



# **2011 Annual Operating Budget City of Little Rock, Arkansas**

About the Cover:

Penguin Pointe - The Laura P. Nichols Penguin Pointe exhibit features nine (9) South African penguins. Unlike their more commonly known Arctic cousins, South African penguins breed and live in warmer, sandier locations. Each South African penguin is characterized by a different dot pattern of feather on its chest, much like fingerprints in human beings; no two are alike.

The exhibit is named in memory of Little Rock Zoo supporter, animal lover and Scott native Laura P. Nichols. After Laura passed away in 2004, her nephew Mark Nichols spearheaded a family foundation in her name and made a donation to build the exhibit. The exhibit is a major priority for the Zoo and a unique addition to the community.

The exhibit opened on March 2, 2011. The exhibit is one of the finest penguin exhibits in the country featuring both above water and underwater viewing of the penguins in a habitat mimicked to look like the rocky shoreline of South Africa, specifically Boulders Beach. The Zoo will hold thirteen (13) penguins in the exhibit and will breed certain penguins as part of the Species Survival Plan of the Association of Zoos and Aquariums - a program committed to ensuring the long-term survival of endangered species like the South African penguin. All along the exhibit are signs that educate the public about the lives, habits, and characteristics of penguins.

The donation also purchased a new van to transport two (2) penguins to and from classrooms, businesses and other public places for EdZOOcation outreach programs and even birthday parties.

I wonder what great feat or clever lie  
The Penguin wrought so that his fate would change,  
To not be tethered to the barren sky  
But have abundant southern seas to range.

John Lenehan  
(U.S.A., 1987 - present)

The enclosed 2011 Annual Budget is presented for your use and reference. The annual budget is an appropriation document that authorizes spending for the current year. Additionally, the budget document provides information concerning the City's organization structure and the City's fiscal position.

The online version of the 2011 budget document and previous years can be found at the City of Little Rock's website located at: [www.littlerock.org](http://www.littlerock.org)

If you have any comments, suggestions for improvement, or questions concerning the City's annual budget, please contact the Budget Office at (501) 371-4559. Thank you for your interest in the City of Little Rock.

# City of Little Rock

## 2011 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, 2010**

A stylized, handwritten signature in black ink, likely belonging to the President of the GFOA.

President

A handwritten signature in black ink, likely belonging to the Executive Director of the GFOA.

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, 2010.

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 conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## TABLE OF CONTENTS

<b>INTRODUCTION</b>	<b>Page</b>
Title Page .....	1
Budget Award .....	2
Table of Contents.....	3
How to Use the Budget Document .....	7
Glossary of Key Budget Terms .....	11
Glossary of Key Acronyms .....	18
Little Rock at a Glance.....	25
City of Little Rock Board of Directors .....	26
Management Team.....	27
City of Little Rock Organizational Chart.....	28
City of Little Rock Operating Fund Structure .....	29
City Manger’s Transmittal Letter .....	31
Overall City Goals and Objectives.....	42
<b>THE BUDGET PROCESS</b>	
The General Government Budget Process .....	46
Amending the Budget .....	48
Budget Policies .....	49
Other Budget Procedures .....	50
<b>FINANCIAL STRUCTURE</b>	
Little Rock's Financial Structure.....	52
Funds Controlled by the Governing Body.....	52
Fiscal Policies .....	57
Other Agencies .....	63

## TABLE OF CONTENTS (CONTINUED)

### **CAPITAL IMPROVEMENTS**

Capital Funding.....	65
Capital Project Funds Provided by Bond Issues .....	65
2011 Capital Improvements .....	67
2011 Major Capital Projects .....	69
Significant Routine Capital Expenditures.....	69
Significant Non-Routine Capital Expenditures .....	69
Significant Non-recurring Parks and Zoo Projects Funded by the 2009A Capital Construction Revenue Bonds.....	70
Other Significant Non-Recurring Capital Improvements .....	73

### **DEBT MANAGEMENT**

Debt Management .....	78
City's Legal Debt Margin .....	78
Debt Applicable to Debt Limit 2003 – 2009.....	79
Summary of Bond Indebtedness.....	80
Future Debt Service .....	81

### **BUDGET SUMMARIES**

Budget Summaries .....	82
Budget Summary by Fund Type .....	83
General Government Summary.....	84
Special Revenue Funds.....	85
Capital Project Funds. ....	88
Enterprise Funds .....	91
Internal Service Fund .....	95
Fiduciary Funds .....	96
Debt Service Funds .....	99

### **REVENUES**

All Funds Operating Revenue Sources Graph .....	102
---	-----

## TABLE OF CONTENTS (CONTINUED)

All Funds Operating Revenue Summary .....	103
General Fund Summary of Revenue .....	104
General Fund Operating Graph .....	105
All Funds Operating Revenue Detail .....	106
Revenue Trends .....	111
General Fund Revenue Sources and Trends Graph.....	123
2011 Operating Fund Budget Summaries .....	124
<b>EXPENDITURES</b>	
All Funds Expenditures by Classification Graph.....	125
All Funds Department Budgets Summary .....	126
Summary of General Government Appropriations .....	127
General Fund Summary .....	128
Operating Budget Detail.....	129
Staffing Summaries.....	133
FUTURE-Little Rock .....	136
City of Little Rock One Half Percent Sales Tax Graph .....	138
Other General Fund Budget Expenditures .....	139
Service Program Graph .....	140
Service Program Category .....	141
Public Safety Revenue and Expenditure Comparisons.....	143
Public Safety Operating Expenditures as a Percentage of General Fund .....	144
Departmental Programs	
Mayor.....	145
Board of Directors .....	152
City Manager .....	153
Community Programs .....	158



## TABLE OF CONTENTS (CONTINUED)

City Attorney .....	163
District Court First Division .....	168
District Court Second Division .....	173
District Court Third Division .....	178
Finance .....	183
Human Resources .....	189
Information Technology .....	194
Planning and Development .....	199
Housing and Neighborhood Programs .....	204
Public Works General .....	209
Parks and Recreation .....	214
Fire .....	219
Police .....	224
Public Works Street .....	229
Fleet Services .....	234
Vehicle Storage Facility .....	239
Waste Disposal .....	244
River Market .....	249
Zoo .....	252
Golf .....	257
Jim Dailey Fitness and Aquatic Center .....	262
<b>APPENDIX</b>	
Five-Year Forecast .....	267
State and City Budget Statutes .....	270
Statistical Information .....	274

## 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 funding for City Services
- Where and how resources are utilized
- Services provided by City Departments
- Policies and objectives for the upcoming year

### **Definition - What is a Budget Document?**

The budget document explains the City's financial management plan for the coming fiscal year. The budget outlines the day-to-day functions of City departments for a one-year period and includes planned expenditures for 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 coming year, which runs from January 1 to December 31. The budget is based on estimates of projected revenues and other funding sources. Appropriations for City programs are recommended based on available resources and priorities set by the City Board of Directors.

As required by law, each year, the Mayor submits a recommended budget for the fiscal year beginning January 1 to the Board of Directors. 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 budget. By action of the Mayor and Board of Directors, the budget is adopted and published.

The budget must be adopted on or before December 31. A calendar of events for budget development activities for fiscal year 2011 is included in this document to more adequately describe the budget development process.

The 2011 Basic Budget is comprised of four major fund types: the General Fund, Special Revenue Funds, an Internal Service Fund and Enterprise Funds.

The General Fund is used to account for revenues and expenditures for the regular day-to-day operations of the City. The primary sources of revenue for this fund are local taxes and utility franchise fees.

Departments in the General Fund are organized into the following:

- General Administration
- 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 Funds - These funds are used to account for the proceeds of special revenue sources that are legally restricted to expenditures for specific purposes.
2. Enterprise Funds – Proprietary 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 Fund 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 deposited 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	Service Rates
Sales Taxes	Admission 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, 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 the Internal Service Fund to pay for Fleet operations and maintenance.

#### **Capital Budget**

The Capital Budget consists of major capital projects, which often require more than a year's time to complete and place in service. Examples of capital projects include street and drainage construction, building construction, and park development. A description of the source of funding for capital projects is included in the Capital Improvements section of this document. In addition, this section includes the estimated funds required for the ongoing operation and maintenance of the assets resulting from the capital improvement projects. The completion of certain capital projects may be delayed for a period of time if corresponding operating and maintenance funds 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 debt obligations are allocated to individual special projects within the 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 may be directed to retirement of the debt service obligation. The Debt Service Funds are primarily supported by property tax millages, which require voter approval, for the express purpose of debt retirement. Other revenue sources for debt retirement include franchise fees and system revenues. The Debt Service Funds initiate payments of principal and interest to the bond purchasers. A description of the source of funding for debt retirement and a discussion of the City's legal debt margin is included in the Debt Management section of this document.

**Format for Budget Expenditures**

A summary of budgeted operating expenditures and personnel is included in the Expenditure section of this document. Following the summary information, you will find each Department's organizational chart showing the services which are included in the section, Mission Statement, Personnel Summary, 2010 Priorities results, 2011 Goals, and applicable service measures.

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
- Depreciation
- Transfers

## **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 to 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 are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. Capital assets may also be referred to as fixed assets.

**Capital Equipment** - Generally, equipment with a value greater than \$5,000 and an expected life of more than one year.

**Capital Outlay** - The portion of the annual operating budget that appropriates funds for the purchase of long-lived 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 costs and encumbrances. Expenditures are measured according to governmental accounting rules.

**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 utilized to account 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 twelve (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 utilized to assess the City's problems and needs and deliver recommended solutions to the Board of Directors. The process which involved hundreds of citizens over an eighteen-month period, resulted in the City's half cent local sales tax.

**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** – The amount of proceeds from the sale or disposal of an asset after deduction of the cost of the asset net of depreciation.

**General & Administrative Cost** - Cost associated with the administration of general City Services.

**General Obligation Bonds** - Bonds secured by the full faith and credit of the City.

**Generally Accepted Accounting Principles (GAAP)** – A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.

**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 Funds.

**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 funds, private funds, or in-kind services required to be contributed or raised by the receiving entity for the purpose of matching funds obtained from Federal and State grant 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** – Infrastructure includes the basic public works of a city, such as roads, bridges, sewer and water systems, drainage systems, and essential public utilities.

**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 or for software for the renewal, replacement, repair, minor renovation, and other cost associated with keeping an asset in proper condition or working order.

**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 type of revenue or expense that would distort financial results if presented as an operating item. These items are reflected below the operating income line on statements of income and expense.

**Operating Revenues** – Regular and recurring sources of income for an entity.

**Operating Expenses** – Recurring costs required to provide a service or maintain an operation.

**Other Reimbursements** – Usually nonrecurring funds received from another entity. Amounts refunded for costs incurred or expenses paid.

**Outside or Other Agency** - These are local organizations that are not a part of City government, but that receive appropriations from the City in exchange for services provided to citizens. Examples are the Central Arkansas Transit Authority, the County Health Department, and the Pulaski County Jail.

**Personal Services** - All costs associated with providing personnel for an agency or program including salaries, wages, social security and Medicare tax payments, 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 for a specific purpose. Special projects may be for capital improvements or other non-operating items, or for specific programs such as Children, Youth, and Family initiatives.

**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.

## **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.

**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.

**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.

**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.

## **LITTLE ROCK AT A GLANCE**

Little Rock is the Capital City of Arkansas with a population of 193,524, and a metropolitan area population of 699,757. More than one 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.

Little Rock remains a vital job center within the central Arkansas region. During the economic downturn experienced in 2008 and 2009, the City benefitted from the economic stability provided by its higher-than average employment share in two comparatively stable economic sectors: government and health care. The presence of these industries helps to explain the region's lower than average unemployment of approximately 6%.

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, and an expanding nationally-recognized bike trail system are projects that continue to increase tourism in Little Rock.

Medical facilities in the Little Rock area provide efficient, comprehensive service to more than two million individuals throughout the state. The twenty major area hospitals provide bed space for over 5,000 patients. There are a large number of specialty clinics, including outpatient surgery centers that are continuing to expand.

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 2,600 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, two historically black colleges that are leading exciting revitalization initiatives in their surrounding areas.

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; and a major emphasis on quality of life initiatives for our citizens and visitors.



## City of Little Rock Board of Directors



Mayor Mark Stodola



Vice Mayor Dean Kumpuris  
Position Eight



Director Erma Hendrix  
Ward One



Director Ken Richardson  
Ward Two



Director Stacy Hurst  
Ward Three



Director Brad Cazort  
Ward Four



Director Lance Hines  
Ward Five



Director Doris Wright  
Ward Six



Director B J Wyrick  
Ward Seven



Director Gene Fortson  
Position Nine



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

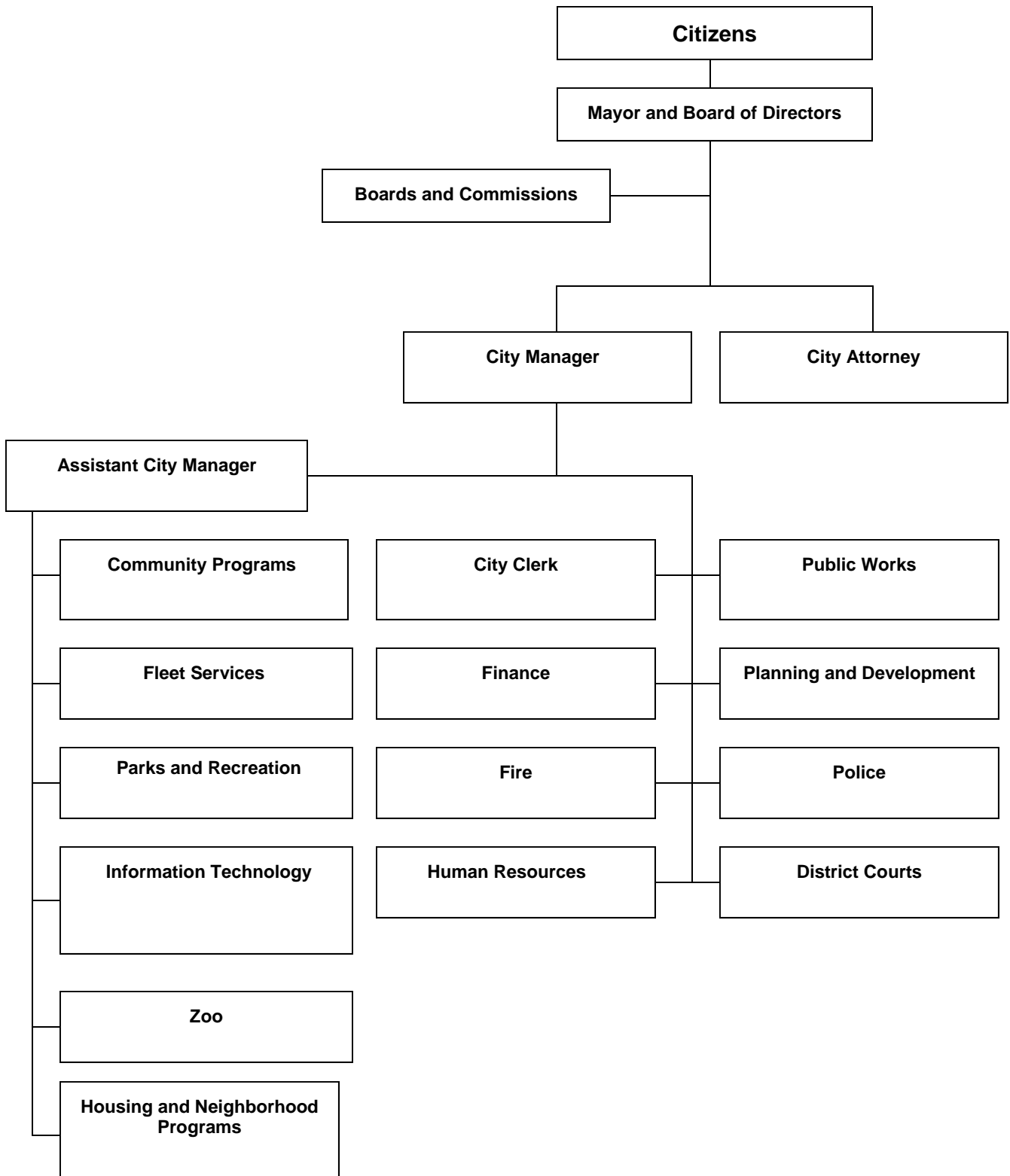
Director of Community Programs  
City Attorney  
District Court First Division Judge  
District Court Second Division Judge  
District Court Third Division Judge  
Director of Finance  
Director of Human Resources  
Director of Information Technology  
Director of Planning & Development  
Director of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

Budget Report Production, Analyst, and Graphics

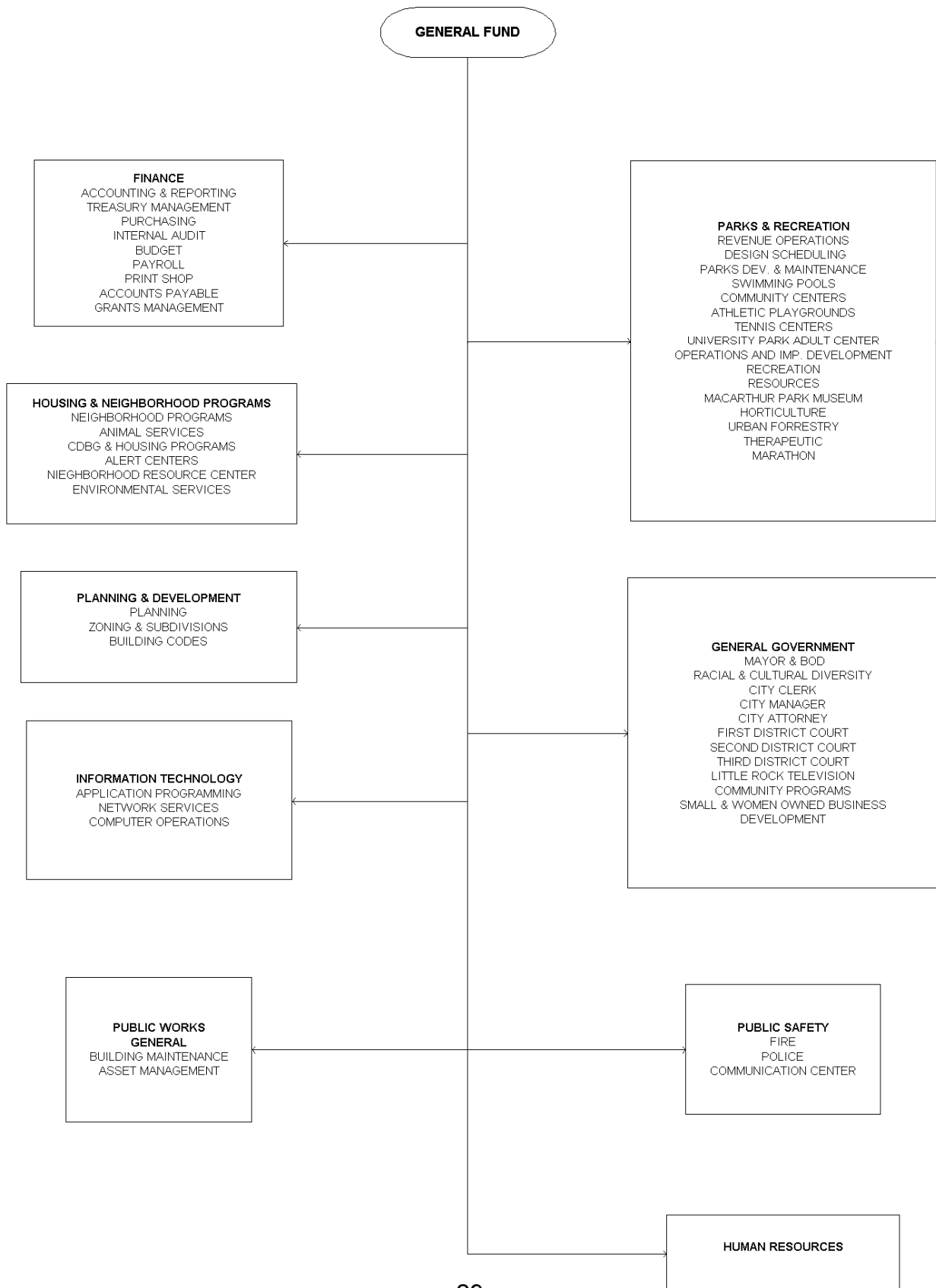
LaVerne DuVall  
Silas Roaf

Budget Officer  
Budget Management Analyst

# City of Little Rock Organizational Chart

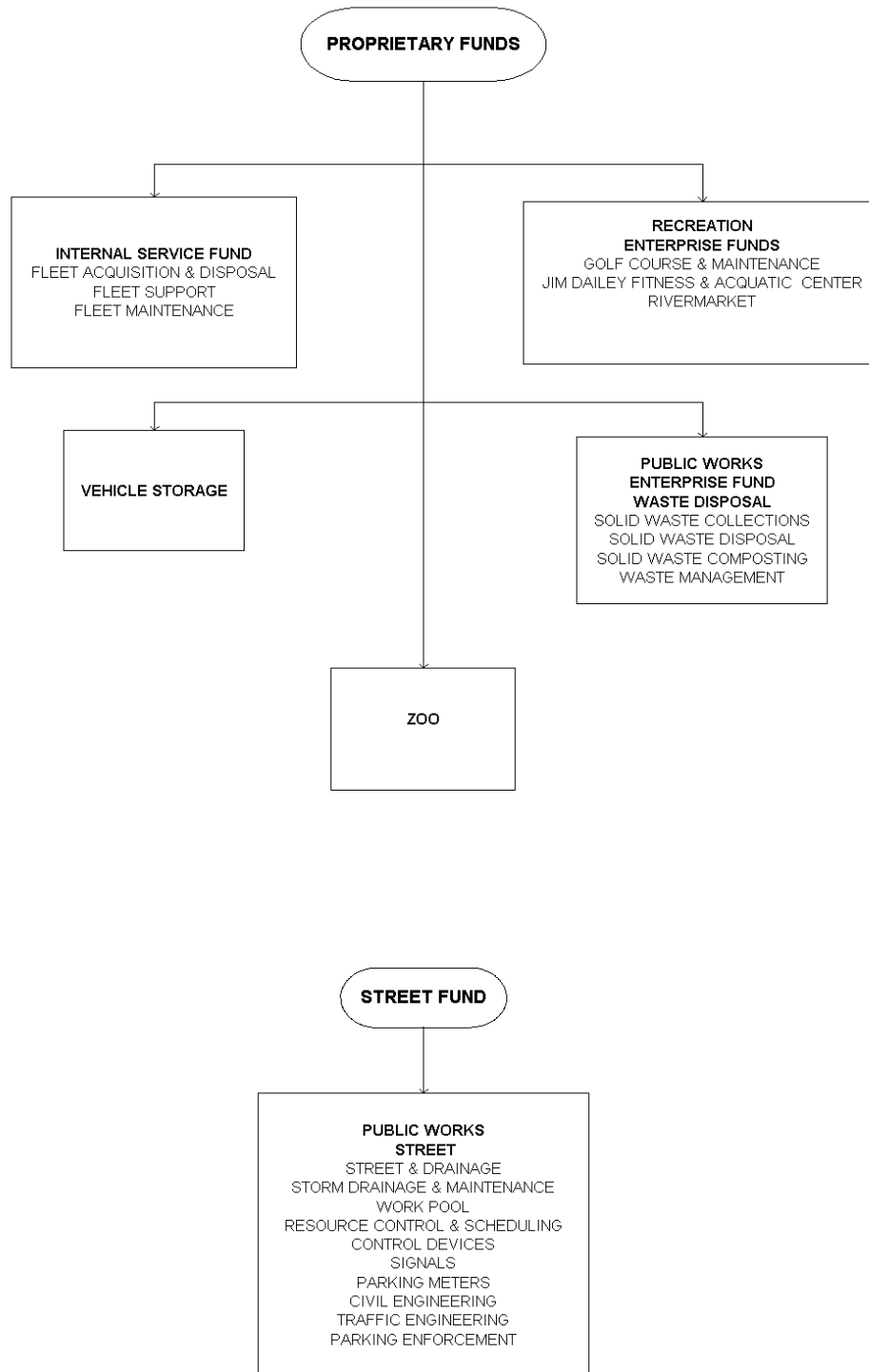


# CITY OF LITTLE ROCK OPERATING FUND STRUCTURE





# CITY OF LITTLE ROCK OPERATING FUND STRUCTURE





## City of Little Rock

Bruce T. Moore  
City Manager

City Hall, Room 203  
500 W. Markham  
Little Rock, Arkansas 72201-1427  
(501) 371-4510  
Fax: (501) 371-4498  
www.littlerock.org  
citymanager@littlerock.org

December 14, 2010

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

I respectfully submit the official Year 2011 Budget for the City of Little Rock that builds on the accomplishments and service improvement programs initiated last year. The economic downturn experienced in the past several years continues to create significant challenges for the City. Overall expenditures total \$191,089,232, an increase of \$6,735,908, or 3.7%, more than the 2010 Adopted Budget; however, the 2011 Budget still reflects a decline of approximately \$3.7 million, or 2%, from the original 2009 Adopted Budget. The Operating Budget changes for the 2011 Year are summarized below:

City of Little Rock  
Comparison of Budgets - FY10 to FY11

	<u>2011</u>	<u>2010</u>	<u>Change</u>	<u>% Change</u>
General Fund	\$134,371,418	\$131,149,375	\$3,222,043	2.5%
Street Fund	15,164,843	15,098,542	66,301	0.4%
Fleet Services Fund	10,488,935	9,239,395	1,249,540	13.5%
Waste Disposal Fund	17,694,120	16,644,928	1,049,192	6.3%
River Market Fund	916,942	96,741	820,201	847.8%
Zoo Fund	5,234,749	4,955,928	278,821	5.6%
Vehicle Storage Facility Fund	1,184,063	1,334,800	(150,737)	-11.3%
Golf Fund	2,826,136	2,783,083	43,053	1.5%
Jim Dailey Fitness & Aquatic Center Fund	1,254,126	1,137,411	116,715	10.3%
Parking Garages	1,953,900	1,913,121	40,779	2.1%
Total	<u>\$191,089,232</u>	<u>\$184,353,324</u>	<u>\$6,735,908</u>	<u>3.7%</u>

The 2011 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.

## OVERVIEW

### General Fund:

The General Fund 2011 Operating Budget includes several significant changes from the 2010 Operating Budget. The City continues to face significant challenges with stagnant revenue in many areas due to the lingering effects of the economic downturn. Priority was given to maintaining the current level of core public safety staffing and services, with few funding changes for outside agencies and other City programs. Staff was asked to prepare their departmental budget based on the 2010 amended budget with a focus on maintaining 2010 service levels. The primary change in department budgets resulted from a 4% salary increase. The City's union personnel agreed to defer scheduled contract increases in 2010. The increases previously deferred, were awarded in 2011. The City conducted several public budget hearings to communicate the recommendations for utilization of the City's resources in a manner that maintains funding for the most critical services for our citizens and to obtain feedback on proposed adjustments from 2010 funding levels. Together, City Staff met the challenge of adopting a balanced budget in an unpredictable economic environment.

Sales Tax continues to be the leading revenue source for the City at approximately 49.3% of general fund revenues. Sales taxes are composed of a one (1)-cent County tax and a one half-cent City tax on gross receipts, as well as a per-capita allocation of State Turnback funds. Actual sales tax revenues for 2010 were more than 2009 revenues by approximately 1.6%. The 2011 adopted sales tax revenue budget includes a projected increase of 3.1% from the 2010 original budget and an increase of 1.9% from the 2010 final amended budget. 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 are no longer applicable when City and County Sales and Use Taxes are 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. Businesses, schools, governments and charitable organizations are able to recover the tax paid on single transactions over the previous cap amount through a rebate program. The program allows such tax payers a period of up to six (6) months from the date of the transaction in which to claim the rebate.

Franchise fees from local utilities comprise approximately 20.3% of general fund revenues. Franchise fees from Entergy Corporation, the electric utility, decreased 6.2% in 2010 due primarily to a reduction in fuel prices and are expected to decrease an additional 2.5% in 2011. Some of the projected decrease is due to the unseasonably warm weather experienced in 2010 which resulted in increased usage. Franchise fees from Centerpoint Entergy, the gas

utility, declined 10.2% in 2010 and are expected to decrease an additional 7% in 2011 due to lower natural gas prices. Franchise fees from telecommunication companies appear to have stabilized after several years of decline due to on-going competition from wireless companies. Central Arkansas Water scheduled rate increases in 2011. The net effect of the rate increase partially offset by an anticipated decrease in usage is expected to increase franchise fees by approximately 3.4%.

Property Tax revenues make up approximately 13% of general fund revenues. Little Rock recently received its Original Charge for 2010 Property Taxes to be collected in 2011. The Original Charge is approximately 0.31% over last year's value and represents the total amount assessed on real estate and personal property for the previous year. While the City does not anticipate an increase in Property Tax revenues, we are please that property appears to be holding its value during the economic downturn.

City Employees have demonstrated their dedication and professionalism by providing quality service to the citizens of Little Rock during a difficult economic downturn. The General Fund budget supports 1,469 full-time equivalent (FTE) positions, a net decrease of two (2) FTEs compared to 2010 staffing levels. In addition, special projects and grant awards support seventy-four (74) employees, including an award under the *American Recovery and Reinvestment Act* COPS program for twenty (20) Police Officer positions. However, approximately 132 of the budgeted general fund positions were kept vacant during 2010. A similar number of vacant positions are anticipated in 2011. The 2011 Operating Budget expenditures include \$99,071,787 in personnel cost, net of an anticipated \$5.5 million in vacancy savings. After agreeing to postpone scheduled contract increases in 2010, Police, Fire and AFSCME personnel covered by labor agreements will receive a pay increase of 4% in 2011. An allocation for non-uniform non-union employees of 4% was included in the budget as well, to be awarded based on merit. Health insurance costs will decrease approximately 1% due to the impact of the City's wellness initiative and improved experience. Benefit changes approved by the State Legislature increased pension costs slightly for Fire and Police uniformed personnel. Pension costs increased from 15.58% to 16.58% of payroll for uniformed fire personnel and from 12.23% to 13.23% of payroll for uniformed police personnel. Pension costs for Court Clerks increased from 12.46% to 13.47%. Vacant positions are budgeted at the mid-range salary for the position's grade, providing some budget flexibility in the recruiting process.

Fleet and fuel costs are projected to increase approximately \$500,000 in 2011. The 2011 fuel budget is based on estimated unleaded and diesel fuel per gallon prices averaging \$2.94 and \$2.70 respectively. The budget for fleet parts increased approximately \$100,000 due to the aging fleet.

The City's 2011 allocation for outside agency contributions increased by approximately \$560,000 compared with the 2010 Budget. Of this increase, \$687,566 is associated with the Central Arkansas Transit Authority (CATA) Bus and River Rail operations. In 2010, the County bond payment was paid in full decreasing this appropriation by \$133,675.

Staff elected to forego the issuance of short-term financing for capital projects in 2010 in order to reduce debt service requirements from 2010 through 2014 by approximately \$1,150,000 annually.

Funding of the Pulaski County Jail and the Faulkner County Jail was continued in order to provide space for prisoners in accordance with the City's primary 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. 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 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 striving to deliver the quality and level of service that the citizens of Little Rock expect with available resources. The City is appropriating approximately \$2.5 million for children, youth and family programs in 2011 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-based community and other groups to ensure resources are targeted appropriately.

### **2010 Accomplishments**

**Little Rock Police Department:** The Little Rock Police Department achieved reaccreditation with the Commission on Accreditation for Law Enforcement Agencies in March of 2010 and was again awarded flagship status for another 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 a police recruit school with fifteen (15) new Patrol Officers. The 3-1-1 System has greatly increased service deliveries to the citizens of Little Rock. A total of 100,890 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 25,478 fire and emergency calls during 2010. The department initiated several new community related programs which include the Citizens Fire Academy, Fire Safety Day and free blood pressure screenings at Fire Stations. These programs will enhance the Fire Department's ability to increase fire and life safety awareness and promote the Department's commitment to customer service by providing the citizens with a greater knowledge of core job functions. In addition, the Fire Department was successful in enhancing its overall operations by adding a Division Chief to oversee the day-to-day operations at Little Rock National Airport. The Fire Department has embarked on the trek of accreditation by becoming a registered agency with the Center for Public Safety Excellence.

**Public Works:** In 2010, Public Works Staff painted 1,129,560 linear feet of street lane lines and installed 9,601 traffic signs which improve traffic safety thru increased visibility of traffic signs and markings. Public Works swept 27,974 curb miles of streets and removed 5,318 cubic yards of debris from City streets. Street sweeping removes seasonal debris and pollutants to reduce storm water contamination.

**Fleet Services:** The Fleet Services Department completed corroboration with Municipal League for accident procession automation. The Department developed a pilot program for on-line vehicle auctions. With significant savings due to streamlining of duties and maintaining vacancies, the staff of Fleet Services maintained equipment and vehicle down times within standard practice guidelines and continues to make progress in the areas of reorganization, training and streamlining of job duties, and staff certification.

**Finance:** The Finance Department obtained the Government Finance Officers Association (GFOA) Certification of Recognition for the 2010 Budget Presentation and the GFOA Certificate for Excellence in Financial Reporting for the 2009 Comprehensive Annual Financial Report. In addition, the Grants Division provided assistance to other departments and component units of the City in training, writing, obtaining, monitoring, and reporting on grant awards with special emphasis on *The American Recovery and Reinvestment Act of 2009*.

**Parks & Recreation:** In 2010, Little Rock Parks and Recreation successfully completed and dedicated eighty-five percent (85%) of the 2009 Parks & Recreation Capital Improvement Bond projects. The total bond amount generated was approximately \$6.75 million dollars. Approximately \$1,000,000 dollars of the bond funds were utilized to upgrade small neighborhood parks. Larger parks also benefitted from bond funds, among them were MacArthur Park and War Memorial Park. In addition, 2010 marked completion of the construction and dedication of the Riverfront Park Plaza which provides greater exposure and highlights the City's historical namesake, La Petite Roche, the "Little Rock". The Step Up to Health Initiative, which inspires citizens to pursue healthier lifestyles

thereby creating a more livable community, was promoted throughout the department. Volunteerism continues to play a very important role in departmental support. In 2010, the department utilized over 40,000 volunteer hours which totaled over \$700,000 dollars in support. Volunteers are utilized in virtually every area of Parks and Recreation from the Marathon to administrative support and in community centers. The annual Volunteer Luncheon was a huge success. The department's "Lights on After School" initiative was again successful in that it continues to promote the critical importance of quality afterschool programs in the lives of children, their families and community.

**Information Technology:** The Information Technology Department (IT) supported and maintained the City's technology systems, which include the computer and phone systems. These are comprised of 911, 311, and Lawson Human Resource and Financial applications among many others. LRIT supported over 1,600 users on eighty-five (85) network locations throughout the City. An outage notification system was created for internal use to notify City employees of service interruptions. The staff designed, coded and implemented a tracking system for building maintenance and created an absence management system for the Fire Department. In addition, IT updated the current police records system to be complaint with National Incident Based Reporting Standards.

**Human Resources:** The Human Resources Department completed implementation of the new applicant tracking system including training for hiring managers. Pre-retirement planning workshops were offered to employees considering retirement including presentations from Social Security Administration and The Employee Assistance Program. Contract bid and renewal processes were conducted to meet expiring contracts for employee benefits and property coverage. The Department completed an audit of employee pay practices to ensure compliance with City policy, State and Federal Law.

**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 2010 Zoning and Subdivision Ordinance amendment package was approved by the City Board of Directors. The Department issued 9,520 construction related permits, and the 2010 Arkansas Mechanical Code was adopted by the Board of Directors. The Green Building Financial Incentive Program, funded by a grant from the Department of Energy through the American Recovery and Reinvestment Act, was initiated. In addition, reviews of the River Market and Hillcrest Design Overlay District were completed and acted on by the Planning Commission and approved by the Board of Directors.

**Little Rock Zoo:** The Little Rock Zoo increased revenue in 2010 with increased attendance and by improving performance in special events and other amenities.

The Zoo continues to provide new and exciting opportunities for guests, and as such, offered the Wild Wonders Animal Show featuring free flying birds and live mammals and reptiles in a fun presentation at the Civitan Amphitheater Stage. The Zoo accomplished several capital projects in 2010 including updates and improvements to animal exhibits and pedestrian walkways. In addition, the Zoo began construction on the Laura P. Nichols Penguin Pointe exhibit that opens in March of 2011 and will soon break ground on a new cheetah exhibit set to open in the spring of 2012. The Zoo also went through a strategic planning process to improve and secure long-term strategies for operating and funding the Zoo. Final results of the strategic plan will be released in 2011 and the Zoo will work to implement this new strategic plan. In addition, the Zoo will go through the accreditation process again in 2011 and continue to provide excellent customer service in an environment that encourages conservation education and family recreation.

**Community Programs:** The Community Programs Department sustained a number of its programs in 2010 placing contracts by March 1<sup>st</sup>. It utilized collaboration with the City Attorney's Office to transition to a new funding cycle. In addition the department worked with the Children, Youth and Families Commission to study and make recommendations regarding support centers; clarify roles and responsibilities of the Summer Jobs Alliance; and continued to provide summer employment for a number of youth.

**Housing & Neighborhood Programs:** The City of Little Rock was awarded \$8.6 million in Neighborhood Stabilization Funds (NSP2) to eliminate blighted, vacant, foreclosed and abandoned properties in Little Rock. Code Enforcement Staff partnered with Zoning Enforcement Staff to enforce a new No Parking in Yards ordinance. The City acquired thirty-four (34) properties to be included in the City of Little Rock Land Bank. Citizens and staff worked in collaboration to host the 2010 Neighborhood USA National Conference in Little Rock. Phase-One of the LR Animal Village Dog Park was opened, and the City established a partnership with Pets Mart and their Rescue Wagging Program to adopt out ninety-two (92) dogs. Construction was completed for the Education Room and Veterinarian Clinic at the Little Rock Animal Village. New code modifications were implemented requiring mandatory sterilization and micro-chipping of cats that are allowed to roam outside. The policy is a major step in reducing pet over-population, and the ordinance stands as one of the most progressive cat ordinances in the nation.

**Other Recent Accomplishments:** I am pleased to report that while achieving quality service, the City has continued to manage finances conservatively. The City continues to maintain its AA bond rating. Conservative management of staffing and expenditures enabled the City to achieve vacancy savings of more than \$1 million over the original 2010 goal. These savings will be utilized in the 2011 budget along with better than anticipated utility franchise fees of



approximately \$1 million in order to contribute to raises for City employees in 2011.

**Budget Polices and the Budget Process:** The General Fund goal was to set aside the greater of \$10,000,000, or 10%, of General Fund revenues in the Restricted Reserve on or before December 31, 2007; however, due to economic conditions in the past few years, the City has been unable to meet this goal. The restricted reserve is currently \$9,418,000.

### **2011 Goals**

- In coordination with the Mayor and City Board, staff will have a major focus on completion of projects funded in part with awards received under *The American Recovery and Reinvestment Act of 2009*. Staff will constantly track, monitor, and report on grant and formula awards and will maintain a detailed tracking system on the City's web site, [www.littlerock.org](http://www.littlerock.org).
- Continue the redevelopment and revitalization efforts underway for 100 properties in the Central High and Stephens school neighborhoods, utilizing the \$8.6 million awarded in Neighborhood Stabilization Funds (NSP2) to eliminate blighted, vacant, foreclosed and abandoned properties.
- Utilize Census data to redistrict Wards and evaluate Census results to determine the impact on future City service needs.
- Perform a review of the City's priority needs and hold public hearings with citizens for direction on a funding initiative to sustain and improve services and promote economic development within the community.
- Continue development and construction of the Mid-Town Police Patrol Facility.
- Continue development and construction of the West Little Rock Fire Station with funding awarded under *The American Reinvestment and Recovery Act of 2009*.
- Continue the City's focus on economic development and sustainability.
- Complete park and Zoo capital improvement and construction projects funded by the 2009 Parks and Recreation bonds.
- Continue funding for the Homeless Coordination Program, and identify a location for the Homeless Day Resource Center.
- Provide \$2.5 million in funding for Children, Youth, and Family and Prevention, Intervention, and Treatment programs.

## Economic Outlook

The primary challenge facing the City of Little Rock remains providing a full complement of services that satisfy the needs of citizens in the midst of a volatile economic climate.

National unemployment for 2010 peaked at 10.1% and remained no lower than 9.6%, the highest U.S. unemployment rate since 1983. The City of Little Rock's unemployment peaked in June-July of 2010, at 7.2%. This was approximately nine (9) months later than the U. S. Peak; however, it is important to remember that at peak, the local unemployment rate was nearly three (3) full percentage points below the national peak. Little Rock remains a vital employment center, accounting for 53% of all jobs, by place of work, in the Little Rock-North Little Rock metropolitan areas. 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.

Little Rock's housing markets have felt the boom-bust cycle of recent years; however, they have been less severely affected than the U.S. average. Local construction was fairly weak in 2010. Permits for single-family units increased slightly over 2009 to 337, still far below the 700-plus permits that occurred annually 2003-2007. Single-family markets are particularly responsive to interest rates. If interest rates begin to rise in 2011, as many economists expect, the number of single-family permits may remain low in 2011. However, there is also a certain amount of "deferred demand"; homeowners who might like to trade up, and apartment-dwellers who might like to buy a home, if economic certainties increase.

The City's long-term outlook remains bright; most indicators continue showing competitive advantages in the local metropolitan area. Job losses in some sectors have been balanced, even in recession, by gains in areas with future potential.

The Manpower Employment Outlook Survey released March 10, 2009, listed the employment outlook for the Little Rock – North Little Rock – Conway area in the top ten (10) in the nation. *Forbes Magazine* recently listed Little Rock as among the top twenty-five (25) housing markets in the country. In addition, *Forbes* ranked Little Rock 21<sup>st</sup> out of 150 metropolitan areas on its list of the best places in America for business and careers. The ranking was based on income, job growth and cost of doing business, as well as labor, crime rates, housing costs, and net migration.

In August 2010, the *Wall Street Journal* recognized Little Rock as having the sixth best real estate market in America. The Brookings Institution's *MetroMonitor* ranked the Little Rock region as the nation's fourth strongest in its September 2010 issue. Our stability stems from the diversity of our economy. In addition,

*Forbes Magazine* ranked Little Rock as the seventh best place for jobs in the nation.

The City in partnership with the Little Rock Regional Chamber of Commerce will look to identify economic development opportunities that result in the expansion, retention or start-up of businesses that create jobs and generate sales tax, property tax or other forms of revenue for the City.

Southwest Power Pool, Inc., a nonprofit organization that provides services to fifty-six (56) electric utilities and related organizations in nine (9) states, announced that it will build a new corporate headquarters in Little Rock. The company will add 200 new jobs at the new facility, bringing total employment to more than 600 people, with an annual payroll approaching \$75 million. The new facility will contain a 150,000 square foot office building and a 33,000 square foot operations/data center. The building will be LEED certified.

In 2010, Welspun, an India-based manufacturer of tubular steel pipes for use in the oil and gas industry, announced the addition of 230 jobs and an investment of \$30 million to its Little Rock Facility. Since locating to Little Rock, Welspun has invested \$190 million into its Little Rock facility and generated 630 new jobs.

Telecommunications continues to be a strong industry for the City of Little Rock. In 2010, Windstream, a communications company located in twenty-three (23) states and generating about \$4 billion in annual revenue, announced its intentions to permanently locate its corporate headquarters in Little Rock. The company plans to create 210 new jobs and retain 300 existing jobs. Windstream currently employs about 825 people at its Little Rock headquarters.

Verizon Wireless recently announced an employee wellness center and state-of-the-art data center among renovation investments planned to accommodate higher staffing needs at the Verizon Wireless' Little Rock campus. Originally projected at 1,300, staff at the company's Little Rock campus is now expected to top 2,000 employees. Verizon Wireless plans to invest approximately \$30 million to renovate its facilities, to include an expanded call center.

Allied Wireless Communications Corporation announced plans to locate its corporate headquarters in Little Rock, creating 200 to 250 high tech positions in the City. The communications company will invest more than \$200 million through the purchase of existing wireless assets from Verizon Wireless and the refurbishment of new headquarters.

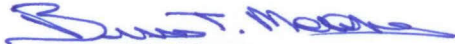
**Closing:** This budget is the financial and operating plan for the City of Little Rock for 2011. The appropriations included provide for quality municipal services.

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 utilization 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.

The City has seen great progress over the past years with more to come in 2011 and beyond as the Mayor, City 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 have remained consistent over the last eight years and 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 2011 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 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 FY11 percentage target change for expenditures by department is included in the operating budget guidelines and is applied to the total for all supplies, contractual and utilities categories. Budget staff provided training sessions on the budget process and budget monitoring. 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 usually prepared to present the capital expenditures planned for each of the next five fiscal years. Due to the continued impact of the economic downturn in 2011, only capital needs funded by grant funds or bond issues were considered. The total costs of each project and the sources of funding required to finance each project are estimated. The FY11 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 2011 Budget

The 2011 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 2011 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 2011 budget includes salary increases for full time non-uniform non-union, American Federation of State, County and Municipal Employees (AFSCME), the International Association of Fire Firefighters and the Fraternal Order of Police positions. Due to the deferral of 2010 contracted increases, contracts were extended one year. These positions are budgeted for the 2011 year at the 2010 contract rates. Step and grade increases were budgeted at 2010 rates. Non-uniform positions were budgeted a four (4)% merit based pay increase.
- 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. In addition, an estimated annual savings generated from vacant positions is included in the budget as a reduction to personnel cost. As vacancies occur, the savings is used to reduce personnel budget allocations by department.
- The City utilized the in-house payroll system to aid in the development of the budget for salary and benefit costs for 2011. 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 budget allocations, and are instructed not to make any increase in their other operating budget accounts without specific approval from the City Manager. For 2011, most departments were asked to maintain or reduce expenditures due to the economic downturn.
- 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 Community Development Block Grant and Home Investment Partnership Program fund 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.

Annual budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. The basis of budgeting and the basis of accounting used in the City's audited financial statements are the same. Appropriations lapse at the end of the each year. 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.

Appropriations for special projects are budgeted as transfers to a special project fund by the Mayor and Board of Directors. These allocations are used to finance specific initiatives or capital projects. Special projects are generally multi-year activities that are monitored until they are fully expended or repealed by Mayor and Board of Directors. At the conclusion of the special initiative or capital project, remaining allocations are returned to the fund that originally sponsored the project. Examples of such projects are allocations for homeless prevention, the 2010 census, and Mayor Youth Council.



# Financial Structure



## 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 various outside agencies that perform services for the City, for special projects, and for limited capital improvements.

#### SPECIAL REVENUE FUNDS

**Street Fund** – This is a special revenue fund that includes income restricted for street and traffic maintenance, such as the state gasoline tax turnback and one-half of a County road property tax. Parking meter revenues and reimbursement for street cuts are also reported in this fund.

**Special Projects Fund** – This fund receives certain revenues and appropriations for special purposes or for 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 the City's 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 PROJECT AND RELATED DEBT SERVICE FUNDS**

**Capital Projects Funds** – These funds are derived from the proceeds of general obligation bonds issued to finance major capital improvement projects.

**Debt Service Funds** – The City's general obligation bonds are primarily supported by separate property tax levies approved by taxpayers for the sole purpose of retirement of debt issued to fund capital improvement and construction projects. There is a corresponding capital projects fund established for each bond issue.

**1988 Capital Improvements Fund** – Accounts for the proceeds of the 1988 Capital Improvement Bonds issued to finance improvements to streets and drainage systems, parks, the City's arts center, museum and Robinson Auditorium, as well as to construct a new police substation, a library branch and two fire stations. The remaining funds available from interest earnings on these bond funds have been allocated to the South Loop and Scott Hamilton Drive improvement project.

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

**2002 Capital Improvement Junior Lien Revenue Bonds** – The 2002 Capital Improvement Junior Lien Revenue Bonds were issued to finance the infrastructure improvements, the costs of issuance, and to fund the debt service reserve. These bonds are special obligation bonds of the City, payable solely from the franchise fees collected from public utilities for the privilege of utilizing the streets, highways and other public places within the City.

**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 a separate 3.3 mills annual ad valorem tax on real and personal property located within the City. The remaining funds available from interest earnings on these bond funds have been allocated to a traffic signal and intersection improvements at Vimy Ridge Road and Alexander Road. Any residual balance may be allocated to retire debt on the bonds.

**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 obligations of the City but are special obligations payable solely from the revenue received by the City from all franchise fees charged to public utilities for the privilege of utilizing the City's streets and right-of-way. The remaining funds available from interest earnings on these bond funds have been allocated to the South Loop and Scott Hamilton Drive improvements.

**2008 and 2009 Central Library and Improvement Fund** – 2008 and 2009 Library Improvement and Refunding Bonds are limited obligations payable through 2028. The Library Bonds were issued to finance the cost of acquiring, constructing, and equipping capital improvements to the public City libraries operated by the Central Arkansas Library System. The bonds are limited tax obligations payable solely from a 1.0 mill annual ad valorem tax.

**2009A Parks and Recreation Bonds** – The 2009A Parks and Recreation Bonds were issued for the purposes of acquiring, constructing, equipping, renovating, expanding, and refurbishing certain zoo, parks, and recreation facilities of the City. The bonds are special obligations, payable solely from the revenues derived from the operation and ownership of the zoo, parks and recreation facilities.

**Short Term Financing** – Accounts for proceeds of Short Term Financing notes issued to acquire capital equipment, building improvements and vehicles for the City.

## **PROPRIETARY FUNDS**

**Waste Disposal Enterprise Fund** – This fund was created to account for 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.

**Golf Enterprise Fund** – This fund was created to account for the operations of the City's three 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 utilize City vehicles.

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

**Presidential Park Fund** – This fund accounts for the park land and other capital improvements associated with the area surrounding the Clinton Library. It also includes Parks Revenue bonds refunded in 2009 to fund various Parks and Zoo capital projects.

### **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.

### **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 budgeted and accounted for as separate entities and are expected to maintain revenues sufficient to meet their operating costs, debt service requirements, and system replacement and maintenance needs. These funds are listed below but are not included in this document:

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. In addition, 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 are 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 that all direct and indirect costs of provided the service are recovered. 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 and trusts should not be utilized 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 that of 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 continuation of the special project.
15. The City will strive to maintain fair and equitable relationships with 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 utilize 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 utilized 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.

**APPROPRIATIONS FOR OTHER AGENCIES**

	ADOPTED 2007	ADOPTED 2008	ADOPTED 2009	ADOPTED 2010	ADOPTED 2011
Central Arkansas Transit	\$6,311,973	\$6,341,288	\$6,826,697	\$5,915,270	\$6,602,836
Arkansas Arts Center	324,000	324,000	249,000	200,000	200,000
Museum of Discovery	324,000	324,000	249,000	200,000	200,000
County Bond Payment *	191,600	137,000	191,600	189,775	56,100
Chamber of Commerce	200,000	200,000	200,000	200,000	200,000
Metroplan	157,694	157,694	157,694	157,694	163,484
Downtown Partnership	149,741	149,741	149,741	125,000	125,000
PAGIS	129,500	129,500	129,500	129,500	129,500
Sister Cities Commission	25,000	25,000	25,000	20,000	20,000
Arkansas Symphony Orchestra **	50,000	50,000			
Arkansas Repertory Theatre **	50,000	50,000			
Central High 50th Anniversary	100,000				
St. Vincent	25,381	25,381	25,381	25,381	25,381
LR. City Beautiful Commission	2,500	2,500	2,500	2,500	2,500
County Regional Detention Center	1,383,799	1,547,299	1,547,299	1,463,000	1,463,000
Wildwood Theatre *	50,000	50,000			
Faulkner County Jail		150,000	240,000	240,000	240,000
Total	<u>\$9,475,188</u>	<u>\$9,663,403</u>	<u>\$9,993,412</u>	<u>\$8,868,120</u>	<u>\$9,427,801</u>

\* Prior to 2011, the County Bond and support for the County Health Department were combined. The Bond was retired in 2010  
 \*\* Beginning with 2009 funding for this agency was transferred to the Little Rock Advertising and Promotion Commission.



# Capital Improvements

## CAPITAL FUNDING

State laws limit the use of borrowing for municipal purposes. General obligation bonds, when approved by voters and secured by property tax levies, may be issued for long-term capital improvements. 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.

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. 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.

In addition, appropriations for special projects are made each year by the Mayor and Board of Directors to finance specific events and capital outlays. These projects are carried forward from year to year until they are fully expended or repealed by the Mayor and Board of Directors by ordinance.

## CAPITAL PROJECT FUNDS PROVIDED BY BOND ISSUES

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

**1988 Capital Improvements Fund** – 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. The remaining funds available from interest earnings on these bond funds have been allocated to the South Loop and Scott Hamilton Drive improvements described in the 2010 Capital Improvements section.

**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.

**2004 Capital Improvements** – 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. The remaining funds available from interest earnings on these bond funds have been allocated to a traffic signal and intersection improvements at Vimy Ridge Road and Alexander Road. Any residual balance may be allocated to retire debt on the bonds.

**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. Library capital improvements are maintained by the Central Arkansas Library System.

**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. The remaining funds available from interest earnings on these bond funds have been allocated to the South Loop and Scott Hamilton Drive improvements described in the 2010 Capital Improvements section.

**2008 and 2009 Central Arkansas Library Capital Improvements** – The 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.

**2009A Parks and Recreation Capital Improvements** – The 2009A Capital Construction Revenue Bonds were issued for the purpose of acquiring, constructing, equipping renovating, expanding and refurbishing certain zoo, parks and recreation facilities of the City. The 2009A bonds provided approximately \$6.8 million for Parks and Zoo projects.

The Series 2009B Bonds were issued for the purpose of currently refunding the outstanding Capital Improvement Revenue Bonds (Parks and Recreation Projects), Series 1998A; to fund a debt service reserve, funding an operating



reserve, and to pay the cost associated with the issuance of the Series 2009B Bonds.

**Short Term Financing** – Accounts for proceeds of Short Term Financing, five year notes, to acquire capital equipment, land, building improvements, and vehicles for the City.

### 2011 CAPITAL IMPROVEMENTS

The City's capital budget in recent years has been reduced. Limited funding for capital improvements has been available from capital grant awards or from the remaining unspent proceeds and interest in the Infrastructure fund, the 2004 Capital Improvements Bond funds, the 2007 Capital Improvements Bond fund, and Short Term Financing. The remaining balances are authorized primarily for street and drainage improvements, waste collection and disposal vehicles and equipment, and fire and police buildings and equipment.

In 2009 the City refunded the 1998 Parks and Recreation Bonds and issued new bonds to fund approximately \$6.8 million in Parks and Zoo improvements. In addition, the City placed an emphasis on obtaining grants under the *American Recovery and Reinvestment Act*. The injection of new capital provided by the bonds and the grant funds and the future impact of completed projects on ongoing operations is considered in preparation of annual departmental operating budgets.

Projects in the CIP can include:

- Obligations for labor and materials and contractors involved in completing a project
- Acquisition of land or structures
- Engineering or architectural services, professional studies, or other administrative costs
- Expenses for City vehicles and equipment
- Renovating or expanding City facilities, grounds, or equipment

Without a future dedicated funding source, capital project funding is dependent on short term financing, grant funds, or bond issues.

When both restricted and unrestricted resources are available for use, it is generally the City's policy to use restricted 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 is repaid from general fund revenues. With the economic downturn, the City did not issue a short term financing note in 2010. The City has not yet confirmed whether a 2011 short term financing note is feasible. If short term financing is issued the following projects are under consideration:

	<u>Estimated Cost</u>	<u>Funding Source</u>	<u>Estimated Useful Life</u>
<b>Fleet Management:</b>			
Fueling system upgrades	\$368,500	STF - General Fund	10 yrs.
Service Body with Hydraulic Crane	22,000	STF - General Fund	10 yrs.
Overhead Doors (15)	34,500	STF - General Fund	15 yrs.
JE Davis Parking Lot - resurfacing	150,000	STF - General Fund	10 yrs.
<b>Vehicles and Equipment:</b>			
<b>Public Works:</b>			
Vacaon Truck	240,000	STF - General Fund	10 yrs.
Patch Truck	180,000	STF - General Fund	10 yrs.
Burners	45,000	STF - General Fund	8 yrs.
<b>Fire Department:</b>			
Mack Aerial Truck	790,000	STF - General Fund	15 yrs.
Heavy Rescue Truck	590,000	STF - General Fund	10 yrs.
<b>Parks and Recreation:</b>			
650G Dozier	78,000	STF - General Fund	10 yrs.
<b>Police Department:</b>			
Police Cars (25)	700,000	STF - General Fund	6 yrs.
<b>Housing and Neighborhood Dept:</b>			
Code Enforcement Pickup Trucks (10)	170,000	STF - General Fund	10 yrs.
<b>Vehicle Storage Facility Improvements:</b>			
Impound Management System	70,000	STF - General Fund	10 yrs.
Camera System	40,000	STF - General Fund	10 yrs.
Document Imaging System	8,000	STF - General Fund	10 yrs.
Office Renovations	50,000	STF - General Fund	10 yrs.
<b>Information Technology:</b>			
Computer desktop/laptop replacement (350)	565,000	STF - General Fund	4 yrs.
Server Replacement (20)	439,000	STF - General Fund	5 yrs.
Network Equipment (20)	322,500	STF - General Fund	5 yrs.
Phone Switches - Enterprise	322,500	STF - General Fund	5 yrs.
Phone Switches - Mid range	103,000	STF - General Fund	5 yrs.
Phone Switches - Small	17,500	STF - General Fund	5 yrs.
Phone Sets - Small	60,000	STF - General Fund	5 yrs.
Phone Sets - Large	120,000	STF - General Fund	5 yrs.
<b>Police:</b>			
Mid-town Police Center - additional	300,000	STF - General Fund	40 yrs.
<b>Total under consideration</b>	<u>\$5,785,500</u>		

**MAJOR CAPITAL PROJECTS**

Capital expenditures in the amount of approximately \$20,672,311 are included in the 2011 budget and are funded by a variety of sources as described in detail below.

**CIP – Significant Routine Capital Expenditures:**

These expenditures are recurring in nature, replace existing assets on a rotating schedule and do not have additional operating expense requirements.

	<u>Estimated Cost</u>	<u>Funding Source</u>	<u>Estimated Useful Life</u>
<b>Police Vehicle Replacement:</b>			
Police Cars (8)	\$177,375	Justice Grant	6 yrs.
<b>Waste Disposal Vehicles and Equipment:</b>			
Sports Utility Vehicle	28,000	Waste Disp. Revenue	7 yrs.
Half-ton Pickup Trucks (1)	21,250	Waste Disp. Revenue	7 yrs.
Sideloader Garbage Trucks (4)	1,000,000	Waste Disp. Revenue	7 yrs.
	<u>\$1,226,625</u>		

**CIP – Significant Non-Routine Capital Expenditures and Projects:**

These expenditures occur less frequently and are more material. However, they also replace existing assets and do not have additional operating expense requirements.

	<u>Estimated Cost</u>	<u>Funding Source</u>	<u>Estimated Useful Life</u>
<b>Waste Disposal Equipment:</b>			
Grinder	\$700,000	Waste Disp. Revenue	8-10 yrs.
Trackhoe	330,000	Waste Disp. Revenue	7-10 yrs.
Wheel Loader	300,000	Waste Disp. Revenue	7-10 yrs.
<b>Information Technology Software and Equipment:</b>			
Disaster Recovery Storage Equip.	76,000	STF - General Fund	5 - 10yrs.
IT Equipment Upgrades	303,000	STF - General Fund	5 - 10yrs.
	<u>\$1,709,000</u>		

**CIP - Significant Non-recurring Parks and Zoo Projects Funded by the 2009A Parks and Recreation Capital Improvement Bonds:**

These projects are unusual, non-recurring projects that were all funded wholly or in a significant part by the issuance of Capital Construction Revenue Bonds.

The 2009A Parks and Recreation Capital Improvement Bonds were issued for the purpose of acquiring, constructing, equipping renovating, expanding and refurbishing certain zoo, parks and recreation facilities. The 2009A bonds provided approximately \$6.8 million for Parks and Zoo capital projects. Approximately \$3.1 million was spent on land improvements, building improvements and other small projects in 2010. The remaining funded projects are expected to be completed in 2011 as indicated below. The estimated operating cost per new acre of park land with level-two (2) maintenance, including staffing, maintenance and start up equipment, is approximately \$4,500 per acre. After initial start up, ongoing maintenance is estimated at \$4,000 per acre. Zoo operating costs are based on the specific exhibit and associated animal care needs.

**War Memorial Park Improvements** - War Memorial Park is planned to undergo a transformation to create it as a premier park. Improvements are proposed to increase participation from a large cross section of the community and to become a destination park from early morning to late at night. Utilizing spaces focused on Coleman Creek, park upgrades will entail better access and enhancements to the pond area and along the entire stretch of Coleman Creek; restoration of Coleman Creek; entry enhancements; approximately one mile of trail; playground; water feature; new parking areas and supporting amenities.

- **Estimated Total Project Cost:** \$1,225,000
- **2011 Estimated Expenditures:** \$451,950
- **Estimated Completion Date:** December 2011
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$162,690 is projected for staffing, utilities, maintenance, and supplies based on the acreage of the Park.

**Natural Steps Athletic Fields** - Located just below Lake Maumelle Dam on Highway 300, this large flat area is ideal for development of game fields. Land was donated to the City of Little Rock by Central Arkansas Water and a partnership will be established to allow development and utilization of several soccer fields, a play ground, restrooms and parking areas.

- **Estimated Total Project Cost:** \$625,000
- **2011 Estimated Expenditures:** \$614,275
- **Estimated Completion Date:** December 2011
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$31,500 is projected for staffing, utilities, maintenance, and supplies based on care for undeveloped acreage.

**West Central Ball Complex** - Little Rock Parks and Recreation recently acquired what was originally called the Rosedale Optimist Club and Ball Park. Funding will allow for acquisition of key parcels of land that will contribute to the Park's master plan which envisions a multi-field complex and community center.

- **Estimated Total Project Cost:** \$250,000
- **2011 Estimated Expenditures:** \$47,010
- **Estimated Completion Date:** July 2011, the remaining funds will be used for various improvements on the park;
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$104,971 is projected for staffing, utilities, maintenance, and supplies based on the acreage of the ball park.

**Ottenheimer Community Center** – Last year, the Ottenheimer Community Center was totally destroyed by fire. Combining these funds with insurance coverage and CDBG Funds will allow for construction of approximately 3,000 square feet of new recreation center to serve local community. This new center will be tailored to support the Recreational Therapy program, which provides leisure pursuit opportunities for mentally and physically challenged children and adults.

- **Estimated Total Project Cost:** \$628,000
- **Funding Sources:** \$150,000 2009A Capital Construction Revenue Bonds; \$228,000 insurance proceeds and \$250,000 CDBG Funds.
- **2011 Estimated Expenditures:** \$569,170
- **Estimated Completion Date:** July 2011
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$130,000 is projected for staffing, utilities, maintenance, and supplies.

**MacArthur Park** – This Park has attracted the attention of several institutions, area residents, and developers, in addition to staff, who meet regularly to see MacArthur Park improved. The MacArthur Park Group has raised over \$100,000 to prepare a master plan and organized other events to attract attention and support the park. Phase 1 of the Master Park Plan calls for improvements to the front lawn of the park in order to enhance citizen's and visitor's awareness that new improvements are on the way.

- **Estimated Total Project Cost:** \$150,000
- **2011 Estimated Expenditures:** \$21,050
- **Estimated Completion Date:** May 2011
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$45,000 is projected for staffing, utilities, maintenance, and supplies.

**Penguin Point Exhibit** – This new Zoo exhibit will be funded with a combination of 2009A Capital Construction Bond proceeds, a grant from the Arkansas Department of Parks and Tourism, and short term financing allocation; private donations from the Arkansas Zoological Foundation.

- **Estimated Total Project Cost:** \$2,350,000
- **Funding Sources:** \$800,000 2009A Capital Construction Bonds; \$600,000 prior year Short Term Financing allocation; \$150,000 Department of Parks and Tourism Outdoor Recreation Grant, \$800,000 and private donations through the Arkansas Zoological Foundation.
- **2011 Estimated Expenditures:** \$93,993
- **Estimated Completion Date:** March 2011
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$115,254 is projected for two (2) full time staff, utilities, feed, and medicine. Operating expenses will be funded by increased Zoo revenues.

**Cheetah Exhibit** – This new Zoo exhibit will be funded with a combination of 2009A Capital Construction Bond proceeds, and private donations from the Arkansas Zoological Foundation.

- **Estimated Total Project Cost:** \$800,000
- **Funding Sources:** \$400,000 2009A Capital Construction Bonds; \$400,000 Arkansas Zoological Foundation.
- **2011 Estimated Expenditures:** \$622,720
- **Estimated Completion Date:** Spring 2012
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$87,300 is projected for part-time staff, utilities, feed, and medicine. Operating expenses will be funded by increased Zoo revenues.

**Other Zoo Bond Projects** – Smaller projects primarily funded by the 2009A Capital Construction Bond proceeds, state funding, and private donations. Enhancements include safety cages, safety gates, raise barriers, public paths, fencing, carousel restoration, roofing, shade structures and other capital upgrades.

- **Estimated Total Project Cost:** \$842,500
- **Funding Sources:** \$400,000 2009A Capital Construction Bonds; \$262,500 state funding, and \$180,000 other contributions, small grants, and donations.
- **2011 Estimated Expenditures:** \$684,825
- **Estimated Completion Date:** 2011
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$134,400 is projected for staffing, utilities, feed, and medicine. Operating expenses will be funded by increased Zoo revenues.

**CIP - Other Significant Non-recurring Capital Improvements:**

These projects are unusual, non-recurring capital improvement projects funded by grant awards, short term financing, private donations and other sources.

**Midtown Police Center** – The Midtown Police Center, also known as the 12th Street Substation, will be a police facility capable of eventually supporting a police patrol division similar to those currently in service on Kanis Road in Northwest Little Rock and on Baseline Road in Southwest Little Rock. The building is anticipated to be approximately 11,000 square feet and will provide office and equipment space for patrol officers and detectives assigned to the general area surrounding the facility.

- **Estimated Total Project Cost:** \$10,470,000
- **Funding Sources:** Short Term Financing allocations, Justice Assistance Grant funds, CDBG Disaster Grant funds and Seized Money funds.
- **2011 Estimated Expenditures:** \$30,000
- **Estimated Completion Date:** Summer TBD
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$125,000 is projected for utilities, maintenance, and supplies, which will be included in the 2013 Police Department general fund budget allocation. Existing personnel and equipment will be reassigned to the new substation.

**Fire Station # 8 West Little Rock** - The Little Rock Fire Department received a United States Department of Homeland Security, *American Recovery and Reinvestment Act* Federal Emergency Management Assistance to Fire Fighters grant for \$2,017,800 to build an 8,000 square foot Fire Station. The station will be located at the intersection of Taylor Loop and Rahling Roads in west Little Rock and will provide much needed coverage in a rapidly growing area of the city. Plans call for two bays for fire engines, a kitchen, bedrooms, bathrooms, a training room, and an exercise room. It is anticipated that construction will begin in the late spring or early summer of 2011 and will take approximately one year. The building will be maintained by the Fire Department and the Department of Public Works.

- **Estimated Total Project Cost:** \$2,417,800
- **Funding Sources:** United States Department of Homeland Security, *American Recovery and Reinvestment Act*, FEMA Assistance to Fire Fighters grant \$2,017,800; 2008 Short Term Financing allocation of \$400,000.
- **2011 Estimated Expenditures:** \$1,500,000
- **Estimated Completion Date:** Summer 2012
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$30,000 is projected for utilities and supplies, which will be included in the 2012 Fire Department budget allocation. State funding has been allocated for furnishings.

**Adult Leisure Center** – In 2009, the Adult Leisure Center was totally destroyed by fire. Insurance proceeds will be used to rebuild the center which provides meeting space and facilities for adults and seniors.

- **Estimated Total Project Cost:** \$2,000,000
- **Funding Sources:** \$2,000,000 insurance proceeds.
- **2011 Estimated Expenditures:** \$50,000
- Estimated Completion Date: June 2012
- **Estimated Increase to Operating Expenditures:** The operating expenses for staffing, utilities, maintenance, and supplies will depend on the programs that are reinstated. Parks staff will determine costs in preparation for the 2012 operating budget.

**Wetlands Project** - The William E. "Bill" Clark Presidential Park Wetlands project involves the restoration of ten (10) acres of wetlands along the Arkansas River adjacent to the Clinton Presidential Library in downtown Little Rock. The Wetlands project is designed to showcase wildlife and river life in a restored wetlands habitat for the education and enjoyment of millions of local, national and international visitors to the Clinton Presidential Park and Library. The Wetlands project includes a series of boardwalks, sidewalks and observation platforms to allow visitors to experience and read education material about the wetlands and urban runoff from several different vantage points.

- **Estimated Total Project Cost:** \$2,028,812
- **Funding Sources:** Environmental Protection Agency American Recovery and Reinvestment Act Grant through the Arkansas Natural Resource Commission (ARNRC) \$353,000; Game and Fish Commission Grant \$400,000; Private donations including the Clinton Foundation \$1,275,812.
- **2011 Estimated Expenditures:** \$655,537
- **Estimated Completion Date:** Summer 2011
- **Estimated Increase to Operating Expenditures:** The wetlands area will be maintained by the Parks Department. The Parks Department estimates annual maintenance cost of approximately \$45,000 for the ten (10) acre park.



### **Sidewalks and Drainage Improvements in Low to Moderate Income Areas -**

The City of Little Rock's Amended 2008 Consolidated Plan for the Department of Housing and Urban Development's Community Development Block Grant, American Recovery and Reinvestment Act includes funds in the amount of \$446,096 to replace deteriorated sidewalks and revamp drainage in low-and moderate-income residential neighborhoods.

Approximately Three (3) miles of sidewalks were replaced and street and drainage improvements were made on Brown Street from 22<sup>nd</sup> to 23<sup>rd</sup>.

- **Estimated Total Project Cost:** \$446,096
- **Funding Sources:** *American Recovery and Reinvestment Act* – Department of Housing and Urban Development Community Development Block Grant.
- **2011 Estimated Expenditures:** An estimated \$14,800 in expenditures will occur in 2011 to complete work that began in 2009.
- **Estimated Completion Date:** Spring 2011
- **Estimated Increase to Operating Expenditures:** Not applicable. By ordinance; the sidewalks will be maintained by adjacent land owners.

**9<sup>th</sup> Street Extension** - The City of Little Rock received a \$1,900,000 grant from the U.S. Department of Commerce, Economic Development Administration to expand east 9th Street from its current termination point at Bond Street to the Dassault Falcon Jet facility at the west side of the Little Rock National Airport. The construction of a new four lane street will enhance productivity and entrepreneurship by providing adequate modes of transportation for larger, commercial vehicles and Dassault's workforce of two-thousand employees. At the end of 2010, the City was finalizing the process of acquiring the right of way to the property in the construction zone. In addition, a traffic signal will be constructed at the intersection of Bond and 9th Streets. The street will be maintained in the future by the Department of Public Works.

- **Estimated Total Project Cost:** \$4,630,000
- **Funding Sources:** *American Recovery and Reinvestment Act* – Economic Development Administration Grant \$1,900,000; Arkansas Economic Development Commission \$1,800,000; City match funds from the Airport Enhancement Fund \$930,000.
- **2011 Estimated Expenditures:** An estimated \$1,750,000 will be expended in 2011 for right-of-way acquisition and construction.
- **Estimated Completion Date:** 2012
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

**South Loop and Scott Hamilton Drive** - The City of Little Rock expects to receive approximately \$8 million from federal highway grants and the Arkansas State Highway Department's Transportation Improvement Program for improvement to the streets. Metroplan will handle the land acquisition process and the AHTD will handle construction for the City.

- **Estimated Total Project Cost:** \$9,795,000; Includes engineering and construction cost of \$8,000,000 and utility relocation of \$1,795,000.
- **Funding Sources:** Federal Highway Administration Grants - High Priority Project Funding \$3,825,000; Federal Highway Administration Discretionary Allocation through Metroplan for Local Urban Projects (LUZA) - \$3,950,000; 1988 Capital Improvement Bonds - \$1,025,000; 1998 Infrastructure Bonds - \$995,000.
- **2011 Estimated Expenditures:** \$4,000,000
- **Estimated Completion Date:** 2013
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

**Pedestrian Bridge Project** - The City of Little Rock is partnering with the Clinton Foundation to convert the former Rock Island Railroad Bridge, now called the Clinton Presidential Park Bridge into a pedestrian and bicycle bridge. The bridge, which traverses the Arkansas River, was built in 1899 and was acquired by the city in 2001. It is located within a city park adjacent to the Clinton Presidential Center.

- **Estimated Total Project Cost:** \$ 10,000,000.
- **Funding Sources:** Grant funding sources are still being identified. The City of Little Rock reserved approximately \$91,000 from the 2010 City budget and \$909,000 from the original 1998 Park Revenue Bonds that were refunded by the 2009A Capital Improvement Bonds for this project. The following grants were also awarded to the City for the project. Economic Development Administration grant \$2,000,000; State of Arkansas Fiscal Stabilization Fund \$2,500,000, Arkansas Department of Parks and Tourism General Improvement Fund \$125,000 and the Clinton Foundation \$1,500,000. Private donations will fund the remainder the project cost.
- **2011 Estimated Expenditures:** \$6,045,000
- **Estimated Completion Date:** The project currently has a completion date of 2011.
- **Estimated Increase to Operating Expenditures:** The ongoing cost of maintaining the bridge has not yet been determined.

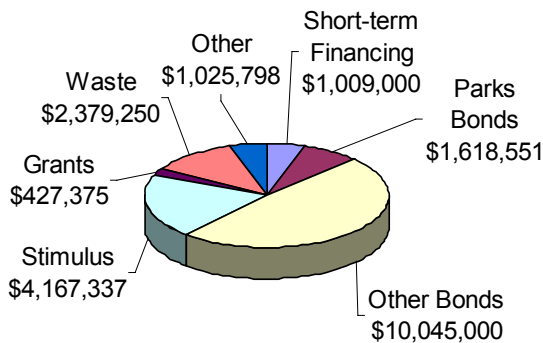
**Rebsamen River Trail Round-About** - Little Rock received Energy Efficiency and Conservation Block Grant funding under the *American Recovery and Reinvestment Act* for a trail round-about at Rebsamen Park Road and River Front Drive.

- **Estimated Total Project Cost:** \$ 247,000.
- **Funding Sources:** *American Recovery and Reinvestment Act* Energy Efficiency and Conservation Block Grant \$247,000.
- **2011 Estimated Expenditures:** \$247,000
- **Estimated Completion Date:** May 2011
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$3,500 is projected for maintenance.

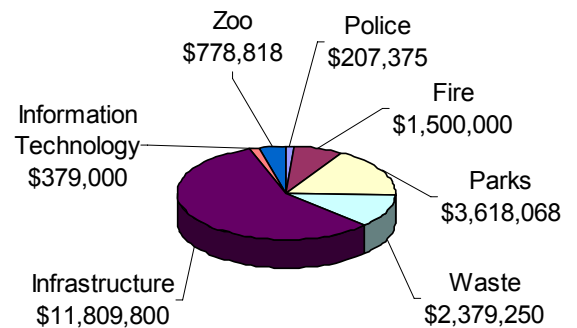
**Arkansas River Trail Repair** – In the fall of 2009, a portion of the Arkansas River trail fell into the Arkansas River due to intense flooding. FEMA will pay 75% of the cost of the repair work, the State of Arkansas will pay 12.5% and the City will be responsible for 12.5% which will be paid from the Grant Match allocation in the 2011 City Budget.

- **Estimated Total Project Cost:** \$ 339,354
- **Funding Sources:** FEMA, State of Arkansas and **City of Little Rock**
- **2011 Estimated Expenditures:** \$339,354
- **Estimated Completion Date:** August 2011
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with the current annual Parks Department allocations.

**2011 City of Little Rock Capital Funding Sources**



**2011 City of Little Rock Capital Funding Uses**





# Debt Management

## 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 12/31/10, the amount of net debt outstanding was \$95,181,677. The legal debt margin allows the City flexibility to issue up to an additional \$824,126,096.

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 \$406.42, 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. An AA rating from Standard & Poor's indicates that the bonds are high quality with a very strong capacity to pay principal and interest.

### CITY'S LEGAL DEBT MARGIN

2010 Assessed/Value: (2010 Assessment collected in 2011)	
Commercial & Personal Property	\$3,611,101,292
G.O. Debt Limit (20% of assessment)	722,220,258
Short-Term Financing Debt Limit (5% of assessment)	<u>180,555,065</u>
Sub-Total Debt Limit	902,775,323
G.O. & Short-Term Bonds Outstanding @ 12/31/10	95,181,677
Less in Debt Service Fund	(16,529,241)
Outstanding Bonds, Net of Debt Service	<u>78,652,436</u>
<b>Legal Debt Margin</b>	<b>\$824,122,887</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 2010, the legal debt limit is \$902,775,323 based on a total assessment of \$3,611,101,292. Each year it changes based upon the assessed value of real estate.

	Legal Debt Margin	Legal Debt Limit
2003	516,319,265	630,946,137
2004	556,368,641	664,883,347
2005	611,096,546	713,061,578
2006	659,726,412	761,730,525
2007	725,407,499	820,379,036
2008	800,758,307	887,078,087
2009	807,405,018	899,996,683
2010	824,122,887	902,775,323

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, 2010 is \$87,540,000. Current revenue bond level is \$31,725,000. Short-term debt level is \$7,641,677 for an overall current debt level of \$126,906,677.

Although the City may increase the general obligation and the short-term debt levels to \$902,775,323, resources to repay the bonds would require an increase in the value of existing and new property and/or an increase in millage. For the City of Little Rock, the millage required to fund over \$902 million in debt is approximately 15.65 mills. Currently, the property tax millage for the retirement of general obligation debt is 3.3 mills. The millage may be increased to provide funds up to the legal debt limit with voter approval. The voters of Little Rock continued the 3.3 mills annual ad valorem tax at a special election held on November 4, 2003. 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. To issue additional general obligation debt without a dedicated revenue stream would negatively impact the general fund. The City will not issue such debt without a voter approved millage increase to fund the retirement. By law, five (5) mills is the maximum allowed to fund General Fund operations. The City's current operating millage is the maximum.

**SUMMARY OF BOND INDEBTEDNESS**  
For the month ended December 31, 2010

<u>GENERAL OBLIGATION DEBT</u>	<u>TRUSTEE</u>	<u>ORIGINAL AMOUNT</u>	<u>MATURITY DATE</u>	<u>INTEREST RATE</u>	<u>PRINCIPAL BALANCE 12/31/2009</u>	<u>BONDS ISSUED</u>	<u>PRINCIPAL PAID IN 2010</u>	<u>BONDS RETIRED 2010</u>	<u>PRINCIPAL BALANCE 12/31/2010</u>	<u>INTEREST PAID IN 2010</u>
2004 Limited Tax Capital Improvement	Regions Bank	\$70,635,000	4/1/2019	3.75% - 4.00%	\$34,685,000	\$0	\$4,290,000	\$5,600,000	\$24,795,000	\$1,177,333
2007 Infrastructure Refunding	Metropolitan Bank	13,350,000	10/1/2019	4.00% - 5.00%	11,380,000	0	940,000	0	10,440,000	498,988
2004 Library Refunding Bonds-Series A & B	Metropolitan Bank	25,000,000	3/1/2024	2.00% - 4.35%	14,875,000	0	1,015,000	985,000	12,875,000	609,369
2008 Library Construction and Imp. Bonds	Metropolitan Bank	4,000,000	3/1/2028	4,000,000	0	145,000	70,000	0	3,785,000	165,505
2009 Library Construction and Imp. Bonds	Metropolitan Bank	28,000,000	3/1/2028	3.00% - 5.00%	28,000,000	0	1,045,000	0	26,955,000	1,127,028
2002 Junior Lien Revenue Bonds	Metropolitan Bank	3,630,000	10/1/2018	3.50% - 4.65%	2,330,000	0	215,000	0	2,115,000	100,048
2009A Parks & Rec Revenue Bonds	Bank of the Ozarks	7,830,000	1/1/2039	2.00% - 5.50%	7,830,000	0	315,000	0	7,515,000	376,458
<b>REVENUE BONDS</b>										
2002 Waste Disposal Revenue Bonds	Metropolitan Bank	27,330,000	5/1/2016	3.00% - 5.00%	12,190,000	0	2,450,000	9,740,000	0	529,325
2003 Capital Improvement	Metropolitan Bank	11,855,000	7/1/2028	1.50% - 5.30%	10,620,000	0	365,000	0	10,255,000	527,415
2007 Waste Disposal Revenue Bond	Citizens Bank	3,400,000	5/1/2022	5.30% - 5.87%	3,095,000	0	170,000	0	2,925,000	169,665
2009B Parks & Rec	Bank of the Ozarks	12,120,000	1/1/2039	2.00% - 5.375%	12,120,000	0	145,000	0	11,975,000	596,086
2010 Waste Disposal Revenue Bonds	BancorpSouth	6,570,000	5/1/2016	1.90% - 3.77%	0	6,570,000	0	0	6,570,000	0
<b>TEMPORARY NOTE</b>										
5th 2005 Temporary Note	Bank of America	5,205,000	3/31/2010	3.55%	1,114,866	0	1,114,866	0	0	39,578
6th 2006 Temporary Note	Bank of America	6,550,000	4/1/2011	3.86%	2,769,675	0	1,358,616	0	1,411,059	106,909
7th 2007 Temporary Note	Suntrust	5,919,000	5/1/2012	3.79%	3,682,925	0	1,182,311	0	2,500,614	139,583
8th 2007 Temporary Note	Bank of America	1,372,000	6/28/2012	6.24%	872,398	0	273,399	0	598,999	54,394
9th 2008 Temporary Note	Bank of America	4,991,500	10/9/2013	4.69%	4,082,571	0	951,566	0	3,131,005	191,515
<b>Grand Total</b>		<b>\$237,757,500</b>			<b>\$153,647,435</b>	<b>\$6,570,000</b>	<b>\$15,975,758</b>	<b>\$16,395,000</b>	<b>\$127,846,677</b>	<b>\$6,409,196</b>

**SUMMARY OF BOND INDEBTEDNESS**  
For the month ended December 31, 2011

<u>GENERAL OBLIGATION DEBT</u>	<u>TRUSTEE</u>	<u>ORIGINAL AMOUNT</u>	<u>MATURITY DATE</u>	<u>INTEREST RATE</u>	<u>PRINCIPAL BALANCE AT 12/31/10</u>	<u>BONDS ISSUED</u>	<u>PRINCIPAL PAID IN 2011</u>	<u>BONDS RETIRED 2011</u>	<u>PRINCIPAL BALANCE AT 12/31/2011</u>	<u>INTEREST PAID IN 2011</u>
2004 Limited Tax Capital Improvement	Regions Bank	\$70,635,000	4/1/2019	3.75% - 4.00%	\$24,795,000	\$0	\$4,465,000	\$0	\$20,330,000	\$890,425
2007 Infrastructure Refunding	Metropolitan Bank	13,350,000	10/1/2019	4.00% - 5.00%	10,440,000	0	980,000	0	9,460,000	461,388
2004 Library Refunding Bonds-Series A & B	Metropolitan Bank	25,000,000	3/1/2024	2.00% - 4.35%	12,075,000	0	145,000	0	11,930,000	516,950
2008 Library Construction and Imp. Bonds	Metropolitan Bank	4,000,000	3/1/2028	3,645,000	0	150,000	0	3,495,000	152,618	
2009 Library Construction and Imp. Bonds	Metropolitan Bank	28,000,000	3/1/2028	3.00% - 5.00%	26,955,000	0	1,075,000	0	25,880,000	1,095,228
2002 Junior Lien Revenue Bonds	Metropolitan Bank	3,630,000	10/1/2018	3.50% - 4.65%	2,115,000	0	225,000	0	1,890,000	91,448
2009A Parks & Rec Revenue Bonds	Bank of the Ozarks	7,830,000	1/1/2039	2.00% - 5.50%	7,515,000	0	130,000	0	7,385,000	371,926
<b>REVENUE BONDS</b>										
2003 Capital Imp.and Refunding Projects	Metropolitan Bank	11,855,000	7/1/2028	1.50% - 5.30%	10,255,000	0	375,000	0	9,880,000	513,545
2007 Waste Disposal Revenue Bond	Citizens Bank	3,400,000	5/1/2022	5.30% - 5.87%	2,925,000	0	180,000	0	2,745,000	160,303
2009B Parks & Rec	Bank of the Ozarks	12,120,000	1/1/2039	2.00% - 5.375%	11,975,000	0	205,000	0	11,770,000	592,458
2010 Waste Disposal Revenue Bonds	BancorpSouth	6,570,000	5/1/2016	1.90% - 3.77%	6,570,000	0	0	0	6,570,000	143,385
<b>TEMPORARY NOTE</b>										
6th 2006 Temporary Note	Bank of America	6,550,000	4/1/2011	3.86%	1,411,059	0	1,411,059	0	0	54,467
7th 2007 Temporary Note	Suntrust	5,919,000	5/1/2012	3.79%	2,500,614	0	1,227,120	0	1,273,494	94,773
8th 2007 Temporary Note	Bank of America	1,372,000	6/28/2012	6.24%	598,999	0	290,445	0	308,554	37,348
9th 2008 Temporary Note	Bank of America	4,991,500	10/9/2013	4.69%	3,131,005	0	996,262	0	2,134,743	146,870
<b>Grand Total</b>		<b>\$205,222,500</b>			<b>\$126,906,677</b>	<b>\$0</b>	<b>\$11,854,887</b>	<b>\$0</b>	<b>\$115,051,790</b>	<b>\$5,323,130</b>

## FUTURE DEBT SERVICE

## OVERALL FUTURE DEBT SERVICE

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011	\$11,854,887.03	\$5,323,130.35	\$17,178,017.38
2012	\$12,644,770.89	\$4,857,108.08	\$17,501,878.97
2013	\$11,671,911.27	\$4,387,497.12	\$16,059,408.39
2014	\$9,970,000.00	\$3,966,106.31	\$13,936,106.31
2015	\$11,125,000.00	\$3,556,853.31	\$14,681,853.31
2016	\$6,755,000.00	\$3,196,101.56	\$9,951,101.56
2017	\$5,545,000.00	\$2,927,228.81	\$8,472,228.81
2018	\$5,805,000.00	\$2,673,683.68	\$8,478,683.68
2019	\$5,710,000.00	\$2,418,962.54	\$8,128,962.54
2020	\$4,540,000.00	\$2,164,685.03	\$6,704,685.03

## GENERAL FUND FUTURE DEBT SERVICE

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011	\$11,094,887.03	\$3,913,439.37	\$15,008,326.40
2012	\$9,914,770.89	\$3,473,486.06	\$13,388,256.95
2013	\$8,656,911.27	\$3,077,786.60	\$11,734,697.87
2014	\$8,330,000.00	\$2,727,316.29	\$11,057,316.29
2015	\$9,425,000.00	\$2,381,166.29	\$11,806,166.29
2016	\$4,985,000.00	\$2,090,980.04	\$7,075,980.04
2017	\$4,570,000.00	\$1,881,982.54	\$6,451,982.54
2018	\$4,780,000.00	\$1,675,383.66	\$6,455,383.66
2019	\$4,635,000.00	\$1,470,579.40	\$6,105,579.40
2020	\$3,415,000.00	\$1,272,080.02	\$4,687,080.02





# Budget Summaries

## BUDGET SUMMARIES

The following schedules summarize the audited 2009 operating results, the 2010 unaudited operating results, and the approved 2011 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 2009 - 2011**

	<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>2009</b>							
REVENUES:	\$ 149,672,414	\$ 31,101,436	\$ 35,642,739	\$ 30,433,612	\$ 10,039,345	\$ 31,150,609	\$ 19,955,122
EXPENDITURES:	150,656,570	33,471,969	10,705,053	34,100,798	9,741,861	24,578,698	16,091,780
REVENUES OVER (UNDER) EXPENDITURES	(984,156)	(2,370,533)	24,937,686	(3,667,186)	297,484	6,571,911	3,863,342
BEGINNING FUND BAL.	23,265,368	8,414,450	10,159,304	29,927,639	2,571,585	169,947,503	12,729,718
ENDING FUND BAL.	<u>\$ 22,281,212</u>	<u>\$ 6,043,917</u>	<u>\$ 35,096,990</u>	<u>\$ 26,260,453</u>	<u>\$ 2,869,069</u>	<u>\$ 176,519,414</u>	<u>\$ 16,593,060</u>
<b>2010</b>							
REVENUES:	\$ 136,523,923	\$ 37,952,544	\$ 84,311	\$ 30,684,872	\$ 9,239,395	\$ 31,193,513	\$ 20,416,695
EXPENDITURES:	134,245,281	37,220,969	14,658,932	30,888,289	9,469,056	24,977,082	19,627,507
REVENUES OVER (UNDER) EXPENDITURES	2,278,642	731,575	(14,574,621)	(203,417)	(229,661)	6,216,431	789,188
BEGINNING FUND BAL.	22,281,212	6,043,917	35,096,990	26,260,452	2,869,071	176,519,414	16,593,060
ENDING FUND BAL.	<u>\$ 24,559,854</u>	<u>\$ 6,775,492</u>	<u>\$ 20,522,369</u>	<u>\$ 26,057,035</u>	<u>\$ 2,639,410</u>	<u>\$ 182,735,845</u>	<u>\$ 17,382,248</u>
<b>2011</b>							
REVENUES:	\$ 134,371,418	\$ 15,164,843	\$ -	\$ 28,629,517	\$ 10,003,932	\$ -	\$ -
EXPENDITURES:	134,371,418	15,164,843	-	31,064,036	10,488,935	-	-
REVENUES OVER (UNDER) EXPENDITURES	-	-	-	(2,434,519)	(485,003)	-	-
BEGINNING FUND BAL.	24,559,854	6,775,492	20,522,369	26,057,035	2,639,410	182,735,845	17,382,248
ENDING FUND BAL.	<u>\$ 24,559,854</u>	<u>\$ 6,775,492</u>	<u>\$ 20,522,369</u>	<u>\$ 23,622,516</u>	<u>\$ 2,154,407</u>	<u>\$ 182,735,845</u>	<u>\$ 17,382,248</u>

**GENERAL GOVERNMENT SUMMARY  
OPERATING BUDGET  
2009-2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>GENERAL FUND</u></b>			
REVENUES:	\$ 144,148,445	\$ 131,946,063	\$ 134,371,418
EXPENDITURES:	<u>143,724,008</u>	<u>129,510,173</u>	<u>134,371,418</u>
REVENUES OVER (UNDER) EXPENDITURES	424,437	2,435,890	
BEGINNING NET ASSETS	<u>20,559,033</u>	<u>20,983,470</u>	<u>23,419,360</u>
ENDING NET ASSETS	<u>\$ 20,983,470</u>	<u>\$ 23,419,360</u>	<u>\$ 23,419,360</u>
<b><u>SPECIAL PROJECTS &amp; SEIZED MONEY FUND</u></b>			
REVENUES:	\$ 5,523,968	\$ 4,577,860	\$ -
EXPENDITURES:	<u>6,932,561</u>	<u>4,735,108</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(1,408,593)	(157,248)	-
BEGINNING FUND BALANCE	<u>2,706,335</u>	<u>1,297,742</u>	<u>1,140,494</u>
ENDING FUND BALANCE	<u>\$ 1,297,742</u>	<u>\$ 1,140,494</u>	<u>\$ 1,140,494</u>
<b>TOTAL BEGINNING NET ASSETS</b>	<b>\$ 23,265,368</b>	<b>\$ 22,281,212</b>	<b>\$ 24,559,854</b>
<b>TOTAL REVENUES</b>	<b>149,672,414</b>	<b>136,523,923</b>	<b>134,371,418</b>
<b>TOTAL EXPENDITURES</b>	<u><b>150,656,570</b></u>	<u><b>134,245,281</b></u>	<u><b>134,371,418</b></u>
<b>TOTAL ENDING NET ASSETS</b>	<u><b>\$ 22,281,212</b></u>	<u><b>\$ 24,559,854</b></u>	<u><b>\$ 24,559,854</b></u>

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  
2009-2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>STREET</u></b>			
REVENUES:	\$ 14,700,053	\$ 16,115,058	\$ 15,164,843
EXPENDITURES:	<u>15,519,217</u>	<u>16,353,979</u>	<u>15,164,843</u>
REVENUES OVER (UNDER) EXPENDITURES	(819,164)	(238,921)	-
BEGINNING FUND BALANCE	<u>3,726,150</u>	<u>2,906,986</u>	<u>2,668,065</u>
ENDING FUND BALANCE	<u><u>\$ 2,906,986</u></u>	<u><u>\$ 2,668,065</u></u>	<u><u>\$ 2,668,065</u></u>
<b><u>SPECIAL PROJECT - STREET</u></b>			
REVENUES:	\$ 810,000	\$ 312,795	\$ -
EXPENDITURES:	<u>871,043</u>	<u>278,126</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(61,043)	34,669	-
BEGINNING FUND BALANCE	<u>187,122</u>	<u>126,079</u>	<u>160,748</u>
ENDING FUND BALANCE	<u><u>\$ 126,079</u></u>	<u><u>\$ 160,748</u></u>	<u><u>\$ 160,748</u></u>
<b><u>SPECIAL PROJECTS</u></b>			
REVENUES:	\$ 3,555,317	\$ 6,405,479	\$ -
EXPENDITURES:	<u>4,181,620</u>	<u>5,028,649</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(626,303)	1,376,830	-
BEGINNING FUND BALANCE	<u>2,416,216</u>	<u>1,789,913</u>	<u>3,166,743</u>
ENDING FUND BALANCE	<u><u>\$ 1,789,913</u></u>	<u><u>\$ 3,166,743</u></u>	<u><u>\$ 3,166,743</u></u>

**SPECIAL REVENUE FUNDS  
OPERATING BUDGET  
2009-2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>INFRASTRUCTURE</u></b>			
REVENUES:	\$ 3,488	\$ 384	\$ -
EXPENDITURES:	<u>1,174,457</u>	<u>114,771</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(1,170,969)	(114,387)	-
BEGINNING FUND BALANCE	<u>1,344,248</u>	<u>173,279</u>	<u>58,892</u>
ENDING FUND BALANCE	<u>\$ 173,279</u>	<u>\$ 58,892</u>	<u>\$ 58,892</u>
<b><u>EMERGENCY 911</u></b>			
REVENUES:	\$ 1,183,486	\$ 1,531,996	\$ -
EXPENDITURES:	<u>953,099</u>	<u>1,561,381</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	230,387	(29,384)	-
BEGINNING FUND BALANCE	<u>(227,565)</u>	<u>2,822</u>	<u>(26,562)</u>
ENDING FUND BALANCE	<u>\$ 2,822</u>	<u>\$ (26,562)</u>	<u>\$ (26,562)</u>
<b><u>GRANTS</u></b>			
REVENUES:	\$ 7,495,690	\$ 9,362,168	\$ -
EXPENDITURES:	<u>7,437,433</u>	<u>9,338,238</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	58,257	23,930	-
BEGINNING FUND BALANCE	<u>(61,833)</u>	<u>(3,576)</u>	<u>20,354</u>
ENDING FUND BALANCE	<u>\$ (3,576)</u>	<u>\$ 20,354</u>	<u>\$ 20,354</u>

**SPECIAL REVENUE FUNDS  
OPERATING BUDGET  
2009-2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>CDBG/HIPP/NHSP</u></b>			
REVENUES:	\$ 3,353,402	\$ 4,224,664	\$ -
EXPENDITURES:	<u>3,335,100</u>	<u>4,545,825</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	18,302	(321,161)	-
BEGINNING FUND BALANCE	<u>1,030,112</u>	<u>1,048,414</u>	<u>727,253</u>
ENDING FUND BALANCE	<u>\$ 1,048,414</u>	<u>\$ 727,253</u>	<u>\$ 727,253</u>
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 8,414,450</b>	<b>\$ 6,043,917</b>	<b>\$ 6,775,492</b>
<b>TOTAL REVENUES</b>	<b>31,101,436</b>	<b>37,952,544</b>	<b>15,164,843</b>
<b>TOTAL EXPENDITURES</b>	<b><u>33,471,969</u></b>	<b><u>37,220,969</u></b>	<b><u>15,164,843</u></b>
<b>TOTAL ENDING FUND BALANCE</b>	<b><u>\$ 6,043,917</u></b>	<b><u>\$ 6,775,492</u></b>	<b><u>\$ 6,775,492</u></b>

**CAPITAL FUNDS  
OPERATING BUDGET  
2009 - 2011**

	<u>ACTUAL 2009</u>	<u>REVISED BUDGET 2010</u>	<u>ADOPTED BUDGET 2011</u>
<b><u>1988 CAPITAL IMPROVEMENTS</u></b>			
REVENUES:	\$ 5,171	\$ 3,247	\$ -
EXPENDITURES:	<u>109,345</u>	<u>26,464</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(104,174)	(23,217)	-
BEGINNING FUND BALANCE	<u>1,156,151</u>	<u>1,051,977</u>	<u>1,028,760</u>
ENDING FUND BALANCE	<u>\$ 1,051,977</u>	<u>\$ 1,028,760</u>	<u>\$ 1,028,760</u>
<b><u>1998 CAPITAL IMPROVEMENTS</u></b>			
REVENUES:	\$ 35,930	\$ 3,236	\$ -
EXPENDITURES:	<u>443,391</u>	<u>2,000</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(407,461)	1,236	-
BEGINNING FUND BALANCE	<u>1,439,540</u>	<u>1,032,079</u>	<u>1,033,315</u>
ENDING FUND BALANCE	<u>\$ 1,032,079</u>	<u>\$ 1,033,315</u>	<u>\$ 1,033,315</u>
<b><u>2009A PARKS AND RECREATION</u></b>			
REVENUES:	\$ 7,122,046	\$ 630	\$ -
EXPENDITURES:	<u>1,433,253</u>	<u>3,378,797</u>	<u>1,527,815</u>
REVENUES OVER (UNDER) EXPENDITURES	5,688,793	(3,378,167)	(1,527,815)
BEGINNING FUND BALANCE	<u>-</u>	<u>5,688,793</u>	<u>2,310,626</u>
ENDING FUND BALANCE	<u>\$ 5,688,793</u>	<u>\$ 2,310,626</u>	<u>\$ 782,811</u>



**CAPITAL FUNDS  
OPERATING BUDGET  
2009 - 2011**

	<u>ACTUAL 2009</u>	<u>REVISED BUDGET 2010</u>	<u>ADOPTED BUDGET 2011</u>
<b><u>1995 CAPITAL IMPROVEMENTS</u></b>			
REVENUES:	\$ 78	\$ 53	\$ -
EXPENDITURES:	<u>19,072</u>	<u>19,781</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(18,994)	(19,728)	-
BEGINNING FUND BALANCE	<u>38,746</u>	<u>19,752</u>	<u>24</u>
ENDING FUND BALANCE	<u>\$ 19,752</u>	<u>\$ 24</u>	<u>\$ 24</u>

**SHORT TERM FINANCING**

REVENUES:	\$ 17,113	\$ 6,682	\$ -
EXPENDITURES:	<u>2,490,269</u>	<u>1,322,514</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(2,473,156)	(1,315,832)	-
BEGINNING FUND BALANCE	<u>5,458,284</u>	<u>2,985,128</u>	<u>1,669,296</u>
ENDING FUND BALANCE	<u>\$ 2,985,128</u>	<u>\$ 1,669,296</u>	<u>\$ 1,669,296</u>

**2004 CAPITAL IMPROVEMENTS**

REVENUES:	\$ 287,685	\$ 3,580	\$ -
EXPENDITURES:	<u>832,129</u>	<u>469,920</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(544,444)	(466,340)	-
BEGINNING FUND BALANCE	<u>1,284,679</u>	<u>740,235</u>	<u>273,895</u>
ENDING FUND BALANCE	<u>\$ 740,235</u>	<u>\$ 273,895</u>	<u>\$ 273,895</u>

**CAPITAL FUNDS  
OPERATING BUDGET  
2009 - 2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>LIBRARY IMPROVEMENT (2004)</u></b>			
REVENUES:	\$ 0	\$ -	\$ -
EXPENDITURES:	<u>(1)</u>	<u>202</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	1	(202)	-
BEGINNING FUND BALANCE	<u>201</u>	<u>202</u>	<u>-</u>
ENDING FUND BALANCE	<u>\$ 202</u>	<u>\$ 0</u>	<u>\$ -</u>
<b><u>2008 LIBRARY IMPROVEMENT BOND</u></b>			
REVENUES:	\$ 28,174,715	\$ 66,883	\$ -
EXPENDITURES:	<u>5,377,595</u>	<u>9,439,254</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	22,797,120	(9,372,370)	-
BEGINNING FUND BALANCE	<u>781,703</u>	<u>23,578,823</u>	<u>14,206,453</u>
ENDING FUND BALANCE	<u>\$ 23,578,823</u>	<u>\$ 14,206,453</u>	<u>\$ 14,206,453</u>
<b>TOTAL CAPITAL BEGINNING BALANCE</b>	<b>\$ 10,159,304</b>	<b>\$ 35,096,990</b>	<b>\$ 20,522,369</b>
<b>TOTAL REVENUES</b>	<b>35,642,739</b>	<b>84,311</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b><u>10,705,053</u></b>	<b><u>14,658,932</u></b>	<b><u>1,527,815</u></b>
<b>TOTAL CAPITAL ENDING FUND BALANCE</b>	<b><u>\$ 35,096,990</u></b>	<b><u>\$ 20,522,369</u></b>	<b><u>\$ 18,994,554</u></b>

**ENTERPRISE FUNDS  
OPERATING BUDGET  
2009-2011**

	<u>ACTUAL 2009</u>	<u>REVISED BUDGET 2010</u>	<u>ADOPTED BUDGET 2011</u>
<b><u>VEHICLE STORAGE FACILITY</u></b>			
REVENUES:	\$ 1,203,643	\$ 1,334,800	\$ 1,187,770
EXPENDITURES:	<u>1,511,212</u>	<u>1,334,800</u>	<u>1,184,063</u>
REVENUES OVER (UNDER) EXPENDITURES	(307,569)	-	3,707
BEGINNING NET ASSETS	<u>(426,350)</u>	<u>(733,919)</u>	<u>(733,919)</u>
ENDING NET ASSETS	<u>\$ (733,919)</u>	<u>\$ (733,919)</u>	<u>\$ (730,212)</u>
<b><u>WASTE DISPOSAL</u></b>			
REVENUES:	\$ 16,336,034	\$ 16,444,928	\$ 16,228,300
EXPENDITURES:	<u>19,659,183</u>	<u>16,444,928</u>	<u>17,694,120</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	(3,323,149)	-	(1,465,820)
BEGINNING NET ASSETS	<u>18,321,465</u>	<u>14,998,316</u>	<u>14,998,316</u>
ENDING NET ASSETS	<u>\$ 14,998,316</u>	<u>\$ 14,998,316</u>	<u>\$ 13,532,496</u>
<b><u>RIVER MARKET</u></b>			
REVENUES:	\$ 844,023	\$ 800,000	\$ 816,670
EXPENDITURES:	<u>1,029,667</u>	<u>896,741</u>	<u>916,942</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	(185,644)	(96,741)	(100,272)
BEGINNING NET ASSETS	<u>2,723,519</u>	<u>2,537,875</u>	<u>2,441,134</u>
ENDING NET ASSETS	<u>\$ 2,537,875</u>	<u>\$ 2,441,134</u>	<u>\$ 2,340,862</u>

**ENTERPRISE FUNDS  
OPERATING BUDGET  
2009-2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>ZOO</u></b>			
REVENUES:	\$ 4,474,187	\$ 4,558,789	\$ 4,764,579
EXPENDITURES:	<u>5,247,266</u>	<u>5,017,663</u>	<u>5,234,749</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	(773,079)	(458,874)	(470,170)
BEGINNING NET ASSETS	<u>5,660,857</u>	<u>4,887,777</u>	<u>4,428,903</u>
ENDING NET ASSETS	<u>\$ 4,887,777</u>	<u>\$ 4,428,903</u>	<u>\$ 3,958,733</u>
<b><u>ZOO SPECIAL PROJECTS</u></b>			
REVENUES:	\$ 495,339	\$ 1,070,430	\$ -
EXPENDITURES:	<u>28,224</u>	<u>169,992</u>	<u>-</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	467,115	900,438	-
BEGINNING NET ASSETS	<u>669,720</u>	<u>1,136,835</u>	<u>2,037,273</u>
ENDING NET ASSETS	<u>\$ 1,136,835</u>	<u>\$ 2,037,273</u>	<u>\$ 2,037,273</u>
<b><u>GOLF</u></b>			
REVENUES:	\$ 2,423,940	\$ 2,783,083	\$ 2,733,821
EXPENDITURES:	<u>2,943,079</u>	<u>2,853,083</u>	<u>2,826,136</u>
REVENUES OVER (UNDER) EXPENDITURES	(519,139)	(70,000)	(92,315)
BEGINNING NET ASSETS	<u>(1,015,694)</u>	<u>(1,534,833)</u>	<u>(1,604,833)</u>
ENDING NET ASSETS	<u>\$ (1,534,833)</u>	<u>\$ (1,604,833)</u>	<u>\$ (1,697,148)</u>

**ENTERPRISE FUNDS  
OPERATING BUDGET  
2009-2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>JIM DAILEY FITNESS &amp; AQUATIC CENTER</u></b>			
REVENUES:	\$ 1,115,830	\$ 1,137,411	\$ 1,097,994
EXPENDITURES:	<u>1,197,258</u>	<u>1,344,911</u>	<u>1,254,126</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	(81,428)	(207,500)	(156,132)
BEGINNING NET ASSETS	<u>3,454,251</u>	<u>3,372,823</u>	<u>3,165,323</u>
ENDING NET ASSETS	<u><u>\$ 3,372,823</u></u>	<u><u>\$ 3,165,323</u></u>	<u><u>\$ 3,009,191</u></u>

**CONCESSIONS \***

REVENUES:	\$ 518,236	\$ -	\$ -
EXPENDITURES:	<u>104,089</u>	<u>-</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	414,147	-	-
BEGINNING NET ASSETS	<u>(414,711)</u>	<u>(564)</u>	<u>(564)</u>
ENDING NET ASSETS	<u><u>\$ (564)</u></u>	<u><u>\$ (564)</u></u>	<u><u>\$ (564)</u></u>

\* The Concessions Fund is included in Parks Operations in the General Fund in 2010.

**PARKING GARAGES**

REVENUES:	\$ 1,680,991	\$ 1,913,121	\$ 1,800,383
EXPENDITURES:	<u>1,650,271</u>	<u>1,913,121</u>	<u>1,953,900</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	30,720	-	(153,517)
BEGINNING NET ASSETS	<u>65,654</u>	<u>96,374</u>	<u>96,374</u>
ENDING NET ASSETS	<u><u>\$ 96,374</u></u>	<u><u>\$ 96,374</u></u>	<u><u>\$ (57,143)</u></u>

**ENTERPRISE FUNDS  
OPERATING BUDGET  
2009-2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>RECREATION SERVICES</u></b>			
REVENUES:	\$ 1,341,389	\$ 642,310	\$ -
EXPENDITURES:	<u>730,549</u>	<u>913,050</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	610,840	(270,740)	-
BEGINNING NET ASSETS	<u>888,928</u>	<u>1,499,768</u>	<u>1,229,028</u>
ENDING NET ASSETS	<u>\$ 1,499,768</u>	<u>\$ 1,229,028</u>	<u>\$ 1,229,028</u>
<b>TOTAL ENTERPRISE BEGINNING NET ASSETS</b>	<b>\$ 29,927,639</b>	<b>\$ 26,260,452</b>	<b>\$ 26,057,035</b>
<b>TOTAL REVENUES</b>	<b>30,433,612</b>	<b>30,684,872</b>	<b>28,629,517</b>
<b>TOTAL EXPENDITURES</b>	<b><u>34,100,798</u></b>	<b><u>30,888,289</u></b>	<b><u>31,064,036</u></b>
<b>TOTAL ENTERPRISE ENDING NET ASSETS</b>	<b><u>\$ 26,260,452</u></b>	<b><u>\$ 26,057,035</u></b>	<b><u>\$ 23,622,516</u></b>

**FLEET INTERNAL SERVICE FUND  
OPERATING BUDGET  
2009 - 2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>FLEET INTERNAL SERVICE -</u></b>			
REVENUES:	\$10,039,345	\$ 9,239,395	\$ 10,003,932
EXPENDITURES:	<u>9,741,861</u>	<u>9,469,056</u>	<u>10,488,935</u>
REVENUES OVER (UNDER) EXPENDITURES *	297,484	(229,661)	(485,003)
BEGINNING NET ASSETS	<u>2,571,585</u>	<u>2,869,071</u>	<u>2,639,410</u>
ENDING NET ASSETS	<u><u>\$ 2,869,071</u></u>	<u><u>\$ 2,639,410</u></u>	<u><u>\$ 2,154,407</u></u>

**FIDUCIARY FUNDS  
OPERATING BUDGET  
2009 - 2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>POLICE PENSION &amp; RELIEF FUND</u></b>			
ADDITIONS:	\$ 8,200,826	\$ 10,137,066	\$ -
DEDUCTIONS:	<u>9,974,959</u>	<u>9,703,145</u>	<u>-</u>
NET INCREASE (DECREASE)	(1,774,133)	433,921	-
NET ASSETS HELD IN TRUST, BEGINNING	<u>54,082,898</u>	<u>52,308,765</u>	<u>52,742,686</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$ 52,308,765</u></u>	<u><u>\$ 52,742,686</u></u>	<u><u>\$ 52,742,686</u></u>
<b><u>FIRE PENSION &amp; RELIEF FUND</u></b>			
ADDITIONS:	\$ 14,653,701	\$ 11,582,142	\$ -
DEDUCTIONS:	<u>10,898,606</u>	<u>11,224,478</u>	<u>-</u>
NET INCREASE (DECREASE)	3,755,095	357,664	-
NET ASSETS HELD IN TRUST, BEGINNING	<u>72,825,654</u>	<u>76,580,749</u>	<u>76,938,413</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$ 76,580,749</u></u>	<u><u>\$ 76,938,413</u></u>	<u><u>\$ 76,938,413</u></u>
<b><u>NON-UNIFORM DEFINED BENEFIT FUND</u></b>			
ADDITIONS:	\$ 1,352,870	\$ 2,405,642	\$ -
DEDUCTIONS:	<u>1,405,501</u>	<u>1,460,926</u>	<u>-</u>
NET INCREASE (DECREASE)	(52,631)	944,716	-
NET ASSETS HELD IN TRUST, BEGINNING	<u>7,545,537</u>	<u>7,492,906</u>	<u>8,437,622</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$ 7,492,906</u></u>	<u><u>\$ 8,437,622</u></u>	<u><u>\$ 8,437,622</u></u>



**FIDUCIARY FUNDS  
OPERATING BUDGET  
2009 - 2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>NON-UNIFORM DEFINED CONTRIBUTION</u></b>			
ADDITIONS:	\$ 4,925,339	\$ 5,549,179	\$ -
DEDUCTIONS:	<u>1,852,986</u>	<u>2,252,663</u>	<u>-</u>
NET INCREASE (DECREASE)	3,072,353	3,296,517	-
NET ASSETS HELD IN TRUST, BEGINNING	<u>30,236,902</u>	<u>33,309,255</u>	<u>36,605,771</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$ 33,309,255</u></u>	<u><u>\$ 36,605,771</u></u>	<u><u>\$ 36,605,771</u></u>
<b><u>401 (A) PENSION FUND</u></b>			
ADDITIONS:	\$ 1,623,390	\$ 1,414,802	\$ -
DEDUCTIONS:	<u>437,742</u>	<u>322,308</u>	<u>-</u>
NET INCREASE (DECREASE)	1,185,649	1,092,495	-
NET ASSETS HELD IN TRUST, BEGINNING	<u>4,223,751</u>	<u>5,409,400</u>	<u>6,501,894</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$ 5,409,400</u></u>	<u><u>\$ 6,501,894</u></u>	<u><u>\$ 6,501,894</u></u>
<b><u>HEALTH MANAGEMENT TRUST FUND</u></b>			
ADDITIONS:	\$ 394,483	\$ 104,681	\$ -
DEDUCTIONS:	<u>8,904</u>	<u>13,563</u>	<u>-</u>
NET INCREASE (DECREASE)	385,579	91,118	-
NET ASSETS HELD IN TRUST, BEGINNING	<u>1,032,761</u>	<u>1,418,340</u>	<u>1,509,458</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$ 1,418,340</u></u>	<u><u>\$ 1,509,458</u></u>	<u><u>\$ 1,509,458</u></u>

**FIDUCIARY FUNDS  
OPERATING BUDGET  
2009 - 2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b>TOTAL NET ASSETS BEGINNING</b>	<u>\$ 169,947,503</u>	<u>\$ 176,519,414</u>	<u>\$ 182,735,845</u>
<b>TOTAL ADDITIONS</b>	31,150,609	31,193,513	-
<b>TOTAL DEDUCTIONS</b>	<u>24,578,698</u>	<u>24,977,082</u>	-
<b>TOTAL NET ASSETS ENDING</b>	<u><u>\$ 176,519,414</u></u>	<u><u>\$ 182,735,845</u></u>	<u><u>\$ 182,735,845</u></u>

**DEBT SERVICE FUNDS  
OPERATING BUDGET  
2009 - 2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>2002 CIP JUNIOR LIEN BONDS</u></b>			
REVENUE:	\$ 320,621	\$ 315,860	\$ -
EXPENDITURES:	<u>320,198</u>	<u>316,798</u>	<u>-</u>
NET INCREASE (DECREASE)	424	(938)	-
BEGINNING FUND BALANCE	22,518	22,942	22,004
ENDING FUND BALANCE	<u>\$ 22,942</u>	<u>\$ 22,004</u>	<u>\$ 22,004</u>
<b><u>2004 IMPROVEMENT BONDS DEBT SERVICE</u></b>			
REVENUE:	\$ 10,951,667	\$ 11,221,403	\$ -
EXPENDITURES:	<u>10,676,590</u>	<u>11,067,833</u>	<u>-</u>
NET INCREASE (DECREASE)	275,077	153,571	-
BEGINNING FUND BALANCE	10,852,119	11,127,196	11,280,766
ENDING FUND BALANCE	<u>\$ 11,127,196</u>	<u>\$ 11,280,766</u>	<u>\$ 11,280,766</u>
<b><u>2004 LIBRARY IMP. BONDS DEBT SERVICE</u></b>			
REVENUE:	\$ 3,312,360	\$ 3,393,839	\$ -
EXPENDITURES:	<u>3,044,566</u>	<u>3,411,844</u>	<u>-</u>
NET INCREASE (DECREASE)	267,794	(18,005)	-
BEGINNING FUND BALANCE	1,826,397	2,094,191	2,076,186
ENDING FUND BALANCE	<u>\$ 2,094,191</u>	<u>\$ 2,076,186</u>	<u>\$ 2,076,186</u>

**DEBT SERVICE FUNDS  
OPERATING BUDGET  
2009 - 2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b><u>2008 LIBRARY IMPROVEMENT BOND</u></b>			
REVENUE:	\$ 3,216,755	\$ 3,367,719	\$ -
EXPENDITURES:	<u>636,588</u>	<u>2,695,033</u>	<u>-</u>
NET INCREASE (DECREASE)	2,580,167	672,686	-
BEGINNING FUND BALANCE	18,674	2,598,841	3,271,527
ENDING FUND BALANCE	<u>\$ 2,598,841</u>	<u>\$ 3,271,527</u>	<u>\$ 3,271,527</u>
<b><u>2007 CAPITAL IMP. REVENUE REFUNDING BOND</u></b>			
REVENUE:	\$ 1,444,237	\$ 1,442,397	\$ -
EXPENDITURES:	<u>1,436,737</u>	<u>1,440,738</u>	<u>-</u>
NET INCREASE (DECREASE)	7,500	1,660	-
BEGINNING FUND BALANCE	10,010	17,510	19,170
ENDING FUND BALANCE	<u>\$ 17,510</u>	<u>\$ 19,170</u>	<u>\$ 19,170</u>
<b><u>2009 PARKS &amp; REC CAPITAL IMPROVEMENT BOND</u></b>			
REVENUE:	\$ 709,482	\$ 675,477	\$ -
EXPENDITURES:	<u>(22,898)</u>	<u>695,264</u>	<u>-</u>
NET INCREASE (DECREASE)	732,380	(19,786)	-
BEGINNING FUND BALANCE	-	732,380	712,594
ENDING FUND BALANCE	<u>\$ 732,380</u>	<u>\$ 712,594</u>	<u>\$ 712,594</u>

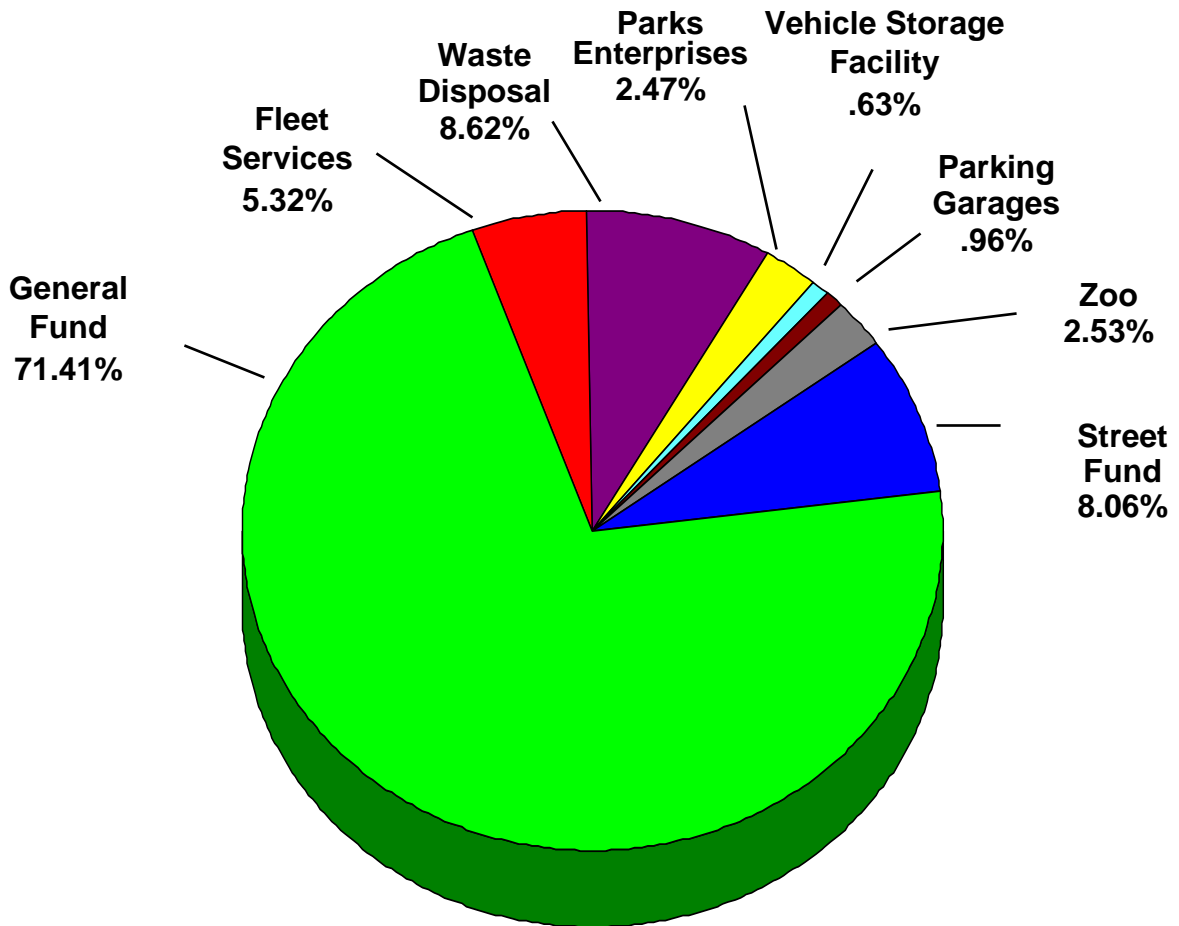
**DEBT SERVICE FUNDS  
OPERATING BUDGET  
2009 - 2011**

	ACTUAL 2009	REVISED BUDGET 2010	ADOPTED BUDGET 2011
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 12,729,718</b>	<b>\$ 16,593,060</b>	<b>\$ 17,382,248</b>
<b>TOTAL REVENUES</b>	<b>19,955,122</b>	<b>20,416,695</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>16,091,780</b>	<b>19,627,507</b>	<b>-</b>
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$ 16,593,060</b>	<b>\$ 17,382,248</b>	<b>\$ 17,382,248</b>



# Revenues

# CITY OF LITTLE ROCK 2011 BUDGET SUMMARY ALL FUNDS RESOURCES



**\$188,169,710**

**CITY OF LITTLE ROCK  
2011 OPERATING REVENUES**

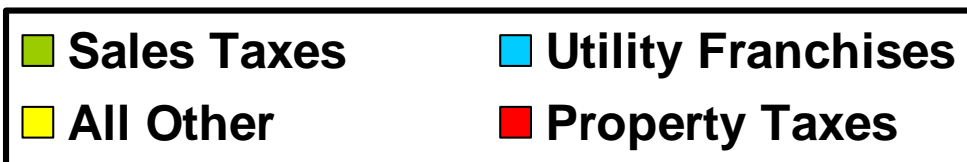
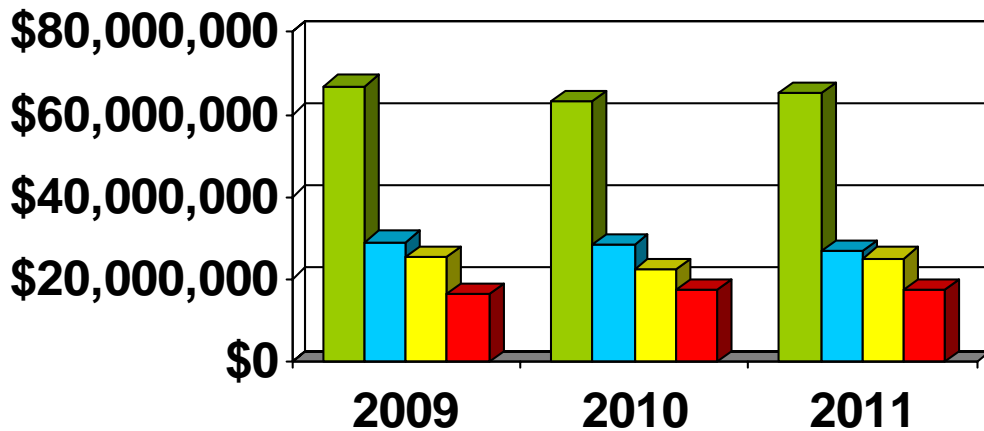
<b>REVENUES:</b>	<b>2009 ACTUAL</b>	<b>2010 ADOPTED</b>	<b>2011 ADOPTED</b>	<b>10/11 DIFF</b>	<b>% CHANGE</b>
Property Taxes *	\$23,263,592	\$17,319,889	\$17,245,148	(74,741)	-0.4%
Sales Tax	63,112,194	63,271,857	65,224,701	1,952,844	3.1%
Business Licenses	5,861,510	5,800,000	5,732,107	(67,893)	-1.2%
Mixed Drinks	1,517,197	1,500,000	1,631,188	131,188	8.7%
Building, Related Permits	2,085,165	2,205,340	1,687,900	(517,440)	-23.5%
Insurance Pension Turnback	3,786,783	1,765,160	1,178,000	(587,160)	-33.3%
Park Revenue	513,025	449,495	378,520	(70,975)	-15.8%
Airport Reimbursement	2,499,511	2,436,000	2,778,210	342,210	14.0%
Salary Reimbursement 911	939,618	1,002,785	1,000,000	(2,785)	-0.3%
Fines and Fees	3,362,473	3,757,449	3,578,220	(179,229)	-4.8%
Utility Franchises	28,179,025	28,337,236	26,902,357	(1,434,879)	-5.1%
Interest Earnings	16,476	96,500	11,300	(85,200)	-88.3%
All Other	1,703,559	1,500,069	1,622,361	122,292	8.2%
Transfers In	7,308,317	1,707,595	3,401,406	1,693,811	99.2%
Carry-over**			2,000,000	2,000,000	
<b>Total General Fund</b>	<b>144,148,445</b>	<b>131,149,375</b>	<b>134,371,418</b>	<b>3,222,043</b>	<b>2.5%</b>
<b>Other Budgeted Funds</b>					
Street	14,700,053	14,773,542	15,164,843	391,301	2.6%
Fleet Services	10,039,345	9,239,395	10,003,932	764,537	8.3%
Vehicle Storage Facility	1,203,643	1,334,800	1,187,770	(147,030)	-11.0%
Waste Disposal	16,336,034	16,644,928	16,228,300	(416,628)	-2.5%
River Market	844,023	250,000	816,670	566,670	226.7%
Zoo	4,474,187	4,497,054	4,764,579	267,525	5.9%
Golf	2,423,940	2,783,083	2,733,821	(49,262)	-1.8%
Jim Dailey Fitness and Aquatic Center	1,115,830	1,137,411	1,097,994	(39,417)	-3.5%
Concessions	518,236				
Parking Garages	1,680,991	1,913,121	1,800,383	(112,738)	-5.9%
<b>Total Other Budgeted Funds:</b>	<b>53,336,282</b>	<b>52,573,334</b>	<b>53,798,292</b>	<b>1,224,958</b>	<b>2.3%</b>
<b>Total All Budgeted Funds:</b>	<b>\$197,484,727</b>	<b>\$183,722,709</b>	<b>\$188,169,710</b>	<b>\$4,447,001</b>	<b>2.4%</b>

\* 2009 Actual includes Property Taxes collected by the General Fund on behalf of the Fire and Police Pension Funds.

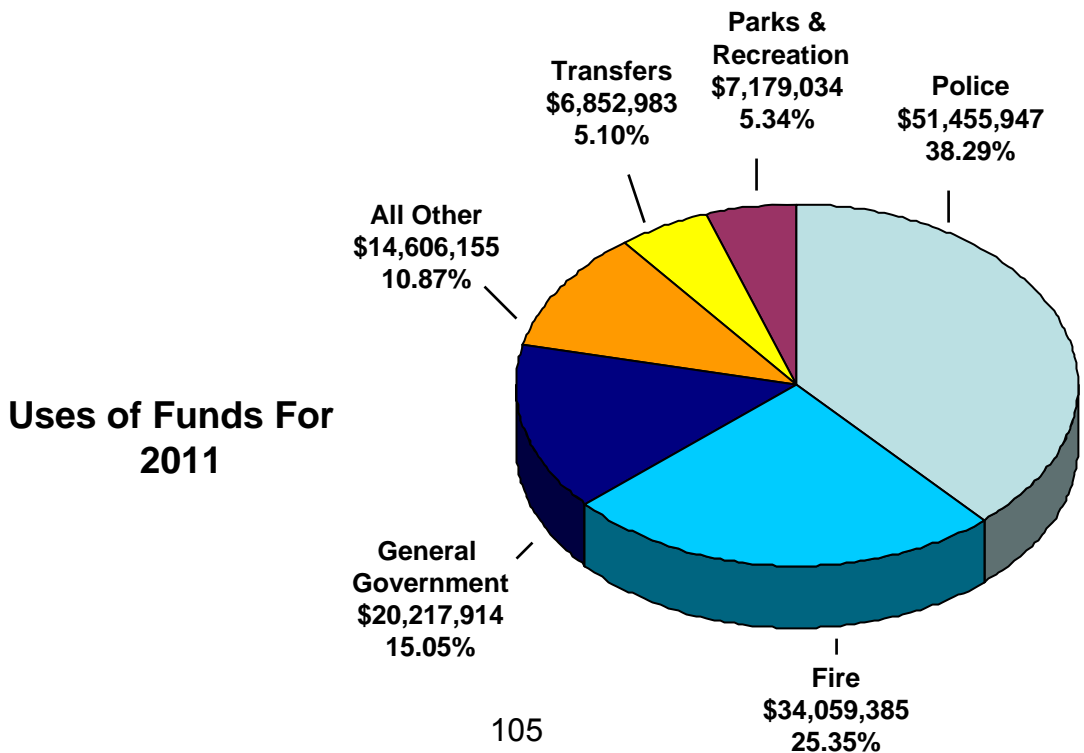
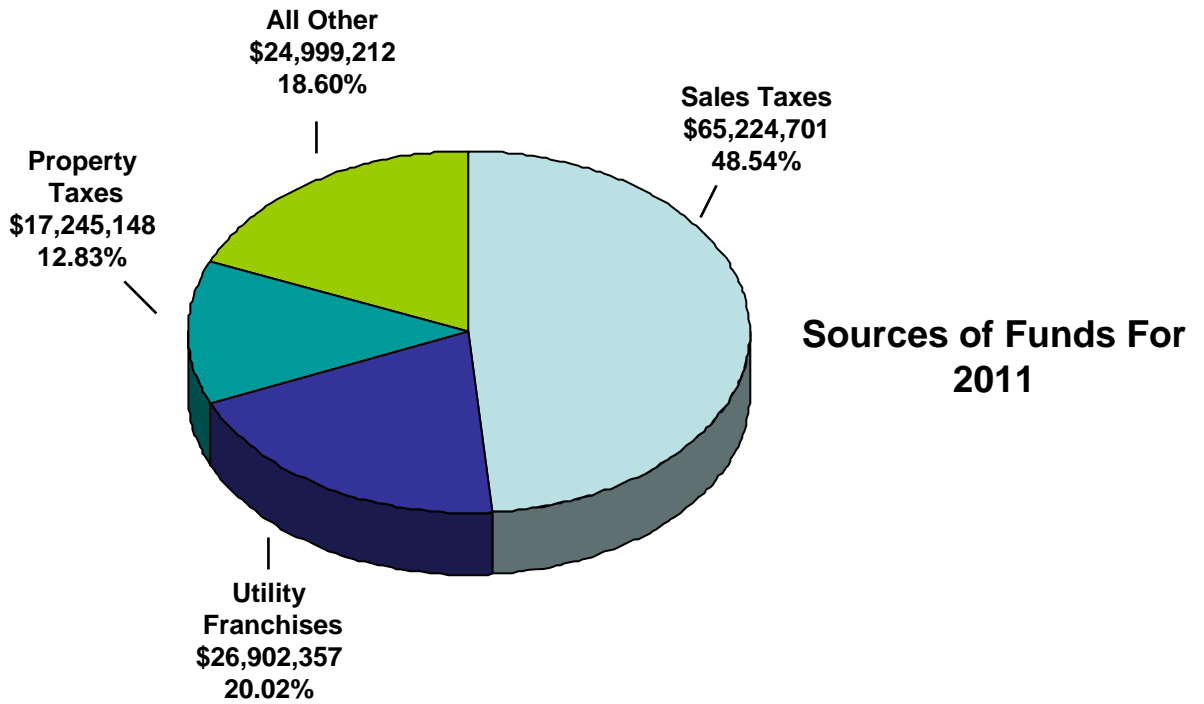
\*\* Carry-over consist of 2010 operating revenues and excess vacancy savings.



# General Government Summary of Revenues 2009-2011



# FY 2011 GENERAL FUND



**CITY OF LITTLE ROCK  
2011 OPERATING REVENUE**

	<u>2009 ACTUAL</u>	<u>2010 ADOPTED</u>	<u>2011 ADOPTED</u>
<b>GENERAL FUND</b>			
<b>PROPERTY TAX</b>			
Property Taxes	\$ 15,627,563	\$ 16,209,948	\$ 15,863,800
Pension Property Taxes	6,623,768		
Homestead Taxes	931,274	1,053,850	1,076,900
Act 9 Industry Payment	80,987	56,091	304,448
Total Property Taxes	<u>23,263,592</u>	<u>17,319,889</u>	<u>17,245,148</u>
<b>SALES TAX</b>			
County Sales & Use Tax	37,494,162	37,552,839	39,035,350
City Sales Tax	22,312,387	22,611,298	23,382,000
State Tax Turnback	3,305,645	3,107,720	2,807,351
Total Sales Taxes	<u>63,112,194</u>	<u>63,271,857</u>	<u>65,224,701</u>
<b>BUSINESS LICENSES</b>			
General Business Licenses	5,861,510	5,800,000	5,732,107
Mixed Drinks Licenses	1,517,197	1,500,000	1,631,188
Total Business Licenses	<u>7,378,707</u>	<u>7,300,000</u>	<u>7,363,295</u>
<b>PERMITS</b>			
Building & Excavation Permits	1,160,632	1,250,000	890,000
Electrical Permits	298,549	320,000	260,000
HVAC Permits	292,857	280,000	235,600
Plumbing Permits	251,833	275,000	221,000
Wrecker Franchise	68,267	70,000	72,300
Burn Permits	13,027	10,340	9,000
Total Permits	<u>2,085,165</u>	<u>2,205,340</u>	<u>1,687,900</u>
<b>INTERGOVERNMENTAL</b>			
Insurance Turnback	3,786,783	1,765,160	1,178,000
Total Intergovernmental	<u>3,786,783</u>	<u>1,765,160</u>	<u>1,178,000</u>
<b>POLICE SERVICES</b>			
Police Report	299,124	280,000	270,000
False Alarm	112,603	120,000	90,000
Airport - Security Guards	1,505,160	1,500,000	1,728,560
Total Police Services	<u>1,916,887</u>	<u>1,900,000</u>	<u>2,088,560</u>
<b>FIRE SERVICES</b>			
Fire Alarm Inspection	3,600	3,700	3,750
Airport-Fire Protection	994,351	936,000	1,049,650
Total Fire Services	<u>997,951</u>	<u>939,700</u>	<u>1,053,400</u>
<b>PARK REVENUE</b>			
University Park Adult Center	30,947		
SWLR Community Complex	100,589	104,000	92,000
Athletics Fees	129,879	128,800	110,000
Pavillion Rental	49,918	49,000	50,000
Community Center & Miscellaneous Fees	99,307	116,195	89,520
Admissions Revenue	35,921	35,000	27,000
Miscellaneous Revenue	66,464	16,500	10,000
Total Park Revenue	<u>513,025</u>	<u>449,495</u>	<u>378,520</u>

**CITY OF LITTLE ROCK  
2011 OPERATING REVENUE**

	<u>2009 ACTUAL</u>	<u>2010 ADOPTED</u>	<u>2011 ADOPTED</u>
<b>FINES</b>			
Fines - Traffic	2,119,535	2,200,000	2,320,000
Fines - Criminal - Other	242,593	275,000	320,000
Probation Assessments	137,475	140,000	111,000
Additional Court Cost	17,933	18,000	18,500
Theft Diversion Class	6,175	12,000	1,500
Fines - Parking	319,059	320,000	260,000
Immobilization Fees	360		
Fines - Child Passenger Protection	4,079	3,500	5,700
Fines - Environmental	38,193	26,500	61,000
Fines - Animal	247,366	240,000	270,000
Fines - Anger Management	3,140	5,100	150
Fines - Other	(4,178)		
Drunk-O-Meter	3,633	3,650	3,700
Total Fines	<u>3,135,363</u>	<u>3,243,750</u>	<u>3,371,550</u>
<b>FEES</b>			
Rezoning Fees	45,387	54,899	52,000
Act 474 Admin Fees	3,878	4,600	2,700
Act 9 Admin Fees	8,010	2,600	4,600
Incident Report Fees	2,450	2,000	400
Civil Court Fees	68,311	75,000	68,000
Booking & Admin Fee -PCj	140	250,100	100
Education Training Fees	25,750	38,000	8,200
Community Service Fees	62,235	58,500	55,000
Miscellaneous Service Fees			15,000
Animal Services	10,949	28,000	670
Total Fees	<u>227,110</u>	<u>513,699</u>	<u>206,670</u>
<b>UTILITY FRANCHISE</b>			
Entergy	13,568,538	14,056,547	12,404,700
S W Bell	1,264,771	1,113,235	1,166,808
Long Dist. Franchise Fees	1,054,004	776,239	1,040,000
Local Landline Franchise Fees	237,396	203,250	227,084
Centerpoint Energy	4,559,477	4,500,000	3,800,000
Central Ark Water	2,663,381	2,830,000	3,075,000
LR Waste Water	3,851,975	4,032,000	4,047,000
Fiber Optics	793,886	740,000	1,074,600
Cable TV	1,939,032	1,840,000	1,825,000
Franchise Fee Contra	(1,753,435)	(1,754,035)	(1,757,835)
Total Utility Franchises	<u>28,179,025</u>	<u>28,337,236</u>	<u>26,902,357</u>
<b>MISCELLANEOUS SERVICES</b>			
Crossing Guards-LRSD Reimb	340,293	300,000	427,420
Airport Ramp Reimbursement	22,894		
Contributions	327,793	327,793	327,793
911 Services Reimbursement	939,618	1,002,785	1,000,000
Total Miscellaneous Services	<u>1,630,598</u>	<u>1,630,578</u>	<u>1,755,213</u>
<b>INVESTMENT INCOME</b>			
Interest Income	18,315	96,500	11,300
Change in Market Value	(1,839)		
Total Investment Income	<u>16,476</u>	<u>96,500</u>	<u>11,300</u>
<b>RENTS AND ROYALTIES</b>			
Tower Lease	279,833	250,000	237,400
Ground Leases	6,579	7,250	3,773
Amusement Park Leases	2,750	3,026	3,025
Air Rights Lease-Camelot			
Total Rents and Royalties	<u>289,162</u>	<u>260,276</u>	<u>244,198</u>

**CITY OF LITTLE ROCK  
2011 OPERATING REVENUE**

	<u>2009 ACTUAL</u>	<u>2010 ADOPTED</u>	<u>2011 ADOPTED</u>
<b>MISCELLANEOUS INCOME</b>			
Security Deposit Rental Reimbursement	(250)		
Other Reimbursement	14,644	7,800	7,000
Commission - Vending	227	500	2,200
Sale of Equipment to Employees			
Contributions/Donations			
Miscellaneous Revenue	<u>293,469</u>	<u>200,000</u>	<u>250,000</u>
Total Miscellaneous Revenue	308,090	208,300	259,200
Transfers In	7,308,317	1,707,595	3,401,406
General Fund Carry-over From Operating Revenues and Excess Vacancy Savings			2,000,000
<b>TOTAL GENERAL FUND REVENUE</b>	<b><u>144,148,445</u></b>	<b><u>131,149,375</u></b>	<b><u>134,371,418</u></b>
<b>STREET FUND</b>			
ST Homestead Tax	270,042	289,436	288,925
1/2 County Road Tax	4,531,937	4,798,288	4,586,288
State Gas Tax Turnback	8,780,673	8,600,000	9,052,000
Severance Tax			
Street Repair Reimbursement	212,953	7,000	7,000
Insurance Reimbursement		22,000	15,000
Interest On Investments	3,739	33,000	1,000
Miscellaneous Income	52,553		
Transfer In	<u>848,156</u>	<u>1,023,818</u>	<u>1,214,630</u>
<b>TOTAL STREET FUND</b>	<b><u>14,700,053</u></b>	<b><u>14,773,542</u></b>	<b><u>15,164,843</u></b>
<b>FLEET INTERNAL SERVICE FUND</b>			
Fleet Labor	2,049,552	2,260,287	2,508,865
Fuel Fees	2,537,256	2,393,510	2,422,878
Miscellaneous Sales	547,298	503,750	501,000
Motor Pool	9,779	5,635	5,800
Fleet Parts	2,857,032	2,618,400	2,879,750
Insurance Totalled	180,524	140,600	125,000
Fleet Management	1,064,484	689,835	766,791
Fleet Sublets	772,303	610,378	776,378
Interest on Investments	4,505	7,000	1,500
Contributions/Donations	18,491		
Gain/Loss on Sale of Fixed Assets	<u>(1,879)</u>	<u>10,000</u>	<u>15,970</u>
<b>TOTAL FLEET INTERNAL SERVICE FUND</b>	<b><u>10,039,345</u></b>	<b><u>9,239,395</u></b>	<b><u>10,003,932</u></b>
<b>VEHICLE STORAGE FACILITY</b>			
Licenses and Permits	22,374	21,600	20,500
Storage Fees	278,164	350,000	308,000
Wrecker Fees	362,497	450,000	335,000
Vehicle Auction Sale	400,664	394,000	409,000
Impound Administration	93,213	90,000	89,000
Vehicle Storage Miscellaneous	14,864	9,200	5,000
Contributions/Donations	31,615	20,000	21,000
Sales Tax	<u>252</u>	<u></u>	<u>270</u>
<b>TOTAL VEHICLE STORAGE FACILITY</b>	<b><u>1,203,643</u></b>	<b><u>1,334,800</u></b>	<b><u>1,187,770</u></b>

**CITY OF LITTLE ROCK  
2011 OPERATING REVENUE**

	<u>2009 ACTUAL</u>	<u>2010 ADOPTED</u>	<u>2011 ADOPTED</u>
<b>WASTE DISPOSAL ENTERPRISE FUND</b>			
Sanitation Fees	15,019,374	15,050,000	15,050,000
Landfill Fees	838,951	1,000,000	725,000
Methane Gas Revenue	339,282	300,000	225,000
Yard Waste	46,705	50,000	40,000
Compost Sale	94,248	90,000	100,000
Interest On Investments	32,773	105,000	9,200
Miscellaneous Revenue	(35,299)	49,928	79,100
Transfers			
<b>TOTAL WASTE DISPOSAL ENTERPRISE FUND</b>	<b><u>16,336,034</u></b>	<b><u>16,644,928</u></b>	<b><u>16,228,300</u></b>
<b>RIVER MARKET ENTERPRISE FUND</b>			
Admissions Revenue	65,218		50,670
Amphitheater	18,050		
Rental Fees	158,274		260,000
Rental Farmers Market	48,951		
Miscellaneous Fees	7,823		6,000
Contributions/Donations	250,198		250,000
Miscellaneous Revenue	1,758		
Transfers	293,751	250,000	250,000
<b>TOTAL RIVERMARKET ENTERPRISE FUND</b>	<b><u>844,023</u></b>	<b><u>250,000</u></b>	<b><u>816,670</u></b>
<b>ZOO ENTERPRISE FUND</b>			
Membership	272,871	230,000	310,000
Zoo Admissions	1,402,732	1,400,000	1,566,125
Concessions	405,313	422,000	415,000
Token Sales	177,188	190,000	202,500
Amusement Rides			
Carousel Rides			
Education	49,375	50,000	35,000
Special Events	158,664	209,000	209,000
Zoo Rentals	10,034	11,000	20,000
Merchandise Sales	258,455	275,000	300,000
Lorikeet Nectar Sales			
Contributions/Donations	12,903		
Miscellaneous	57,755	30,000	14,000
Transfers	1,668,897	1,680,054	1,680,054
<b>TOTAL ZOO ENTERPRISE FUND</b>	<b><u>4,474,187</u></b>	<b><u>4,497,054</u></b>	<b><u>4,764,579</u></b>
<b>GOLF ENTERPRISE FUND</b>			
Concessions Revenue	64,674	111,232	88,000
Green Fees	673,920	868,416	843,000
Equipment Rental	483,742	566,159	547,890
Merchandise Sales	72,119	100,413	81,000
Miscellaneous Revenue	188,161	160,111	97,179
Transfers	941,323	976,752	1,076,752
<b>TOTAL GOLF ENTERPRISE FUND</b>	<b><u>2,423,940</u></b>	<b><u>2,783,083</u></b>	<b><u>2,733,821</u></b>

**CITY OF LITTLE ROCK  
2011 OPERATING REVENUE**

	<u>2009 ACTUAL</u>	<u>2010 ADOPTED</u>	<u>2011 ADOPTED</u>
<b>JIM DAILEY FITNESS &amp; AQUATIC CENTER ENTERPRISE FUND</b>			
Annual Fees	54,215	52,000	52,000
Monthly Membership	284,703	282,000	280,500
Daily Fees	123,122	123,000	110,000
Corporate Fees	242,138	250,000	242,000
Special Fees	7,382	8,000	4,700
Other	59,031	56,925	56,420
Interest Income	3,058	11,300	1,088
Miscellaneous	(9,105)	2,900	
Transfers	351,286	351,286	351,286
<b>TOTAL JIM DAILEY FITNESS &amp; AQUATIC CENTER</b>	<b><u>1,115,830</u></b>	<b><u>1,137,411</u></b>	<b><u>1,097,994</u></b>
<b>CONCESSIONS ENTERPRISE FUND</b>			
Concessions Revenue			
Concessions - Food	35,474		
Concessions - Beer	281		
Concessions - Miscellaneous	1,833		
Contributions/Donations			
Transfers	480,648		
<b>TOTAL CONCESSIONS ENTERPRISE FUND</b>	<b><u>518,236</u></b>		
<b>PARKING GARAGES</b>			
Business License - Auto/Truck	269,956	255,000	229,000
Street Repair Reimbursement	64,785	231,681	110,000
Parking Meters	508,304	510,000	520,000
Surface Lot Parking	75,841	550	88,683
Parking Deck Monthly	588,334	667,000	606,250
Parking Deck Daily	104,420	141,000	165,000
Parking Peabody	65,191	84,460	79,750
Parking Special			
Interest on Investments	4,160	22,730	1,200
Miscellaneous Income		700	500
<b>TOTAL PARKING GARAGES</b>	<b><u>1,680,991</u></b>	<b><u>1,913,121</u></b>	<b><u>1,800,383</u></b>
<b>GRAND TOTAL ALL FUNDS</b>	<b><u>\$ 197,484,727</u></b>	<b><u>\$ 183,722,709</u></b>	<b><u>\$ 188,169,710</u></b>

## REVENUE TRENDS

### OVERALL

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 City's General Fund is heavily dependent on sales tax, which comprises over 49% of the 2011 budget. The 2011 Operating Budget includes an increase in sales tax of 1.70% over 2010 actual tax collections, which were 1.62% higher than the previous year. The effect of the economic downturn continued to impact 2010 revenues, but sales tax receipts in the last two months of the year improved by 2.35% over the same period one year ago.

	<u>REVENUES</u>	<u>% CHANGE</u>
2007 Operating Revenues	129.0	
2008 Operating Revenues	134.1	3.95%
2009 Operating Revenues	137.4	2.46%
2010 Operating Revenues	131.1	-4.59%
2011 Operating Revenues	134.4	2.52%

Utility franchise fees comprise approximately 20% of revenues and property taxes comprise approximately 13% of 2011 General Fund budgeted revenues. Little Rock property values have remained relatively stable over the last two years. While the City does not anticipate an increase in Property Tax revenues, we are pleased that property appears to be holding its value during the economic downturn. Overall, utility franchise revenues are expected to be below 2010 actual revenues by 2.51%. Weather plays a significant role in the annual franchise fees revenues from Entergy, CenterPoint, and Central Arkansas Water. Newer, more energy efficient technology allows household appliances such as washing machines to use less water and thus reduce the number of gallons consumed by household. The decline in gallons consumed per household is expected to reduce the franchise fees from Central Arkansas Water and Waste Water. Overall, Fiber Optic revenue increased substantially for 2010 due to the advent of high definition television programming. Permit revenue associated with construction experienced a 13.18% reduction from 2009. However, business construction activity, with some large permits issued in the last quarter of 2010, indicate that a recovery may be on the horizon.



**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 and libraries. 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 most that a residential property appraisal can be increased annually is 5%, regardless of the increase in 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 10% 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 tax.
- 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 \$350. A homestead is a property which is an owner’s principal place of residence.

The City recently received notice of the original charge for 2010 property taxes to be collected in 2011 which reflects an overall increase of only 0.38%. The Pulaski County Treasurer’s Office is experiencing slightly lower collection rates because of foreclosures of commercial businesses and residential properties.

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

	<u>2009 Payable 2010</u>	<u>2010 Payable 2011</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

In addition, the City 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 2011 Budget anticipates \$4.9 million in property tax collections from this tax.

In addition to the City millage of 15.60 and the County road millage of 2.90, a Little Rock property owner's tax assessment for 2010 also includes 5.60 mills levied by the County and 46.40 mills levied by the Little Rock School District. The total millage for a Little Rock property owner is 70.50 for 2010 property taxes payable in 2011.

The general operations 5.0 mill levy is the maximum rate allowable under state law for general city operations. Property taxes for 2010 increased 3.65% over 2009 receipts. The majority of the increase was associated with Act 9 revenues, which are included in this category and represent payments in lieu of property taxes paid by certain industrial companies.

### **COUNTY SALES TAX**

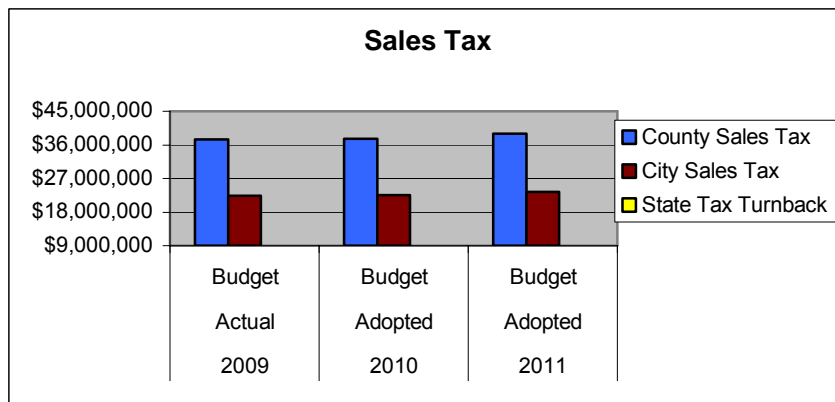
The City receives a pro-rata share of a one percent countywide sales tax. Distribution is based on the Little Rock population as a percent of Pulaski County's total population. According to the 2010 Census, Little Rock experienced a 5.0% growth in population from the 2000 Census. The City comprises approximately 50.56% of the County population and therefore receives this percentage of the County one percent tax sales and use tax. The estimated projected revenue for 2011 from this tax is \$39,035,350. Use taxes, paid mostly by businesses, resemble sales taxes. They apply to goods purchased from out-of-state merchants such as catalog vendors. Use taxes included in the projection are approximately \$3,400,000 annually. In 2010, the County Tax increased 2.36% from one year ago but was still 2.26% below 2008 receipts. On January 1, 2008, changes to Arkansas's state and local sales tax laws were implemented for purposes of compliance with the Streamlined Sales Tax Agreement. Including Arkansas, the sales tax laws of twenty-four (24) states have been amended to conform to the agreement.

### **LOCAL SALES TAX**

The City receives annual revenues of approximately \$22,700,000 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 which disburses this amount to the City, less a 3% administrative charge. City sales tax revenues were 1.59% higher in 2010 than a year ago but 4.47% below 2008 receipts. Little Rock's half cent sales tax is one of the lowest local tax rates in the state. As demand for City services has outpaced revenue growth in recent years, City Board members are beginning to consider taking a sales tax initiative to the voters. The City is conducting hearings in the first half of 2011 in each of the Wards to listen to citizen priorities in order to obtain direction on a funding initiative to sustain and improve services and promote economic development within the community. Based on this feedback, a sales tax initiative will likely go before voters by the fourth quarter of the year.

**STATE TAX TURNBACK**

The State General Assembly, through the Office of Budget, appropriates and then distributes an amount for turnback to cities. The turnback funds are not based on the state economy. An appropriation is made every July 1st by the State's Office of the Budget and distributed based on population. The State reduced its appropriation for 2011 by 7.5%. For 2010 and 2011, 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 2011. It is dependent on the current legislative session whether or not to continue the appropriation beyond 2011. For 2009 and 2010, the City received one-time distributions for a combined total of \$259,921 resulting from Act 1442 and Act 1443 of the last legislative session. These Acts were special funding from the general improvement fund and would need a replacement authorization to be continued for 2011 and beyond. The turnback funds should result in approximately \$2.8 million dollars a year.



Local Option Sales and Use Tax in Arkansas

Sale and Use Tax Year-to-Date 2010 with 2009 Comparison (shaded gray)

Month	Municipal Tax		County Tax		Total Tax		Interest	
January	\$ 34,674,109	\$ 35,895,776	\$ 35,450,558	\$ 38,497,274	\$ 70,124,667	\$ 74,393,050	\$ 60,271	\$ 92,482
February	41,006,941	42,021,936	42,937,896	43,359,038	83,944,837	85,380,974	59,485	103,317
March	33,818,100	33,523,556	34,971,579	35,926,755	68,789,679	69,450,311	76,714	102,348
April	34,427,642	35,106,978	36,042,561	37,321,460	70,470,203	72,428,438	78,790	109,108
May	38,636,249	37,844,100	38,049,225	39,586,629	76,685,474	77,430,729	49,923	48,100
June	37,512,337	35,354,936	38,602,771	37,127,878	76,115,108	72,482,814	63,686	84,093
July	36,860,261	36,239,404	37,359,158	37,874,981	74,219,419	74,114,385	52,871	68,590
August	37,616,032	36,555,700	39,562,409	40,128,797	77,178,441	76,684,497	58,934	73,271
September	36,434,296	36,037,008	38,376,562	38,673,292	74,810,859	74,710,300	51,022	69,889
October	38,103,354	36,931,425	40,272,526	38,991,204	78,375,881	75,922,629	66,397	84,838
November	36,678,265	35,927,998	39,093,545	37,400,814	75,771,810	73,328,812	44,864	66,406
December	35,853,352	34,195,522	37,083,830	35,136,114	72,937,182	69,331,636	73,441	85,237
<b>Total</b>	<b>\$ 441,620,938</b>	<b>\$ 435,634,339</b>	<b>\$ 457,802,620</b>	<b>\$ 460,024,236</b>	<b>\$ 899,423,560</b>	<b>\$ 895,658,575</b>	<b>\$ 736,398</b>	<b>\$ 987,679</b>
Averages	\$ 36,801,745	\$ 36,302,862	\$ 38,150,218	\$ 38,335,353	\$ 74,951,963	\$ 77,048,623	\$ 61,367	\$ 82,307

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 utilized 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 current Fed Funds target rate is between 0.00% and 0.25%, effective since December 16, 2008. The Discount Rate is currently at 0.75%. Although the fixed-income investments held in the short-term operating fund continue to yield 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 typically based on the gross revenues of the utility:

Entergy	5.20% of gross revenue collection for the Current calendar year or \$8.8 million, which-ever is greater
CenterPoint Energy Arkla	5.20% of gross revenue for the current calendar year or \$2.1 million, whichever is greater
AT&T (Local Land Lines)	7.32% of local exchange access line charges for the previous calendar year,
All Other 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	5.00% of gross revenues
Long Distance Franchise	\$0.004 per minute of toll calls

A significant portion of franchise fee revenue is directly impacted by the weather. Based on historical comparisons, the summer of 2010 was one of the hottest on

record. In addition, after a record wet 2009, 2010 was especially dry. Little Rock received only 36.52 inches of rainfall, which is more than 45 inches below the 2009 total. Per capita consumption has decreased due to water saving appliances and conservation measures. Central Arkansas Water increased rates in 2011. Domestic rates increased by 5.3%, commercial rates by 3.9%, and industrial rates by 4.4%. The rate increase, partially offset by an anticipated decrease in usage, resulted in the forecast of a 3.4% increase.

Wastewater announced no rate increases for 2011 but suggested new rate increases for 2012 and beyond due to projected capital needs. The fees collected should be approximately the same for 2011 as 2010.

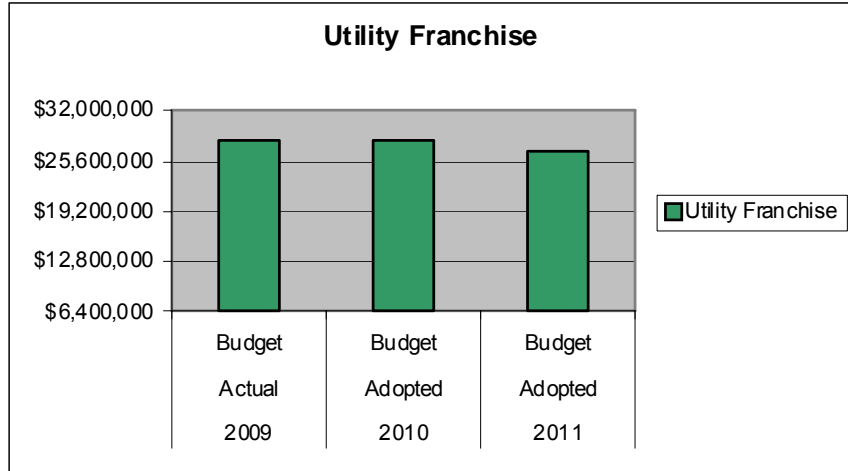
SWBell (AT&T) franchise payments for local service have declined an average of 6.35% since the 1997 peak of \$2.5 million. This is a result of an increased migration of customers to wireless phone service instead of maintaining both a wireless and a home (land) phone. This decline is anticipated in revenues from other local land line providers and from long distance services. The 2011 budget anticipates reduction of 3.5% for telecommunications.

Although the 2010 summer was much warmer than 2009 resulting in increased electricity usage of approximately 6%, Entergy's franchise receipts decreased approximately 6.20% from one year ago and 9.44% from the original budget. The decrease was associated with reductions in natural gas prices and in other fees passed on to customers that are determined by regulators. Entergy revenues are expected to further decline by 2.5% for 2011. A decrease in usage is anticipated due to the extremely hot 2010 summer weather. Other factors that impact Entergy franchise fees include the Federal Energy Regulatory Commission (FERC) imposed payment, which will not be available until May before it is effective July 1<sup>st</sup>. This number is derived from actual production costs of all the Entergy operating companies. The utility is unable to provide the City with reliable estimates of these costs.

CenterPoint Energy Arkla payments also have a direct correlation to the weather. The decrease in natural gas prices in 2009 and 2010 resulted in reduced gas franchise revenues of approximately 10.24% from 2009. 2011 CenterPoint franchise fees are projected to continue to decline by 7.14% from 2010 actual revenues based on lower gas recovery prices and declining volume usage. No rate increases are scheduled. CenterPoint stores the natural gas for the next heating season. The cost of natural gas makes up 70 to 80 percent of the typical bill.

Overall 2010 franchise fee revenues were 2.08% lower than 2009. Franchise fees for fiscal year 2011 are forecast to be 2.51% below last year's receipts and 5.1% below the original 2010 budget.

Fiber Optic companies, such as AT&T U-Verse and Windstream, are now in direct competition with Comcast Cable, which has historically been one of the City's leading growth franchise customers.



The net effect should reflect a slight reduction in the franchise payment from Comcast Cable and increased revenue from other fiber optic companies. Windstream's quarterly payments are increasing at a rate of 3% per quarter. AT&T U-Verse is increasing market share rapidly with an anticipated 8% annual growth rate. Comcast introduced a new service (Xfinity) which could potentially recapture market share. Cell phone and Internet usage is not included in the franchise agreement.

Utility Rate Increase	
SW Bel (AT&T) Energy	0% Announced rider (ECR) rate increases of 5.7% and 2.8% will be offset by milder weather.
Long Distance	0%
Local Land Lines	0%
CenterPoint	No rate increases announced. Revenues projected to be down over 5%
Central AR Water	5.3% Domestic, 3.9% Commercial & 4.4% Industrial
Fiber Optics	0%
Waste Water Utility	0%

**BUSINESS LICENSES**

Business licenses are required annually for every business operating within the City limits. License fees are billed, collected, and administered by the City's Treasury Management Division. 2010 business licenses decreased 3.2% due to the loss of a few significant employers associated with the economic downturn and relocation. 2011 revenues are expected to increase approximately 1% due to improving local economic conditions and the implementation of a new Rental Registration Program which registers rental property located in the city limits of Little Rock for code enforcement purposes. Although the rental registration fee is nominal, the new program should result in approximately \$120,000 in additional

business license revenue. In 2009, a business license committee was formulated to review the fairness and equity of the business license fee structure and to provide recommendations to the Board of Directors. The committee recommended a long term goal of eliminating or significantly reducing business license fees in exchange for an increase in the local sales tax rate.

### **MIXED DRINK PERMITS**

Hotels, restaurants, and bars 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.

Aggressive collection of delinquent mixed drink accounts with additional penalties increased 2010 revenue by 22% from a year ago. The majority of the increased revenues were one-time payments. These accounts are no longer delinquent. The 2011 Budget anticipates a decrease of 11.8% without the one-time revenues. However, mixed drink revenues should be 7.5% over 2009 collections.

### **BUILDING AND RELATED PERMITS**

Actual revenues from building and related permits decreased 15.24% in 2010. Although the 2011 Budget anticipates zero growth in building and related permits, increased business construction activity in the last quarter of 2010 offers an indication that a recovery may be on the horizon.

### **FINES**

Traffic fines have been a consistent revenue source for the General Fund. 2010 Traffic fine revenue was 13.36% above 2009 revenue. Traffic revenue is forecasted to increase approximately 3% due to the hiring of a collection agency to pursue delinquent traffic fines. Parking fines have decreased annually since 2007. 2010 Parking fines decreased over 21% from 2009 totals. Parking Enforcement has recently contracted with a new vendor that is expected to reduce overhead cost and increase collection. Meter revenue increases are somewhat offset by reduced parking fine revenue as people comply with parking regulations. Animal Control fines increased almost 11% in 2010 but should stabilize in the near future. Criminal fines remain a steady source of revenue for the City. The third party collection agency mentioned above will assist the City with collection of delinquent criminal fine accounts.

### **PARK REVENUE**

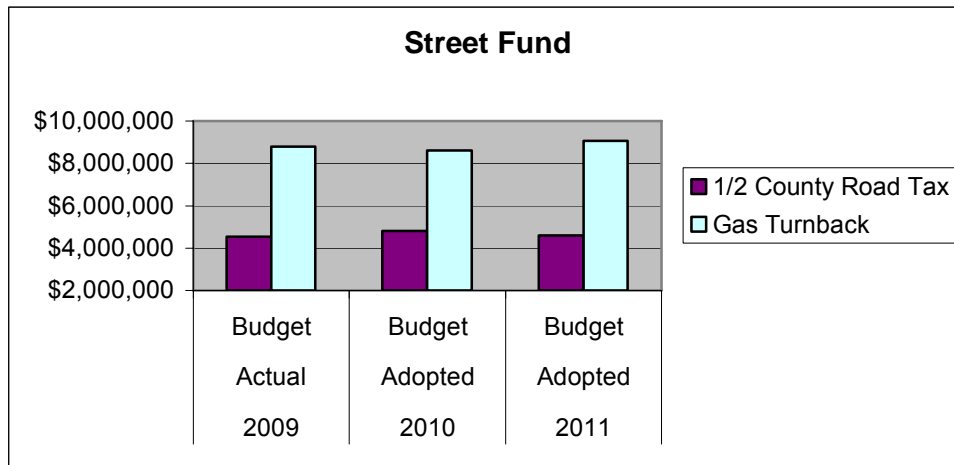
General Fund park revenues consist of tennis fees, community center fees and athletics fees. In October 2009, the University Park Leisure Center on 12<sup>th</sup> Street caught fire and totally destroyed. The community center is expected to be rebuilt over the next few years. Revenues from the community centers decreased almost \$57,000 from 2009, primarily from the loss of the University Park Leisure Center. Weather also plays a crucial role in determining trends at the City's park venues.

**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 police security at the airport resulting in increased reimbursements. In 2010, both airport police and airport fire reimbursements remained steady at \$1.6 million and \$1.08 million respectively. Staffing levels for 2011 are expected to be consistent with 2010.

**STREET GAS TAX TURNBACK**

The City receives state turnback funds directed to the Street Department. The gas tax turnback is allocated based on the latest census and gallons of fuel consumed. Basically, 15% of all the tax on gasoline consumption goes to municipal aid or gas turnback. 2010 revenues were 5.46% higher than 2009. The increase was due to the increased revenues from the natural gas severance tax, which is a component of the State Turnback Funds. Approximately \$580,000 of the turnback is from the natural gas severance tax. Natural gas revenues have increased due to lower inventories and higher natural gas prices over the last quarter. The State Highway Department’s Gas Tax Turnback projection for 2011 is \$9,052,000.



**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. In November 2003, voters approved to continue a 3.3 annual property tax millage for debt service on the bonds. The millage, along with the Homestead Credit, which is monies generated from a state-wide half-cent sales tax, produced over \$11.1 million toward 2010 debt service on the outstanding bonds. Excess tax collections in 2010 and the beginning of 2011 will be used to call an additional \$5.9 million of outstanding bonds on April 1, 2011. The bond issue should be redeemed in full within the next three years.

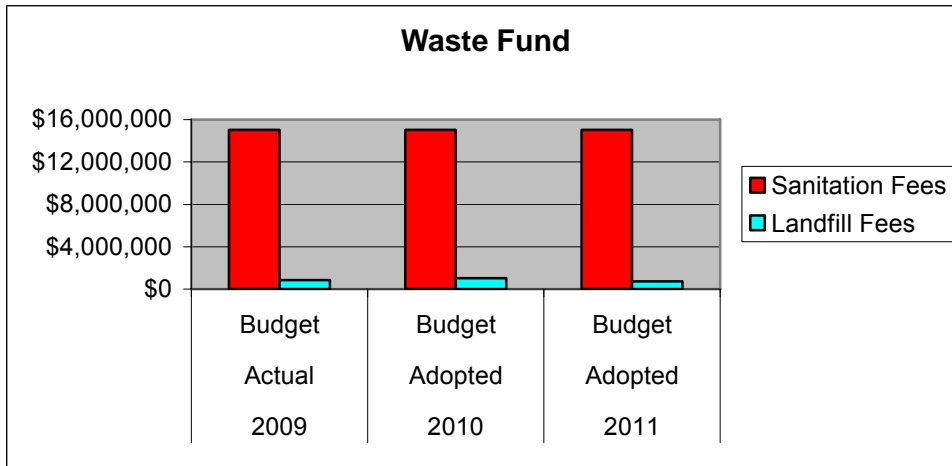


**ENTERPRISE FUNDS**

**WASTE DISPOSAL**

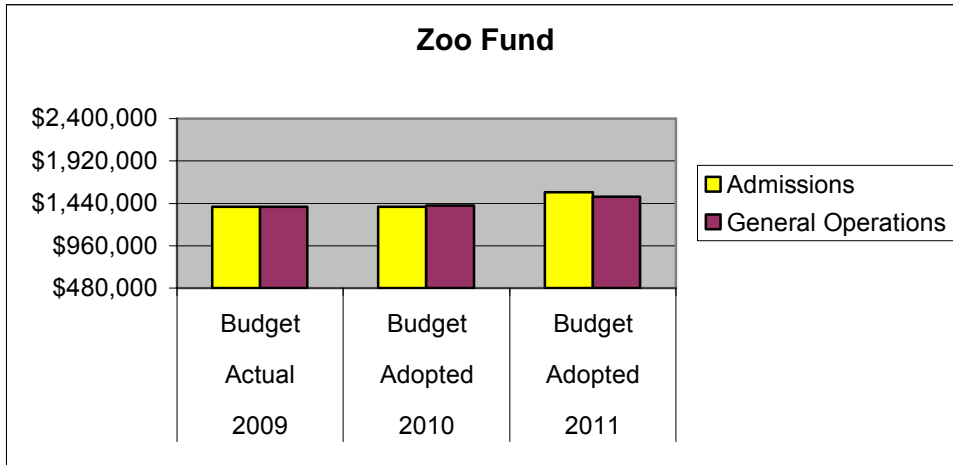
The monthly residential rate for sanitation pickup remained at \$20.99. There are approximately 57,520 households currently receiving garbage collection services.

In addition, approximately 280 commercial vendors pay a rate of \$33.37 a month for waste disposal services. Sanitation fees are expected to generate approximately \$15.05 million dollars in 2011. Landfill fees are expected to generate approximately \$725,000. Methane gas captured by the landfill is piped to a vendor and is expected to generate \$225,000 in annual revenues.



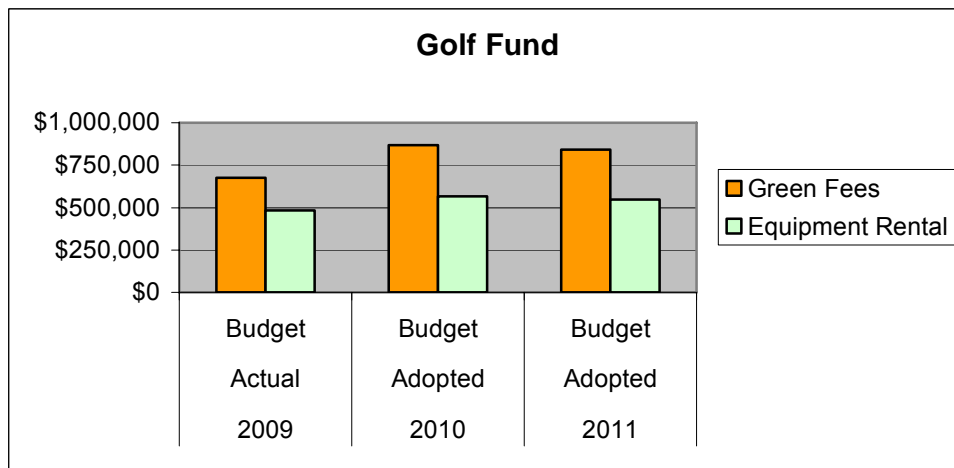
**ZOO**

Nationally, zoos, botanical gardens, and aquariums have continued to struggle amid the national economic downturn the past few years but appear to be rebounding. In Little Rock, the Zoo receives approximately one third of its funding from the City with the remainder coming from self-generated revenue and private donations. Excluding transfers in, 2010 Zoo revenues were approximately \$118,000 over 2009. Admissions and annual memberships are the largest revenue sources for the Zoo and increased almost \$33,000 from one year ago. Favorable fall weather and an extended weekend increased participation and revenues at Boo At The Zoo, a Halloween special event. A major new penguin exhibit is set to open March 5, 2011. The penguin exhibit is conservatively projected to increase attendance and other line-items by 5% over the previous year. In 2011, the Zoo will implement an outreach program that is expected to generate additional revenue. Weather also plays a significant role in Zoo revenues.



**GOLF**

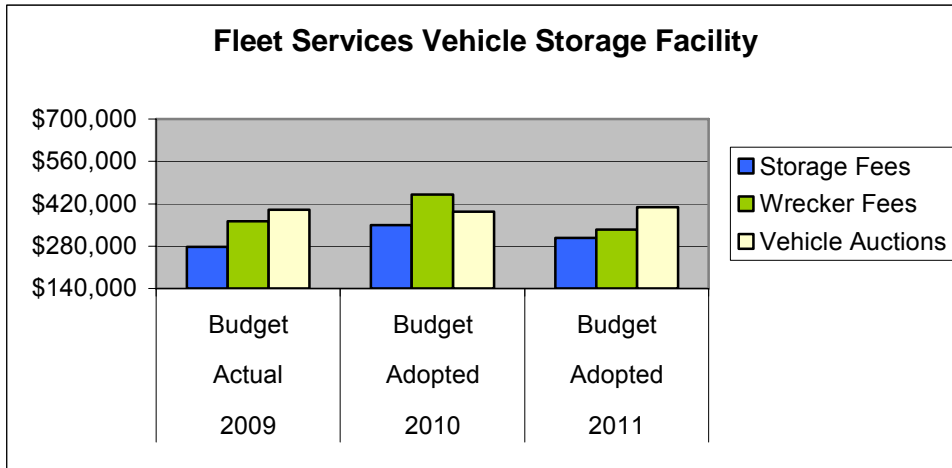
The City operates three public golf courses and relies heavily on greens fees and concessions to operate these courses. Rebsamen revenues were significantly higher, reflecting the impact of resurfaced greens. The temporary closing of six holes at War Memorial Golf course, in conjunction with parks bond improvements, reduced revenues by almost a third. War Memorial reopened to the public on July 5, 2010. Hindman revenues decreased approximately 18% from one year ago due to early season flooding from Fourche Creek. Excluding transfers in, overall, 2011 revenues were 1.41% below 2009. To offset the shortfall, the Parks Department implemented new fees. Effective October 1, 2010, green fees were increased at War Memorial and Hindman golf courses. Regular weekday and weekend green fees were increased \$2.00. Junior green fees were increased from \$7.00 to \$8.00. Senior green fees were increased from \$8.00 to \$9.00 and twilight green fees were increased from \$10.00 to \$11.00.



**VEHICLE STORAGE**

Vehicle Storage revenues are primarily from storage fees, wrecker fees, and auction sales. These three revenue sources generate approximately 88% of total revenues. Vehicle auction sales prices have been declining over the past two years due to the economic downturn and lower prices on scrap metal. Although

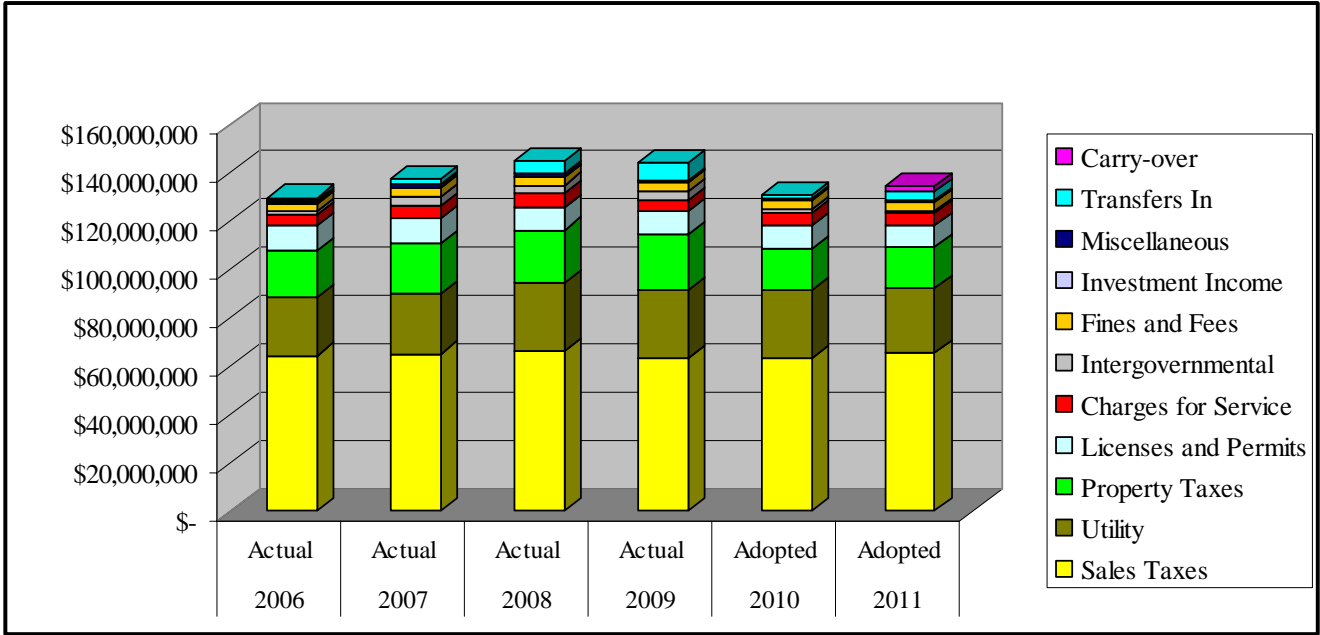
there has been an increase in inventory of auction cars, prices have kept revenues lower. Based on these trends, 2011 revenues are expected to be unchanged or slightly lower than 2010 revenues.



**PARKING GARAGE FUND**

The City of Little Rock operates 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 debt service on the bonds issued to construct the parking garages. Street cut revenues are declining due to changes in agreements with utility service providers. The parking garage bonds are expected to be fully redeemed in 2028.

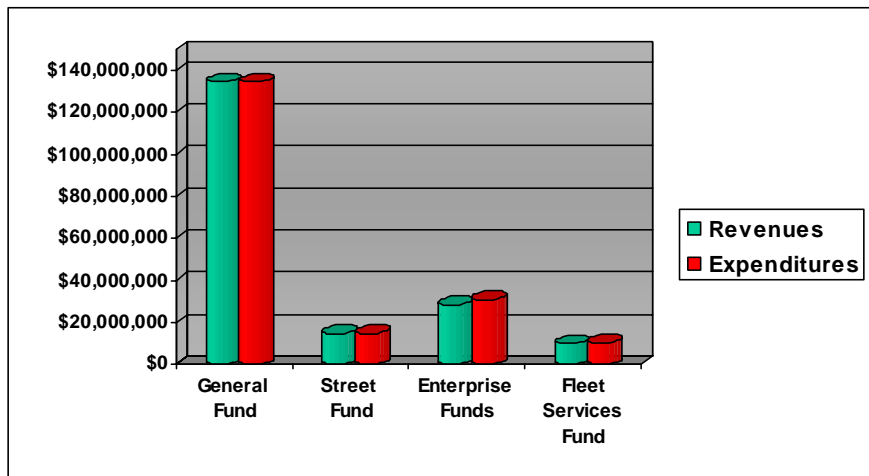
# General Fund Revenues Sources and Trends 2006-2011



## 2011 Operating Funds Budget Summaries

	General	Street	Enterprise Funds	Fleet Services	Total
<b>Revenues</b>					
General Property Taxes	\$17,245,148	\$4,875,213	\$0		\$22,120,361
Sales Taxes	65,224,701		249,500		65,474,201
License and Permits	9,051,195		0		9,051,195
Intergovernmental	1,178,000	9,052,000	24,665,537		34,895,537
Charge for Service	4,947,900	7,000	6,500	9,986,462	14,947,862
Fines and Fees	3,578,220		0		3,578,220
Utility Franchise Fees	26,902,357		11,488		26,913,845
Investment Income	11,300	1,000	587,900	1,500	601,700
Miscellaneous	831,191	15,000	3,108,592	15,970	3,970,753
Transfers In	3,401,406	1,214,630	0		4,616,036
Carry-over	2,000,000				
<b>Total Revenues</b>	<b>134,371,418</b>	<b>15,164,843</b>	<b>28,629,517</b>	<b>10,003,932</b>	<b>188,169,710</b>
<b>Expenditures</b>					
Personal	99,071,787	8,229,350	9,397,252	2,898,248	119,596,637
Supplies & Maintenance	3,832,244	1,074,901	2,505,945	5,053,041	12,466,131
Repairs and Maintenance	4,717,401	2,368,556	2,849,131	128,800	9,159,018
Debt Service	4,282,345		873,801		5,156,146
Closure/Post Closure			247,945		
Contractual	15,614,658	3,025,819	6,180,060	1,549,407	26,369,944
Capital Outlay			0	1,500	9,000
Depreciation			3,493,752	123,354	3,617,106
Transfers Out	6,852,983	466,217	5,516,150	734,585	13,569,935
<b>Total Expenditures</b>	<b>134,371,418</b>	<b>15,164,843</b>	<b>31,064,036</b>	<b>10,488,935</b>	<b>191,089,232</b>
<b>Net Change in Fund Balance</b>	<b>0</b>	<b>0</b>	<b>(2,434,519)</b>	<b>(485,003)</b>	<b>(2,919,522)</b>
<b>Fund Balances - Beginning</b>	<b>23,419,360</b>	<b>2,668,065</b>	<b>26,057,035</b>	<b>2,639,410</b>	<b>54,783,870</b>
<b>Fund Balances - Ending</b>	<b>\$23,419,360</b>	<b>\$2,668,065</b>	<b>\$23,622,516</b>	<b>\$2,154,407</b>	<b>\$51,864,348</b>

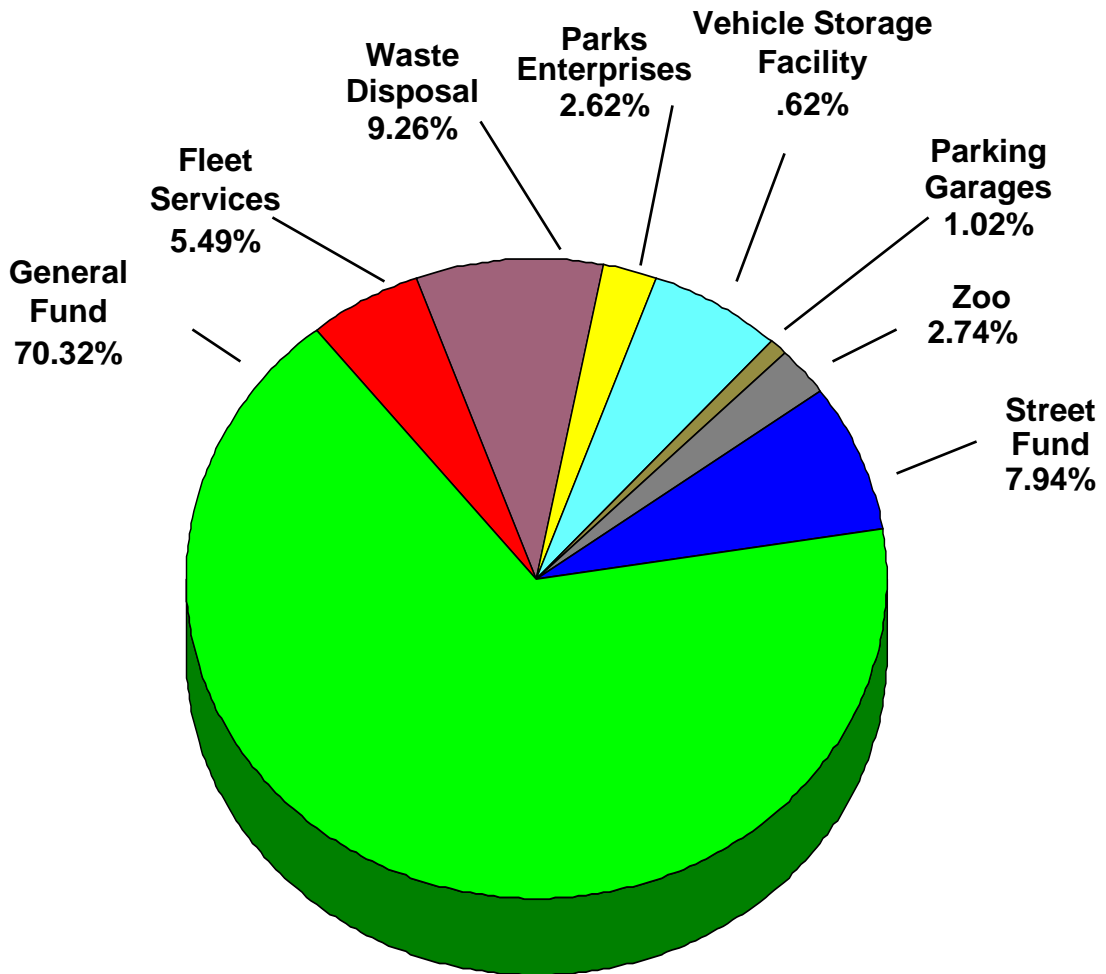
This presentation includes restricted reserves of \$9,418,000 in the General Fund.





# Expenditures

# CITY OF LITTLE ROCK 2011 BUDGET SUMMARY ALL FUNDS EXPENSES



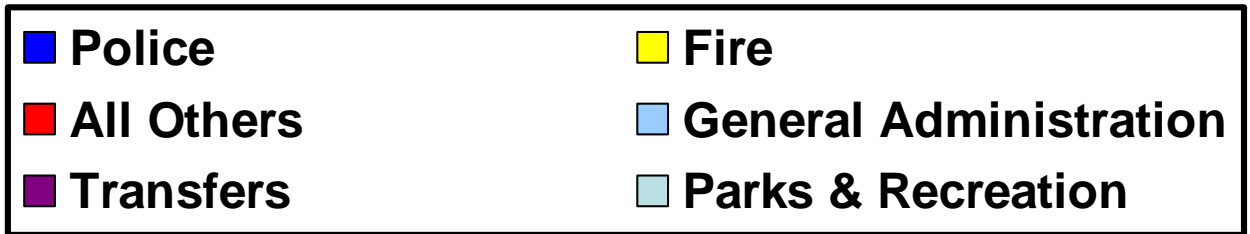
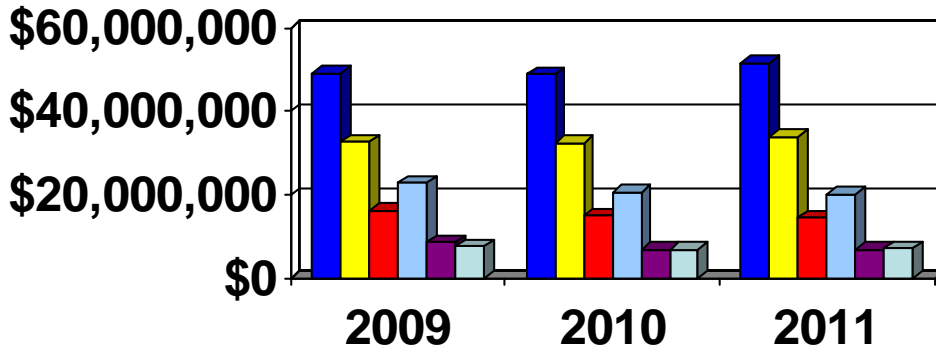
**\$191,089,232**

**CITY OF LITTLE ROCK**  
**2011 OPERATING & OTHER BUDGETED EXPENDITURES**

<b>GENERAL FUND</b>	<b>2009 ACTUAL</b>	<b>2010 ADOPTED</b>	<b>2011 ADOPTED</b>	<b>10/11 DIFF</b>	<b>% CHANGE</b>
General Administrative	\$21,426,976	\$20,560,582	\$20,217,914	\$ (342,668)	-1.7%
Board of Directors	249,270	232,367	233,632	1,265	0.5%
Community Programs	320,263	332,128	324,459	(7,669)	-2.3%
City Attorney	1,453,301	1,486,505	1,559,402	72,897	4.9%
District Court First Division	1,202,726	1,264,557	1,299,580	35,023	2.8%
District Court Second Division	1,112,464	1,105,225	1,141,280	36,055	3.3%
District Court Third Division	471,697	505,975	526,734	20,759	4.1%
Finance	2,647,526	2,467,415	2,548,393	80,978	3.3%
Human Resources	1,275,697	1,298,980	1,337,147	38,167	2.9%
Information Technology	2,684,575	3,155,241	3,391,349	236,108	7.5%
Planning Development	1,904,691	2,201,914	2,256,555	54,641	2.5%
Housing & Neighborhood Programs	3,872,745	4,233,312	4,304,437	71,125	1.7%
Public Works	1,037,405	1,169,769	1,183,187	13,418	1.1%
Parks & Recreation	7,305,553	7,022,067	7,179,034	156,967	2.2%
Fire	36,188,089	32,596,237	34,059,385	1,463,148	4.5%
Police	52,160,621	48,808,531	51,455,947	2,647,416	5.4%
Vacancy Reductions		(4,330,993)	(5,500,000)	(1,169,007)	27.0%
<b>Sub-total General Operating</b>	<b>135,313,598</b>	<b>124,109,812</b>	<b>127,518,435</b>	<b>3,408,623</b>	<b>2.7%</b>
<b>TRANSFERS OUT/OTHER EXPENSES</b>					
Transfer out to Street Fund	604,689	194,071	194,071	-	0.0%
Transfer out to Parks/Zoo	3,109,489	3,258,092	3,258,092	-	0.0%
FUTURE-Little Rock - Special Projects/PIT	4,696,230	3,587,400	3,400,820	(186,580)	-5.2%
Sub-total of Transfers Out	<b>8,410,408</b>	<b>7,039,563</b>	<b>6,852,983</b>	<b>(186,580)</b>	<b>-2.7%</b>
<b>TOTAL GENERAL FUND</b>	<b>143,724,006</b>	<b>131,149,375</b>	<b>134,371,418</b>	<b>3,222,043</b>	<b>2.5%</b>
<b>OTHER FUNDS</b>					
Public Works - Street	15,519,217	15,098,542	15,164,843	66,301	0.4%
Fleet Services	9,741,861	9,239,395	10,488,935	1,249,540	13.5%
Vehicle Storage Facility	1,511,212	1,334,800	1,184,063	(150,737)	-11.3%
Waste Disposal	19,659,185	16,644,928	17,694,120	1,049,192	6.3%
River Market	1,029,667	96,741	916,942	820,201	847.8%
Zoo	5,247,266	4,955,928	5,234,749	278,821	5.6%
Golf	2,943,079	2,783,083	2,826,136	43,053	1.5%
Jim Dailey Fitness and Aquatic Center	1,197,258	1,137,411	1,254,126	116,715	10.3%
Concessions	104,089			-	
Parking Garages	1,650,269	1,913,121	1,953,900	40,779	2.1%
Sub-total Other Operating Funds	<b>58,603,105</b>	<b>53,203,949</b>	<b>56,717,814</b>	<b>3,513,865</b>	<b>6.6%</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 202,327,111</b>	<b>\$ 184,353,324</b>	<b>\$ 191,089,232</b>	<b>\$ 6,735,908</b>	<b>3.7%</b>



# General Government Summary of Appropriations 2009-2011



## GENERAL FUND SUMMARY

<u>CATEGORY</u>	<u>ACTUAL 2009</u>	<u>ADOPTED 2010</u>	<u>ADOPTED 2011</u>
Salaries Wages and Employee Benefits	\$104,838,237	\$95,604,537	\$99,071,787
Supplies and Materials	2,969,698	3,768,578	3,832,244
Services and Other	16,401,442	14,975,574	15,614,658
Repairs and Maintenance	4,614,487	4,190,659	4,717,401
Capital Outlay	0	0	0
Debt Service	6,489,734	5,570,464	4,282,345
Transfers	<u>8,410,408</u>	<u>7,039,563</u>	<u>6,852,983</u>
Net City Expenditures	<u>\$143,724,006</u>	<u>\$131,149,375</u>	<u>\$134,371,418</u>
<i>Staffing Level</i>	1,566	1,542	1,542
<i>Ratio</i>	11.69	11.51	11.51

### STAFFING LEVEL PER MILLION DOLLARS BUDGETED



**CITY OF LITTLE ROCK  
2011 OPERATING EXPENSES**

	<b>2009 Actual Budget</b>	<b>2010 Adopted Budget</b>	<b>2011 Adopted Budget</b>
<b>GENERAL FUND</b>			
<b>GENERAL ADMINISTRATIVE</b>			
101001 City Clerk	\$ 104,289	\$ 135,946	\$ 160,365
101002 Administrative & General	17,531,350	16,288,695	15,812,351
101003 Employee Benefits	2,385,614	2,607,886	2,738,104
101004 Racial and Cultural Diversity	131,579	169,098	177,700
101006 Mayor & City Manager Administration	971,976	1,056,482	1,027,138
101007 Emergency Management	49,530	49,592	48,544
101008 Small & Minority Women Owned Bus. Dev	49,038	48,876	50,276
101009 Little Rock Television	203,600	204,007	203,436
Total General Administrative	21,426,976	20,560,582	20,217,914
<b>BOARD OF DIRECTORS</b>			
101111 Board of Directors	249,270	232,367	233,632
<b>COMMUNITY PROGRAMS</b>			
101501 Administration	258,602	270,848	260,935
101503 Operations	61,661	61,280	63,524
Total Community Programs	320,263	332,128	324,459
<b>CITY ATTORNEY</b>			
101801 City Attorney	1,453,301	1,486,505	1,559,402
<b>LITTLE ROCK DISTRICT COURT</b>			
102101 District Court First Division	1,202,726	1,264,557	1,299,580
<b>LITTLE ROCK DISTRICT COURT</b>			
102201 District Court Second Division	1,112,464	1,105,225	1,141,280
<b>LITTLE ROCK DISTRICT COURT</b>			
102301 District Court Third Division	471,697	505,975	526,734
<b>FINANCE</b>			
102501 Administration	533,712	498,281	511,848
102515 Budget	143,578	140,746	147,974
102520 Internal Audit	142,158	144,498	149,784
102530 Accounting and Reporting	392,606	410,892	431,044
102531 Accounts Payable	256,661	249,271	255,944
102535 Payroll	168,269	175,520	181,514
102540 Treasury Management	581,494	504,898	508,151
102550 Purchasing	195,476	197,805	204,890
102555 Print Shop	31,863		
102560 Grants Management	201,709	145,504	157,244
Total Finance	2,647,526	2,467,415	2,548,393
<b>HUMAN RESOURCES</b>			
102701 Human Resources	1,275,697	1,298,980	1,337,147
<b>INFORMATION TECHNOLOGY</b>			
103001 Administration	375,145	463,926	498,613
103010 Application Programming	883,102	964,711	997,156
103030 Networking	1,191,524	1,726,604	1,895,580
103050 Computer Operations	234,804		
Total Information Technology	2,684,575	3,155,241	3,391,349

**CITY OF LITTLE ROCK  
2011 OPERATING EXPENSES**

	<b>2009 Actual Budget</b>	<b>2010 Adopted Budget</b>	<b>2011 Adopted Budget</b>
<b>PLANNING AND DEVELOPMENT</b>			
103301 Administration & Budge	223,871	219,964	228,310
103310 Planning	268,460	361,095	371,109
103320 Zoning & Subdivisor	555,176	739,226	753,889
103330 Building Codes	857,184	881,629	903,247
Total Planning and Developmer	1,904,691	2,201,914	2,256,555
<b>HOUSING AND NEIGHBORHOOD PROGRAMS</b>			
103501 Administration	338,669	272,588	288,294
103510 Animal Services	787,161	971,624	975,209
103520 CDBG - Housing Programs	42,324	43,723	47,554
103530 Neighborhood Program:	1,573,044	1,981,493	1,963,487
103539 Neighborhood Alert Center:	692,913	604,855	631,991
103540 Neighborhood Resource Cente	204,615	180,832	186,841
103550 Environmental Service:	234,019	178,197	211,061
Total Housing and Neighborhood Program	3,872,745	4,233,312	4,304,437
<b>PUBLIC WORKS</b>			
104010 Building Services	1,037,405	1,109,854	1,123,338
104020 Asset Management		59,915	59,849
Total Public Works	1,037,405	1,169,769	1,183,187
<b>PARKS AND RECREATION</b>			
104501 Administration	324,243	309,762	314,780
104503 Design Scheduling	301,534	304,514	315,540
104510 Resources Administratior	292,805	364,613	373,779
104511 Cultural Museum	126,192	119,217	121,359
104512 Therapeutic	111,965	135,950	138,517
104521 Development and Maintenanc	105,037	109,463	116,016
104522 Operations and Improvement Developmei	802,195	809,368	832,695
104523 Park Maintenance	1,612,146	1,616,118	1,639,462
104524 Horticulture	500,243	555,364	565,914
104525 Urban Forestry	217,651	242,135	238,906
104530 Recreation Administratior	192,778	132,801	135,849
104531 Community Center Administratior	124,423	107,177	109,244
104532 Dunbar Community Cente	348,241	328,194	333,922
104533 East Little Rock Recreation Cente	149,475	69,746	88,895
104534 Senior Programs	66,391	61,965	61,758
104535 South Little Rock Community Cente			
104536 Southwest Community Cente	479,247	461,242	468,221
104537 Stephens Community Cente	244,979	243,435	249,009
104538 University Park Adult Cente	293,605	227,143	231,404
104550 Swimming Pools	50,869		
104556 Athletics/Playgrounds	642,980	552,793	570,750
104557 Tennis Center Operations	220,643	183,687	189,834
104558 N.W. Hill Community Comple	97,911	87,380	83,180
Total Parks and Recreation	7,305,553	7,022,067	7,179,034

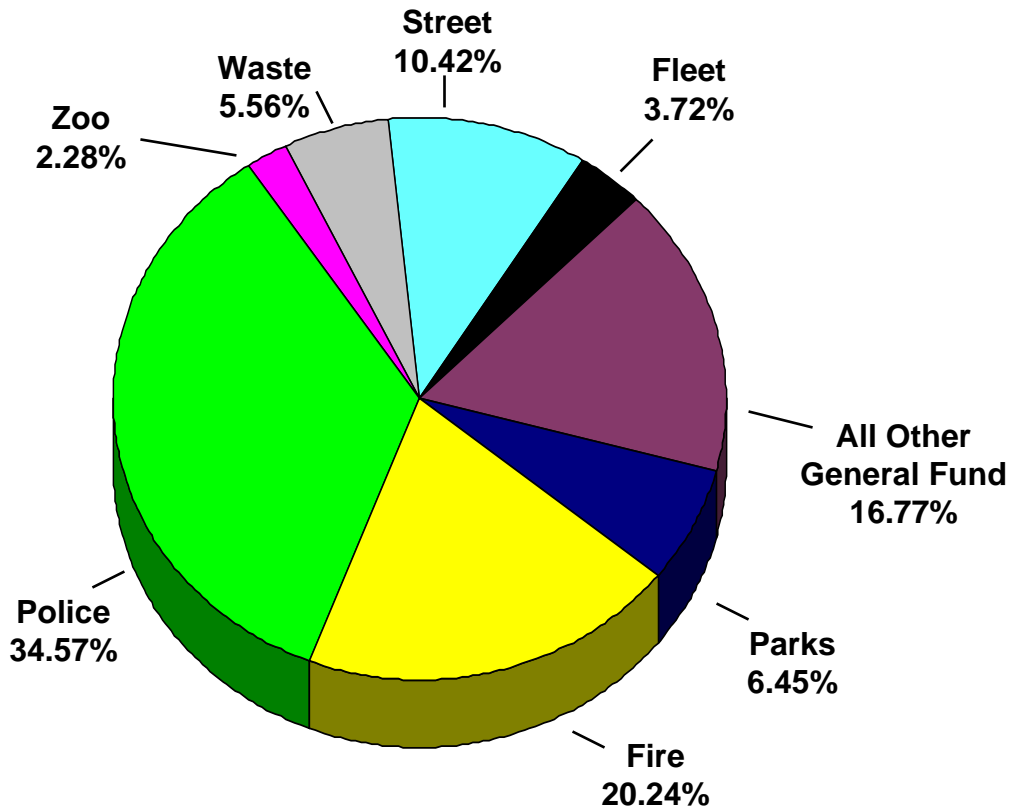
**CITY OF LITTLE ROCK  
2011 OPERATING EXPENSES**

	<b>2009 Actual Budget</b>	<b>2010 Adopted Budget</b>	<b>2011 Adopted Budget</b>
<b>FIRE</b>			
105101 Administration	5,450,403	1,380,690	1,034,374
105120 Fire Suppressing and Rescue	28,507,173	28,972,378	30,528,274
105130 Fire Prevention - Investigatio	790,761	743,224	725,958
105140 Fire Training	540,274	528,269	754,423
105145 Fire Training Academy	4,055		
105150 Crash Fire Rescue - Airpor	895,422	971,676	1,016,356
Total Fire	36,188,089	32,596,237	34,059,385
<b>POLICE</b>			
105201 Administration	6,503,714	2,048,680	2,221,988
105210 Internal Affairs	846,599	748,610	573,098
105215 Organized Crime - Intelligenc	3,435,061	3,431,334	4,439,148
105220 Training and Crime Preventio	1,803,029	1,528,869	1,449,559
105225 Detectives	6,170,399	6,384,785	6,490,664
105230 Downtown Patro	7,886,990	8,217,647	8,812,004
105235 Southwest Patro	6,117,578	6,268,074	6,909,484
105240 Special Operations	4,679,387	4,695,056	4,620,779
105245 WW Willams Northwest Substation	6,199,775	6,658,874	6,306,770
105250 Airport Police	1,597,537	1,341,007	1,406,312
105255 Police Records Support Servic	3,935,820	4,227,310	4,761,535
105260 Communication Cente	2,984,732	3,258,285	3,464,606
Total Police	52,160,621	48,808,531	51,455,947
Less Vacancy Reductior		(4,330,993)	(5,500,000)
General Fund Operating Tota	135,313,598	124,109,812	127,518,435
<b>TRANSFER/OUT OTHER EXPENSES</b>			
Faulkner County	240,000	240,000	
Transfer out to Street Fund	604,689	194,071	194,071
Junction Bridge Projec	15,000	15,000	
Grant Fund	338,830	200,000	
Transfer out to Parks/Zoc	3,109,489	3,258,092	3,258,092
FUTURE-Little Rock - Special Projects/PIT	3,485,000	3,132,400	3,400,820
Special Project Func	617,400		
Sub-total	8,410,408	7,039,563	6,852,983
<b>GENERAL FUND TOTAL</b>	<b>143,724,006</b>	<b>131,149,375</b>	<b>134,371,418</b>
<b>PUBLIC WORKS - STREET</b>			
204001 Administration	866,865	946,794	793,255
204002 Operations Administrator	380,929	527,207	543,436
204003 Street and Drainage Maintenanc	6,409,638	5,426,356	5,893,168
204005 Storm Drain Maintenanc	736,364	696,784	803,553
204006 Work Pool	108,833	99,161	129,485
204007 Resource Control and Scheduling	320,163	323,065	336,661
204008 Control Devices	729,758	791,931	849,215
204010 Signals	896,180	932,431	909,622
204015 Parking Meters	82,014	88,484	90,993
204020 Civil Engineering	1,316,520	1,493,135	1,258,970
204025 Traffic Engineering	3,475,317	3,550,286	3,303,301
204030 Parking Enforcement	196,636	222,908	253,184
<b>Total Street Fund</b>	<b>15,519,217</b>	<b>15,098,542</b>	<b>15,164,843</b>

**CITY OF LITTLE ROCK  
2011 OPERATING EXPENSES**

	<b>2009 Actual Budget</b>	<b>2010 Adopted Budget</b>	<b>2011 Adopted Budget</b>
<b>FLEET SERVICES</b>			
600001 Administration	478,878	392,689	1,250,995
600011 Acquisition & Disposa	3,080,631	3,045,519	5,806,667
600020 Financial Managemen	3,165,932	2,715,740	295,302
600031 Maintenance Administrator	3,016,420	3,085,447	3,135,971
<b>Total Fleet Services</b>	<b>9,741,861</b>	<b>9,239,395</b>	<b>10,488,935</b>
<b>FLEET SERVICES VEHICLE STORAGE FACILITY</b>	<b>1,511,212</b>	<b>1,334,800</b>	<b>1,184,063</b>
<b>WASTE DISPOSAL</b>			
603101 Administration	6,367,262	2,995,452	3,905,899
603110 Collection	8,687,043	9,227,505	9,614,463
603120 Disposal	3,336,097	2,462,228	2,528,318
603125 Composting	459,474	469,890	523,250
603130 Waste Management	809,309	1,489,853	1,122,190
<b>Total Waste Disposal Fund</b>	<b>19,659,185</b>	<b>16,644,928</b>	<b>17,694,120</b>
<b>RIVERMARKET</b>	<b>1,029,667</b>	<b>96,741</b>	<b>916,942</b>
<b>ZOO</b>			
607101 Zoo Administrator	1,093,003	1,173,621	1,040,556
607110 Zoo Concessions	291,380	260,545	275,206
607120 Zoo Educator	79,532	27,265	121,420
607130 Zoo Gift Shop	171,440	175,762	198,680
607140 Zoo Membership	15,506	13,900	55,900
607150 Zoo Special Events	299,320	79,412	79,250
607160 Zoo Marketing & Promotion	162,333	263,668	249,110
607170 Zoo Facilities Operator	1,268,769	1,237,877	1,240,524
607180 Animal Management	1,426,203	1,353,382	1,605,122
607190 Visitor Service Administrator	439,780	370,496	368,981
<b>Total Zoo Fund</b>	<b>5,247,266</b>	<b>4,955,928</b>	<b>5,234,749</b>
<b>GOLF</b>			
609101 Administration	699,197	752,859	759,946
609110 Rebsamen Golf Prc	383,270	357,086	366,272
609111 Rebsamen Golf Maintenance	622,960	562,285	576,631
609112 Rebsamen Pro Golf Concessions	54,277	58,533	58,533
609120 War Memorial Golf Prc	276,584	239,657	243,510
609121 War Memorial Golf Maintenance	316,218	272,125	274,144
609140 Hindman Pro Golf	336,106	292,800	296,815
609141 Hindman Golf Maintenance	254,467	247,738	250,285
<b>Total Golf Fund</b>	<b>2,943,079</b>	<b>2,783,083</b>	<b>2,826,136</b>
<b>JIM DAILEY FITNESS AND AQUATIC</b>	<b>1,197,258</b>	<b>1,137,411</b>	<b>1,254,126</b>
<b>CONCESSIONS</b>	<b>104,089</b>		
<b>PARKING GARAGES</b>	<b>1,650,269</b>	<b>1,913,121</b>	<b>1,953,900</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>\$ 202,327,111</b>	<b>\$ 184,353,324</b>	<b>\$ 191,089,232</b>

# CITY OF LITTLE ROCK 2011 ALLOCATION OF FULL TIME PERSONNEL



<span style="color: green;">■</span> Police	697	<span style="color: yellow;">■</span> Fire	408	<span style="color: cyan;">■</span> Street	210
<span style="color: gray;">■</span> Waste	112	<span style="color: magenta;">■</span> Zoo	46	<span style="color: purple;">■</span> All Other General Fund	338
<span style="color: black;">■</span> Fleet & Storage Facility	75	<span style="color: blue;">■</span> Parks	130		

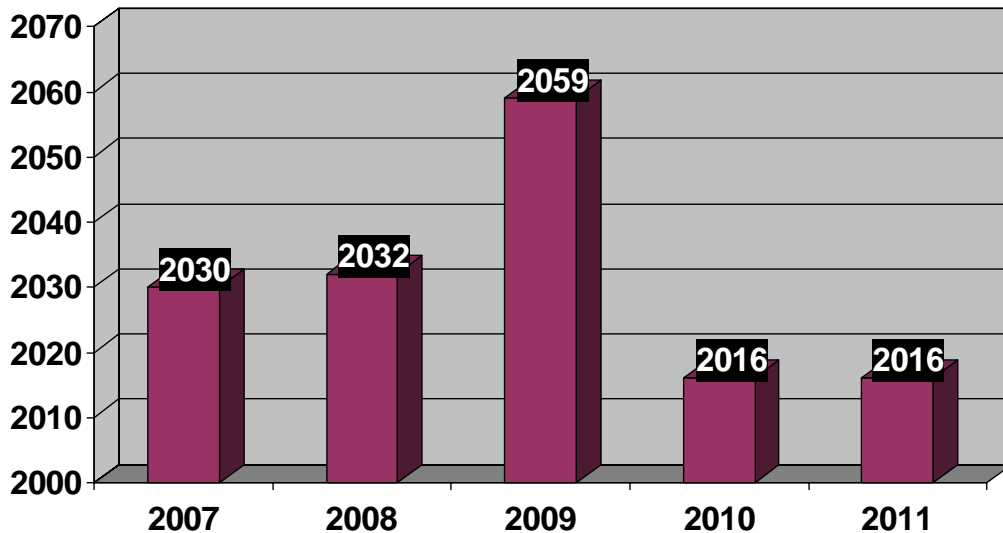
**CITY OF LITTLE ROCK  
FULL TIME PERSONNEL BUDGET SUMMARY**

	<b>2009 Adopted Budget</b>	<b>2010 Adopted Budget</b>	<b>2011 Adopted Budget</b>
<b><u>General Fund</u></b>			
General Administrative	26	25	25
Board of Directors	1	1	1
Community Programs	7	6	7
City Attorney	19	18	18
District Court First Division	21	21	21
District Court Second Division	20	17	17
District Court Third Division	7	7	7
Finance	44	40	40
Human Resources	21	18	18
Information Technology	36	37	38
Planning & Development	41	39	39
Housing & Neighborhood Programs	98	94	94
Public Works - General	13	13	13
Parks & Recreation	105	100	100
Fire	409	408	408
Police	698	698	697
Subtotal General Fund	<u>1,566</u>	<u>1,542</u>	<u>1,543</u>
 <b><u>Other Funds</u></b>			
Public Works - Street	209	210	210
Fleet Services	60	60	60
Waste Disposal	119	112	112
River Market	4	-	-
Zoo	50	45	46
Vehicle Storage Facility	17	17	15
Golf	24	21	21
Jim Dailey Fitness & Aquatics Center	9	9	9
Subtotal Other Funds	<u>492</u>	<u>474</u>	<u>473</u>
<b>Total Personnel</b>	<b><u>2,058</u></b>	<b><u>2,016</u></b>	<b><u>2,016</u></b>



# CITY OF LITTLE ROCK FULL-TIME PERSONNEL AUTHORIZATIONS 2007 - 2011

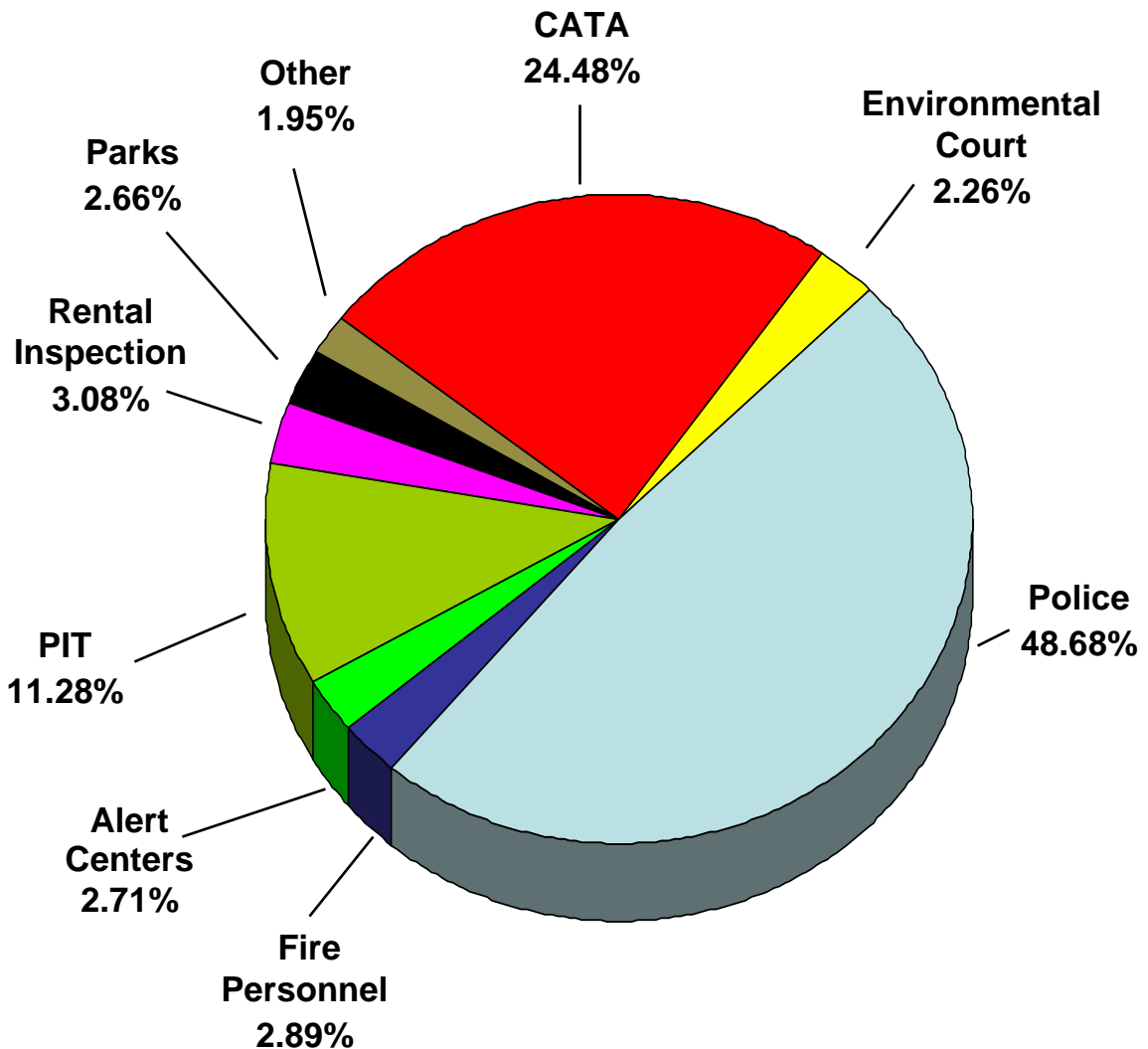
**EMPLOYEES**



The net change in personnel between 2010 and 2011 total positions are as indicated in the chart below.

2010 Adopted Budget	2,016
Community Programs	1
Information Technology	1
Police	(1)
Zoo	1
Vehicle Storage	(2)
2011 Adopted Budget	<u>2,016</u>

# FUTURE - LITTLE ROCK 2011 EXPENDITURES

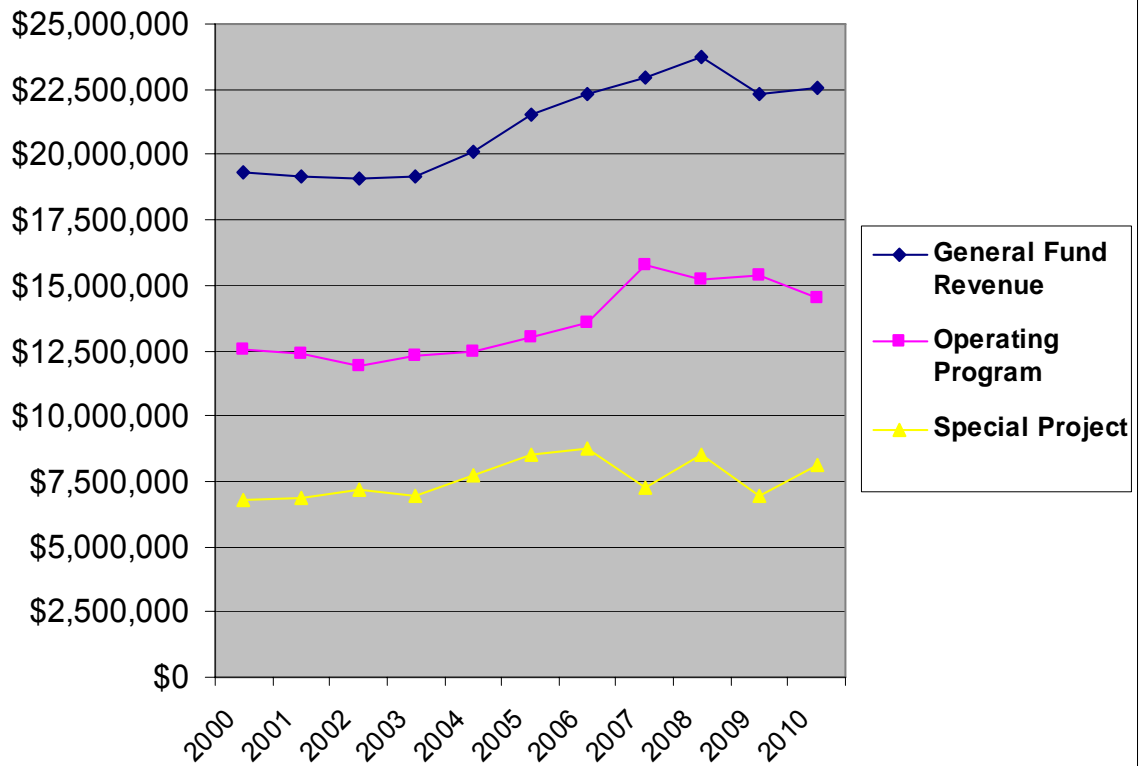


**\$23,289,637**

**CITY OF LITTLE ROCK  
FUTURE - LITTLE ROCK 2011 ADOPTED BUDGET**

	<b>2009 BUDGET</b>	<b>2010 BUDGET</b>	<b>2011 BUDGET</b>
<b>CITY SALES TAX 1/2% PROJECTION</b>	<b>\$23,859,179</b>	<b>\$22,611,298</b>	<b>23,289,637</b>
<hr/>			
<b>OPERATING PROGRAMS</b>			
Police Officers	\$10,136,090	\$10,683,915	\$11,158,505
Hazmat Fire Unit Expansion	1,136,166	670,415	674,108
Additional 9-1-1 Operators	399,514	174,857	179,577
PIT Monitoring	64,633	64,920	55,395
Alert Centers	758,171	604,855	631,991
District Court Third Division	502,882	505,975	526,734
Rental Inspection Program Staff	688,614	697,362	718,461
Small & Minority Women Owned Business Dev.	48,564	40,126	50,276
Parks Department Community Centers Staff	718,505	598,258	619,940
Clerk for Boards and Commissions	42,627	31,848	41,186
Intergovernmental Coordination	101,060	102,186	105,430
Racial & Cultural Diversity Commission	196,340	169,098	177,700
Arts & Humanities/ Public Information Officer	73,074	70,931	77,869
CYF Auditing & Reporting/Special Projects	69,931	69,158	71,690
Additional Street Lights (Transfer to Street Fund)	411,185	571	571
	<hr/>	<hr/>	<hr/>
<b>TOTAL OPERATING PROGRAMS</b>	<b>\$15,347,356</b>	<b>\$14,484,475</b>	<b>\$15,089,433</b>
<b>SPECIAL PROJECTS</b>			
Central Arkansas Transits Support (CATA)	5,026,823	5,426,823	5,500,204
CYF Carryover	400,000		200,000
Sub-total	<hr/>	<hr/>	<hr/>
	5,426,823	5,426,823	5,700,204
Children, Youth & Families (CYF)	3,000,000	2,500,000	2,500,000
Community Development	100,000		
Homelessness Outreach	200,000	200,000	200,000
Economic Development	100,000		
Minority Business Incubator Program	50,000		
Empowerment Zone	35,000		
	<hr/>	<hr/>	<hr/>
	3,485,000	2,700,000	2,700,000
<b>Total Special Projects</b>	<hr/>	<hr/>	<hr/>
	8,511,823	8,126,823	8,200,204
<b>TOTAL APPROPRIATIONS</b>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	\$23,859,179	\$22,611,298	\$23,289,637

## City of Little Rock 1/2% Sales Tax 2000 - 2010



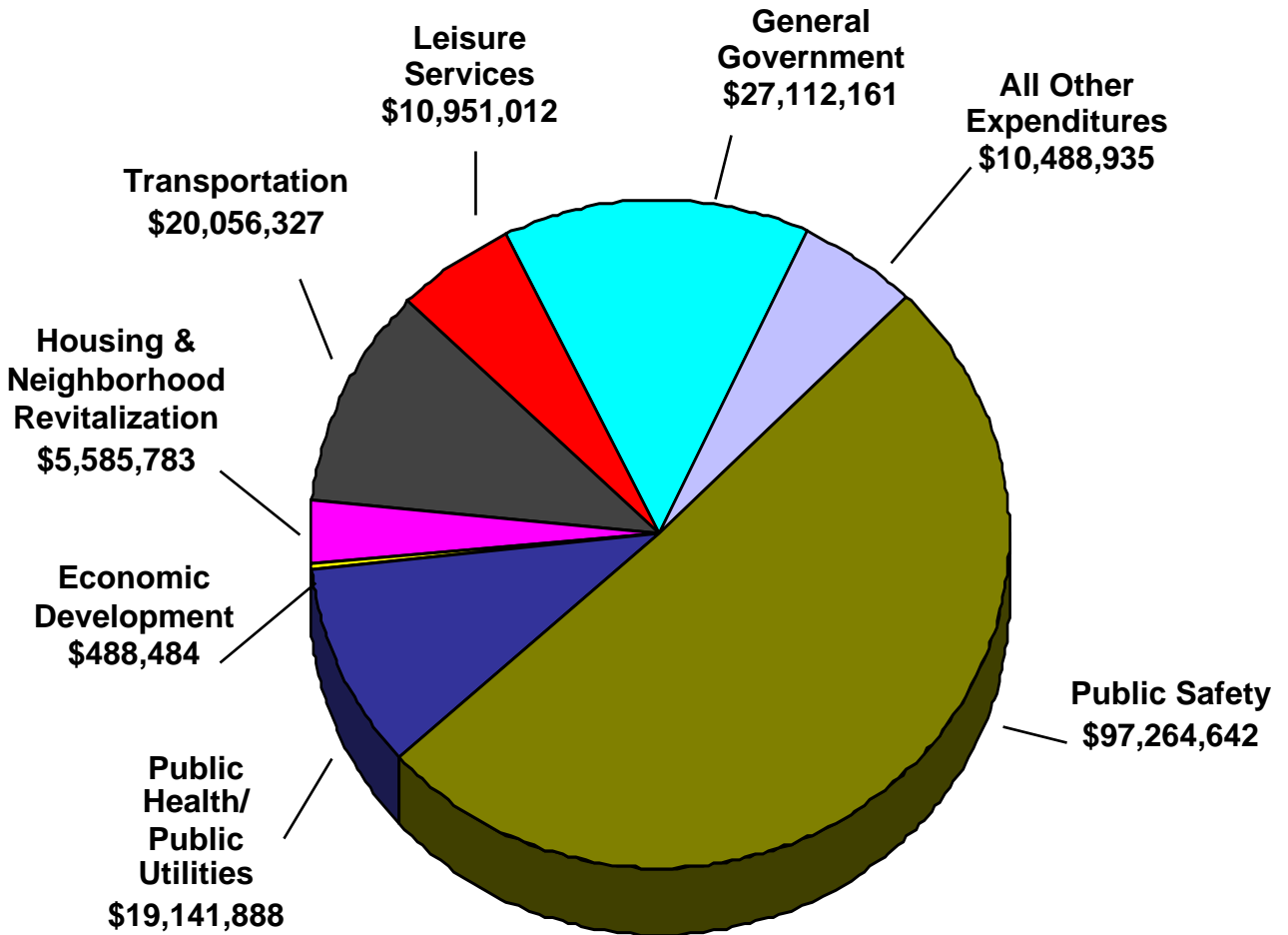
The 1/2 City Sales Tax accounts for the revenue and expenditures used for operating programs and special projects.

**CITY OF LITTLE ROCK**  
**2011 OTHER GENERAL FUND EXPENDITURES**

	<b>2009 Adopted Budget</b>	<b>2010 Adopted Budget</b>	<b>2011 Adopted Budget</b>
<b>SPECIAL PROJECTS</b>			
Neighborhood Challenge Grant	\$32,000		
Neighborhood Connection	2,400	2,400	2,400
Sister Cities	25,000	20,000	20,000 *
American Disability Act (ADA)	60,000	30,000	30,000
Police Live-In Camp	18,000		
Facility Improvements	225,000	225,000	225,000
Curran Hall	50,000	50,000	50,000
Worldfest	25,000		
Work Boots	25,000	25,000	25,000
South Main	10,000		
National Night Out	15,000	10,000	10,000
2010 Census	25,000	25,000	
Faulkner County Jail	240,000	240,000	240,000
Leadership Development Classes	20,000		
Federal & State Legislative Consulting	75,000	45,000	45,000
Criminal Abatement	10,000		
Junction Bridge	15,000	15,000	15,000
<b>Total Special Projects</b>	<b>872,400</b>	<b>687,400</b>	<b>662,400</b>
<b>GRANT MATCH</b>			
Police Universal COPS Grant	70,000	70,000	
Enhancement Grant bike trail			131,250
Fire Grant	188,830	50,000	
Undesignated	80,000	80,000	
<b>Total Grant Match</b>	<b>338,830</b>	<b>200,000</b>	<b>131,250</b>
<b>GRAND TOTAL</b>	<b><u>\$1,211,230</u></b>	<b><u>\$887,400</u></b>	<b><u>\$793,650</u></b>

\* Reported on Appropriation of Outside Agencies

# CITY OF LITTLE ROCK 2011 OPERATING BUDGETS BY SERVICE PROGRAM CATEGORY



**\$191,089,232**

**CITY OF LITTLE ROCK**  
**ADOPTED OPERATING BUDGETS BY SERVICE PROGRAM CATEGORY**  
**2010 - 2011**

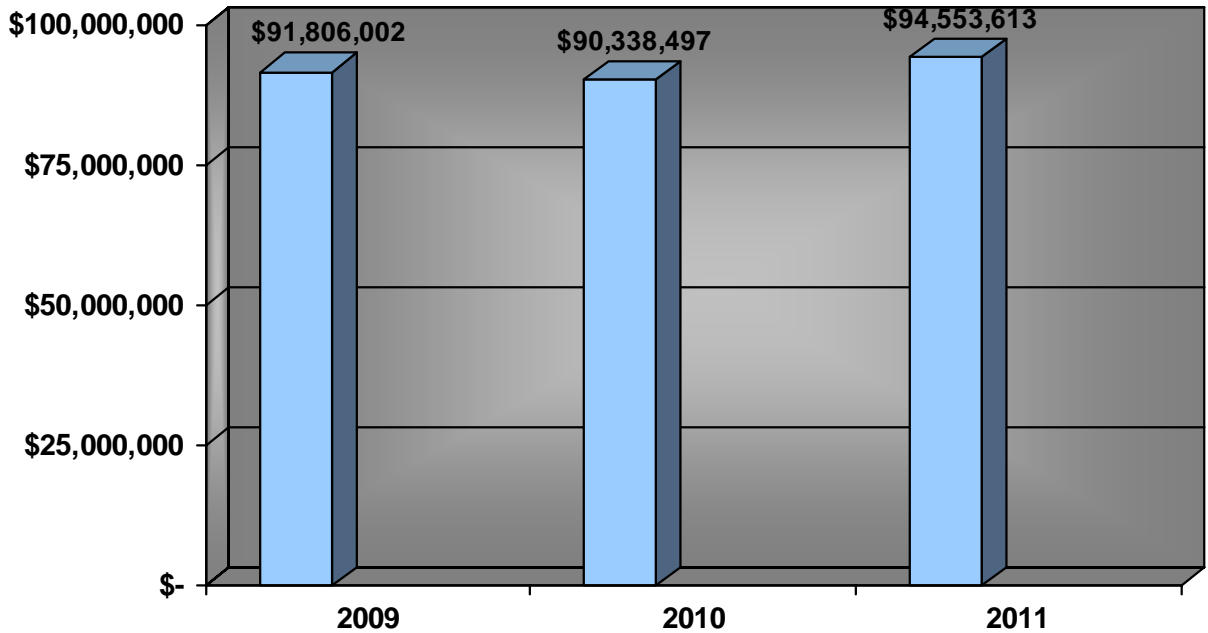
<u>Service/Program Category</u>	<u>2010 Budget</u>	<u>% to Total</u>	<u>2011 Budget</u>	<u>% to Total</u>
<b><u>Public Safety</u></b>				
Police	\$48,808,531		\$51,455,947	
Fire	31,624,561		33,043,029	
Street Lights, Traffic Signals & Signs	5,274,648		5,062,138	
Little Rock District Court First Division	1,264,557		1,299,580	
Animal Services	971,624		975,209	
Little Rock District Court Second Division	1,105,225		1,141,280	
Children, Youth & Families	2,500,000		2,500,000	
Community Programs	532,128		324,459	
Pulaski County Regional Detention Facility	1,703,000		1,463,000	
<b>Total Public Safety</b>	<b>93,784,274</b>	<b>50.87%</b>	<b>97,264,642</b>	<b>51%</b>
<b><u>Public Health/Public Utilities</u></b>				
Waste Disposal	16,569,928		17,694,120	
Little Rock District Court Third Division	505,975		526,734	
Arkansas Emergency Physician Foundation	36,000		36,000	
Saint Vincent's	25,381		25,381	
Storm Drainage	696,784		803,553	
Pulaski County Bond/Health Department	189,775		56,100	
<b>Total Public Health/Public Utilities</b>	<b>18,023,843</b>	<b>10%</b>	<b>19,141,888</b>	<b>10%</b>
<b><u>Economic Development/Employment</u></b>				
Little Rock Chamber of Commerce	200,000		200,000	
Metroplan	157,694		163,484	
Downtown Partnership/Empowerment Zone	125,000		125,000	
<b>Total Economic Development/Employment</b>	<b>482,694</b>	<b>0.26%</b>	<b>488,484</b>	<b>0.26%</b>
<b><u>Housing and Neighborhood &amp; Waste Disposal Revitalization, Growth &amp; Development</u></b>				
Alert Centers	604,855		631,991	
Planning & Development Department	2,201,914		2,256,555	
Neighborhood Resource Center	180,832		186,841	
Housing & Neighborhood Prog. Admin.	2,266,481		2,510,396	
<b>Total Housing &amp; Neighborhood Revitalization, Growth</b>	<b>5,254,082</b>	<b>2.85%</b>	<b>5,585,783</b>	<b>2.92%</b>

**City of Little Rock**  
**Adopted Operating Budgets by Service Program Category**  
**2010 - 2011**

<u>Service/Program Category</u>	<u>2010 Budget</u>	<u>% to Total</u>	<u>2011 Budget</u>	<u>% to Total</u>
<b><u>Transportation Services</u></b>				
Central Arkansas Transit Authority	5,915,270		6,602,836	
Streets	8,845,721		8,954,995	
Parking	311,392		344,177	
Parking Garages	1,913,121		1,953,900	
Vehicle Storage Facility	1,334,800		1,184,063	
Airport Rescue	971,676		1,016,356	
<b>Total Transportation Services</b>	<b>19,291,980</b>	<b>10.46%</b>	<b>20,056,327</b>	<b>10.50%</b>
<b><u>Leisure Services/Cultural Support/ Conventions &amp; Tourism</u></b>				
Parks & Recreation	7,277,850		7,057,675	
Golf	2,783,083		2,826,136	
Jim Dailey Fitness Aquatic Center	1,137,411		1,254,126	
River Market	96,741		916,942	
Zoo	4,955,928		5,234,749	
Cultural Institutes:				
Arts Center	200,000		200,000	
Museum of Discovery	200,000		200,000	
MacArthur Military Museum	119,217		121,359	
Sister Cities Commission	20,000		20,000	
Racial & Cultural Diversity Commission	169,098		177,700	
<b>Total Leisure Services/Cultural Support/Conventions</b>	<b>16,959,328</b>	<b>9.20%</b>	<b>18,008,687</b>	<b>9.42%</b>
<b><u>General Government Support</u></b>				
Board of Directors	232,367		233,632	
General Administrative	11,507,451		9,801,376	
Finance	2,467,415		2,548,393	
Human Resources	1,298,980		1,337,147	
City Attorney	1,486,505		1,559,402	
Information Technology	3,155,241		3,391,349	
Building Services/Asset Management	1,169,769		1,183,187	
<b>Total General Government Support</b>	<b>21,317,728</b>	<b>11.56%</b>	<b>20,054,486</b>	<b>10.49%</b>
<b><u>All Other Expenditures</u></b>				
Fleet Services	9,239,395		10,488,935	
<b>Total Other Expenditures</b>	<b>9,239,395</b>	<b>5.01%</b>	<b>10,488,935</b>	<b>5.49%</b>
<b>Grand Total</b>	<b>\$184,353,324</b>	<b>100%</b>	<b>\$191,089,232</b>	<b>100%</b>



# CITY OF LITTLE ROCK PUBLIC SAFETY REVENUES & EXPENDITURES COMPARISONS

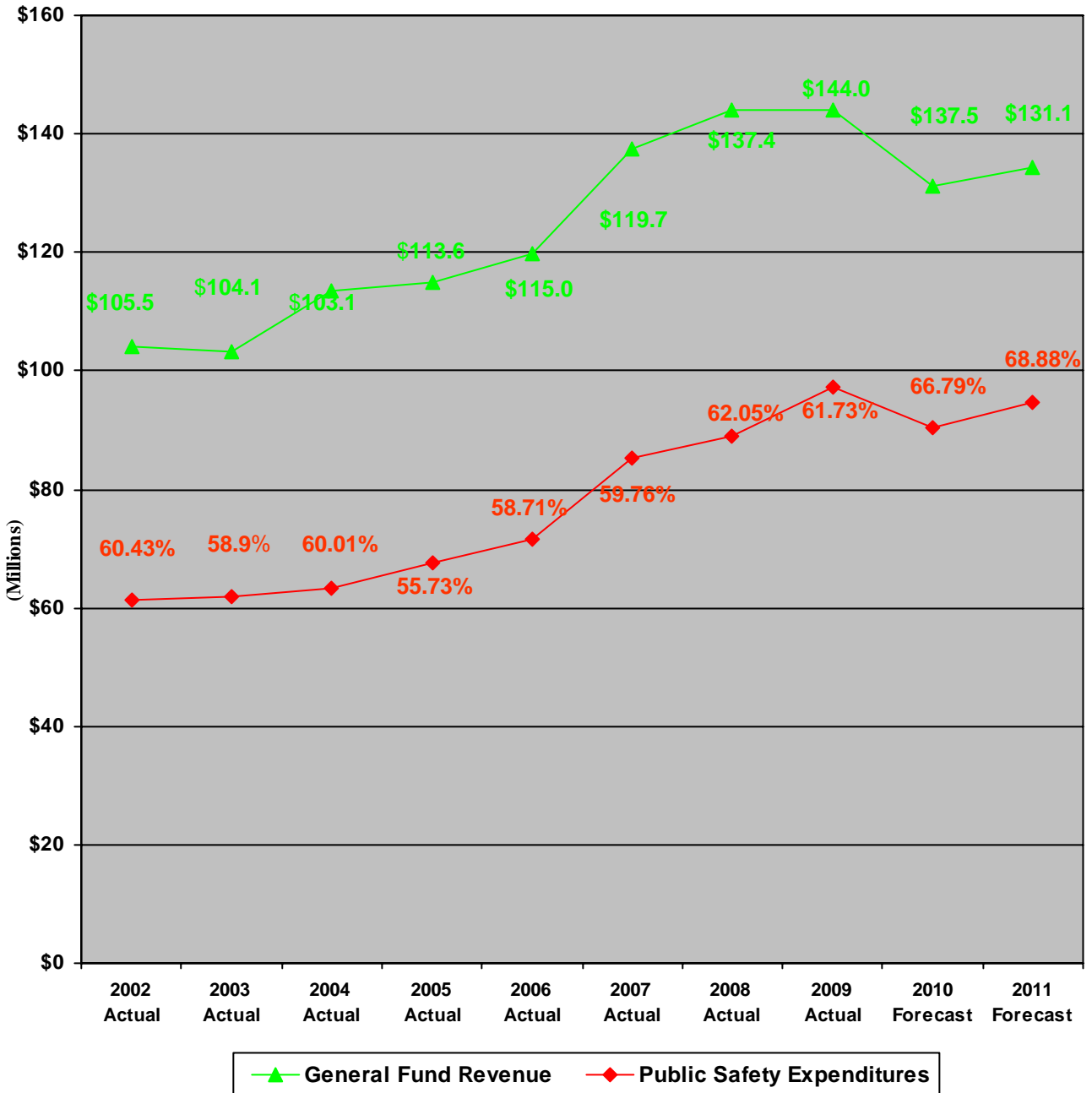


<b>Revenues</b>	<b>\$137,449,966</b>	<b>\$131,149,375</b>	<b>\$134,371,418</b>
<b>Expenditures Percentage</b>	<b>67%</b>	<b>69%</b>	<b>70%</b>

	<b>2009</b>	<b>2010</b>	<b>2011</b>
Fire	\$32,745,675	\$32,596,237	\$34,059,385
Police	49,235,111	48,808,531	51,455,947
District Court First Division	1,287,863	1,264,557	1,299,580
District Court Second Division	1,215,554	1,105,225	1,141,280
District Court Third Division	502,882	505,975	526,734
Alert Centers	758,171	604,855	631,991
Neighborhood Programs (Rental Inspection)	2,094,078	1,981,493	1,963,487
Animal Services	966,668	971,624	975,209
Prevention Intervention & Treatment	3,000,000	2,500,000	2,500,000
<b>Public Safety Expenditures</b>	<b>91,806,002</b>	<b>90,338,497</b>	<b>94,553,613</b>
<b>General Fund Revenue</b>	<b>\$137,449,966</b>	<b>\$131,149,375</b>	<b>\$134,371,418</b>

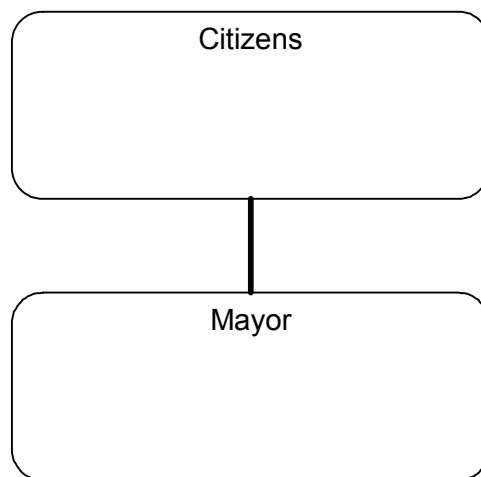
Percentage of General Fund Expenditures Devoted to Public Safety	67%	69%	70%
--	-----	-----	-----

# CITY OF LITTLE ROCK PUBLIC SAFETY OPERATING EXPENDITURES AS A PERCENTAGE OF GENERAL FUND REVENUE 2002-2011



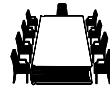


# Mayor



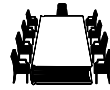
## **Mission Statement**

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.

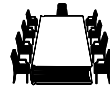


Mayor

2010 Department Priorities	Status
Continue the City's Community Punishment Program.	Ongoing
Continue the Mayor's Youth Council.	Ongoing
Continue the Committee on Tourism to accent the tourism venues within the City.	Ongoing
Continue pursuing the completion of the Arkansas River Trail.	Not Completed
Develop new strategies and programs to reduce crime within the City.	Ongoing
Continue working to attract new business to the community and retain existing business(es).	Ongoing



2011 Department Goals
Expand the City's Community Punishment Program.
Work with the Mayor's Youth Council to provide service to the community and engage the local youth.
Continue working with the Committee on Tourism to accent the various tourism venues within the City.
Continue implementing the Neighborhood Stabilization Program to strengthen our neighborhoods and allow for new home ownership opportunities.
Continue working with the Disadvantaged Business Enterprise Mentoring Program to enhance opportunities for small and disadvantage business operating within the City.
Continue working to engineer, plan, fund and complete the Arkansas River Trail.
Continue developing innovative approaches to combating and reducing crime within the community.
Host the 8 <sup>th</sup> Annual Mayor's Volunteer Luncheon to recognize individuals who serve on city boards and commissions.
Work with the Little Rock School District to develop Joint Operating Agreements to expand programming opportunities within the community.
Work to identify a location and fund a Homeless Daycare Center and operation.
Support the Mayor's Commission on Sustainability to foster the development of "green" jobs, opportunities and programs within the City.
Implement the Cities of Service Program and begin developing a strategy to sustain this program.
Work to refine and implement the Main Street plan and the Arts center Creative Corridor plan.

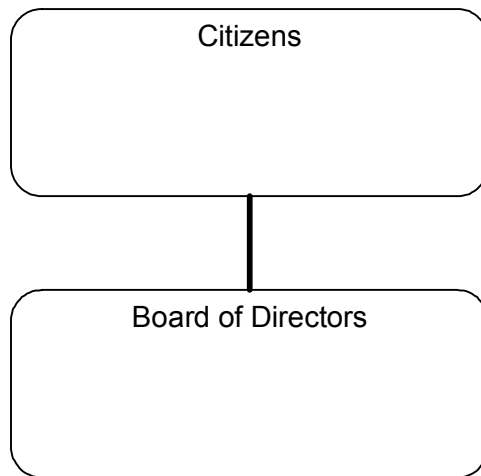


The departmental goals and objectives link with the **Overall City Goals and Objectives.**





# 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.

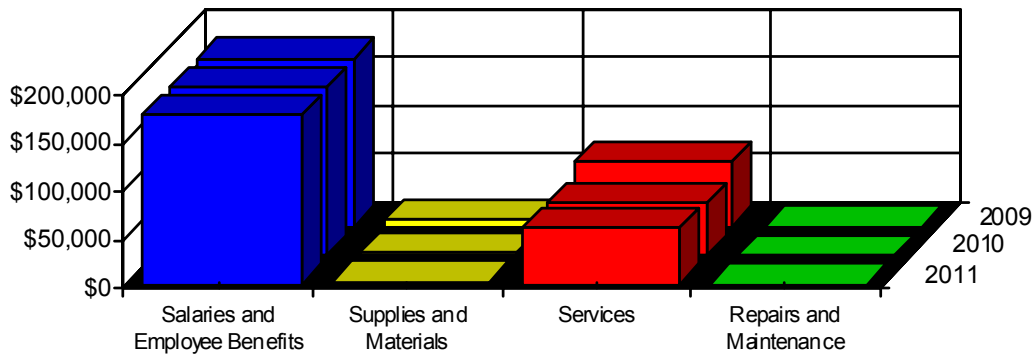
Board of Directors

Expenditure Budget

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$173,867	\$173,822	\$175,545
Supplies and Materials	8,213	2,990	2,990
Services	67,190	55,097	55,097
Repairs and Maintenance	0	458	0
<b>Total</b>	<b>\$249,270</b>	<b>\$232,367</b>	<b>\$233,632</b>

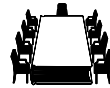
Staffing	2009	2010	2011
	1	1	1

Total Allocations By Fiscal Year And Account Category



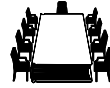
Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$233,632	0.54%





Board of Directors

2010 Department Priorities	Status
Focus on policy areas of public safety, economic development and infrastructure as top priorities.	Ongoing
Meet regularly with neighborhood groups to discuss and resolve any crime issues.	Ongoing
Participate in professional development through the National League of Cities and U.S. Conference of Mayors.	Ongoing
Supported Neighborhoods USA annual conference held in Little Rock.	Completed
Board Members continue to serve on local, State and Federal committees.	Ongoing
Continue with the Criminal Abatement Program.	Ongoing



---

---

Board of Directors

**Department:** Board of Directors  
**Funding Source:** General Fund  
**Budget:** \$233,632

**Department Description:**

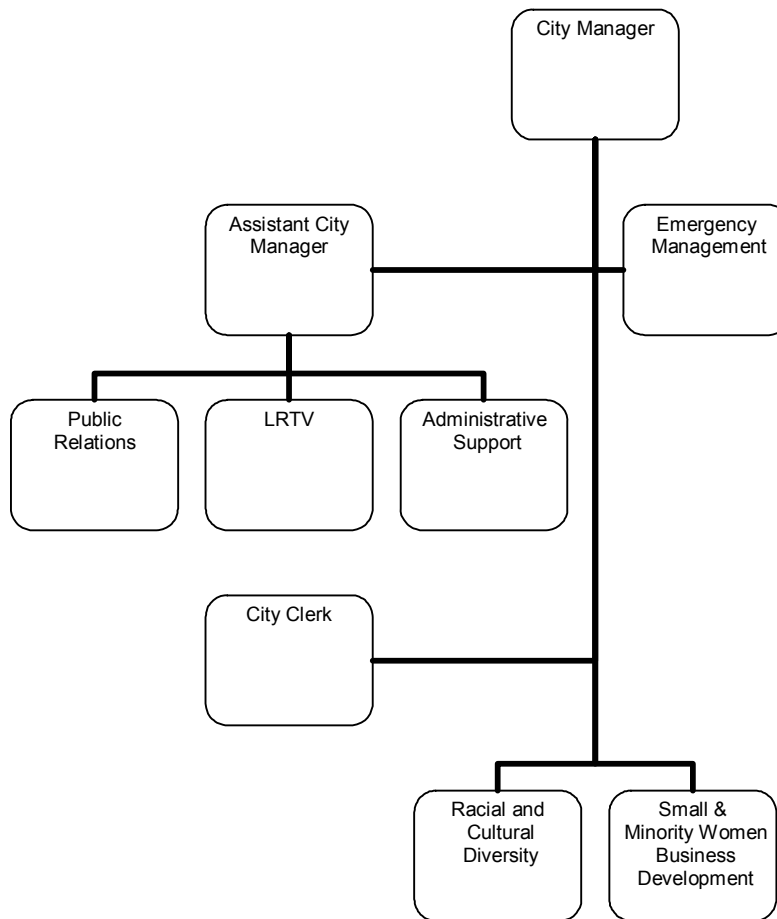
To provide executive management and administration of City affairs; provide legal advice and representation for the city; serve as official recorder and custodian of public documents.

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.

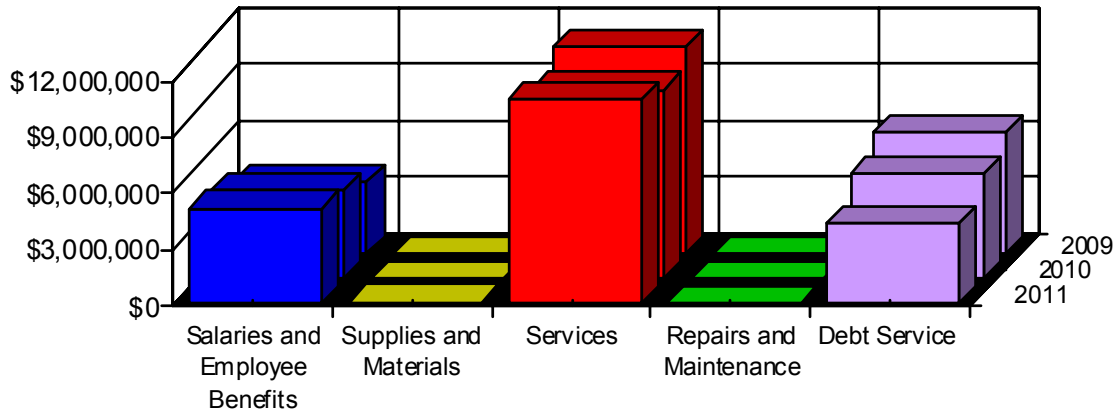
**City Manager**

**Expenditure Budget**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$3,797,134	\$4,845,891	\$5,046,870
Supplies and Materials	53,476	59,800	50,642
Services	11,074,795	10,073,917	10,830,551
Repairs and Maintenance	11,838	10,510	7,506
Debt Service	6,489,734	5,570,464	4,282,345
	<u>\$21,426,976</u>	<u>\$20,560,582</u>	<u>\$20,217,914</u>

<b>Staffing</b>	26	25	25
-----------------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	<u>\$20,217,914</u>	<u>-1.67%</u>



**2011 Department Goals**

Continue working to complete the Mid-Town Police Patrol Facility project.

Continue to improve and expand Police Officer recruiting efforts and conduct at least one (1) Recruit School during 2011, dependent upon funding.

Continue to emphasize the utilization of the Criminal Abatement Program and maintain coordination with the City Attorney's Office.

Continue pursuing the Little Rock Fire Department Accreditation; build upon registered agency status, assemble team, designate area assignments and monitor monthly progress.

Work with the District Courts to provide 55,000 hours of community service work to City Departments and other agencies and identify new partners/agencies to take advantage of a bi-monthly Saturday work schedule.

Register 1,000 mobile homes, review the Rental Inspection Program, locate a solution to inspection challenges and address more single-family units.

Initiate the construction of the South Loop Bypass from Mabelvale West to Alexander Road and complete the construction of the 9<sup>th</sup> Street Extension

Evaluate the best alternatives to expand both commercial and residential curbside recycling; develop and administer a Recycling Awareness Campaign regarding anticipated changes of the residential Curbside Recycling Program.

Acquire an additional twenty (20) properties for the City's Land Bank activities, obtain marketable title on current inventory of forty-one (41) properties and begin the process to redevelop five (5) properties.

Completion of Phase Two of the Little Rock Animal Village Dog Park work to adopt out over 1,000 animals.



**2011 Department Goals (Continued)**

Staff will work to obtain both Government Finance Officers Association (GFOA) Certificate of Recognition for Budget Preparation and GFOA Certificate of Achievement for Financial reports for the FY10 Comprehensive Annual Financial Report (CAFR).

Continue to educate and monitor to ensure that grant awards are completed in accordance with Federal, State and City laws and regulations. Continue to obtain grant money by educating, coaching, providing technical assistance and writing grant application

Work with the Little Rock Regional Chamber of Commerce and the Downtown Little Rock Partnership on a regular basis to promote economic development opportunities within the community.

Partner with the Downtown Little Rock Partnership regarding the implementation of the Main Street Plan and continue to work with the Historic District Commission regarding the implementation of the City-Wide Historic Preservation Plan.

Continue the preparation for the 2011 departmental re-accreditation process for Little Rock Parks and Recreation; submit application for reaccreditation.

Complete the reconstruction of the Ottenheimer Therapeutic Center; finalize plans and begin reconstruction of the Adult Leisure Center.

Continue working towards reaccreditation for the Little Rock Zoo from the Association of Zoos and Aquariums (AZA) Accreditation.

Open the Laura P. Nichols Foundation Penguin Pointe Exhibit.



City Manager

**Department:** City Manager  
**Funding Source:** General Fund  
**Budget:** \$20,217,914

**Department Description:**

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.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> Provide responses to Board requests within scheduled time-frame.			
<b>Demand:</b> Number of Board requests for special information.	190	205	210
<b>Workload:</b> Number of Board requests for special information completed.	190	205	210
<b>Efficiency:</b> Number of Board requests for special information filled within scheduled time-frame.	175	185	200
<b>Effect/Outcome:</b> Percentage of total Board requests completed within scheduled time-frame.	95%	90%	95%

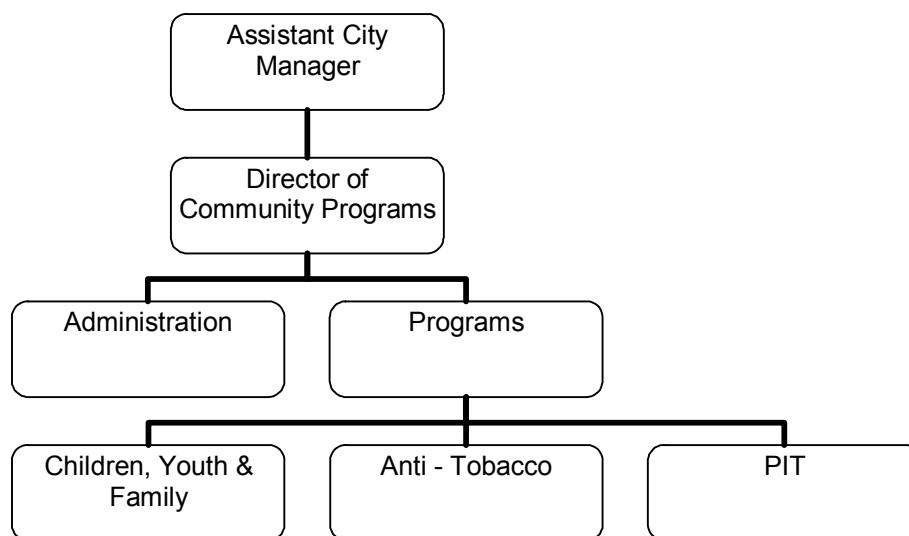
<b>Objective:</b> Provide responses to citizen requests within scheduled time-frame.			
<b>Demand:</b> Number of citizens requests for special information.	220	220	220
<b>Workload:</b> Number of citizen requests for special information completed.	220	220	220
<b>Efficiency:</b> Number of citizen requests for special information filled within scheduled time-frame.	200	200	220
<b>Effect/Outcome:</b> Percentage of total citizen requests completed within scheduled time-frame.	90%	90%	100%

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





# 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



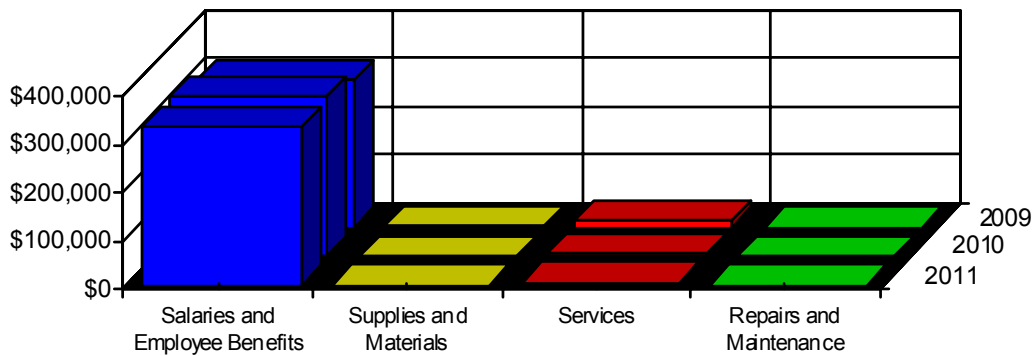
**Community Programs**

**Expenditure Budget**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$303,476	\$324,254	\$316,585
Supplies and Materials	2,344	1,874	1,874
Services	14,443	6,000	6,000
Repairs and Maintenance	0	0	0
<b>Total</b>	<b>\$320,263</b>	<b>\$332,128</b>	<b>\$324,459</b>

<b>Staffing</b>	7	6	7
-----------------	---	---	---

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$324,459	-2.31%



Community Programs

2010 Department Priorities	Status
Clarified roles and responsibilities of Summer Jobs Alliance partners.	Completed
Had all 2010 contracts in place by March 1, 2010.	Completed
Study and make recommendations on support centers with assistance of (CYF) Children, Youth, and Families Commission, committees, state, federal and community participation.	Ongoing
Worked with City Attorney and achieved a smooth transition to new funding cycle with ten (10) month funding and contracts for year one.	Completed





Community Programs

**Department:** Community Programs  
**Funding Source:** General Fund  
**Budget:** \$324,459

**Department Description:**  
 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.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To recruit youth, provide orientation, and approve youth to hire for summer employment.			
<b>Demand:</b> Youth available for recruitment and orientation.	1,000	700	600
<b>Workload:</b> Youth recruited and processed through orientation.	750	350	350
<b>Efficiency:</b> Youth processed and available for employment by June 1.	750	350	348
<b>Effect/Outcome:</b> Percentage of youth processed and available for work by June 1.	75%	50%	58%

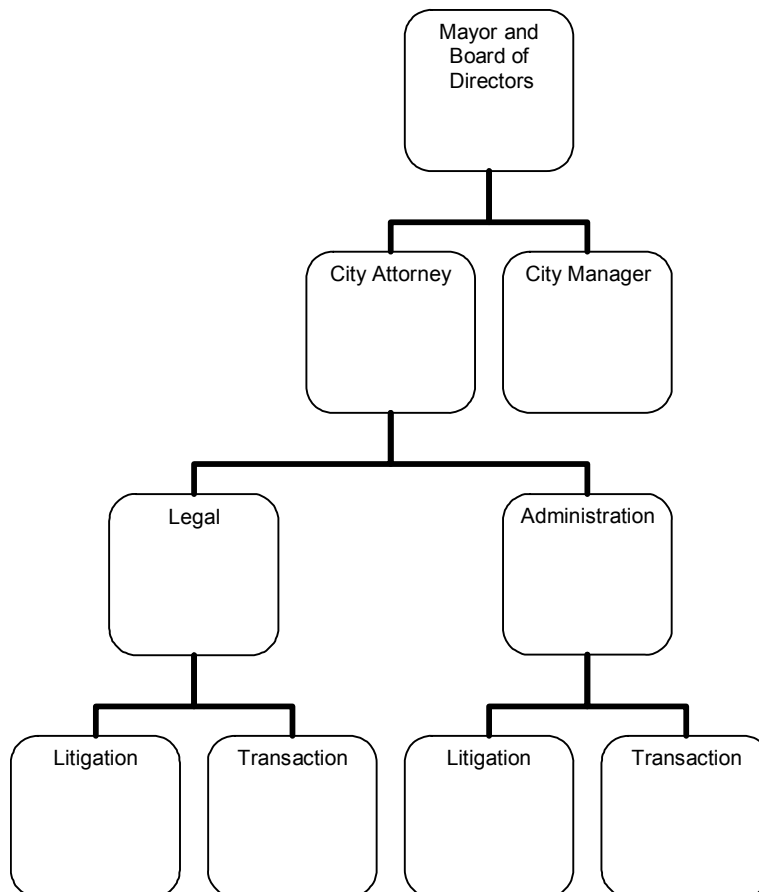
<b>Objective:</b> To audit, approve, and process all reimbursement requests for payment within 14 days.			
<b>Demand:</b> Requests available for process and reimbursement.	1,000	540	648
<b>Workload:</b> Requests processed for reimbursement.	1,000	540	648
<b>Efficiency:</b> Requests processed per month.	83	87	89
<b>Effect/Outcome:</b> Percentage of total requests processed.	100%	100%	100%

The departmental goals and objectives link with the  
**Board of Directors Statement of Management Policy for a  
 Safe City and Quality of Life.**





# City Attorney



## Mission Statement

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

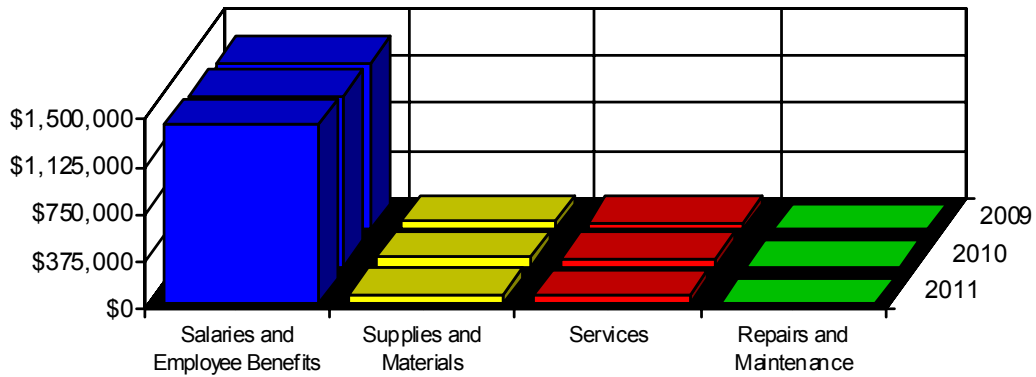
**City Attorney**

**Expenditure Budget**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$1,324,041	\$1,341,374	\$1,414,684
Supplies and Materials	70,221	75,202	75,202
Services	58,512	69,229	69,229
Repairs and Maintenance	528	700	287
<b>Total</b>	<b>\$1,453,301</b>	<b>\$1,486,505</b>	<b>\$1,559,402</b>

<b>Staffing</b>	19	18	18
-----------------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,559,402	4.90%



City Attorney

2010 Department Priorities	Status
Continue transparent communication methods through reports, alerts and various updates.	Ongoing
Create an externship program with the William F. Bowen School of Law.	Completed
Continue providing legal advice on the Criminal Abatement Program.	Ongoing
Continue support staff cross-training and professional development.	Ongoing
Provide legal representation for the Land Bank.	Ongoing
Maintain awareness of recent changes in federal law and regulations.	Ongoing
Continue to teach deadly force, civil liability and search and seizure to Little Rock Police Department.	Ongoing
Continue to prosecute litigation cases: traffic, truancy and code violations.	Ongoing
Continue to provide excellence to all those we serve.	Ongoing



City Attorney

2011 Department Goals
Address legal issues for the Land Bank and Neighborhood Stabilization Program 2 (NSP2).
Assist in the review and drafting of proposed legislation for the 2011 session of the Arkansas General Assembly.
Continue timely updates to Board and City management through reports, alerts and memoranda.
Address legal issues for the Criminal Abatement Program.
Continue support staff cross-training and professional development.
Maintain awareness of recent changes in state and federal law.
Continue to teach deadly force, civil liability and search and seizure to Little Rock Police Department.
Provide instruction for other programs as requested by City departments.
Continue to prosecute litigations cases; traffic, truancy, code violations and represent City Board and Commissions.
Continue as need the drafting of contracts, ordinances and resolutions.
Encourage attorneys to participate in professional development organizations such as the Arkansas City Attorneys Association, Arkansas Bar Association and International Municipal Lawyers Association.





City Attorney

**Department:** City Attorney  
**Funding Source:** General Fund  
**Budget:** \$1,559,402

**Department Description:**

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.

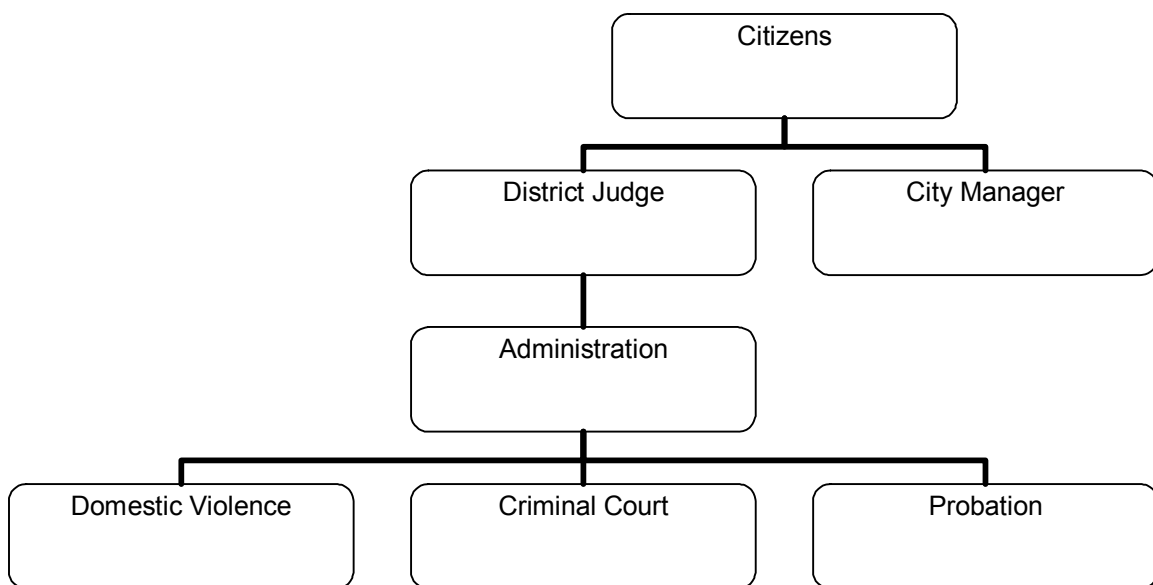
	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To litigate cases.			
<b>Demand:</b> Cases to be litigated.	50	67	82
<b>Workload:</b> Cases litigated.	50	67	82
<b>Efficiency:</b> Cases litigated per year.	50	67	82
<b>Effect/Outcome:</b> Percentage of litigated cases closed per year.	n/a	n/a	n/a

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**





# 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.

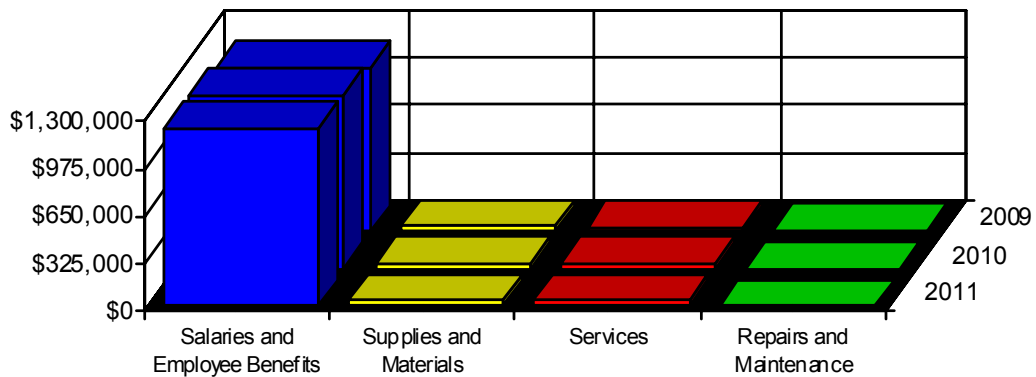
District Court First Division

Expenditure Budget

Description	2009	2010	2011
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$1,131,818	\$1,184,507	\$1,219,530
Supplies and Materials	36,625	38,300	38,300
Services	29,594	40,050	40,050
Repairs and Maintenance	4,688	1,700	1,700
<b>Total</b>	<b>\$1,202,726</b>	<b>\$1,264,557</b>	<b>\$1,299,580</b>

<b>Staffing</b>	21	21	21
-----------------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,299,580	2.77%



2010 Department Priorities	Status
Provide a new court building for all three (3) District Courts, adding space for employees, and security for the Judge, public, staff, and attorneys.	Ongoing
Administer and provide justice to all in an equitable, professional manner in their courtroom and workplace.	Ongoing
Continue to direct overall operations of the Criminal Court within the guidelines of the Arkansas State Statutes and the City of Little Rock ordinances and policies.	Ongoing
Provide management direction to staff to insure accountability, accessibility, and professional courteous customer service daily to citizens.	Ongoing



---

District Court First Division

2011 Department Goals
-----------------------

Replace or repair the security scanner located on the west side of the District Courts building.
--

Replace chairs and other furniture with excessive wear.
---

Replace printers in the criminal clerk offices.
---

Landscape the District Courts Building area.
--



District Court First Division

**Department:** District Court Criminal  
**Funding Source:** General Fund  
**Budget:** \$1,299,580

**Department Description:**

To direct overall operations of Criminal proceedings ensuring legal compliance, efficiency, and public accountability.

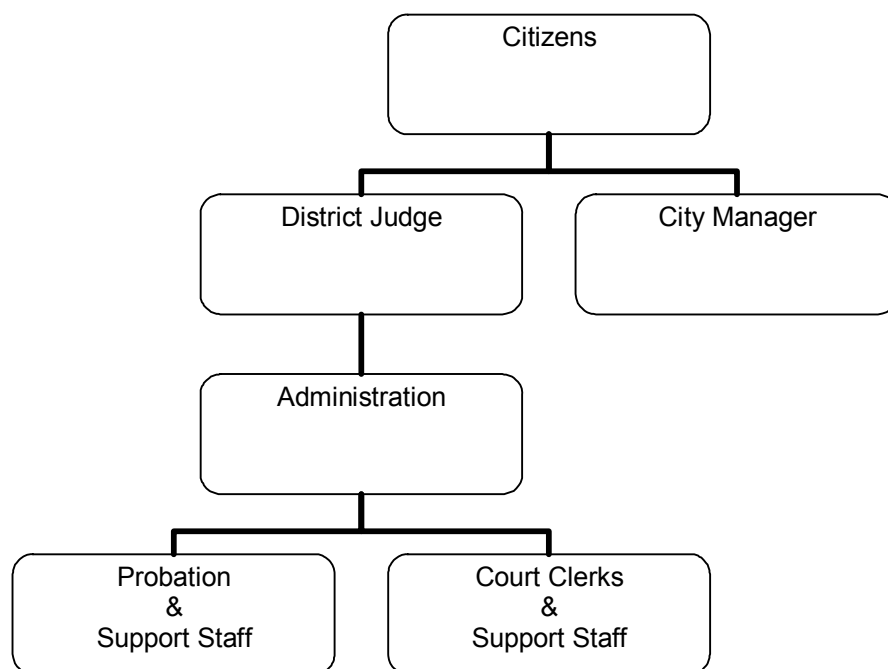
	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To process Criminal Bond information on a daily basis.			
<b>Demand:</b> Bonds to be processed.	75	100	100
<b>Workload:</b> Bonds actually processed.	75	100	100
<b>Efficiency:</b> Bonds processed per court session.	75	100	100
<b>Effect/Outcome:</b> Percentage of Bonds processed daily.	100%	100%	100%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**





# District Court Second Division



## Mission Statement

We seek to administer justice and equity.

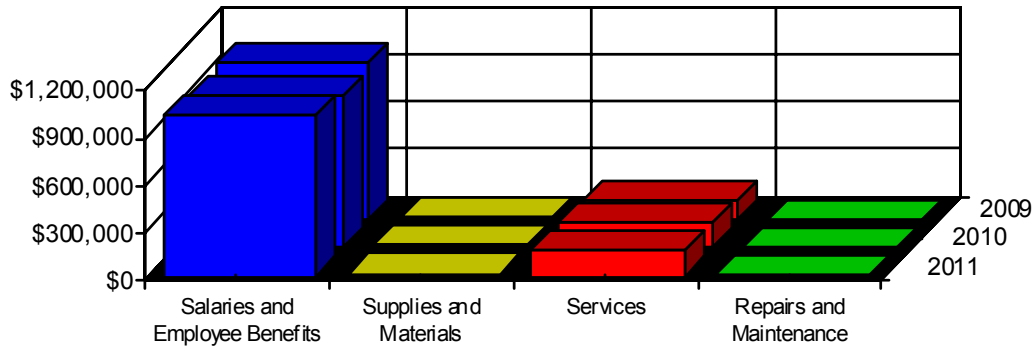
District Court Second Division

Expenditure Budget

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$953,420	\$917,236	\$955,031
Supplies and Materials	17,328	21,550	21,550
Services	140,341	164,247	162,649
Repairs and Maintenance	1,374	2,192	2,050
<b>Total</b>	<b>\$1,112,464</b>	<b>\$1,105,225</b>	<b>\$1,141,280</b>

Staffing	20	17	17
----------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,141,280	3.26%





District Court Second Division

2010 Department Priorities	Status
Processed 40,063 New Violations.	Completed
Disposed of 48,324 Violations.	Completed
Processed 453 "Driving While Intoxicated" Violations.	Completed
Instituted Video Arraignment for Prisoners.	Completed



**2011 Department Goals**

Continue to find innovative ways to improve the overall operations of the Second District Court.

Provide the citizens of Little Rock the best customer service possible.

Implement a new case management and e-filing system offered through the Arkansas Administrative Office of the Courts.



**Department:** District Court Traffic  
**Funding Source:** General Fund  
**Budget:** \$1,141,280

**Department Description:**

To direct the overall operation of the traffic court within established policies and laws; to provide management direction to staff; to ensure 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.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To enter violations into the public safety system the same day received.			
<b>Demand:</b> Violations to be entered.	41,100	40,063	40,000
<b>Workload:</b> Violations entered and processed.	41,100	40,063	40,000
<b>Efficiency:</b> Violations entered and processed per month.	3,425	3,338	3,600
<b>Effect/Outcome:</b> Percentage of violations processed same day received.	99%	99%	99%

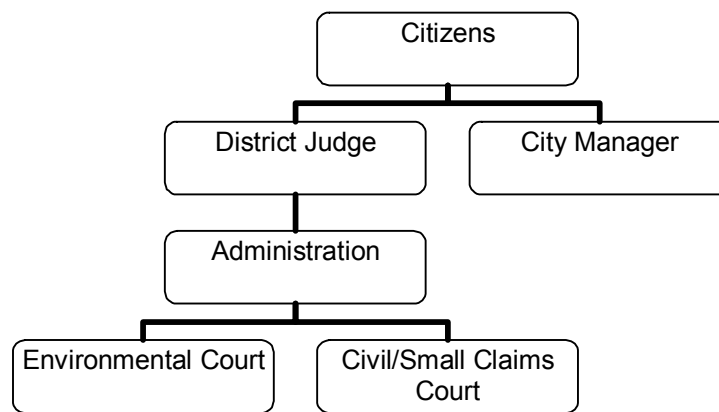
<b>Objective:</b> To update dispositions into the public safety system within 24 hours.			
<b>Demand:</b> Violations to be disposed.	45,500	48,324	48,000
<b>Workload:</b> Violations disposed	45,500	48,324	48,000
<b>Efficiency:</b> Violations disposed of per month.	3,791	4,027	4,000
<b>Effect/Outcome:</b> Percentage of dispositions processed with 24 hours.	99%	99%	99%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**





# 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.

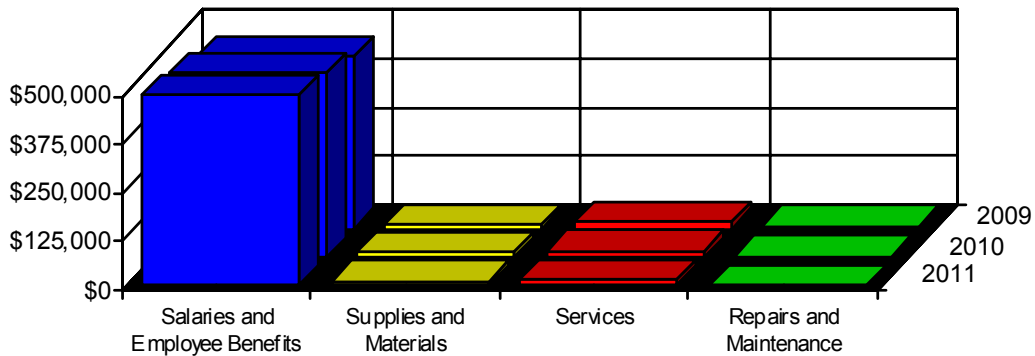
District Court Third Division

Expenditure Budget

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$443,783	\$474,646	\$495,405
Supplies and Materials	8,180	11,813	11,813
Services	14,359	17,016	17,016
Repairs and Maintenance	5,374	2,500	2,500
<b>Total</b>	<b>\$471,697</b>	<b>\$505,975</b>	<b>\$526,734</b>

<b>Staffing</b>	7	7	7
-----------------	---	---	---

Total Allocations By Fiscal Year And Account Category



Resources for Budget 100 General Fund	FY 11 Proposed Budget \$526,734	% Change from Prior Year 4.10%
--	--	---



2010 Department Priorities	Status
Scan all records and files into document imaging system.	Ongoing
Upgrade computer systems and programs.	Ongoing
Provide training and certification for Court Clerks and Probation Officers.	Ongoing
Continue to find ways to improve neighborhood conditions.	Ongoing
Find substantive programming for youth who are under our jurisdiction for day-time and night-time curfew violations.	Ongoing
Look for ways to provide a safe environment for the public, staff, and Judge during all court sessions.	Ongoing



**2011 Department Goals**

Work with at-risk curfew offenders to help them get into tutoring programs that bring grades up to passing.

Search for youth programs that will address at-risk curfew offenders.

Pursue getting truancy petitions filed in our court.

Provide training and certification for our Court Clerks and Probation Officers.

Upgrade computer and scanning systems.

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



District Court Third Division

**Department:** District Court Environmental  
**Funding Source:** General Fund  
**Budget:** \$526,734

**Department Description:**

Third Division District Court was created to ensure a healthier, cleaner, and safer city for the citizens of Little Rock. We work to provide the impartial and timely adjudication of all cases. It is not the object of the Court to simply impose sanctions for violations, but rather to ensure that neighborhood conditions are improved by complying with accepted health and safety standards.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To process 99% of life-threatening violations within seven (7) days of the date citation is written.			
<b>Demand:</b> Citations to be processed.	46	65	85
<b>Workload:</b> Citations processed, recorded, and entered into computer.	46	65	85
<b>Efficiency:</b> Citations processed per court session.	4	5	5
<b>Effect/Outcome:</b> Percentage of Citations processed within thirty (30) days.	99%	100%	100%

<b>Objective:</b> Issue Warrants within twenty-four (24) hours of failure to appear.			
<b>Demand:</b> Warrants to be processed.	60	55	50
<b>Workload:</b> Warrants issued, recorded and entered into computer.	60	55	50
<b>Efficiency:</b> Warrants issued per court session.	9	9	8
<b>Effect/Outcome:</b> Percentage of Warrants processed.	99%	100%	100%

<b>Objective:</b> Record dispositions in public safety system after court appearance.			
<b>Demand:</b> Dispositions recorded.	4,047	4,461	4,500
<b>Workload:</b> Dispositions recorded and entered into computer.	4,047	4,461	4,500
<b>Efficiency:</b> Dispositions recorded.	4,047	4,461	4,500
<b>Effect/Outcome:</b> Percentage of dispositions recorded.	100%	100%	100%

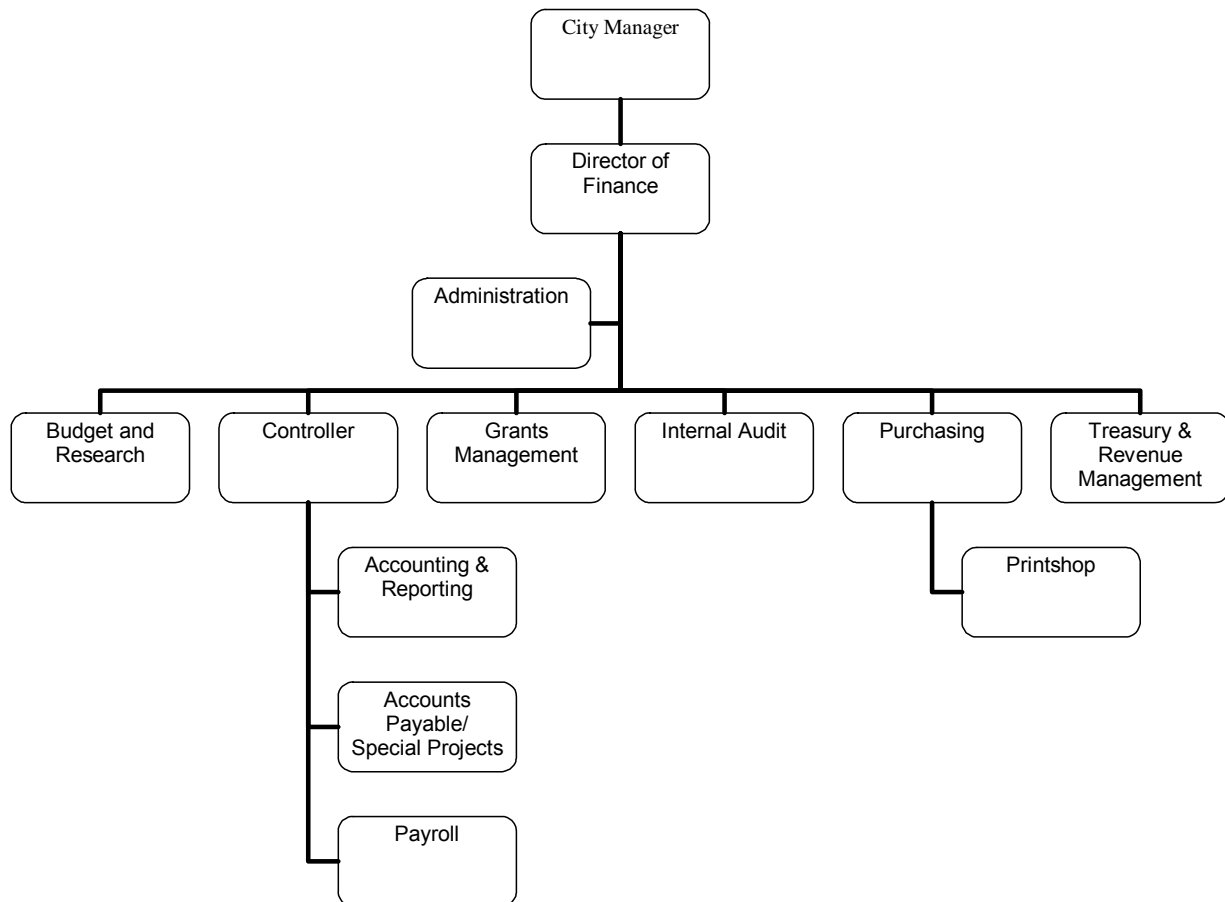
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**







# 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.

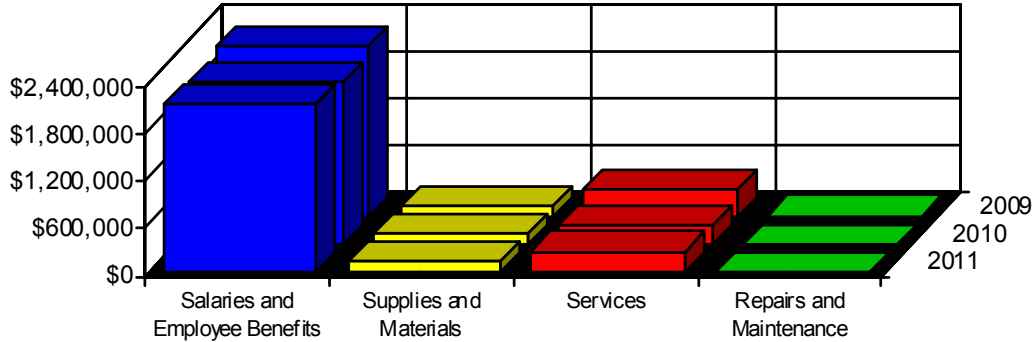
Finance

Expenditure Budget

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$2,166,505	\$2,069,270	\$2,136,237
Supplies and Materials	128,568	140,733	140,733
Services	344,308	248,552	262,552
Repairs and Maintenance	8,145	8,860	8,871
<b>Total</b>	<b>\$2,647,526</b>	<b>\$2,467,415</b>	<b>\$2,548,393</b>

<b>Staffing</b>	44	40	40
-----------------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,548,393	3.28%



Finance

2010 Department Priorities	Status
Obtained Government Finance Officers Association (GFOA) Certificate of Recognition for 2010 Budget Preparation.	Completed
Obtained GFOA Certificate of Achievement for Financial Reporting for FY09 Comprehensive Annual Financial Report (CAFR).	Completed
Develop FY10 short-term financing plan, issue temporary note, and ensure timely purchase of items.	Not Completed
Continue 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.	Ongoing
Continue progress on converting mainframe Business License system to Lawson.	Ongoing
Facilitate, monitor, and report on American Recovery and Reinvestment Plan awards and on opportunities for additional awards.	Ongoing
Performed quarterly review and maintenance of outstanding purchase orders.	Completed
Facilitated the implementation of a Rental Property Registration Program.	Completed
Facilitated and monitored the progress of third party collection of outstanding delinquent court fines.	Completed
Implemented a credit card kiosk collection system to improve convenience for citizens paying Court Fines and Business License Fees and reduce credit card fees charged to the City.	Completed



Finance

2010 Department Priorities (Continued)	Status
Facilitate an inventory of City Programs to improve budgeting and the prioritization of activities in alignment with the goals and objectives of the City Manager and Board of Directors.	Ongoing
Continue on-going employee training program for all Lawson financial applications.	Ongoing
Monitored 2010 budget compliance and provided accurate, timely financial reports.	Completed

2011 Department Goals
Obtain Government Finance Officers Association (GFOA) Certificate of Recognition for 2011 Budget Preparation.
Obtain GFOA Certificate of Achievement for Financial Reporting for FY10 Comprehensive Annual Financial Report (CAFR).
Develop FY11 short-term financing plan, issue temporary note, and ensure timely purchase of items.
2011 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 funds by educating, coaching, providing
Complete conversion of mainframe Business License system to Lawson.
Perform quarterly review and maintenance of outstanding purchase orders.
Provide assistance and support for a sales tax initiative to fund the City's operating, capital, and technology needs.
Purchase and begin implementation of an integrated budget module for the City's financial system.
Update Purchasing Manual to include references to Lawson Purchasing Module.



Finance

**Department:** Finance  
**Funding Source:** General Fund  
**Budget:** \$2,548,393

**Department Description:**

The Finance Department provides accounting and reporting, budgeting, internal audit, pension administration, accounts payable, payroll, purchasing, treasury management, grants management, and print shop services. In addition, Finance advises the City Manager and other departments on financial issues. Monthly financial reports are presented to the Board of Directors and posted to the City's web site for transparency to citizens and other interested parties.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To monitor compliance with the annual adopted budget.			
<b>Demand:</b> To prepare consolidated monthly variance reports for department variances > \$50,000 and 5% of budget.	12	12	12
<b>Workload:</b> Prepared consolidated monthly variance reports for department variances > \$50,000 and 5% of budget.	12	12	12
<b>Efficiency:</b> Consolidated variance reports prepared monthly.	1	1	1
<b>Effect/Outcome:</b> Percentage of consolidated monthly variance reports for department variances > \$50,000 and 5% of budget completed.	100%	100%	100%
<b>Objective:</b> To provide accurate and efficient accounting and reporting for all public funds received for the City and maintained by the Finance Department.			
<b>Demand:</b> Number of journal entries to be processed and completed.	1,553	1,300	1,400
<b>Workload:</b> Number of journal entries processed and completed.	1,553	1,300	1,400
<b>Efficiency:</b> Average number of journal entries processed and reviewed per month.	129	108	116
<b>Effect/Outcome:</b> Percentage of journal entries completed per year.	100%	100%	100%
<b>Objective:</b> To provide accurate and timely payment of all invoices properly submitted according to policy and procedure guidelines. Payments should be issued within 30 days.			
<b>Demand:</b> Number of invoices to be processed and recorded.	67,235	65,000	65,000
<b>Workload:</b> Number of invoices processed, recorded, and completed.	67,235	65,000	65,000
<b>Efficiency:</b> Number of invoices processed per hour.	30	30	30
<b>Effect/Outcome:</b> Percentage of invoice payments issued within 30 days.	91%	95%	95%



**Finance**

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To provide and maintain a systematic method of accounting for and controlling City's assets.			
<b>Demand:</b> Number of departmental annual asset inventory counts scheduled.	41	41	41
<b>Workload:</b> Number of addition, retirement, depreciation, transfer, and adjustment transactions processed.	17,422	17,000	17,200
<b>Efficiency:</b> Number of departmental asset inventory counts completed.	41	41	41
<b>Efficiency:</b> Transactions processed per month.	1,451	1,417	1,433
<b>Effect/Outcome:</b> Percentage of departmental annual asset inventory counts conducted.	100%	100%	100%

<b>Objective:</b> To produce accurate and timely payroll service to the employees of the City.			
<b>Demand/Workload:</b> Number of Payroll transactions lines processed and recorded.	5,188,230	5,401,200	5,150,000
<b>Efficiency:</b> Payroll transaction lines processed and posted per month.	532,352	207,738	429,166
<b>Effect/Outcome:</b> Percentage of payroll transactions processed in the regular bi-weekly cycle.	98%	98%	98%

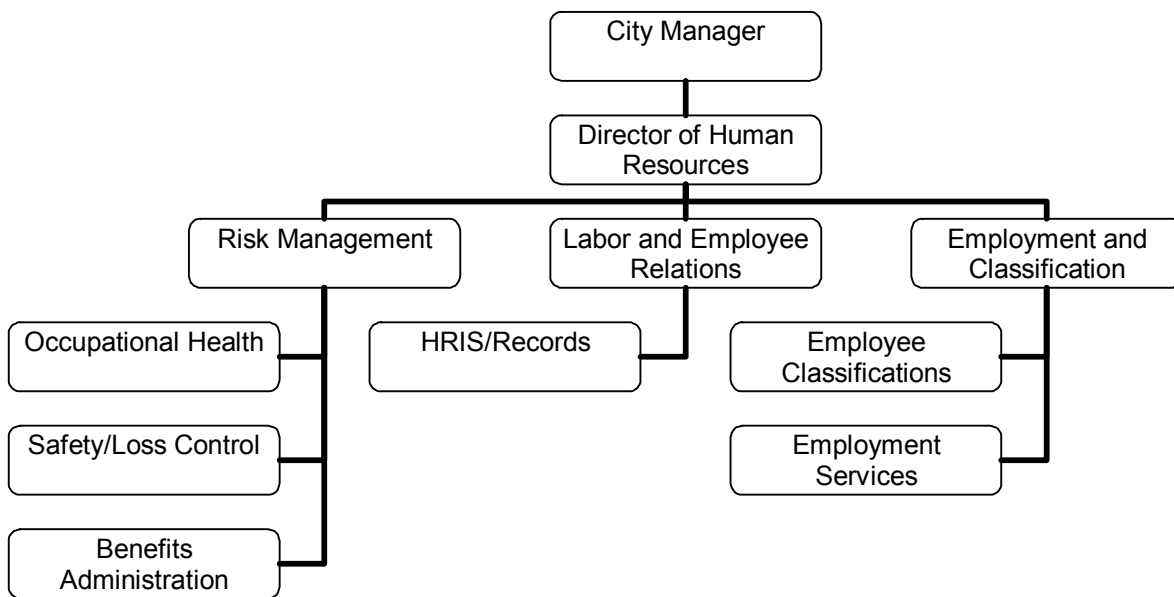
<b>Objective:</b> To achieve a current business license fee collection rate of 99%.			
<b>Demand/Workload:</b> Net amount billed annually for business licenses.	\$5,990,647	\$5,921,679	\$5,918,300
<b>Efficiency:</b> Revenue collected from business license fees.	\$5,704,565	\$5,852,369	\$5,800,000
<b>Effect/Outcome:</b> Percentage of business license fees collected.	95%	99%	98%

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





# 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.

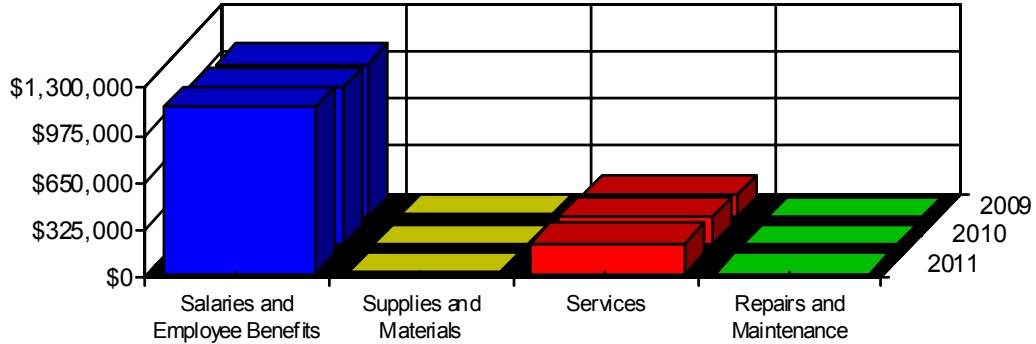
**Human Resources**

**Expenditure Budget**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$1,081,807	\$1,086,936	\$1,125,072
Supplies and Materials	24,202	13,200	13,200
Services	159,820	197,764	197,764
Repairs and Maintenance	9,868	1,080	1,111
<b>Total</b>	<b>\$1,275,697</b>	<b>\$1,298,980</b>	<b>\$1,337,147</b>

Staffing	21	18	18
----------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,337,147	2.94%





Human Resources

2010 Department Priorities	Status
Completed a review of the Administrative Policies and Procedures Manual.	Completed
Completed training of supervisor personnel in the utilization of the competency based applicant interview process.	Completed
Assisted the Fire Department develop and implement strategies to enhance the recruitment of female applicants for firefighter.	Completed
Administered three (3) Police and Fire Department promotion processes.	Completed
Monitored and responded on a daily basis to items of potential impact in the Arkansas Legislative process.	Completed
Reviewed available materials and made recommendations as needed related to the H1N1 Flu Pandemic.	Completed
Updated Health Care Task Force and prepared for renewal/bidding for 2011 Health Care Benefits.	Completed
Automated the summer employee application process.	Completed
Completed Workers' compensation stop-loss renewal.	Completed
Conducted Pre-Retirement Planning Workshop.	Completed
Updated benefits statements prior to enrollment and information meetings.	Completed
Developed wellness recommendations for programs based on Data Mining materials.	Completed



Human Resources

2011 Department Goals
Review and update pre-orientation checklist procedure to ensure document contains adequate information and is returned to the Human Resources Department for their personnel file to prevent potential claims of policy violations.
Develop procedure to ensure post-hire license requirements are being tracked and obtained by departments.
Implement payroll audit recommendations.
Research online portion of leadership and supervisory training.
Revise the classification job analysis questionnaire for more effective and efficient documentation of job descriptions/specifications.
Revise police and fire entry level testing process procedures.
Revise part-time hiring procedures.
Revise Fire Department recruit eligibility requirements.
Coordinate activities between the City and various agencies to ensure proper insurance coverage for Junction Bridge Pedestrian Walkway before project completion.
Develop a formal walking program for City employees.
Review optional coverage initiatives for Dental Plan.
Collect data and analyze Arkansas Municipal League Workers' Compensation Program compared to current program as needed.
Review vaccination protocol for all potentially 'at risk' employees.



Human Resources

**Department:** Human Resources  
**Funding Source:** General Fund  
**Budget:** \$1,337,147

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

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> Process complete status change forms/personnel actions in a timely manner.			
<b>Demand:</b> Average number of forms processed in a pay period.	176	134	77
<b>Workload:</b> Number of completed forms/personnel actions to be processed for a pay period.	176	134	77
<b>Efficiency:</b> Average number of forms processed per employee hour.	2.20	16.8	.96
<b>Effect/Outcome:</b> Percentage of forms processed in the pay period.	100%	100%	100%

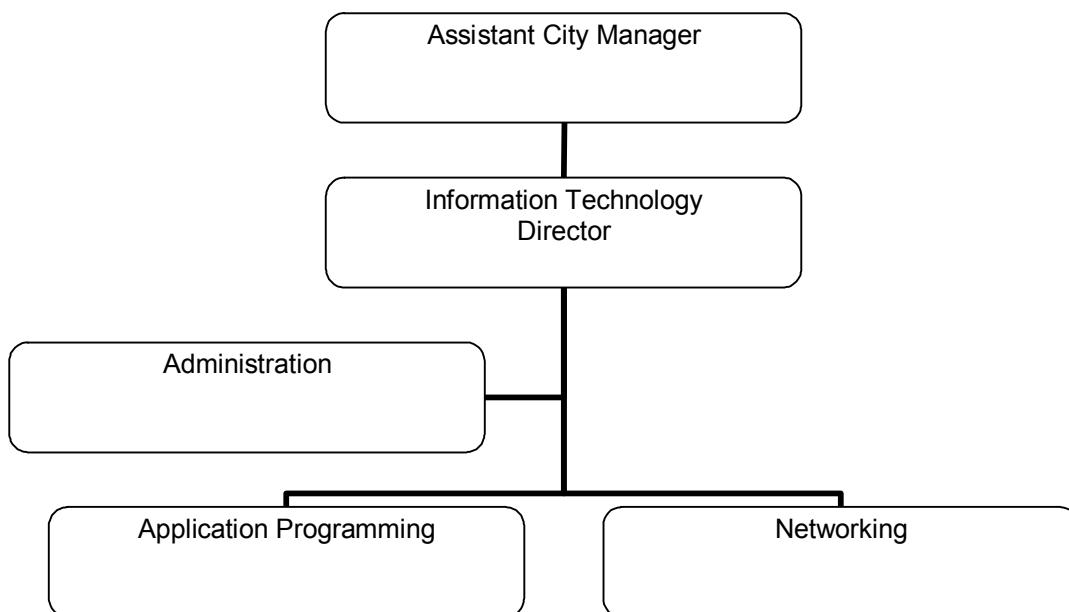
<b>Objective:</b> To process and maintain job descriptions and job specifications.			
<b>Demand:</b> Number of active job classifications.	407	403	403
<b>Workload:</b> Number of classifications requests or new position requests per year.	120	154	147
<b>Efficiency:</b> Complete research and submit completed documents for review by requesting department within 60 days.	32	25	60
<b>Effect/Outcome:</b> Average number of days to complete research and submit proposed job descriptions/specification.	32	25	60

The departmental goals and objectives link with the  
**Board of Directors Statement of Management Policy for Basic City  
 Services and Quality of Life.**





# Information Technology



## Mission Statement

To provide systems management, administration, review and development of IT policies and standards, technical support, training, technology design and selection, technology acquisition, and strategic planning services for all city departments.

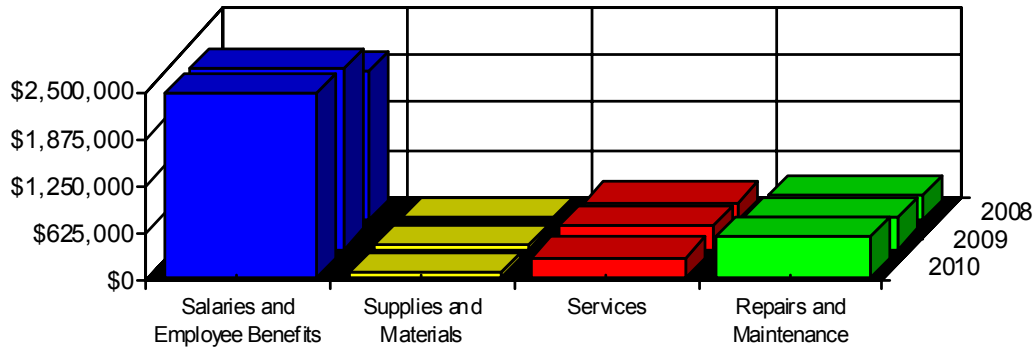
Information Technology

Expenditure Budget

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$2,046,724	\$2,399,012	\$2,484,767
Supplies and Materials	41,777	68,722	69,126
Services	195,896	259,089	296,314
Repairs and Maintenance	400,178	428,418	541,142
<b>Total</b>	<b>\$2,684,575</b>	<b>\$3,155,241</b>	<b>\$3,391,349</b>

<b>Staffing</b>	36	37	38
-----------------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$3,391,349	7.48%



Information Technology

2010 Department Priorities	Status
Developed a system for tracking network hardware/software outages.	Completed
Created an IT awareness training that can be integrated into the HR new employee orientation.	Completed
Work with internal city departments to create an information technology plan.	Ongoing
Create a Business Continuity plan for the IT Department and assist other city departments in creating business continuity plans for their departments.	Ongoing
Assist the Little Rock Police Department (LRPD) with implementation of Smart National Incident Based Reporting System (NIBRS) reporting system.	Ongoing
Continue working with various city departments to replace existing mainframe systems.	Ongoing
Wrote an Request For Proposal (RFP) for network and phone trunk lines to remote city buildings.	Completed
Continue working on disaster recover and business continuity plans for the City of Little Rock.	Ongoing
Continue virtualization of servers that are five (5) or more years old and out of maintenance. This will create a "greener" IT department for the City.	Ongoing



**2011 Department Goals**

Replace the City's Virtual Private Network (VPN) connection equipment for the City's remote users since as of October 2011 this equipment is obsolete; contingent upon funding.

Virtualization of servers/workstation phase III which will add to the 49 virtual servers currently in use, provided funding is available for Software and Hardware that is required.

Continue to police incident reporting project conversion from the mainframe system to web based and client server year one of a two year project.

Upgrade the email system; contingent upon funding.

Upgrade Microsoft office for the 1600+ users; contingent upon funding.

Assist Finance with purchasing and beginning implementation of a budget module; contingent upon funding.

Upgrade wireless network connections; contingent upon funding.

Create a Business Continuity plan for the Information Technology Department and assist other city departments in creating business continuity plans for their departments.

Continue working with various city departments to replace existing mainframe systems.

Work with internal city departments to create an information technology plan.

Continue working on disaster recover and business continuity plans for the City of Little Rock.

Assist Fleet and Public Works with purchasing and beginning implementation of a new phone system at JE Davis; contingent upon funding.



Information Technology

**Department:** Information Technology  
**Funding Source:** General Fund  
**Budget:** \$3,391,349

**Department Description:**

To provide systems management, administration, review and development of Information Technology policies and standards, technical support, training, technology design and selection, technology acquisition, and strategic planning services for all city departments.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To insure that the City's local area computer network is available 99% of the available work hours.			
<b>Demand:</b> Hours available in the work year.	8,760	8,760	8,760
<b>Workload:</b> Hours available for use per year.	8,148	8,430	8,672
<b>Efficiency:</b> Hours available for use per month.	730	730	730
<b>Effect/Outcome:</b> Percentage of available work hours.	93%	96%	99%

<b>Objective:</b> To insure that the City's Mainframe is available 99% of the available work hours.			
<b>Demand:</b> Hours available in the work year.	8,760	8,760	8,760
<b>Workload:</b> Hours available for use per year.	8,710	8,630	8,672
<b>Efficiency:</b> Hours available for use per month.	726	719	723
<b>Effect/Outcome:</b> Percentage of available work hours.	99%	98%	98%

<b>Objective:</b> To insure that 97% of the city staff trouble tickets receive a satisfactory or better rating.			
<b>Demand:</b> Number of trouble ticket per year.	8,626	7,956	8,500
<b>Workload:</b> Number of ticket processed within the year.	8,626	7,956	8,500
<b>Efficiency:</b> Number of satisfactory or better tickets.	8,230	7,638	8,245
<b>Effect/Outcome:</b> Percent of satisfactory or better rated tickets.	95%	96%	97%

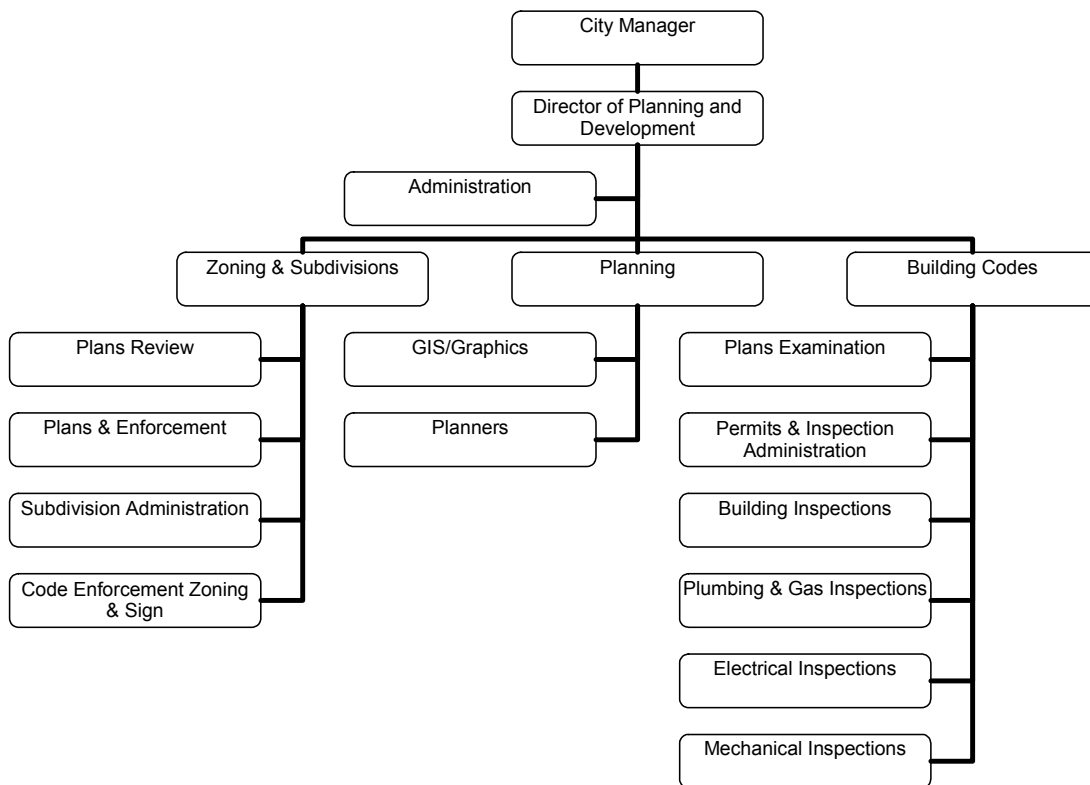
The departmental goals and objectives link with the  
**Board of Directors Statement of Management Policy for Basic City Services.**







# 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.

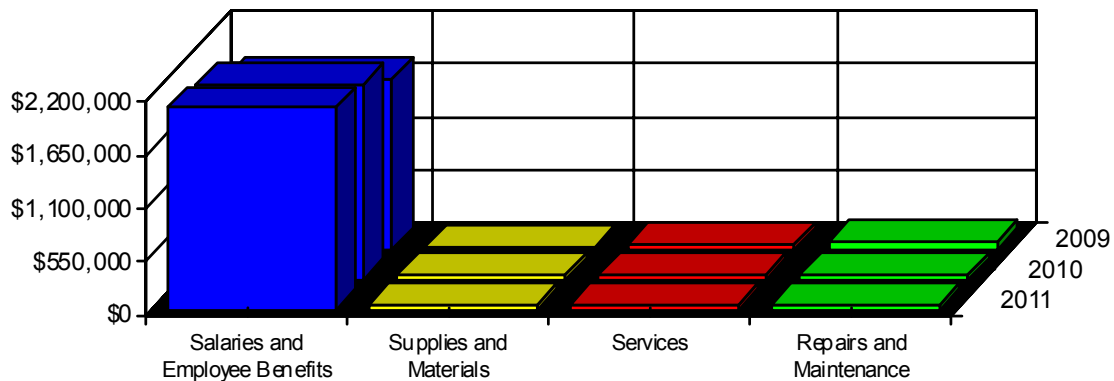
Planning and Development

Expenditure Budget

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$1,751,878	\$2,027,123	\$2,090,984
Supplies and Materials	21,739	48,464	50,961
Services	59,122	62,853	60,978
Repairs and Maintenance	71,952	63,474	53,632
<b>Total</b>	<b>\$1,904,691</b>	<b>\$2,201,914</b>	<b>\$2,256,555</b>

Staffing	41	39	39
----------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,256,555	2.48%



2010 Department Priorities	Status
Coordinated with the Planning Commission and Board of Directors the review and adoption of any needed Zoning and Subdivision Ordinance amendments.	Completed
Completed the review process of the River Market and Hillcrest Design Overlay Districts.	Completed
Work with the Bicycle Friendly Committee on the Bicycle Plan update.	Ongoing
Work with the Historic District Commission on the implementation of the Citywide Historic Preservation Plan.	Ongoing
Work with the Downtown Partnership on the implementation of the downtown and Main Street recommendations made by the Mayors' Institute on City Design panel.	Ongoing
Adopted the 2009 Arkansas Mechanical Code.	Completed
Developed recommendations to ensure public notification and City review of changes to nonconforming use designations.	Completed



2011 Department Goals
Continue to provide staff support for various boards, commissions and committees including Planning Commission, City Beautiful Commission, Historic District Commission and the Neighborhood Stabilization Program 2 (NSP2).
Work on two (2) land use plan reviews and revision packages.
Continue to work with the Downtown Little Rock Partnership on the Main Street plan implementation (Main Street Revitalization Committee).
Continue to work with Bicycle Friendly Committee and the citywide Historic Preservation Plan Implementation Committee.
Develop information and complete the work needed for creating a current zoning map on the City's web page.
Coordinate with the Planning Commission and the Board of Directors the review and adoption of any needed Zoning and Subdivision Ordinance Amendments.
Staff will review and process approximately 250 applications for development proposals including rezoning, conditional uses, preliminary plats and planned developments.
Adopt the 2011 National Electrical Code
Complete review of the 2009 International Fire, Building and Residential Codes for possible adoption.
Continue to support the Criminal Abatement Program through inspections and code enforcement.



**Department:** Planning and Development  
**Funding Source:** General Fund  
**Budget:** \$2,256,555

**Department Description:**

To administer and enforce the City's development ordinances and construction codes.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To process 95% of all applications within forty-five (45) days.			
<b>Demand:</b> Land Use, Historic District, and River Market District cases to be processed.	35	25	25
<b>Workload:</b> Land Use, Historic District, and River Market District cases processed.	35	25	25
<b>Efficiency:</b> Cases reviewed/completed per month.	3	2	2
<b>Effect/Outcome:</b> Completion of cases	100%	100%	100%

<b>Objective:</b> To process all inspection request within one (1) day.			
<b>Demand:</b> Building, Plumbing Mechanical, and Electrical inspection requests possible.	17,342	16,000	16,500
<b>Workload:</b> Building, Plumbing Mechanical, and Electrical inspection requests completed.	17,342	16,000	16,500
<b>Efficiency:</b> Inspection requests completed per year	17,342	16,000	16,500
<b>Effect/Outcome:</b> Percentage of requests completed.	100%	100%	100%

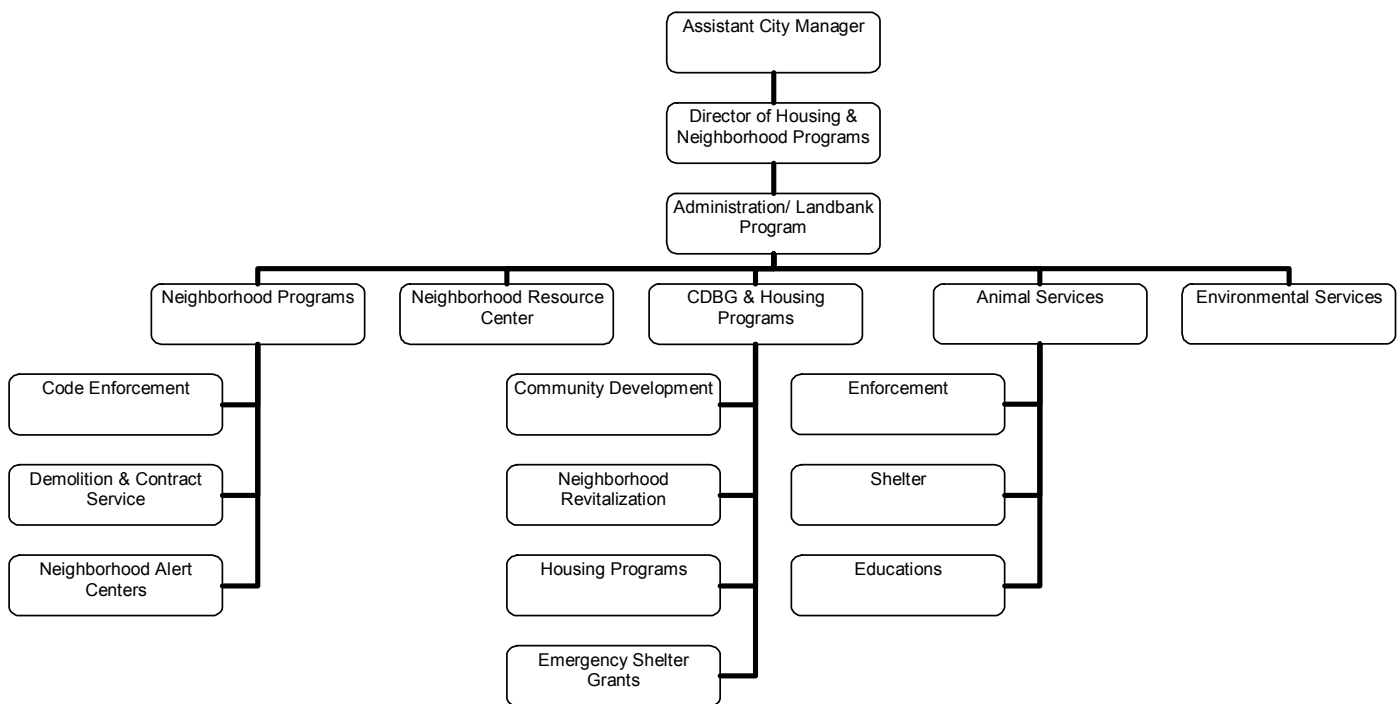
<b>Objective:</b> To complete zoning, subdivision, and sign code enforcement inspections, re-inspections, and re-inspections within policy-directed time frames.			
<b>Demand:</b> Zoning, subdivision and sign code inspections and re-inspections to be completed.	7,500	6,400	6,500
<b>Workload:</b> Zoning, subdivision and sign code inspections, and re-inspections completed.	7,500	6,400	6,500
<b>Efficiency:</b> Cases processed per year.	7,500	6,400	6,500
<b>Effect/Outcome:</b> Compliance and completion of cases.	100%	100%	100%

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





# 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.

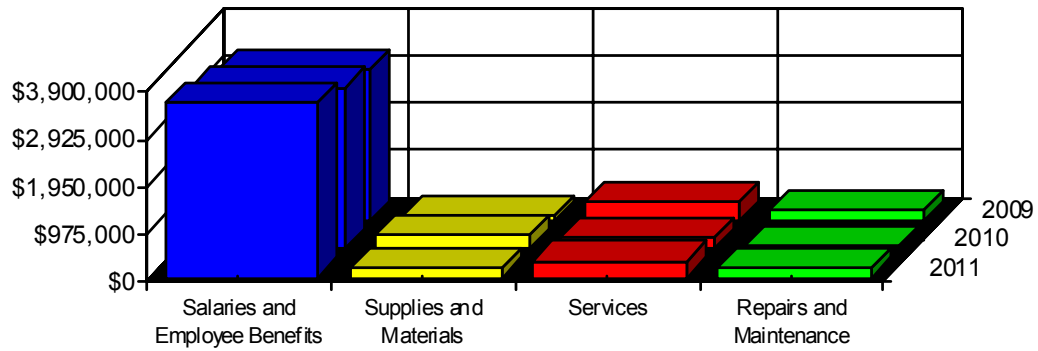
**Housing and Neighborhood Programs**

**Expenditure Budget**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$3,135,135	\$3,579,472	\$3,606,125
Supplies and Materials	122,615	287,657	202,975
Services	382,577	285,016	314,498
Repairs and Maintenance	232,418	81,167	180,839
<b>Total</b>	<b>\$3,872,745</b>	<b>\$4,233,312</b>	<b>\$4,304,437</b>

<b>Staffing</b>	98	94	94
-----------------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget 100 General Fund	FY 11 Proposed Budget \$4,304,437	% Change from Prior Year 1.68%
--	--	---



Housing and Neighborhood Programs

2010 Department Priorities	Status
Focus on property acquisition for Land Bank Commission.	Ongoing
Complete Animal Code review and submit recommendations to Mayor and Board. Article IV (Miscellaneous) will be last area of focus.	Ongoing
Complete dog park on south side of Animal Village.	Ongoing
Continue to provide operating and technical support to certified Community Housing Development Organizations (CHDOS).	Ongoing
Completed fifteen (15) Elderly Housing Program repair projects, which provided a full code rehabilitation of the homes of very-low income elderly and disabled homeowners.	Completed
Completed three (3) Leverage Loan Program repair projects, which provided a full-code rehabilitation of the homes of low-income homeowners.	Completed
Purchase, rehabilitate and sell three (3) homes to low and moderate income families through the City's Save-A-Home Program.	Ongoing
Complete twenty (20) World Changers Program projects, which leveraged existing funds for roof repairs and other needs for very low-income elderly and disabled homeowners. (completed 16)	Not Completed
Provided down payment assistance to eight (8) low and moderate income families purchasing their first home in the City of Little Rock.	Completed
Built and sold six (6) homes in partnership with non-profit and for-profit developers, and provide down payment subsidies to the low-income purchasers of homes.	Completed





**2011 Department Goals**

Complete review and publish new Resource Directory for Neighborhood Alert Centers.

Review Alert Center Service Delivery Area Boundaries and make updates as needed.

Provide 55,000 hours of community service work for the City departments and other agencies.

Develop new marketing tools to promote the Willie L. Hinton Neighborhood Resource Center.

Work with the Land Bank Commission to acquire and additional twenty (20) properties.

Obtain marketable title to the current inventory of Land Bank properties.



**Housing and Neighborhood Programs**

**Department:** Housing and Neighborhood Programs  
**Funding Source:** General Fund  
**Budget:** \$4,304,437

**Department Description:**

To provide administrative and managerial support to the Department of Housing and Neighborhood Program's divisions and program activities; Community Development Block Grant, Neighborhood Programs, Neighborhood Services/Alert Centers, Willie L. Hinton Neighborhood Resource Center, and Environment Services.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To inspect neighborhood rental property.			
<b>Demand:</b> Rental property to be inspected.	2,500	2,500	1,500
<b>Workload:</b> Rental property inspected.	1,420	907	1,100
<b>Efficiency:</b> Average Rental property inspected per month.	118	76	92
<b>Effect/Outcome:</b> Percentage of rental inspections completed yearly.	57%	60%	73%

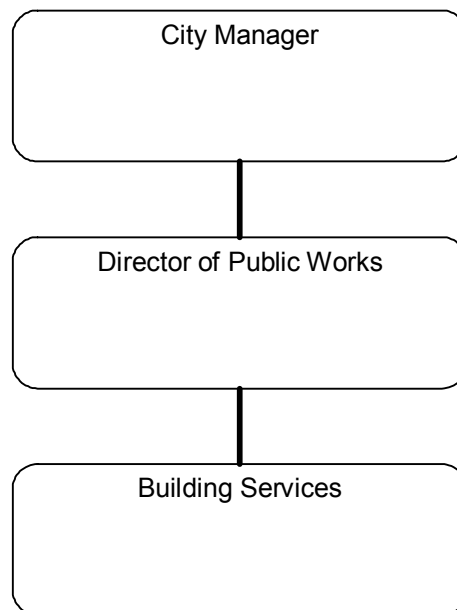
<b>Objective:</b> To enforce nuisance codes through property inspections.			
<b>Demand:</b> Nuisance code inspections to be performed.	30,000	20,000	20,000
<b>Workload:</b> Nuisance code inspections performed.	23,796	18,403	19,000
<b>Efficiency:</b> Average nuisance code inspections done per month.	1,983	1,534	1,583
<b>Effect/Outcome:</b> Percentage of nuisance code inspections completed per year.	79%	92%	95%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City and Basic City Services.**





# Public Works General Fund



### **Mission Statement**

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

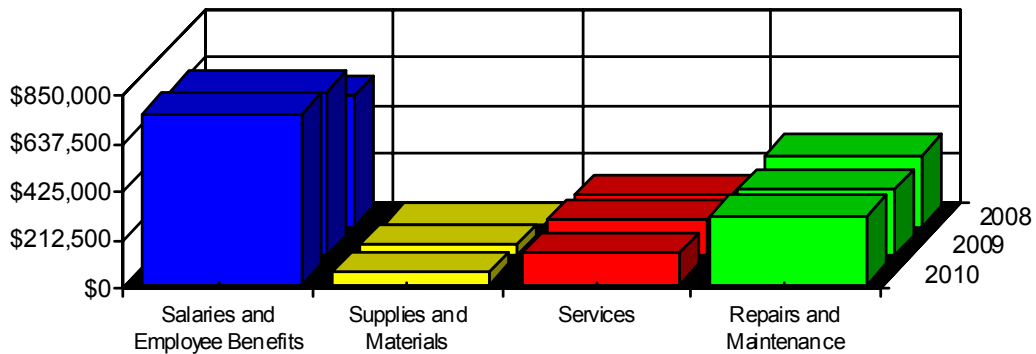
**Public Works General Fund**

**Expenditure Budget - General Fund**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$549,151	\$667,919	\$684,273
Supplies and Materials	17,736	51,760	55,256
Services	156,290	157,812	139,495
Repairs and Maintenance	314,229	292,278	304,163
<b>Total</b>	<b>\$1,037,406</b>	<b>\$1,169,769</b>	<b>\$1,183,187</b>

<b>Staffing</b>	2009	2010	2011
	13	13	13

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,183,187	1.15%



Public Works General Fund

2010 Department Priorities	Status
Continue to support maintenance and construction that makes buildings more energy efficient, less expensive to maintain, and environmentally friendly.	Ongoing
Work on purchasing and installing light emitting diode (LED) lights as part of the Energy Efficiency and Conservation Block Grant.	Ongoing
Work on purchasing and installing replacement heating ventilation and air conditioning (HVAC) systems as part of the Energy Efficiency and Conservation Block Grant.	Ongoing



**2011 Department Goals**

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

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

Complete purchase/installation of LED lights in City facilities and purchase HVAC systems as part of the Energy Efficiency and Conservation Block Grant (EECBG).




**Public Works General Fund**

**Department: Public Works**  
**Funding Source: General Fund**  
**Budget: \$1,183,187**

**Department Description:**  
 To ensure all construction, remodeling and repairs of City owned buildings are constructed according plans and specifications in the most economical, environmentally friendly manner.

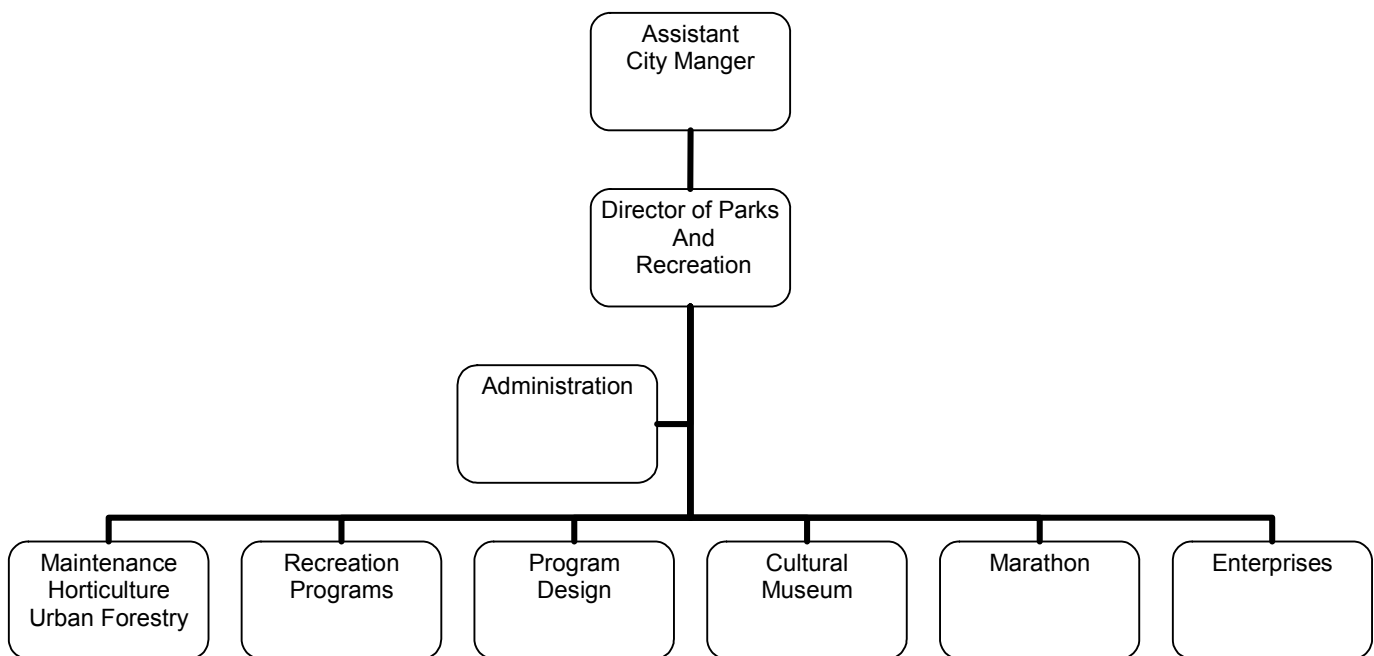
	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To complete all building-related service work orders in a timely fashion.			
<b>Demand:</b> Work orders to be completed from City departments.	3,219	2,530	2,800
<b>Workload:</b> Work orders completed.	3,219	2,530	2,800
<b>Efficiency:</b> Work orders completed per month.	268.25	210.83	233.33
<b>Effect/Outcome:</b> Total percentage of work orders completed.	100%	100%	100%

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





# 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.



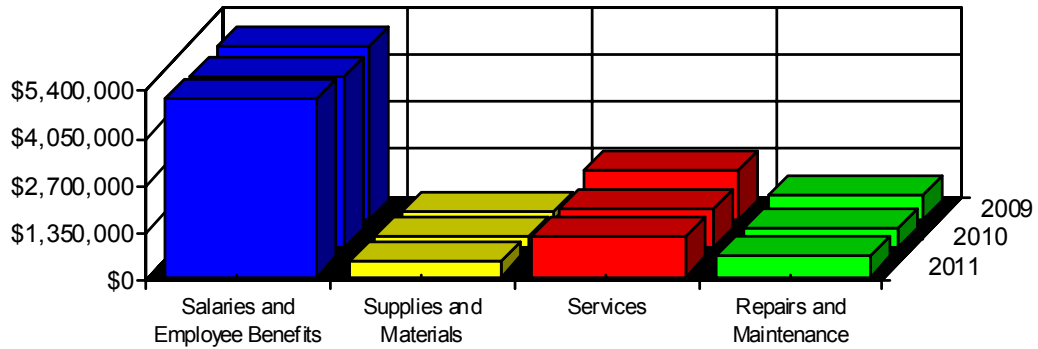
**Parks and Recreation**

**Expenditure Budget - General Fund**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$4,980,151	\$4,910,505	\$5,080,374
Supplies and Materials	240,875	387,663	412,374
Services	1,392,578	1,147,141	1,127,083
Repairs and Maintenance	691,950	576,758	559,203
<b>Total</b>	<b>\$7,305,553</b>	<b>\$7,022,067</b>	<b>\$7,179,034</b>

<b>Staffing</b>	105	100	100
-----------------	-----	-----	-----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$7,179,034	2.24%



Parks and Recreation

2010 Department Priorities	Status
Continue to seek solutions to complete the construction of the Arkansas River Trail.	Not Completed
Completed the construction of the new Riverfront Park Plaza that will highlight the City's historical "Little Rock".	Completed
Begin 2011 departmental re-accreditation process.	Ongoing
Begin reconstruction of the Adult Leisure Center to reopen in 2011.	Ongoing
Completed 85% of 1998 Parks and Recreation refinanced Revenue Bond Project as a 2010 goal.	Completed
Assist in the development and completion of Riverfront Park "Wetlands Projects".	Ongoing
Increase Little Rock Marathon participation and revenue by ten percent (10%).	Ongoing
Conducted a thorough and detailed inspection of every playground within Parks and Recreation inventory.	Completed
Operated an eight (8) week Summer Playground Program at five (5) sites around the City for youths between the ages of six (6) - fifteen (15).	Ongoing
Completed the "Lights on After School" initiative; this program promoted the critical importance of quality afterschool programs in the lives of children, their families and community.	Completed
Promote the Step Up to Health Initiative, which will inspire citizens to pursue healthier lifestyles creating a more livable community.	Ongoing



**2011 Department Goals**

Continue to seek solutions to complete the construction of the Arkansas River Trail.

Seek creative solutions to make golf courses self-sustaining-including privatization and other operational alternatives.

Continue preparation for 2011 departmental re-accreditation process.

Complete reconstruction of the Ottenheimer Therapeutic Center.

Continue reconstruction of Adult Leisure Center; to reopen in 2012.

The 1998 Parks and Recreation refinanced Revenue Bond projects are 85% complete. Parks will continue progress to complete the remainder of projects.

Assist in the development and completion of Riverfront Park "Wetlands Project" to be completed in 2011.

Continue refinement and implementation of War Memorial Redevelopment Plan.

Continue to seek funds for the implementation of the MacArthur Park Master Plan; Bond funds relating to this project have been expended.

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.

Promote the Step Up to Health Initiative, which will inspire citizens to pursue healthier lifestyles creating a more livable community.

Operate an eight (8) week Summer Playground program at five (5) sites around the City for youth between the ages of 6-15.

Determine the feasibility of developing sustainable margins adjacent to woodlands in order to reduce mowing time and enhance wildlife habitats.



Parks and Recreation

**Department:** Parks and Recreation  
**Funding Source:** General Fund  
**Budget:** \$7,179,034

**Department Description:**

To ensure that all programs and facilities successfully promotes the natural environment, local economy and health of the community such as; horticulture, urban forestry, recreation programs, program design, cultural museum, the Little Rock Marathon, and various parks enterprises.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To ensure that all I.D. card revenue is properly processed and deposited by community center staff with less than 5% error.			
<b>Demand:</b> Total I.D. cards to be sold	20,786	20,786	22,023
<b>Workload:</b> Total I.D. cards sold.	22,500	22,023	22,500
<b>Efficiency:</b> Number of cards processed per month.	1,850	1,835	1,860
<b>Effect/Outcome:</b> Percentage of cards processed with less than 5 percent errors.	97%	98%	98%

<b>Objective:</b> To complete and manage all major projects assigned in timely fashion.			
<b>Demand:</b> Projects to be managed annually.	72	106	76
<b>Workload:</b> Actual projects managed annually.	55	61	44
<b>Efficiency:</b> Projects completed per month.	5	5	2
<b>Effect/Outcome:</b> Percentage of completed projects.	77%	58%	58%

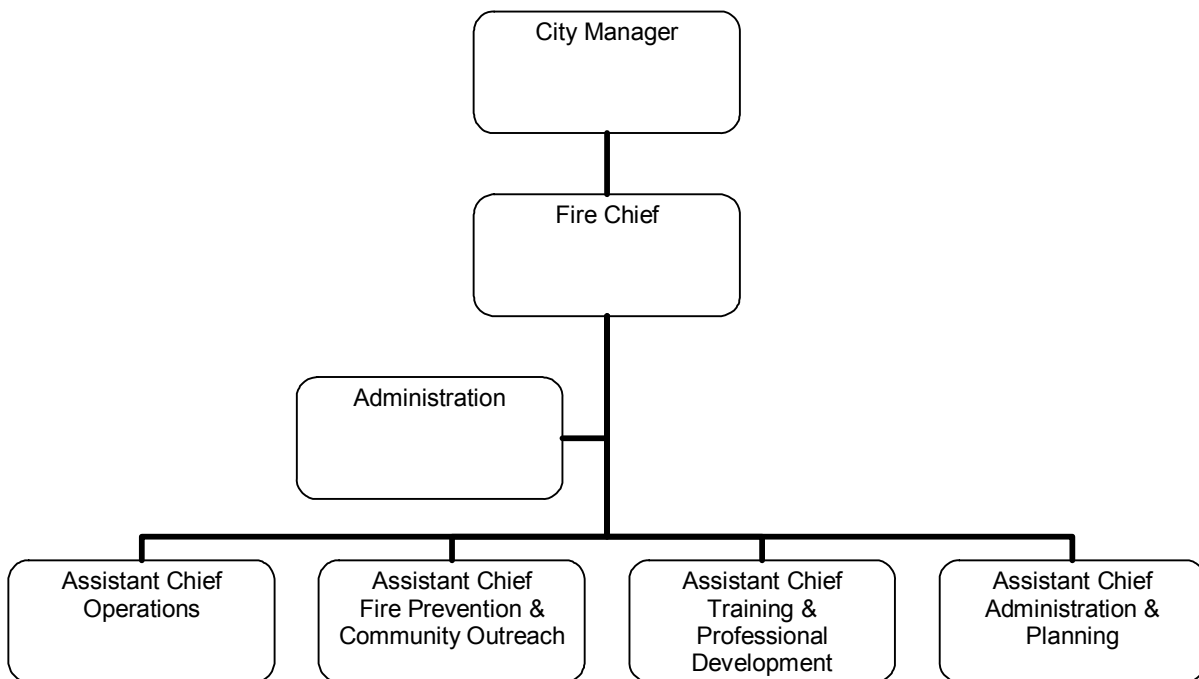
<b>Objective:</b> To ensure Rebsamen Tennis Complex is available for tennis leagues and tournaments.			
<b>Demand:</b> Number of leagues and tournaments to be hosted.	43	35	34
<b>Workload:</b> Number of leagues and tournaments hosted.	43	32	34
<b>Efficiency:</b> Leagues and tournaments hosted per month.	3.58	2.67	2.83
<b>Effect/Outcome:</b> Percentage of leagues and tournaments completed.	100%	91%	100%

The departmental goals and objectives link with the  
**Board of Directors Statement of Management Policy for  
 Quality of Life.**





# Fire



## Mission Statement

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

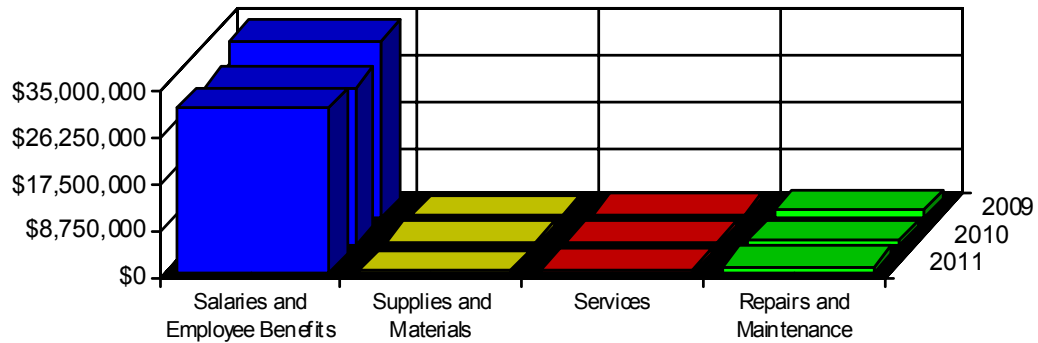
**Fire**

**Expenditure Budget**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$33,527,977	\$29,897,406	\$31,386,994
Supplies and Materials	480,064	755,507	630,651
Services	719,344	821,485	770,484
Repairs and Maintenance	1,460,703	1,121,839	1,271,256
<b>Total</b>	<b>\$36,188,089</b>	<b>\$32,596,237</b>	<b>\$34,059,385</b>

<b>Staffing</b>	409	408	408
-----------------	-----	-----	-----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$34,059,385	4.49%



Fire

2010 Department Priorities	Status
Responded to 25,479 calls for service including fires and explosions, rescue and emergency medical care, hazardous condition and natural disaster calls.	Completed
Received American Recovery and Reinvestment Act Grant award of \$2,017,800 through FEMA for the construction of a new fire station in west Little Rock.	Completed
Improved the functioning of the Fire Marshal's Office through the establishment of a High-rise inspection schedule.	Completed
Increase the technical knowledge of LRFD through enhancing instruction in the areas of live burns, fire prevention, high-rise standpipe, truck operations, hazardous materials technical classes, and Emergency Medical Technician (EMT) training.	Ongoing
Improve firefighter safety and well-being through the establishment of an internal accident review committee, improvement of company officer report writing and fire scent procedures.	Ongoing
Began the initial steps to obtain National Accreditation and become recognized as a first class fire department.	Ongoing



Fire

**2011 Department Goals**

Provide excellent services with available resources.

Seek alternative funding sources and monitor all funds to ensure fiscal accountability.

Increase the technical knowledge of the Little Rock Fire Department personnel.

Increase public education and the Little Rock Fire Department personnel's interaction with the community.

Improve firefighter safety and well-being through technical and adaptive efforts.

Sustain efforts to improve facilities, apparatus, equipment and related resources.

Improve department effectiveness and operational capabilities.

Work toward receiving national recognition as a first class fire department.





Fire

**Department:** Fire  
**Funding Source:** General Fund  
**Budget:** \$34,059,385

**Department Description:**

To protect the safety, health and general welfare of the public through fire prevention and community outreach, fire suppression, Emergency Medical Service, and special operations response; and to ensure a competent workforce through training and education.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> Respond to calls for service including fires and explosions, rescue and emergency medical care hazardous condition and natural disaster calls.			
<b>Demand:</b> Total Calls requiring a response.	24,480	25,635	25,661
<b>Workload:</b> Calls responded.	24,480	25,635	25,661
<b>Efficiency:</b> Number of calls responded to within four (4) minutes.	24,480	16,096	25,661
<b>Effect/Outcome:</b> Percentage of calls responded to within four (4) minutes.	100%	62.8%	100%

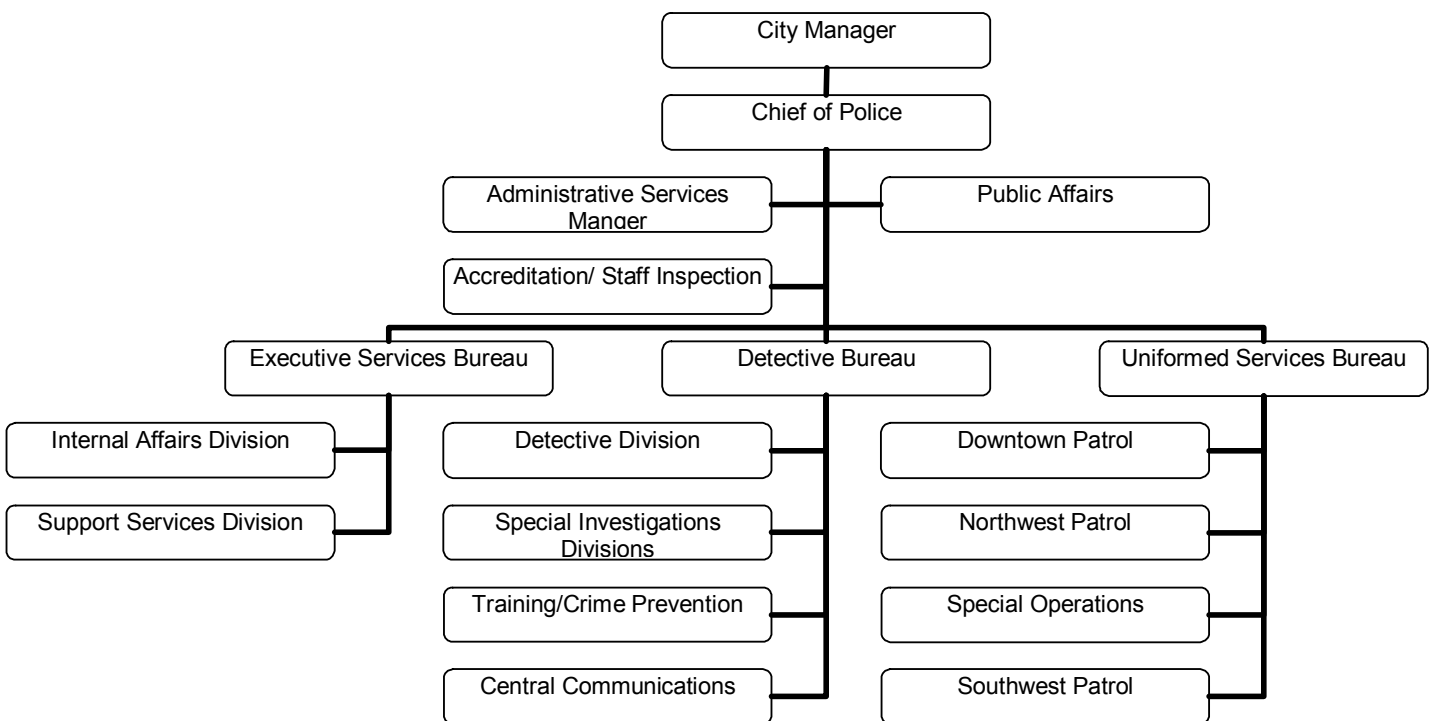
<b>Objective:</b> Perform inspections of commercial structures including schools, daycare centers, nursing homes, high-rise buildings, and hospitals.			
<b>Demand:</b> Commercial Buildings and Structures to be inspected.	938	1,183	1,183
<b>Workload:</b> Commercial Building and Structures inspected.	938	1,183	1,183
<b>Efficiency:</b> Commercial Building and Structures inspected twice yearly.	1,257	1,250	1,262
<b>Effect/Outcome:</b> Percentage of inspections completed yearly.	134%	105%	106%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**





# 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.

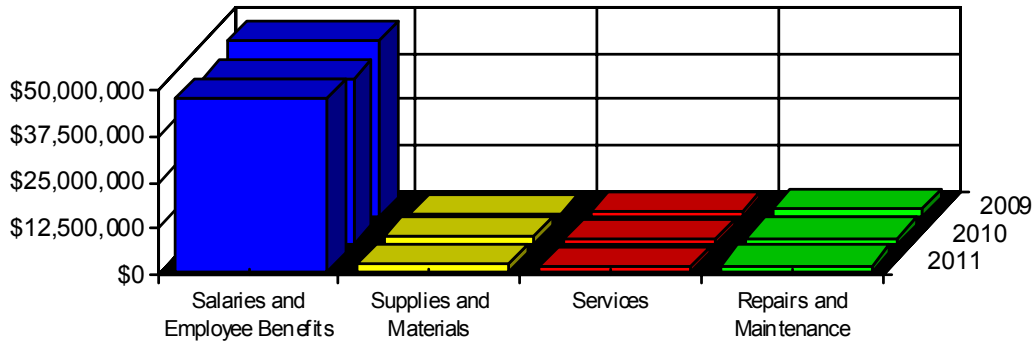
**Police**

**Expenditure Budget**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$47,470,635	\$44,036,157	\$46,353,311
Supplies and Materials	746,167	1,803,343	2,054,597
Services	1,593,274	1,370,306	1,349,123
Repairs and Maintenance	2,350,545	1,598,725	1,698,916
<b>Total</b>	<b>\$52,160,621</b>	<b>\$48,808,531</b>	<b>\$51,455,947</b>

<b>Staffing</b>	698	698	697
-----------------	-----	-----	-----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
100 General Fund	\$51,455,947	5.42%



Police

2010 Department Priorities	Status
Continue the public's awareness of the "Click It or Ticket" seatbelt usage campaign.	Ongoing
Reduce the number of crimes against persons and property.	Ongoing
Continue to collaborate with the State Highway Safety Project; Driving While Intoxicated/Driving Under the Influence enforcement campaigns.	Ongoing
Continue the Command Staff Development Program.	Ongoing
Conduct at least one (1) Recruit school for new officers.	Ongoing
Continue construction preparation for the Mid-Town Police Substation.	Ongoing



Police

**2011 Department Goals**

Complete the Mid-Town Police Station.

Complete the implementation of a new National Incident Based Recording System (NIBRS) compliant Records Management System

Continue to improve and expand Police Officer recruiting efforts and conduct at least one (1) Recruit School during 2011.

Continue to emphasize the utilization of the Criminal Abatement Program, maintaining coordination with the City Attorney's Office.

Continue to utilize crime analysis driven enforcement programs such as Compstat, Quiet Nights and Operation Phoenix while encouraging command staff to develop and implement operational programs as needed.



Police

**Department:** Police  
**Funding Source:** General Fund  
**Budget:** \$51,455,947

**Department Description:**

The Police Department is to provide the citizens of Little Rock with a law enforcement system that effectively integrates and utilizes departmental, civic and community resources, to protect life and property, preserve law and order and enforce state law and city ordinances, within the framework of the Constitution.

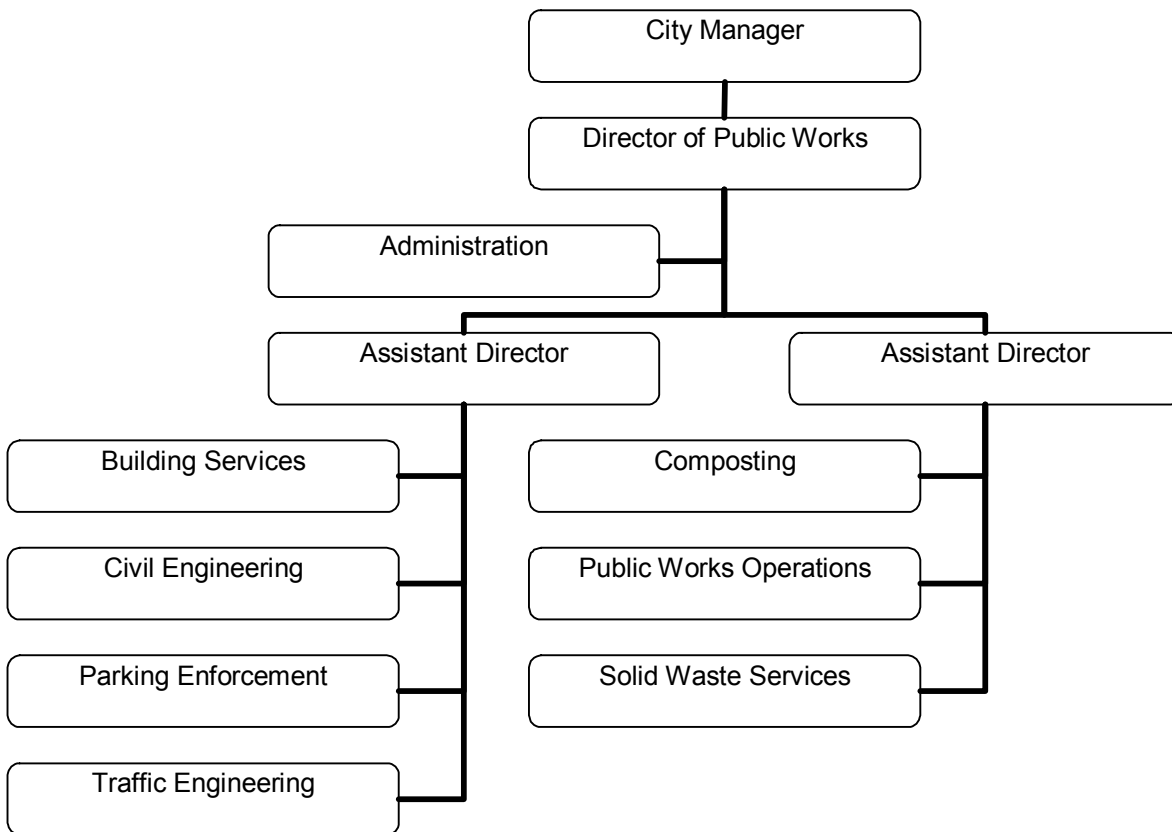
	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To respond to high priority calls			
<b>Demand:</b> Calls to respond	148,409	148,759	149,010
<b>Workload:</b> Calls responded	148,409	148,759	149,010
<b>Efficiency:</b> Total minutes from dispatch to arrival	13.25	13.25	13.15
<b>Effect/Outcome:</b> Percentage of calls with response time under 14 minutes	100%	100%	100%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**





# Public Works Street Fund



### 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.

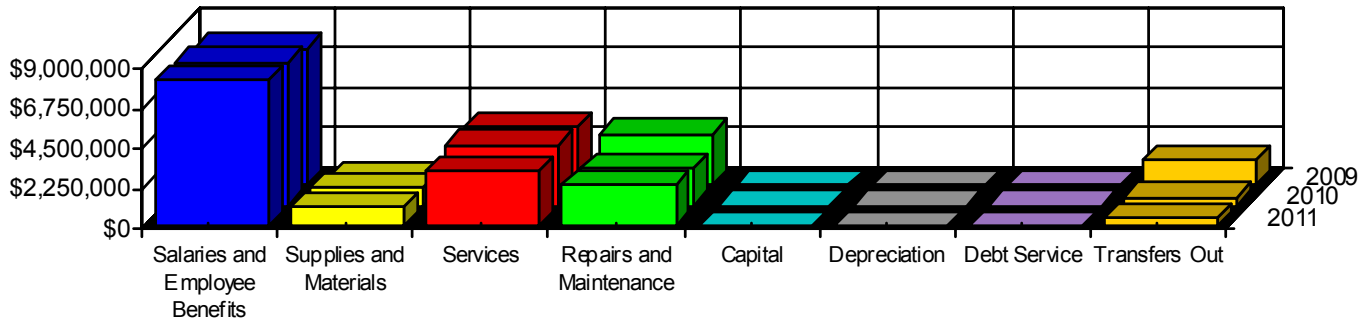
**Public Works Street Fund**

**Expenditure Budget - Street Fund**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$7,685,922	\$8,067,396	\$8,229,350
Supplies and Materials	431,864	1,026,273	1,074,901
Services	3,293,633	3,411,908	3,025,819
Repairs and Maintenance	2,846,273	2,117,748	2,368,556
Capital Outlay	(110,122)	0	0
Depreciation	0	9,000	0
Debt Service	83	0	0
Transfers Out	1,371,563	466,217	466,217
<b>Total</b>	<b>\$15,519,217</b>	<b>\$15,098,542</b>	<b>\$15,164,843</b>

<b>Staffing</b>	208	209	210
-----------------	-----	-----	-----

Total Allocations By Fiscal Year And Account Category



Resources for Budget 200 Street Fund	FY 11 Proposed Budget	% Change from Prior Year
	\$15,164,843	0.44%





Public Works Street Fund

2010 Department Priorities	Status
Complete design change and continue land acquisition on the two remaining transportation improvement projects for Scott Hamilton Road (Baseline to JE Davis) and the South Loop Bypass (Mabelvale West to Alexander).	Not Completed
Expand and improve the infrastructure inventory and evaluation of streets throughout the City.	Ongoing
Closely monitor the progress of 311 service requests to ensure all requests are addressed within a reasonable time frame.	Ongoing
Expand and improve the infrastructure inventory by beginning data collection and mapping of the entire City drainage system.	Ongoing
Maintain and complement safety and training programs for employees.	Ongoing
Increase traffic safety by improving the visibility of traffic markings and street signs.	Ongoing



**2011 Department Goals**

Continue to evaluate programs and procedures to improve service, expand and improve the infrastructure inventory, and evaluation of streets.

Maintain and complement safety and training programs for employees.

Continue programs for public outreach and education of storm water quality issues.

Continue the process of data collection and mapping of bridge, street drainage needs, and improvements as well as devoting staff time to field collections of storm water map data.

Oversee construction of Vimy Ridge and Alexander Signal Project.

Complete the land acquisition process for Scott Hamilton Road and South Loop Bypass.

Complete the land acquisition work for the 9th Street Extension Project.

Provide ongoing engineering design, inspection and support for stimulus grant projects.

Monitor and inspect excavations in the public rights-of-way.

Update the annual street sweeping program maps to ensure all streets with curb and gutters are incorporated into the program.

Maintain broadband radio interconnection system for traffic control systems in west Little Rock.



Public Works Street Fund

**Department:** Public Works  
**Funding Source:** Street Fund  
**Budget:** \$15,164,843

**Department Description:**

To maintain and improve a comprehensive infrastructure system that meets the changing needs of the community while protecting the integrity of the environment.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To review and approve commercial building permits for consistency with Code requirements for streets, drainage, and environmental programs.			
<b>Demand:</b> Permits for review	89	67	100
<b>Workload:</b> Permits reviewed	89	67	100
<b>Efficiency:</b> Permits processed per month.	7.42	8.3	5.6
<b>Effect/Outcome:</b> Percentage of permits completed.	100%	100%	100%

<b>Objective:</b> Administer Street Sweeping Program to clean the streets, remove debris, and prevent interference with the City's drainage system and providing a clean and aesthetically pleasing environment.			
<b>Demand:</b> Annual Street Sweeping Program miles.	33,000	33,000	33,000
<b>Workload:</b> Sweeping Program Street Lane miles.	33,236	27,974	33,000
<b>Efficiency:</b> Program Miles Completed per month.	2,770	2,331	2,750
<b>Effect/Outcome:</b> Percentage of miles completed.	101%	85%	100%

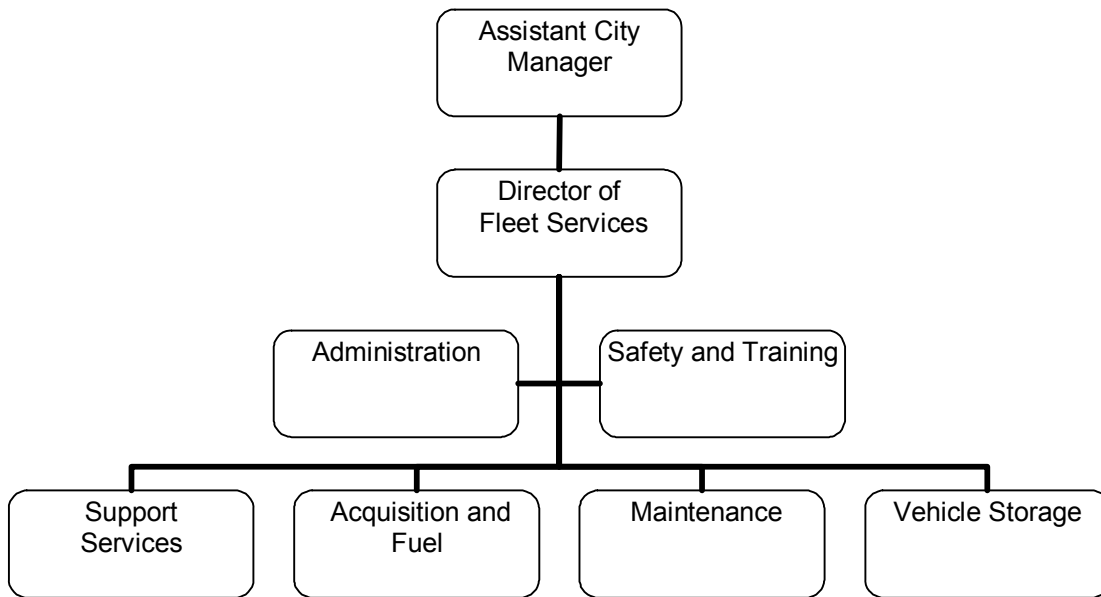
<b>Objective:</b> To respond to citizen requests/complaints regarding Traffic Issues affecting neighborhoods and/or other parts of the City.			
<b>Demand:</b> Requests for review.	390	400	353
<b>Workload:</b> Requests reviewed	390	400	353
<b>Efficiency:</b> Requests completed per month.	32.50	33.34	29
<b>Effect/Outcome:</b> Percentage of requests submitted/completed.	100%	100%	100%

The departmental goals and objectives link with the  
**Board of Directors Statement of Management Policy for  
 Infrastructure and Quality of Life.**





# 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.

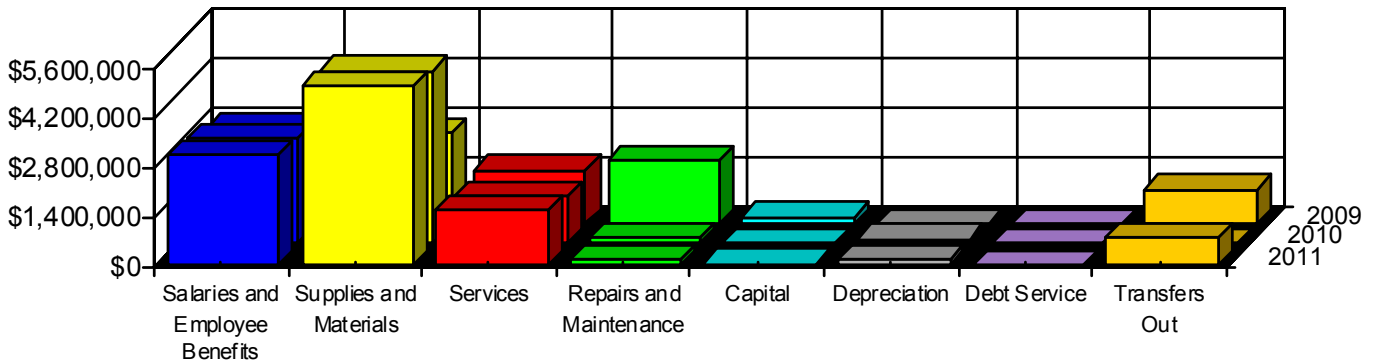
**Fleet Services**

**Expenditure Budget**

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$2,687,065	\$2,803,475	\$2,898,248
Supplies and Materials	2,594,951	4,762,583	5,053,041
Services	1,525,328	1,379,547	1,549,407
Repairs and Maintenance	1,786,635	148,300	128,800
Capital Outlay	189,171	0	1,500
Depreciation	0	138,873	123,354
Debt Service	0	0	0
Transfers Out	958,711	6,617	734,585
<b>Total</b>	<b>\$9,741,861</b>	<b>\$9,239,395</b>	<b>\$10,488,935</b>

<b>Staffing</b>	60	60	60
-----------------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget All Operating Departments	FY 11 Proposed Budget \$10,488,935	% Change from Prior Year 13.52%
---	---	--



Fleet Services

2010 Department Priorities	Status
Investigate available certifications for parts staff and begin the process to attain 50% staff certification.	Ongoing
Corroborated with Municipal League to automate accident processing.	Completed
Reorganize parts storage room to improve efficiency.	Ongoing
Close Boyle Park fuel site and relocate War Memorial fuel site.	Ongoing
Implement Faster Mobile Fleet Management Solutions.	Ongoing



Fleet Services

**2011 Department Goals**

Close Boyle Park fuel site and relocate to Asher Maintenance fuel site.

Purchase and install a new fuel management system.

Continue to integrate alternatively fueled vehicles into the City fleet.

Acquire a fueling and maintenance station that will include the City's first fast-fill compressed natural gas refueling equipment.

Participate in the award competition from the 100 Best Fleets of North America Program.

Become an Automotive Service Excellence (ASE) Blue Seal shop.



**Fleet Services**

**Department:** Fleet Services  
**Funding Source:** Fleet Services Internal Service Fund  
**Budget:** \$10,488,935

**Department Description:**  
 To provide quality and cost efficient vehicles and work equipment, fuel and other fleet support services to our customers in a timely, environmentally friendly atmosphere.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To complete 85% of vehicle repairs within two (2) work days, as per American Public Works Association (APWA) standards.			
<b>Demand:</b> Vehicle repairs based on work orders.	10,490	11,862	11,500
<b>Workload:</b> Work orders opened and closed.	10,490	11,862	11,500
<b>Efficiency:</b> Work orders closed within two (2) work days.	8,997	9,069	9,775
<b>Effect/Outcome:</b> Percentage of vehicle repairs completed within two (2) work days.	85.77%	76.45%	85.00%

<b>Objective:</b> To reduce fuel consumption by 3%.			
<b>Demand:</b> Fuel usage goal (gallons)	918,681	823,225	871,806
<b>Workload:</b> Fuel consumption by City of Little Rock (CLR) fleet.	935,089	880,612	854,194
<b>Efficiency:</b> Reduction of fuel consumed by CLR fleet.	31,914	54,477	26,418
<b>Effect/Outcome:</b> Percentage of reduction in fuel consumption.	3.30%	5.83%	3.00%

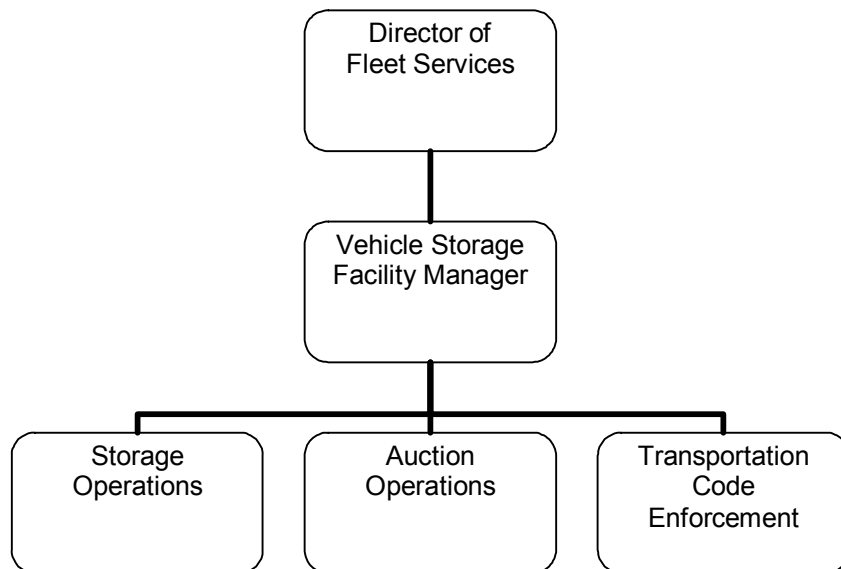
The departmental goals and objectives link with the  
**Board of Directors Statement of Management Policy for Basic City  
 Services and Infrastructure.**








# 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**

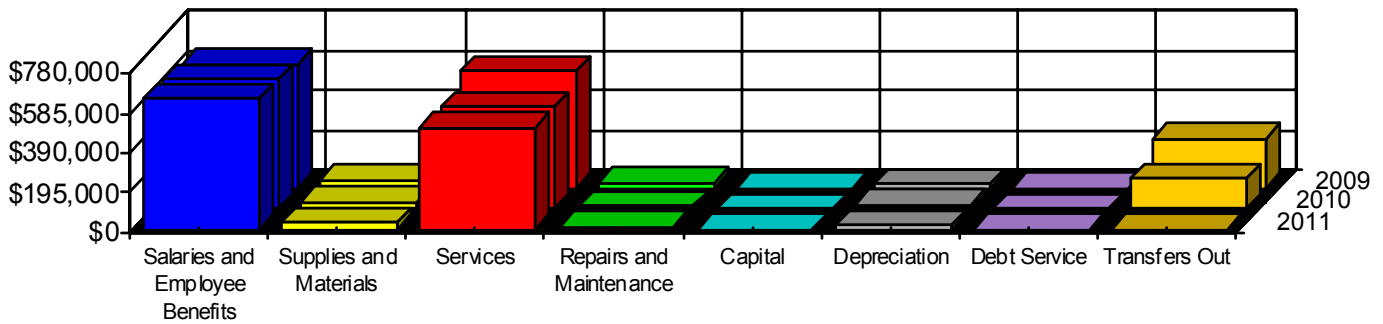
**Expenditure Budget**

Description	2009	2010	2011
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$610,581	\$610,719	\$611,003
Supplies and Materials	38,039	33,327	34,223
Services	576,646	505,550	505,550
Repairs and Maintenance	25,472	17,123	12,574
Capital Outlay	0	0	0
Depreciation	20,713	20,713	20,713
Debt Service	0	0	0
Transfers Out	239,761	147,368	0
<b>Total</b>	<b>\$1,511,212</b>	<b>\$1,334,800</b>	<b>\$1,184,063</b>

<b>Staffing</b>	2009	2010	2011
	17	17	15

The Vehicle Storage budget includes the elimination of two (2) positions, and the transfers to the General Fund.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
601 Vehicle Storage Facility Fund	\$1,184,063	-11.29%



Vehicle Storage Facility

2010 Department Priorities	Status
Purchase a web-based impound management system.	Ongoing
Purchase a document imaging system for file storage.	Ongoing
Introduce legislature to reduce or eliminate hold time on excess money collected for vehicles sold at auction.	Ongoing
Develop a pilot program for on-line vehicle auctions.	Ongoing





**Vehicle Storage Facility**

**Department:** Vehicle Storage Facility  
**Funding Source:** Vehicle Storage Enterprise Fund  
**Budget:** \$1,184,063

**Department Description:**

Provide entities safe storage for vehicles until they are reclaimed by the registered owner(s) and disposal of unclaimed and abandoned vehicles.

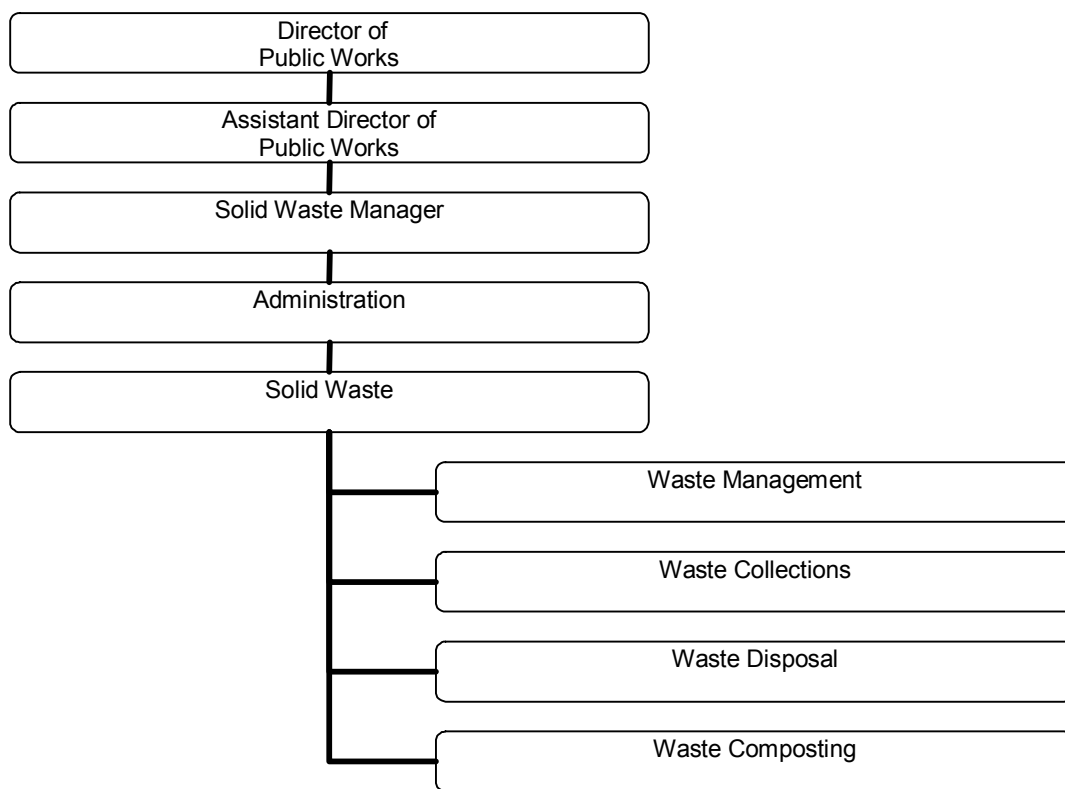
	<b>2008 Actual</b>	<b>2009 Budget</b>	<b>2010 Budget</b>
<b>Objective:</b> To release 100% of eligible vehicles within 60 days of impoundment.			
<b>Demand:</b> Impounded vehicles	3,314	3,072	3,193
<b>Workload:</b> Impounded vehicles eligible for release	3,239	2,997	3,118
<b>Efficiency:</b> Eligible vehicles released within 60 days.	3,189	2,947	3,118
<b>Effect/Outcome:</b> Percentage of eligible vehicles released within 60 days.	98.5%	98.3%	100%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Basic City Services and Infrastructure.**





# 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.

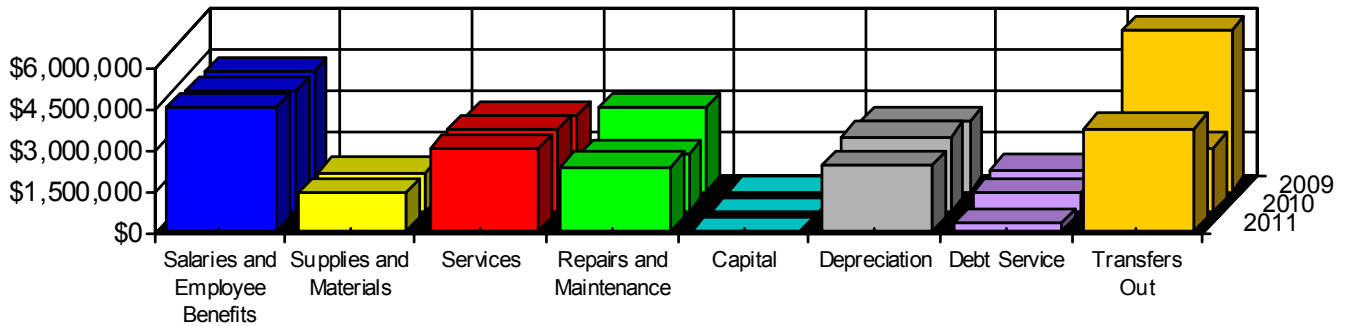
**Waste Disposal**

**Expenditure Budget**

Description	2009	2010	2011
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$4,321,249	\$4,372,599	\$4,459,179
Supplies and Materials	317,113	1,430,400	1,430,400
Services	2,781,002	2,961,596	2,953,895
Repairs and Maintenance	3,082,029	2,125,044	2,346,245
Capital Outlay	5	0	0
Depreciation	2,500,181	2,719,894	2,425,500
Debt Service	809,309	703,760	326,696
Transfers Out	5,848,297	2,331,635	3,752,205
<b>Total</b>	<b>\$19,659,185</b>	<b>\$16,644,928</b>	<b>\$17,694,120</b>

<b>Staffing</b>	119	112	112
-----------------	-----	-----	-----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
603 Waste Disposal Fund	\$17,694,120	6.30%



**Waste Disposal**

2010 Department Priorities	Status
Issued a Request for Proposal (RFP) to compare privatization of landfill operations versus the City of Little Rock continuing to operate this facility.	Completed
Expanded landfill gas collection system into Cell 4 of Class 1 landfill.	Completed
Develop recycling contract bid documents if current contract is not extended.	Ongoing





**Waste Disposal**

**2011 Department Goals**

Continue de-watering of landfill gas wells to increase generation of gas and accompanying revenues.

Continue to monitor collection crews for tagging and extra bulky item pickups.

Increase City's presence in Little Rock School District through Recycling Education.



**Waste Disposal**

**Department:** Waste Disposal  
**Funding Source:** Waste Fund  
**Budget:** \$17,694,120

**Department Description:**

To provide all elements of effective efficient solid waste management in a manner which meets Environmental Protection Agency (EPA) and state regulations, protects health, and improves environment and provide cleaner neighborhoods to support a high quality of life for all citizens.

	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To promote recycling and increase annual tonnage collected.			
<b>Demand:</b> Curbside recycling tonnage to be collected	5,200	5,414	5,600
<b>Workload:</b> Curbside recycling tonnage collected.	5,200	5,414	5,600
<b>Efficiency:</b> Curbside recycling tonnage collected/month.	436.66	451	467
<b>Effect/Outcome:</b> Percentage of tonnage collected annually.	100%	100%	100%

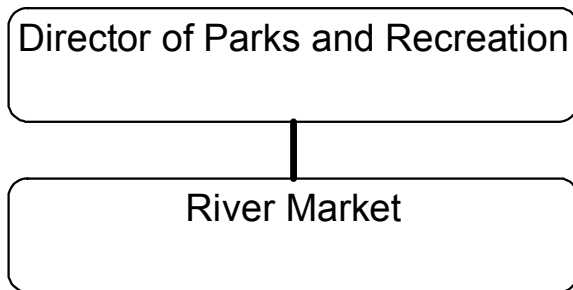
<b>Objective:</b> To monitor incoming tonnage to the Class I and Class IV Landfill Cells.			
<b>Demand:</b> Class 1 & Class 4 tonnage to be disposed.	112,500	102,500	104,550
<b>Workload:</b> Class 1 & Class 4 tonnage received.	113,740	102,500	104,550
<b>Efficiency:</b> Average monthly tonnage disposed of in Class 1 and Class 4 landfills.	9,375	8,514	8,712
<b>Effect/Outcome:</b> Percentage of tonnage collected annually.	101%	100%	100%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Basic City Services and Quality of Life.**





# 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.

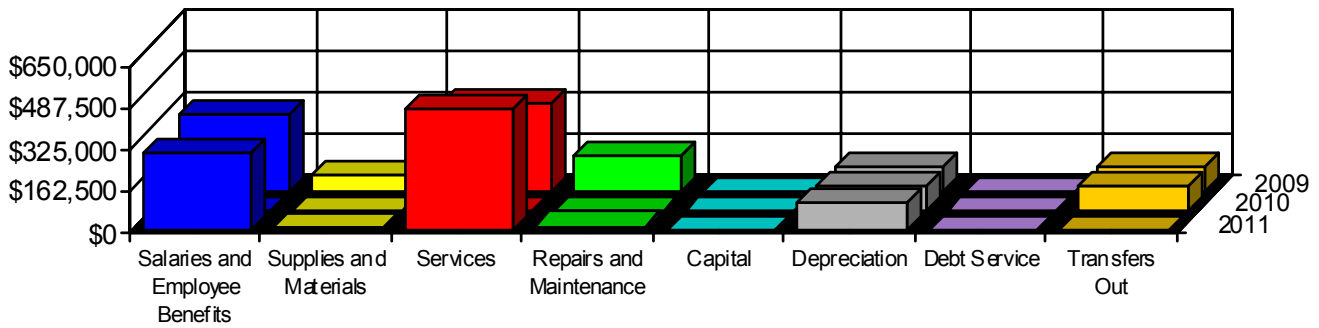
River Market

Expenditure Budget - River Market

Description	2009 Actual Expenditures	2010 Adopted Budget	2011 Adopted Budget
Salaries and Employee Benefits	\$298,383	\$0	\$305,000
Supplies and Materials	58,588	0	17,000
Services	343,099	0	475,670
Repairs and Maintenance	134,816	0	19,000
Capital Outlay	0	0	0
Depreciation	97,840	96,741	100,272
Debt Service	0	0	0
Transfers Out	96,941	0	0
<b>Total</b>	<b>\$1,029,667</b>	<b>\$96,741</b>	<b>\$916,942</b>

<b>Staffing</b>	4	0	0
-----------------	---	---	---

Total Allocations By Fiscal Year And Account Category



Resources for Budget 604 River Market Fund	FY 10 Proposed Budget \$96,741	% Change from Prior Year -89.78%
---	---	---



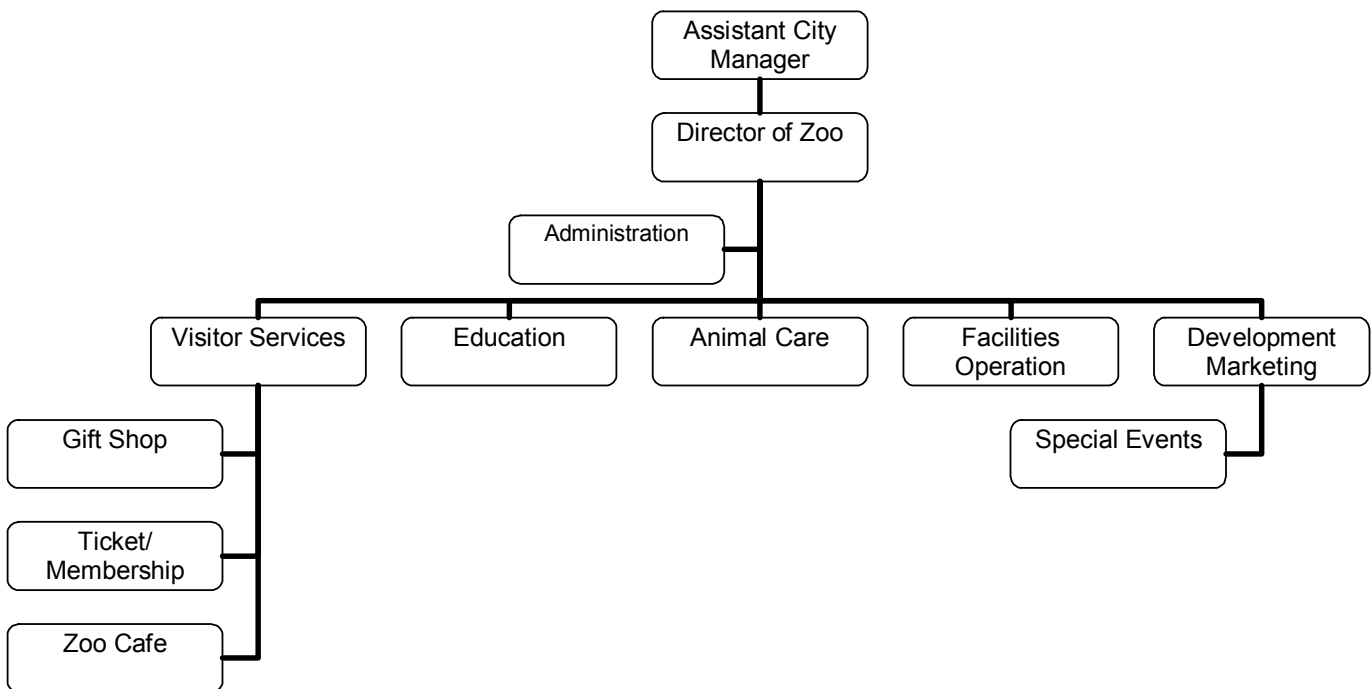
River Market

**2010 Department Goals**

Management of River Market operations was transferred to the Little Rock Convention and Visitors Bureau in 2010 on a trial basis. The goal is to improve cost effectiveness and marketing capabilities by taking advantage of the capacity of the Convention and Visitors Bureau.



# 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.

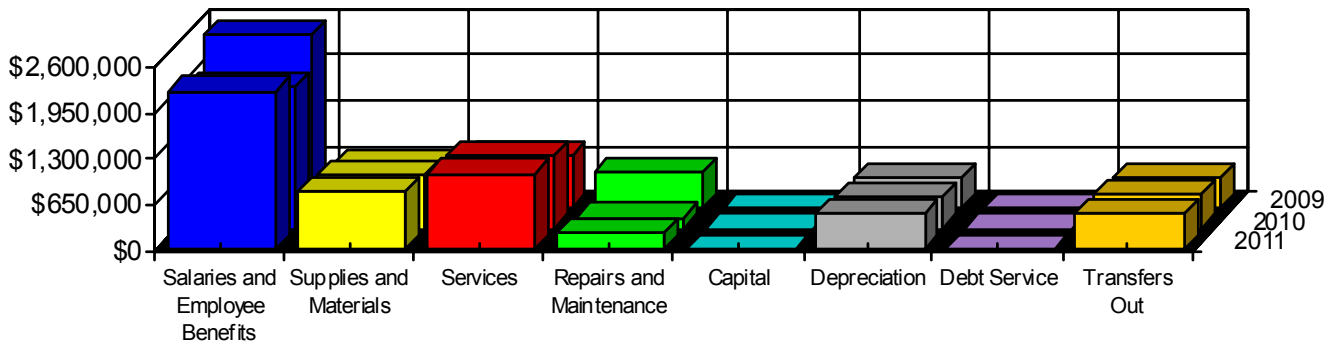
Zoo

Expenditure Budget

Description	2009	2010	2011
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$2,471,002	\$2,027,680	\$2,234,314
Supplies and Materials	633,341	768,205	790,982
Services	736,593	1,014,508	1,062,998
Repairs and Maintenance	521,630	182,802	175,088
Capital Outlay	0	0	0
Depreciation	425,755	461,536	470,170
Debt Service	0	0	0
Transfers Out	458,945	501,197	501,197
<b>Total</b>	<b>\$5,247,266</b>	<b>\$4,955,928</b>	<b>\$5,234,749</b>

<b>Staffing</b>	50	45	46
-----------------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
607 Zoo Fund	\$5,234,749	5.63%



Zoo

2010 Department Priorities	Status
Opened the Laura P. Nichols Penguin Pointe Exhibit	Completed
Made special events more profitable	Completed
Met or exceeded revenue & expense targets	Completed
Attracted and trained more volunteers	Completed
Developed partnerships in education	Completed
Maintained American Zoological Association (AZA) accreditation	Completed
Continued compliance with laws governing zoos	Completed
Improve zoo outreach education efforts	Ongoing
Added penguins to Wild Wonders Animal show	Completed
Developed strategic business plan for zoo	Completed
Offered more programs to "connect" guests to animals	Completed
Become a more "green" facility	Ongoing





Zoo

2011 Department Goals
Improve diversity
Manage 2011 budget to stay balanced
Gain Association of Zoos and Aquariums Accreditation Again in 2011
Open Laura P. Nichols Penguin Pointe Exhibit and Market
Begin work on Cheetah/Anatolian Shepherd Dog exhibit
Continue improving educational programs
Help Zoo Foundation achieve successful fundraising efforts
Continue efforts to acquire two (2) additional Asian elephants
Complete new graphic updates
Complete strategic plan for zoo
Officially acquire the parking lot to the east of the zoo
Find funding for updates to the Master Plan
Open Children's Hospital hand washing station and continue partnership
Continue partnership with Central Arkansas Library Systems
Find funding to renovate carousel chariots



Zoo

**Department:** Zoo  
**Funding Source:** Zoo Fund  
**Budget:** \$5,234,749

**Department Description:**

The Little Rock Zoo provides educational and recreational opportunities in a fun environment that inspires people to conserve the natural world. The Zoo is accredited by the Association of Zoos and Aquariums (AZA) and displays more than 700 animals on 33 acres of beautifully landscaped parkland. The Zoo offers educational programming, special events, and other activities to entertain and educate the public and is a leading cultural attraction in central Arkansas.

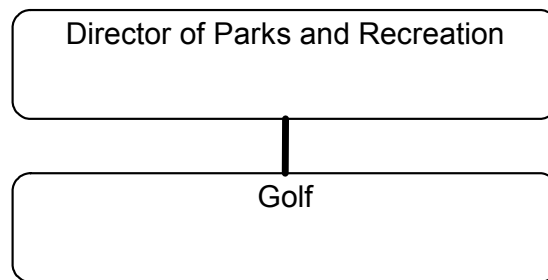
	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To track annual attendance.			
<b>Demand:</b> Anticipated annual attendance.	174,363	183,081	192,235
<b>Workload:</b> Actual annual attendance.	174,363	183,081	192,235
<b>Efficiency:</b> Average attendance per month.	14,530	15,257	16,020
<b>Effect/Outcome:</b> Percentage of annual attendance tracked.	100%	100%	100%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Quality of Life.**





# Golf



## Mission Statement

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

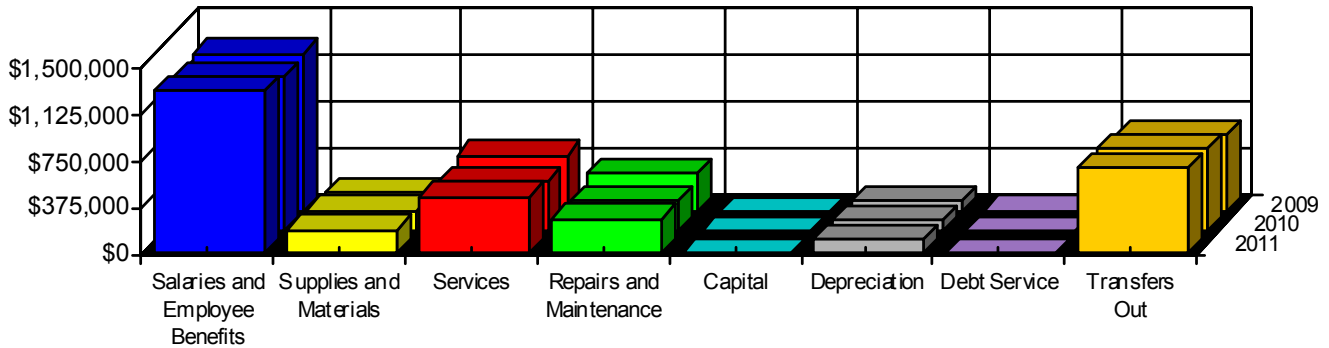
**Golf**

**Expenditure Budget**

Description	2009	2010	2011
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$1,274,959	\$1,156,426	1,182,194
Supplies and Materials	154,781	172,074	176,044
Services	479,328	443,237	444,287
Repairs and Maintenance	313,929	251,312	264,995
Capital Outlay	0	0	0
Depreciation	93,501	92,683	92,315
Debt Service	7,347	1,050	0
Transfers Out	619,235	666,301	666,301
<b>Total</b>	<b>\$2,943,079</b>	<b>\$2,783,083</b>	<b>\$2,826,136</b>

<b>Staffing</b>	24	21	21
-----------------	----	----	----

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
----------------------	-----------------------	--------------------------



Golf

2010 Department Priorities	Status
Generate a minimum of \$950,000 in revenue at Rebsamen Golf Course, while keeping expenditures within budget.	Not Completed
Generate a minimum of \$475,000 in revenue at Hindman Golf Course, while keeping expenditures within budget.	Not Completed
Generate a minimum of \$430,000 in revenue at War Memorial Golf Course, while keeping expenditures within budget.	Not Completed
Maintained Rebsamen, Hindman and War Memorial Golf Courses to established standards.	Completed



Golf

**2011 Department Goals**

Generate a minimum of \$864,350 in revenue at Rebsamen Golf Course, while keeping expenditures within budget.

Generate a minimum of \$306,690 in revenue at Hindman Golf Course, while keeping expenditures within budget.

Generate a minimum of \$367,650 in revenue at War Memorial Golf Course, while keeping expenditures within budget.

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



**Department:** Golf  
**Funding Source:** Golf Fund  
**Budget:** \$2,826,136

**Department Description:**

Provide and maintain quality, affordable public golf facilities, and programs for citizens of Little Rock as well as visitors to the City, while generating revenue to maintain courses at a high standard and make improvements to existing facilities.

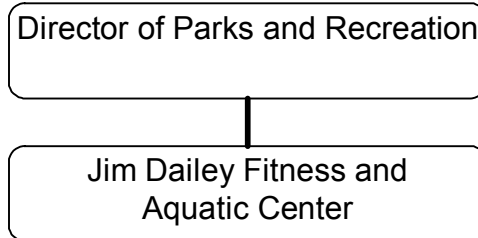
	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
<b>Objective:</b> To provide affordable golfing experiences for the citizens of Little Rock.			
<b>Demand:</b> Projected golf rounds.	89,000	77,000	72,000
<b>Workload:</b> Actual golf rounds.	66,904	62,861	72,000
<b>Efficiency:</b> Average rounds per month.	5,575	5,238	6,000
<b>Effect/Outcome:</b> Percentage of actual rounds of golf.	75%	82%	100%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Quality of Life.**





# 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.



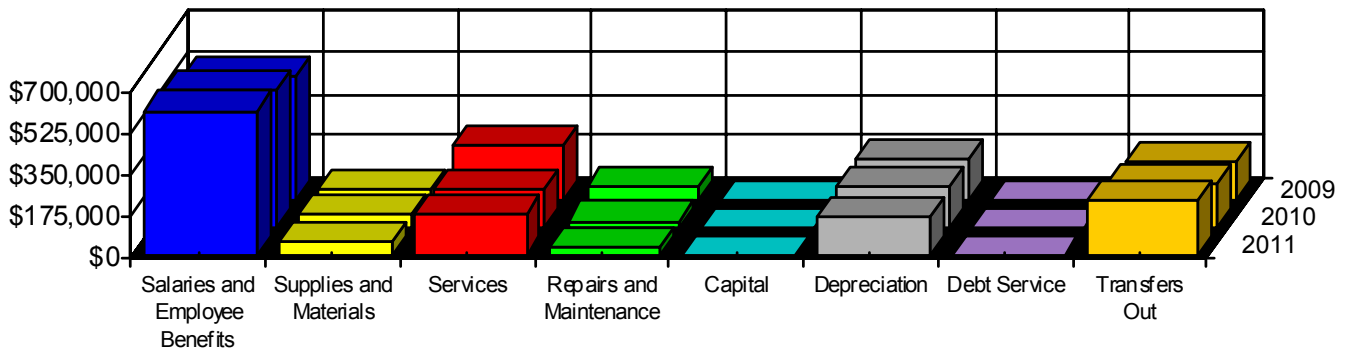
**Jim Dailey Fitness and Aquatic Center**

**Expenditure Budget**

Description	2009	2010	2011
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$524,847	\$537,352	\$605,562
Supplies and Materials	45,970	55,109	57,296
Services	232,399	168,592	168,592
Repairs and Maintenance	55,443	27,611	31,229
Capital Outlay	0	0	0
Depreciation	172,822	171,896	164,596
Debt Service	0	0	0
Transfers Out	165,777	176,851	226,851
<b>Total</b>	<b>\$1,197,258</b>	<b>\$1,137,411</b>	<b>\$1,254,126</b>

<b>Staffing</b>	2009	2010	2011
	9	9	9

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 11 Proposed Budget	% Change from Prior Year
610 Jim Dailey Fitness and Aquatic Center	\$1,254,126	10.26%



Jim Dailey Fitness and Aquatic Center

2010 Department Priorities	Status
Jim Dailey Fitness Center will develop and manage resource and services within approved budgetary and operational guidelines.	Not Completed
Staff will implement quality control measures to serve as a check and balance system to insure a high level of program performance.	Ongoing
Continue to provide and increase the number of activities that relate to the Department's "Step up to Health" initiative.	Ongoing
Through a public relations initiative, staff will worked to increase membership that allowed revenue to equal or exceed expenses in 2010.	Completed
Continue to participate in health fairs and festivals that are being promoted throughout the community.	Ongoing



---

---

Jim Dailey Fitness and Aquatic Center

**2011 Department Goals**

Continue to provide and expand the number of fitness/health activities that relate to the Department's "Step Up to Health" and the City's "Growing a Healthy Community" initiative.

Through a public relations initiative, staff will work to increase corporate and annual memberships by 5% in 2011.

Through special promotions and increased attendance, revenue will increase by 4.5% in 2011.



**Jim Dailey Fitness and Aquatic Center**

**Department:** Jim Dailey Fitness Center  
**Funding Source:** Jim Dailey Fitness Center Fund  
**Budget:** \$1,254,126

**Department Description:**

To provide a Fitness Center which provide citizens an opportunity to participate in a variety of health and fitness activities.

	<u>2009 Actual</u>	<u>2010 Budget</u>	<u>2011 Budget</u>
<b>Objective:</b> To provide a safe, healthy, and clean environment that offers a variety of aquatic, fitness and sport activities that will improve the health and fitness of the citizens of Little Rock at the Jim Dailey Aquatic and Fitness Center.			
<b>Demand:</b> Potential Program attendance capacity.	230,000	195,000	198,000
<b>Workload:</b> Actual program attendance.	186,362	157,950	160,000
<b>Efficiency:</b> Attendance per month.	15,613	13,162	13,650
<b>Effect/Outcome:</b> Percentage of actual attendance over potential attendance.	81%	81%	81%

The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Quality of Life.**





# Appendix

## 2011 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% reserve requirement was utilized for planning purposes for all funds with the exception of the Solid Waste Fund, which has a 15% unrestricted reserve requirement. A contingency appropriation should be included in the annual General Fund budget based on the average of the three (3) prior years' experience levels, but no less than 0.5% of General Fund revenue for the current year. The contingency appropriation was not achieved in the 2011 budget due to the economic downturn which required the utilization of \$2 million in carryover funds to balance the City's General Fund.

The Board of Directors has established a 10% restricted reserve requirement goal for the General Fund. The desire was to set aside the greater of \$10,000,000 or 10% of General Fund revenues 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 meet this goal. The restricted reserve is currently \$9,418,000. While, the City has not been able to increase the reserve to the desired level, the City has not drawn from the restricted reserve to balance the budget.

The proposed 2011 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.

Citizen demand for services has outpaced revenue growth in the last few years. While the City was not required to reduce staff and services in preparation of the 2011 budget, the number of vacant positions has increased due to the continued impact of the economic downturn. The City's local sales tax rate is one of the lowest in the state. The Board is beginning to discuss the potential for an increase to the local sales tax rate. The Board will conduct several meetings and gather public input regarding citizen priorities to determine whether there is a desire to increase funding for services and improvements or to plan program/service reductions prior to moving forward with any such initiative. Therefore, the five year forecast does not assume an increased tax rate. Expenditure budgets were scaled to remain in line with projected revenues. Without an increase in revenues, further service reductions will likely occur.

The City has taken steps to plan for the future with the five-year forecast based on the estimated revenues and operating expenditures for 2011 – 2015. The forecast for 2011 – 2015 is a planning tool used for the projections. The Mayor and Board of Directors have only approved the 2011 budget. However, the Board is committed to providing financial stability in order to maintain critical programs.

**CITY OF LITTLE ROCK  
2011-2015 FORECAST**

	<u>FY11</u> <u>Adopted</u>	<u>FY12</u> <u>Projected</u>	<u>FY13</u> <u>Projected</u>	<u>FY14</u> <u>Projected</u>	<u>FY15</u> <u>Projected</u>
<b><u>General Fund</u></b>					
Beginning Net Assets	\$23,419,360	\$23,419,360	\$24,803,386	\$26,228,932	\$27,697,245
Plus: Est. Revenue	134,371,418	138,402,561	142,554,637	146,831,276	151,236,215
Less: Est. Expenses	<u>134,371,418</u>	<u>137,018,535</u>	<u>141,129,091</u>	<u>145,362,964</u>	<u>149,723,853</u>
Ending Net Assets *	<u>\$23,419,360</u>	<u>\$24,803,386</u>	<u>\$26,228,932</u>	<u>\$27,697,245</u>	<u>\$29,209,607</u>
Reserve Requirement (10% of Revenues)	<u>\$13,437,142</u>	<u>\$13,840,256</u>	<u>\$14,255,464</u>	<u>\$14,683,128</u>	<u>\$15,123,621</u>
* Net Assets includes restricted reserves of \$9,418,000.					
<b><u>Street Fund</u></b>					
Beginning Balance	\$2,668,065	\$2,668,065	\$2,824,263	\$2,985,147	\$3,150,857
Plus: Est. Revenue	15,164,843	15,619,788	16,088,382	16,571,033	17,068,164
Less: Est. Expenses	<u>15,164,843</u>	<u>15,463,590</u>	<u>15,927,498</u>	<u>16,405,323</u>	<u>16,897,483</u>
Ending Balance	<u>\$2,668,065</u>	<u>\$2,824,263</u>	<u>\$2,985,147</u>	<u>\$3,150,857</u>	<u>\$3,321,539</u>
Reserve Requirement (10% of revenue)	<u>\$1,516,484</u>	<u>\$1,561,979</u>	<u>\$1,608,838</u>	<u>\$1,657,103</u>	<u>\$1,706,816</u>
<b><u>Fleet Fund</u></b>					
Beginning Balance	\$2,639,410	\$2,154,407	\$2,257,447	\$2,363,579	\$2,472,895
Plus: Est. Revenue	10,003,932	10,304,050	10,613,171	10,931,567	11,259,514
Less: Est. Expenses	<u>10,488,935</u>	<u>10,201,009</u>	<u>10,507,040</u>	<u>10,822,251</u>	<u>11,146,918</u>
Ending Balance	<u>\$2,154,407</u>	<u>\$2,257,447</u>	<u>\$2,363,579</u>	<u>\$2,472,895</u>	<u>\$2,585,490</u>
Reserve Requirement (10% of revenues)	<u>\$1,000,393</u>	<u>\$1,030,405</u>	<u>\$1,061,317</u>	<u>\$1,093,157</u>	<u>\$1,125,951</u>
<b><u>Vehicle Storage Facility</u></b>					
Beginning Balance	(\$733,919)	(\$730,212)	(\$717,978)	(\$705,377)	(\$692,398)
Plus: Est. Revenue	1,187,770	1,223,403	1,260,105	1,297,908	1,336,846
Less: Est. Expenses	<u>1,184,063</u>	<u>1,211,169</u>	<u>1,247,504</u>	<u>1,284,929</u>	<u>1,323,477</u>
Ending Balance	<u>(\$730,212)</u>	<u>(\$717,978)</u>	<u>(\$705,377)</u>	<u>(\$692,398)</u>	<u>(\$679,029)</u>
Reserve Requirement (10% of revenues)	<u>\$118,777</u>	<u>\$122,340</u>	<u>\$126,011</u>	<u>\$129,791</u>	<u>\$133,685</u>
<b><u>Waste Disposal Fund</u></b>					
Beginning Balance	\$14,998,316	\$13,532,496	\$13,699,647	\$13,871,814	\$14,049,145
Plus: Est. Revenue	16,228,300	16,715,149	17,216,603	17,733,102	18,265,095
Less: Est. Expenses	<u>17,694,120</u>	<u>16,547,998</u>	<u>17,044,437</u>	<u>17,555,771</u>	<u>18,082,444</u>
Ending Balance	<u>\$13,532,496</u>	<u>\$13,699,647</u>	<u>\$13,871,814</u>	<u>\$14,049,145</u>	<u>\$14,231,795</u>
Reserve Requirement (15% of revenues)	<u>\$2,434,245</u>	<u>\$2,507,272</u>	<u>\$2,582,491</u>	<u>\$2,659,965</u>	<u>\$2,739,764</u>

**CITY OF LITTLE ROCK  
2011-2015 FORECAST**

	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>
	<u>Adopted</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
<b><u>River Market Fund</u></b>					
Beginning Balance	\$2,441,134	\$2,340,862	\$2,349,274	\$2,357,938	\$2,366,862
Plus: Est. Revenue	816,670	841,170	866,405	892,397	919,169
Less: Est. Expenses	<u>916,942</u>	<u>832,758</u>	<u>857,741</u>	<u>883,473</u>	<u>909,978</u>
Ending Balance	<u>\$2,340,862</u>	<u>\$2,349,274</u>	<u>\$2,357,938</u>	<u>\$2,366,862</u>	<u>\$2,376,053</u>
Reserve Requirement (10% of revenues)	<u>\$81,667</u>	<u>\$84,117</u>	<u>\$86,641</u>	<u>\$89,240</u>	<u>\$91,917</u>
<b><u>Zoo Fund</u></b>					
Beginning Balance	\$4,298,903	\$ 3,828,733	\$ 3,877,808	\$ 3,928,356	\$ 3,980,419
Plus: Est. Revenue	4,764,579	4,907,516	5,054,742	5,206,384	5,362,576
Less: Est. Expenses	<u>5,234,749</u>	<u>4,858,441</u>	<u>5,004,194</u>	<u>5,154,320</u>	<u>5,308,950</u>
Ending Balance	<u>\$3,828,733</u>	<u>\$3,877,808</u>	<u>\$3,928,356</u>	<u>\$3,980,419</u>	<u>\$4,034,045</u>
Reserve Requirement (10% of Revenues)	<u>\$476,458</u>	<u>\$490,752</u>	<u>\$505,474</u>	<u>\$520,638</u>	<u>\$536,258</u>
<b><u>Golf Fund</u></b>					
Beginning Balance	(\$1,604,833)	(\$1,697,148)	(\$1,415,564)	(\$1,125,533)	(\$826,801)
Plus: Est. Revenue	2,733,821	2,815,836	2,900,311	2,987,320	3,076,940
Less: Est. Expenses	<u>2,826,136</u>	<u>2,534,252</u>	<u>2,610,280</u>	<u>2,688,588</u>	<u>2,769,246</u>
Ending Balance	<u>(\$1,697,148)</u>	<u>(\$1,415,564)</u>	<u>(\$1,125,533)</u>	<u>(\$826,801)</u>	<u>(\$519,107)</u>
Reserve Requirement (10% of revenues)	<u>\$273,382</u>	<u>\$281,584</u>	<u>\$290,031</u>	<u>\$298,732</u>	<u>\$307,694</u>
<b><u>Jim Dailey Fitness &amp; Aquatic Fund</u></b>					
Beginning Balance	\$3,165,323	\$3,009,191	\$3,020,500	\$3,032,149	\$3,044,147
Plus: Est. Revenue	1,097,994	1,130,934	1,164,862	1,199,808	1,235,802
Less: Est. Expenses	<u>1,254,126</u>	<u>1,119,624</u>	<u>1,153,213</u>	<u>1,187,810</u>	<u>1,223,444</u>
Ending Balance	<u>\$3,009,191</u>	<u>\$3,020,500</u>	<u>\$3,032,149</u>	<u>\$3,044,147</u>	<u>\$3,056,505</u>
Reserve Requirement (10% of revenues)	<u>\$109,799</u>	<u>\$113,093</u>	<u>\$116,486</u>	<u>\$119,981</u>	<u>\$123,580</u>
<b><u>Parking Garages</u></b>					
Beginning Balance	\$96,374	(\$57,143)	(\$38,599)	(\$19,499)	\$174
Plus: Est. Revenue	1,800,383	1,854,394	1,910,026	1,967,327	2,026,347
Less: Est. Expenses	<u>1,953,900</u>	<u>1,835,851</u>	<u>1,890,926</u>	<u>1,947,654</u>	<u>2,006,083</u>
Ending Balance	<u>(\$57,143)</u>	<u>(\$38,599)</u>	<u>(\$19,499)</u>	<u>\$174</u>	<u>\$20,438</u>
Reserve Requirement (10% of revenues)	<u>\$180,038</u>	<u>\$185,439</u>	<u>\$191,003</u>	<u>\$196,733</u>	<u>\$202,635</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 31 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.**

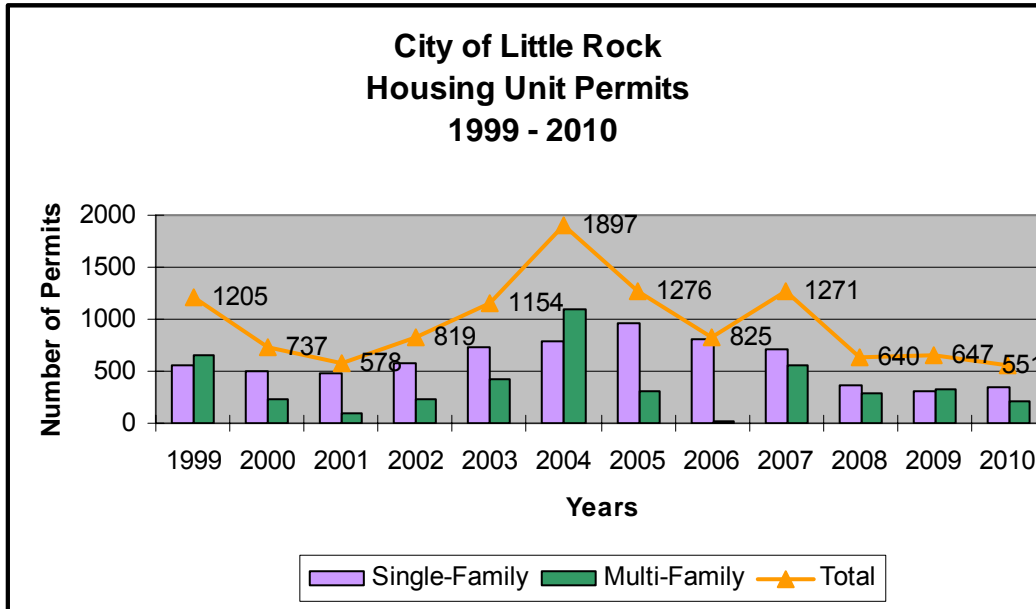
The City Manager and Director of Finance shall notify the Mayor and Board of Directors in writing at the first available opportunity if economic trends indicate that the revenues projected as a part of the annual City budget are not meeting projections and require the Board to consider reduction in force, 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	2,442.60
Streets Graded and Surface Treatment	424.90
Paved - Permanent (Concrete and Asphalt)	2,017.70
Alleys Maintained	63
Drainage Ditches Maintained	1,578.10
Storm Sewers Maintained	356.68
Miles of Water Lines	1,373
Sanitary Miles	1,320
Traffic Controls:	
Signals repaired	2,125
Solid Waste/Garbage Collection:	
Class I and IV tonnage	102,498
Curbside/Drop-off recycling	5,186
Yard Waste	25,226

## Building Permits:

<u>Year</u>	<u>Permits Issued</u>	<u>Estimated Cost</u>
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
2009	3,690	394,776,760
2010	3,832	343,976,010



#### Central Arkansas Real Estate Values

	Pulaski Overall	Heights/Hillcrest	Northwest Little Rock	Maumelle	West LR North	W. Pulaski/Far W LR	SW LR South	Little Rock Downtown
2010	\$175,794	\$289,156	\$230,183	\$204,687	\$183,438	\$401,310	\$69,816	\$132,243
2009	\$172,051	\$259,219	\$231,557	\$206,126	\$174,101	\$372,225	\$72,202	\$163,358
2008	\$174,018	\$274,978	\$236,749	\$211,212	\$189,401	\$443,600	\$83,413	\$108,183
2007	\$174,742	\$283,178	\$243,150	\$208,178	\$184,178	\$403,413	\$89,522	\$236,286
2006	\$172,907	\$256,815	\$240,033	\$212,078	\$176,725	\$398,395	\$82,000	\$114,990
2005	\$169,000	\$288,489	\$225,499	\$209,970	\$175,104	\$397,294	\$72,396	
2004	\$154,805	\$223,637	\$211,786	\$190,552	\$162,870	\$370,972	\$67,065	
2003	\$142,278	\$196,602	\$189,760	\$180,773	\$151,508	\$317,548	\$66,669	
2002	\$136,686	\$192,964	\$186,106	\$167,019	\$147,195	N/A	\$62,646	
2001	\$121,653	\$154,827	\$171,713	\$161,504	\$143,764	\$302,242	\$61,940	
2000	\$112,958	\$157,130	\$175,668	\$152,425	\$129,896	\$309,188	\$56,384	
Chg 09-10	\$3,743 2.2%	\$29,937 11.7%	(\$1,374) -0.6%	(\$1,439) -0.7%	\$9,337 5.3%	\$29,085 7.3%	(\$2,386) -2.9%	(\$31,115) -27.1%
Chg 00-10	55.6%	84.0%	31.0%	34.3%	41.2%	29.8%	23.8%	

All prices represent average sales price.

Sale Tax:	
Local	0.5%
County	1.0%
State	6.0%
Bond Rating:	
General Obligation Bonds	
Standard and Poors	AA
Moody's	Aa3
Fire Protection:	
Number of Stations	20
Number of Uniformed Employees	385
Number of Calls	25,635
Insurance Rating for Insurance Service Office (ISO)	
City of Little Rock	Class II
Police Protection:	
Number of Stations	9
Number of Uniformed Employees	557
Calls for Service	186,725
Recreation:	
Number of Parks, Including Park Development	58
Total Acres (developed & undeveloped)	6,245.60
Number of Playgrounds	45
Number of Tennis Courts	48
Number of Basketball Courts	37
Number of Museums	1
Number of Golf Courses	3
Number of Ball Fields	25
Number of Play Fields	20
Number of Community Centers	4
Number of Swimming Pools	3
Number of Adult Centers	0
Number of Soccer Fields	9
Number of Fitness Centers	1
River Market	1
Riverfest Amphitheatre	1
Total Recorded Park Attendance - 2010	1,672,000
Number of Zoos	1
Total Zoo Attendance – 2010	274,621
Total Zoo Outreach Program	39,240

Medical Facilities Number of beds (private occupancy rooms):	
Allegiance Specialty	40
Arkansas Children's	316
Arkansas Heart Hospital	112
Baptist – Little Rock	827
Baptist Rehabilitation Institute	37
Select Specialty Hospital	43
St. Vincent Medical Doctor Hospital	282
St. Vincent Infirmary Medical Center	615
University of Arkansas Medical Center	454
Veteran Health Care System	<u>182</u>
Total Number of Beds	2,908

### POPULATION

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
2010 Census	193,524

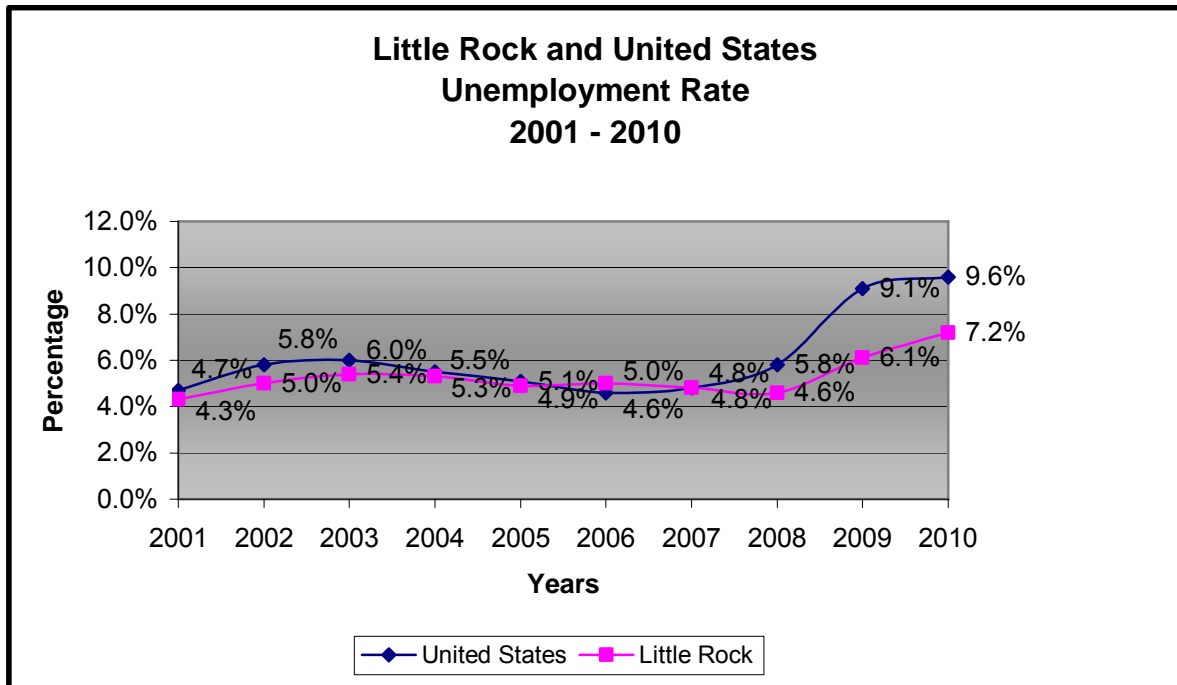


**LITTLE ROCK AND ENVIRONS**

Per Capita Income (2009)	\$26,518
Median household income (2009)	\$38,992
U.S. Consumer Price Index (January 2011)	220.2
Percent inflation over past year	1.6%
Average unemployment percentage rate (January – December 2010)	7.2%
Median Age (2009)	34.6

Race (2010):	
White	48.9%
Black or African American	42.3%
American Indian and Alaska Native	0.4%
Asian/Pacific	2.7%
Hispanic	5.7%

Gender:	
Male	47.6%
Female	52.4%



Education (Little Rock School District):

Number of School Buildings	48
Number of Teachers/including Principals, Supervisors	2,273
Number of Registered Students	25,743
Number of Kindergarten Students	1,999
Average Daily Attendance - Elementary Schools	10,719
Average Daily Attendance - High/ Middle Schools	10,756
Average Daily Attendance - Special Schools	597
Average Daily Attendance - Kindergarten	1,953
Tax Rate: (Mills)	
Real	46.4
Personal	46.4

**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 - 2009**

Enrollment

<u>Institution</u>	<u>Fall 2000</u>	<u>Fall 2009</u>
University of Arkansas at LR	11,000	13,132
University of Arkansas for Medical Sciences	1,850	2,774
Philander-Smith College	943	668
Arkansas Baptist College	187	733
Webster University	200	956
ITT Technical Institute	N/A	493
Remington College	N/A	366
Total	14,180	18,756

## Little Rock Jobs by Place of Work 2009 - 2008

	2009		2008	
	Count	Share	Count	Share
Total Primary Jobs	160,003	100%	162,053	100%
<u>Jobs by Worker Age</u>				
Age 29 or younger	38,543	24.1%	40,094	24.7%
	93,376	58.4%	93,813	57.9%
Age 55 or older	28,084	17.6%	28,146	17.4%
<u>Jobs by Earning Paid</u>				
\$1,250 per month or less	29,872	18.7%	31,715	19.6%
\$1,251 to \$3,333 per month	68,061	42.5%	68,210	42.1%
More than \$3,333 per month	62,070	38.8%	62,128	38.3%
<u>Jobs by Industry Type (2-digit NAICS)</u>				
Agriculture, Forestry, Fishing and Hunting	201	0.1%	57	0.0%
Mining, Quarrying, and Oil and Gas Extraction	706	0.4%	331	0.2%
Utilities	1,217	0.8%	1,251	0.8%
Construction	5,594	3.5%	7,018	4.3%
Manufacturing	8,204	5.1%	9,171	5.7%
Wholesale Trade	7,884	4.9%	9,586	5.9%
Retail Trade	14,450	9.0%	12,954	8.0%
Transportation and Warehousing	4,784	3.0%	6,312	3.9%
Information	6,629	4.1%	8,382	5.2%
Finance and Insurance	8,598	5.4%	9,583	5.9%
Real Estate and Rental and Leasing	2,700	1.7%	2,729	1.7%
Professional, Scientific, and Technical Services	10,190	6.4%	10,058	6.2%
Management of Companies and Enterprises	3,550	2.2%	4,636	2.9%
Administration & Support, Waste Management and Remediation	10,076	6.3%	12,764	7.9%
Educational Services	13,734	8.6%	8,725	5.4%
Health Care and Social Assistance	33,950	21.2%	33,715	20.8%
Arts, Entertainment, and Recreation	1,988	1.2%	1,482	0.9%
Accommodation and Food Services	11,323	7.1%	10,773	6.6%
Other Services (excluding Public Administration)	4,766	3.0%	4,286	2.6%
Public Administration	9,459	5.9%	8,240	5.1%
<b>Jobs by Worker Educational Attainment</b>				
Less than high school	11,508	7.2%		
High school or equivalent, no college	32,595	20.4%		
Some college or Associate degree	39,894	24.9%		
Bachelor's degree or advanced degree	37,463	23.4%		
Educational attainment not available (workers ages)	38,543	24.1%		

**EMPLOYEES AS OF DECEMBER 31, 2010**

<u>City Government</u>	<u>Total</u>	<u>Full-Time</u>	<u>Part-Time</u>
AFSCME	349	349	
IAFF	385	385	
FOP	557	557	
Non-union	1,036	725	311
	<u>2,327</u>	<u>2,016</u>	<u>311</u>
 <u>Commissions</u>			
Wastewater Utility	222	221	1
Little Rock National Airport	160	153	7
LR Convention & Visitors Bureau	200	118	82
Port Authority	8	8	
Ambulance Authority	337	248	89
Central Arkansas Transit Authority	179	177	2
Arkansas Museum of Discovery	36	14	22
Arkansas Arts Center	87	45	42
Central Arkansas Library	265	175	90
	<u>6,148</u>	<u>5,191</u>	<u>957</u>
Total Employment	<u><u>8,475</u></u>	<u><u>7,207</u></u>	<u><u>1,268</u></u>