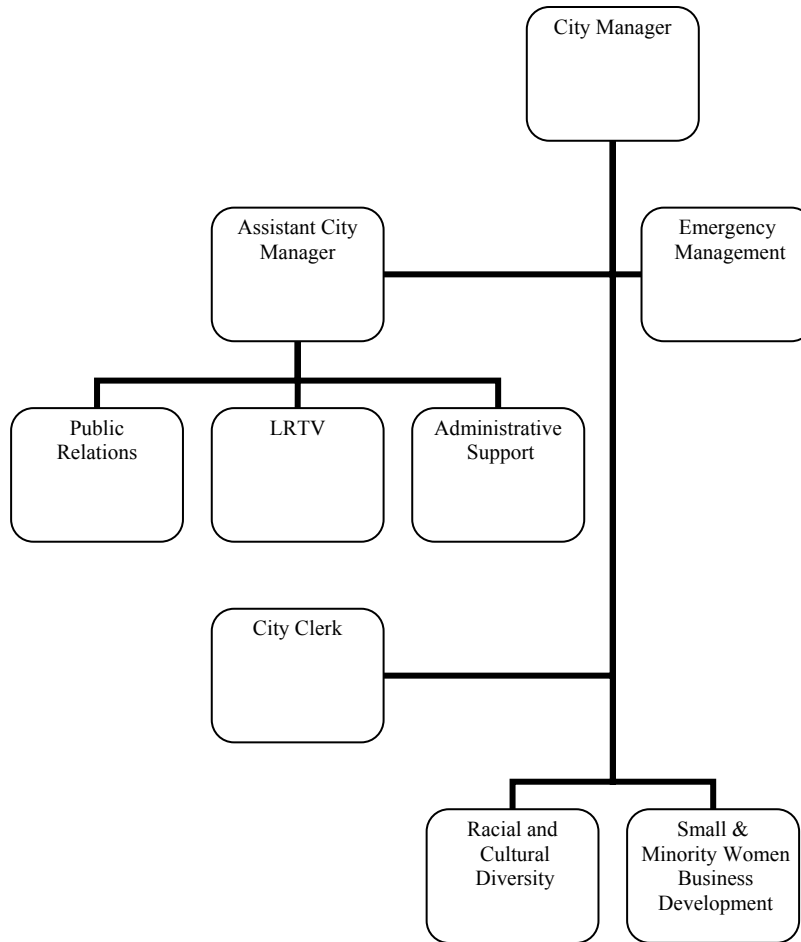
**Organization: 101005** Board of Directors

To provide administrative services to the Little Rock Mayor and Board of Directors.

The departmental goals and objectives link with the Overall City Goals and Objectives.



# City Manager



## Mission Statement

To provide centralized administration, coordination, control and evaluation of all municipal programs, including preparation and control of the budget; and to assist the Mayor and Board of Directors in developing and implementing public policy.

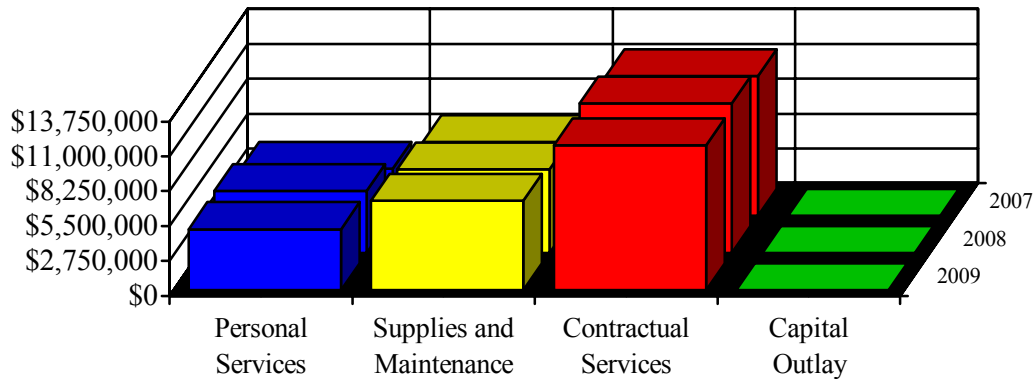
**General Administrative**

**Expenditure Budget**

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$3,685,515	\$4,787,480	\$4,838,729
Supplies and Maintenance	5,866,807	6,344,725	6,579,883
Contractual Services	10,985,015	11,313,082	11,432,762
Capital Outlay	0	0	0
	<u>\$20,537,337</u>	<u>\$22,445,287</u>	<u>\$22,851,374</u>

<b>Staffing</b>	22	27	26
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$22,851,374	1.81%



2008 Department Priorities	Status
Conducted at least one recruit school in both the Little Rock Fire Department and Little Rock Police Department.	Completed
Reviewed current emergency management processes to ensure that plans were updated and revised.	Ongoing
Addressed issues pertaining to the Pulaski County Regional Detention Facility as such may adversely impacted the Little Rock Police Department operations and public safety.	Ongoing
Implemented recommendations from the Code Enforcement Audit and the Alert Center and Weed Lot Review Committees.	Ongoing
Developed a system of programs standards for all City-funded YIP and PIT Programs to ensure that Little Rock is a state of the art in providing quality programs.	Ongoing
Developed a publicity campaign to educate citizens regarding volunteer opportunities at the new Animal Village; In addition, worked to increase adoption with more publicity at the new shelter which is more accessible to visitors.	Ongoing
Established a committee comprised of City Representatives and School District Representative to research methods of improving the overall relationship and stronger partnerships between the District and the City.	Ongoing
Worked on Finalizing the War Memorial Park Plan and developed recommendations for future implementations.	Ongoing
Staff maintained an in-house American with Disabilities Act (ADA) curb ramp program.	Ongoing
Staff installed additional ADA Curb Ramps in the City during 2008.	Ongoing





City Manager

2008 Department Priorities (Continued)	Status
Co-sponsored with the Little Rock Regional Chamber of Commerce (LRRCC): Business Opportunity Brunch - A premier networking event for disadvantaged and small businesses to disseminate business cards and literature.	Ongoing
Sponsored "Doing Business with the City of Little Rock" workshop.	Completed
Co-sponsored SBA Matchmaking Conference, with the Little Rock Convention and Visitor's Bureau, Arkansas State Chamber of Commerce, LRRCC, other corporate sponsors, 500 small businesses and 350 companies; Conference attendance should exceed 1,000 participants.	Ongoing
Staff focused on a regional approach to pursuing competitive grants that enhanced funding for the City's initiatives, operations and service delivery.	Ongoing
Staff managed the professional services contract with Finnegan & Associates, INC., an Arkansas based grants development entity, securing additional foundation, State and Federal competitive grant funds.	Completed
The Small Business Development Office (SBDO) continued to focus on collaborating and sub-contracting with other business developments agencies to deliver a continued level of services to SBDO clients.	Ongoing
The SBDO provided capacity building, marketing, and procurement activities and services to over 2,000 citizens and small or minority owned businesses. The services provided included: office visits; workshops; network receptions; training seminars; site visits; and requests or applications for service.	Ongoing
Staff continued to work closely with the Department of Public Works and the City Attorney's Office continuing the implementation of the City's ADA Compliance Transitional Plan.	Ongoing
Provided the capability for individuals to return the Boards and Commission questionnaires and applications online.	Ongoing



2008 Department Priorities (Continued)	Status
Maintained and sustained the current established eight (8) Diversity Councils.	Ongoing
Continued the partnership with the Arkansas National Guard in sponsoring Cultural Events.	Ongoing
Continued researching educational opportunities increasing knowledge and enhancing leadership skills obtaining the number of educational points required to maintain Municipal Clerk certification.	Ongoing
Drafted a Records Management Policy and Procedure for the City, submitting to the City Manager and City Attorney for administrative approval.	Ongoing
Attended local and regional Arkansas Records Management Association Meetings to learn more about records management.	Completed
Provided live broadcast and taped re-broadcast of the Board of Directors Meetings, Planning Commission Meetings, and Planning Commission Subdivision and Zoning Meetings and Conditional-Use Hearings.	Ongoing
Broadcasted local government programming twenty-four (24) hours a day, seven (7) days a week.	Ongoing
Developed the capability for individuals utilizing the Internet, to watch live broadcast of Board of Directors Meetings, Planning Commission Meetings and Planning Commission Subdivision Meetings and Conditional-Use Hearings.	Ongoing



**2009 Department Goals**

Continue to improve and expand Police Officer recruiting efforts and conduct at least one (1) Recruit School during 2009

Initiate a new recruit class to begin in April.

Enhance recruiting, to develop a more diverse applicant pool for 2009

Staff will continue to review current emergency management processes to ensure plans are updated and revised.

Initiate the design and development of a Mid-Town Police Patrol Facility.

Continue to address issues pertaining to the Pulaski County Regional Detention Facility

Implementation of an Extended-Stay Ordinance and regularly inspect those properties that are impacted by this ordinance

Continue to review the City's Small, Women and Minority-Owned Business Development Programs has been initiated; Staff will track overall City expenditures with small, women and minority owned businesses with a goal of increasing business opportunities.

Completion of the construction of the education room and veterinarian clinic at the Little Rock Animal Village

The Intergovernmental Relations Manager will pursue the development and passage of the City's Legislative agenda for the 2009 session of the 87<sup>th</sup> Arkansas General Assembly. Staff will work closely with the Mayor and Board of Directors, City Manager, Department Heads and the Arkansas Municipal League to actively pursue the passage of City sponsored legislation, support the passage of bills that have a positive impact on City revenues or operations and actively oppose bills that have a negative impact on City revenue or operations.

City Legislative Staff will maintain a daily bill tracking system during the 87<sup>th</sup> General Assembly. Each City Department will designate a legislative contact to monitor and provide technical assessment of bills that affect Departmental revenue or operations.



**2009 Department Goals (Continued)**

Staff will continue to focus on a regional approach to pursuing competitive grants that enhance funding for the City's initiatives, operations, and service delivery.

Staff will manage the cooperative existing cooperative agreements with the City of North Little Rock and Pulaski County on the Brownfield's evolving Loan, the Assessment, and Employment Training Grants.

Staff will continue to work closely with the Department of Public Works and the City Attorney's Office to continue the implementation of the City's ADA Compliance Transitional Plan.

Staff will complete the eight-phase corrective action schedule for the Zoo's ADA Transition Plan and an ADA Accessibility plan and budget for Butler Park.

Staff will maintain an in-house ADA curb ramp program.

Staff will install an additional 300 ADA Curb Ramps in the City during 2009.

The SBDO will continue to focus on collaboration and sub-contracting with other business development agencies to deliver a continued level of services to SBDO clients.

Staff will track and monitor the contract and procurement participation of minority and women owned firms.

Staff will clarify the certification requirements for minority firms monitored and tracked by the city.

Staff will expand its definitions of Minority and Women business enterprises to include the definitions used by the state, and federal governments. Minority Business Enterprises (MBE) would include (male & female): Back/African American; Hispanic American; Native American; Asian/ Pacific Islanders; Women Business Enterprises (WBE) (Caucasian female).

Staff will track and report on each Minority and Women Business Enterprise sub-group separately.



**2009 Department Goals (Continued)**

The Small Business Development Office will provide capacity building, marketing, and procurement activities and services to over 2,000 citizens and small or minority owned businesses. The services provided include: office visits, workshops, network receptions, training seminars, site visits and requests or applications for service.

Sponsor two ASBDC City of Little Rock only Entrepreneurial Classes; Classes 20 and 21 (40 businesses); Since June 2001, 399 businesses have enrolled and 313 (78%) have completed the course.

Co-sponsor with Little Rock Regional Chamber of Commerce (LRRCC): Business Opportunity Brunch- A premier networking event for disadvantaged and small businesses to disseminate business cards and literature.

Co-sponsor with Arkansas Mississippi Minority Supplier Development Council (AMMSDC) Corporate Executive Minority Business Awards (CEMBA) Banquet.

Co-sponsor the Arkansas Business Expo LRRCC; Event has over 1,000 participants.

Sponsor a Doing Business with the City of Little Rock workshop.

Co-Sponsor LRRCC/SBA MED Week Luncheon for 125 participants.

Sponsor a Doing Business with the City of Little Rock workshop.

Co-sponsor the Arkansas Mississippi Minority Business Council "Business Opportunity" BOF Fair for over 800 participants.

Co-sponsor Entrepreneurial Conference, with Arkansas Workforce Development Department and other Corporate Sponsors 800 small businesses 30 companies, conference attendance should exceed 1,000 participants.



City Manager

**DEPARTMENT:** City Manager **Fund:** General  
**Budget:** \$22,851,374

**OBJECTIVES:**

**Organization: 101001 City Clerk**

To produce and distribute to the City Directors, staff, department heads and news media bi-monthly information packets on items to be considered at Board of Directors meetings; to index ordinances, resolutions and motions enacted by the Board of Directors; and to write minutes of Board of Directors meetings, Fire Pension Board meetings.

To provide information and copies of Ordinances and Resolutions to officials and citizens upon request; to record agreements, leases, and deeds; maintain lists of members of 36 Board and Commissions, and to safely store all official City documents filed with City Clerk.

**Organization: 101002 General Administrative and Non-departmental**

To budget expenses that relate to the entire City organization so that no one department is burdened with these general costs.

**Organization: 101003 Employee Benefits**

To budget those employee benefits that accrue to employees on a overall basis, and which, therefore, cannot logically be allocated to operating departments.

**Organization: 101004 Racial Cultural Diversity**

To provide equitable opportunity and full exercise of civil rights for all citizens of the City. To dismantle racism and reduce prejudice within the City of Little Rock through modeling, education, and policy development.

**Organization: 101005 Board of Directors**

To provide administrative services to the Little Rock Mayor and Board of Directors.



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City Manager

**Organization: 101006 City Manager Administration**

To ensure the effective implementation, administration and evaluation of City programs established through the policy directives of the Board of Directors; to provide administrative support to the City Manager and Board of Directors and to serve as a resource for citizens and neighborhood groups.

To provide the City with the function of writing various grant applications for submission to funding sources; conduct training on grant objectives, requirements and performance regulations; and identify needs and prepare requests for grant providers.

**Organization: 101007 Emergency Management**

To act as a first responder to emergencies.

**Organization: 101008 Small & Minority Women Owned Business Development**

To provide the community with current economic data program training, incentives, management and technical assistance for the development of business and industries. To assist in the creation and retention of jobs; to improve the community's business development and economic base. The Minority Economic Division takes a proactive approach in increasing minority businesses.

**Organization: 101009 LRTV (Little Rock Television)**

To broadcast information regarding the activities of the Little Rock Board of Directors through live and taped coverage of City Board meetings and other official proceedings; and to produce programming about municipal affairs.

The departmental goals and objectives link with the BOD Statement of Management Policy for Basic City Services.



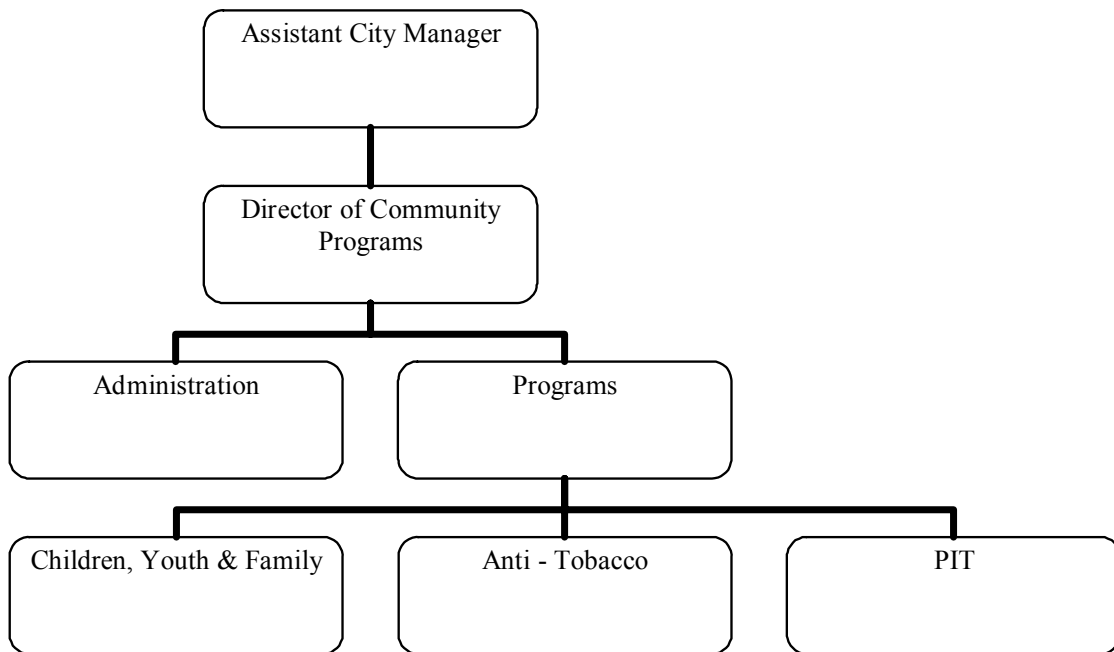
**Service Measures**

<u>Activity</u>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Est. 2009</b>
Percentage of electronic board agendas that are assembled and ready for disc transfer by 12:00 noon every Friday	95%	95%	95%
Percentage of Ordinances, Resolutions and motions that are signed, filled and indexed within three weeks of date enacted	85%	90%	90%
Board meeting minutes completed and submitted within 30 days	85%	90%	90%
Percentage of requests for municipal records or information that is answered within two working days	95%	95%	95%
Percentage of items on the Board Request Summary that are completed by the original deadline	85%	90%	90%
Percentage of items on the Individual Board Request Summary that are completed by their original deadline	85%	90%	90%
Percentage of live meetings broadcast on time	100%	100%	100%
Create new programming	10 hours	10 hours	10 hours





# Community Programs



## Mission Statement

To effectively administer and maximize the Future Little Rock PIT/ CYF funds authorized under Ordinance 16,496 (and other funds) in order to provide the community with quality programs that utilize citizen involvement, proven practices, and standardized process with the goal of improving positive outcomes and the quality of life

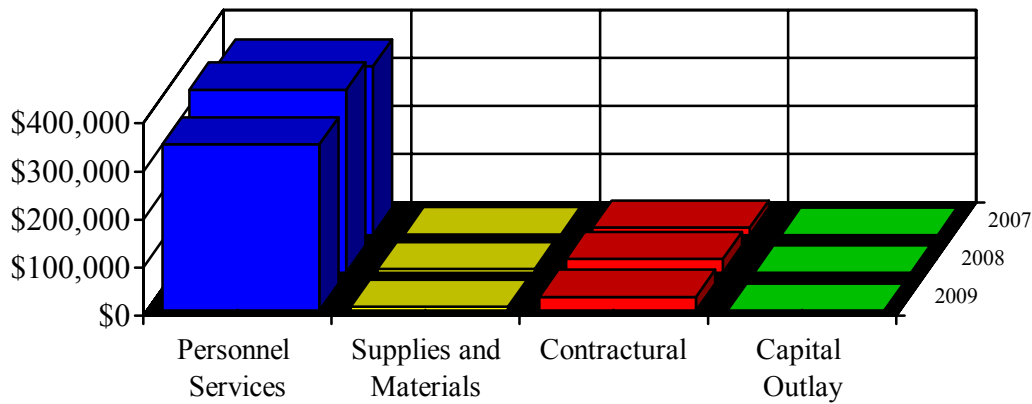
Community Programs

Expenditure Budget

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$349,981	\$355,988	\$325,797
Supplies and Maintenance	1,129	7,200	7,243
Contractual Services	18,458	28,500	28,500
Capital Outlay	0	0	0
<b>Total</b>	<b>\$369,568</b>	<b>\$391,688</b>	<b>\$361,540</b>

<b>Staffing</b>	8	8	7
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$361,540	-7.70%



Community Programs

2008 Department Priorities	Status
Administered and funded over 40 programs based on best practices through PIT funds.	Completed
Little Rock received prestigious recognition as one of the 100 Best Communities for Young People for the third straight year in 2008 by the America's Promise Alliance.	Completed
Provided \$875,000 PIT dollars to employment and recreational activities for over 900 Little Rock youth in the summer of 2008.	Completed
Enrolled 421 youth through Community Summer Youth Employment and provided each with a week of free career and job-skills training.	Completed
Expanded the Summer Youth Employment Program from 2007 to over 400 young people, necessitating the need for additional mentors, which are older youth who have participated previously and coordinated the work sites.	Completed
Successfully completed the 2007-2008 Arkansas Dept. of Human Services, Division of Youth Services Juvenile Accountability Block Grant (JABG) to provide transitional programs and services to approximately 150 students at W.D. Hamilton Academy.	Completed
In 2008 delivered tobacco prevention education and awareness through classroom presentations, PIT after school programs, in LRSD classrooms, youth enrolled in other community-based programs. Community Programs staffed 7 booths at various conferences and community events; health fairs (approximately 100 in attendance at each event); 15 presentations in LRSD classrooms (approximately 375 youth from 2nd to 12th grade); KICK Butts Day at four community based programs (approximately 125 youth at each site).	Completed
Hosted a reception honoring 65 Little Rock students awarded the National Merit, Achievement, and Hispanic scholarships.	Completed



Community Programs

2009 Department Goals
Improve and enhance our customer service relationships with the PIT contractors.
Expand the summer employment program, especially involving an increased number of private businesses.
Provide assistance and support to the Children, Youth, and Families commission in reorganizing and addressing recommendations under amended ordinance approved by City of Little Rock Board of Directors.
Improve staffing assignments and devise creative strategies to better manage substantive work that must be done.
Move forward with work on developing quality standards for city-funded programs.
Work to develop a city wide professional development conference, highlighting youth transitions.
Begin process to assess PIT programs to determine to what extent youth and community needs are being addressed through PIT programs and services.
Examine program budgets regularly to monitor expenditures to maximize efficient use of funds.
Promote good public relations and expand the awareness of the work and services provided by the Community Programs Department.
Continue to promote and increase the use of the 100 Best Communities for Youth People.
Continue to bring outside funding opportunities to the Department of Community Programs.



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Community Programs

**DEPARTMENT:** Community Programs **Fund:** General  
**Budget:** \$361,540

**OBJECTIVES:**

**Organization: 101501 Community Programs Administration**

To ensure the effective implementation, administration and evaluation of City social services and human services programs assigned to the department and to serve as a resource for citizens, resident groups, neighborhood associations and other community based organizations providing these services.

**Organization: 101503 Community Programs Operations**

To develop, implement and coordinate the City social and human services related programs and to provide coordinated staff support to the City commissions, task forces and committees related to social and human services that are assigned to this department.

The departmental goals and objectives link with the BOD Policy Statement for Safe City and Basic Quality of Life.

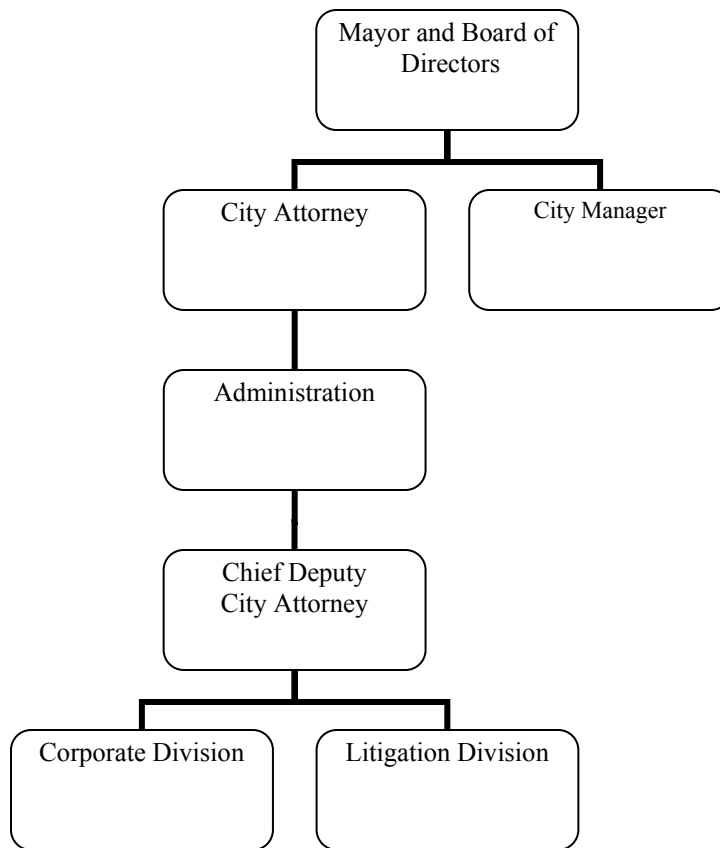


**Community Programs**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Number of Prevention, Intervention & Treatment (PIT) contracts	50	50	50
Number of PIT programs monitored	50	50	50
Number of youth employed by Summer Youth Employment and Recreation contracts	400	425	500
Number of RFPs advertised and downloadable from City's website	8	25	25
Number of CYF Commission meetings administratively supported and made public	12	6	12
Number of small contracts (\$1,500-5,000) for special events	6	10	12
Collaborate with community organizations in Special Events such as Recovery 20:20, EITC, National Merit Scholars reception, America's 100 Best Communities, 1000 Youth Service Day, Tobacco Prevention and education, Arkansas Coalition on Juvenile Justice	6	8	10



# City Attorney



## Mission Statement

To provide legal assistance and representation for the City of Little Rock and its Boards and Commissions.

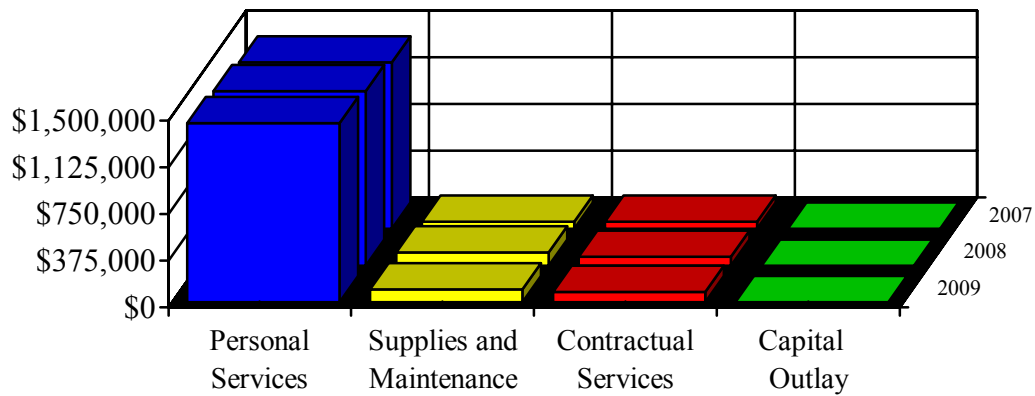
City Attorney

**Expenditure Budget**

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$1,334,928	\$1,423,301	\$1,437,861
Supplies and Maintenance	82,025	108,176	104,575
Contractual Services	57,265	78,071	83,337
Capital Outlay	0	0	0
<b>Total</b>	<b>\$1,474,218</b>	<b>\$1,609,548</b>	<b>\$1,625,773</b>

<b>Staffing</b>	18	19	19
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,625,773	1.01%





City Attorney

2008 Department Priorities	Status
Handled litigation in civil rights, land use planning, environmental and other types of state and federal litigation.	Ongoing
Handled transactional issues including: contracts; contract extensions; contract negotiations; annual audits; leases; review appraisals; opinions; memos; RFPs; RFQ's; ordinances; resolutions; deeds; bylaws; Board of Director's communication; transition plans; bankruptcy cases; research and provision interpretation.	Ongoing
Provided legal representation for the LR Board of Directors; and other City boards, commissions, review committees, task forces; and all City departments.	Ongoing
Contracted a consultant for the Nauden v. CLR case.	Completed
Responded to various legal issues from outside agencies such as MEMS and the LR Convention and Visitor's Bureau and FOIA requests.	Ongoing
Prepared and responded to discovery requests.	Ongoing
Conducted training for various seminars and conferences.	Completed
Handled over 2,400 environmental court cases in 2008; continue to handle new cases daily.	Completed
Abated properties and monitored potential properties in the Criminal Abatement Program.	Ongoing
Handled over 1,300 Truancy cases; continue to handle new cases weekly.	Ongoing
Conducted continuing learning education (CLE) program at the Williams Bowen School of Law.	Completed
Streamlined intra-office tracking system.	Completed



**2009 Department Goals**

Continue working closely with all Boards, Commissions, Task Forces, Review Committees, departments and citizens for efficiency and effectiveness measures.

Continue teaching various programs and seminars to outside agencies and attorneys.

Maintain awareness of federal law and regulation.

Continue to maintain an excellent reputation for municipal law within the State of Arkansas and within the region.

Continue to maintain an efficient turn around time frame for request, opinions, contracts, ordinances, resolutions and review/research.

Develop intra-office guidelines and policies on a variety of topics.

Work with the Arkansas Municipal League at developing a system in which legal departments use West law for one cost.

Continue to research educational opportunities (CLE) to increase knowledge of the law and enhance leadership skills required to maintain certification.

Attend administrative support training programs.

Continue timely response to FOIA requests.

Continue to be lead department on Criminal Abatement Program.

Continue to find innovative ways to improve overall operations.

Implement a document imaging system in order to go paperless.

Continue timely turnaround for reviews, research, opinions and memorandums.

Centralize all communications to this office for efficiency and tracking purposes.

Continue CLE programs and deadly force, civil liability and search and seizure lectures to the LRPD.



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City Attorney

**DEPARTMENT:** City Attorney **Fund:** General  
**Budget:** \$1,625,773

**OBJECTIVES:**

**Organization: 101801** City Attorney

To provide adequate administrative controls to ensure the delivery of effective legal review of all City programs established by the Board of Directors and the administration of the City; to ensure that effective legal representation is provided for all lawsuits brought by or against the City; and to ensure that legal counsel is provided for all City boards, commissions, and departments.

To provide legal representation to all City departments, boards, and commissions dealing with commercial transactions; to address major issues dealing with the constitutionality of relevant municipal laws and statutes; to provide legal review of all election law issues; to monitor all legislation affecting the City of Little Rock; to provide legal representation on all employment, personnel or labor related issues, to provide legal advice on collective bargaining agreements and to render legal opinions to all City departments on various labor employment issues; to provide legal research and counsel on tort issues against the City, to provide legal representation dealing with the regulation of land, and provide educational training on issues relating to tort liability, labor employment issues and relevant land use issues.

To represent all City departments, boards, and commissions in all litigation in state and federal court; to file litigation to collect all delinquent monies owed to the City; to prosecute all cases filed in District Traffic Court; to prosecute all ordinance violations in District Court; to prosecute all cases appealed to circuit or other appellate courts; to represent the City in all constitutional tort actions or claims for damages and condemnation and dilapidated housing litigation.

The departmental goals and objectives link with the BOD Policy Statement for a Safe City.

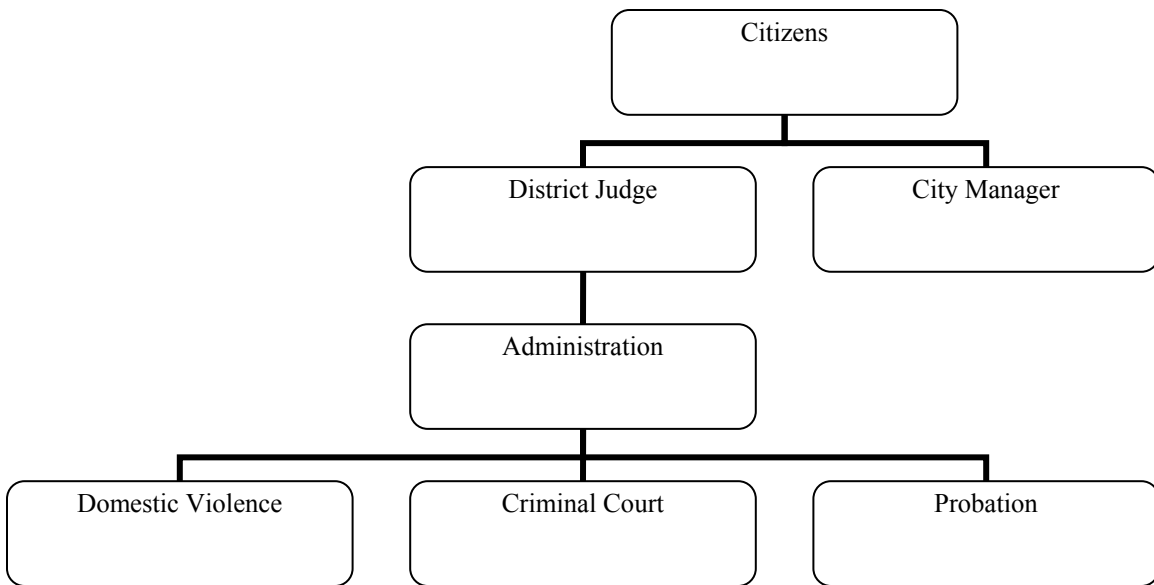


**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Environmental Cases	2,000	2,400	2,500
Traffic Cases	3,100	2,500	3,000
Truancy Cases	1,200	1,300	1,300
Litigation Cases	36	49	49
Percentage of contracts, resolutions, ordinances, RFP's, RFQ's, memos, opinions (drafted) within two weeks	80%	95%	100%
Percentage of contracts, resolutions, ordinances, RFP's, RFQ's, memos, opinions (reviewed) within two weeks	80%	95%	100%
Criminal Abatements/Nuisances	6	6	8
Percentage of FOIA answered within three working days	100%	100%	100%



# District Court First Division



## Mission Statement

To provide the public with impartial and timely adjudication of criminal offenses; to divert offenders from criminal activity and increase public accountability through probation, drug testing, victim restitution and community service programs.

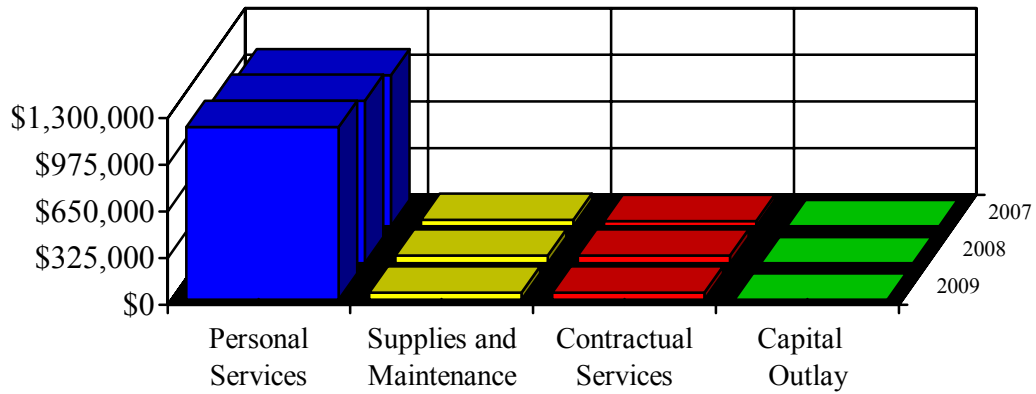
District Court First Division

**Expenditure Budget**

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$1,107,240	\$1,160,414	\$1,184,781
Supplies and Maintenance	46,509	50,519	51,382
Contractual Services	35,970	51,700	51,700
Capital Outlay	0	0	0
<b>Total</b>	<b>\$1,189,720</b>	<b>\$1,262,633</b>	<b>\$1,287,863</b>

<b>Staffing</b>	21	21	21
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,287,863	2.00%



2008 Department Priorities	Status
Continued to search for a court building that will house all 3 District Court Divisions and their staffs.	Ongoing
Scanned all case files for record keeping purposes.	Ongoing
Remodel court rooms to accommodate all facets of security and safety for employees and judges.	Ongoing
Continued to direct overall operations of Criminal Court within the guidelines of the Arkansas State Statutes, ordinances and policies of the City of Little Rock; providing management direction to staff insuring accountability and accessibility to the citizens of Little Rock.	Ongoing



**2009 Department Goals**

Relocate to a new court building; housing Traffic, Environmental and Criminal courts.

Provide and administer justice and equity in a professional manner in the courtroom and workplace.

Continue to direct overall operation of Criminal Court with the guideline of the Arkansas State Statutes and the City of Little Rock ordinances and policies; provide management direction to staff and to ensure accountability and accessibility to citizens and to ensure that professional courteous customer service is provided daily.





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District Court First Division

**DEPARTMENT:** District Court First Division      **Fund:** General  
**Budget:** \$1,287,863

**OBJECTIVES:**

**Organization: 102101**      **District Court First Division**

To direct overall operation of criminal, civil and small claims courts to ensure legal compliance, efficiency, and public accountability.

To provide administrative support to criminal court proceedings, to respond efficiently to public inquiries and maintain legal documents, court records, and calendars.

To provide impartial and timely adjudication of criminal, civil and small claims cases tried in this court.

Provide administrative support to the court in civil and small claims matters; to provide clerical support inside the office and courtroom, assisting the public, and maintaining legal documents, court records and calendars.

Provide court informed sentencing recommendations, monitoring conditions and compliance of probationers; coordinate and evaluate community service provided by probationers and track probation fees and fines.

The departmental goals and objectives link with the BOD Policy Statement for a Safe City.

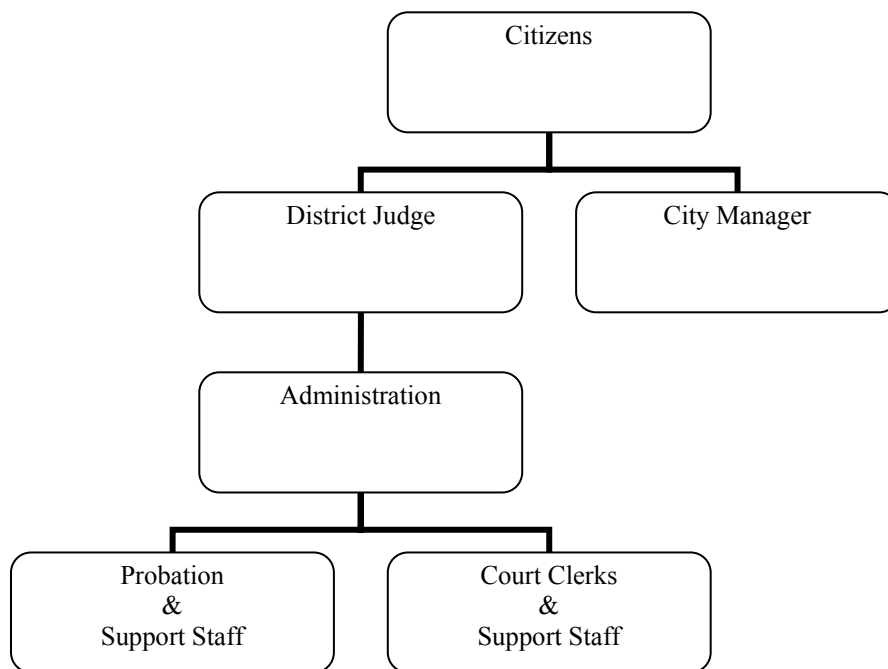


**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Percentage of arrests with defendants in jail, where the defendant is given a hearing within 24 hours according to State Statutes	100%	100%	100%
County Jail is officially notified of bond requirements on the day of the hearing	100%	100%	100%
Subpoena's issued without errors	100%	100%	100%
Warrants issued within 24 hours of request	100%	100%	100%
Offenders on the trial docket who received a judgment and all court paperwork within 2 hours of their scheduled arrival at court and attorneys and witnesses are present	95%	95%	95%



# District Court Second Division



## Mission Statement

We seek to administer justice and equity.

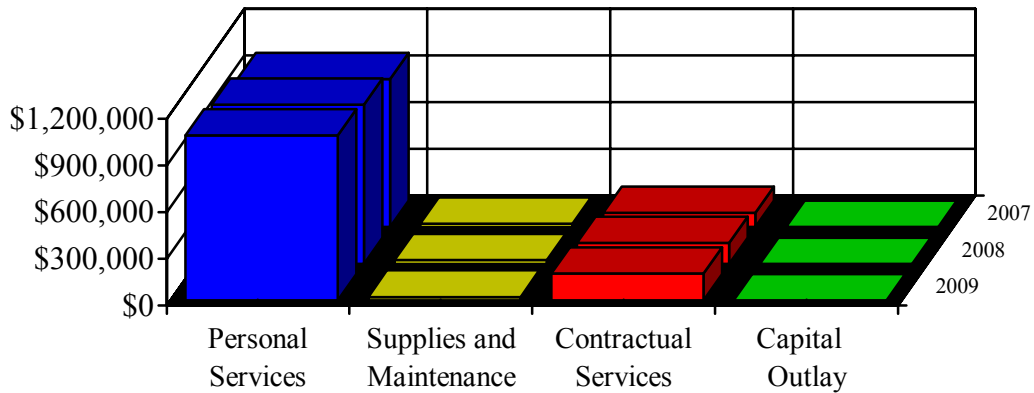
District Court Second Division

**Expenditure Budget**

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$964,475	\$1,001,489	\$1,027,568
Supplies and Maintenance	21,232	23,600	23,742
Contractual Services	142,338	164,167	164,244
Capital Outlay	0	0	0
<b>Total</b>	<b>\$1,128,044</b>	<b>\$1,189,256</b>	<b>\$1,215,554</b>

<b>Staffing</b>	20	20	20
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,215,554	2.21%



District Court Second Division

2008 Department Priorities	Status
Processed 40,000 new violations.	Completed
Disposed of 43,000 violations.	Completed
Processed 440 DWI's.	Completed
Installed new security and access control system for court building with most of funding provided by Homeland Security.	Completed





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District Court Second Division

**DEPARTMENT:** District Court Second Division      **Fund:** General  
**Budget:** \$1,215,554

**OBJECTIVES:**

**Organization: 102201**      **District Court Second Division**

To direct the overall operation of the traffic court within established policies and laws; to provide management direction to staff; to insure accountability and accessibility to the public; and to make sure that the best customer service possible is provided. Management also seeks to provide the necessary needs to staff members enabling them to perform their jobs to the best of their ability and to provide the opportunity to obtain any additional training needed or requested.

To provide a variety of support services by imposing conditions and monitoring compliance of probationers; to provide pre-sentence information and evaluation; to provide security, support and bailiff services in the courtroom; and to screen traffic tickets in a proper manner.

To provide clerical services inside and outside the courtroom by preparing, maintaining and updating legal documents court records and calendars.

To insure that all traffic citations are entered and updated in the computer accurately and in a timely manner and then filed in the appropriate place.

The departmental goals and objectives link with the BOD Policy Statement for a Safe City.



District Court Second Division

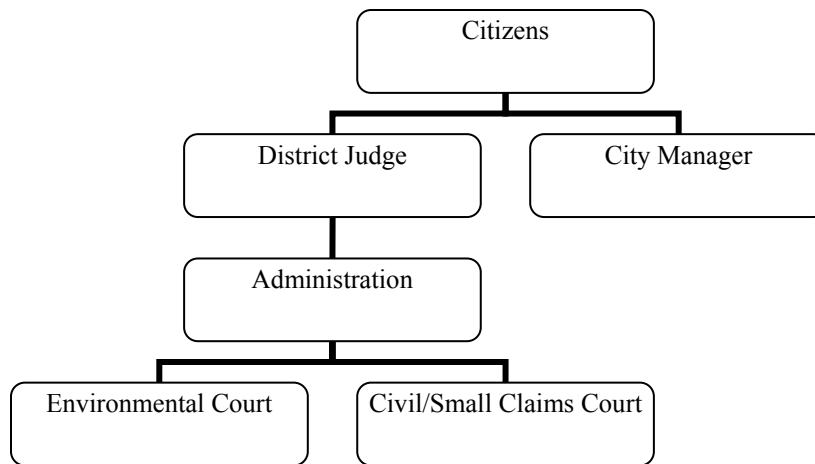
Service Measures

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Percentage of offenders with no mandatory court appearances handled by the court within 10 minutes (exclusive of paying fines to Finance Department cashiers).	95%	95%	95%
Percentage of offenders with mandatory court appearances handled by the court within 10 minutes (exclusive of paying fines to Finance Department cashiers).	93%	94%	94%
Percentage of commitment orders processed the same day issued.	100%	100%	100%
Percentage of tickets entered into the public safety system the same day received from the Police Department.	99%	99%	99%
Percentage of dispositions updated in the public safety within 24 hours.	99%	99%	99%
Percentage of driver's license suspensions and reinstatements processed within 24 hours.	99%	99%	99%





# District Court Third Division



## Mission Statement

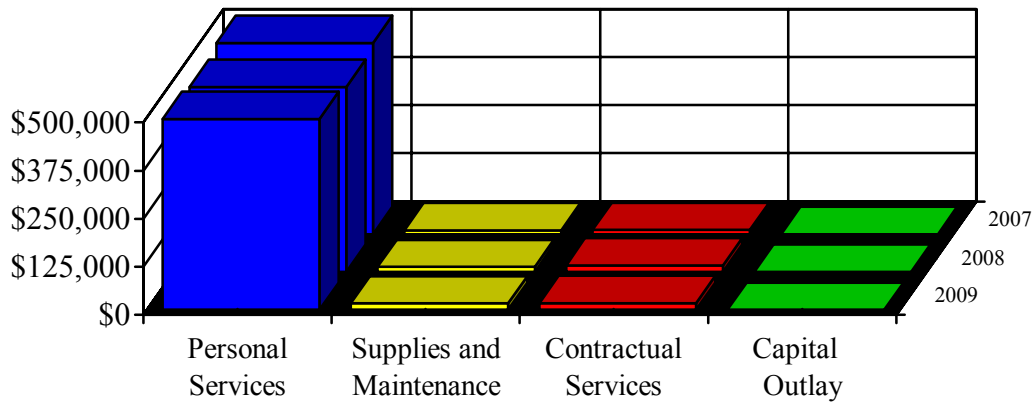
To provide impartial and timely adjudication and impose sanctions for code violations to insure that neighborhood conditions are improved to comply with accepted health and safety standards. To provide the public with timely and impartial adjudication of civil and small claim matters.

District Court Third Division

**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$495,931	\$467,458	\$471,526
Supplies and Maintenance	9,639	14,313	14,340
Contractual Services	10,643	17,016	17,016
Capital Outlay	0	0	0
<b>Total</b>	<b>\$516,213</b>	<b>\$498,787</b>	<b>\$502,882</b>
<b>Staffing</b>	<b>7</b>	<b>7</b>	<b>7</b>

Total Allocations By Fiscal Year And Account Category



Resources for Budget  
100 General Fund

FY 09 Proposed Budget	% Change from Prior Year
\$502,882	0.82%



District Court Third Division

2008 Department Priorities	Status
Upgraded computer systems for Environmental and Civil/ Small Claims division.	Completed
Implemented a document imaging system that interfaces with the Criminal and Traffic Division.	Completed
Provided adequate training for clerks, probation officers and the judge.	Completed
Continue to ensure that neighborhood conditions were improved to comply with health and safety standards.	Ongoing





**District Court Third Division**

**DEPARTMENT:** District Court Third Division      **Fund:** General  
**OBJECTIVES:**      **Budget:** \$502,882

**Organization: 102301**      **District Court Third Division**

To direct the overall operation of the Court to ensure legal compliance, provide management direction and public accountability.

To provide impartial and timely adjudication and impose sanctions for code violations to ensure that neighborhood conditions are improved to comply with accepted health and safety standards.

To provide clerical support inside and outside the courtroom by preparing and maintaining legal documents, courts records and respond to public inquiries.

To provide a variety of support services by imposing conditions and monitoring compliance of probationers; to provide pre-sentence information and evaluation; to coordinate and evaluate community service projects.

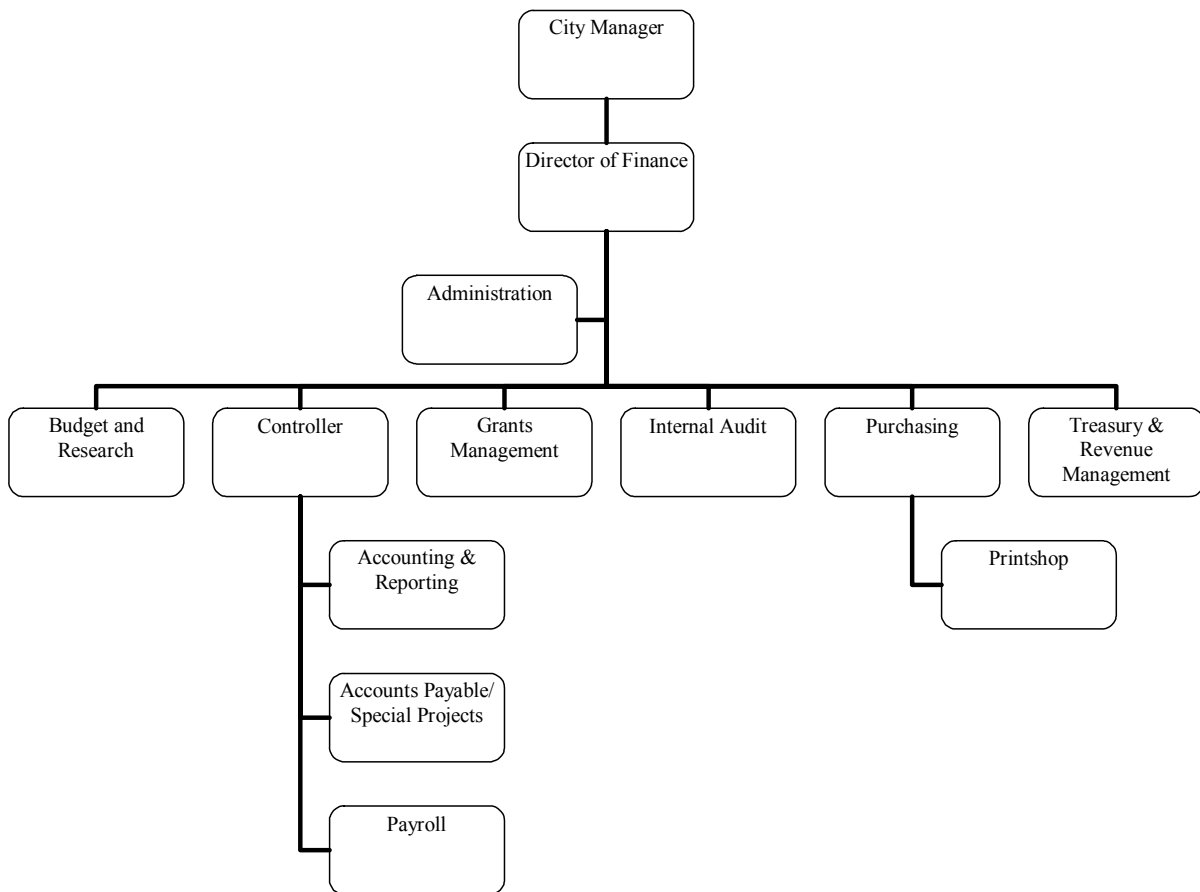
The departmental goals and objectives link with the BOD Policy Statement for a Safe City.

**Service Measures**

<u>Activity</u>	<u>Actual</u> <u>2007</u>	<u>Budget</u> <u>2008</u>	<u>Est.</u> <u>2009</u>
Percentage of life-threatening violations of housing codes heard within seven (7) days of the date the citation is issued.	99%	99%	99%
Percentage of warrants issued within twenty-four (24) hours of failure to appear.	99%	99%	100%
within twenty-four (24) hours of hearing.	99%	99%	100%



# Finance



## Mission Statement

To manage the financial affairs of the City in accordance with all legal requirements in the highest standards of ethical and professional conduct; and to advise the City Manager and other City departments on any financial issues.

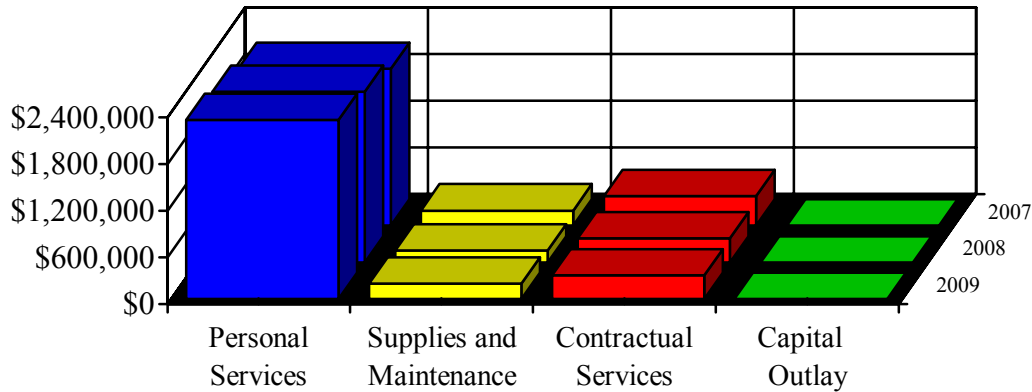
Finance

**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,011,204	\$2,222,313	\$2,246,507
Supplies and Maintenance	194,676	168,828	175,498
Contractual Services	383,101	310,740	304,912
Capital Outlay	0	0	0
<b>Total</b>	<b>\$2,588,980</b>	<b>\$2,701,881</b>	<b>\$2,726,917</b>

<b>Staffing</b>	44	44	44
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,726,917	0.93%



Finance

2008 Department Priorities	Status
Obtained GFOA Certificate of Recognition for 2008 Budget Preparation.	Completed
Obtained GFOA Certificate of Achievement for Financial Reporting FY07 CAFR.	Completed
Completed implementation of the Lawson Human Resources/Payroll software.	Completed
Implemented effective, on-going employee training program for Lawson financial applications.	Ongoing
Developed FY08 short-term financing plan, issue temporary note, and ensure timely purchase of items.	Completed
Monitored and ensured that grant awards are completed in accordance with federal and state regulations.	Ongoing
Ensured adequate internal control environment for all Lawson applications during and after implementation of Lawson software.	Ongoing
Expanded on-line payment applications for business licenses to other various City revenues to enable citizens to pay for services via the internet.	Ongoing
Limited Audit Findings in 2008.	Ongoing





Finance

2009 Department Goals
Obtain GFOA Certificate of Recognition for 2009 Budget Preparation.
Obtain GFOA Certificate of Achievement for Financial Reporting for FY08 CAFR.
Implement effective, on-going employee training program for Lawson financial applications.
Develop FY09 short-term financing plan, issue temporary note, and ensure timely purchase of items.
Improve Grant Applications and Compliance Monitoring: Educate and monitor to ensure that grant awards are completed in accordance with federal, state and city laws and regulations.
Assist departments in obtaining grant money by educating, coaching, providing technical assistance and writing grant applications.
Convert mainframe Business License system to Lawson.
Review and streamline business license fee categories and facilitate a committee review of the City's business license policy.
Facilitate, track, and report on City opportunities for awards under the American Recovery and Reinvestment Plan.
Limit Audit findings in 2009.
Provide departments with responsive turn around on requested bids, purchase orders and printing requests.
Establish a Protest Procedure for bids.



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Finance

**DEPARTMENT:** Finance **Fund:** General  
**Budget:** \$2,726,917

**OBJECTIVES:**

**Organization: 102501 Administration/Budgeting**

To aid the City Manager in the preparation of an operating budget that provides adequate resources to meet the City needs and that explains the budget to citizens; and to monitor compliance with the budget following its adoption by the Board.

To effectively manage the debt portfolio of the City and provide support services as well as financial management for all capital projects.

To provide administrative oversight to the Police and Fire Pension and Relief Funds.

**Organization: 102520 Internal Audit**

To safeguard City assets by constantly testing, evaluating and enhancing The City's internal control system, auditing selected fiscal activities, and ensuring compliance with grant contracts and state and federal grant regulations.

**Organization: 102530 Accounting and Reporting**

To provide accurate and efficient accounting and reporting for all public funds received for the City and maintained by the Finance Department.

To provide and maintain a systematic method of accounting for and controlling City's assets.

To implement, maintain, or enhance systems and procedures in order to ensure cost-effective and efficient use of City resources. This includes maintaining the integrity of current system output, monitoring security, and directing software implementation and user training for new or enhanced finance information modules.

**Organization: 102531 Special Projects/Accounts Payable**

To provide accurate and detail records of appropriations, revenue, expenditures and remaining balances of the City multi-year Special Projects and Bond projects.

To provide accurate and timely payment of all invoices properly submitted according to policy and procedure guidelines.



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Finance

**Organization: 102535 Payroll**

To produce accurate and timely payroll service to the employees of the City of Little Rock; to produce accurate payroll reports and provide accurate and timely payroll tax deposits to the various governments; and to coordinate the delivery of appropriate benefits to City employees.

**Organization: 102540 Treasury Management**

To administer the Privilege License Ordinance fairly and with minimal complaints; to collect revenues and to maintain adequate accounting records; and to initiate revenue generating ideas.

To invest funds in authorized investments that will produce an average return that exceeds the three-month T-bill return within a given fiscal year.

To achieve a current business license fee collection rate of 99%.

**Organization: 102550 Purchasing**

To support the delivery of City services by providing City departments with the quality and quantity of requested commodities and services at the lowest possible cost while complying with all legal requirements.

**Organization: 102555 Print Shop**

To provide total quality printing and mailing services to the City.

**Organization: 102560 Grants Management**

To provide oversight for grant administration and ensure that grants are managed in compliance with federal and state regulations.

The departmental goals and objectives link with the Statement of Management Policy for Financial Reporting.



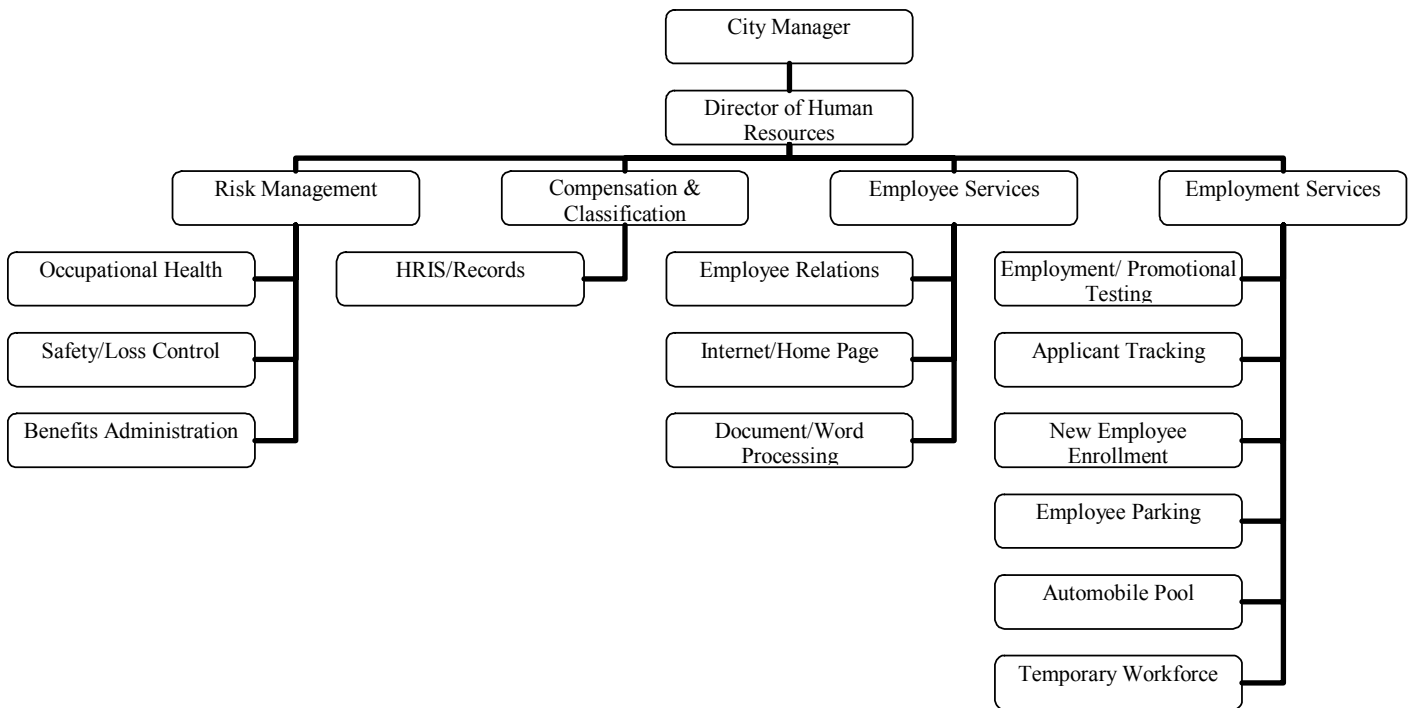
**Finance**

**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
CDBG/Home funds maintained and reconciled	\$2,700,000	\$3,000,000	\$3,000,000
Grants Monitored	35	80+	70+
Quarterly Grant Reports	10	8	12
Quarterly Financial Reports prepared	4	4	4
Monthly Financial Reports prepared	12	12	12
Comprehensive Annual Financial Report prepared	1	1	1
Maintain 1099 reporting to the Federal Government	100%	100%	100%
Maintain a re-bid rate of less than 5%	<5%	<5%	<5%
Percent of printing projects completed within the time promised	95%	95%	95%
Bid Cycles for goods and services	25-30 days	25-30 days	25-30 days
Bid Cycles for construction projects	30-35 days	30-35 days	30-35 days



# Human Resources



### Mission Statement

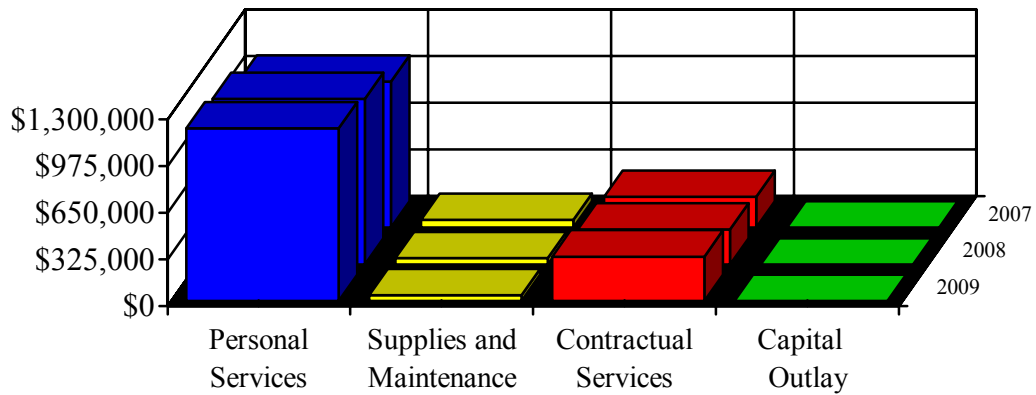
To provide managers, administrators, and other employees with services consistent with sound human resource principles, that contributes to an effective and efficient work force supportive of Little Rock Municipal Government operations.

Human Resources

**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,012,772	\$1,112,301	\$1,149,211
Supplies and Maintenance	54,503	42,839	41,771
Contractual Services	212,400	259,131	259,131
Capital Outlay	0	0	0
<b>Total</b>	<b>\$1,279,675</b>	<b>\$1,414,271</b>	<b>\$1,450,113</b>
<b>Staffing</b>	21	21	21

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,450,113	2.53%



Human Resources

2008 Department Priorities	Results
Reviewed bid for provider of COBRA/Retiree service versus 'in-house' options that may be available with Lawson software.	Completed
Expanded wellness related activities including review (internal and with Health Care Task Force) of trend data and established baseline for future analysis.	Completed
Reviewed Long Term Disability (LTD) coverage for appropriate changes prior to bid for Policy anniversary on May 1 (review pre/post tax issues).	Completed
Updated Pension Plan(s) to ensure compliance with Pension Protection Act and changes required by Lawson system.	Completed
Reviewed 401(a) executive pension plans to search for a simplified platform for providing the pension benefit.	Completed
Added training programs (e.g. Storm Water Run-off reporting/prevention) to existing programs plus increase various safety audits.	Ongoing
Initiated comprehensive review of the City's current health care coverage.	Completed
Coordinated with the Little Rock National Airport and the Little Rock Port Authority to develop a priority list of objectives/projects for action by the federal lobbying firm.	Completed
Developed (and distributed) Request For Proposal, purchase and implement a new applicant tracking and recruitment software system (2007 plans were delayed due to Lawson implementation).	Completed
Researched the marketplace and national best-practices for other options for 2008 Firefighter testing.	Completed
Conducted several small group brown-bag lunch training sessions for employees on topics such as customer service, workplace ethics and sexual harassment.	Completed



2009 Department Goals
Implement a competency driven job interview system. Hiring authorities will have the option of using the traditional interview approach, or participating in the Competency-Base Job Interview training (which includes identifying competencies and linking those to the job description).
Research and purchase a computer based Fire Scenario Test Development and Administration system for early 2010 Fire department promotion activities - allow customization of both the scenarios and rating criteria, while providing a video based test product.
Research the possibility of replacing the Entry Firefighter Structured Interview with a computer/video based system which still tests for first day on the job skills/competencies (stress tolerance, teamwork, etc.) without the need for an interview panel. This would require a change in the Civil Service Guidelines.
Complete Security Guard Provider Selection – coordinate detailed contract provisions with affected Departments.
Research an online review, revision and approval process for job description modification/creation.
Create a database for LR Fire Department staff for access to approved applicant information, e.g. names, addresses, group statistics.
Provide timekeeper training including policy interpretation and Lawson reviews.
Complete COBRA/Retiree Provider Selection.
Complete Vaccination Cycle for Fire Grant.
Employee/Manager self service – finalize review of advantages and disadvantages of implementation.
Issue 2009 Benefits Statements – prior to Enrollment Meetings





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Human Resources

**DEPARTMENT:** Human Resources **Fund:** General  
**Budget:** \$0

**OBJECTIVES:**

**Organization: 102701 Human Resources**

To provide administrative human resource management support to all departments; to establish, implement, review and modify policies and procedures.

To act as the Civil Service Commission's secretary by providing all necessary services, including required information, minutes, and documentation of specific personnel actions; and to ensure that the Commission's actions comply with Civil Service regulations and statutes.

To successfully negotiate labor agreements and promote a working relationship with union and non-union employee groups; to ensure that personnel policies and procedures are accurate and current; to ensure that employees are informed concerning City policies and procedures and to provide a grievance and disciplinary appeal process for employees.

To provide salary ranges that are internally equitable; to ensure compliance with Federal and State regulatory guidelines; and to ensure administration of the compensation program on an objective and consistent basis.

To provide for Equal Employment Opportunity for all employees and for all persons seeking employment with the City by ensuring that all employment policies and practices are in compliance with Federal, State, and local regulations; and to promote a diverse work force representative of the availability of minorities and females.

To administer entry level and promotional selection procedures according to professional and legal standards; to support the effective use of human resources within the City.

To receive, process and maintain applications and related documents for all City positions; to recruit applicants for all City positions as needed.



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Human Resources

To administer benefit programs provided for City employees, including insurance coverage, non-uniform pension, deferred compensation, Premium Only Plan, and Employee Assistance Program to ensure that quality benefits are provided within financial and legal constraints.

To provide a cost-effective self-funded Workers' Compensation program which meets legal requirements and to reduce the City's risk of loss due to accidents.

To maintain complete and accurate employee records; to ensure integrity and audit trail of computerized position control data base; and to ensure that employee status changes and leave usage comply with City policy and procedures and are recorded in a timely accurate fashion.

To meet the department's temporary support needs at cost below that of other temporary agencies; and to enhance recruiting for full-time clerical/administrative support positions by maintaining a large pool of potential applicants with documented performance with the City.

To ensure that City property is protected and restored in the event of casualty, vandalism, theft or other destructive acts and to minimize the impact of loss of property on the operating department responsible for the property.

To ensure that all new hires are properly enrolled in payroll system and applicable benefits programs.

To ensure that applicable pre-hire screening requirements, including qualifications assessment, medical examinations, drug testing and background checks are concluded before new-hires are placed on the payroll.

The departmental goals and objectives link with the BOD Policy Statement for Basic City Services and Quality of Life.



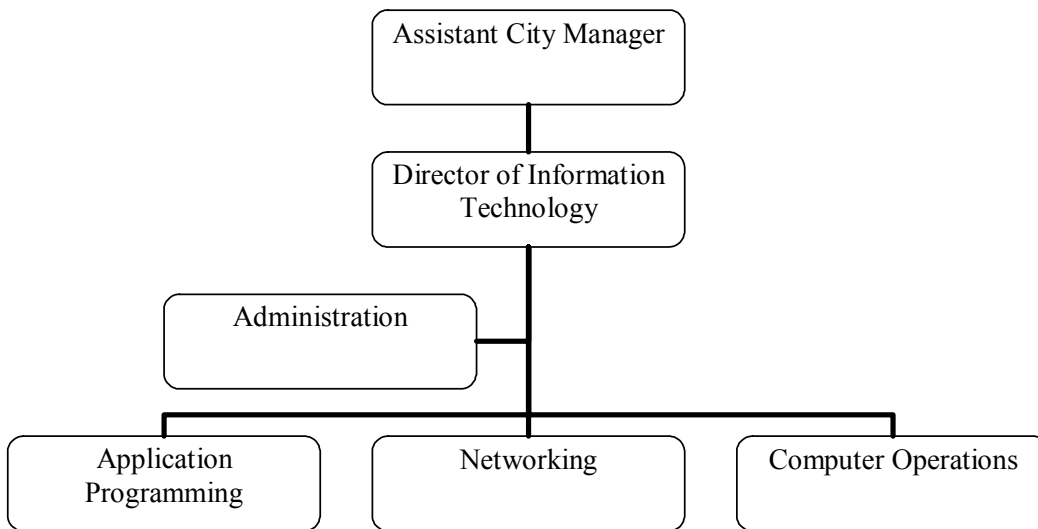
Human Resources

Service Measures

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Ninety-five percent of Workers' Compensation Claims to Workers' Commission within ten (10) days of incident.	100%	95%	100%
Maintain twenty-eight days as the average number of working days to complete an <u>external</u> competitive recruitment process, from the completion of a properly completed HR-1 to the transmittal of a final list of candidates to the hiring authority.	23.07	23.02	23
Maintain twenty days as the average number of working days to complete an <u>internal</u> competitive recruitment process from the completion of a properly completed HR-1 to the transmittal of a final list of candidates to the hiring authority.	12.1	16.01	16
Maintain total TempStaff administrative fee collections	\$114,798	\$106,921	\$95,000
100% of promotional lists being available for certification at the expiration of the preceding eligibility list for the Fire Apparatus Engineer, Fire Captain, Battalion chief, Police Sergeant and Police Lieutenant.	100%	100%	100%
Maintains sixty days as the average number of working days to present completed documents for review to the department requesting a review of a classification or classification of a new classification.	42 days	33 days	60 days
Complete 95% of verification of employment forms within one working day.	100%	100%	100%
Complete 100% of Employment Security Division unemployment benefit forms within one (1) working day taking more initiative to obtain supporting documentation relating to reason for separation.	100%	100%	100%
Complete 100% of data entry for all disciplinary actions, resignations, requests for personnel, salary changes, etc., within one (1) day of receipt.	100%	100%	100%
Complete recommendations regarding equity review requests within ten (10) working days.	1 day	8.29 days	10 days



# Information Technology



## Mission Statement

To provide mainframe based data processing services including systems design, computer programming, network services, telephone services, computer operations, and computer hardware maintenance to all city departments.

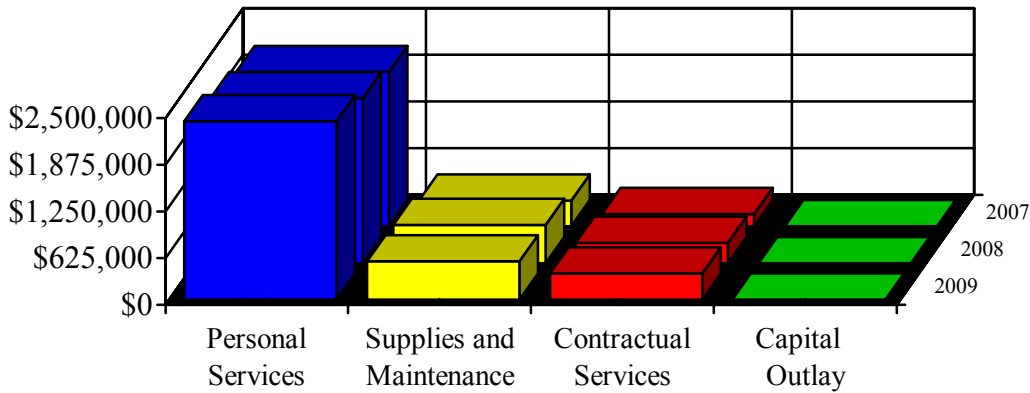
Information Technology

**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,064,191	\$2,352,935	\$2,387,890
Supplies and Maintenance	340,835	513,555	511,578
Contractual Services	229,191	308,490	308,490
Capital Outlay	0	0	0
<b>Total</b>	<b>\$2,634,217</b>	<b>\$3,174,980</b>	<b>\$3,207,958</b>

<b>Staffing</b>	34	35	36
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$3,207,958	1.04%



Information Technology

2008 Department Priorities	Status
Worked with all city departments to create comprehensive disaster recovery policy and procedures.	Completed
Cross trained the helpdesk personnel with the 2nd level techs so that when answering calls on the help desk, problems are resolved remotely.	Completed
Implemented new On-line Burn Permit system with payment options. This was the first of several web based revenue generating systems. Replaced the INA parking ticket system with one of our own using the new payment (PayPal) method.	Completed
Expanded the use of the MobiLynx mapping software to provide AVL to all who acquire a license. The police department ordered several new PC's for the 911 center for this purpose.	Completed
Moved into production Lawson Payroll, Human Resources, and Budget.	Completed
Created reports/screens for Payroll/HR to help with the transition from NIPS to Lawson.	Completed
Created interfaces needed by Payroll/HR for internal and external sources.	Completed
Constructed Fire procurement systems to submit requests to Central Fire Stations so remote stations can keep themselves properly stocked.	Ongoing
Implemented new software system for Housing and Neighborhood Programs and Planning Department.	Ongoing
Converted criminal court from optical jukebox to fiber channel drive array.	Completed
Implemented new NAC server security system for a better overall network security.	Completed
Implemented Microsoft upgrade procedures to automate work station OS patch upgrades.	Completed









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Information Technology

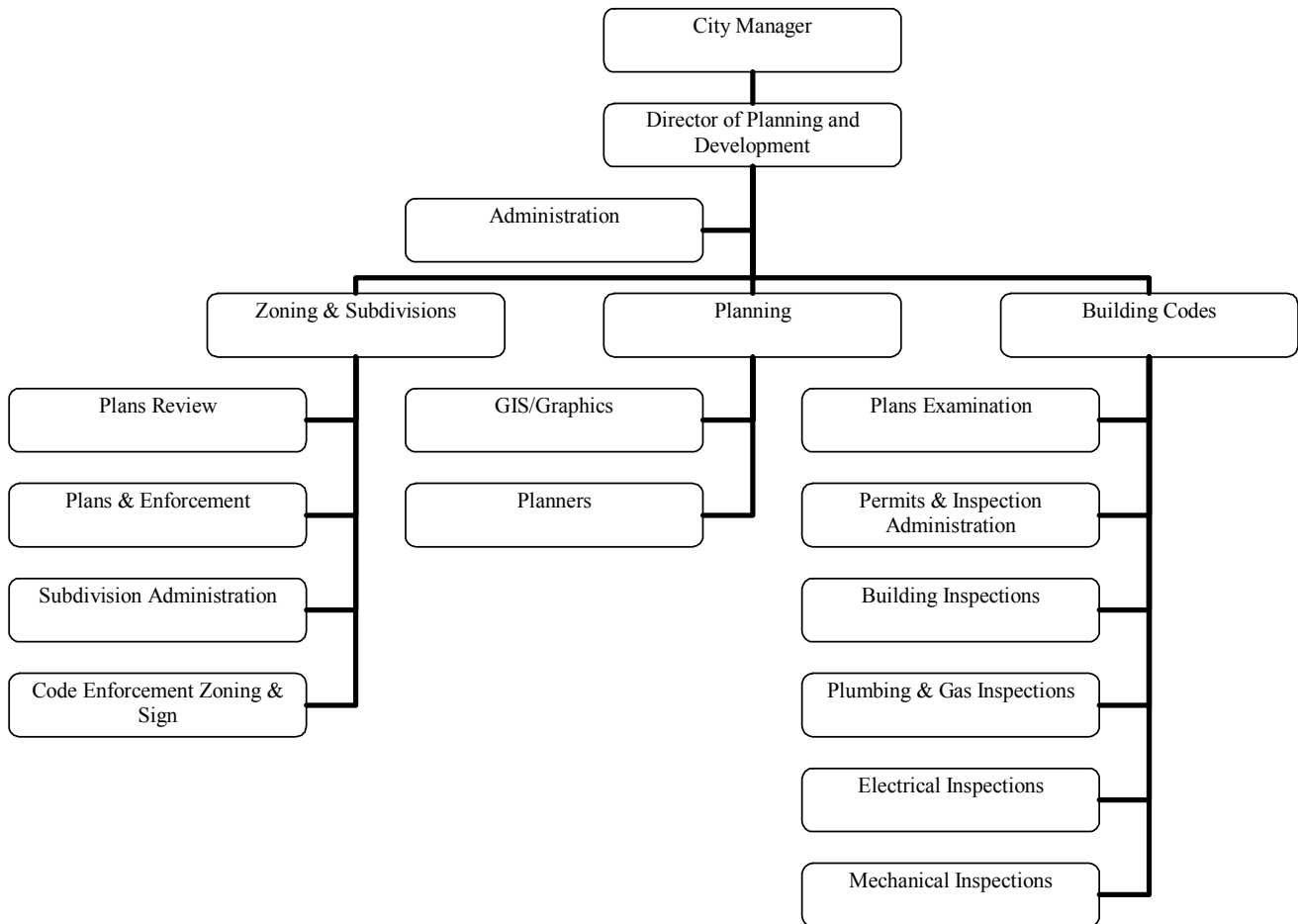
Service Measures

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<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Computer network availability (Working hours)	99%	99%	99%
Mainframe availability	99%	99%	99%
Response to mainframe problems within 1 hour	99%	99%	99%
Staff rates trouble tickets service as satisfactory or better	92%	92%	94%
Computer network virus prevention	100%	100%	100%



# Planning & Development



## Mission Statement

To enhance the quality of life for the citizens of Little Rock by providing a department, which encourages quality growth, development and redevelopment and stabilization of neighborhoods through a concentrated effort of planning, land use controls, permitting, and enforcement.

Planning and Development

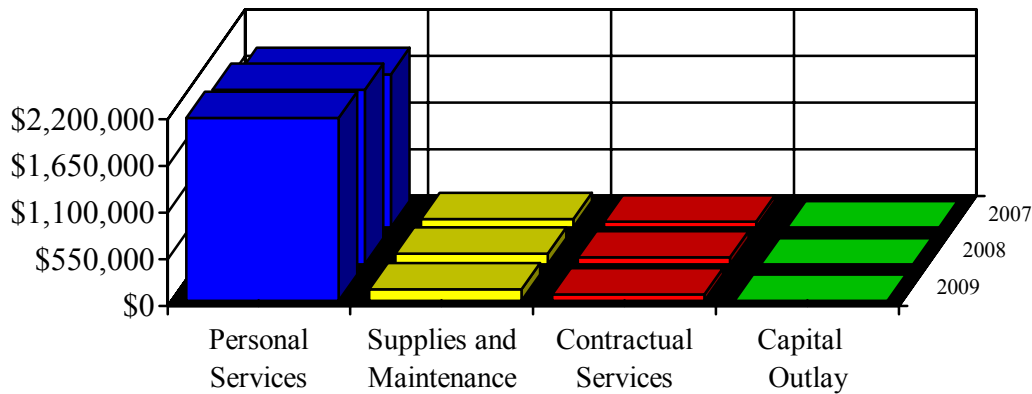
**Expenditure Budget**

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$1,803,414	\$2,040,555	\$2,100,102
Supplies and Maintenance	116,192	122,826	135,955
Contractual Services	67,835	79,421	79,459
Capital Outlay	0	0	0
<b>Total</b>	<b>\$1,987,441</b>	<b>\$2,242,802</b>	<b>\$2,315,516</b>

**Staffing**

41	41	41
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,315,516	3.24%



2008 Department Priorities	Status
Completed the first phase of the 2010 Pre-Census Review.	Completed
City-Wide Preservation Plan: The planning process started with the selection of a consultant. The target completion date for the plan is May, 2009 and the planning effort is on schedule.	Ongoing
Started working with a group of stakeholders on a comprehensive review of the Downtown Framework Future Plan.	Ongoing
Completed a review of the Master Street Plan and developed a revised draft document.	Completed
Completed the review of the Landscape and Tree Protection Ordinance and started the public hearing process.	Completed
Reviewed and processed approximately 250 requests for preliminary plats, planned developments, site plans, rezonings, conditional use permits and variances.	Completed
The Zoning Enforcement section responded to and followed up to compliance approximately 2500 alleged land use violations; reviewed compliance for approximately 480 residential building permit requests; and reviewed for compliance approximately 1070 business license applications.	Completed
The Landscape Code Administration section reviewed, assessed and responded to 400 landscape and development plans, made 221 site inspections and reviewed landscape variances.	Completed
The Extended Stay Motel/Hotel Ordinance was adopted and implementation started with the inspection of the first motel.	Completed
Continued to be part of the CAP effort to address problem properties, nuisance violations and unsafe structures.	Ongoing
Several unsafe commercial structures were boarded and secured or razed and removed.	Ongoing







**Organization: 103310    Planning**

To provide urban design, mapping and graphic services for the department, and to prepare sketches, plan maps, special study graphics and urban design products to be utilized by citizens, developers, Planning Commission, Board of Directors, Board of Adjustment and other City departments.

To monitor and work with property owners and businesses in the River Market District as well as to staff the River Market Review Committee; and to work with groups and property owners on possible Overlay Districts; and to work with neighborhood groups, organizations and individuals on Neighborhood Plans and Updates.

To maintain the Department's section of the City Web-site; and to provide assistance and review of annexation requested to the City.

**Organization: 103320    Zoning and Subdivision**

To assist in the beautification of the City through administration and enforcement of the landscape code that sets minimum standards for screening and landscaping of properties located in commercial and industrial districts.

To provide community, Board of Directors, Planning Commission and Board of Adjustment with professional guidance when reviewing petitions or applications; and to provide for administration of various policies of the City related to positive growth, orderly expansions of neighborhood services and infrastructure and continuation of a high quality of life.

To provide the Planning Commission, community and developers with professional guidance in the development of land into lots and enforcement of rules and regulations; and to provide for administration of growth policies through proper design, review and development of new neighborhoods and infrastructure.

To maintain rules and regulations properly, work with the state in special zoning jurisdiction, and provide an opinion/research base for zoning and subdivision ordinances; and to provide a base from which to administer the policies of the City regarding growth management, plan implementation and citizen/developer involvement.



**Organization: 103320    Zoning and Subdivision**

To respond to requests for street abandonment, annexations, improvement district formation and street name change request; to provide an administrative base for public review of high quality of life; and to work with developers in public/private partnerships for capital improvement construction.

To provide the public and others with professional guidance and information about rules and regulations, and land development.

To assure compliance with land use regulations by review of development plans; and to investigate and enforce violations of the zoning code.

To assure that all commercial signs erected in the City comply with the sign code standards and are authorized by permit when requested.

**Organization: 103330    Building Codes**

To provide administrative support for operation of the building, electrical, plumbing and building code enforcement programs and miscellaneous permits including excavation, barricade, parade, utility cuts, blasting, house moving, demolition, and franchises; to collect fees; to maintain permit and inspection files; and to microfilm records for permanent storage.

The departmental goals and objectives link with the BOD Policy Statement for Basic City Services.



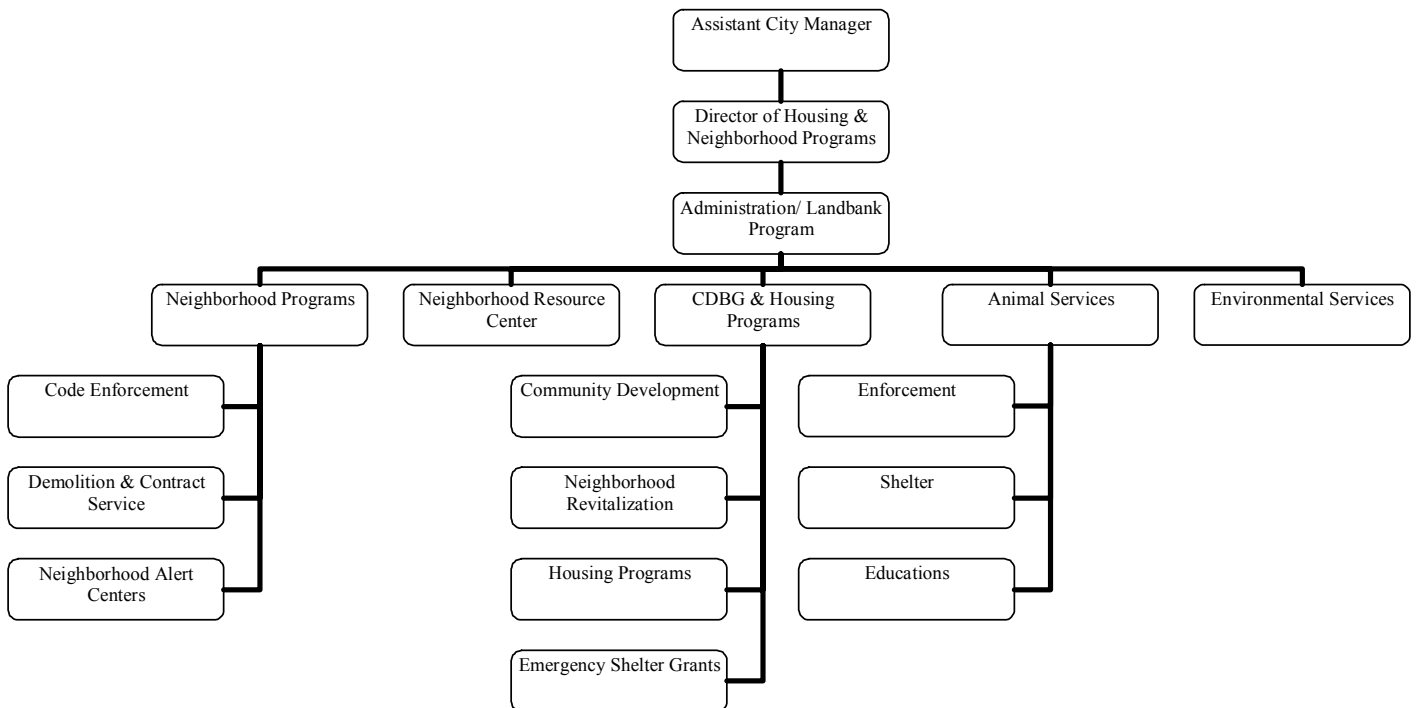


**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Cases Reviewed (Land Use, Historic District and RiverMarket District)	47	50	45
Conditional Use Permit, Tower Use Permit, Rezoning, Special Use and Variance requests analyzed and processed	151	153	150
Preliminary Final Plats, Replats, Planned Development and Site Plan requests analyzed and processed	241	173	150
Zoning, Subdivision and Sign Code Enforcement inspections and reinspections	9,488	7,100	6,000
Review, assess and respond to Landscape Plan submittals	110	400	300
Building Codes - Total of Inspections	22,659	19,335	18,000



# Housing & Neighborhood Programs



## Mission Statement

To enhance the quality of life for the citizens of Little Rock by encouraging quality, affordable development and redevelopment while working closely with neighborhood organizations to identify resources needed to strengthen and make improvements in their areas; and to protect the health and safety of the citizenry through the efficient implementation and enforcement of environmental and animal services codes.

Housing and Neighborhood Programs

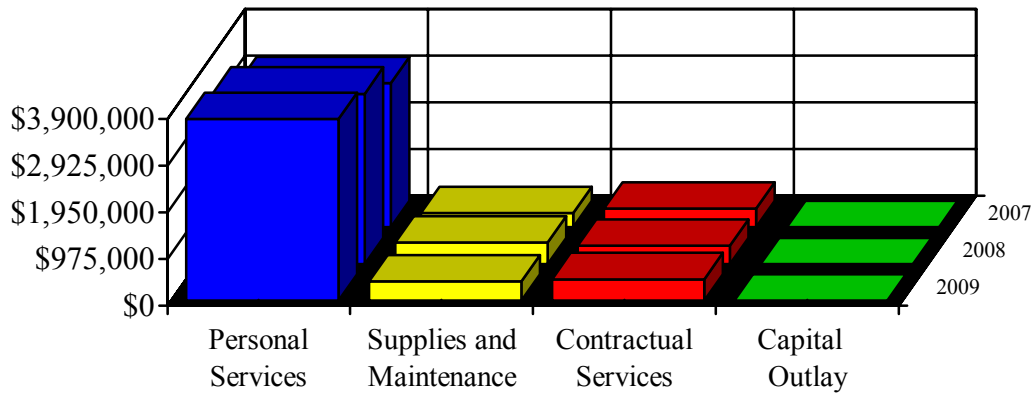
Expenditure Budget

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,971,852	\$3,476,684	\$3,796,244
Supplies and Maintenance	401,351	474,656	404,960
Contractual Services	385,539	365,887	382,881
Capital Outlay	0	0	0
<b>Total</b>	<b>\$3,758,742</b>	<b>\$4,317,227</b>	<b>\$4,584,085</b>

Staffing

97	97	98
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Total Allocations By Fiscal Year And Account Category



Resources for Budget  
100 General Fund

FY 09 Proposed Budget	% Change from Prior Year
\$4,584,085	6.18%



Housing and Neighborhood Programs

2008 Department Priorities	Status
Established a Landbank Commission and hire a Redevelopment Administrator to implement program activities.	Completed
Completed acquisition and implementation of Code Enforcement Software, laptops, etc.	Completed
Implemented Rental Registration Program.	Ongoing
Implemented Annual Notice of weedlot and premise violations - Change State law to allow Annual Notice.	Ongoing
Researched ability to issue citations via certified mail as opposed to personal service - Change State law to allow mail service.	Ongoing
Aggressively enforced the Vaccination Ordinance.	Ongoing
Submitted an ordinance revision to allow more aggressive enforcement of chaining issues.	Ongoing
Submitted an ordinance revision to reduce the number of cats by requiring confinement or micro chipping of cats or sterilization.	Ongoing
Increased publicity of Animal Village through PSA, Access Channel and other campaigns to let citizens know of volunteer opportunities.	Ongoing
Increased adoptions, license sales, and public events.	Ongoing



**Housing and Neighborhood Programs**

<b>2009 Department Goals</b>
Submit modifications to Code (Cat Regulations-to address cat overpopulation).
Review code (Dog Regulations) to enhance public safety and animal welfare issues.
Continue the Volunteer Program initiated in 2008. The program has proven to be a great program to promote the Animal Village and has given more people the opportunity to volunteer.
Continue to research and provide policy guidance on Rental Registration Program.
Expedite Condemnation and Demolition procedures.
Implement utilization of Abstract website to more accurately identify ownership information for staff.
Work with Building Services staff to make maintenance improvements at the Willie L. Hinton Neighborhood Resource Center.
Research opportunities to expand parking at Hinton Center.
Continue to provide operating and technical support to certified Community Housing Development Organizations.
Approve 1-8 proposals for Board consideration for LandBank development.
Complete at least 12 Elderly Housing Program repair projects, which provide a full code rehabilitation of the homes of very-low income elderly and disabled homeowners.
Complete 3 Leverage Loan Program repair projects, which provide a full code rehabilitation of homes of low-income homeowners.
Continue to administer contract with St. Vincent Health Clinic-East to provide medical and dental care for over 3,000 patients.
Continue to administer contract with Carelink to provide Meals-on-Wheels to 30 very low-income elderly citizens.



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Housing and Neighborhood Programs

**DEPARTMENT:** Housing & Neighborhood Programs **Fund:** General  
**Budget:** \$4,584,085

**OBJECTIVES:**

**Organization: 103501 Administration**

To provide administrative and managerial support to the Department of Housing and Neighborhood Program's divisions and program activities.

**Organization: 103510 Animal Services**

To enforce City ordinances, state laws and health requirements pertaining to the confinement, care and licensing of household pets. To secure and maintain unwanted and/or abused household pets in the most humane manner possible. To provide security and care for quarantined household pets when their owners do not select other suitable quarantine options. To increase public awareness and support for the humane care of animals through public information, education and special event activities.

**Organization: 103520 CDBG**

To promote the development of affordable, safe, sanitary and decent housing opportunities throughout the City. To provide technical assistance and support to develop increased non-profit and for-profit organization participation in providing new and revitalized housing opportunities throughout the City.

**Organization: 103530 Neighborhood Programs**

To assure that existing owner-occupied housing inventory does not deteriorate. Maintain a safe and sanitary environment through the elimination of unsafe, non-rehabilitable structures, overgrown properties, and accumulation of trash, debris, abandoned autos and graffiti. Inspect all rental residential dwelling units to ensure a healthy and safe living environment for all citizens.



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Housing and Neighborhood Programs

**Organization: 103535 Neighborhood Services/ Alert Centers**

To coordinate and identify effective grass roots and citizen-based programs. To work collaboratively with community based groups and stakeholders to design and implement programs that address community needs. To facilitate private and public resources to improve living conditions and produce living conditions and produces healthy, vibrant neighborhoods.

**Organization: 103540 Willie L. Hinton Neighborhood Resource Center**

To build capacity within Little Rock Neighborhood Associations, community based organizations, and small non-profit organizations. To facilitate partnerships with appropriate resources, and encourage collaboration between local government, business, education, financial, and community to study neighborhood issues, develop problem-solving strategies, and test new creative solutions.

**Organization: 103550 Environmental Services**

To provide an avenue for community punishment personnel to meet District Court fine requirements by working for the City and in the community. To provide a safe clean working environment in City owned facilities.

The departmental goals and objectives link with the BOD Policy Statement for a Safe City and Basic City Services.



Housing and Neighborhood Programs

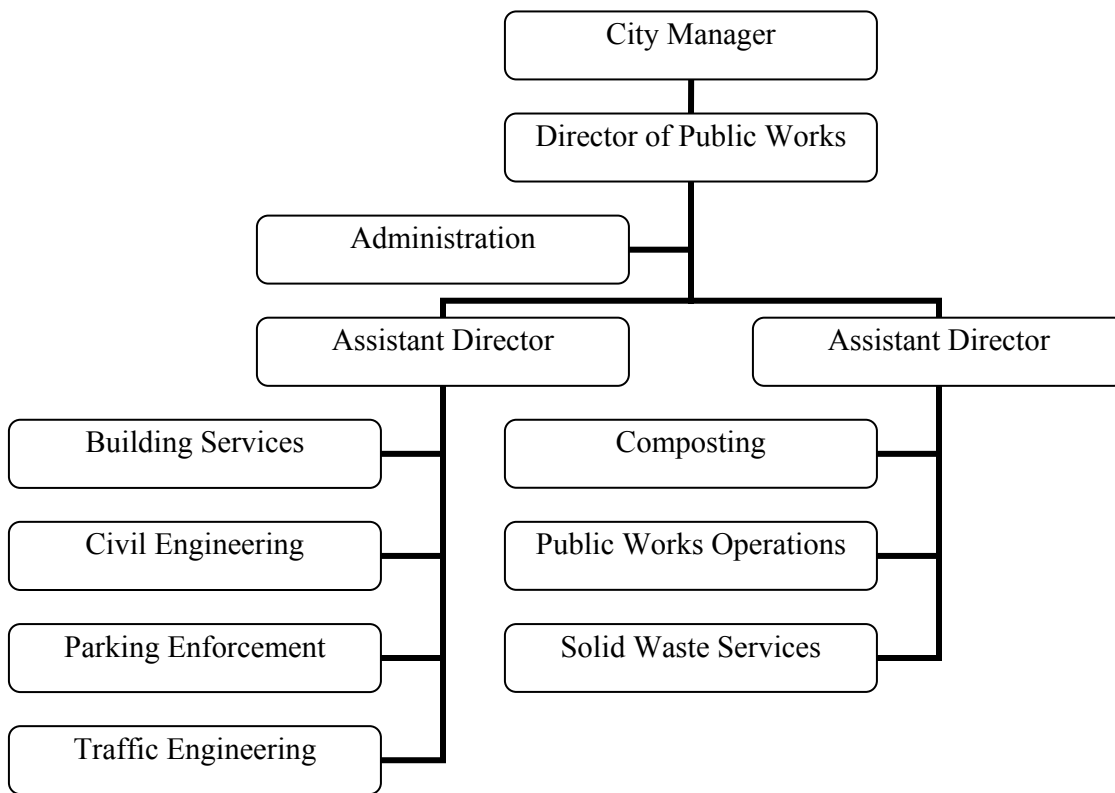
Service Measures

<u>Activity</u>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Est. 2009</b>
Rental Inspections	2,323	2,149	2,350
Nuisance Inspections	26,355	19,350	30,000
Citations	1,006	721	1,200
Area Surveys	94	219	250
Neighborhood Meetings	413	378	400
Percentage of CDBG funds expended	95%	90%	95%
CDBG timeline ratio	1.00	1.00	1.00
Percentage of HOME funds committed	85%	90%	95%
Public/private leverage-CDBG Housing	1:\$5.00	1:\$5.00	1:\$5.00
Public/private leverage-HOME Housing	1:\$6.00	1:\$6.00	1:\$6.00





# Public Works



### Mission Statement

To provide an efficient and economical infrastructure for the City of Little Rock, provide quality management in all activities of the Public Works Department, and to provide professional service to our customers.

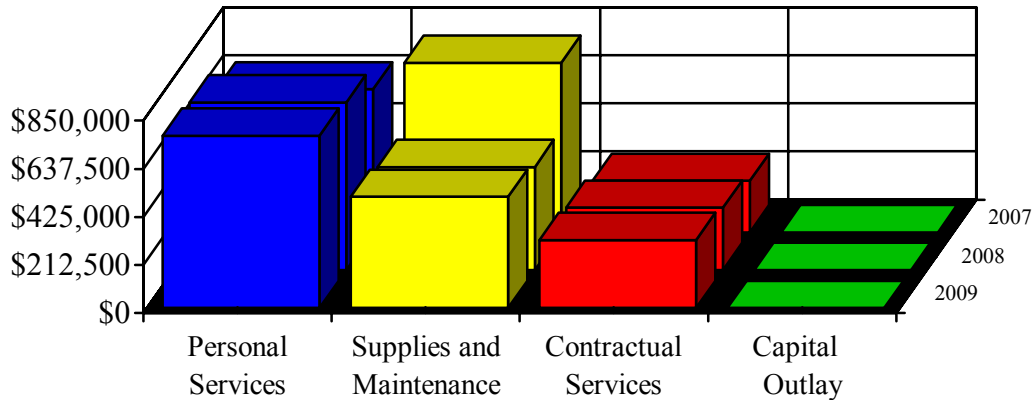
**Public Works**

**Expenditure Budget - General Fund**

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$626,490	\$645,791	\$659,776
Supplies and Maintenance	747,697	482,805	483,480
Contractual Services	214,535	222,941	223,149
Capital Outlay	0	0	0
<b>Total</b>	<b>\$1,588,722</b>	<b>\$1,351,537</b>	<b>\$1,366,405</b>

<b>Staffing</b>	13	13	13
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,366,405	1.10%

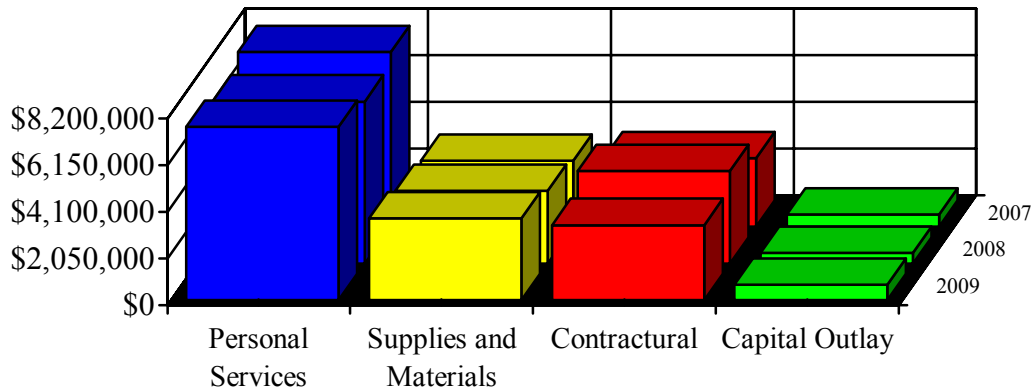
Public Works

Expenditure Budget - Street Fund

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$7,651,125	\$7,017,136	\$7,611,634
Supplies and Maintenance	3,071,412	3,352,044	3,378,812
Contractual Services	2,890,327	4,056,262	3,121,495
Capital Outlay	542,593	473,563	570,563
<b>Total</b>	<b>\$14,155,457</b>	<b>\$14,899,005</b>	<b>\$14,682,504</b>

<b>Staffing</b>	210	208	209
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Total Allocations By Fiscal Year And Account Category



Resources for Budget 200 Street Fund	FY 09 Proposed Budget	% Change from Prior Year
	\$14,682,504	-1.45%



Public Works

2008 Department Priorities	Status
<p>Completed the debris removal and cleanup after the April tornado in the Leawood area and completed debris removal and cleanup from damages sustained by Hurricanes Gustav and Hurricane Ike.</p>	<p>Completed</p>
<p>Continued to develop the Management Information System (MIS) Program - The network-based MIS tracks and organizes work orders and request data. Customers may enter maintenance requests via the 311 System or call the Public Works Service Request Desk by telephone at 918-3600. In 2008, Public Works Operations received 5,050 service requests.</p>	<p>Ongoing</p>
<p>Coordinated and managed right-of-way excavations (street cuts); Decreased time between street cut completion and final inspection; Continued to develop and improve an Internet based permit application system for the major utilities; In 2008, Public Works issued 2,112 permits for right-of-way excavations.</p>	<p>Ongoing</p>
<p>Administered a Street Sweeping Program. In 2008, Public Works swept 32,800 curb miles and removed 5,294 cubic yards of debris from city streets. Street sweeping cleans the street, improves storm drainage flows, removes seasonal debris such as leaves in the fall and sand/salt traces during the winter months, and removes pollutants to reduce storm water pollution.</p>	<p>Ongoing</p>
<p>During 2008, all add-on bond projects have been completed except two; Vimy Ridge at Alexander Signal is waiting on a real estate appraisal report and will be ready to go to bid in the first quarter 2009; Bond Street improvements are under construction.</p>	<p>Ongoing</p>
<p>During 2008, the remaining University Avenue job from 19<sup>th</sup> to Asher was cancelled. The AHTD approved the 60% design for Scott Hamilton and South Loop and both projects are authorized to continue to the 90% design completion level.</p>	<p>Ongoing</p>
<p>The TIP construction projects for Napa Valley, Mabelvale Cutoff, Fourche Dam Pike, and Mabelvale Pike were completed.</p>	<p>Completed</p>



Public Works

**2009 Department Goals**

Continue to support maintenance and construction that makes our buildings more energy efficient, less expensive to maintain and environmental friendly.

Continue to fine-tune, as required, Building Services Standard Operating Procedures (SOP).

Complete 90% design work and land acquisition work on the two remaining transportation improvement projects for Scott Hamilton Road (Baseline to JE Davis) and the South Loop Bypass (Mabelvale West to Alexander).

Expand and improve the Infrastructure Inventory and evaluation of streets throughout the city.

Continue to utilize community service personnel with Public Works Operations street and litter crews to improve efficiency and response times of public services.

Closely monitor the progress of 311 Service Requests to ensure all requests are addressed within a reasonable time frame.

Continue to work on the Disaster Recovery (DR) area for IT as funds become available.

Expand and improve the Infrastructure Inventory by beginning data collection and mapping of the entire City drainage system.

Continue the process of data collection and mapping of street, bridge and drainage needs, and improvements.

Continue the process of data collection and mapping of street, bridge and drainage needs and improvements.

Maintain and complement Safety and Training Programs for employees.

Increase traffic safety by improving the visibility of traffic markings and street signs.



**Public Works**

**DEPARTMENT: Public Works**

**Fund: General**  
**Budget: \$1,366,405**

**OBJECTIVES:**

**Organization: 104010 Building Services**

To ensure all construction, remodeling and repairs of City owned buildings are constructed according to plans and specifications in the most economical manner.

To provide a safe, comfortable working environment for City employees; to provide HVAC services to over 900 units serving 162 buildings and support HVAC renovation projects.

Continue use of computer system to generate work orders; track HVAC, roof and other maintenance histories; project HVAC, roof and other major building replacement needs; determine warranty items; track certain productive aspects of work requests; and produce administrative reports.

Maintain 415 buildings and services locations, including City Hall, Police Department buildings, Fire Stations, Communication buildings, Parks and Recreation locations, River Market buildings, warning sirens, Discovery Museum and many other sites.

**Organization: 104020 Asset Management**

To establish information systems giving access to City departments and citizens regarding City owned property; to establish procedures for property acquisitions and for roadwork, new City facilities and real property projects.

To assist in creation and development of new programs and activities. Provide support to the Department for presentations involving graphics and information dissemination.

To design, develop and implement effective public relations/public information program for Public Works, including WEB-based information to our customers.



**Public Works**

**DEPARTMENT: Public Works**

**Fund: Street**

**Budget: \$14,682,504**

**OBJECTIVES:**

**Organization: 204001 Administration**

To provide effective and efficient management, planning, and information of personnel involved in the delivery of Public Works services to our citizens.

**Organization: 204002 Operations Administration**

To provide managerial and administrative support for Public Works Operations and to ensure that all Operations projects meet scheduled completion and public safety requirements.

**Organization: 204003 Street and Drainage Maintenance**

To provide a cleaner and more aesthetic environment for our community.

To cold plane streets prior to asphalt overlay thereby maintaining proper grade and drainage characteristics.

To perform chip seal coating on designated streets to prevent water penetration and street deterioration.

To cut trees, weeds and brush from City right-of-ways and easements as required for public safety and enhanced aesthetics.

To assure the proper repair of all contractor and utility street cuts in the City's street system.

**Organization: 204005 Storm Drainage Maintenance**

To maintain proper grade of open ditches to facilitate flow, prevent flooding and improve water quality.

**Organization: 204006 Work Pool**

To maintain City-owned lots and right-of-ways by controlling weeds and grass through chemical applications.



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Public Works

**Organization: 204007     Resource Control and Scheduling**

To continue to develop and implement an advanced Management Information System (MIS) and associated computer software which will allow more flexible and enhanced scheduling, tracking, and reporting capabilities.

To operate the MIS, including work scheduling and control, cost and resource control and to provide citizens with a computerized telephone work request service.

**Organization: 204008     Control Devices**

To maintain all street name markers, traffic control signs and informational signs.

To maintain pavement markings on all designated streets within the City.

To maintain machinery and material inventories in support of all Traffic Programs.

**Organization: 204010     Signals**

To maintain the existing traffic signal system throughout the City.

To maintain and install traffic signal equipment, and to provide support for contract installation.

To maintain machinery, material and support equipment to keep all traffic signals in proper working condition.

**Organization: 204015     Parking Meters**

To install and repair parking meters, and to collect monies from all parking meters.

**Organization: 204020     Civil Engineering**

To ensure that development resulting from subdivisions of property and building permits proceeds in an orderly manner and in conformance with the Master Street Plan and City ordinances.

To maintain a GIS (Geographical Information System) database to support activities and applications of various City departments, commissions, and the general public including the development community.





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Public Works

**Organization: 204020    Civil Engineering**

To design and inspect the construction of street and drainage improvements, or to administer the same through contracts with consultants.

To provide engineering management and review for local projects funded by various sources of revenues, local bond issues, CDBG (Community Development Block Grant), and (TIP) Transportation Improvement Funds.

To protect the health, welfare, and safety of the public through the administration of the various drainage and floodplain ordinances. The Federal Emergency Management Agency (FEMA), which administers the National Flood Insurance Program (NFIP), provides the availability of community wide flood insurance in return for the local adoption and enforcement of an adequate floodplain management ordinance that meets or exceeds the minimum requirements of the NFIP.

**Organization: 204025    Traffic Engineering**

To provide engineering and technical support needed to ensure safe and efficient use of public streets; to ensure street geometric and traffic control devices are consistent with established regulations; and to provide engineering support for the City's street lighting program and to monitor and enforce parking regulations in downtown Little Rock.

To conduct traffic-engineering studies which include traffic counts, speed studies and traffic accident analysis. To design striping and signage plans, issue work orders and inspect the resulting installations. To design intersection channelization projects and contract construction. To inspect and manage traffic engineering construction projects. To respond to citizen requests, provide barricade plans for construction projects, and administer the Blind Corner Ordinance program.

To conduct traffic engineering studies to determine warrants and justifications for new signals; to prepare detailed plans and cost estimates for new signals and signal improvements; to prepare and implement detailed timing plans for all traffic signal operations; to monitor daily 240 signalized intersections; and to maintain and operate the signal systems at 621 Broadway.



Public Works

**Organization: 204025 Traffic Engineering**

To administer contract with Entergy for street lighting; to provide design and engineering for installation and operation of street lights; to monitor monthly and annual costs for service in the City; to monitor and review street light maintenance; and to evaluate and process citizens' requests for new street lights.

**Organization: 204030 Parking Enforcement**

To ensure enforcement of parking codes, provide for safe adequate parking, and the efficient resolution of parking fines.

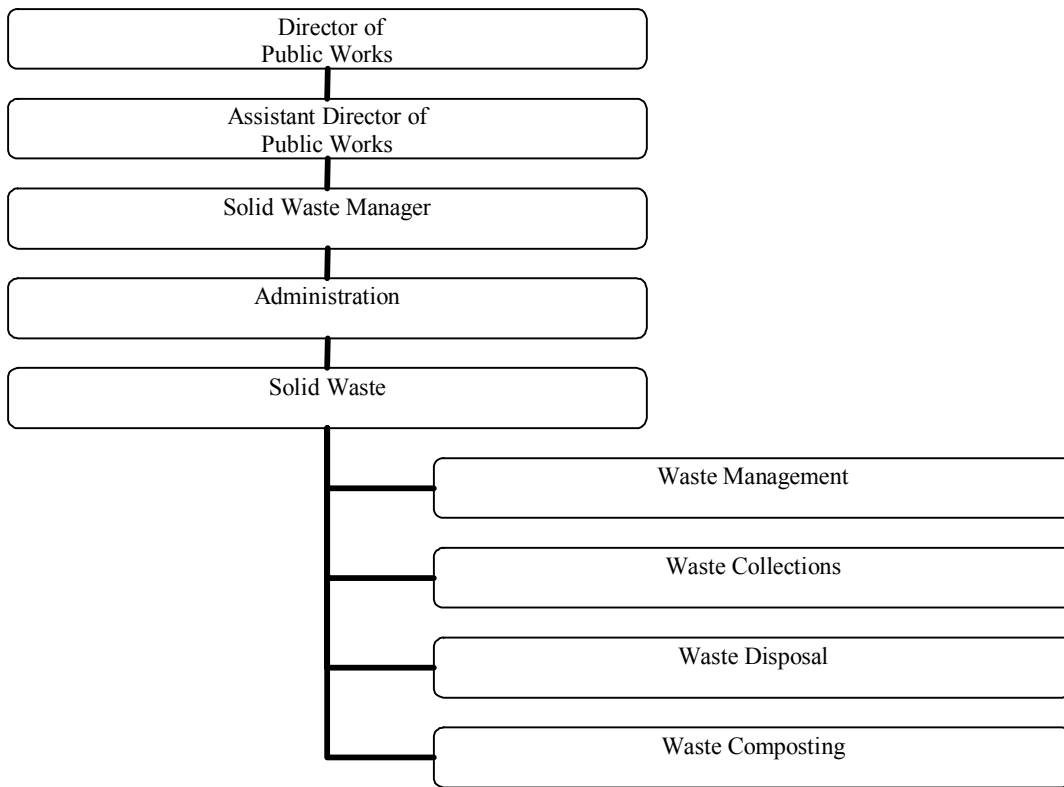
The departmental goals and objectives link with the BOD Statement of Management policy for Infrastructure and Quality of Life.

**Service Measures**

<u>Activity</u>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Est. 2009</b>
Percentage of Operations employees receiving safety awards	88%	74%	80%
Number of citizen's requests taken	3,743	5,050	5,000
Number of street cut permits inspected	3,418	2,112	2,100



# Waste Disposal



## Mission Statement

To enhance citywide aesthetics and improve the quality of life of our citizens by providing solid waste collection, recycling, composting, and disposal.

Waste Disposal

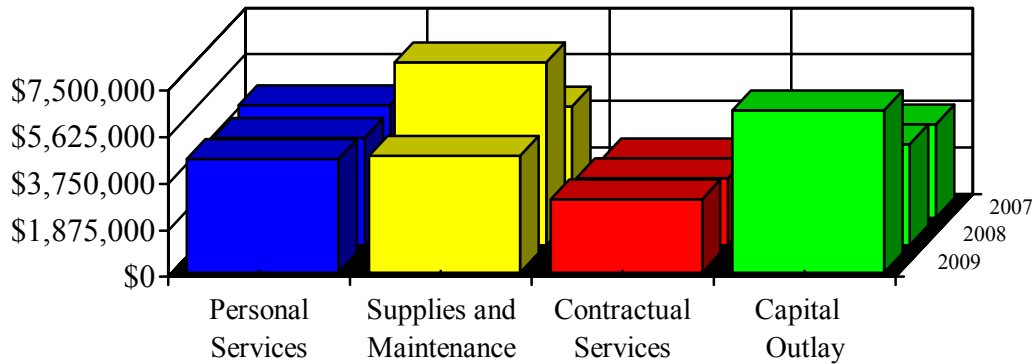
Expenditure Budget

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$4,533,758	\$4,330,984	\$4,409,197
Supplies and Maintenance	4,473,967	7,376,591	4,720,286
Contractual Services	2,504,290	2,817,950	2,970,589
Capital Outlay*	3,745,915	4,075,107	6,565,138
<b>Total</b>	<b>\$15,257,930</b>	<b>\$18,600,632</b>	<b>\$18,665,210</b>

\* The capital outlay category for the Enterprise funds is for spending controls. Depreciation and tranfers are budgeted in this category.

Staffing	2007	2008	2009
	118	118	119

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
603 Waste Disposal Fund	\$18,665,210	0.35%







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Waste Disposal

**DEPARTMENT:** Waste Disposal **Fund:** Waste  
**Budget:** \$18,665,210

**OBJECTIVES:**

**Organization: 603101 Solid Waste Administration**

To provide all elements of effective, efficient solid waste management in a manner, which meets all EPA and Arkansas Department of Pollution Control & Ecology regulations, protects health, improves the environment and provides cleaner neighborhoods to support a high quality of life for all citizens.

**Organization: 603110 Solid Waste Collection**

To provide management and support for the Solid Waste Collection Section.

To collect and dispose of dead animals from City right-of-ways and households.

To provide the citizens a collection method for disposal of household furniture, appliances, and other materials not normally collected by weekly collection crews.

To provide the community with mosquito abatement program.

To provide the citizens with curbside drop-off sites for household recycling materials.

**Organization: 603120 Solid Waste Disposal**

To provide an environmentally safe facility to accept municipal solid waste and to dispose of all waste in a manner which fully complies with EPA Subtitle "D" and Arkansas Department of Pollution Control and Ecology Regulation #22, and protects the health of all citizens and the environment of the area.

To measure and monitor all solid waste brought to the facility; to assess appropriate fees and to direct customers to the appropriate disposal areas in a manner which ensures compliance with EPA Subtitle "D" and Arkansas Department of Pollution Control and Ecology regulations.



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Waste Disposal

**Organization: 603125    Composting**

To provide a composting operation for the City that is reliable and cost effective by recycling yard waste to prevent this material from disposal in the landfill and make a product that will be equal to industry standards for use by individuals, landscapers and others as a soil additive or mulch.

**Organization: 603130    Waste Management**

To record all transactions related to the Waste Disposal Revenue Bonds separately from the Waste Disposal Fund operating divisions.

The departmental goals and services link with the BOD Statement of Management Policy for Safe City and Basic City Services.






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**Waste Disposal**


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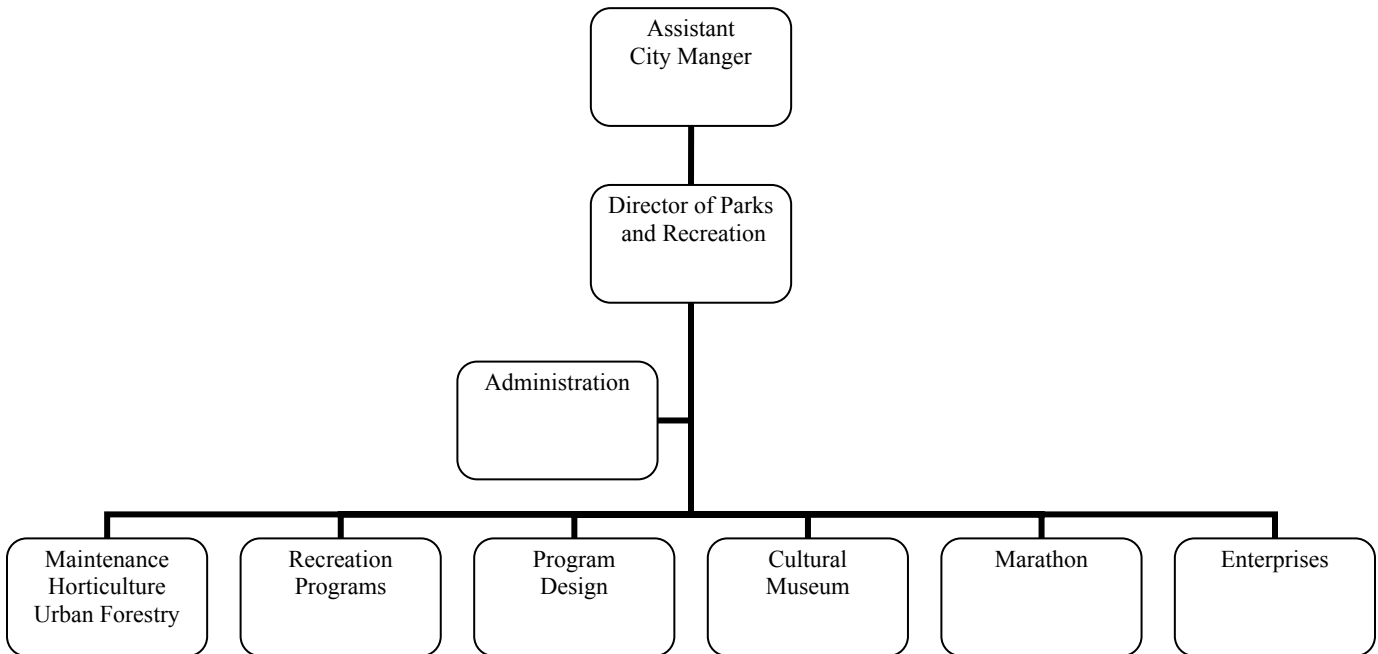
**Service Measures**


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<b><u>Activity</u></b>	<b>Actual 2007</b>	<b>Budget 2008</b>	<b>Est. 2009</b>
Class I – Tonnage	76,257	115,000	110,000
Class IV – Tonnage	11,879	1,000	2,500
Yard Waste – Tonnage	21,989	23,800	24,000
Curbside Recycling - Tonnage	4,732	4,800	5,200
White Goods Recycling – Tonnage	298	200	150
White office paper Recycling – Tonnage	36	25	25
Tires Recycled – Tonnage	1,986	46	60
Roll-offs Placed	2,240	2,200	2,100
Compost/Mulch Removed - Tonnage	11,098	10,000	13,500
On-Call Request	28,448	30,500	32,000
Knuckleboom Request	7,894	6,000	6,000
Cart Repair or Replacement Request	6,076	6,500	5,500
Dead Animal Pickups	574	500	400
Paid for 2nd Carts	1,648	2,300	2,300



# Parks and Recreation



## Mission Statement

To create a meaningful parks and recreation system that provides quality leisure services, promotes the natural environment, local economy and health of the community and strengthens the diversity of a democratic society.

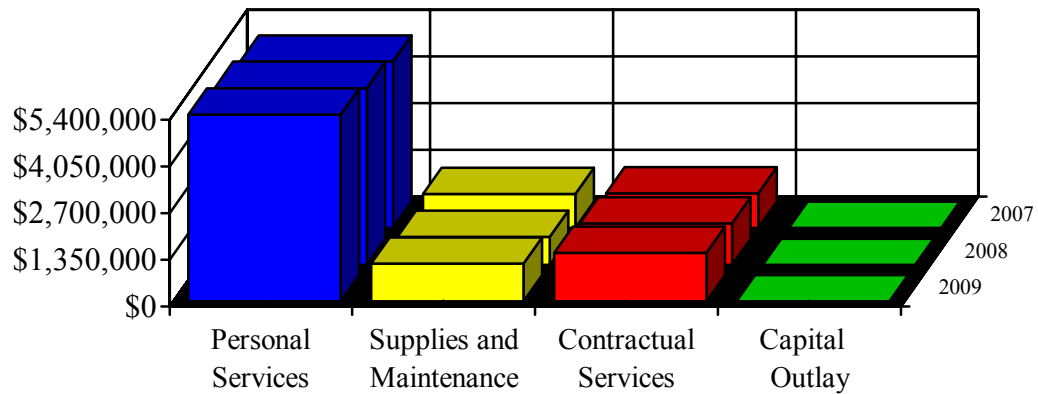
**Parks and Recreation**

**Expenditure Budget - General Fund**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$4,997,320	\$5,226,156	\$5,327,526
Supplies and Maintenance	1,005,366	992,857	1,090,013
Contractual Services	1,234,503	1,333,012	1,341,303
Capital Outlay	0	0	0
<b>Total</b>	<b>\$7,237,189</b>	<b>\$7,552,025</b>	<b>\$7,758,842</b>

<b>Staffing</b>	106	106	105
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$7,758,842	2.74%



Parks and Recreation

2008 Department Priorities	Status
Completed construction of the Riverfront Adventure Park prior to Riverfrest 2008.	Completed
Assisted in the construction and completion of the new Riverfront Park Plaza that will highlight the City's historical "Little Rock" as directed.	Ongoing
Promoted the Step Up to Health Initiative, which will inspire citizens to pursue healthier lifestyles creating a more livable community.	Ongoing
Strengthen existing partnerships and create new ones	Ongoing
To continue the "Lights on After School" initiative: This program will continue to promote the critical importance of quality after school programs in the lives of children, their families, and community.	Ongoing
Implemented certification committee for risk management.	Ongoing
Completed installation of Class Software.	Completed
Conducted a thorough and detailed inspection of every playground twice a year.	Completed
Arrived at an accurate measurement for the square footage of planting beds that we maintain either with our personnel or Adopt - A- Park volunteers.	Ongoing
Arrived at a solution as to how to keep vehicles off of grass areas at Section 13 Park in order to protect the field playing surface and keep it available for use.	Completed







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**Parks and Recreation**

**Organization: 104525    Urban Forestry**

To create and implement an aggressive tree-planting program to help clean and cool the air, provide shade and beauty for the neighborhoods, improve property values and create a more livable community.

**Organization: 104530    Recreation and Administration**

To plan, organize and coordinate the Recreation Division staff and recreational activities to ensure that the leisure environment in Little Rock is conducive to wholesome family living and community life.

**Organization: 104531    Community Center Administration**

To supervise the community centers insuring a variety of recreational activities which insure age-segmented programs. Restructure recreation programs at community centers to accurately meet the diversity of the local community.

**Organization: 104532    Dunbar Community Center**

To provide recreational activities that will meet the needs and desire of the community it services to include all age groups. To increase the awareness of our facility and the possibility of its use.

**Organization: 104533    East Little Rock Community Center**

Develop recreation opportunities, which have shorter time commitments, which will include educational, developmental and cultural issues. To schedule concurrent family – oriented programs for children and their parents.

**Organization: 104534    Senior Programs**

Provide a safe environment to assist seniors with their recreational needs and preferences.

Promote and schedule activities such as creative classes, leisure and recreational programs to encourage senior participation.



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**Parks and Recreation**

**Organization: 104536 Southwest Community Center**

Diversify recreational programs to include educational, developmental and cultural issues.

To structure new classes in the fitness areas with emphasis on strength training.

Start an after school latch key program to include the Mayor's Olympic Kids fitness program.

**Organization: 104537 Stephen Community Center**

To provide sports programs, instructional classes, dance, special events and a variety of other recreational opportunities to all

To provide adapted recreation opportunities for special interest groups.

**Organization: 104538 University Park Adult Center**

To provide a facility for recreational activities that meets the needs of young adults and seniors.

**Organization: 104550 Swimming Pools**

To provide quality outdoor swimming facilities at East Little Rock Pool and Gilliam Park Pools for citizens interested in our Learn to Swim Programs and activities.

**Organization: 104556 Athletics and Playgrounds**

To provide organized team competition in a variety of sports that contributes to the citizens' health and well-being. To provide recreational outlets for youth that contributes to their well-being and development.

**Organization: 104557 Tennis Center Operations**

To provide quality Tennis Facilities at Rebsamen and Walker Centers for leisure enjoyment.

The departmental goals and objectives link with the BOD Statement of Management Policy for Quality.





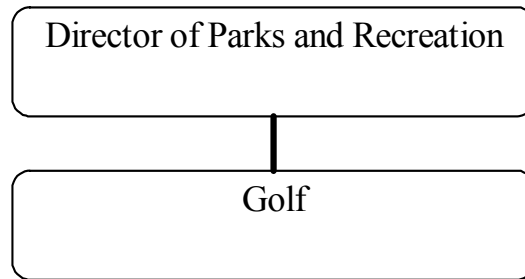
**Parks and Recreation**

**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Complaints from customers regarding programs, services and facilities	14	10	12
Number of acres extensively maintained by area maintenance crew	677	683	699
Number of trees planted in the City Urban Forestry	1,500	1,500	1,500
Number of annuals raised in the green house by Landscape division.	100,000	100,000	100,000
Internal training opportunities and new employee orientation for Parks staff	25	25	25
Summer playground attendance	36,000	37,500	80,000
Little Rock Marathon participants	7,200	7,600	7,800
Number of work request received by Maintenance & Construction	210	100	100
Number of design requested	65	65	60



# Golf



## **Mission Statement**

To provide the best golfing experience possible at an affordable price, featuring quality facilities and friendly service to all golfers.

**Golf**

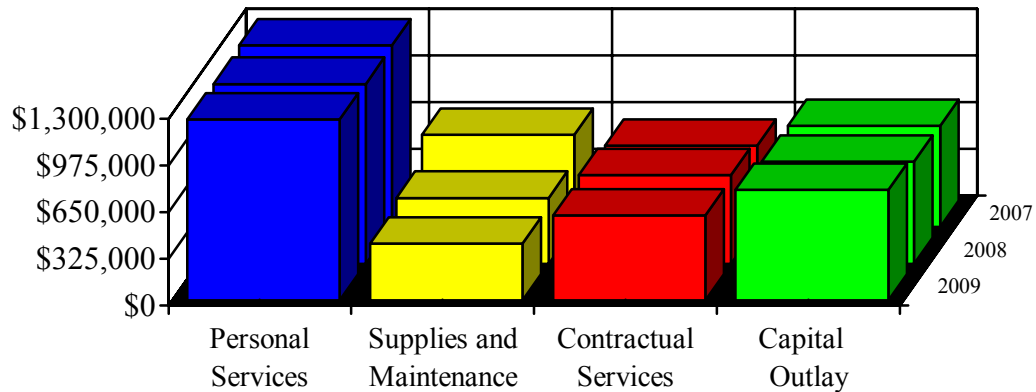
**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,263,383	\$1,247,935	\$1,244,145
Supplies and Maintenance	639,604	458,993	396,386
Contractual Services	563,551	615,025	591,071
Capital Outlay*	703,832	704,273	770,837
<b>Total</b>	<b>\$3,170,370</b>	<b>\$3,026,226</b>	<b>\$3,002,439</b>

\* The capital outlay category for the Enterprise funds is for spending controls. Depreciation and tranfers are budgeted in this category.

<b>Staffing</b>	24	24	24
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
609 Golf Fund	\$3,002,439	-0.79%





Golf

**2009 Department Goals**

Generate a minimum of \$1,032,150 in revenue at Rebsamen Golf Course, while keeping expenditures within budget.

Generate a minimum of \$552,625 in revenue at Hindman Golf Course, while keeping expenditures within budget.

Generate a minimum of \$426,803 in revenue at War Memorial Golf Course, while keeping expenditures within budget.

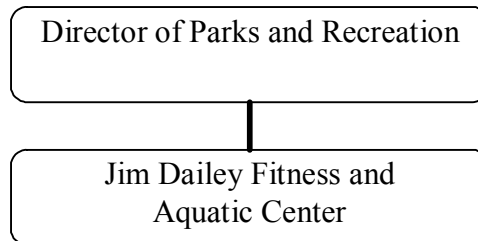
Maintain Rebsamen, Hindman and War Memorial Golf Courses to established standards.

Complete new roof and exterior repairs to War Memorial Golf Clubhouse by April 1, 2009.





# Jim Dailey Fitness and Aquatic Center



### **Mission Statement**

Our goal is to increase quality customer service and to offer a variety of health and fitness programs to the citizens of Little Rock.

**Jim Dailey Fitness and Aquatic Center**

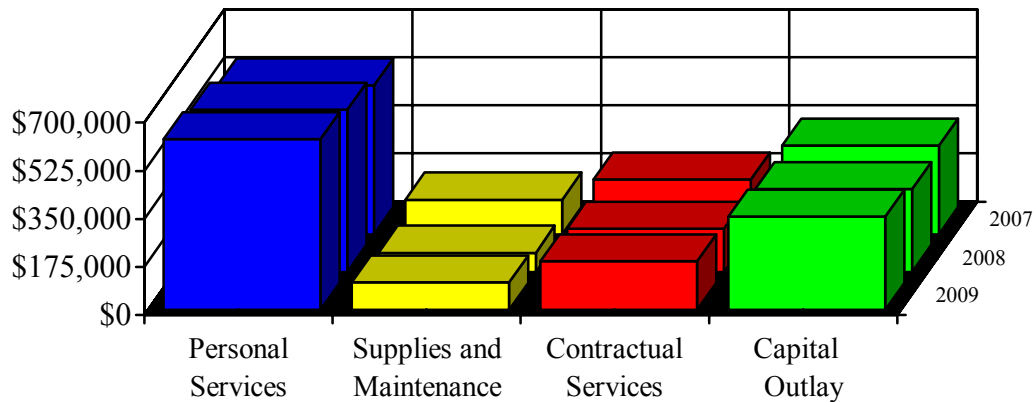
**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$534,026	\$578,580	\$600,236
Supplies and Maintenance	125,171	86,529	89,489
Contractual Services	203,211	168,714	169,258
Capital Outlay*	322,108	301,707	339,101
<b>Total</b>	<b>\$1,184,516</b>	<b>\$1,135,530</b>	<b>\$1,198,084</b>

\* The capital outlay category for the Enterprise funds is for spending controls. Depreciation and tranfers are budgeted in this category.

<b>Staffing</b>	9	9	9
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
610 Jim Dailey Fitness and Aquatic Center	\$1,198,084	5.51%





2008 Department Priorities	Status
Strengthened existing partnerships and created new ones.	Completed
Promoted the Step Up to Health Initiative, which inspired citizens to pursue healthier lifestyles creating a more livable community.	Completed



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**Jim Dailey Fitness and Aquatic Center**

**2009 Department Goals**

Increase actual revenue compared to actual expenses from 72% in 2008 to 75% in 2009.

Increase total revenue by \$10,000 in 2009.

Increase the number of local health fairs that staff has assisted with from two to three to promote "Step Up to Health".

Provide a "Fit for Life" program (advanced training) consisting of specialized training in 2009 for members as part of the "Step Up to Health" program.

Increase publicity in 2009 to increase the number of corporate members by a minimum of two members.



**Jim Dailey Fitness and Aquatic Center**

**DEPARTMENT:** Jim Dailey Fitness & Aquatic Center **Fund:** Fitness Center  
**Budget:** \$1,198,084

**OBJECTIVES:**

**Organization: 610100 Jim Dailey Fitness & Aquatic Center**

To provide an opportunity for individuals to improve their health and fitness by participating in a programmed environment.

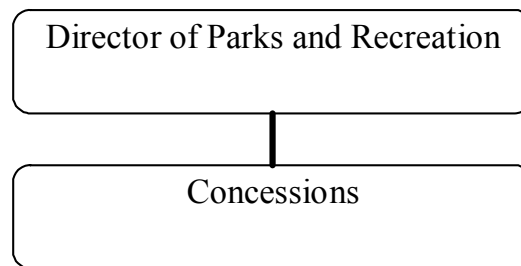
The departmental goals and objectives link to the BOD Policy Statement for Quality of Life.

**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Corporate Memberships	21	22	22
Lifeguard training courses	4	4	4
Health Fairs	9	10	12
Memberships	2,550	3,060	3,070
Summer Playground Registration Participation	1,487	1,545	1,500



# Concessions



## **Mission Statement**

To provide quality Concession Facilities, vending and catering services at an affordable price for the citizens of Little Rock and its guests, as well as quality food services for the summer playground program.

**Concessions**

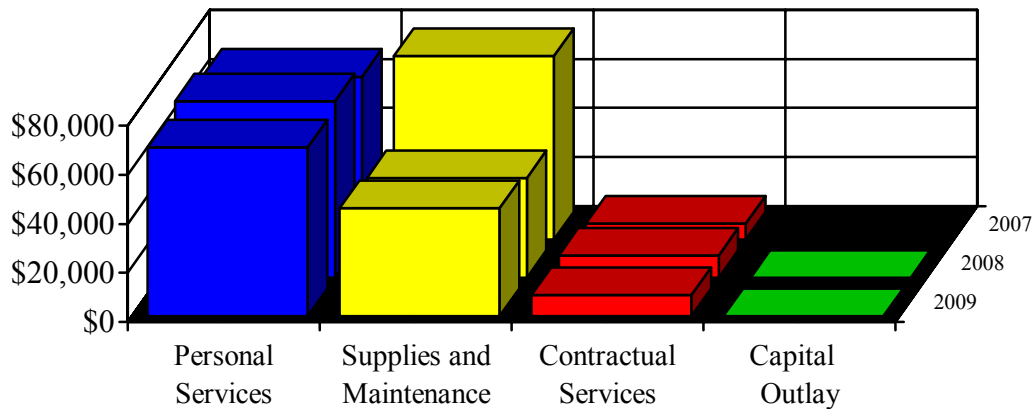
**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$66,223	\$69,594	\$61,292
Supplies and Maintenance	74,611	40,593	44,060
Contractual Services	7,552	8,698	8,700
Capital Outlay*	0	0	0
<b>Total</b>	<b>\$148,386</b>	<b>\$118,885</b>	<b>\$114,052</b>

\* The capital outlay category for the Enterprise funds is for spending controls. Depreciation is budgeted in this category.

<b>Staffing</b>	1	1	1
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
611 Concessions Fund	\$114,052	-4.07%



Concessions

2008 Department Priorities	Status
Increased catering sales for Concession operations.	Not Completed





**Concessions**

**DEPARTMENT:** Concessions **Fund:** Concessions  
**Budget:** \$114,052

**OBJECTIVES:**

**Organization: 611101** Concessions

To provide a high level of customer refreshment services to persons attending scheduled organized activities and special events at various Parks and Recreation sites and facilities.

The departmental goal and objective links with the BOD Statement for Quality of Life.

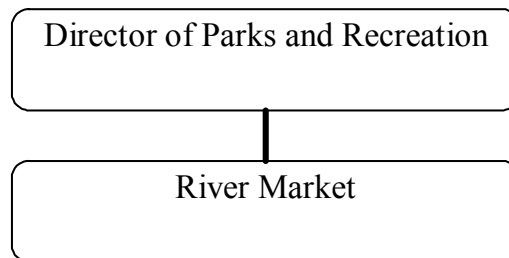
**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Concession Revenue	\$119,355	\$118,885	\$114,052





# River Market



## Mission Statement

The River Market strives to be a carefully crafted, intentional, and diverse medley of owner-operated shops, stalls, and/or day tables existing to fill a public purpose and reflecting that which is distinctive about a community while meeting its everyday shopping needs.

River Market

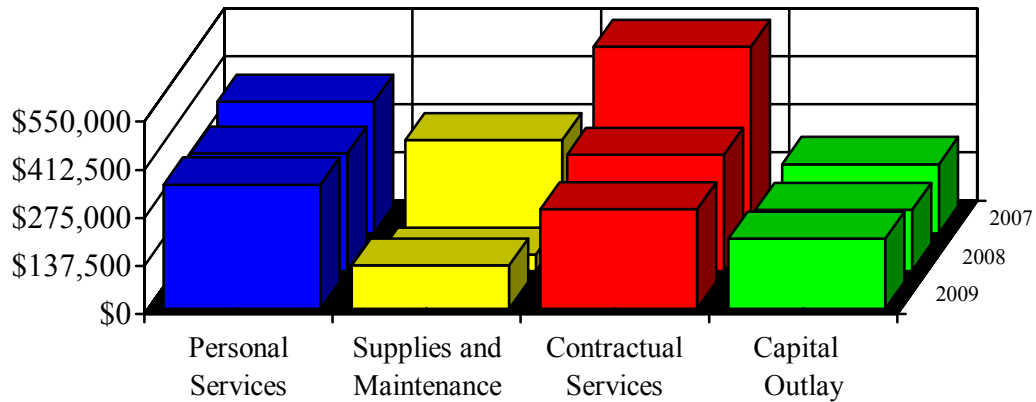
Expenditure Budget - River Market

Description	2007 Actual Expenditures	2008 Adopted Budget	2009 Adopted Budget
Personal Services	\$382,411	\$326,678	\$341,889
Supplies and Maintenance	265,666	46,699	124,498
Contractual Services	532,592	331,161	284,734
Capital Outlay*	196,794	183,121	195,582
<b>Total</b>	<b>\$1,377,463</b>	<b>\$887,659</b>	<b>\$946,703</b>

\* The capital outlay category for the Enterprise funds is for spending controls. Depreciation and tranfers are budgeted in this category.

Staffing	4	4	4
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
604 River Market Fund	\$946,703	6.65%



River Market

2008 Department Priorities	Status
Worked with vendors to improve the mix and standards within the Market.	Ongoing





River Market

**DEPARTMENT:** River Market **Fund:** River Market  
**Budget:** \$946,703

**OBJECTIVES:**

**Organization: 604100** River Market

To provide a vibrant market and social environment that attracts visitors and residents to downtown with entertainment, market retailing, and special recreation events as well as attractive urban landscaped plaza, pavilion, and market hall.

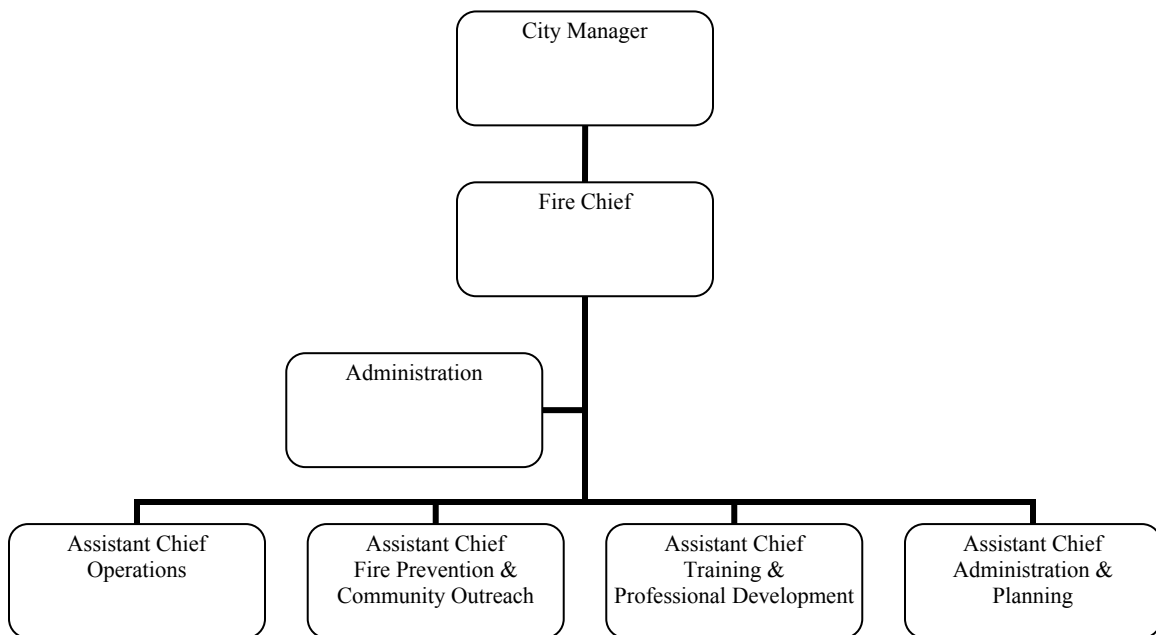
The departmental goals and objectives link with the BOD Policy Statement for Quality of Life.

**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
Number of host events @ Rivermarket/Riverfront Park	375	375	416
Tourisms revenue/Farmers Market	\$60,000	\$57,000	\$50,000
Revenue	\$ 1,024,297	\$887,659	\$946,703
Farmers	475	500	500



# Fire



## Mission Statement

Protecting life and property through service and education.  
LRFD 24/7

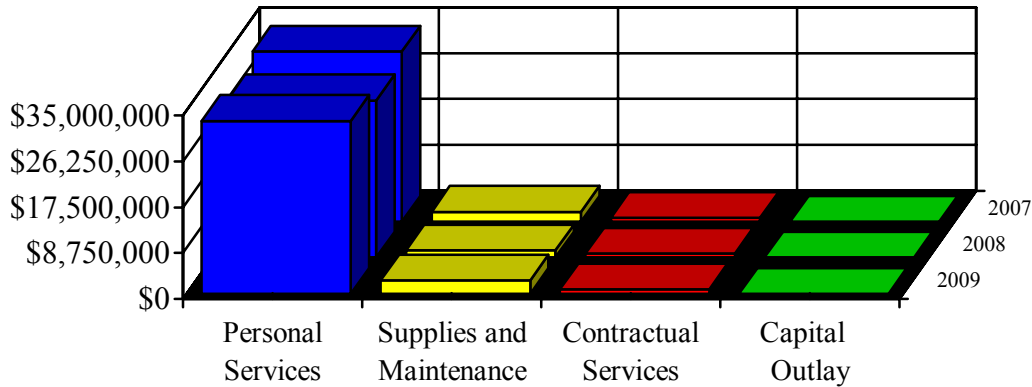
**Fire**

**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$32,443,485	\$28,649,780	\$29,623,152
Supplies and Maintenance	2,151,854	1,928,822	2,265,813
Contractual Services	735,925	908,253	856,710
Capital Outlay	0	0	0
<b>Total</b>	<b>\$35,331,264</b>	<b>\$31,486,855</b>	<b>\$32,745,675</b>

<b>Staffing</b>	397	397	409
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$32,745,675	4.00%



Fire

2008 Department Priorities	Status
Responded to 24,327 calls for service including fires and explosions, rescue and emergency medical care, hazardous condition and natural disaster calls.	Completed
Conducted approximately 240 fire origin and cause investigations.	Completed
Conducted over 480 public education programs.	Completed
Performed over 2,167 inspections.	Completed
Received five year SAFER Grant from the Federal Government totaling \$1,856,906 to add eighteen additional firefighters to the department.	Ongoing
Graduated one 10 member firefighter recruit class.	Completed
Implemented an on-line Burn Permit System.	Ongoing
Received funds from the State of Arkansas, Fire Protection Service Board (ACT 833 and ACT 1314).	Completed
Assistance from Firefighter Grant funds were used to provided physical examinations and immunizations to sworn personnel and to install new workout equipment in each fire station.	Completed
ACT 833 funding was used to add a workout facility, two offices and a break room at the Training Facility.	Completed
Purchased four pick-ups, one 1-ton truck, and one Pierce Contender Pumping Apparatus.	Completed
Conducted high-rise water supply systems classes.	Completed







**Fire**

**DEPARTMENT:** Fire

**Fund:** General

**Budget:** \$32,745,675

**OBJECTIVES:**

**Organization: 105101 Administration**

To provide leadership and management of Fire Department resources, programs and services.

**Organization: 105120 Fire Operations and Rescue**

To protect the safety, health and general welfare of the public through fire prevention and community outreach, fire suppression, EMS and special operations response.

**Organization: 105130 Fire Prevention**

To proactively manage fire and related risks through education, engineering and enforcement.

**Organization: 105140 Training**

To ensure a competent workforce through the development and delivery of training, education and research and research and development programs.

**Organization: 105150 Airport Rescue and Fire Fighting (ARFF)**

To provide the Little Rock National Airport with aircraft and structural rescue and fire suppression, emergency medical responses, fire prevention and code enforcement and related other services.

The departmental goals and objectives link with the BOD Policy Statement for a Safe City and Basic City Services.



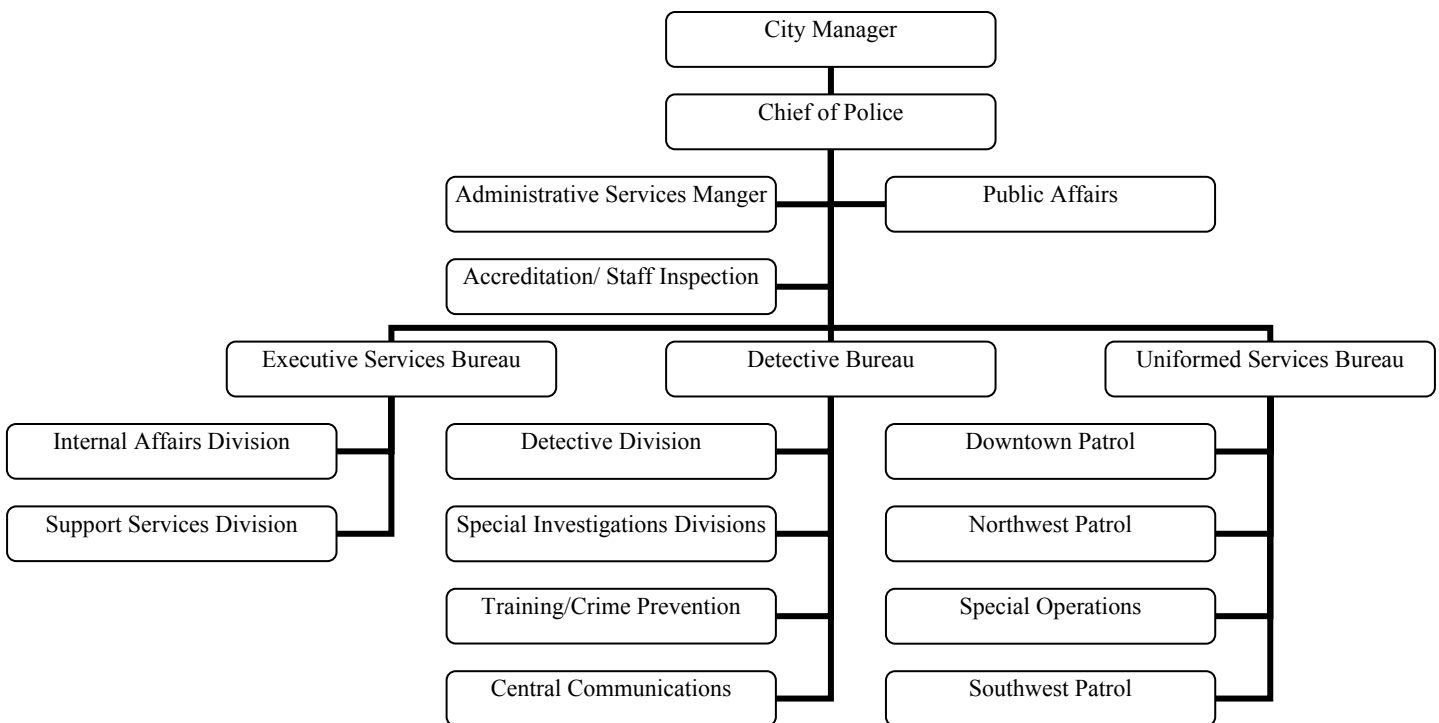
Fire

**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
<b>Total Responses</b>			
Fire	1,473	1,393	1,500
EMS	13,905	13,999	14,500
Special Operations and Others	8,184	9,076	10,000
<b>Response Time</b> (Minutes from dispatch to unit on scene)			
Fire - Brush, vehicle, etc.	4.0	3.9	4.0
Fire - Structure	4.1	3.9	4.0
EMS/Rescue	4.2	4.4	4.0
<b>Structure Fire Confinement</b> (Percent)			
Confined to room of origin	30.10%	25.77%	29.00%
Confined to floor of origin	39.30%	21.36%	30.00%
Confined to building of origin	39.30%	21.36%	30.00%
Beyond building of origin	7.10%	2.33%	2.00%



# Police



### Mission Statement

To provide essential law enforcement service to the residents of Little Rock by performing those tasks necessary to protect life and property and to preserve the peace.

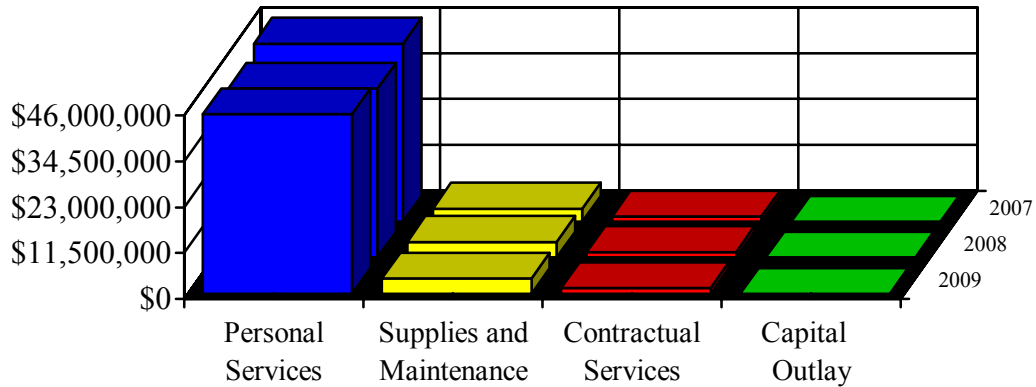
**Police**

**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$44,676,965	\$42,474,346	\$43,939,150
Supplies and Maintenance	3,889,748	3,978,391	3,851,681
Contractual Services	1,341,047	1,436,751	1,444,280
Capital Outlay	0	0	0
<b>Total</b>	<b>\$49,907,760</b>	<b>\$47,889,488</b>	<b>\$49,235,111</b>

<b>Staffing</b>	680	683	698
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
100 General Fund	\$49,235,111	2.81%



Police

2008 Department Priorities	Status
Continued Click It or Ticket Seatbelt Usage Campaign.	Ongoing
Continued DWI/DUI Enforcement campaigns with State Highway Safety Project.	Ongoing
Continued Command Staff Development.	Ongoing
Continued L.e.a.d.s Online investigative software.	Ongoing
Continued Operation Quiet Nights and Project Safe Neighborhood.	Ongoing
Continued Operation Phoenix.	Ongoing
Continued facility study and land acquisition for Mid-Town Police Substation.	Ongoing



Police

**2009 Department Goals**

Continue Click It or Ticket Seatbelt Usage Campaign.

Reduce the number of crimes against persons and property.

DWI/DUI Enforcement campaigns with State Highway Safety Project.

Continue Command Staff Development.

Conduct at least one Recruit School for new officers.

Continue facility study and selection of architect for Mid-Town Police Substation.



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Police

**DEPARTMENT:** Police **Fund:** General  
**Budget:** \$49,235,111

**OBJECTIVES:**

**Organization: 105201 Administration**

To establish departmental policies and priorities, allocate fiscal and personnel resources and maintain the Department's public and professional image through continued training and program development.

To provide investigative services and maintenance of documents for the Office of the Chief of Police.

To enhance the Department's reputation by keeping the public aware of police activities, and to assist citizen communications with the Department.

To identify crime patterns and other trend information upon which operational units within the Department can provide management support and research functions to Departmental command staff; and to provide crime trend information to neighborhood watch groups to enhance citizen interaction

To provide command level direction for the operation of the Support Services Division; to operate a telephone report unit for the department; to coordinate the maintenance of the police fleet; and to provide a central supply system; and to ensure general maintenance of the police complex is performed.

To receive, log and maintain all property turned into the Police Department and to assist in the proper disposal of such items.

To provide a record management system for all written information that comes into the sphere of knowledge of the department and to provide copies of those reports to designated divisions on a specified schedule.

To serve warrants of arrest and subpoenas issued by the Municipal Courts and summons issued by the City Attorney and the Civil Service Commission.





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Police

**Organization: 105201 Administration**

To maintain the criminal dockets, provide assistance to visitors, assist with equipment issue, property and vehicle storage and provide security for the police complex after

To afford inmates charged with misdemeanor offenses and opportunity to perform janitorial services, general clean up and maintenance services in lieu of incarceration and to provide such services to other City departments and projects on a continuous basis.

**Organization: 105210 Internal Affairs**

To provide investigative services and maintenance of documents for the Office of the Chief of Police.

To receive and investigate complaints from Citizens about Police Department operations, conduct or other concerns and report the results of these investigations to the office of

To maintain records of personnel actions, commendations and complaints and provide statistical information to Command staff on a periodic basis.

To decrease the number of large distributors of narcotics in the community; to decrease the availability of narcotics in the community and identify and investigate narcotics trafficking organizations in an effort to prosecute and dissuade membership.

To reduce the number of lower level and open area narcotics dealers; to reduce the number of persons entering a neighborhood to purchase narcotics from such traffickers; and to allow the narcotics unit to concentrate on higher level narcotics violators.

To investigate, expose, and arrest those individuals, street gang members and organizations engaged in conspiratorial criminal activity; to provide the department with a sound database that serves to promote legal arrests and convictions.



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Police

**Organization: 105215    Organized Crime - Intelligence**

To reduce violations of laws pertaining to prostitution, gambling, pornography and the illegal sale and consumption of alcohol.

**Organization: 105220    Training and Crime Prevention**

To provide general and specialized training and support for all divisions.

To educate the citizens of Little Rock in safeguarding themselves and their property against criminal activity.

To educate school age youth within the Little Rock Public School District in dealing with peer pressure, consequences of drug use, improving self-esteem, and developing good decision-making skills.

To prepare persons for further advancement to the rank of Police Officer by training them in various divisions within the Department.

**Organization: 105225    Detectives**

To investigate reported cases of homicide, rape, battery, assault, missing persons, sexual offenses, and runaways; to maintain a clearance rate in excess of the national average as reported by the Federal Bureau of Investigation.

To investigate reported cases of robbery and arson.

To investigate reported cases of burglary.

To investigate reported cases of auto theft.

To investigate reported theft.

To investigate reported cases of rape, battery, assault, and sexual offenses against juveniles and those offenses committed by juveniles.

To provide for the scientific collection and examination of evidence obtained at the scene of a criminal offense; to professionally present evidence testimony in court; and to provide the department with photographic and fingerprint identification services.



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Police

**Organization: 105230    Downtown Patrol**

To protect life and property, preserve the peace, prevent criminal activity, and enforce all federal, state and local laws and ordinances; to respond to citizen requests for police service within the assigned geographical area of

To provide specialized support to patrol officers through the use of trained canine/handler teams to detect, deter, and apprehend those involved in criminal activity.

To protect life and property through general and specialized law enforcement and management of organized pedestrian and traffic activities.

To protect life and property through vigorous selective traffic enforcement geared to reducing injury and alcohol related accidents.

To provide a highly trained, operational team that targets such crimes as robberies of individuals, purse snatching and thefts and continues the on-going role of reducing the effects of flagrant gang activity and curbside narcotics trafficking.

To provide localized patrol, community services and crime prevention operations to defined residential areas.

**Organization: 105235    Southwest Patrol**

To protect life and property, preserve the peace, prevent criminal activity, and enforce all federal, state and local laws and ordinances; to respond to citizen requests for police service within the assigned geographical area of responsibility.

**Organization: 105240    Special Operations**

To provide localized patrol, community services and crime prevention operations to defined residential areas.



**Police**

**Organization: 105245 W.W. Williams Northwest Substation**

To protect life and property, preserve the peace, prevent criminal activity, and enforce all federal, state and local laws and ordinances; to respond to citizen requests for police service within the assigned geographical area of responsibility.

**Organization: 105250 Airport Police**

To provide patrol and crime prevention at the Little Rock National Airport.

**Organization: 105255 Records & Support**

To provide middle management level direction for the operation of the Support Services Division; to coordinate the maintenance of the police fleet; to provide for a central supply system.

To provide a records management system for all written information that comes in to the sphere of knowledge of the department and to provide copies of those reports to designated divisions on a specified schedule.

To receive, log and maintain all property turned into the Police Department and to assist in the proper return or disposal of such items as required by Policy.

To maintain the criminal dockets, provide assistance to visitors, assist with equipment issue, property and vehicle storage and provide physical security for the police complex after normal hours.

**Organization: 105260 Communication Center**

To provide administrative and management direction for the Office of Emergency Services.

To maintain all City-owned radio communication equipment at a high level of operability.

To provide management in areas of planning, mitigation, response and recovery, communications and multi-agency coordination.



**Police**

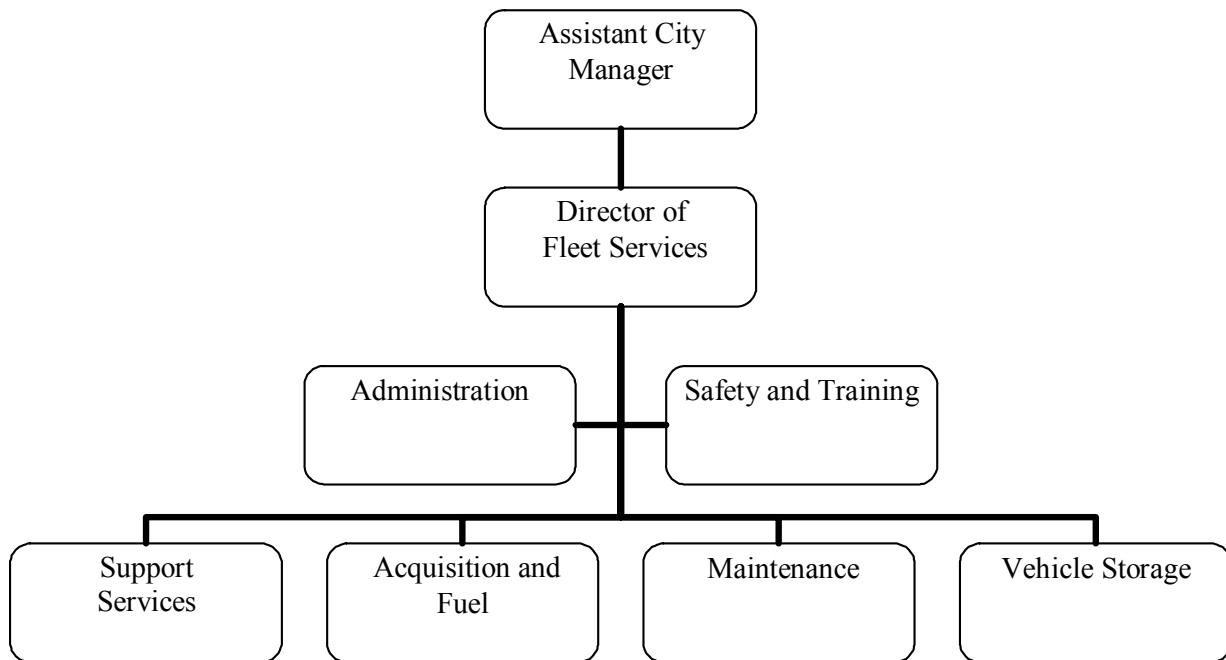
The departmental goals and objectives link with the BOD Policy Statement for a Safe City and Basic City Services.

**Service Measures**

<u>Activity</u>	<u>Actual 2007</u>	<u>Budget 2008</u>	<u>Est. 2009</u>
High priority Calls – Minutes from dispatch to arrival	9	8.75	8.75
High priority Calls – Total response times in minutes	13.5	13.25	13.25
All other calls – Minutes from dispatch to arrival	9.5	9.25	9.25
All other Calls – Total response times in minutes	18	17.75	17.75



# Fleet Services



## Mission Statement

It is the mission of the City of Little Rock Fleet Services Department to provide quality and cost efficient vehicles and work equipment, fuel, vehicle storage and other fleet support services to our customers in a timely, environmentally friendly atmosphere. We seek to maintain a safe and wholesome work environment and opportunity for all employees while being frugal with the tax dollars of the citizens of Little Rock.

Fleet Services

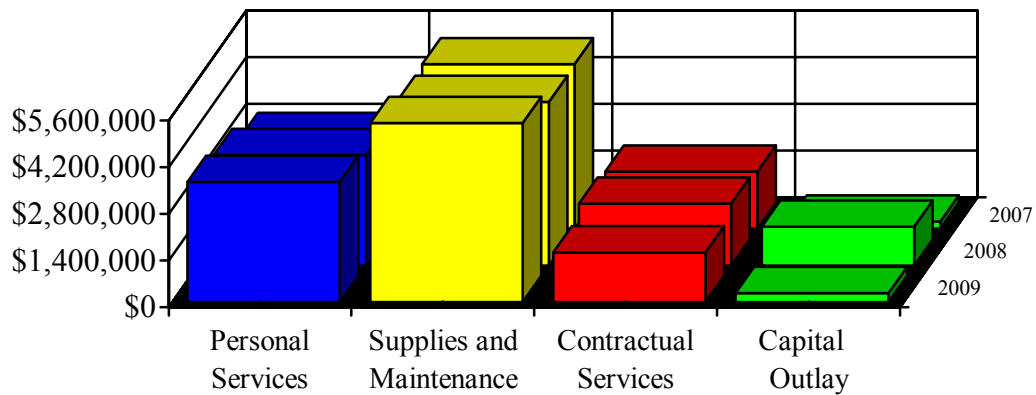
**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,680,036	\$2,774,096	\$2,937,428
Supplies and Maintenance	4,928,401	4,893,603	5,358,754
Contractual Services	1,644,620	1,626,427	1,405,608
Capital Outlay	219,680	1,167,541	270,161
<b>Total</b>	<b>\$9,472,737</b>	<b>\$10,461,667</b>	<b>\$9,971,951</b>

**Staffing**

61	61	60
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
All Operating Departments	\$9,971,951	-4.68%



Fleet Services

2008 Department Priorities	Status
Developed a replacement policy allowing for timely replacement of vehicles and equipment as directed by Vision Little Rock's Top 20 Priorities as well as Chatham Consulting, Inc.	Completed
Centralized all vehicles and equipment into the Fleet Services Department.	Ongoing
Selected as one of the 100 Best Fleets in North America program.	Completed
Reduced obsolete parts inventory by 75%.	Ongoing
Developed FLEETSTAT performance sessions.	Completed
Reduced downtime of City's fleet.	Completed
Increased automotive technician productivity.	Completed







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Fleet Services

**DEPARTMENT:** Fleet Services **Fund:** Fleet  
**Budget:** \$9,971,951

**OBJECTIVES:**

**Organization: 600001 Administration**

To monitor and measure performance of the City's vehicles and equipment against outside service alternatives. To provide, evaluate, and maintain excellent customer services to both internal and external customers.

**Organization: 600011 Fleet Acquisition and Fuel Management**

To establish an efficient, cost effective fleet that meets with needs of the City user Departments. To provide conveniently located, cost effective fueling sites for City vehicles. To provide proper and effective insurance coverage for all City of Little Rock owned vehicles and equipment. To efficiently procure and dispose of vehicles and equipment. To establish and operate vehicle and work equipment inventory database that will furnish accurate historical information to make major fleet management decisions. To establish and manage warranty programs for all City of Little Rock vehicles.

**Organization: 600020 Fleet Support**

To provide administrative support. To prepare, conduct and monitor all financial related documents and activities of the department (budgets, vendor payments, financial performance reports, etc.) To provide a stock of repair parts for maintenance needs in the most cost-effective manner possible. To provide an efficient, cost effective training program that will develop the skills and abilities of each employee and allow for personal growth and development. This program shall focus on development of self-esteem and personal goal achievements. To process insurance claims and track accidents of all City of Little Rock owned vehicles and equipment.

**Organization: 600031 Fleet Maintenance**

To provide customers with properly equipped and well-maintained vehicles and equipment to aid them in performing their assigned tasks. To provide regionalized support maintenance services, helping operating departments to increase their in-service response time.



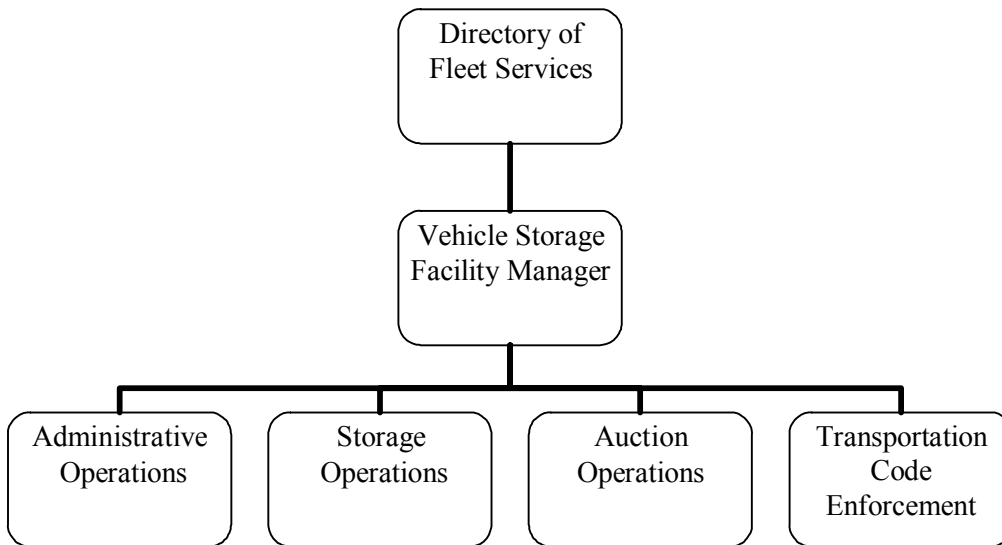
**Fleet Services**

The department goals and objectives link with the BOD Statement of Policy of Basic City Services.

Service Measures			
Activity	Actual 2007	Budget 2008	Est. 2009
Fleet availability (APWA Standards = 85%)	92%	94%	94%
Percentage of vehicle repairs complete within two workdays (APWA average = 70%)	72%	76%	75%
Parts issued-Dollar	\$2,358,817	\$2,749,209	\$2,756,279
Parts issued-Quantity	150,000	160,000	160,000



# Vehicle Storage Facility



## Mission Statement

To provide support to City law enforcement entities by providing safe storage for vehicles until they are reclaimed by the registered owner(s) and disposal of unclaimed and abandoned vehicles through public auction as required by law.

**Vehicle Storage Facility**

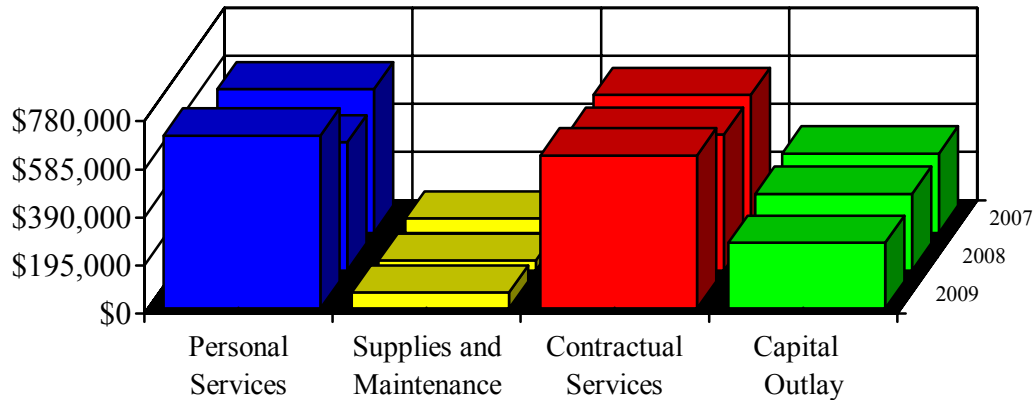
**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$581,265	\$490,854	\$606,942
Supplies and Maintenance	57,918	46,520	53,745
Contractual Services	557,171	524,938	573,292
Capital Outlay*	320,998	310,688	265,382
<b>Total</b>	<b>\$1,517,351</b>	<b>\$1,373,000</b>	<b>\$1,499,361</b>

\* The capital outlay category for the Enterprise funds is for spending controls. Depreciation and transfers are budgeted in this category.

<b>Staffing</b>	17	17	17
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 09 Proposed Budget	% Change from Prior Year
601 Vehicle Storage Facility Fund	\$1,499,361	9.20%



Vehicle Storage Facility

2008 Department Priorities	Status
Increased revenues through the Transportation operation of the Vehicle Storage Facility.	Completed
Procured a document imaging system to store Vehicle Storage Facility files dated from 1996 to current.	Not Completed
Improved Vehicle Storage Facility lot security.	Ongoing
Installed barcode scanners to have more accountability of inventories.	Ongoing
Resurfaced auction lot and Vehicle Storage Facility administration building area.	Not Completed





**Vehicle Storage Facility**

**DEPARTMENT:** Vehicle Storage Facility

**Fund:** Vehicle Storage Facility

**OBJECTIVES:**

**Budget:** \$1,499,361

**Organization: 601001 Vehicle Storage Facility**

To provide support to city law enforcement entities by providing safe storage for vehicles until they are reclaimed by the registered owner(s). Provide disposal of unclaimed and abandoned vehicles through public auction as required by law.

The department goal and objective link with the BOD Policy Statement for Basic City Services.

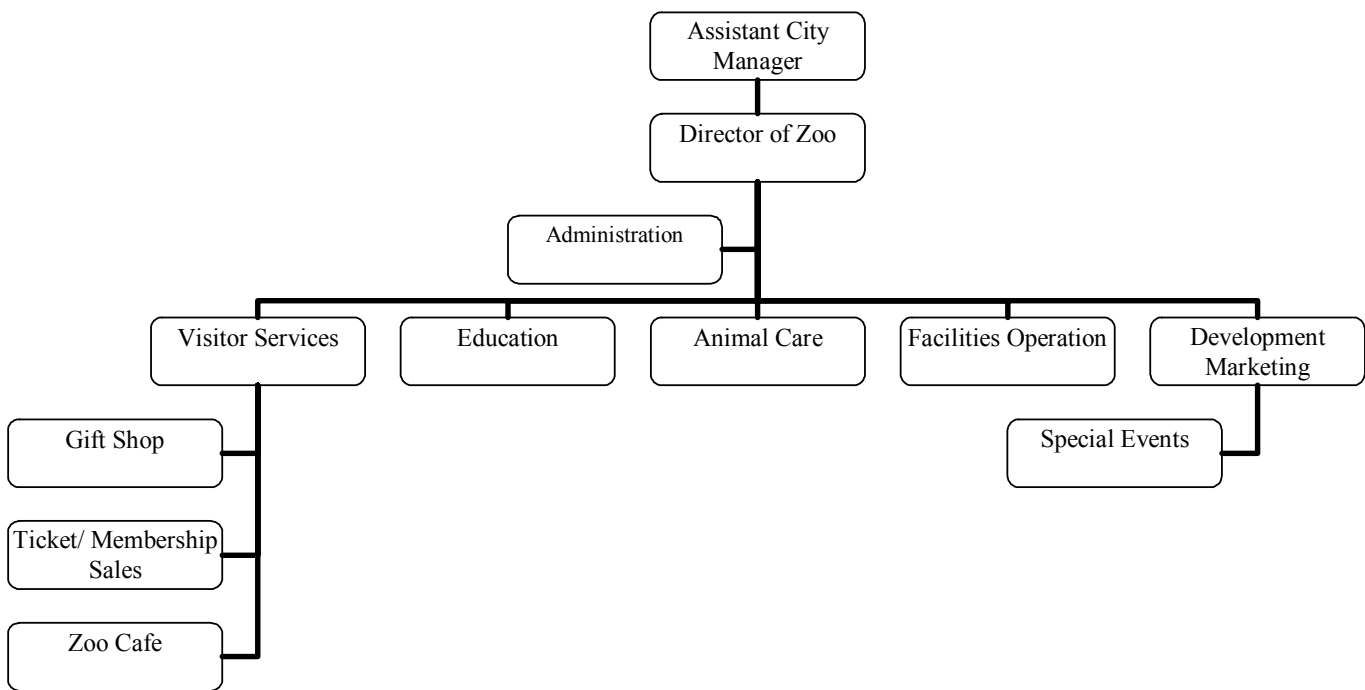
**Service Measures**

<u>Activity</u>	<u>Actual</u> <u>2007</u>	<u>Budget</u> <u>2008</u>	<u>Est.</u> <u>2009</u>
Percentage of unclaimed vehicles auctioned within 60 day of impoundment	98%	98%	98%
Percentage of vehicle identification numbers correctly processed within 72 hours	100%	100%	100%





# Zoo



### Mission Statement

To create and maintain an outstanding zoological institution, which serves as a model for others in education, animal care and response to community needs; providing our visitors with recreation, educational and cultural experience and operating on a sound financial basis.

Zoo

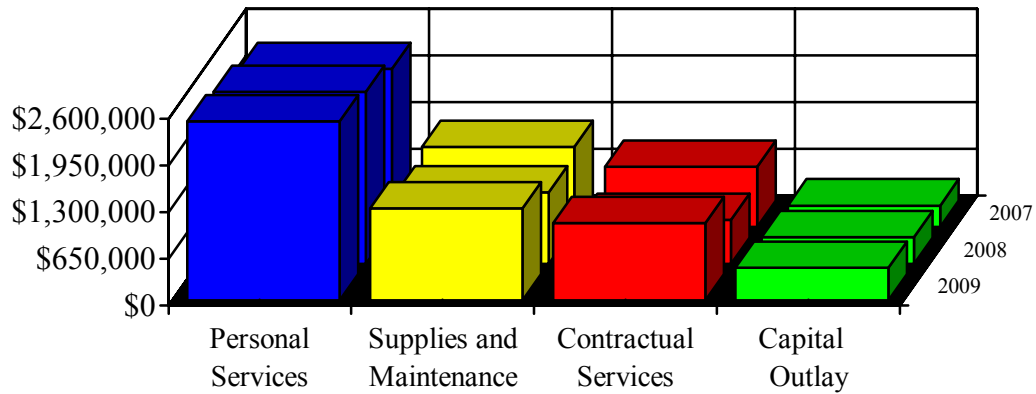
**Expenditure Budget**

Description	2007	2008	2009
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,319,119	\$2,389,400	\$2,488,004
Supplies and Maintenance	\$1,111,676	992,066	\$1,282,231
Contractual Services	\$834,521	911,619	\$1,081,767
Capital Outlay *	\$458,945	458,945	\$458,945
<b>Total</b>	<b>\$4,724,261</b>	<b>\$4,752,030</b>	<b>\$5,310,947</b>

\* The capital outlay category for the Enterprise funds is for spending controls. Depreciation and transfers are budgeted in this category.

<b>Staffing</b>	51	50	50
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	Proposed Budget	from Prior Year
607 Zoo Fund	\$5,310,947	11.76%



Zoo

2008 Department Priorities	Status
Zoo continued the completion the African Veldt (grasslands), Elephant expansion, and renovation of the Education building.	Ongoing
Worked on a five year strategic plan and completed a cost analysis on all current programs to complete a feasibility study.	Ongoing
Established a specific database of potential in-kind donors for participation in an “adopt-a-bed” program for the Facilities Operations department. Donors will enter into a cooperative agreement to plant and maintain gardening beds throughout the park in an effort to promote education and conservation of plants.	Ongoing
Expanded the Interpretation training to a new class of Docents that will assist in furthering the education goals of the Zoo. Note: Interpretation is a mission-based communication process that builds intellectual and emotional connections between organizations and their publics.	Ongoing
Introduced the first annual Wild Wines of the World fundraising event. Raised 300K for Cheetah exhibit and an additional 200K for the Penguin exhibit. Increased the donor data base and launched planned giving.	Completed
Zoo started a regular schedule of programs to be held at different intervals of the day at the amphitheater that will focus on education, conversation, and entertainment.	Completed
Provided improved customer service by relocating membership sales to the Guest Services department at the new front entry where guests are met in person. Utilize membership team to kick-off a Zoo membership drive.	Completed
Zoo performed promotional marketing for the ground breaking of the Penguin and Cheetah exhibits.	Completed
Completed the graphics and signage for the primary path throughout the Zoo.	Completed
Streamlined Zoo records management through use of the Point of Sales system, Lawson, and scanning software.	Completed



Zoo

2009 Department Goals
<p>Staff will be coordinate a contracted Bird Show for April 2009 through Labor Day Weekend. Also, staff will be working with AZA, SSP coordinators and other agencies to acquire an additional elephant and other species to grow the animal collection.</p>
<p>Staff will develop a marketing plan to promote the Winged Wonders Bird Show and will market and promote all other events for 2009. The Zoo will continue to increase in-kind media sponsorships in radio, print, online, and television advertising and will continue to solicit promotional sponsorships for events. The Zoo will discontinue use of a printed newsletter and will switch to an online newsletter and eblast in an effort to cut costs.</p>
<p>The Zoo will continue to cultivate new donors to the Arkansas Zoological Foundation and will assist the foundation in hosting two major fundraising events. The Zoo Development Department will also develop and implement a planned giving program for Zoo donations.</p>
<p>Education Department will kick off new Spring/Summer Safari Education programs with a focus on conservation and green efforts. The conservation craft camps will assist in achieving higher education program attendance, revenues, and area partnerships to promote conservation throughout central Arkansas.</p>
<p>Facilities maintenance will complete and turn the African Veldt/Conservation Station and Elephant Expansion Exhibit over to Animal Management to begin relocating and adding additional species to the animal collection as stated in the Master Plan. Facilities will also continue to improve Zoo grounds and will begin construction on the Laura P. Nichols Penguin Pointe exhibit and the Laura P. Nichols Cheetah habitat.</p>
<p>tasks and assist other senior staff members. The Zoo will also work on a strategic plan and will continue to seek outside counsel for ideas on the strategic plan. The Zoo will also work on securing funding to do another master plan that reflects current attitudes on Zoo development. The Zoo will also work with War Memorial Stadium to secure parking for the Zoo.</p>
<p>The guest services division of the Zoo will continue to provide excellent customer service to Zoo guests. The department will also work to open the Lorikeet Landing food concession area, make \$500,000 profit in Café Africa, and continue to grow and develop Zoo membership sales.</p>



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Zoo

**DEPARTMENT:** Zoo **Fund:** General  
**Budget:** \$5,310,947

**OBJECTIVES:**

**Organization: 607101 Administration**

Accredited by the Association of Zoos and Aquariums and funded by the City of Little Rock, the Little Rock Zoo is at the threshold of becoming one of the major zoological institutions in the United States. We must maintain the momentum of 2008 through 2009 and into the future.

Zoo Administration and the Development Division, which was established in 2003, have created the Arkansas Zoological Foundation and had another very successful year of fund raising. This year, the Zoo will work with the foundation to garner sponsorships for special events, start a planned giving society, and garner new annual donors and supporters for the foundation and Zoo. New for 2009, this department will now be in charge of strategic development for the institution and as such will be responsible for maintaining a balanced budget for the Zoo and properly planning for future expenses. The department will also research avenues for increasing revenue and make reports to the Zoo Director for new policies and procedures that will cut cost and maximize efficiency.

Zoo staff will aggressively pursue funding for the development of a business plan and new master plan for the Little Rock Zoo. Changes in the War Memorial Park plan and the addition of the Children's Library south of I-630 provide new possibilities for Zoo development and a new master plan is needed to guide future fundraising efforts.

**Organization: 607110 Concessions**

Café Africa began operation March 2007. Café Africa provides a seating capacity of 180 people at any given time. Our state of the art kitchen will allow for an increase in catering functions, after hour's parties, and quality service for our visitors on a day to day basis. A second concession is now open and we plan to open a third concession in 2008. Our food service personnel will strive toward excellence in service with training of staff in safe food handling techniques a priority.



**Organization: 607120    Education**

The Education Department of the Zoo will implement newly designed programs in 2009 centered on conservation education using interpretation methods for education. The Education Department will host a new Share the Care birthday party, new EdZOOcation classes including spring break and summer camps, as well as train at least two new docent volunteer classes to assist with education programming and Zoo Outreach. The newly renovated education building will also open to the public in 2009.

**Organization: 607130    Gift Shop**

The Safari Trader Gift Shop will continue to provide excellent customer service to guests and provide new and exciting products for Zoo patrons surrounding the Winged Wonders Bird Show being held at the Zoo April 4 - Labor Day. The gift shop will continue to provide quality, unique merchandise at a competitive price to increase revenue.

**Organization: 607140    Membership**

The goal of this department is to sell memberships to individuals and families to earn revenue for the Zoo and provide value to Zoo customers. The Membership Department will continue to offer great customer service at our member area at the front gate and will continue to sell and process memberships in a timely fashion. The department will implement an online payment feature at the Zoo's website for customer convenience and will offer a variety of member events this year including a picnic at no charge and a pool party in the summer.

**Organization: 607150    Special Events**

The Special Events Department of the Zoo will continue to provide exciting events at the Zoo for families and adults that drive visitors to the Zoo and raise additional revenue. The Zoo will host the Wild Wines of the World event in May and Boo at the Zoo in October. The Special Events Department will also hosts several other family daytime events such as the bear birthday party, Bear Awareness Week, Party for the Planet: An Earth Day Celebration, Christmas in the Wild, and other related events.



**Organization: 607160    Marketing & Promotion**

This division's goal is to develop and disseminate information to the public regarding Zoo activities and to promote awareness and interest in the Little Rock Zoo. The Marketing & Promotion Department will continue to try and earn positive coverage of the Zoo in news media and will work to get more in-kind donations of advertising. The Department will also work to integrate the Zoo's newly-launched website into the overall marketing plan for the institution by providing interactive content such as the Keeper's Corner blog and Little Rock Zoo face book page to interact with the public. The Zoo will also install two flat screen televisions in Cafe Africa to run video of upcoming promotions to guests in the Cafe during the day. The Zoo will also heavily promote the Winged Wonders Bird Show in the spring and summer to drive gate admission sales.

**Organization: 607170    Facilities Operations**

This division will provide effective management and administrative support for the improvement and maintenance of the Zoo, which includes design, new construction, horticulture, custodial services, government agency compliance, graphics and support for special events and other Zoo divisions. Specifically, the facilities division will begin construction on the Laura P. Nichols Penguin Pointe exhibit and the Laura P. Nichols Cheetah habitat as well as complete construction on the expansion of the elephant barn.

**Organization: 607180    Animal Care**

This division will continue to provide proper husbandry and enrichment for the Zoo collection of native and exotic animals in as naturalistic enclosures as possible. We will meet or exceed United Stated Department of Agriculture and Association of Zoos and Aquariums standards. The Animal Care department will facilitate the acquisition of at least one new elephant to be a companion to elephants Mary and Ellen. The department will also work to acclimate animals to the new African Veldt exhibit in anticipation of a spring 2009 opening.



Zoo

**Organization: 607190 Visitor Services Administration**

This division oversees all visitor services and the “Over-the-Jumps Carousal” as well as several contracts and concessions. Admission and train revenues will be associated with this division and contract payouts for ride concessions will be tracked in this area.

The departmental goals and objectives link with the BOD Policy Statement for Quality of Life.

Service Measures			
Activity	Actual 2007	Budget 2008	Est. 2009
Gate Attendance	292,910	300,000	300,000
Number of Special Events (Gate Drivers)	13	15	17
Gift Shop Sales	\$270,766	\$301,698	\$265,000
Café/Concession Sales	\$407,576	\$405,700	\$459,000
Zoo Memberships	\$183,802	\$200,000	\$227,000
Number of major construction projects completed	20	10	4
Amount of Zoo Fundraising	\$518,662	\$247,500	\$150,000



## HOW TO USE THE BUDGET DOCUMENT

This section is designed to explain and simplify the use of this document. It will acquaint you with the types of information you can expect to find such as:

- Sources of money raised by the City
- Where and how the money is spent
- Who provides City Services
- What policies and objectives are set for the upcoming year

### **Definition - What is a Budget Document?**

The budget document explains the City's financial management plan for the upcoming fiscal year. The budget not only outlines the day-to-day functions of City departments for a one-year period; it also lists the major capital projects. The Mayor is responsible for enforcing the spending limits established in this plan.

Each year, the City establishes a budget for operations during the upcoming year, which runs from January 1 to December 31. The budget is based on estimates of projected expenditures for City programs, as well as the means of paying for those expenditures, (estimated revenues). Following study and action by the Mayor and Board of Directors, an adopted budget is published.

As required by law, each year, the Mayor submits to the Board of Directors a recommended budget for the fiscal year beginning January 1. After an extensive budget study process and public hearings to receive citizen input, the Mayor and Board of Directors makes its decision on the final, or adopted budget. The budget must be adopted on or before December 31. A calendar of events for budget development activities for fiscal year 2009 is included in this document to more adequately describe the budget development process.

The 2009 Basic Budget is comprised of four major fund types: the General Fund, Special Revenue Fund, Internal Service Fund and Enterprise Fund.

The General Fund is used to account for revenues and expenditures for regular day-to-day operations of the City. The primary sources of revenue for this fund are local taxes, and utility franchises.

Departments in the General Fund are organized into the following:

- General Administrative
- Board of Directors
- Community Programs
- City Attorney
- District Court First Division
- District Court Second Division
- District Court Third Division
- Finance
- Human Resources
- Information Technology
- Planning & Development
- Housing & Neighborhood Programs
- Public Works
- Parks & Recreation
- Fire
- Police

The three major types of other funds are:

1. Special Revenue Fund - These funds are used to account for the proceeds of special revenue sources that are legally restricted to expenditures for specific purposes.
2. Enterprise Fund - Governmental accounting funds in which the services provided are principally supported through charges to the users of the services, e.g., solid waste, golf and zoo.
3. Internal Services Fund - Funds that provide services to other parts of the City organization, e.g., motor pool, vehicle maintenance and insurance.

Most payments to the Internal Services Funds are not shown as transfers, but as line items within the budgets of the departments in all operating funds.

### **Operating Flow of Funds**

Revenues are paid into the General Fund and Enterprise Funds as a result of specific activities. For example:

<b>General Fund</b>	<b>Enterprise Funds</b>
Property Taxes	Rates
Sales Taxes	Fees
Licenses & Permits	Intergovernmental Contracts

Expenditures are made from the General Fund and Enterprise Funds to support activities related to each. For example:

#### **General Fund**

- General Fund Departments - Police, Fire, Parks & Recreation, etc.
- Personnel, supplies, contractual services, capital outlay and debt service.

#### **Enterprise Fund**

- Enterprise Funds – Zoo, Golf, Jim Dailey Fitness & Aquatic Center, Concessions, River Market, Vehicle Storage Facility, Parking Garages and Waste Disposal.
- Personnel, supplies, contractual services, capital outlay, debt service and depreciation.

General Fund, Enterprise Funds, and other user departments all make payments into Internal Service Funds to pay for Fleet operations and maintenance.

#### **Capital Budget**

The Capital Budget consists of major capital programs, which usually operate beyond a year's time from start to finish. Examples of capital projects are street and bridge construction, drainage construction, park development, etc. A description of how funds flow is in the Debt Service Flow of Funds. The Capital Operating Budget provides the operating funds needed to program and fund operating and maintenance requirements for capital facilities, as they become necessary. At times, the completion of certain capital projects may be delayed for a period of time if operating and maintenance moneys are not available.

**Debt Service Flow of Funds**

The City issues debt after one of the following:

- Approval by City Board to issue Temporary Notes, Certification of Obligations or Revenue Bonds.
- Successful completion of a Bond Election.

Funds generated from the sale of the debt obligations are allocated to individual special projects within capital project Funds. Open project accounts channel payments for project work to individual contractors. When a project is completed and the project account closed, unused funds can be directed to the debt service obligation. The project account transfers unused funds to the overall capital project fund, which in turn transfers the moneys into the Debt Service Fund. The Debt Service Fund is also supported by other revenue sources. The Debt Service Fund initiates payments of principal and interest to the bond purchasers.

**Format for Budget Expenditures**

At the beginning of each expenditure section, you will find a Department's organizational chart showing the services which are included in the section, Mission Statement, Personnel Summary, 2008 Priorities results and 2009 Goals.

The General Fund, Street Fund and Proprietary Funds expenditure sections of the budget provide very detailed information. Major categories of expenditures include:

- Personal Services (Employee Salaries and Fringe Benefits)
- Supplies and Maintenance
- Contractual Services
- Capital Outlay

## **GLOSSARY OF KEY BUDGET TERMS**

**Accrual Basis of Accounting** - A basis of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flow.

**Agency** - A division of City government commonly referred to as a City department. Examples are Police, Fire, Parks and Recreation, and Public Works departments. The term "other agencies" is used to identify entities outside of but related to City operations. These include the County Health Department, Library, Arts Center, Museum, and others.

**Amusement Park Lease** - Share of revenue from train rides at Civitan House at the Little Rock Zoo.

**Appropriation** - An amount of money authorized by the Board of Directors incur obligations and to make expenditures/expenses of resources.

**Assessed Valuation of Property** - The taxable value of real and personal property in Little Rock, established at 20 percent of market value by the Pulaski County Assessor.

**Board of Directors** - The eleven elected Board members who form the City's governing body.

**Bonds** - Certificates of indebtedness issued by an entity which guarantee payment of principal and interest at a future date.

**Basic Budget** - An annual financial plan that identifies revenue sources and amounts, services to be provided, and amounts of money appropriated to fund these services.

**Budget Amendment** – Legal means by which an adopted estimated revenue or expenditure authorization limit is increased or decreased.

**Budget: Operating** - A financial document designed to provide funding for operating or "ongoing" annual programs of service.

**Budget: Capital** - A financial plan for the purchase or construction of major assets such as buildings, land, streets, sewers, and recreation facilities.

**Capital Assets** – Assets of long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. Capital assets are also called fixed assets.

**Capital Equipment** - Generally, equipment with an expected life of more than one year.

**Capital Outlay** - The portion of the annual operating budget that appropriates funds for the purchase of items often separated from regular operating items such as personal, supplies and maintenance and contractual. The capital budget includes funds for purchases such as furniture, vehicles, machinery, building improvements, data processing equipment and special tools, which are usually distinguished from operating items according to their value and projected useful life.

**Commission** - A unit of city government authorized under State statutes to provide a municipal service without control by the City elected governing body. For example, the Housing Commission.

**Contingency Reserve** - A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted for in the basic budget.

**Contractual Services** - Goods and services acquired under contract that the city receives from an outside company. Professional services, utilities, rentals, and insurance are examples of contractual services.

**Debt Service** - Expenditures for principal and interest on outstanding bond issues.

**Depreciation** - An accounting allocation of a portion of the cost of an asset to the operating expenditures of the current fiscal period, that is designed to indicate the funds that will be required to replace the asset when it is no longer serviceable.

**Discrete Component Unit** - A separate fund that is ultimately dependent upon the City Board of Directors for oversight or approval of its operations.

**Restricted Reserve** - A specific amount of cash set aside by action of the Board of Directors for funding unforeseen contingencies such as destruction from a tornado, flooding, or litigation.

**Encumbrances** - An amount of money committed for payment of a specific good or service not yet received. Funds so committed cannot be used for another purpose.

**Enterprise Fund** - A self-contained fund operated to account for services supported by user charges and fees. Examples are the Golf, Zoo and Waste Disposal funds.

**Expenditures** - Decreases in net financial resources under the current financial resources measurement focus, and pertains to payment of normal operating payments and encumbrances. Expenditures are measured in governmental accounting.

**Expenses** - The cost of doing business in a proprietary organization, and can be either direct outflows or the using up of an asset such as the depreciation of capital assets.

**Fiduciary Fund** - A separate fund that accounts for the pension obligations to a specific group of City employees. A Board of Trustees that exercises a fiduciary responsibility for the fund governs each fund.

**Fiscal Year** - A period of 12 consecutive months designated as the budget year. Little Rock's fiscal year is the calendar year.

**Fleet Services** - A management organization accounted for as an internal service fund and responsible for acquiring and maintaining the City's vehicle fleet.

**FUTURE-Little Rock** - A community goal setting process that involved hundreds of citizens over an eighteen-month period. The citizens assessed the City's problems and needs and delivered recommended solutions to the Board of Directors.

**Fund** - A fiscal entity composed of a group of revenue and expenditure accounts maintained to account for a specific purpose. See the section "Little Rock's Financial Structure" for a description of the funds controlled by the Board of Directors, various Commissions, and by Pension Trustees.

**Fund Balance** - The balance in a fund remaining from all revenues, expenditures and carryover funds that is subject to future appropriation.

**Gain/Loss Sale of Fixed Assets** - Is based upon amount of proceeds compared to undepreciated value.

**General & Administrative Cost** - Cost associated with the administrative services of City Services.

**General Obligation Bonds** - Bonds secured by the full faith and credit of the City.

**Generally Accepted Accounting Principles (GAAP)** - The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements. Cash basis and income tax basis are not considered to be in accordance with GAAP.

**Government Fund Type** - Funds generally used to account for tax-supported activities. There are five different types of government funds: The General Fund; Special Revenue Funds; Debt Service Funds; Capital Project Funds; and Trust Fund.

**Grant** - Contribution by one government unit or funding sources to another unit. The contribution is usually made to aid in a part of a specified function, but is sometimes also for general purposes.

**Grant Match** - City cost or in-kind services required to match Federal and State grant and programs.

**Industrial Development Revenue Bonds** - Bonds issued by the City to finance construction or expansion of an industrial facility. The City is in no way obligated to repay these bonds; rather they are the sole obligation of the industry that benefits from the financing.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Internal Service Fund** - This fund operates like an Enterprise Fund to account for citywide vehicle and maintenance costs and the revenue from charge-backs to user departments. It provides a mechanism for identifying vehicle costs and charging them to the property budget program.

**Investment** - Securities purchased and held for the production of revenues in the form of interest.

**Lapsing Appropriation** – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law. Most operating funds are lapsing funds

**Maintenance** - Maintenance encompasses a variety of materials and services for land and equipment of a permanent or semi-permanent nature for the maintenance, renewal, replacement, repair, minor renovation, etc., associated with existing structures, land, streets, alleys, bridges, storm drains or parts for equipment.

**Millage** - The tax rate(s) levied on real and personal property. One mill equals \$1 per \$1,000 of assessed property value.

**Modified Accrual Basis of Accounting** - A basis of Accounting according to which (1) revenues are recognized in the accounting period in which they become available and measurable and (2) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**Non-Lapsing Funds** – A fund whose unencumbered appropriation balance remains available for expenditure after the end of the fiscal year. A non-lapsing fund remains open and available for use until all appropriations are expended, transferred, or closed by budgetary action. Grants and Capital Funds normally operate as a non-lapsing fund.

**Non-Operating Fund** - A fund established to account for revenue and expenditures that are not recurring and, therefore, not part of the annual operating budget. Examples of these revenues are sales taxes set aside for special items, and one-time revenue collections such as litigation settlements. Examples of expenditures are those for special programs and projects, and for capital projects.

**Non-Operating Income or Expense** - A non-recurring, unusual item of revenue or required expenditure that would distort the financial results to present as an operating item. These items are reflected below the operating income line on statements of income and expense.

**Operating Revenues** - Recurring sources of income for an entity.

**Operating Expenses** - Recurring costs required to provide a service or maintaining an operation.



**Other Reimbursements** - Funds received from Pulaski County 911 Maintenance, Pension Fund, Bond administration reimbursements, Geographic Information System Analysis, Project management, and Children, Youth & Family accountant salary.

**Outside or Other Agency** - These are local organizations that are not a part of City government, but that receive appropriations from the City. Examples are the Central Arkansas Transit Authority, the County Health Department, the Museum of Discovery, and the Arkansas Arts Center.

**Personal Services** - All costs associated with providing personnel for an agency or program including salaries, wages, FICA, retirement contributions, health, dental, life, disability, unemployment insurance and Workers' Compensation coverage.

**Program** - A division or sub-unit of an agency budget, which identifies a specific service activity to be performed. For example, a snow and ice removal program is funded in the Public Works Street Maintenance Budget.

**Proprietary Fund Type** - Funds that focus on the determination of operating income, changes in net assets – or cost recovery – financial position, and cash flows. There are two different types of proprietary funds: Enterprise Funds and Internal Service Funds.

**Rating** - Ratings are issued by several institutions as an indication of the likelihood that an obligation will be repaid. The highest rating is triple A, which is awarded to debt securities of the U. S. Government. Little Rock's general obligation bonds are rated AA- by two rating agencies, which indicate a high level of confidence in the City's ability to repay its obligations.

**Recycling** - Share of proceeds from sale of newspaper, metal, and glass collected by private company from sanitation routes.

**Redemption** - The repayment of a bonded indebtedness. Redemption can occur at a specified date, or can be subject to early retirement, should funds be available to do so.

**Reserve** - The Board of Directors may set aside moneys into an account called a reserve to provide for future needs or to meet unknown obligations. For example, the City self-insures for workers' compensation claims and maintains a reserve to meet any unforeseen future claims. The City also maintains a general working capital reserve to meet unknown emergency needs.

**Retained Earnings** - The excess of revenue or expenditures that has accumulated since the inception of a Proprietary Fund.

**Revenue(s)** - Increases in the net current assets of a Governmental Fund Type from other than expenditure refunds, general long-term debt proceeds and operating transfers in.

**Risk Management** - A program to effectively deal with the varied risks faced by the City. This includes protecting the public and City employees by providing commercial or self-insurance coverage for fire, vehicle, and public official and other liabilities, developing and maintaining safe driving programs, and maintaining a safe working environment.

**Special Project** - Generally, a project funded with non-operating revenue. Special projects may be capital improvements or other non-operating items.

**State Tax Turnback** - The State of Arkansas returns a portion of its tax receipts to incorporated cities within the state. Certain turnback revenues may be used for general purposes, while other turnback funds are restricted to street improvements.

**Sundries** - Revenue received from miscellaneous sources.

**Supplies** - Supplies are articles that when consumed or used, show a material change in their physical condition. These items generally last less than one year. Examples of supplies are office supplies, clothing, cleaning & janitorial supplies, petroleum products and chemical, medical & laboratory.

**Transfers In** - Reimbursements from other funds.

**User Charges** - The direct payment by the public for a specific service provided. For example, a monthly charge for garbage pickup.

**Undesignated Fund Balance** - The amount of money remaining in a fund that has not been appropriated or committed for any purpose.

**Utility Franchise Tax** - A City tax levied upon the gross receipts of local privately owned utilities (power, gas, and telephone). Under State law, this tax may be passed on to the utility user.

**Vehicle Storage Fees** - Charges for release from impound lot of vehicles that have been abandoned on street, towed from illegal parking zones, or seized after violation of vehicular laws.

### 2009 Five Year Forecast

All fund designations and reserves are evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's five-year financial plan. A 10% requirement was used for planning purposes for all funds except Solid Waste a 15% requirement. The Board of Directors has set a 10% restricted reserve requirement for the General Fund.

The General Fund goal was to set aside \$10,000,000 or 10% of General Fund revenues; whichever is greater, into a restricted reserve fund on or before December 31, 2007; however, due to economic conditions in the past few years, the City has not met their goal. The restricted reserve is currently \$9,418,000.

The proposed 2009 budgets are balanced and fiscally responsible. The fiscal policies require the adoption of an annual budget in which expenditures do not exceed reasonably estimated revenues and available fund balances.

In 2003, the citizens approved \$70,635,000 of Limited Tax General Obligation Capital Improvement Bonds to address needed capital improvements to include: Fire Training Academy – Phase II, Renovations to existing Fire Stations, Emergency Generators – Fire Stations, Police Department Improvements, Emergency Communication Improvements, Street Improvements, Street Reconstruction, Traffic Signals, Intersection Improvements, Drainage Improvements, Parks & Recreational Improvements, Zoo Improvements, School Area Pedestrian Safety Improvements, Animal Services Improvements and Robinson & Statehouse Convention Centers Improvements. Since these projects are completed the Mayor & Board may consider implementing other aspects of the Vision Little Rock capital improvements. Over 85% of the funds were expended within three years of issuance of the bonds. The balances of the remaining open projects are listed in the Capital Improvement section.

The City has taken steps to plan for the future with the five-year forecast based on the estimated revenues and operating expenditures for 2009 – 2013. The forecast for 2009 – 2013 is a planning tool used for the projections. The Mayor and Board of Directors have only approved the 2009 budget. However, the Board is committed to providing financial stability for all programs.

**CITY OF LITTLE ROCK  
2009-2013 FORECAST**

	FY09 <u>Adopted</u>	FY10 <u>Projected</u>	FY11 <u>Projected</u>	FY12 <u>Projected</u>	FY13 <u>Projected</u>
<u>General Fund</u>					
Beginning Net Assets	\$14,654,966	\$14,654,966	\$16,070,701	\$17,528,907	\$19,030,860
Plus: Est. Revenue	137,449,966	141,573,465	145,820,669	150,195,289	154,701,148
Less: Est. Expenses	<u>137,449,966</u>	<u>140,157,730</u>	<u>144,362,462</u>	<u>148,693,336</u>	<u>153,154,136</u>
Ending Net Assets *	<u>14,654,966</u>	<u>16,070,701</u>	<u>17,528,907</u>	<u>19,030,860</u>	<u>20,577,872</u>

Reserve Requirement (10% of Revenues)	<u>\$13,744,997</u>	<u>\$14,157,346</u>	<u>\$14,582,067</u>	<u>\$15,019,529</u>	<u>\$15,470,115</u>
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\* Net Assets includes taxes receivables and restricted reserves of \$9,418,000.

<u>Zoo Fund</u>					
Beginning Balance	\$4,615,816	\$4,615,816	\$4,753,901	\$4,933,411	\$5,166,774
Plus: Est. Revenue	5,310,947	6,904,231	8,975,500	11,668,151	15,168,596
Less: Est. Expenses	<u>5,310,947</u>	<u>6,766,146</u>	<u>8,795,990</u>	<u>11,434,788</u>	<u>14,865,224</u>
Ending Balance	<u>4,615,816</u>	<u>4,753,901</u>	<u>4,933,411</u>	<u>5,166,774</u>	<u>5,470,146</u>

Reserve Requirement (10% of Revenues)	<u>\$531,095</u>	<u>\$690,423</u>	<u>\$897,550</u>	<u>\$1,166,815</u>	<u>\$1,516,860</u>
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<u>Golf Fund</u>					
Beginning Balance	(\$118,042)	(\$118,042)	(\$56,192)	\$7,514	\$73,131
Plus: Est. Revenue	3,002,439	3,092,512	3,185,288	3,280,846	3,379,272
Less: Est. Expenses	<u>3,002,439</u>	<u>3,030,662</u>	<u>3,121,582</u>	<u>3,215,229</u>	<u>3,311,686</u>
Ending Balance	<u>(118,042)</u>	<u>(56,192)</u>	<u>7,514</u>	<u>73,131</u>	<u>140,716</u>

Reserve Requirement (10% of revenues)	<u>\$300,244</u>	<u>\$309,251</u>	<u>\$318,529</u>	<u>\$328,085</u>	<u>\$337,927</u>
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Jim Dailey Fitness & Aquatic Fund

Beginning Balance	\$3,558,439	\$3,558,439	\$3,583,120	\$3,608,540	\$3,634,724
Plus: Est. Revenue	1,198,084	1,234,027	1,271,047	1,309,179	1,348,454
Less: Est. Expenses	<u>1,198,084</u>	<u>1,209,346</u>	<u>1,245,626</u>	<u>1,282,995</u>	<u>1,321,485</u>
Ending Balance	<u>3,558,439</u>	<u>3,583,120</u>	<u>3,608,540</u>	<u>3,634,724</u>	<u>3,661,693</u>

Reserve Requirement (10% of revenues)	<u>\$119,808</u>	<u>\$123,403</u>	<u>\$127,105</u>	<u>\$130,918</u>	<u>\$134,845</u>
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Concessions Fund

Beginning Balance	(\$363,063)	(\$363,063)	(\$333,695)	(\$303,445)	(\$272,288)
Plus: Est. Revenue	114,052	117,474	120,998	124,628	128,367
Less: Est. Expenses	<u>114,052</u>	<u>88,105</u>	<u>90,748</u>	<u>93,471</u>	<u>96,275</u>
Ending Balance	<u>(363,063)</u>	<u>(333,695)</u>	<u>(303,445)</u>	<u>(272,288)</u>	<u>(240,197)</u>

Reserve Requirement (10% of revenues)	<u>\$11,405</u>	<u>\$11,747</u>	<u>\$12,100</u>	<u>\$12,463</u>	<u>\$12,837</u>
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**CITY OF LITTLE ROCK  
2009-2013 FORECAST**

	FY09 Adopted	FY10 Projected	FY11 Projected	FY12 Projected	FY13 Projected
<u>River Market Fund</u>					
Beginning Balance	\$3,444,609	\$3,444,609	\$3,464,111	\$3,484,198	\$3,504,888
Plus: Est. Revenue	946,703	975,104	1,004,357	1,034,488	1,065,523
Less: Est. Expenses	<u>946,703</u>	<u>955,602</u>	<u>984,270</u>	<u>1,013,798</u>	<u>1,044,212</u>
Ending Balance	<u>3,444,609</u>	<u>3,464,111</u>	<u>3,484,198</u>	<u>3,504,888</u>	<u>3,526,198</u>
Reserve Requirement (10% of revenues)	<u>\$94,670</u>	<u>\$97,510</u>	<u>\$100,436</u>	<u>\$103,449</u>	<u>\$106,552</u>
<u>Waste Disposal Fund</u>					
Beginning Balance	\$16,444,367	\$14,922,511	\$15,099,088	\$15,280,961	\$15,468,291
Plus: Est. Revenue	17,143,354	17,657,655	18,187,384	18,733,006	19,294,996
Less: Est. Expenses	<u>18,665,210</u>	<u>17,481,078</u>	<u>18,005,510</u>	<u>18,545,676</u>	<u>19,102,046</u>
Ending Balance	<u>14,922,511</u>	<u>15,099,088</u>	<u>15,280,961</u>	<u>15,468,291</u>	<u>15,661,241</u>
Reserve Requirement (15% of revenues)	<u>\$1,714,335</u>	<u>\$1,765,765</u>	<u>\$1,818,738</u>	<u>\$1,873,301</u>	<u>\$1,929,500</u>
<u>Vehicle Storage Facility</u>					
Beginning Balance	(\$174,592)	(\$268,843)	(\$124,117)	\$24,951	\$178,492
Plus: Est. Revenue	1,405,110	1,447,263	1,490,681	1,535,402	1,581,464
Less: Est. Expenses	<u>1,499,361</u>	<u>1,302,537</u>	<u>1,341,613</u>	<u>1,381,861</u>	<u>1,423,317</u>
Ending Balance	<u>(268,843)</u>	<u>(124,117)</u>	<u>24,951</u>	<u>178,492</u>	<u>336,638</u>
Reserve Requirement (10% of revenues)	<u>\$140,511</u>	<u>\$144,726</u>	<u>\$149,068</u>	<u>\$153,540</u>	<u>\$158,146</u>
<u>Street Fund</u>					
Beginning Balance	\$3,114,557	\$3,114,557	\$3,265,787	\$3,421,553	\$3,581,993
Plus: Est. Revenue	14,682,504	15,122,979	15,576,668	16,043,969	16,525,288
Less: Est. Expenses	<u>14,682,504</u>	<u>14,971,749</u>	<u>15,420,902</u>	<u>15,883,529</u>	<u>16,360,035</u>
Ending Balance	<u>3,114,557</u>	<u>3,265,787</u>	<u>3,421,553</u>	<u>3,581,993</u>	<u>3,747,246</u>
Reserve Requirement (10% of revenue)	<u>\$1,468,250</u>	<u>\$1,512,298</u>	<u>\$1,557,667</u>	<u>\$1,604,397</u>	<u>\$1,652,529</u>
<u>Fleet Fund</u>					
Beginning Balance	\$2,434,618	\$2,468,001	\$2,571,056	\$2,677,203	\$2,786,534
Plus: Est. Revenue	10,005,334	10,305,494	10,614,659	10,933,099	11,261,092
Less: Est. Expenses	<u>9,971,951</u>	<u>10,202,439</u>	<u>10,508,512</u>	<u>10,823,768</u>	<u>11,148,481</u>
Ending Balance	<u>2,468,001</u>	<u>2,571,056</u>	<u>2,677,203</u>	<u>2,786,534</u>	<u>2,899,144</u>
Reserve Requirement (10% of revenues)	<u>\$1,000,533</u>	<u>\$1,030,549</u>	<u>\$1,061,466</u>	<u>\$1,093,310</u>	<u>\$1,126,109</u>
<u>Parking Garages</u>					
Beginning Balance	(\$376,062)	(\$376,062)	\$26,398	\$440,932	\$867,901
Plus: Est. Revenue	1,953,689	2,012,300	2,072,669	2,134,849	2,198,894
Less: Est. Expenses	<u>1,953,689</u>	<u>1,609,840</u>	<u>1,658,135</u>	<u>1,707,879</u>	<u>1,759,115</u>
Ending Balance	<u>(376,062)</u>	<u>26,398</u>	<u>440,932</u>	<u>867,901</u>	<u>1,307,680</u>
Reserve Requirement (10% of revenues)	<u>\$195,369</u>	<u>\$201,230</u>	<u>\$207,267</u>	<u>\$213,485</u>	<u>\$219,889</u>

## State and City Budget Statutes

### State Statutes

Arkansas statutory law grants the City of Little Rock the authority to operate under the City Manager form of government pursuant to the City's form of government.

1. The Mayor and City Manager shall prepare the municipal budget annually and submit it to the Board for its approval or disapproval. The City Manager is responsible for its administration after adoption.
2. The City Manager shall prepare and submit to the Board, within sixty (60) days after the end of each fiscal year, a complete report on the finances and administrative activities of the City during the fiscal year.
3. The City Manager shall keep the Mayor and Board advised of the financial condition and future needs of the City and make such recommendations as to him may seem desirable.

The City complies with item 1 above in its budget process. It complies with items 2 and 3 by submitting monthly, quarterly, and annual financial reports to the Board.

### City Ordinances

Sections 2-211 through 2-218, of the Code of Ordinances establish budget requirements for preparation, administration and financial reporting. Sections 2-222 and 2-226 also pertain to the budget.

#### **Sec. 2-211. Nature and Scope.**

The budget for the city shall set forth all proposed expenditures for the administration, operation, maintenance and improvement of all offices and departments and expenditures for capital projects to be undertaken and/or executed during the year. In addition thereto, the budget shall set forth the anticipated revenues and other means of financing proposed expenditures for the fiscal year. The budget shall be adopted for the ensuing fiscal year period, while information for subsequent fiscal periods shall be considered a fiscal plan.

#### **Sec. 2-212. Preparation.**

The City Manager shall submit to the Board of Directors a budget and an explanatory budget message for the ensuing year. The City Manager shall compile the budget with the assistance of the Finance Department and other departments or agencies, estimating all revenues and expenditures detailed by organization unit, service program, or object or expenditure, as appropriate.

**Sec. 2-213. Public records; distributing copies.**

The budget and budget message and all supporting schedules shall be a public record in the office of the City Clerk open to public inspection by anyone. The City Manager shall cause sufficient copies of the budget and budget message to be prepared for distribution to interested persons.

**Sec. 2-214. Adoption.**

On or before December 30 of each year the Mayor and Board of Directors shall adopt a budget for the ensuing year.

**Sec. 2-214. Budget document – Generally.**

The budget document, setting forth the financial plan of the city for the ensuing fiscal period, shall include the following:

- (1) Any explanatory budget message;
- (2) A summary of the budget by fiscal year;
- (3) A detail of the revenue projections upon which the budget is based; and
- (4) The detailed budget plan.

**Sec. 2-216. Budget message.**

- (a) The budget message submitted by the City Manager to the Mayor and Board of Directors shall be explanatory of the budget, shall contain an outline of the proposed financial policies of the city for the budget year and shall describe in connection therewith the important features of the budget plan. It shall set forth the reasons for salient changes from the previous year in cost and revenue items and shall explain any major changes in financial policy.
- (b) Attached to the budget message shall be such supporting schedules, exhibits and other explanatory material in respect to both current operations and capital improvements, as the City Manager shall believe useful to the Mayor and Board of Directors.

**Sec. 2-217. Summary.**

At the head of the budget, there shall appear a summary of the budget, which need not be itemized further than by principal sources of anticipated revenue and total proposed expenditures of each department, in such a manner as to present to taxpayers a simple and clear summary of the estimates of the budget.

**Sec. 2-218. Complete budget plan.**

The budget shall provide a complete plan for the operation of all City Departments and offices for the ensuing budget year. It shall contain in tabular form:

Detailed estimates of all anticipated revenues.

All proposed expenditures.

**Sec. 2-222. Emergency appropriations.**

At any time in any budget year, the Mayor and Board of Directors may make emergency appropriations to meet a pressing public need.

**Sec. 2-248 – 2-251. Financial reporting.**

Fund balance reports shall be prepared and submitted to the Mayor and Board of Directors by the City Manager and Director of Finance within 20 business days after month end close. A quarterly fund report will also be prepared and widely distributed. Semi annual reports will be prepared published in the newspaper and made available to the public within 30 calendar days after the month end close for June and December of each fiscal year.

**Sec. 2-258 – 260.1. Restricted reserve fund.**

Restricted reserve fund means a portion of the governmental fund type's net assets that are accounted for in a restricted fund balance that is not available for appropriation without special actions of the Mayor and Board of Directors. This fund shall be considered to be fully funded as a part of the annual City budget when the restricted fund balance shows an amount equal to \$10,000,000, or 10% of the annual General Fund revenues for a budgeted year, whichever is greater. Revenues shall be deposited in this fund in such amounts determined by the Mayor and Board of Directors to assure that the fund shall be fully funded by December 31, 2007.

**Sec. 2-260.2. Notice of downward economic trends.**

The City Manager and Director of Finance shall notify the Mayor and Board of Directors in writing at the first available opportunity if economic trends indicate that the revenues projected as a part of the annual City budget are not meeting projections and require the Board to consider reduction in force, city services or the use of restricted reserve fund monies to meet the City's obligations funded in the annual City budget.



**STATISTICAL INFORMATION**

Date of Incorporation		November 7, 1831
Date of Adoption of Charter		November 2, 1835
Form of Government		City Manager
Date of City Manager Government		July 27, 1993
Area - Square Miles		122.31
Miles of Streets and Alley:		
Total Streets		2,584.6
Streets Graded and Surface Treatment		393.73
Paved - Permanent (Concrete and Asphalt)		2,145.86
Alleys Maintained		63
Drainage Ditches Maintained		1,578
Storm Sewers Maintained		355
Miles of Water Lines		1,350
Sanitary Miles		1,311
Traffic Controls:		
Signals repaired		2,464
Solid Waste/Garbage Collection:		
Class I and IV tonnage		116,000
Curbside/Drop-off recycling		5,071
Yard Waste		23,800
Building Permits:		
<u>Year</u>	<u>Permits Issued</u>	<u>Estimated Cost</u>
1999	2,613	309,887,249
2000	2,243	488,530,453
2001	4,384	300,318,597
2002	4,561	489,610,493
2003	4,432	458,553,311
2004	5,032	475,269,768
2005	5,330	620,819,782
2006	4,694	531,752,025
2007	2,734	614,588,257
2008	1,957	433,788,975
Fire Protection:		
Number of Stations		20
Number of Uniformed Employees		391
Number of Calls		21,575
Insurance Rating for Insurance Service Office (ISO)		
City of Little Rock		Class II

Police Protection:

Number of Stations	9
Number of Uniformed Employees	520
Calls for Service	150,042

Medical Facilities Number of beds (private occupancy rooms):

Allegiance Specialty	40
Arkansas Children's	316
Arkansas Heart Hospital	84
Baptist – Little Rock	827
Baptist Rehabilitation Institute	120
Select Specialty Hospital	43
St. Vincent Medical Doctor Hospital	52
St. Vincent Infirmary Medical Center	

615

University of Arkansas Medical Center	454
Veteran Health Care System	<u>182</u>
Total Number of Beds	2,933

Little Rock Real Estate

<u>Neighborhood</u>	<u>Change in Avg. Price FY07 - FY08</u>	<u>Average Value</u>
Heights/Hillcrest	(\$8,200) -3.2%	\$274,978
Northwest LR	(6,401) -2.7%	\$236,749
West LR North	\$5,223 3.0%	\$189,401
LR Downtown	(\$128,103) -111.4%	\$108,183
SW LR South	(\$6,109) -7.5%	\$83,413

Sales Tax:

Local	0.5%	
County	1.0%	
State		6.0%

Bond Rating:

General Obligation Bonds

Standard and Poors	AA
Moody's	Aa3

Recreation:

Number of Parks, Including Park Development	55
Total Acres (developed & undeveloped)	5,780.40
Number of Playgrounds	45
Number of Tennis Courts	2
Number of Basketball Courts	36
Number of Museums	1
Number of Golf Courses	3
Number of Ball Fields	25
Number of Play Fields	20
Number of Community Centers	6
Number of Swimming Pools	3
Number of Adult Centers	1
Number of Soccer Fields	9
Number of Fitness Centers	1
Number of Pavilions	20
Number of Volleyball Courts	2
River Market	1
Riverfest Amphitheatre	1
Catering Services	1
Total Recorded Park Attendance - 2008	1,632,030
Number of Zoos	1
Total Zoo Attendance – 2008	274,781
Total Zoo Outreach Program	69,223

**POPULATION**

1900	38,165
1910	45,941
1920	65,142
1930	81,657
1940	88,039
1950	102,310
1960	107,813
1962 Special Census	125,671
1964 Special Census	128,929

1970	Census	144,824
1974	Special Census	139,703
1978	Special Census	144,824
1980	Census	159,024
1985	Special Census	178,134
1990	Census	175,795
1992	U. S. Census Bureau Estimate	176,870
2000	Census	183,133

**LITTLE ROCK AND ENVIRONS**

Per Capita Income (2007)	\$27,221
Median household income (2007)	\$43,289
U.S. Consumer Price Index (2008)	210
Percent inflation over past year	0.01%
Unemployment percentage rate (2008)	4.6%
Median Age (2007)	34.8

Race:

White	51.5%
Black or African American	43.5%
American Indian and Alaska Native	0.53%
Asian	2.1%
Other	2.4%

Education (Little Rock School District):

Number of School Buildings	46
Number of Teachers/including Principals, Supervisors	1,926
Number of Registered Students, except Kindergarten	25,910
Number of Registered Students, Kindergarten	1,989

Average Daily Attendance:

Elementary Schools	10,836
High Schools and Middle Schools	11,490
Special Schools	471
Kindergarten	1,899

**PULASKI COUNTY STATISTICS**

Population 25 years and over	127,464
Percent of Population Age 25+	70%
Education level in years of formal schooling:	
High School or Equivalent	21.7%
Some college, no degree	22.3%
Bachelor's degree	25.5%
MA/Professional degree or higher	13.8%

**LITTLE ROCK INSTITUTIONS OF HIGHER EDUCATION  
2000 - 2007**

Enrollment

<u>Institution</u>	<u>Fall 2000</u>	<u>Fall 2007</u>
University of Arkansas at LR	11,000	12,135
University of Arkansas for Medical Sciences	1,850	2,539
Philander-Smith College	943	561
Arkansas Baptist College	187	596
Webster University	200	647
ITT Technical Institute	N/A	450
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Total	14,180	16,928

**EMPLOYEES AS OF DECEMBER 31, 2008**

<u>City Government</u>	<u>Total</u>	<u>Full-Time</u>	<u>Part-Time</u>
AFSCME	470	470	
IAFF	391	391	
FOP	520	520	
Non-union	1,016	678	338
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	2,397	2,059	338
<u>Commissions</u>			
Wastewater Utility	246	244	2
Little Rock National Airport	161	154	7
Advertising & Promotion	187	109	78
Port Authority	8	8	
Ambulance Authority	327	217	110
Central Arkansas Transit Authority	180	177	3
Arkansas Museum of Discovery	33	17	16
Arkansas Arts Center	81	47	34
Central Arkansas Library	255	162	93
	<hr/>	<hr/>	<hr/>
	1,478	1,135	343
Total Employment	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	3,875	3,194	681

**Pulaski County Leading Non-Manufacturing Employers**

State of Arkansas	Government	23,377
Federal Government	Government	12,000
University of Arkansas For Medical Sciences	Education/Medical Services	8,500
Public School Districts (LR, NLR & Pulaski CO)	Education	8,434
Baptist Health	Medical Services	7,000
Little Rock Air Force Base	Military	4,500
Acxiom	Data Processing	4,388
St. Vincent Infirmiry Medical Center	Medical Services	3,500
Entergy Arkansas	Utility (Electrical)	2,862
VA Hospitals	Medical Services	2,785
Alltel	Telecommunications	2,734
Arkansas Children's Hospital	Medical Services	2,503
Dillard's Department Stores	Department Store	2,400
Arkansas Blue Cross	Insurance	2,163
University of Arkansas at LR	Education	2,150