

City of Little Rock

2006 Annual Operating Budget

Bruce T. Moore
City Manager

Prepared by:
Department of Finance

Robert K. Biles, 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, 2005

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Little Rock, Arkansas for its annual budget for the fiscal year beginning January 1, 2005.

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

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

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LITTLE ROCK AT A GLANCE

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

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

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

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

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

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



Little Rock
City Board of Directors



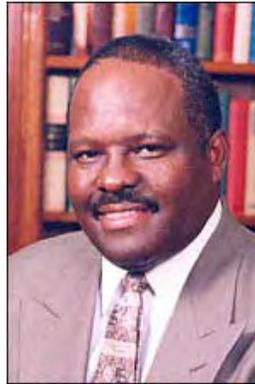
Mayor Jim Dailey



Vice Mayor Barbara Graves
Position 9



Director Johnnie Pugh
Ward 1



Director Willie Hinton
Ward 2



Director Stacy Hurst
Ward 3



Director Brad Cazort
Ward 4



Director Michael Keck
Ward 5



Director Genevieve Stewart
Ward 6



Director B. J. Wyrick
Ward 7



Director Dean Kumpuris
Position 8



Director Joan Adcock
Position 10

MANAGEMENT TEAM

Bruce T. Moore

City Manager

Bryan Day

Assistant City Manager

Dorothy Nayles

Director of Community Programs

Tom Carpenter

City Attorney

Lee Munson

District Court First Division Judge

Victor Fleming

District Court Second Division Judge

David Stewart

District Court Third Division Judge

Robert K. Biles

Director of Finance

Don Flegal

Director of Human Resources

Traci L. Morgan

Director of Information Technology

Tony Bozynski

Director of Planning & Development

Andre Bernard

Director of Housing & Neighbor Programs

Steve Haralson

Director of Public Works

Mark Webre

Director of Parks & Recreation

Rhoda Mae Kerr

Fire Chief

Stuart Thomas

Police Chief

Mike Blakely

Director of Zoo

Wendell Jones

Director of Fleet Services

Budget Report Production, Analyst and Graphics

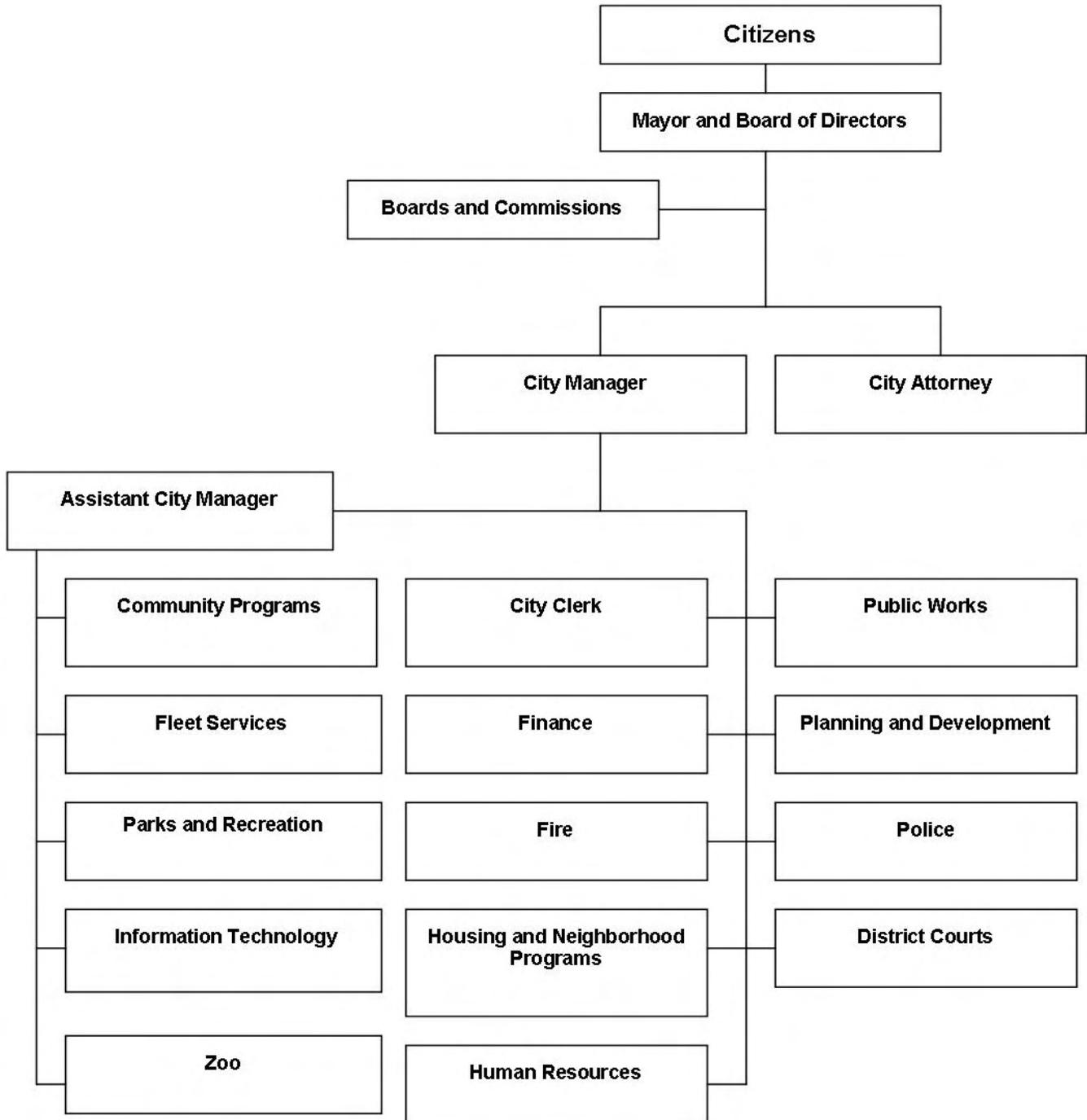
LaVerne DuVall

Budget Officer

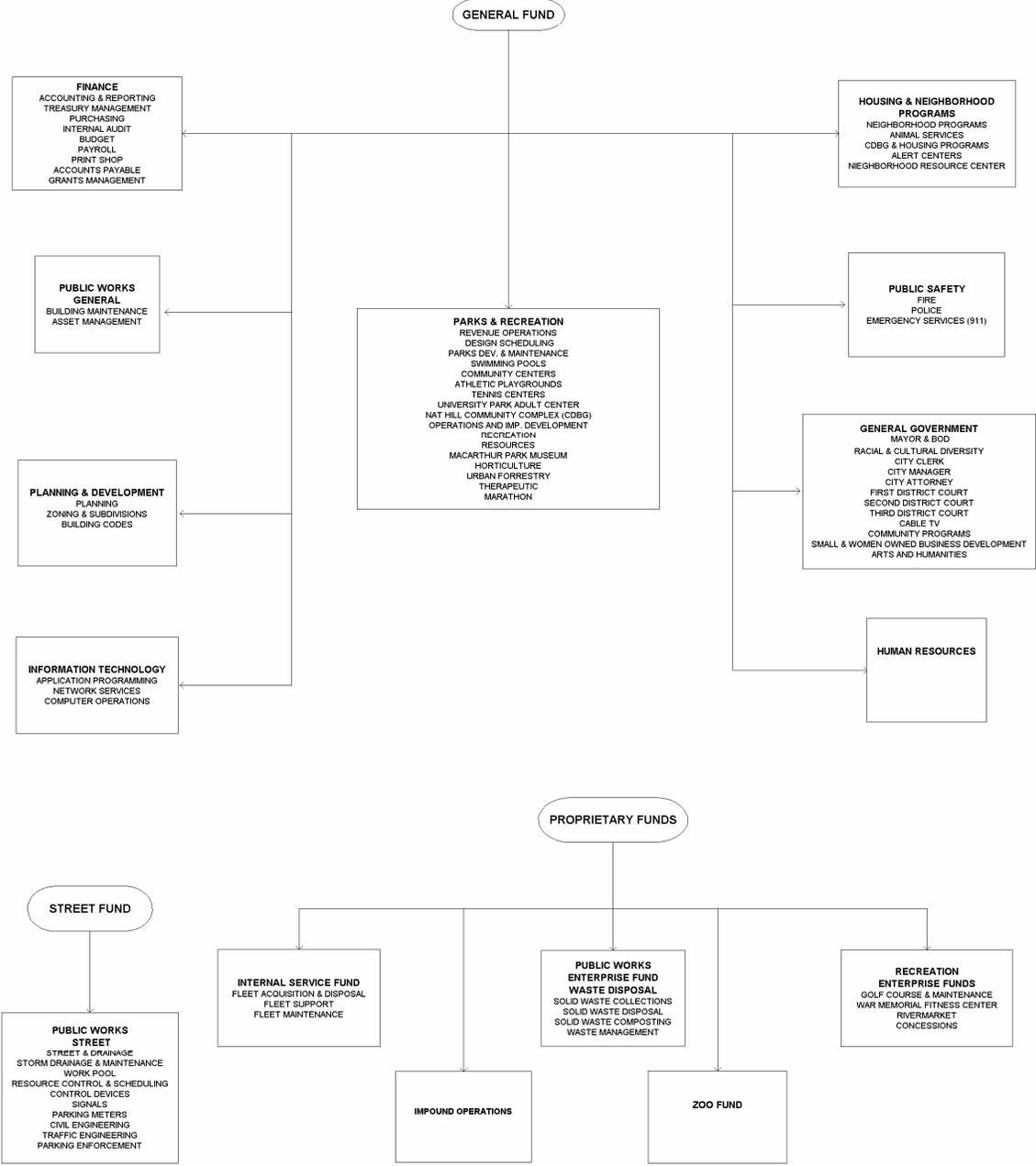
Silas Roaf

Budget Management Analyst

City of Little Rock Organizational Chart



CITY OF LITTLE ROCK OPERATING FUND STRUCTURE



Note: All departments include an administration section



City of Little Rock

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City Manager

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December 13, 2005

To the Honorable Mayor Jim Dailey
and Members of the Little Rock City Board of Directors:

I respectfully submit the official Year 2006 Budget for the City of Little Rock that builds on the accomplishments and service improvement programs initiated last year. Overall expenditures total \$171,038,389, an increase of \$9,645,621, or 5.98%, more than the 2005 Adopted Budget. The Operating Budget changes from Year 2005 are summarized below:

	<u>2006</u>	<u>2005</u>	<u>Change</u>	<u>% Change</u>
General Fund	\$119,636,058	\$113,396,953	\$6,239,105	5.50%
Street Fund	14,742,158	14,522,925	219,233	1.51%
Waste Disposal Fund	15,921,707	14,052,970	1,868,737	13.30%
Fleet Services Fund	8,002,388	7,136,203	866,185	12.14%
Vehicle Storage Facility	1,580,404	1,755,850	(175,446)	-9.99%
Zoological Gardens Fund	4,254,371	3,941,218	313,153	7.95%
Golf Fund	2,759,921	2,752,221	7,700	0.28%
War Memorial Fitness Center Fund	1,073,744	1,058,678	15,066	1.42%
Concessions Fund	121,862	122,090	(228)	-0.19%
Parking Garages	2,103,128	1,749,696	353,432	20.20%
River Market Fund	842,648	903,964	(61,316)	-6.78%
Total	<u>\$171,038,389</u>	<u>\$161,392,768</u>	<u>\$9,645,621</u>	<u>5.98%</u>

The 2006 Operating Budget has been developed around common themes from the Mayor and Board of Directors Policy and Priority Areas. These strategic priority areas include: Public Safety, Economic Development, Infrastructure, Basic City Services and Quality of Life Issues.

HIGHLIGHTS:

General Fund:

The 2006 Operating Budget includes several significant changes from the 2005 Operating Budget for the General Fund. The Operating Budget includes \$83,764,362 of personnel cost, and the headcount is 3% higher than the adopted 2005 Budget, even after a 1.2% reduction of personnel. Materials and Supplies increased by 4.67%, contractual increased by 6.8% and transfers out increased by 17%.

Sales tax continues to be the leading revenue source for the City. The 2006 Adopted Budget includes a projected 7% increase in sales tax collection over the 2005 Adopted Budget, which is 4.85% more than the 2005 Revised Budget. A national trend for municipalities beginning in 2004 was a general increase in sales tax collections. The 2006 sales tax picture looks even brighter for Little Rock due to an upturn in the local economy, which started in mid-2003. The City receives sales taxes from two (2) local sources; the City of Little Rock's ½-cent sales tax has grown 7.7%, and the one (1)-cent county tax has grown 9%, in the last six (6) months compared to same time period last year.

Franchise fee payments will be slightly higher in 2006, due to the fact that the Entergy Cost Recovery Rider will increase by 6% pushing residential and commercial franchise revenues higher. Payments from telecommunication companies such as AT&T have decreased due to increased competition from wireless companies. Franchise fees from Comcast Cable are projected to be slightly higher due to a February rate increase. While staff will continue to take a conservative approach in terms of revenue projections, several increases have been included in the 2006 Budget.

Departmental budgets were prepared at maintenance levels. Requests for increased expenditures were funded according to available resources.

As in past City Budgets, personnel costs continue to represent the largest expenditure in 2006. Police personnel covered by labor agreements will receive a pay increase of approximately 4%. Fire and non-union employees will receive a 2.5% pay increase at the first of the year. AFSCME Employees will receive a 4.25%, or \$1,125, increase which is higher for 2006. Benefit changes approved by the state legislature increased pension costs for police and fire personnel. Pension costs increased from 9.92% to 14.50% of payroll for the fire department and 8.37% to 12.30% of payroll for police personnel.

Fuel costs were increased due to rising crude oil and energy prices. The fleet maintenance costs were increased due to an aging fleet and a change in allocation of costs. Acquisition of replacement vehicles will be funded through short-term financing option.

The City increased its contribution to support cost adjustments from the Central Arkansas Transit Authority (CATA). The increased transportation funding will maintain the current bus routes for day, night and Sunday service

The City of Little Rock's Management Team and the Finance Department will continue to manage the City in a sound and fiscally prudent manner while still delivering the quality and level of service that the citizens of Little Rock expect. The City is appropriating approximately \$3 million dollars for children, youth and family programs in 2006 as part of City's emphasis for public safety. City Staff

Fleet Services:

The Fleet Services Department replaced the existing fuel management system to allow better access and fuel control and established a Standard Operation Procedure for all divisions.

Vehicle Storage Facility:

Wrecker services are provided through contracts with wrecker companies. The City implemented a new service arrangement with wrecker firms, which increased revenues for the City and increased payments to the wrecker companies.

Little Rock Zoo:

The Little Rock Zoo expenditures have been increased for marketing and promoting such exciting attractions as Jackie the Penguin, the Grizzly Bear exhibit and other attractions. Other expenditure increases are directed toward maintaining a first class nationally accredited Zoo. The transfers in from the General Fund have been increased by \$268,628.

According to bond covenants, initial fees generated from the Little Rock Zoo, Golf, War Memorial Fitness Center and River Market Funds are placed directly into a debt service fund and semi-annual payments of principal and interest are made from that fund.

Concessions:

Expenditures have been reduced as summer program costs are recorded in a grant reimbursement fund.

Budget Polices and the Budget Process:

The standards set for monthly and quarterly reporting and the creation of a General Fund Restricted Reserve were a positive impact on the 2006 Budget. The requirement is to have \$10,000,000, or 10% of General Fund revenues which is greater, in the Restricted Reserve on or before December 31, 2007. The 2006 contribution to the Restricted Reserve has been budgeted at \$500,000.

Recent Challenges and Accomplishments:

I am pleased to report that while achieving quality service, the City has continued to manage finances conservatively. The City maintained a double AA- bond rating and Standard & Poor's upgraded their outlook for the City.

Board Priority Areas:

- Public Safety: Recruit classes for both the Little Rock Police and Little Rock Fire Departments have been authorized and will assist in accomplishing the top priority of the City. As in 2005, the City will continue

to deal aggressively with nuisance properties. The Criminal Abatement Program (CAP) has prompted the owners of crime-ridden properties to bring them into compliance with City Codes. Property owners have upgraded their properties, particularly rental properties, before court action occurs.

- Infrastructure and Basic City Services: On November 4, 2003, Little Rock Citizens agreed to 'Continue the Progress' by approving \$70,635,000 of Limited Tax General Obligation Capital Improvement Bonds, Series 2004 to address needed capital improvements for Fire, Police, Emergency Communications, Streets, Parks, Drainage, School Pedestrian Safety, Animal Services and the Robinson and Statehouse Centers. The capital improvements will be completed over the next year and will address many of the City's urgent infrastructure needs. Voters approved continuing the 3.3 mill levy for capital improvements to pay the annual debt service on the bonds.
- Economic Development: 2005 proved to be a very successful year, not only for the City of Little Rock but also for the Central Arkansas Region as a whole. Regional efforts have brought new businesses and jobs to the region. New businesses such as FTD.com, Cardinal Health, Pinnacle Solution, Ring Container Technologies and the expansion of Falcon Jet will provide significant job increases. With the opening of the Mid-Towne Center Project later this year and the opening of the World Headquarters of Heifer International, 2006 will be another banner year.
- Quality of Life: The Medical Mile Section of the Arkansas River Trail was completed, with staff raising over \$750,000 in private donations. The Junior Deputy Section of the trail is presently under construction, and the bridge over the Union Pacific Railroad is currently under design and has been funded through state appropriation. During the 2006 Budget process, the Board of Directors approved funding to address the reaccreditation issues at the Little Rock Zoo. In addition, in 2005, the City of Little Rock was named as one of the '100 Best Communities for Young People' by the America's Promise Alliance.

Closing:

This budget is the financial and operating plan for the City of Little Rock for 2006. The appropriations contained will provide for quality municipal services.

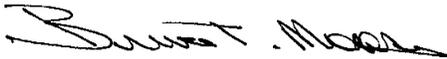
I want to recognize the many members of our City Staff that are actively serving in our nation's military and acknowledge the additional hours and duties the Department Staff may be undertaking in their absence. To all of you, thank you for your service.

The City of Little Rock has made great strides in the use of technology to communicate with local citizens and businesses. Our Web site, www.littlerock.org, is among the best and will continue to improve our communication efforts. The City is also 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.

'Continue the Progress' has been the City's slogan since the 2004 Bonds were approved. The City has seen great progress over the past year with more to come in 2006 and beyond as the Mayor, the Board of Directors and City Staff work for the good of Little Rock.

Respectively submitted,

A handwritten signature in black ink, appearing to read "Bruce T. Moore". The signature is stylized with a large initial "B" and a long horizontal stroke extending to the right.

Bruce T. Moore
City Manager

OVERALL CITY GOALS AND OBJECTIVES

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

Mission Statement

Little Rock's vision is to be a leading city of the 21st 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 2006 Statement of Management Policy includes these key principles:

Public Safety

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

Economic Development

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

Infrastructure

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

Quality of Life

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

Financial Reporting

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

THE BUDGET PROCESS

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

The City's budget process normally requires the majority of the year to complete. The budget process begins with a budget preparation package that is distributed to the Department Heads. The package includes 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 FY06 percentage growth allowance for expenditures is included in the operating budget guidelines and is applied to the total for all supplies, contractual and utilities categories. Budget staff provides training sessions on budget data entry. Departments enter their expenditure request and initial revisions are made by the Finance department in the Finance approved column. The City department's budget requests are prepared and initial internal budget hearings are conducted. Revenues and expenditures receive final adjustments prior to submission to the Mayor & Board of Directors.

The Capital Budget is prepared to present the capital expenditures planned for each of the next five fiscal years. The total costs of each project and the sources of funding required to finance each project are estimated. The FY06 capital requests are considered separately by fund.

The Mayor & Board conducted 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 & 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 and 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 2006 Budget

The 2006 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 2006 budgets is as follows:

April-May	City Manager provided general direction and guidance for operating and capital budgets. Board held budget workshop.
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 City Manager.
October	City Manager evaluated budget requests. Board adopted property tax levies.
October-December	Board held public hearings. Budget request was revised.
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 2006 budget includes a 2.5% salary increase for non union and the International Association of Fire Firefighters, 4.25% or \$1,125, whichever was higher, for the AFSCME full-time positions and 4% for the Fraternal Order Police. These positions are budgeted for the entire year.
- Vacant positions at the time that the budget is adopted are budgeted at the mid-range salary for the positions' grade, providing some budget flexibility in the recruiting process.

- The City utilized the in-house payroll system to aid in the development of the budget for salary and benefit costs for 2006. 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 City Manager. Departments are not allowed to alter personnel or vehicle maintenance included in their budgets, and are usually instructed not to make any increase in their other operating budget accounts without specific approval from the City Manager.
- Estimated costs and funding sources will be identified and verified prior to any project being submitted to the Board for approval.

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

OTHER BUDGET PROCEDURES

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

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

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

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

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

LITTLE ROCK'S FINANCIAL STRUCTURE

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

FUNDS CONTROLLED BY THE CITY GOVERNING BODY

GENERAL FUND OPERATIONS

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

SPECIAL REVENUE

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

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

Economic Development Fund - This fund was created to provide resources to develop public facilities that can promote job creation in the City.

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

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

Grant Fund – Various Federal and State Grant 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.

CAPITAL

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

PROPRIETARY FUNDS

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

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

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

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

War Memorial Fitness Center Enterprise Fund – This fund was created to account for the operations of the City's Fitness Center.

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

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

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

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

FIDUCIARY FUNDS CONTROLLED BY BOARDS OF TRUSTEES

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

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

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

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

DISCRETE COMPONENT UNITS CONTROLLED BY INDEPENDENT BOARDS & COMMISSIONS

Certain City services are similar to activities found in the private sector. They have independent Boards and Commissions. They are accounted for as separate funds, and expected to maintain revenues sufficient to meet their operating costs, debt service and

system replacement and maintenance needs. These funds are not included in this document and are as follows:

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

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

OTHER FUNDS NOT INCLUDED

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

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

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

FISCAL POLICIES

A. OPERATING MANAGEMENT

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

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

B. CAPITAL MANAGEMENT

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

C. DEBT MANAGEMENT

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

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

D. RESERVES

1. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's five-year financial plan.
2. The General Fund goal is to set aside \$10,000,000 or 10% of General Fund revenues; whichever is greater, into a restricted reserve fund on or before December 31, 2007. Thereafter, the restricted reserve shall be maintained at the greater of \$10,000,000 or 10% of General Fund revenues.
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.

Ballet Arkansas provides free public performances.

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.

The **Little Rock Port Authority** provides opportunities for major development of heavy industry requiring low cost transportation facilities.

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.

Light Rail System is being designed to provide a transportation link among all the major activity centers to Central Arkansas Transit.

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.

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.

- Most of the above appropriations are made from the City’s General Fund. Some are reflected as a separate expenditure in special projects.

APPROPRIATIONS

	2002	2003	2004	2005	2006
Central Arkansas Transit	\$4,683,691	\$4,095,309	\$4,764,624	\$5,163,387	\$5,888,554
Arkansas Arts Center	432,000	324,000	324,000	324,000	324,000
Museum of Discovery	369,000	276,750	344,250	344,250	324,000
County Health Department	238,500	190,800	191,600	191,600	191,600
Chamber of Commerce	225,000	180,000	180,000	200,000	200,000
Children's Museum	90,000	67,500			
Metroplan	157,694	157,694	157,694	157,694	157,694
Downtown Partnership	187,177	149,742	149,741	149,741	149,741
PAGIS	102,739	82,191	97,191	123,000	123,000
Sister Cities Commission	22,500	16,875	16,875	25,000	25,000
Arkansas Symphony Orchestra	45,000	67,500	67,500	67,500	50,000
Arkansas Repertory Theatre	90,000	67,500	67,500	67,500	50,000
St. Vincent	2,780	2,780	2,780	2,780	25,373
Central High 50th Anniversary				2,500	25,000
Little Rock City Beautiful Commission				2,500	2,500
Ballet Arkansas	24,620				
County Regional Detention Center	1,172,864	1,172,864	1,197,864	1,227,299	1,227,299
Little Rock Port Authority	385,000				
Wildwood Theatre	90,000	67,500	67,500	67,500	50,000
MacArthur Park Military Museum	90,000				
TOTAL	\$8,408,565	\$6,919,005	\$7,629,119	\$8,116,251	\$8,813,761

CAPITAL FUNDING

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

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

The purpose of the CIP is to fund capital projects and capital acquisitions that will be of a long-term benefit to the citizens of Little Rock. The CIP is financed over a period of time due to the long-term benefit of the projects. Present and future users of the projects pay for the projects. For program purposes the City defines a capital improvement as a major improvement or acquisition that results in a capital asset costing more than \$5,000 and having a useful life (depreciable life) of two years or more.

2006 CAPITAL IMPROVEMENTS

The City capital budget in recent years has been reduced and projects have had to compete for scarce funding. Capital improvements are listed in two sections. The first section includes funding from the Infrastructure fund, 1988 Capital Bond Project fund, 1995 Capital Bond Project fund and 1998 Infrastructure Bond fund. These projects are multi-year projects. The remaining balances are authorized for street and drainage improvements, park improvements, Zoo improvements and fire equipment. Impact on operating costs is expected to be minimal.

The second section represents the capital improvements approved by Little Rock voters on November 4, 2003. These capital improvements are scheduled to be completed by 2007. On-going operating costs were considered in determining the capital items to be included in the bond election. The impact of various capital improvements from other funds are funded from the General fund operating budget through a short-term note. Without a future dedicated funding source capital needs will be limited to resources.

Short-Term Financing

Each year the City issues short-term Financing (maximum maturity of five years) to acquire vehicles, equipment, technology, and land as well as improve land and buildings. Plans for 2006 include the following:

Vehicles (tentative allocation):

Police	\$ 1,186,000
Fire	624,000
Public Works	573,683
Fleet	65,000
Parks	<u>51,317</u>
Total Vehicles	<u>\$ 2,500,000</u>

Facilities and Land:

Zoo Elephant Exhibit	75,000
RiverMarket Pedestrian Bridge	130,000
Trail Land	250,000
Hinton Center Paint Abatement	50,000
Backflow Preventers (Parks)	<u>25,000</u>
Total Facilities and Land	<u>\$ 530,000</u>

Technology and Equipment:

Furniture and Equipment - Dunbar	\$ 245,000
Furniture and Equipment - Southwest	35,000
Furniture and Equipment -ELR Comm. Center	20,000
Surveillance Cameras - Housing	5,000
Extrication tools - Fire	80,000
Retro-fit fire truck with A/C	35,000
Fire Equipment	140,000
Aerator - Golf	18,000
Kiosks, Photo ID and Sonitrol machine	17,300
Computers, scanners, printers	123,650
IT hardware and software	179,500
Lawson software and hardware	<u>2,600,000</u>
Total Technology and Equipment	<u>\$ 3,498,450</u>

Issuance costs 21,550

Estimated Total Note Issue \$ 6,550,000

Most of these items represent major replacement or repairs to existing facilities and are expected to have minimal impact upon operating costs.

Principal and interest on the temporary notes are paid from the General Fund. The estimated annual principal and interest payments that will be added to the 2006-2010 General Fund are \$1,477,933.

CAPITAL PROJECT FUNDS

The Capital Projects Funds account for the acquisition or construction of major capital facilities from proceeds of general obligation bond issues.

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

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

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

2004 Capital Bond Projects – Accounts for proceeds of 2004 Capital Bond Projects to finance the costs of various capital improvements for the City, including infrastructure, police and fire equipment, emergency services systems, parks, recreation and Zoo, animal services and Robinson & Statehouse Centers.

CAPITAL IMPROVEMENTS

	<u>Original Appropriation</u>	<u>Remaining Balance at 12/31/05</u>
Appropriations by fund for multi-year projects:		
Infrastructure Fund:		
University/Park Plaza to 12th	170,451	32,489
Fairpark/630 to 12th	60,547	907
University/29th to Asher	1,185,126	1,002,915
Napa Valley	630,694	400,258
Downtown Signal	209,893	45,181
Fund 215 Contingences	16,322	16,322
I-630/Univ Signal	48,000	48,000
University Ave (combined)	56,000	0
Administration Expenses	5,000	3,267
FEMA Flood Mitigation	17,833	4,030
Total	<u>2,399,866</u>	<u>1,553,369</u>
1988 Capital Bond Projects Fund:		
Mabelvale Pike/Geyer Spgs-Univeristy	1,138,581	192,695
Fairpark/Mabelvale Pike	519,066	142,256
South Loop Phase I	780,816	657,841
Fund 301 Contingencies	49,602	38,605
05 Sidewalk Project	100,000	0
Fourche Dam Pike Drainage	501,848	163,816
Mabelvale Pike/Geyer Spgs-Univeristy	77,209	11,602
South Loop	59,532	50,767
Total	<u>3,226,654</u>	<u>1,257,583</u>
1995 Capital Bond Projects Fund:		
Fund 303 Contingencies	213,486	26,881
Presidential Park Street #1 (Tentative)	295,000	295,000
Geyer Springs RR Separation	41,916	12,735
Hindman Park Bridge Match	175,000	29,852
Total	<u>725,402</u>	<u>364,468</u>

CAPITAL IMPROVEMENTS

	<u>Original Appropriation</u>	<u>Remaining Balance at 12/31/05</u>
1998 Infrastructure Bond Fund:		
Fund 304 Acct Adjustments	12,758	4,945
Univeristy-12th to 19th - 98ISTEA	719,853	489,593
Fund 304 Contingencies	691,918	282,215
Barber St. Properties	169,219	1,821
Cantrell Road Signal	4,411	90
	126,951	126,951
Mabelvale Pike	610,043	326,316
Mabelvale Cutoff	2,387,999	2,163,747
Presidential Park Street #2	240,221	240,208
05 Sidewalk Project	75,000	0
Downtown Traffic Signals	448,605	126,609
Asher Ave	70,000	42,643
Scott Hamilton	623,979	616,552
3rd Street Collins to Shall	53,473	53,473
Total	<u>6,234,429</u>	<u>4,475,163</u>
1998 Parks & Recreation Bond Fund:		
Fund 305 Contingencies	267,397	229,280
Presidential Library Site	12,412,938	590,582
Arkansas Farms	345,000	23,083
Total	<u>13,025,335</u>	<u>842,944</u>
Total Capital Improvements for multi-year Projects	<u><u>\$25,611,685</u></u>	<u><u>\$8,493,527</u></u>

CAPITAL IMPROVEMENTS

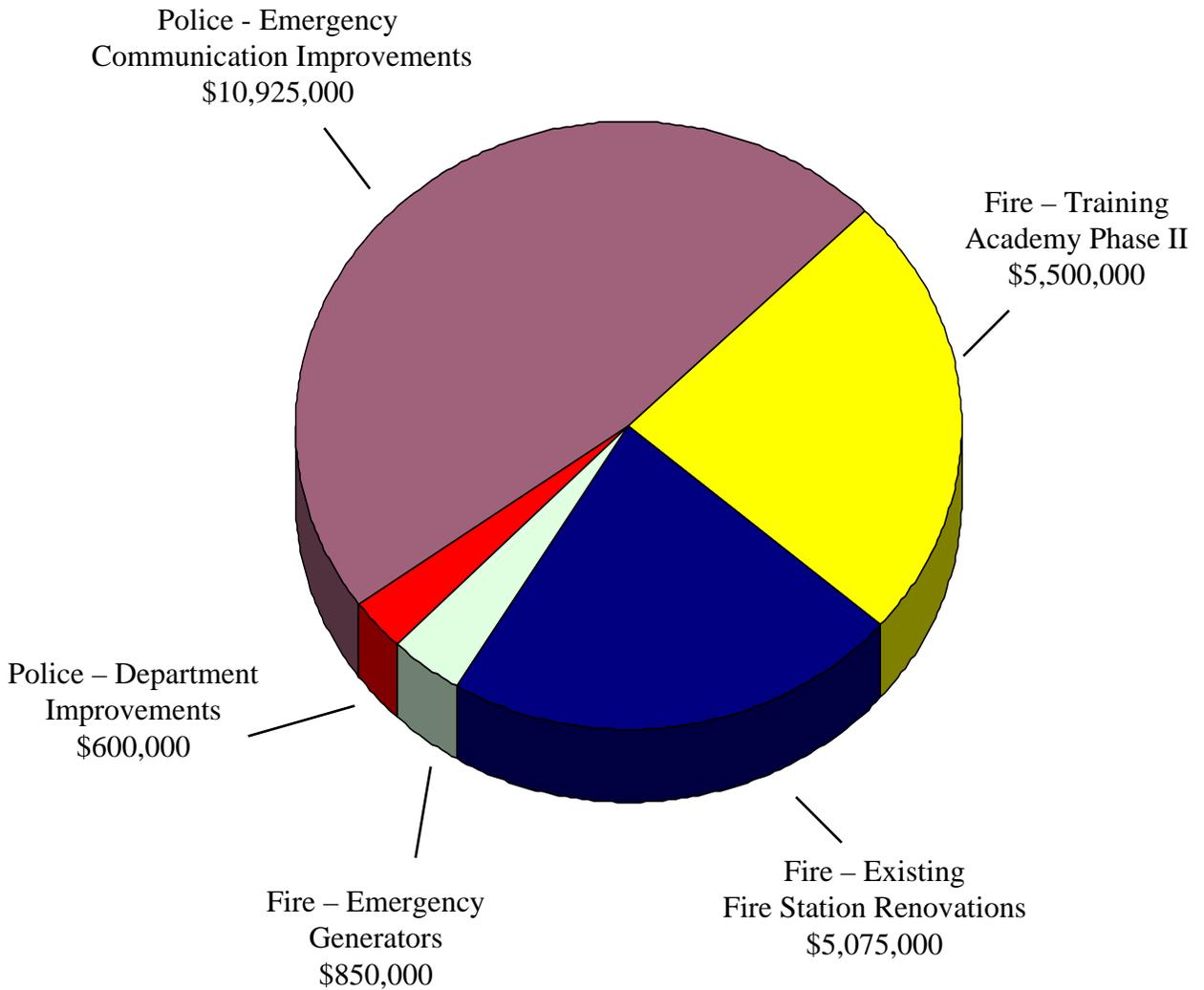
Appropriations for multi-year projects to be completed in the next three years are as follows:

	2004	2005	2006	Total
2004 Capital Bond Fund:				
Fire/Police Department Improvements:				
Fire Training Academy - Phase II	\$160,204	\$438,634	4,901,162	\$5,500,000
Renovations to existing Fire Stations	784,821	1,753,639	2,536,540	5,075,000
Emergency Generators	727,728	119,640	2,632	850,000
Police Department Improvements	91,967	351,051	156,982	600,000
Total Fire/Police Department Improvements	1,764,720	2,662,964	7,597,316	12,025,000
Emergency Communication Improvements:				
Upgrade Police & Fire Radio Systems	183,430	6,160,206	1,931,364	8,275,000
Early Warning Siren System Upgrades	1,331,021	369,133	-50,154	1,650,000
3-1-1 General Information Telephone System		177,692	822,308	1,000,000
Total Emergency Communication Improvements	1,514,451	6,707,031	2,703,518	10,925,000
Street Improvements:				
Street Resurfacing	2,007,074	2,252,638	3,910,288	8,170,000
Street Reconstruction	770,991	1,836,238	8,977,771	11,585,000
Traffic Signals	88,415	1,204,020	1,722,565	3,015,000
Intersection Improvements	63,614	185,024	1,846,362	2,095,000
Total Street Improvements	2,930,094	5,477,920	16,456,986	24,865,000
Drainage Improvements	352,711	480,709	3,286,580	4,120,000
Parks & Recreational Improvements:				
Parks Capital Upgrades	137,072	1,804,547	138,381	2,080,000
Southwest Community Center Expansion	54,990	58,414	1,136,596	1,250,000
Park Improvements & Soccer Fields	24,738	90,262	1,085,000	1,200,000
Trail Development	472,364	901,071	561,565	1,935,000
War Memorial Fitness Center Expansion	9,054	460,320	280,626	750,000
Dunbar Community Center Expansion		345,572	1,639,428	1,985,000
Total Parks & Recreation Improvements	698,218	3,660,186	4,841,596	9,200,000

CAPITAL IMPROVEMENTS

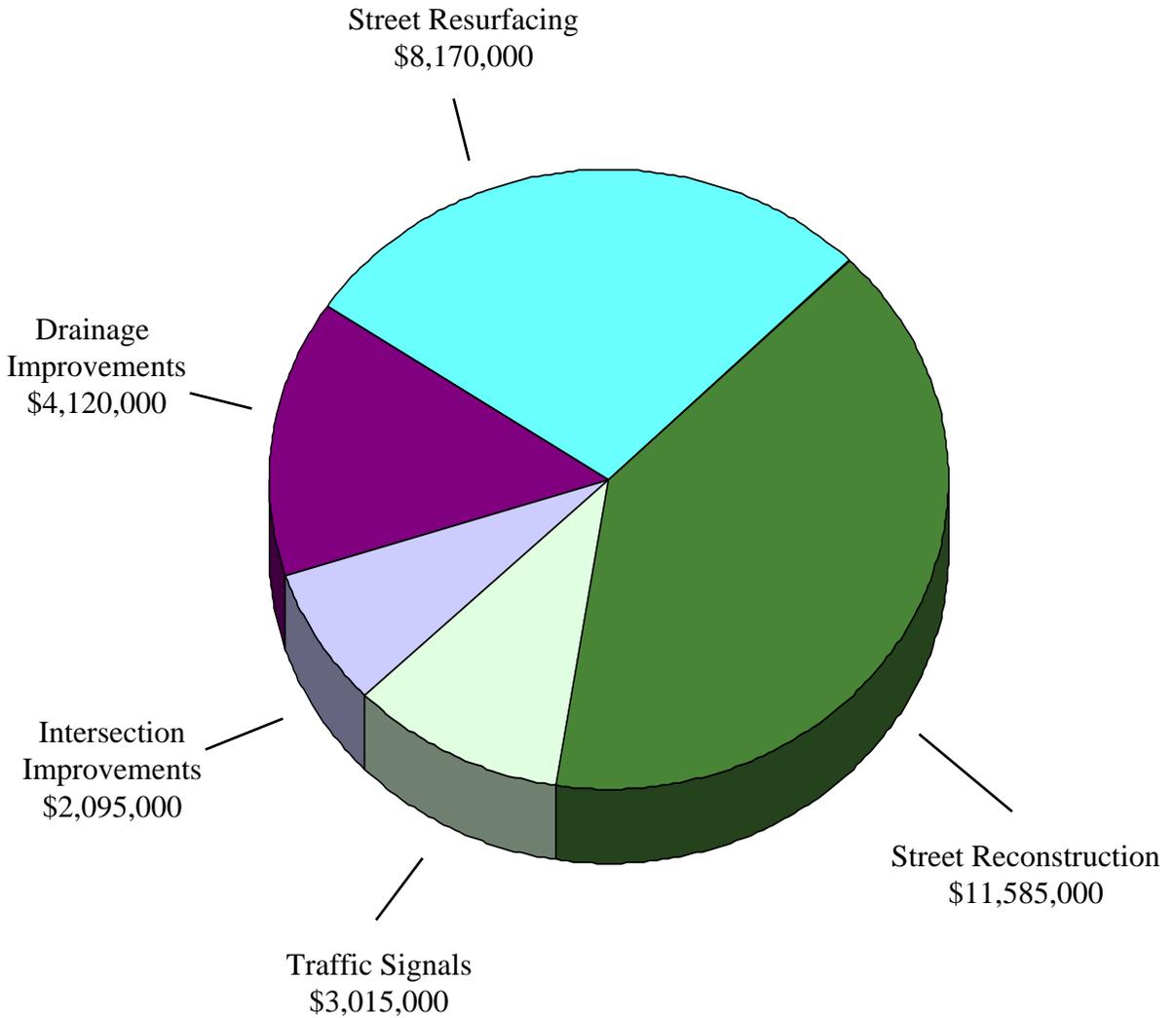
Zoo Improvements:				
Zoo Upgrades	207,155	731,658	861,187	1,800,000
Entry Plaza Phase I	88,292	378,851	932,857	1,400,000
Restaurant - Lion House Conversion	85,303	433,061	881,636	1,400,000
Total Zoo Improvements	<u>380,750</u>	<u>1,543,570</u>	<u>2,675,680</u>	<u>4,600,000</u>
School Area Pedestrian Safety Improvements	90,497	552,492	422,011	1,065,000
Animal Services Improvements		90,019	1,109,981	1,200,000
Robinson & Statehouse Convention Center Improv.:				
Robinson Center	379,696	75,400	44,904	500,000
Statehouse Convention Center	276,708	57,187	166,105	500,000
Total Robinson & Statehouse Improvements	<u>656,404</u>	<u>132,587</u>	<u>211,009</u>	<u>1,000,000</u>
Grand Total 2004 Capital Bond	<u><u>\$8,387,845</u></u>	<u><u>\$21,307,478</u></u>	<u><u>\$39,304,677</u></u>	<u><u>\$69,000,000</u></u>

CITY OF LITTLE ROCK 2006 CAPITAL IMPROVEMENTS FIRE AND POLICE



\$22,950,000

CITY OF LITTLE ROCK 2006 CAPITAL IMPROVEMENTS PUBLIC WORKS

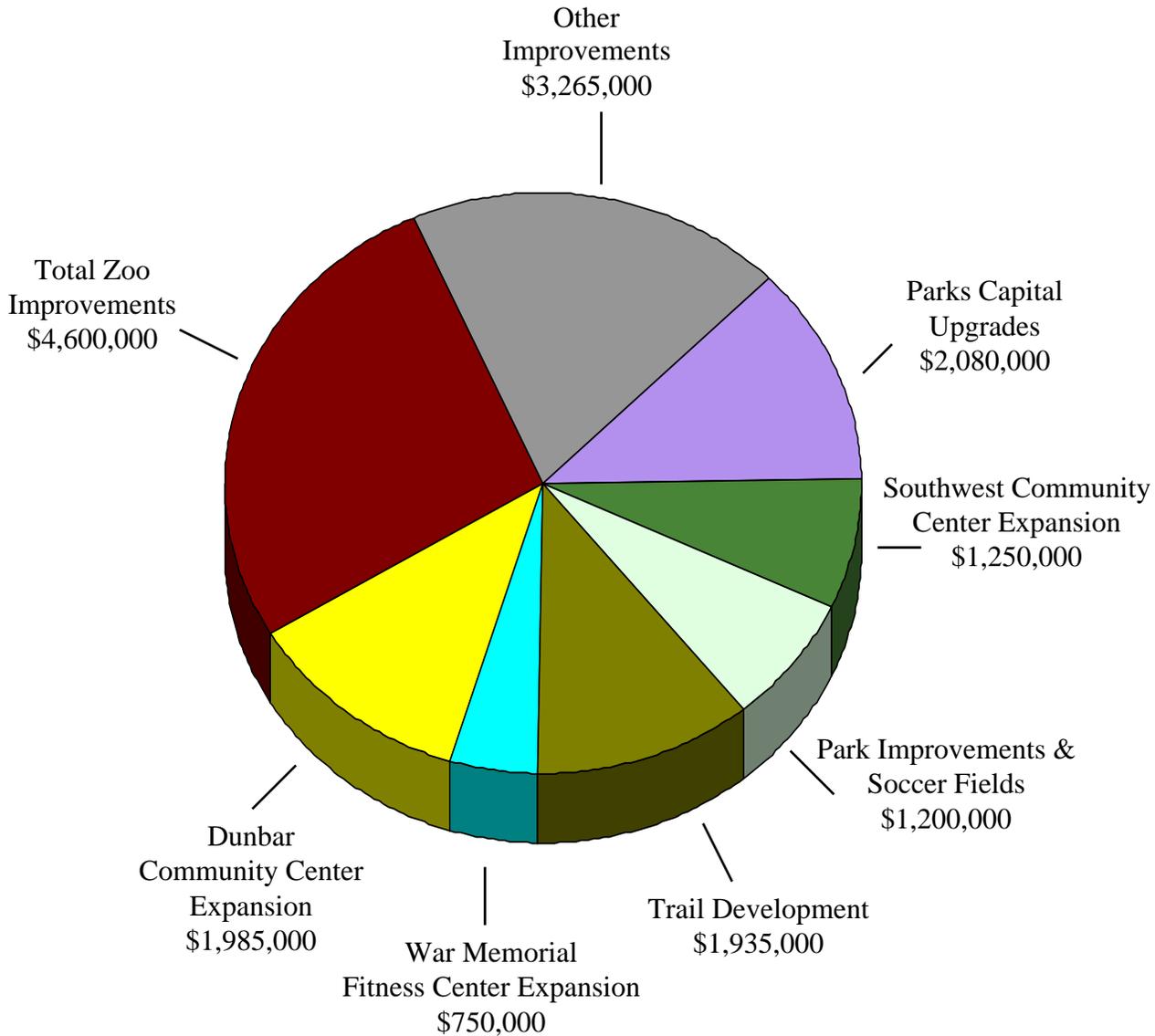


\$28,985,000

CITY OF LITTLE ROCK

2006 CAPITAL IMPROVEMENTS

PARKS & RECREATION, ZOO AND OTHER



\$17,065,000

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 12/31/05, the amount of net debt outstanding was \$108,514,706. The legal debt margin allows the City flexibility to issue up to an additional \$556,368,641.

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 \$592.38, well below \$1,200 per capita which would be a warning trend. This has allowed the City to enjoy favorable bond ratings on its General Obligation Bonds. The City has received an AA- bond rating from Standard & Poor's and an Aa3 rating from Moody's Investor Services.

CITY'S LEGAL DEBT MARGIN

2005 Assessed/Value:

(2004 Assessment collected in 2005)

Commercial & Personal Property	\$2,659,533,390
G.O. Debt Limit (20% of assessment)	531,906,678
Short-Term Financing Debt Limit (5% of assessment)	132,976,669
Sub-Total Debt Limit	664,883,347
G.O. & Short-Term Bonds Outstanding @ 12/31/05	121,457,274
Less in Debt Service Fund	12,942,568
Outstanding Bonds, Net of Debt Service	<u>108,514,706</u>
Legal Debt Margin	\$556,368,641

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 2005, the legal debt limit is \$664,883,347 based on a total assessment of \$2,659,533,390. Each year it changes based upon the assessed value of real estate.

The City of Little Rock has three areas of current debt levels, which combined, equal the total debt level of the city. Current general obligation level as of December 31, 2005 is \$108,085,000. Current revenue bond level is \$47,170,000. Short-term debt level is \$13,372,274 for an overall current debt level of \$168,627,274.

Even though by law the City can raise the general obligation and the short-term debt level to over \$664,883,347, it still has to have the resources to pay for it and in this case that would be an increase in value of existing and new property and/or an increase in millage. In the City of Little Rock's case, the millage required to fund over \$664 million in debt is approximately 18.90 mills. Currently, the property tax millage for the retirement of general obligation debt is 3.3 mills. This millage number can go as high as the legal debt limit will let it but only with the approval of voters. The voters of Little Rock at a special election held on November 4, 2003, continued the 3.3 mills annual ad valorem tax. Consequently, the City of Little Rock issued the \$70,635,000 Limited Tax General Obligation Bonds Series 2004 to finance capital improvements within the City of Little Rock.

By law, the City can only raise the millage to five for General Fund operations. The current level is at the maximum of five. So, to issue more debt without voter approval (i.e. the General Fund) and, without dedicated revenue stream would hurt the overall general fund. Since the City's General Fund budget is already extremely tight from current operations and expenses, voter approval will be sought for any significant increase in general obligation debt.

FUTURE DEBT SERVICE

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2006	9,358,072	4,786,577	14,144,649
2007	9,421,742	4,447,119	13,868,861
2008	8,785,088	4,100,740	12,885,828
2009	8,186,100	3,775,786	11,961,886
2010	7,564,866	3,472,416	11,037,282
2011	6,720,000	3,157,861	9,877,861
2012	7,005,000	2,872,724	9,877,724
2013	7,295,000	2,581,071	9,876,071
2014	7,600,000	2,279,928	9,879,928
2015	7,925,000	1,959,232	9,884.232

BUDGET SUMMARIES

The following schedules summarize the audited 2004 operating results, the 2005 unaudited operating results, and the approved 2006 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. Following that, each of the fund types is summarized, and individual fund budget schedules then 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 2004 - 2006**

	GENERAL FUNDS	SPECIAL REVENUES	CAPITAL PROJECTS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS	DEBT SERVICE FUNDS
2004							
REVENUES:	\$117,612,155	\$26,508,889	\$20,916,279	\$27,989,400	\$7,143,356	\$24,146,570	\$32,439,012
EXPENDITURES:	<u>111,947,179</u>	<u>26,080,581</u>	<u>9,910,533</u>	<u>27,043,972</u>	<u>7,436,083</u>	<u>20,976,520</u>	<u>32,217,023</u>
REVENUES OVER (UNDER) EXPENDITURES	5,664,976	428,308	11,005,746	945,428	(292,728)	3,170,050	221,989
BEGINNING FUND BAL.	<u>9,706,745</u>	<u>8,724,201</u>	<u>21,673,281</u>	<u>25,717,638</u>	<u>3,727,001</u>	<u>188,552,904</u>	<u>(295,359)</u>
ENDING FUND BAL.	<u><u>15,371,721</u></u>	<u><u>9,152,509</u></u>	<u><u>32,679,028</u></u>	<u><u>26,663,067</u></u>	<u><u>3,434,273</u></u>	<u><u>191,722,954</u></u>	<u><u>(73,370)</u></u>
2005							
REVENUES:	118,894,475	28,408,740	80,893,772	28,727,177	7,411,203	22,660,214	13,118,009
EXPENDITURES:	<u>118,714,846</u>	<u>29,023,683</u>	<u>54,532,341</u>	<u>28,259,133</u>	<u>7,520,458</u>	<u>21,044,855</u>	<u>10,993,384</u>
REVENUES OVER (UNDER) EXPENDITURES	179,629	(614,943)	26,361,431	468,044	(109,255)	1,615,359	2,124,625
BEGINNING FUND BAL.	<u>15,371,721</u>	<u>9,152,509</u>	<u>32,679,028</u>	<u>26,663,067</u>	<u>3,434,273</u>	<u>191,722,954</u>	<u>(73,370)</u>
ENDING FUND BAL.	<u><u>15,551,350</u></u>	<u><u>8,537,565</u></u>	<u><u>59,040,459</u></u>	<u><u>27,131,109</u></u>	<u><u>3,325,018</u></u>	<u><u>193,338,313</u></u>	<u><u>2,051,255</u></u>
2006							
REVENUES:	119,666,468	14,203,204		27,954,110	8,048,617		
EXPENDITURES:	119,636,058	14,742,158	100,396	28,657,785	8,002,388		
REVENUES OVER (UNDER) EXPENDITURES	30,410	(538,954)	(100,396)	(703,675)	46,229		
BEGINNING FUND BAL.	<u>15,551,350</u>	<u>8,537,565</u>	<u>59,040,459</u>	<u>27,131,109</u>	<u>3,325,018</u>	<u>193,338,313</u>	<u>2,051,255</u>
ENDING FUND BAL.	<u><u>\$15,581,760</u></u>	<u><u>\$7,998,611</u></u>	<u><u>\$58,940,063</u></u>	<u><u>\$26,427,434</u></u>	<u><u>\$3,371,247</u></u>	<u><u>\$193,338,313</u></u>	<u><u>\$2,051,255</u></u>

**GENERAL GOVERNMENT SUMMARY
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>GENERAL FUND -</u>			
REVENUES:	\$113,474,775	\$114,622,366	\$119,666,468
EXPENDITURES:	<u>108,265,632</u>	<u>114,794,272</u>	<u>119,636,058</u>
REVENUES OVER (UNDER) EXPENDITURES	5,209,143	(171,906)	30,410
BEGINNING NET ASSETS	<u>8,126,361</u>	<u>13,335,504</u>	<u>13,163,598</u>
ENDING NET ASSETS	<u><u>\$13,335,504</u></u>	<u><u>\$13,163,598</u></u>	<u><u>\$13,194,008</u></u>
<u>SPECIAL PROJECTS -105 & SMF</u>			
REVENUES:	\$4,137,380	\$4,272,109	
EXPENDITURES:	<u>3,681,547</u>	<u>3,920,574</u>	
REVENUES OVER (UNDER) EXPENDITURES	455,833	351,535	
BEGINNING FUND BALANCE	<u>1,580,384</u>	<u>2,036,217</u>	<u>2,387,752</u>
ENDING FUND BALANCE	<u><u>\$2,036,217</u></u>	<u><u>\$2,387,752</u></u>	<u><u>\$2,387,752</u></u>
TOTAL BEGINNING NET ASSETS	\$9,706,745	\$15,371,721	\$15,551,350
TOTAL REVENUES	\$117,612,155	\$118,894,475	\$119,666,468
TOTAL EXPENDITURES	<u>\$111,947,179</u>	<u>\$118,714,846</u>	<u>\$119,636,058</u>
TOTAL ENDING NET ASSETS	<u><u>\$15,371,721</u></u>	<u><u>\$15,551,350</u></u>	<u><u>\$15,581,760</u></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 FUTURE - Little Rock initiatives.

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

**SPECIAL REVENUE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>STREET -</u>			
REVENUES:	\$13,221,837	\$13,842,044	\$14,203,204
EXPENDITURES:	<u>13,284,421</u>	<u>14,447,415</u>	<u>14,742,158</u>
REVENUES OVER (UNDER) EXPENDITURES	(62,584)	(605,371)	(538,954)
BEGINNING FUND BALANCE	<u>2,207,955</u>	<u>2,145,371</u>	<u>1,540,000</u>
ENDING FUND BALANCE	<u><u>\$2,145,371</u></u>	<u><u>\$1,540,000</u></u>	<u><u>\$1,001,046</u></u>
<u>SPECIAL PROJECT - 205</u>			
REVENUES:	\$325,000	\$325,000	
EXPENDITURES:	<u>402,088</u>	<u>346,835</u>	
REVENUES OVER (UNDER) EXPENDITURES	(77,088)	(21,835)	
BEGINNING FUND BALANCE	<u>252,938</u>	<u>175,850</u>	<u>154,015</u>
ENDING FUND BALANCE	<u><u>\$175,850</u></u>	<u><u>\$154,015</u></u>	<u><u>\$154,015</u></u>
<u>SPECIAL PROJECTS -</u>			
REVENUES:	\$2,897,050	\$2,971,205	
EXPENDITURES:	<u>2,295,346</u>	<u>2,364,106</u>	
REVENUES OVER (UNDER) EXPENDITURES	601,704	607,099	
BEGINNING FUND BALANCE	<u>804,796</u>	<u>1,406,500</u>	<u>2,013,599</u>
ENDING FUND BALANCE	<u><u>\$1,406,500</u></u>	<u><u>\$2,013,599</u></u>	<u><u>\$2,013,599</u></u>

**SPECIAL REVENUE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>ECONOMIC DEVELOPMENT -</u>			
REVENUES:	\$1,145	\$46,775	
EXPENDITURES:	<u>2,975</u>		
REVENUES OVER (UNDER) EXPENDITURES	(1,830)	46,775	
BEGINNING FUND BALANCE	<u>117,593</u>	<u>115,763</u>	<u>162,538</u>
ENDING FUND BALANCE	<u><u>\$115,763</u></u>	<u><u>\$162,538</u></u>	<u><u>\$162,538</u></u>
<u>INFRASTRUCTURE -</u>			
REVENUES:	\$13,312	\$52,770	
EXPENDITURES:	<u>123,098</u>	<u>129,076</u>	
REVENUES OVER (UNDER) EXPENDITURES	(109,786)	(76,306)	
BEGINNING FUND BALANCE	<u>1,911,354</u>	<u>1,801,568</u>	<u>1,725,262</u>
ENDING FUND BALANCE	<u><u>\$1,801,568</u></u>	<u><u>\$1,725,262</u></u>	<u><u>\$1,725,262</u></u>
<u>EMERGENCY 911 -</u>			
REVENUES:	\$910,691	\$2,030,718	
EXPENDITURES:	<u>1,413,869</u>	<u>1,485,051</u>	
REVENUES OVER (UNDER) EXPENDITURES	(503,178)	545,667	
BEGINNING FUND BALANCE	<u>1,520,375</u>	<u>1,017,197</u>	<u>1,562,864</u>
ENDING FUND BALANCE	<u><u>\$1,017,197</u></u>	<u><u>\$1,562,864</u></u>	<u><u>\$1,562,864</u></u>

**SPECIAL REVENUE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>GRANTS -</u>			
REVENUES:	\$4,727,853	\$5,839,457	
EXPENDITURES:	<u>4,728,757</u>	<u>6,405,744</u>	
REVENUES OVER (UNDER) EXPENDITURES	(905)	(566,287)	
BEGINNING FUND BALANCE	<u>(36,685)</u>	<u>(37,590)</u>	<u>(603,876)</u>
ENDING FUND BALANCE	<u><u>(\$37,590)</u></u>	<u><u>(\$603,876)</u></u>	<u><u>(\$603,876)</u></u>
<u>CDBG/HIPP/NHSP -</u>			
REVENUES:	\$4,412,001	\$3,300,771	
EXPENDITURES:	<u>3,830,026</u>	<u>3,845,456</u>	
REVENUES OVER (UNDER) EXPENDITURES	581,975	(544,685)	
BEGINNING FUND BALANCE	<u>1,945,875</u>	<u>2,527,850</u>	<u>1,983,165</u>
ENDING FUND BALANCE	<u><u>\$2,527,850</u></u>	<u><u>\$1,983,165</u></u>	<u><u>\$1,983,165</u></u>
TOTAL BEGINNING FUND BALANCE	8,724,201	9,152,509	8,537,565
TOTAL REVENUES	26,508,889	28,408,740	14,203,204
TOTAL EXPENDITURES	<u>26,080,581</u>	<u>29,023,683</u>	<u>14,742,158</u>
TOTAL ENDING FUND BALANCE	<u><u>\$9,152,509</u></u>	<u><u>\$8,537,565</u></u>	<u><u>\$7,998,611</u></u>

**CAPITAL FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>1988 CAPITAL IMPROVEMENTS -</u>			
REVENUES:	\$141,476	\$58,362	
EXPENDITURES:	<u>289,811</u>	<u>925,722</u>	
REVENUES OVER (UNDER) EXPENDITURES	(148,335)	(867,360)	
BEGINNING FUND BALANCE	<u>2,467,181</u>	<u>2,318,846</u>	<u>1,451,486</u>
ENDING FUND BALANCE	<u><u>\$2,318,846</u></u>	<u><u>\$1,451,486</u></u>	<u><u>\$1,451,486</u></u>
<u>1998 INFRASTRUCTURE DEBT SERVICE REVENUE -</u>			
REVENUES:	\$139,820	\$1,501,249	
EXPENDITURES:	<u>544,505</u>	<u>1,495,810</u>	
REVENUES OVER (UNDER) EXPENDITURES	(404,685)	5,439	
BEGINNING FUND BALANCE	<u>5,183,856</u>	<u>4,779,171</u>	<u>4,784,610</u>
ENDING FUND BALANCE	<u><u>\$4,779,171</u></u>	<u><u>\$4,784,610</u></u>	<u><u>\$4,784,610</u></u>
<u>1998 CAPITAL IMPROVEMENTS - PARKS -</u>			
REVENUES:	\$5,595	\$19,178	
EXPENDITURES:	<u>12,389</u>	<u>115,007</u>	
REVENUES OVER (UNDER) EXPENDITURES	(6,794)	(95,829)	
BEGINNING FUND BALANCE	<u>940,128</u>	<u>933,334</u>	<u>837,505</u>
ENDING FUND BALANCE	<u><u>\$933,334</u></u>	<u><u>\$837,505</u></u>	<u><u>\$837,505</u></u>

**CAPITAL FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
	<u> </u>	<u> </u>	<u> </u>
<u>1995 CAPITAL IMPROVEMENTS -</u>			
REVENUES:	\$5,206	\$14,753	
EXPENDITURES:	<u>112,152</u>	<u>190,582</u>	
REVENUES OVER (UNDER) EXPENDITURES	(106,947)	(175,829)	
BEGINNING FUND BALANCE	<u>672,919</u>	<u>565,972</u>	<u>390,144</u>
ENDING FUND BALANCE	<u><u>\$565,972</u></u>	<u><u>\$390,144</u></u>	<u><u>\$390,144</u></u>
<u>1998 CAPITAL IMPROVEMENTS -</u>			
REVENUES:	\$544,505	\$294,911	
EXPENDITURES:	<u>544,505</u>	<u>485,896</u>	
REVENUES OVER (UNDER) EXPENDITURES		(190,985)	
BEGINNING FUND BALANCE	<u>4,779,171</u>	<u>4,779,171</u>	<u>4,588,186</u>
ENDING FUND BALANCE	<u><u>\$4,779,171</u></u>	<u><u>\$4,588,186</u></u>	<u><u>\$4,588,186</u></u>
<u>1999 CAPITAL IMPROVEMENTS -</u>			
REVENUES:	\$93,702	\$31,100	
EXPENDITURES:	<u>5,545,911</u>	<u>1,467,581</u>	
REVENUES OVER (UNDER) EXPENDITURES	(5,452,208)	(1,436,481)	
BEGINNING FUND BALANCE	<u>7,364,251</u>	<u>1,912,043</u>	<u>475,562</u>
ENDING FUND BALANCE	<u><u>\$1,912,043</u></u>	<u><u>\$475,562</u></u>	<u><u>\$475,562</u></u>

**CAPITAL FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>SHORT - TERM FINANCING</u>			
REVENUES:	\$4,320,592	\$5,292,384	
EXPENDITURES:	<u>1,798,038</u>	<u>3,168,301</u>	<u>100,396</u>
REVENUES OVER (UNDER) EXPENDITURES	2,522,554	2,124,083	(100,396)
BEGINNING FUND BALANCE	<u>265,775</u>	<u>2,788,329</u>	<u>4,912,412</u>
ENDING FUND BALANCE	<u><u>\$2,788,329</u></u>	<u><u>\$4,912,412</u></u>	<u><u>\$4,812,016</u></u>
<u>FIRE IMPROVEMENT FUNDING (2004)</u>			
REVENUES:		\$12,275,683	
EXPENDITURES:	<u> </u>	<u>7,221,875</u>	<u> </u>
REVENUES OVER (UNDER) EXPENDITURES		5,053,808	
BEGINNING FUND BALANCE	<u> </u>	<u> </u>	<u>5,053,808</u>
ENDING FUND BALANCE	<u><u> </u></u>	<u><u>\$5,053,808</u></u>	<u><u>\$5,053,808</u></u>
<u>POLICE IMPROVEMENT FUNDING (2004)</u>			
REVENUES:		\$850,000	
EXPENDITURES:	<u> </u>	<u>364,495</u>	<u> </u>
REVENUES OVER (UNDER) EXPENDITURES		485,505	
BEGINNING FUND BALANCE	<u> </u>	<u> </u>	<u>485,505</u>
ENDING FUND BALANCE	<u><u> </u></u>	<u><u>\$485,505</u></u>	<u><u>\$485,505</u></u>

**CAPITAL FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>EMERGENCY COMMUNICATION IMM. (2004)</u>			
REVENUES:		\$10,975,154	
EXPENDITURES:		10,738,006	
REVENUES OVER (UNDER) EXPENDITURES		237,149	
BEGINNING FUND BALANCE			237,149
ENDING FUND BALANCE		\$237,149	\$237,149
<u>STREET IMPROVEMENT FUNDING (2004)</u>			
REVENUES:		\$24,865,000	
EXPENDITURES:		12,652,320	
REVENUES OVER (UNDER) EXPENDITURES		12,212,680	
BEGINNING FUND BALANCE			12,212,680
ENDING FUND BALANCE		\$12,212,680	\$12,212,680
<u>DRAINAGE IMPROVEMENT FUND (2004)</u>			
REVENUES:		\$4,120,000	
EXPENDITURES:		1,393,629	
REVENUES OVER (UNDER) EXPENDITURES		2,726,371	
BEGINNING FUND BALANCE			2,726,371
ENDING FUND BALANCE		\$2,726,371	\$2,726,371

**CAPITAL FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>PARKS & RECREATION IMPROV. (2004)</u>			
REVENUES:		\$9,200,000	
EXPENDITURES:		6,861,978	
REVENUES OVER (UNDER) EXPENDITURES		2,338,022	
BEGINNING FUND BALANCE			2,338,022
ENDING FUND BALANCE		\$2,338,022	\$2,338,022
<u>ZOO IMPROVEMENT FUNDING (2004)</u>			
REVENUES:		\$4,600,000	
EXPENDITURES:		2,733,071	
REVENUES OVER (UNDER) EXPENDITURES		1,866,929	
BEGINNING FUND BALANCE			1,866,929
ENDING FUND BALANCE		\$1,866,929	\$1,866,929
<u>SCHOOL AREA IMPROVEMENT (2004)</u>			
REVENUES:		\$1,065,000	
EXPENDITURES:		806,110	
REVENUES OVER (UNDER) EXPENDITURES		258,890	
BEGINNING FUND BALANCE			258,890
ENDING FUND BALANCE		\$258,890	\$258,890

**CAPITAL FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>ANIMAL SERVICES IMPROVEMENT (2004)</u>			
REVENUES:		\$1,200,000	
EXPENDITURES:		120,139	
REVENUES OVER (UNDER) EXPENDITURES		1,079,861	
BEGINNING FUND BALANCE			1,079,861
ENDING FUND BALANCE		<u>\$1,079,861</u>	<u>\$1,079,861</u>
<u>ROB. & STATEHOUSE CONVENTION (2004)</u>			
REVENUES:		\$1,000,000	
EXPENDITURES:		852,413	
REVENUES OVER (UNDER) EXPENDITURES		147,587	
BEGINNING FUND BALANCE			147,587
ENDING FUND BALANCE		<u>\$147,587</u>	<u>\$147,587</u>
<u>LIBRARY IMPROVEMENT (2004)</u>			
REVENUES:	15,665,383	\$350,032	
EXPENDITURES:	1,063,222	826,329	
REVENUES OVER (UNDER) EXPENDITURES	14,602,161	(476,297)	
BEGINNING FUND BALANCE		14,602,161	14,125,864
ENDING FUND BALANCE	<u>\$14,602,161</u>	<u>\$14,125,864</u>	<u>\$14,125,864</u>

**CAPITAL FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>ISSUANCE AND RESERVE FUND (2004)</u>			
REVENUES:		\$3,180,966	
EXPENDITURES:		2,113,077	
REVENUES OVER (UNDER) EXPENDITURES		1,067,889	
BEGINNING FUND BALANCE			1,067,889
ENDING FUND BALANCE		\$1,067,889	\$1,067,889
TOTAL CAPITAL BEGINNING BALANCE	21,673,281	32,679,028	59,040,459
TOTAL REVENUES	20,916,279	80,893,772	
TOTAL EXPENDITURES	9,910,533	54,532,341	100,396
TOTAL CAPITAL ENDING FUND BALANCE	\$32,679,028	\$59,040,459	\$58,940,063

**ENTERPRISE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>WASTE DISPOSAL -</u>			
REVENUES:	\$14,205,106	\$14,800,400	\$15,138,671
EXPENDITURES:	<u>12,041,773</u>	<u>14,141,902</u>	<u>15,921,707</u>
REVENUES OVER (UNDER)	2,163,333	658,498	(783,036)
BEGINNING NET ASSETS	<u>7,468,003</u>	<u>9,631,336</u>	<u>10,289,834</u>
ENDING NET ASSETS	<u><u>\$9,631,336</u></u>	<u><u>\$10,289,834</u></u>	<u><u>\$9,506,798</u></u>
<u>WASTE DISPOSAL SPECIAL PROJECT-</u>			
REVENUES:	\$622,225		
EXPENDITURES:	<u>\$1,384,770</u>	<u>\$713,646</u>	<u> </u>
REVENUES OVER (UNDER)	(762,545)	(713,646)	
BEGINNING NET ASSETS	<u>2,270,289</u>	<u>1,507,744</u>	<u>794,098</u>
ENDING NET ASSETS	<u><u>\$1,507,744</u></u>	<u><u>\$794,098</u></u>	<u><u>\$794,098</u></u>
<u>RIVER MARKET -</u>			
REVENUES:	\$901,198	\$904,757	\$849,775
EXPENDITURES:	<u>1,071,815</u>	<u>903,964</u>	<u>842,648</u>
REVENUES OVER (UNDER)			
NET INCOME (LOSS)	(170,617)	793	7,127
BEGINNING NET ASSETS	<u>4,812,856</u>	<u>4,642,238</u>	<u>4,643,031</u>
ENDING NET ASSETS	<u><u>\$4,642,238</u></u>	<u><u>\$4,643,031</u></u>	<u><u>\$4,650,158</u></u>

**ENTERPRISE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>CONCESSIONS -</u>			
REVENUES:	\$96,960	\$128,831	\$137,115
EXPENDITURES:	<u>150,066</u>	<u>122,557</u>	<u>121,862</u>
REVENUES OVER (UNDER) EXPENDITURES	(53,106)	6,274	15,253
BEGINNING NET ASSETS	<u>(271,792)</u>	<u>(324,898)</u>	<u>(318,624)</u>
ENDING NET ASSETS	<u><u>(\$324,898)</u></u>	<u><u>(\$318,624)</u></u>	<u><u>(\$303,371)</u></u>
<u>ZOOLOGICAL GARDENS -</u>			
REVENUES:	\$3,422,669	\$4,161,968	\$4,340,263
EXPENDITURES:	<u>3,697,842</u>	<u>4,179,615</u>	<u>4,254,371</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	(275,173)	(17,647)	85,892
BEGINNING NET ASSETS	<u>2,384,859</u>	<u>2,109,686</u>	<u>2,092,039</u>
ENDING NET ASSETS	<u><u>\$2,109,686</u></u>	<u><u>\$2,092,039</u></u>	<u><u>\$2,177,931</u></u>
<u>ZOO SPECIAL PROJECTS -</u>			
REVENUES:	\$32,114	\$50,060	
EXPENDITURES:	<u>43,277</u>	<u>31,082</u>	
REVENUES OVER (UNDER) NET INCOME (LOSS)	(11,163)	18,978	
BEGINNING NET ASSETS	<u>548,242</u>	<u>537,079</u>	<u>556,057</u>
ENDING NET ASSETS	<u><u>\$537,079</u></u>	<u><u>\$556,057</u></u>	<u><u>\$556,057</u></u>

**ENTERPRISE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>GOLF -</u>			
REVENUES:	\$2,426,999	\$2,757,359	\$2,777,791
EXPENDITURES:	<u>2,685,648</u>	<u>2,756,169</u>	<u>2,759,921</u>
REVENUES OVER (UNDER) EXPENDITURES	(258,649)	1,190	17,870
BEGINNING NET ASSETS	<u>835,051</u>	<u>576,402</u>	<u>577,592</u>
ENDING NET ASSETS	<u><u>\$576,402</u></u>	<u><u>\$577,592</u></u>	<u><u>\$595,462</u></u>
<u>WAR MEMORIAL FITNESS CENTER -</u>			
REVENUES:	\$1,445,833	\$1,061,469	\$1,089,840
EXPENDITURES:	<u>939,698</u>	<u>1,058,784</u>	<u>1,073,744</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	506,135	2,685	16,096
BEGINNING NET ASSETS	<u>2,376,673</u>	<u>2,882,808</u>	<u>2,885,493</u>
ENDING NET ASSETS	<u><u>\$2,882,808</u></u>	<u><u>\$2,885,493</u></u>	<u><u>\$2,901,589</u></u>
<u>RIVERMARKET GARAGE OPERATING -</u>			
REVENUES:	\$1,840,527	\$1,741,253	\$1,985,536
EXPENDITURES:	<u>1,670,120</u>	<u>1,749,696</u>	<u>2,103,128</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	170,407	(8,443)	(117,592)
BEGINNING NET ASSETS	<u>2,649,064</u>	<u>2,819,471</u>	<u>2,811,028</u>
ENDING NET ASSETS	<u><u>\$2,819,471</u></u>	<u><u>\$2,811,028</u></u>	<u><u>\$2,693,436</u></u>

**ENTERPRISE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>VEHICLE STORAGE FACILITY-</u>			
REVENUES:	\$1,654,249	\$1,759,029	\$1,635,119
EXPENDITURES:	<u>1,542,833</u>	<u>1,756,293</u>	<u>1,580,404</u>
REVENUES OVER (UNDER) EXPENDITURES	111,416	2,736	54,715
BEGINNING NET ASSETS	<u>(112,100)</u>	<u>(684)</u>	<u>2,052</u>
ENDING NET ASSETS	<u>(\$684)</u>	<u>\$2,052</u>	<u>\$56,767</u>
<u>RECREATION SERVICES -</u>			
REVENUES:	\$1,341,520	\$1,362,051	
EXPENDITURES:	<u>1,816,130</u>	<u>845,425</u>	
REVENUES OVER (UNDER) EXPENDITURES	(474,610)	516,625	
BEGINNING NET ASSETS	<u>2,756,493</u>	<u>2,281,884</u>	<u>2,798,509</u>
ENDING NET ASSETS	<u>\$2,281,884</u>	<u>\$2,798,509</u>	<u>\$2,798,509</u>
TOTAL ENTERPRISE BEGINNING NET ASSETS	25,717,638	26,663,067	27,131,109
TOTAL REVENUES	27,989,400	28,727,177	27,954,110
TOTAL EXPENDITURES	<u>27,043,972</u>	<u>28,259,133</u>	<u>28,657,785</u>
TOTAL ENTERPRISE ENDING NET ASSETS	<u>\$26,663,067</u>	<u>\$27,131,109</u>	<u>\$26,427,434</u>

**FLEET INTERNAL SERVICE FUND
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>FLEET INTERNAL SERVICE -</u>			
REVENUES:	\$7,143,356	\$7,411,203	\$8,048,617
EXPENDITURES:	<u>7,436,083</u>	<u>7,520,458</u>	<u>8,002,388</u>
REVENUES OVER (UNDER) EXPENDITURES	(292,728)	(109,255)	46,229
BEGINNING NET ASSETS	<u>3,727,001</u>	<u>3,434,273</u>	<u>3,325,018</u>
ENDING NET ASSETS	<u><u>\$3,434,273</u></u>	<u><u>\$3,325,018</u></u>	<u><u>\$3,371,247</u></u>

**FIDUCIARY FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>POLICE PENSION & RELIEF FUND -</u>			
ADDITIONS:	\$10,651,287	\$8,427,119	
DEDUCTIONS:	<u>10,882,026</u>	<u>9,910,237</u>	
NET INCREASE (DECREASE)	(230,739)	(1,483,118)	
NET ASSETS HELD IN TRUST, BEGINNING	<u>64,059,162</u>	<u>63,828,423</u>	<u>62,345,305</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$63,828,423</u></u>	<u><u>\$62,345,305</u></u>	<u><u>\$62,345,305</u></u>
<u>FIRE PENSION & RELIEF FUND -</u>			
ADDITIONS:	\$8,705,520	\$7,552,696	
DEDUCTIONS:	<u>8,858,100</u>	<u>8,486,428</u>	
NET INCREASE (DECREASE)	(152,582)	(933,732)	
NET ASSETS HELD IN TRUST, BEGINNING	<u>87,127,171</u>	<u>86,974,589</u>	<u>86,040,857</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$86,974,589</u></u>	<u><u>\$86,040,857</u></u>	<u><u>\$86,040,857</u></u>
<u>MUNICIPAL JUDGE RETIREMENT FUND - *</u>			
ADDITIONS:	\$73,229		
DEDUCTIONS:	<u>682,104</u>		
NET INCREASE (DECREASE)	(608,875)		
NET ASSETS HELD IN TRUST, BEGINNING	<u>608,875</u>		
NET ASSETS HELD IN TRUST, ENDING	<u><u>608,875</u></u>		

* Replaced by statewide retirement system of District Judges and court clerks as of January 1, 2005.
All Assets must be transferred to the statewide system in January 2005.

**FIDUCIARY FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>NON-UNIFORM DEFINED BENEFIT FUND</u>			
ADDITIONS:	\$989,759	\$1,268,783	
DEDUCTIONS:	<u>157,735</u>	<u>1,288,660</u>	
NET INCREASE (DECREASE)	832,024	(19,877)	
NET ASSETS HELD IN TRUST, BEGINNING	<u>8,375,189</u>	<u>9,207,213</u>	<u>9,187,335</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$9,207,213</u></u>	<u><u>\$9,187,335</u></u>	<u><u>\$9,187,335</u></u>
<u>NON-UNIFORM DEFINED CONTRIBUTION</u>			
ADDITIONS:	\$2,996,624	\$4,351,447	
DEDUCTIONS:	<u>136,129</u>	<u>1,350,349</u>	
NET INCREASE (DECREASE)	2,860,496	3,001,098	
NET ASSETS HELD IN TRUST, BEGINNING	<u>25,873,955</u>	<u>28,734,451</u>	<u>31,735,549</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$28,734,451</u></u>	<u><u>\$31,735,549</u></u>	<u><u>\$31,735,549</u></u>
<u>401 (A) PENSION FUND -</u>			
ADDITIONS:	\$730,151	\$1,060,169	
DEDUCTIONS:	<u>260,426</u>	<u>9,181</u>	
NET INCREASE (DECREASE)	469,725	1,050,988	
NET ASSETS HELD IN TRUST, BEGINNING	<u>2,508,552</u>	<u>2,978,277</u>	<u>4,029,265</u>
NET ASSETS HELD IN TRUST, ENDING	<u><u>\$2,978,277</u></u>	<u><u>\$4,029,265</u></u>	<u><u>\$4,029,265</u></u>

**FIDUCIARY FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
TOTAL NET ASSETS BEGINNING	188,552,904	191,722,954	193,338,313
TOTAL ADDITIONS	24,146,570	22,660,214	
TOTAL DEDUCTIONS	20,976,520	21,044,855	
TOTAL NET ASSETS ENDING	<u><u>\$191,722,954</u></u>	<u><u>\$193,338,313</u></u>	<u><u>\$193,338,313</u></u>

**DEBT SERVICE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>1999 IMPROVEMENT BONDS FUND (LIBRARY)</u>			
REVENUE:	\$1,443,232	\$248,519	
EXPENDITURES:	<u>3,571,336</u>	<u>487,268</u>	
NET INCREASE (DECREASE)	(2,128,104)	(238,749)	
BEGINNING FUND BALANCE	<u>2,366,853</u>	<u>238,749</u>	
ENDING FUND BALANCE	<u><u>\$238,749</u></u>	<u><u></u></u>	<u><u></u></u>
<u>2002 CIP JUNIOR LIEN BONDS</u>			
REVENUE:	\$355,229	\$286,967	
EXPENDITURES:	<u>323,448</u>	<u>322,148</u>	
NET INCREASE (DECREASE)	31,781	(35,181)	
BEGINNING FUND BALANCE	<u>6,301</u>	<u>38,082</u>	<u>2,902</u>
ENDING FUND BALANCE	<u><u>\$38,082</u></u>	<u><u>\$2,902</u></u>	<u><u>\$2,902</u></u>
<u>2004 IMPROVEMENT BONDS DEBT SERVICE</u>			
REVENUE:	\$10,100,926	\$8,657,934	
EXPENDITURES:	<u>2,013,419</u>	<u>8,009,240</u>	
NET INCREASE (DECREASE)	8,087,507	648,694	
BEGINNING FUND BALANCE	<u></u>	<u>8,087,507</u>	<u>8,736,201</u>
ENDING FUND BALANCE	<u><u>\$8,087,507</u></u>	<u><u>\$8,736,201</u></u>	<u><u>\$8,736,201</u></u>

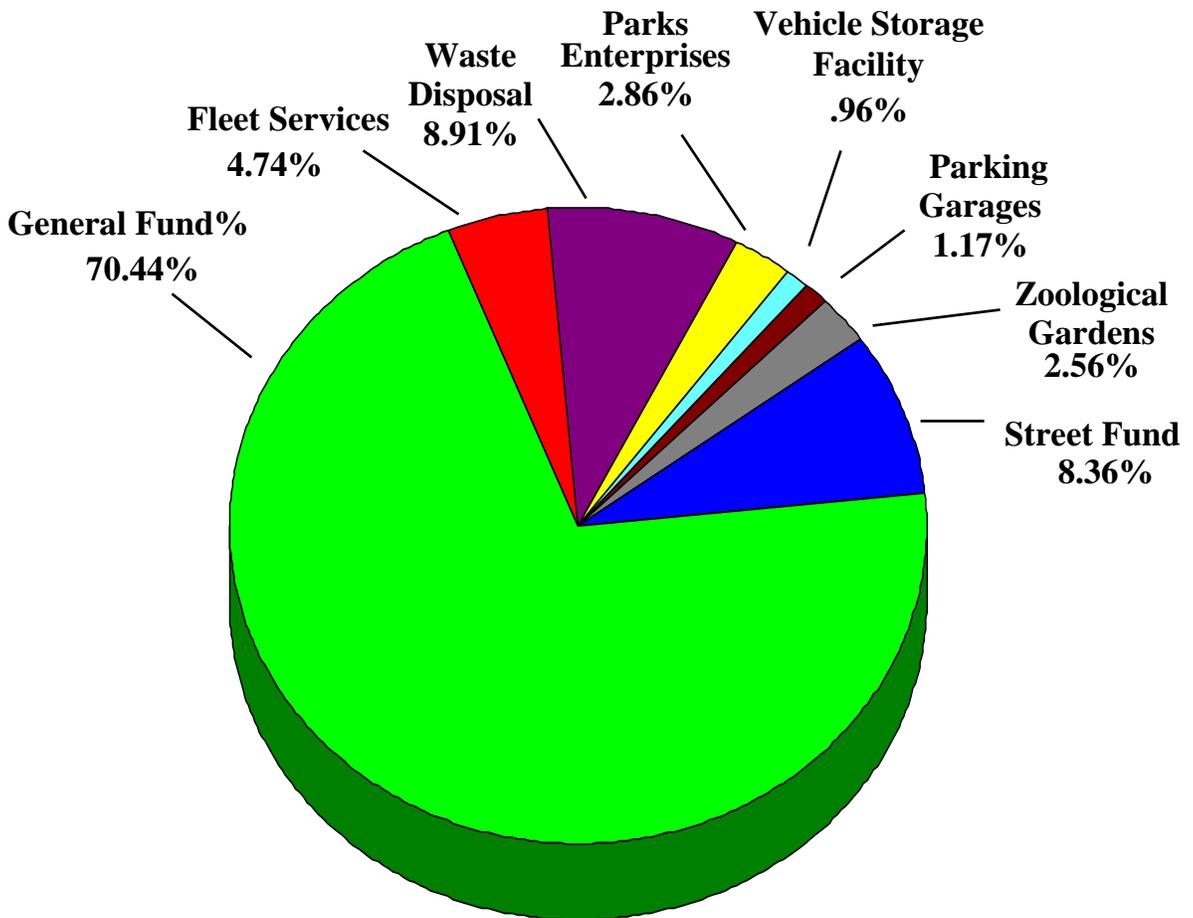
**DEBT SERVICE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
<u>2004 LIBRARY IMP. BONDS DEBT SERVICE</u>			
REVENUE:	\$10,632,324	\$2,851,678	
EXPENDITURES:	<u>9,608,051</u>	<u>1,031,518</u>	
NET INCREASE (DECREASE)	1,024,272	1,820,160	
BEGINNING FUND BALANCE		<u>1,024,272</u>	<u>2,844,432</u>
ENDING FUND BALANCE	<u><u>\$1,024,272</u></u>	<u><u>\$2,844,432</u></u>	<u><u>\$2,844,432</u></u>
<u>RIVERMARKET GARAGE DEBT SERVICE</u>			
REVENUE:	\$459,376	\$572,811	
EXPENDITURES:	<u>7,257,855</u>	<u>638,113</u>	
NET INCREASE (DECREASE)	(6,798,479)	(65,302)	
BEGINNING FUND BALANCE	<u>(2,668,513)</u>	<u>(9,466,992)</u>	<u>(9,532,294)</u>
ENDING FUND BALANCE	<u><u>(\$9,466,992)</u></u>	<u><u>(\$9,532,294)</u></u>	<u><u>(\$9,532,294)</u></u>
<u>FY04 LIBRARY IMP. BONDS REFUNDING</u>			
REVENUE:	\$9,447,925	\$500,100	
EXPENDITURES:	<u>9,442,913</u>	<u>505,097</u>	
NET INCREASE (DECREASE)	5,011	(4,997)	
BEGINNING FUND BALANCE		<u>5,011</u>	<u>14</u>
ENDING FUND BALANCE	<u><u>\$5,011</u></u>	<u><u>\$14</u></u>	<u><u>\$14</u></u>

**DEBT SERVICE FUNDS
OPERATING BUDGET
2004 - 2006**

	ACTUAL 2004	REVISED BUDGET 2005	ADOPTED BUDGET 2006
TOTAL BEGINNING FUND BALANCE	(\$295,359)	(\$73,370)	\$2,051,255
TOTAL REVENUES	32,439,012	13,118,009	
TOTAL EXPENDITURES	32,217,023	10,993,384	
TOTAL ENDING FUND BALANCE	(\$73,370)	\$2,051,255	\$2,051,255

CITY OF LITTLE ROCK 2006 BUDGET SUMMARY ALL FUNDS RESOURCES

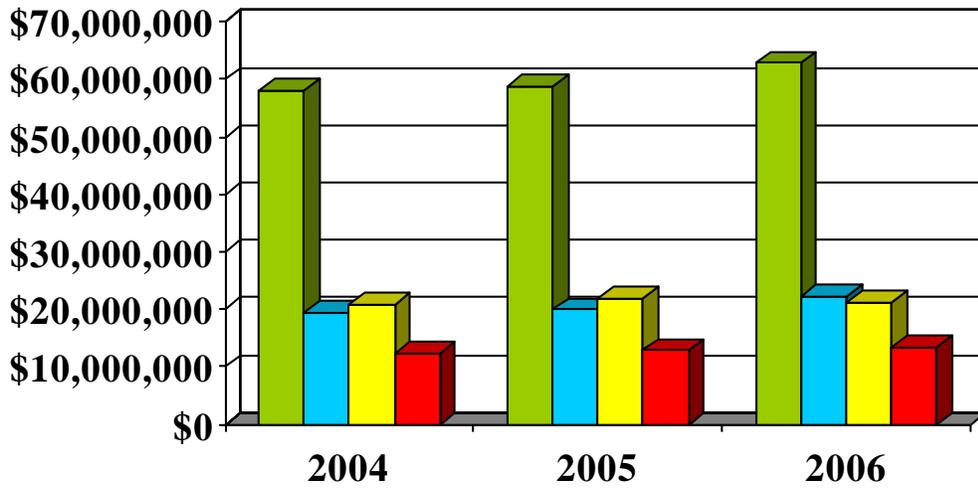


\$169,872,399

**CITY OF LITTLE ROCK
2006 OPERATING REVENUES**

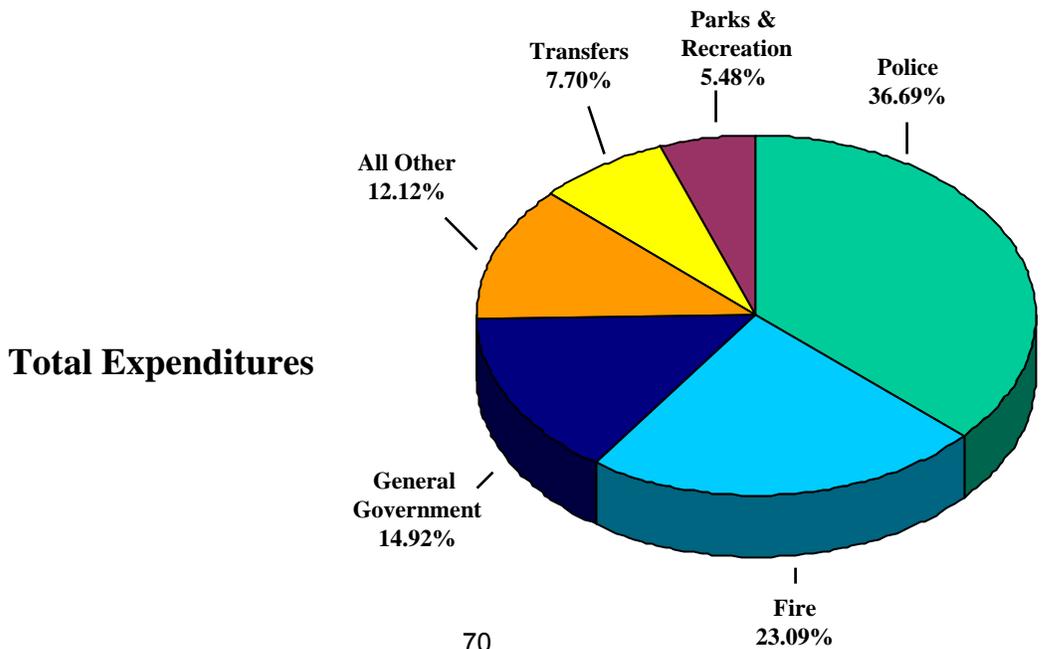
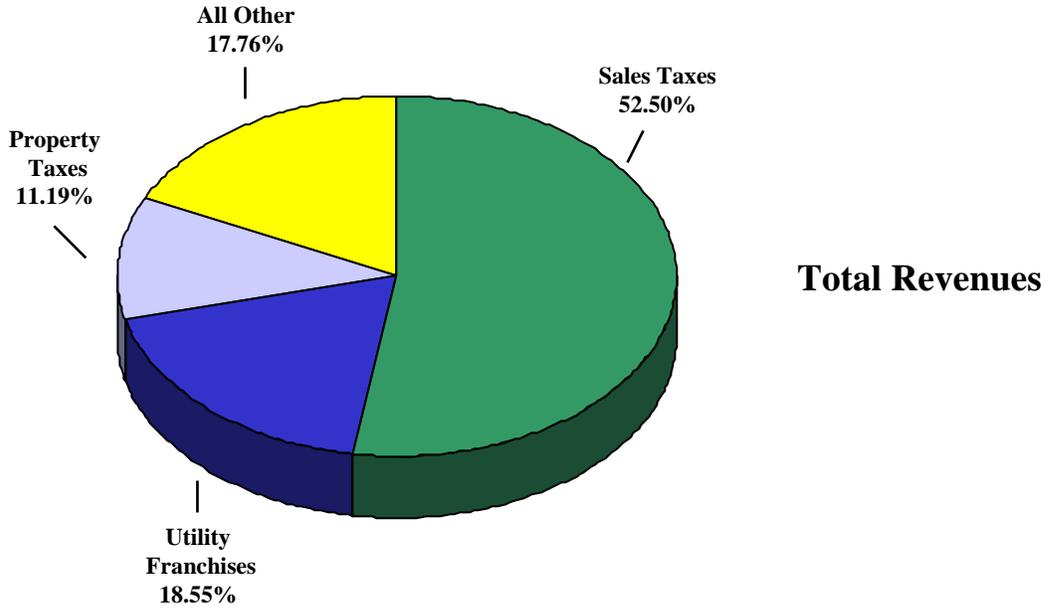
REVENUES:	2004 ACTUAL	2005 ADOPTED	2006 ADOPTED	05/06 DIFF	% CHANGE
Property Taxes	\$12,178,674	\$12,862,034	\$13,384,929	\$522,895	4%
Sales Tax	60,089,235	58,703,537	62,825,100	4,121,563	7%
Interest Earnings	7,249	360,943	256,378	-104,565	-29%
Utility Franchises	19,951,738	19,918,549	22,199,403	2,280,854	11%
Business Licenses	5,427,537	5,375,140	5,668,993	293,853	5%
Mixed Drinks	1,084,798	1,079,135	1,266,083	186,948	17%
Building, Related Permits	2,344,048	2,400,499	2,943,908	543,409	23%
Fines	3,362,494	3,480,296	3,163,304	-316,992	-9%
Park Revenue	425,106	498,260	436,570	-61,690	-12%
Airport Reimbursement	2,023,512	1,999,754	2,021,630	21,876	1%
Salary Reimbursement 911	1,047,417	1,089,314	1,187,352	98,038	9%
Insurance Pension Turnback	2,525,328	2,764,330	1,500,033	-1,264,297	-46%
All Other	1,827,521	1,546,790	1,530,281	-16,509	-1%
Transfers In	1,180,118	1,318,372	1,282,504	-35,868	-3%
Total General Fund	113,474,775	113,396,953	119,666,468	6,269,515	6%
Other Budgeted Funds					
Zoological Gardens	3,422,669	3,941,218	4,340,263	399,045	10%
Golf	2,426,999	2,757,359	2,777,791	20,432	1%
War Memorial Fitness Center	1,445,833	1,061,469	1,089,840	28,371	3%
Concessions	96,960	128,831	137,115	8,284	6%
River Market	901,198	904,757	849,775	-54,982	-6%
Waste Disposal	14,205,106	14,800,400	15,138,671	338,271	2%
Vehicle Storage Facility	1,654,249	1,759,029	1,635,119	-123,910	-7%
Parking Garages	1,840,526	1,741,253	1,985,536	244,283	14%
Street	13,221,837	13,779,254	14,203,204	423,950	3%
Fleet Services	7,321,263	7,136,203	8,048,617	912,414	13%
Total Other Budgeted Funds	46,536,640	48,009,773	50,205,931	2,196,158	5%
Total All Budgeted Funds	\$160,011,415	\$161,406,726	\$169,872,399	\$8,465,673	5%

General Government Summary of Revenues 2004-2006



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

FY 2006 GENERAL FUND



**CITY OF LITTLE ROCK
2006 OPERATING REVENUE**

	<u>2004 ACTUAL BUDGET</u>	<u>2005 ADOPTED BUDGET</u>	<u>2006 ADOPTED BUDGET</u>
GENERAL FUND			
Property Taxes	\$ 11,267,699	\$ 11,917,734	\$ 12,414,370
Homestead Taxes	803,999	833,354	862,710
Act 9 Industry Payment	106,976	110,946	107,849
Total Property Taxes	\$ <u>12,178,674</u>	\$ <u>12,862,034</u>	\$ <u>13,384,929</u>
County Sales & Use Tax	\$ 37,029,358	\$ 34,893,328	\$ 37,438,039
City Sales Tax	\$ 20,139,625	\$ 20,879,680	\$ 22,402,209
State Tax Turnback	\$ 2,920,252	\$ 2,930,531	\$ 2,984,852
Interest Income	\$ 6,736	\$ 360,943	\$ 256,378
Interest On Bank	513		
Total Interest Income	\$ <u>7,249</u>	\$ <u>360,943</u>	\$ <u>256,378</u>
UTILITY FRANCHISE -			
Entergy	\$ 9,510,793	\$ 8,729,924	\$ 10,050,995
S W Bell	1,833,333	1,586,589	1,356,685
Long Dist. Franchise Fees	1,348,352	908,465	1,053,633
Local Landline Franchise Fees			265,689
Centerpoint/Ark	3,888,881	3,665,108	3,908,320
Central Ark Water	1,300,889	1,190,858	1,523,160
LR Waste Water	1,513,131	1,445,812	1,851,390
Fiber Optics	610,939	733,752	514,605
Cable TV	1,726,677	1,557,276	1,616,923
Franchise Fee Contra	-1,781,257		
Total Utility Franchises	\$ <u>19,951,738</u>	\$ <u>19,817,784</u>	\$ <u>22,141,400</u>
BUSINESS LICENSES -			
General Business Licenses	\$ 5,323,524	\$ 5,375,140	\$ 5,668,993
Wrecker Franchise	104,013	100,765	58,003
Total Business Licenses	\$ <u>5,427,537</u>	\$ <u>5,475,905</u>	\$ <u>5,726,996</u>
Mixed Drinks Licenses	\$ 1,084,798	\$ 1,079,135	\$ 1,266,083
BLDG. & RELATED PERMITS -			
Building & Excavation Permits	\$ 1,196,546	\$ 1,263,350	\$ 1,416,491
Electrical Permits	388,425	398,500	622,933
HVAC Permits	346,538	331,039	412,849
Plumbing Permits	412,539	407,610	491,635
Total Building & Related Permits	\$ <u>2,344,048</u>	\$ <u>2,400,499</u>	\$ <u>2,943,908</u>
FINES			
Fines - Criminal	\$ 560,153	\$ 579,000	\$ 665,000
Fines - Traffic	2,268,287	2,312,725	1,957,304
Fines - Car seat	4,545	4,382	6,000
Fines - Parking	292,830	334,905	255,000
Fines - Environmental	62,303	62,524	95,000
Fines - Animal Control	174,376	175,890	185,000
Total Fines	\$ <u>3,362,494</u>	\$ <u>3,469,426</u>	\$ <u>3,163,304</u>

**CITY OF LITTLE ROCK
2006 OPERATING REVENUE**

	2004 <u>ACTUAL BUDGET</u>	2005 <u>ADOPTED BUDGET</u>	2006 <u>ADOPTED BUDGET</u>
Airport - Security Guards	\$ 826,801	\$ 841,455	\$ 786,289
Airport - Fire Protection	<u>1,196,711</u>	<u>1,158,299</u>	<u>1,235,341</u>
Total Airport Reimbursement	\$ <u>2,023,512</u>	\$ <u>1,999,754</u>	\$ <u>2,021,630</u>
PARK REVENUE -			
Tennis Fees - Rebsamen & Walker	\$ 48,756	\$ 48,850	\$ 41,746
University Park Adult Center	45,238	46,794	45,358
SWLR Community Complex	78,280	86,210	83,057
Athletics Fees	158,008	191,800	177,029
Community Center & Miscellaneous Fees	75,565	101,306	74,380
Amusement Park	3,300	3,300	3,300
Swimming Pools	<u>15,959</u>	<u>20,000</u>	<u>15,000</u>
Total Park Revenue	\$ <u>425,106</u>	\$ <u>498,260</u>	\$ <u>439,870</u>
ALL OTHER GENERAL FUND			
Tower Lease	\$ 229,023	\$ 221,860	\$ 225,000
School Resources Officer Reimbursement	167,375	113,100	181,000
Insurance Turnback	2,525,328	2,764,330	1,500,033
Salary Reimbursement 911-Fund 250	1,047,417	1,089,314	1,187,352
Sundries	121,550	103,500	109,401
All Other	1,309,573	1,119,198	1,011,580
Transfers	<u>1,180,118</u>	<u>1,318,372</u>	<u>1,282,504</u>
Total All Other	\$ <u>6,580,384</u>	\$ <u>6,729,674</u>	\$ <u>5,496,870</u>
TOTAL GENERAL FUND	\$ <u>113,474,775</u>	\$ <u>113,396,953</u>	\$ <u>119,666,468</u>
ZOOLOGICAL GARDENS ENTERPRISE FUND			
Zoo Café	\$ 212,419	\$ 229,500	\$ 260,000
Zoo Admissions	911,314	1,086,000	1,000,000
Gift Shop	218,156	248,250	260,000
Education	55,613	64,000	60,000
Zoo Special	238,087	350,000	300,000
Membership	148,393	190,000	165,000
Miscellaneous	47,436	50,000	15,000
Zoo Camel	17,163	19,000	38,000
Zoo Rent	2,104	7,000	5,000
Outside Support	48,540	139,000	35,000
Amusement Rides			390,167
Other	96,750	25,000	
Lorikeet Nectar Sales		25,000	35,000
Transfers	<u>1,426,694</u>	<u>1,508,468</u>	<u>1,777,096</u>
TOTAL ZOO ENTERPRISE FUND	\$ <u>3,422,669</u>	\$ <u>3,941,218</u>	\$ <u>4,340,263</u>

**CITY OF LITTLE ROCK
2006 OPERATING REVENUE**

	2004 <u>ACTUAL BUDGET</u>	2005 <u>ADOPTED BUDGET</u>	2006 <u>ADOPTED BUDGET</u>
GOLF ENTERPRISE FUND			
Golf Fees - Rebsamen	\$ 795,329	\$ 829,145	\$ 878,100
Golf Fees - War Memorial	292,541	320,000	313,600
Golf Fees - Hindman	390,304	411,700	390,300
Golf Fees - First Tee		44,000	
Parking			
Hindman Merchandise Sales	7,414	39,600	26,300
Rebsamen Merchandise Sales	18,482	63,800	69,000
War Memorial Merchandise Sales	9,202	37,400	35,000
Concessions - Rebsamen	87,636	85,000	104,000
Concessions - Hindman	8,854	8,000	7,000
Concessions - War Memorial Golf		5,700	1,900
Other	28,341	10,800	800
Transfers	<u>788,896</u>	<u>902,214</u>	<u>951,791</u>
TOTAL GOLF ENTERPRISE FUND	\$ <u>2,426,999</u>	\$ <u>2,757,359</u>	\$ <u>2,777,791</u>
WAR MEMORIAL FITNESS CENTER ENTERPRISE FUND			
Monthly Membership	\$ 294,929	\$ 294,390	\$ 293,211
Daily Fees	89,243	87,493	77,000
Annual Fees	53,870	68,154	68,154
Special Fees	11,554	10,246	13,746
Corporate Fees	183,117	191,000	192,910
Special Events	2,615	3,500	3,500
Outdoor Pool	20,494	20,084	20,084
Other	426,724	29,258	28,308
Transfers	<u>363,287</u>	<u>357,344</u>	<u>392,927</u>
TOTAL WM FITNESS CENTER ENTERPRISE FUND	\$ <u>1,445,833</u>	\$ <u>1,061,469</u>	\$ <u>1,089,840</u>
CONCESSIONS ENTERPRISE FUND			
War Memorial Golf Course	\$ 3,614	\$	\$ 3,881
Interstate Park Softball Complex	14,114	15,998	16,158
Catering	46,738	49,793	50,291
Vending	15,895	16,700	16,867
Rebsamen Tennis Center	495	487	492
Sale Of Merchandise	324	175	177
Transfers	<u>15,780</u>	<u>41,835</u>	<u>49,249</u>
TOTAL CONCESSIONS ENTERPRISE FUND	\$ <u>96,960</u>	\$ <u>124,988</u>	\$ <u>137,115</u>

**CITY OF LITTLE ROCK
2006 OPERATING REVENUE**

	2004 <u>ACTUAL BUDGET</u>	2005 <u>ADOPTED BUDGET</u>	2006 <u>ADOPTED BUDGET</u>
RIVER MARKET ENTERPRISE FUND			
Amphitheater	\$ 56,475	\$ 64,298	\$ 35,000
Rental Fees	188,115	219,000	214,700
Riverfront Access	94,743	150,000	85,000
Fees For Services	56,933	58,000	38,000
Sundries	35,824	7,302	7,400
Transfers	<u>469,108</u>	<u>406,157</u>	<u>469,675</u>
TOTAL RIVERMARKET ENTERPRISE FUND	\$ <u>901,198</u>	\$ <u>904,757</u>	\$ <u>849,775</u>
WASTE DISPOSAL ENTERPRISE FUND			
Sanitation Fees	\$ 13,796,094	\$ 14,261,987	\$ 14,486,583
Landfill Fees	248,173	242,703	245,130
Interest On Investments	211,155	230,000	240,000
Yard Waste	16,563	15,598	15,754
Compost Sale	44,491	47,622	48,098
Other	<u>-111,370</u>	<u>2,490</u>	<u>103,106</u>
TOTAL WASTE DISPOSAL ENTERPRISE FUND	\$ <u>14,205,106</u>	\$ <u>14,797,911</u>	\$ <u>15,138,671</u>
FLEET SERVICES VEHICLE STORAGE FACILITY			
Impound Administration	\$ 145,580	\$ 120,200	\$ 100,000
Storage Fees	446,378	460,700	456,250
Wrecker Fees	504,849	609,900	500,000
Vehicle Auction Sale	473,615	489,360	500,000
Taxi Permit	5,000	2,265	2,265
Taxi Vehicle Permit	3,195	3,804	3,804
Taxi Driver Permits	951	414	414
Specialized Operator Permit		2,020	2,020
Specialized Vehicle Permit		2,861	2,861
Sales Tax	44,340	40,126	40,126
Vehicle Storage Miscellaneous	<u>30,341</u>	<u>27,379</u>	<u>27,379</u>
TOTAL FLEET SERVICES VEHICLE STORAGE FACILITY	\$ <u>1,654,249</u>	\$ <u>1,759,029</u>	\$ <u>1,635,119</u>
STREET FUND			
1/2 County Road Tax	\$ 3,294,599	\$ 3,442,500	\$ 3,588,800
ST Homestead	233,150	235,500	245,500
State Gas Tax Turnback	8,846,201	8,982,325	8,990,532
Street Repair Reimbursement	53,781		10,200
Parking Meters			
Interest On Investments	39,526	39,589	41,200
Sundries	24,864	35,000	83,600
Transfer In	<u>729,716</u>	<u>1,044,340</u>	<u>1,243,372</u>
TOTAL STREET FUND	\$ <u>13,221,837</u>	\$ <u>13,779,254</u>	\$ <u>14,203,204</u>

**CITY OF LITTLE ROCK
2006 OPERATING REVENUE**

	<u>2004 ACTUAL BUDGET</u>		<u>2005 ADOPTED BUDGET</u>		<u>2006 ADOPTED BUDGET</u>
PARKING GARAGES					
Statehouse Parking	453,989	\$	583,596	\$	575,000
RiverMarket Parking Deck	66,110		373,505		575,000
Business License - Auto/Truck	112,345		112,345		155,036
Street Repair Reimbursement	331,323		300,000		300,000
Parking Meters	405,211		370,000		370,000
Interest on Investments	32,418		10,000		10,000
Sundries			250		500
Transfers In	<u>439,130</u>				
TOTAL PARKING GARAGES	\$ 1,840,526	\$	1,749,696	\$	1,985,536
FLEET INTERNAL SERVICE FUND					
Fleet Labor		\$	2,377,328	\$	2,445,403
Fuel Fees	1,179,759		1,604,148		1,927,723
Motor Pool	23,365		25,360		19,651
Miscellaneous Sales	152,790				
Variable Maintenance	3,033,142		2,625,727		2,659,414
Insurance Totaled					518,012
Fleet Management	320,415		330,294		443,414
Interest on investment			30,000		25,000
Other	<u>234,464</u>		<u>218,200</u>		<u>10,000</u>
TOTAL FLEET INTERNAL SERVICE FUND	\$ 7,321,263	\$	7,136,203	\$	8,048,617

REVENUE TRENDS

OVERALL

Total General Fund operating revenues increased substantially in 2004, as indicated in the table below. below. (in millions of dollars):

	<u>REVENUES</u>	<u>% CHANGE</u>
2002 Operating Revenues	104.1	
2003 Operating Revenues	102.6	-1.44%
2004 Operating Revenues	110.4	7.60%
2005 Operating Revenues	113.4	2.72%
2006 Operating Revenues	119.7	5.56%

The General Fund revenue is so fundamentally related to the state of the national and local economy. An upturn in the economy boost consumer optimism which has a direct correlation to retail sales. Sales taxes make up roughly half of all operating revenues and is usually the bellwether to determine if the operation budget will be met.

PROPERTY TAXES

Residents, utilities and businesses in Little Rock are assessed and levied property taxes as follows:

- Assessed value is an amount equal to 20 percent of market value, and the levied millage is applied against the assessed value. With the passage of Amendment 79, the highest a residential property appraisal can be raised annually is 5%, regardless of the new market value of the property. A non-residential property or an investment property is limited to 10% annually.
- Any annual increase in the value of utility and carrier real property is limited to ten percent of the assessed value for the previous year.
- Tax levies, expressed in terms of millage (one mill equals \$1 in tax per \$1,000 in assessed value), are passed by local governments and certified to the County Tax Collector, who bills and collects the taxes.
- Taxes are remitted to the City monthly by the County Treasurer as payments are received throughout the year.

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

The assessed value of non-utility, real and personal property within the City has been growing at a five-year average annual rate of 4.09%.

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

	<u>2003 Payable 2004</u>	<u>2004 Payable 2005</u>
General Operation	5.00	5.00
Bond Retirement	3.30	3.30
Library System	3.80	3.80
Police & Firemen's Pensions	<u>2.00</u>	<u>2.00</u>
	14.10	14.10

The City also receives approximately one-half of the collections from a 2.90 mill road tax levied by the County and restricted to use for street repair and maintenance.

A Little Rock property owner's tax assessment for 2005 would also include 5.60 mills levied by the County and 46.40 mills levied by the local school district, in addition to the City millage. The total millage would be 69.00 for calendar year 2006.

The general operations 5.0 mill levy is the maximum rate allowable under state law for general city operations.

COUNTY SALES TAX

The City receives its pro rata share of a one percent countywide sales tax. The distribution is based on the Little Rock population as a percent of Pulaski County's total population. The City comprises approximately 51% of the County population and therefore receives this percentage of the one percent tax, which includes use taxes. Use taxes, paid mostly by businesses, resemble sales taxes but apply to goods bought from such out-of-state merchants as catalog vendors. Use taxes generally generate approximately \$3,000,000 in annual revenues.

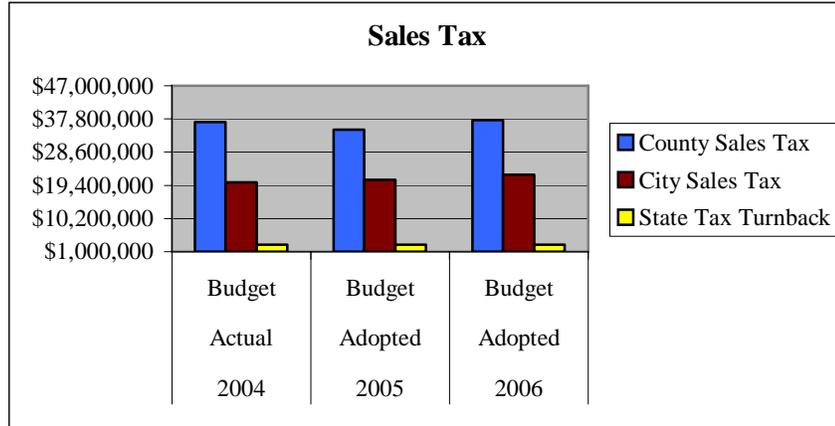
LOCAL SALES TAX

The City receives annual revenues of over \$21,000,000 from a one-half percent local sales tax that was the result of a 1993 special election. There is a two-month delay from the time the actual sales tax are collected by the businesses and remitted to the State until the County disburses this amount to the City, less a 3% administrative charge. The growth of the county sales tax is expected to be 4.45% while the city one-half cent is expected to grow 4.50%. For 2005, the growth of the County Tax was approximately 7%. Though it is hard to quantify, the addition of the Presidential Library has had a positive impact on sales tax growth.

STATE TAX TURNBACK

The State General Assembly, through the Office of Budget, appropriates and then distributes an amount for turnback to cities. The distribution is based on population. The revenues were steady until 2001. The turnback funds are based on the state economy. The turnback funds should result in approximately \$3 million dollars a year. July 1st of every year, the Office of the Budget at State will set the appropriation for the year.

The City also receives turnback funds directed to the Street Department. The Gas Tax Turnback is based on the latest census



and gallons consumed. Basically, 15% of all the tax on gasoline consumption goes to municipal aid or gas turnback. Fiscal Year 2005 saw an increase of 3.81% due to high and stable gas prices with leveled consumption. Gas prices are expected to remain high for 2006.

INTEREST EARNINGS

Interest earned on investments and bank deposits of the General Fund and certain bond retirement funds legally can be used for any municipal purpose. Short-term interest rates such as the Fed Funds rate was cut eleven times in 2001, once in 2002, and once in 2003. In 2004, a change in direction occurred with the Fed increasing the short-term rates five times. Since December 31, 2004, the Fed Funds rate has increased from 2.25% to 4.25%. The Discount Rate at December 31, 2005 was at 5.25%, up from 3.25%. With the passage of the 3.3 millage for capital improvements, over \$70,000,000 was received from bond proceeds and the capital improvements will further gain from the interest earned on the funds during construction.

UTILITY FRANCHISES

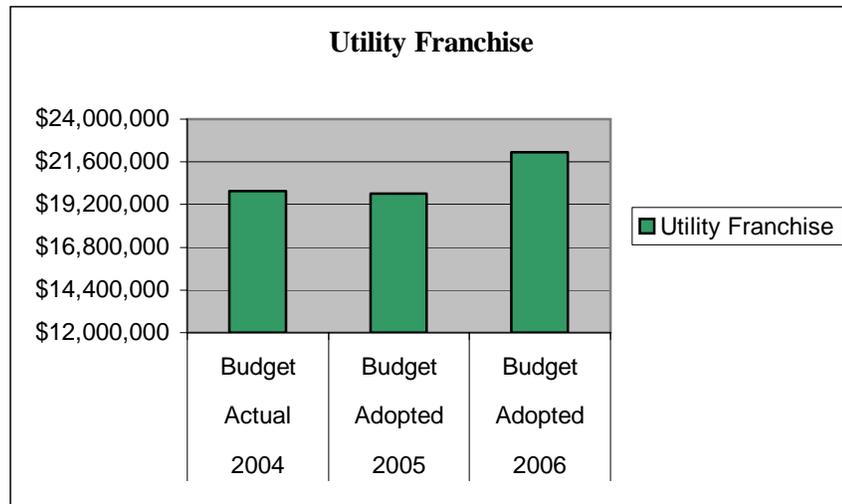
Utility franchise fees are charged to public utilities for the privilege of using the City’s streets and rights-of-way. Below are the public utilities which pay the franchise fee and the annual rate, which is normally based on gross revenues of the company:

- Entergy 5.20% of gross revenue collection for the current calendar year or \$8.8 million, whichever is greater
- CenterPoint Energy 5.20% of gross revenue for the current calendar year or \$2.1 million, whichever is greater

Local Phone providers	7.32% of local exchange access line charges for the previous calendar year
Comcast Cable	5.00% of gross revenues
Central Arkansas Water	6.90% 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	6.90% of gross revenues
Fiber Optics	7.32% of gross revenues
Long Distance	\$0.004 per minute

Entergy’s franchise fee payments for 2005 were \$1.3 million higher than 2004 because of purchased power costs. Entergy uses natural gas at many of its plants and passes the extra cost of higher natural gas prices to its consumers. CenterPoint Energy Arkla payments have a direct correlation to the severity of the weather. 2005 revenues were approximately 11.50% higher over 2004, the result of higher natural gas prices and low gas inventories.

Revenue from Fiber Optics and Long Distance Franchise fees are all significantly lower because of fundamental changes in the structure of their revenues. SBC Communications fees which are based on local access lines saw increased



competition and reduced existing second lines. However, the City passed an ordinance which now levies a 7.32% of all local access line revenues produced by local serviced providers. The City is looking at replacing lost revenues from Fiber Optics companies who have merged or filed bankruptcy. Overall Long Distance franchise fees are trending lower as a result of increased cell phone use and long distance calling cards. This trend should continue for the next few years.

Comcast Cable historically has been one of the City’s leading growth franchise customers, however the local cable market has been saturated and increased competition from satellite companies has reduced the growth rate and leveled the franchise payment to 2003 levels. Internet hookup and usage is not included in the franchise agreement.

To a certain extent, Central Arkansas Water and WasteWater are related to weather, particularly water used as irrigation in the summer months.

BUSINESS LICENSES

Business licenses are required annually for every business operating within the City limits. These taxes are billed, collected and administered by the City's Treasury Management Division, which is part of the Finance Department. Business license revenue for 2005 was slightly above a year ago. The City utilized a successful program to find businesses operating without a license. Business license revenues increase and decrease according to the status of the national and local economy.

MIXED DRINK PERMITS

The City levies a 10% tax on public liquor sales within the City and a 5% tax on sales by private clubs. Mixed drink revenues in 2005 were significantly higher than 2004, a result of higher sales volume.

BUILDING AND RELATED PERMITS

Revenues from Building and Related permits remain steady for 2005, resulting from a continued downtown revitalization.

FINES

Fines consist of Animal Fines, Traffic, Criminal, Parking and Environmental. Traffic fines showed a decrease, the result of less tickets being issued for 2005. Revenue from parking tickets decreased slightly for 2005. A new convenient program allows parking violators to pay online.

PARK REVENUE

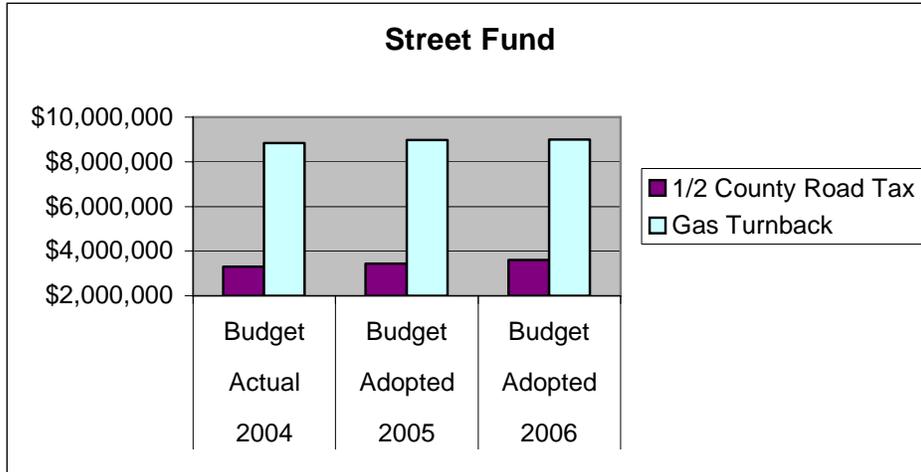
General Fund park revenues consist of tennis fees, community centers and athletics fees. These revenues have remained steady throughout the past five years. For 2005, revenues from the City's three golf courses have all risen. The greens at Hindman Golf Course were not ready for play in the spring. Weather plays a crucial role in determining trends; however the Park Department is in the process of a rate structure that balances optimizing revenues and at the same time maintaining customers.

AIRPORT REIMBURSEMENT

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

STREET GAS TAX TURNBACK

The City also receives turnback funds directed to the Street Department. The Gas Tax Turnback is based on the latest census and gallons consumed. Basically, 15% of all the tax on gasoline consumption goes to municipal aid or gas turnback. Fiscal Year 2005 saw an increase of 3.81% due to rising gas prices with levelized consumption. Gas prices are expected to remain high for 2006.



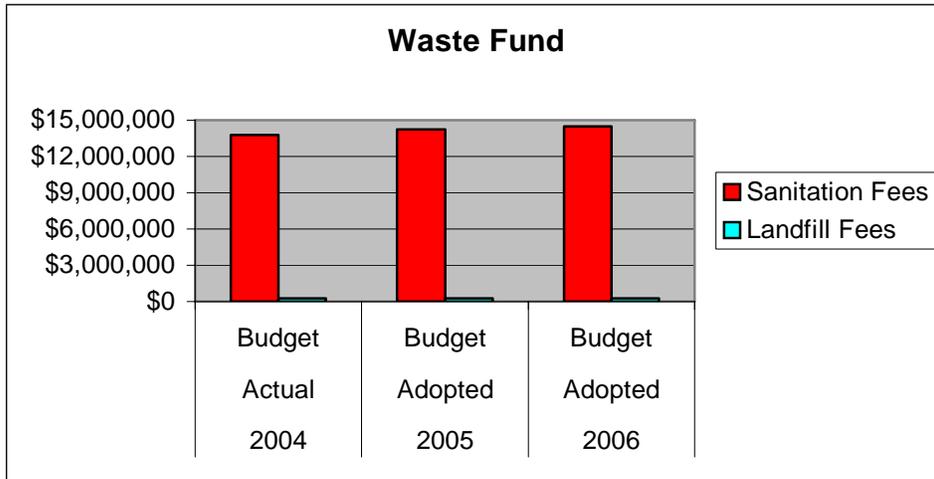
BOND & INTEREST FUND

Revenues from this fund are used to finance the debt service on the \$70,635,000 Limited Tax Bond Issue, Series 2004. Voters in November 2003, approved to continue a 3.3 annual property tax millage. The millage, along with the Homestead Credit, which is monies generated from a state-wide half-cent sales tax, should produce almost \$8 million dollars a year to pay debt service. Excess tax collections resulted in calling 1.8 million of outstanding bonds which saves the taxpayer.

ENTERPRISE FUNDS

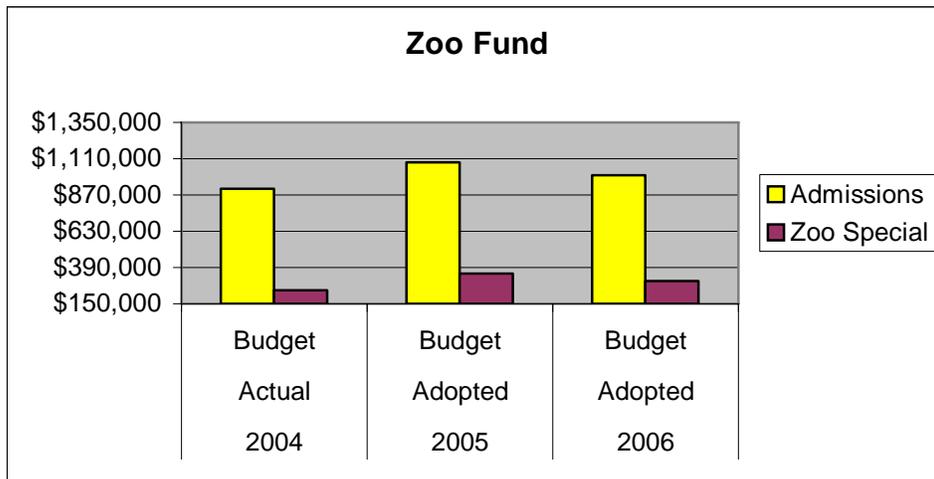
WASTE DISPOSAL

Beginning July 1, 2004, the monthly residential rate increased \$2.08 to \$20.99. There are approximately 56,600 households currently receiving garbage pickup. There are approximately 170 commercial vendors paying a rate of \$34.11 a month. Sanitation fees should generate approximately \$14.2 millions dollars annually.



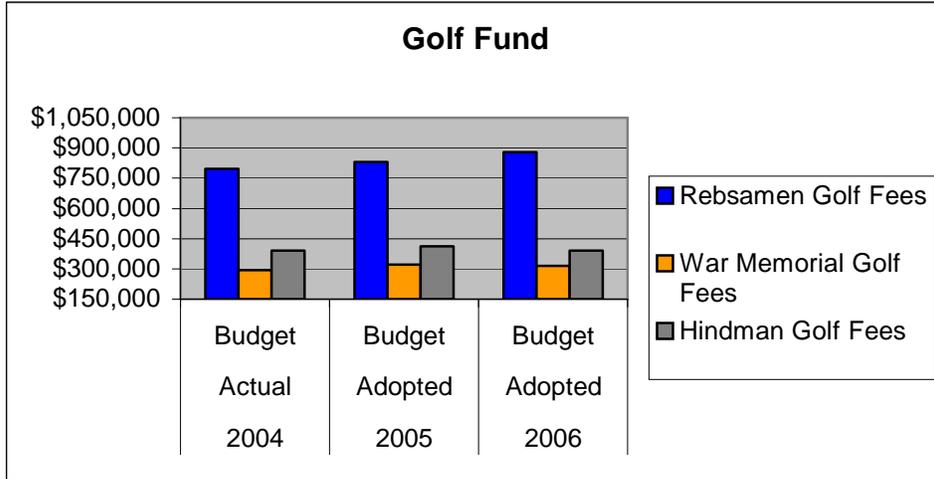
ZOOLOGICAL GARDENS

Zoological Gardens admissions make up the largest revenue source for Zoo with over \$910,000 dollars generated at the gate. The Zoo also relies heavily on donations and fundraisers. The Zoo also collects approximately \$150,000 from annual memberships.



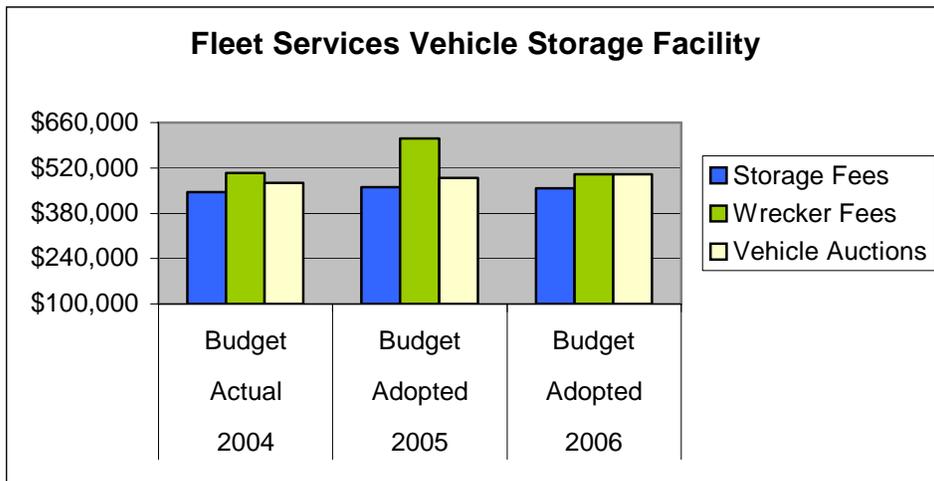
GOLF

As previously stated, the City operates three public golf courses and relies heavily on green fees and concessions to operate these courses. Total green fees from the three golf courses generate around \$1.55 million annually.



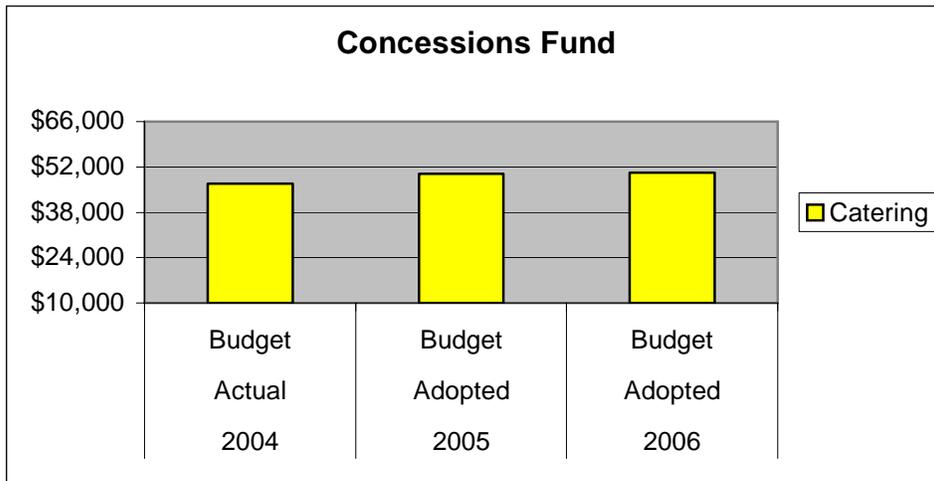
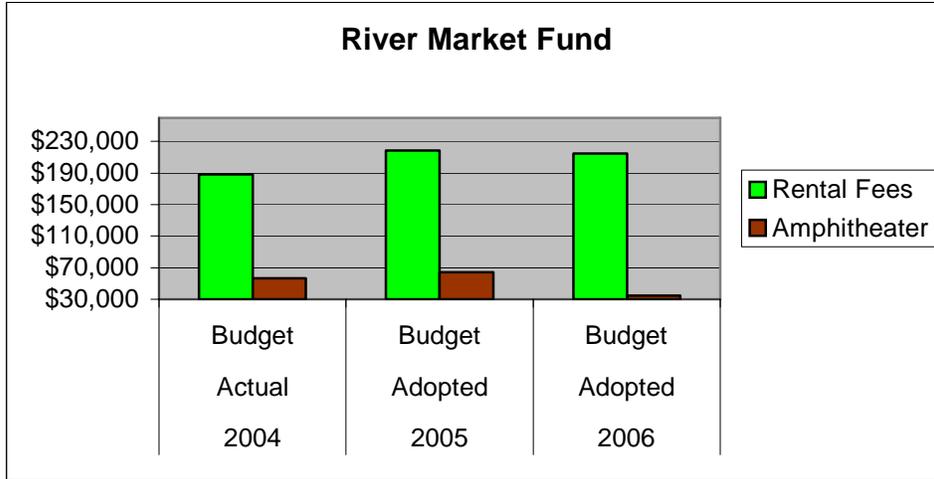
VEHICLE STORAGE FACILITY

Vehicle Storage Facility revenues consist mainly of storage fees, wrecker fees, and auction sales. These three main sources generate approximately 85% of total revenues. For 2005, the Little Rock Board of Directors approved increasing the daily storage fee for vehicles stored at the Vehicle Storage Facility from \$23 to \$25 per day.



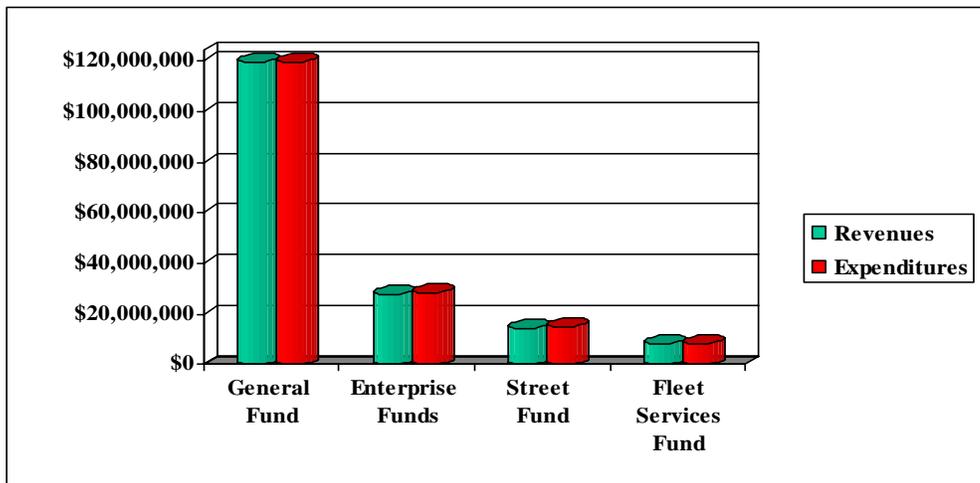
MISCELLANEOUS ENTERPRISE REVENUES

Other Enterprise Revenues fund the River Market, Concessions and a downtown-parking garage. The revenues associated with the new parking garage include parking meter revenue, and street repairs. Other sources include revenues from the Second and Main Street Parking Facility and annual business license fees received from the rental and/or leasing of automobiles and trucks.

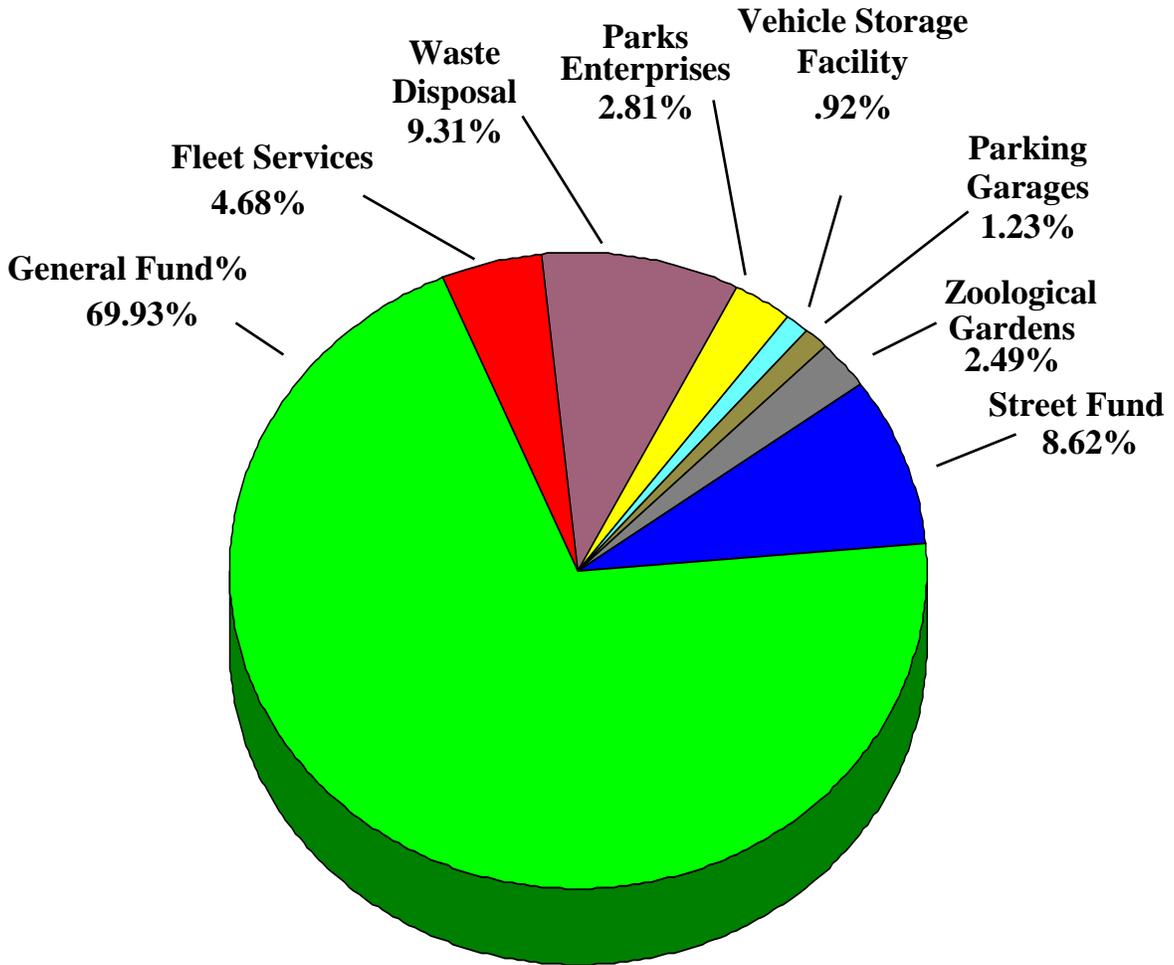


2006 Operating Funds Budget Summaries

	General	Enterprise Funds	Street	Fleet Services	Total
<u>Revenues</u>					
General Property Taxes	\$13,384,929		\$3,834,300		\$17,219,229
Sales Taxes	62,825,100				62,825,100
License and Permits	9,936,987				9,936,987
Intergovernmental	1,500,033		8,990,532		10,490,565
Charge for Service	2,461,500	23,866,387		7,505,605	33,833,492
Fines and Fees	3,163,304				3,163,304
Utility Franchise Fees	22,141,400				22,141,400
Investment Income	256,378		41,200	25,000	322,578
Miscellaneous	2,714,333	446,985	93,800	518,012	3,773,130
Transfers In	1,282,504	3,640,738	1,243,372		6,166,614
Total Revenues	119,666,468	27,954,110	14,203,204	8,048,617	169,872,399
<u>Expenditures</u>					
Personal	83,764,362	9,586,311	7,651,849	2,737,183	103,739,705
Supplies & Maintenance	7,643,791	6,769,899	3,131,064	3,768,591	21,313,345
Debt Service	4,264,426	3,615,323			7,879,749
Closure/Post Closure		211,934			211,934
Contractual	14,750,741	2,808,531	2,454,159	140,300	20,153,731
Capital Outlay		913,997	35,909		949,906
Services and Other Expenses		1,336,171	1,007,614	1,228,350	3,572,135
Depreciation		627,262		121,347	748,609
Reserves	1,355,000				1,355,000
Transfers Out	7,857,738	2,788,357	461,563	6,617	11,114,275
Total Expenditures	119,636,058	28,657,785	14,742,158	8,002,388	171,038,389
Net Change in Fund Balance	30,410	(703,675)	(538,954)	46,229	(1,165,990)
Fund Balances - Beginning	13,163,598	23,072,344	1,540,000	3,325,018	41,100,960
Fund Balances - Ending	\$13,194,008	\$22,368,669	\$1,001,046	\$3,371,247	\$39,934,970



CITY OF LITTLE ROCK 2006 BUDGET SUMMARY ALL FUNDS EXPENSES

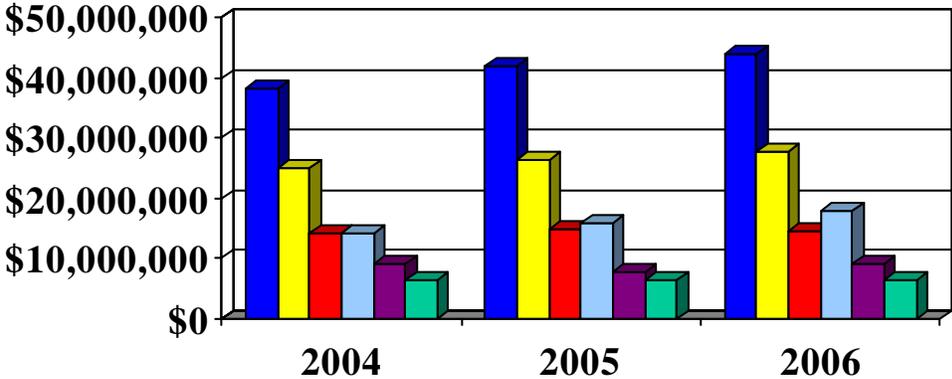


\$171,038,389

**CITY OF LITTLE ROCK
2006 OPERATING & OTHER BUDGETED EXPENDITURES**

GENERAL FUND	2004 ACTUAL EXPENDITURES	2005 ADOPTED BUDGET	2006 ADOPTED BUDGETED	05/06 DIFF	% CHANGE
General Administration	\$13,761,696	\$15,959,202	\$17,845,547	1,886,345	12%
Mayor & Board of Directors	274,548	283,541	287,067	3,526	1%
City Manager	749,015	828,435	817,089	-11,346	-1%
Community Programs	332,959	332,429	324,277	-8,152	-2%
City Attorney	1,222,925	1,337,976	1,325,745	-12,231	-1%
Little Rock Television	125,143	195,948	193,287	-2,661	-1%
District Court First Division	1,012,075	1,117,649	1,110,877	-6,772	-1%
District Court Second Division	944,086	1,088,243	1,082,656	-5,587	-1%
District Court Third Division	414,556	445,780	438,800	-6,980	-2%
Finance	2,276,036	2,491,745	2,406,114	-85,631	-3%
Human Resources	1,214,384	1,230,218	1,209,447	-20,771	-2%
Information Technology	2,499,675	2,721,648	2,693,876	-27,772	-1%
Planning Development	2,063,192	2,102,009	2,067,232	-34,777	-2%
Housing & Neighborhood Programs	3,325,210	3,826,517	3,819,601	-6,916	0%
Public Works	1,182,167	1,213,972	1,229,344	15,372	1%
Parks & Recreation	6,365,604	6,437,136	6,562,138	125,002	2%
Fire	25,126,749	26,431,092	27,624,507	1,193,415	5%
Police	38,183,202	41,816,289	43,891,822	2,075,533	5%
Vacancy Reductions		(4,332,794)	(4,506,106)	-173,312	
Sub-total General Operating	101,073,221	105,527,035	110,423,320	4,896,285	5%
TRANSFERS OUT/OTHER EXPENSES					
Audit Adjustment	21,569				
Grant Fund	150,000	150,000	150,000	0	0%
Junction Bridge Project		42,500	15,000	-27,500	-65%
Transfer out to Street Fund	443,500	443,500	443,500	0	0%
Transfer out to Parks/Zoo	3,063,766	3,216,018	3,640,738	424,720	13%
FUTURE-Little Rock - Special Projects/PIT	3,100,500	3,096,700	3,172,300	75,600	2%
Special Project Fund	413,075	421,200	436,200	15,000	4%
Restricted Reserve/Contingency		500,000	1,355,000	855,000	171%
Sub-total of Transfers Out	7,192,410	7,869,918	9,212,738	1,342,820	17%
TOTAL GENERAL FUND	108,265,632	113,396,953	119,636,058	6,239,105	6%
OTHER FUNDS					
Enterprise					
Zoological Gardens	3,709,004	3,941,218	4,254,371	313,153	8%
Golf	2,685,648	2,752,221	2,759,921	7,700	0%
War Memorial Fitness Center	939,698	1,058,678	1,073,744	15,066	1%
Concessions	150,066	122,090	121,862	-228	0%
River Market	1,071,815	903,964	842,648	-61,316	-7%
Waste Disposal	12,804,318	14,052,970	15,921,707	1,868,737	13%
Vehicle Storage Facility	1,542,833	1,755,850	1,580,404	-175,446	-10%
Parking Garages	1,670,120	1,749,696	2,103,128	353,432	20%
Public Works - Street	13,284,421	14,522,925	14,742,158	219,233	2%
Fleet Services	7,436,083	7,136,203	8,002,388	866,185	12%
Sub-total Other Operating Funds	45,294,007	47,995,815	51,402,331	3,406,516	7%
TOTAL ALL FUNDS	\$153,559,639	\$161,392,768	\$171,038,389	\$9,645,621	6%

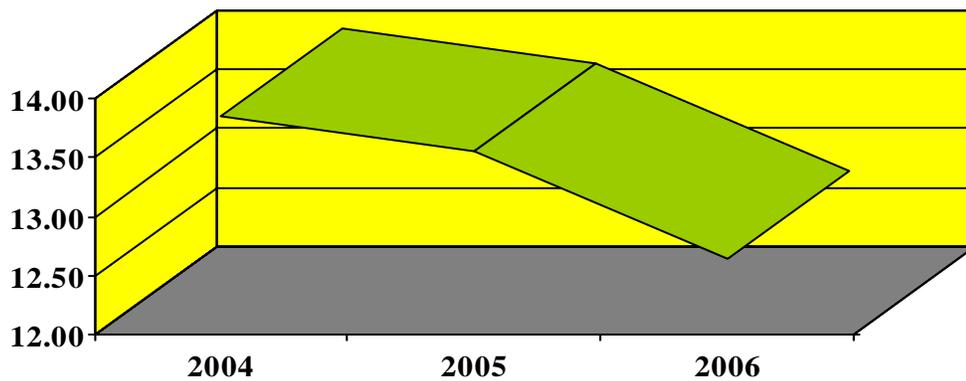
General Government Summary of Appropriations 2004-2006



GENERAL FUND SUMMARY

CATEGORY	ACTUAL 2004	ADOPTED 2005	ADOPTED 2006
Personal Services	\$78,397,283	\$81,303,904	\$83,764,362
Supplies and Materials	6,903,748	7,302,712	7,643,791
Debt Service	2,180,489	3,110,037	4,264,426
Contractual	13,562,182	13,810,382	14,750,741
Capital Outlay	29,521		
Transfers	<u>12,285,372</u>	<u>7,869,918</u>	<u>9,212,738</u>
Net City Expenditures	<u><u>\$113,358,595</u></u>	<u><u>\$113,396,953</u></u>	<u><u>\$119,636,058</u></u>
<i>Staffing Level</i>	1570	1537	1512
<i>Ratio</i>	13.85	13.55	12.64

STAFFING LEVEL PER MILLION DOLLARS BUDGETED



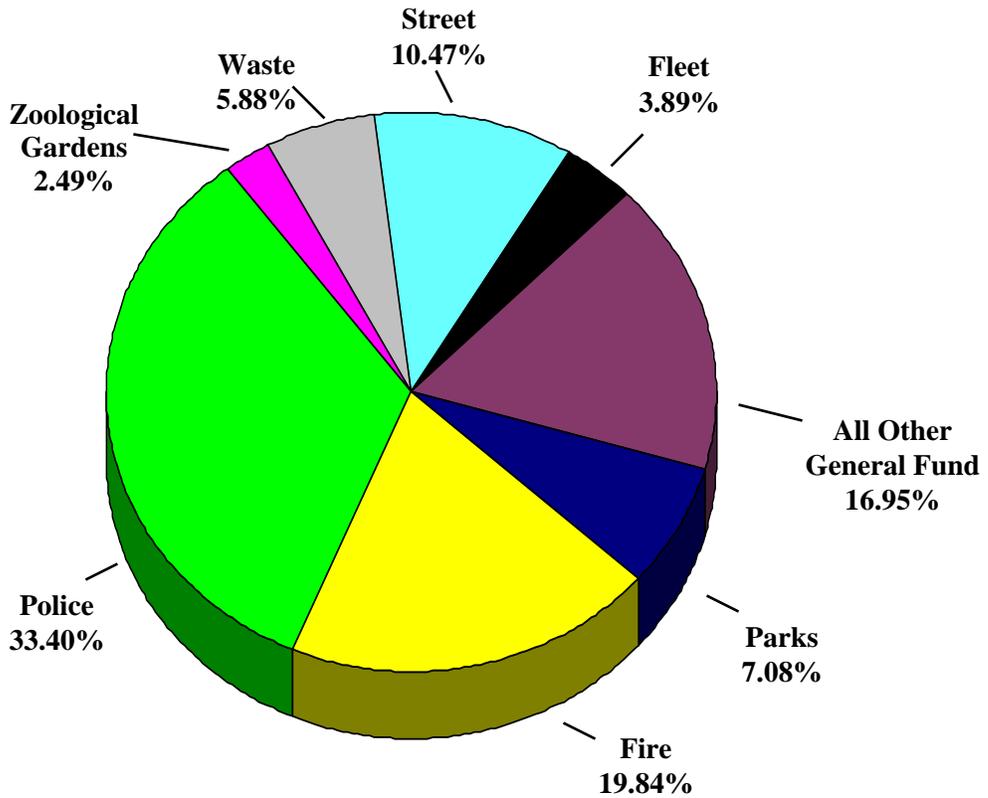
2004-2006 Operating Budget Detail	2004 Actual Budget	2005	Adopted Budget	2006 Adopted Budget
GENERAL ADMINISTRATION				
1012 Racial and Cultural Diversity	\$ 128,458	\$	184,610	\$ 181,425
1020 City Clerk	123,641		128,868	128,744
1034 Arts & Humanities	64,936			
6500 Administrative & General	11,373,879		13,737,445	15,571,281
6510 Employee Benefits	2,070,782		1,908,279	1,964,097
Total General Administration	\$ 13,761,696	\$	15,959,202	\$ 17,845,547
MAYOR AND BOARD OF DIRECTORS				
1010 Mayor and Board of Directors	\$ 274,548	\$	283,541	\$ 287,067
CITY MANAGER				
1030 Administration	\$ 700,396	\$	729,764	\$ 716,670
1033 Small & Minority Women Owned Bus. Dev.	48,619		98,671	100,419
Total City Manager	\$ 749,015	\$	828,435	\$ 817,089
COMMUNITY PROGRAMS				
1036 Fighting Back	\$	\$		
1038 Operations	49,200		49,760	53,774
1039 Administration	283,759		282,669	270,503
Total Community Programs	\$ 332,959	\$	332,429	\$ 324,277
CITY ATTORNEY				
1040 City Attorney	\$ 1,222,925	\$	1,337,976	\$ 1,325,745
LITTLE ROCK TELEVISION				
1032 Little Rock Television	\$ 125,143	\$	195,948	\$ 193,287
LITTLE ROCK DISTRICT COURT				
1051 District Court First Division	\$ 1,012,075	\$	1,117,649	\$ 1,110,877
LITTLE ROCK DISTRICT COURT				
1053 District Court Second Division	\$ 944,086	\$	1,088,243	\$ 1,082,656
LITTLE ROCK DISTRICT COURT				
1052 District Court Third Division	\$ 414,556	\$	445,780	\$ 438,800
FINANCE				
1100 Administration & Budget	\$ 507,376	\$	580,928	\$ 569,925
1110 Accounting and Reporting	329,254		350,632	368,453
1115 Accounts Payable	206,508		224,527	229,071
1120 Treasury Management	610,335		661,222	623,086
1130 Purchasing	167,453		174,895	175,075
1140 Payroll	131,388		117,928	117,363
1150 Internal Audit	126,542		124,258	127,322
1160 Print Shop	38,097			
1170 Grants Management	159,083		257,355	195,819
Total Finance	\$ 2,276,036	\$	2,491,745	\$ 2,406,114
HUMAN RESOURCES				
1200 Human Resources	\$ 1,214,384	\$	1,230,218	\$ 1,209,447
INFORMATION TECHNOLOGY				
1300 Administration	\$ 387,711	\$	426,352	\$ 412,769
1310 Application Programming	804,986		866,570	853,604
1330 Networking	729,675		859,527	859,180
1350 Computer Operations	577,305		569,199	568,323
Total Information Technology	\$ 2,499,675	\$	2,721,648	\$ 2,693,876

2004-2006 Operating Budget Detail	2004 Actual Budget	2005 Adopted Budget	2006 Adopted Budget
PLANNING AND DEVELOPMENT			
1500 Administration & Budget	\$ 285,108	\$ 206,565	\$ 206,645
1510 Planning	300,287	322,886	290,780
1520 Zoning & Subdivision	633,782	679,216	672,659
1530 Building Codes	844,014	893,342	897,148
Total Planning and Development	\$ 2,063,192	\$ 2,102,009	\$ 2,067,232
HOUSING AND NEIGHBORHOOD PROGRAMS			
1600 Administration	\$ 278,594	\$ 238,355	\$ 242,671
1610 Animal Services	630,040	679,897	700,321
1630 Neighborhood Programs	1,486,569	1,764,407	1,797,098
1635 Neighborhood Alert Centers	614,454	677,043	671,788
1640 Neighborhood Resource Center	235,742	204,438	196,885
1650 Environmental Services	79,813	262,377	210,838
Total Housing and Neighborhood Programs	\$ 3,325,210	\$ 3,826,517	\$ 3,819,601
PUBLIC WORKS			
2370 Building Services	\$ 1,048,666	\$ 1,162,066	\$ 1,177,498
2380 Asset Management	133,501	51,906	51,846
Total Public Works	\$ 1,182,167	\$ 1,213,972	\$ 1,229,344
PARKS AND RECREATION			
3000 Administration	\$ 360,671	\$ 245,316	\$ 241,352
3020 Design Scheduling	173,225	174,215	168,785
3030 Resources Administration	352,294	374,944	309,626
3120 Cultural Museum	115,284	110,464	110,389
3121 Therapeutic	49,409	53,905	87,848
3122 Outdoor Recreation	34,311	52,273	
3200 Development and Maintenance	121,699	132,514	139,462
3210 Operations and Improvement Development	686,341	799,135	793,042
3220 Park Maintenance	1,226,639	1,308,075	1,274,006
3230 Horticulture	462,800	450,115	471,785
3235 Urban Forestry			237,955
3300 Recreation Administration	243,567	241,660	242,868
3301 Community Center Administration	162,640	170,691	177,475
3302 Dunbar Community Center	291,973	279,987	281,721
3303 East Little Rock Recreation Center	176,309	203,529	203,277
3304 Senior Programs	81,936	79,563	79,563
3306 Southwest Community Center	332,365	338,996	343,804
3307 Stephens Community Center	229,457	220,808	222,085
3310 Swimming Pools	46,176	66,901	66,963
3331 Administrative Golf	67,949		
3340 Athletics/Playgrounds	609,368	584,708	552,345
3360 Tennis Center Operations	177,024	164,884	168,548
3370 N.W. Hill Community Complex	68,157	76,585	78,540
3390 University Park Adult Center	296,014	307,868	310,699
Total Parks and Recreation	\$ 6,365,604	\$ 6,437,136	\$ 6,562,138
FIRE			
4000 Administration	\$ 3,117,787	\$ 595,042	\$ 614,307
4100 Emergency Management	11,460	7,983	28,058
4200 Fire Suppressing and Rescue	19,516,809	23,484,257	24,580,468
4300 Fire Prevention - Investigation	754,565	748,034	747,377
4400 Fire Training	549,577	465,098	486,071
4500 Crash Fire Rescue - Airport	1,176,550	1,130,678	1,168,226
Total Fire	\$ 25,126,749	\$ 26,431,092	\$ 27,624,507

2004-2006 Operating Budget Detail		2004 Actual Budget	2005 Adopted Budget	2006 Adopted Budget
POLICE				
5000 Administration	\$	4,720,002	\$ 2,367,342	\$ 4,638,549
5010 Internal Affairs				705,274
5100 Organized Crime - Intelligence		2,943,206	3,574,365	3,808,191
5200 Training and Crime Prevention		1,591,346	1,030,410	1,468,493
5400 Detectives		4,630,155	5,695,531	5,008,472
5500 Downtown Patrol		4,909,689	8,303,692	8,471,246
5510 Southwest Patrol		5,465,358	5,476,371	6,007,497
5515 Special Operations		3,938,500	4,277,061	4,313,086
5516 Airport Police		845,814	1,068,749	963,877
5520 Northwest Substation		5,182,908	5,330,922	5,791,062
5600 Police Records Support Service		1,710,958	2,247,068	
5700 Communication Center		2,245,265	2,444,778	2,716,075
Total Police	\$	38,183,202	\$ 41,816,289	\$ 43,891,822
Less Vacancy Reduction			(4,332,794)	(4,506,106)
General Fund Operating Total	\$	101,073,221	\$ 105,527,035	\$ 110,423,320
TRANSFER/OUT OTHER EXPENSES				
Audit Adjustment	\$	21,569	\$	\$
Transfer out to Street Fund		443,500	443,500	443,500
Junction Bridge Project			42,500	15,000
Grant Fund		150,000	150,000	150,000
Transfer out to Parks/Zoo		3,063,766	3,216,018	3,640,738
FUTURE-Little Rock - Special Projects/PIT		3,100,500	3,096,700	3,172,300
Special Project Fund		413,075	421,200	436,200
Restricted Reserve			500,000	1,355,000
GENERAL FUND TOTAL	\$	108,265,632	\$ 113,396,954	\$ 119,636,058
RECREATION ENTERPRISES				
3400 Hindman Pro Golf	\$	244,589	\$ 257,843	\$ 279,126
3401 Hindman Golf Maintenance		261,569	293,806	294,186
3410 Rebsamen Golf Pro		1,005,596	979,293	968,780
3411 Rebsamen Golf Maintenance		547,144	489,598	496,124
3412 Rebsamen Pro Golf Concessions		98,160	75,205	75,205
3420 War Memorial Golf Pro		237,199	194,336	194,518
3421 War Memorial Golf Maintenance		291,391	346,127	364,810
3430 War Memorial Parking			28,742	
3440 Administration			137,271	137,172
Vacancy Reduction			(50,000)	(50,000)
Total Golf Fund	\$	2,685,648	\$ 2,752,221	\$ 2,759,921
3500 War Memorial Fitness Center		939,698	\$ 1,058,678	\$ 1,073,744
3600 Revenue Operations - Concessions		150,066	122,090	121,862
3395 River Market	\$	1,071,815	\$ 903,964	\$ 842,648
TOTAL RECREATION ENTERPRISES	\$	4,847,227	\$ 4,836,953	\$ 4,798,175
PUBLIC WORKS - STREET				
2000 Administration	\$	650,268	\$ 748,789	\$ 1,412,748
2200 Operations Administration		534,105	589,764	527,223
2210 Street and Drainage Maintenance		4,720,434	5,455,555	5,366,891
2220 Storm Drain Maintenance		658,818	744,344	751,563

2004-2006 Operating Budget Detail	2004 Actual Budget	2005 Adopted Budget	2006 Adopted Budget
2230 Work Pool	144,980	151,402	149,462
2240 Resource Control and Scheduling	283,232	313,930	317,481
2250 Control Devices	737,236	825,114	847,339
2260 Signals	868,349	911,519	929,648
2280 Parking Meters	138,342	128,622	108,643
2310 Civil Engineering	1,365,549	1,561,506	1,520,916
2360 Traffic Engineering	2,972,904	3,111,302	3,197,872
2390 Parking Enforcement	210,204	277,078	246,537
Vacancy Savings		(296,000)	(634,165)
Total Street Fund	<u>\$ 13,284,421</u>	<u>\$ 14,522,925</u>	<u>\$ 14,742,158</u>
WASTE DISPOSAL			
2100 Fund Administration	\$ 1,142,278	\$ 1,510,913	\$ 1,623,915
2110 Collection	5,914,518	7,136,174	8,226,281
2120 Disposal	1,668,167	1,692,726	1,888,158
2125 Solid Waste Composting	315,985	418,048	504,478
2150 Waste Management	3,763,369	3,295,109	3,678,875
Total Waste Disposal Fund	<u>\$ 12,804,318</u>	<u>\$ 14,052,970</u>	<u>\$ 15,921,707</u>
ZOOLOGICAL GARDENS			
3130 Zoo Administration	\$ 1,155,374	\$ 860,109	\$ 1,089,790
3131 Zoo Concessions	178,968	204,919	234,584
3132 Zoo Education	139,961	107,117	115,311
3133 Zoo Gift Shop	172,379	170,134	183,057
3134 Zoo Membership	111,569	68,055	51,106
3135 Zoo Special Events	126,470	205,534	178,481
3136 Zoo Marketing & Promotions	132,577	181,129	135,599
3137 Zoo Facilities Operation	599,833	876,145	916,664
3138 Zoo Animal Care	1,091,875	1,318,076	1,399,779
Vacancy Savings		(50,000)	(50,000)
Total Zoo Fund	<u>\$ 3,709,004</u>	<u>\$ 3,941,218</u>	<u>\$ 4,254,371</u>
FLEET SERVICES			
6000 Administration	\$ 547,792	\$ 520,543	\$ 583,329
6020 Acquisition & Disposal	2,371,182	2,112,206	2,575,089
6030 Support	1,919,995	1,705,533	1,917,261
6040 Maintenance	2,597,114	2,797,921	2,926,709
Total Fleet Services	<u>\$ 7,436,083</u>	<u>\$ 7,136,203</u>	<u>\$ 8,002,388</u>
FLEET SERVICES VEHICLE STORAGE FACILITY			
6050 Fleet Services Vehicle Storage Facility	\$ 1,542,833	\$ 1,755,850	\$ 1,580,404
PARKING GARAGES			
	\$ 1,670,120	\$ 1,749,696	\$ 2,103,128
GRAND TOTAL ALL FUNDS	<u>\$ 153,559,639</u>	<u>\$ 161,392,768</u>	<u>\$ 171,038,389</u>

CITY OF LITTLE ROCK 2006 ALLOCATION OF FULL TIME PERSONNEL



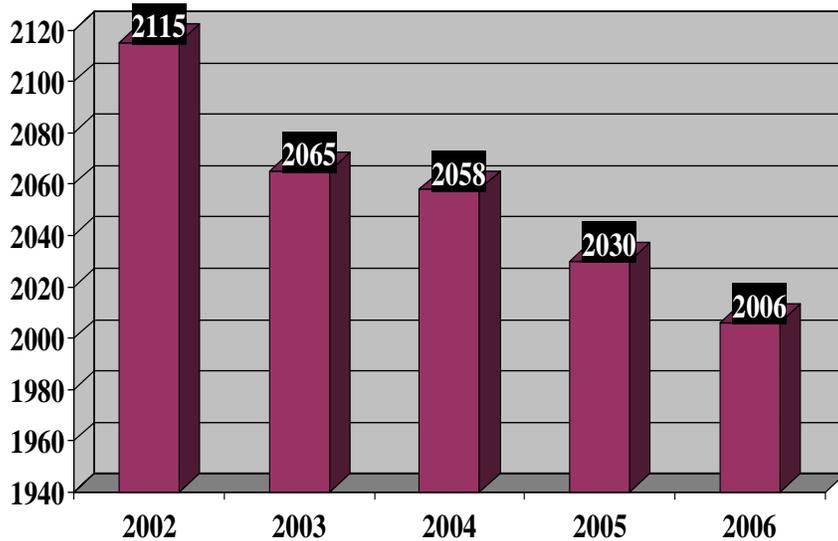
■ Police	670	■ Fire	398	■ Street	210
■ Waste	118	■ Zoological Gardens	50	■ All Other General Fund	340
■ Fleet & Storage Facility	78	■ Parks	142		

FULL TIME PERSONNEL BUDGET SUMMARY

	2004 Adopted Budget	2004 Revised Budget	2005 Revised Budget	2006 Adopted Budget	Revised FY05/FY06 Change
<u>General Fund</u>					
General Administration	1	2	2	3	1
Racial Cultural Diversity	2	3	3	3	0
City Clerk	2	2	2	2	0
Arts & Humanities	1	1	0	0	0
Mayor & Board of Directors	1	1	1	1	0
City Manager	11	11	11	11	0
Community Programs	7	8	8	8	0
City Attorney	19	19	18	18	0
Little Rock Television	2	2	3	3	0
District Court First Division	21	21	21	21	0
District Court Second Division	20	20	20	20	0
District Court Third Division	7	7	6	6	0
Finance	43	44	44	44	0
Human Resources	17	18	18	20	2
Information Technology	35	35	33	33	0
Planning & Development	43	43	41	40	-1
Housing & Neighborhood Programs	94	96	95	94	-1
Public Works - General	14	13	13	13	0
Parks & Recreation	113	113	106	104	-2
Fire	397	398	397	398	1
Police	711	713	695	670	-25
	1561	1570	1537	1512	-25
<u>Other Funds</u>					
Zoological Gardens	50	50	50	50	0
Golf	24	25	25	24	-1
War Memorial Fitness Center	8	9	9	9	0
Concessions	1	1	1	1	0
River Market	4	4	4	4	0
Waste Disposal	118	118	118	118	0
Public Works - Street	200	205	210	210	0
Fleet Services	56	59	59	61	2
Vehicle Storage Facility	16	17	17	17	0
	477	488	493	494	1
Total Personnel	2038	2058	2030	2006	-24

CITY OF LITTLE ROCK FULL-TIME PERSONNEL AUTHORIZATIONS 2002 - 2006

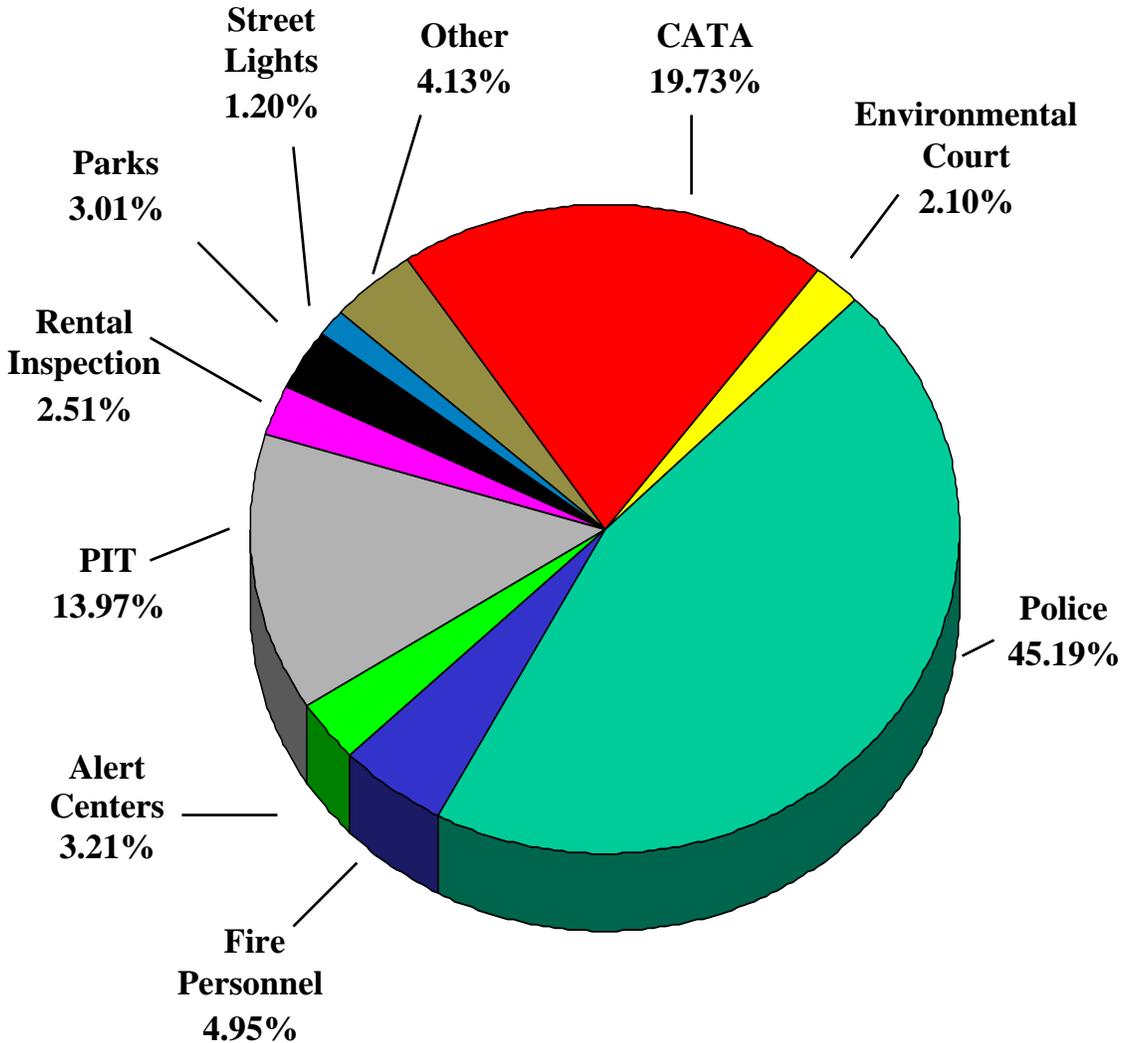
EMPLOYEES



The net change in personnel between 2005 and 2006 totals 30 positions as indicated in the chart below.

2005 Revised Budget	2030
General Administration	1
Human Resources	2
Planning & Development	-1
Housing & Neighborhood Program	-1
Parks and Recreation	-2
Fire	1
Police	-25
Fleet	2
Golf	-1
2006 Adopted Budget	<u><u>2006</u></u>

FUTURE - LITTLE ROCK 2006 EXPENDITURES



\$20,897,130*

*2006 Projected Expenditures - \$20,897,130
2006 Projected Revenue - \$22,402,209

**CITY OF LITTLE ROCK
FUTURE - LITTLE ROCK 2006 ADOPTED BUDGET**

	2004 BUDGET	2005 BUDGET	2006 BUDGET
CITY SALES TAX 1/2% PROJECTION	\$19,312,566	\$20,879,680	\$22,402,209
<hr/>			
OPERATING PROGRAMS			
Police Officers	\$8,146,364	\$8,659,666	\$9,265,842
Hazmat Fire Unit Expansion	963,764	1,034,176	1,034,176
Additional 9-1-1 Operators	175,366	177,737	177,737
PIT Monitoring	54,523	56,702	56,702
Alert Centers	660,288	673,171	671,788
District Court Third Division	455,275	472,449	438,300
Rental Inspection Program Staff	521,982	523,625	523,625
Small & Minority Women Owned Business Dev.	96,364	98,373	100,419
Parks Department Community Centers Staff	718,198	628,350	628,350
Clerk for Boards and Commissions	34,496	35,175	35,175
Intergovernmental Coordination	100,743	97,331	97,331
Racial & Cultural Diversity Comm.	138,591	183,669	181,425
Arts & Humanities/ Public Information Officer	65,360	68,657	68,657
CYF Auditing & Reporting/Special Projects	59,552	62,433	62,433
Additional Street Lights (Transfer to Street Fund)	250,000	250,000	250,000
TOTAL OPERATING PROGRAMS	12,440,866	13,021,514	13,591,960

**CITY OF LITTLE ROCK
FUTURE - LITTLE ROCK 2006 ADOPTED BUDGET**

CITY SALES TAX 1/2% PROJECTION	2004 BUDGET \$19,312,566	2005 BUDGET \$20,879,680	2006 BUDGET \$22,402,209
SPECIAL PROJECTS			
Children, Youth & Families (CYF)	2,750,500	2,801,000	2,801,000
CATA Support	1,639,170	2,648,177	4,123,570
Community Development	25,000	100,000	100,000
Demolition (residential)	50,000	105,000	75,000 *
Homelessness Outreach	100,000	100,000	30,000
Economic Development	100,000	50,000	100,000
Minority Business Incubator Program	50,000	50,000	50,000
Empowerment Zone	50,000	50,000	25,600
Total	<u>4,764,670</u>	<u>5,904,177</u>	<u>7,305,170</u>
TOTAL APPROPRIATIONS	<u>\$17,205,536</u>	<u>\$18,925,691</u>	<u>\$20,897,130</u>

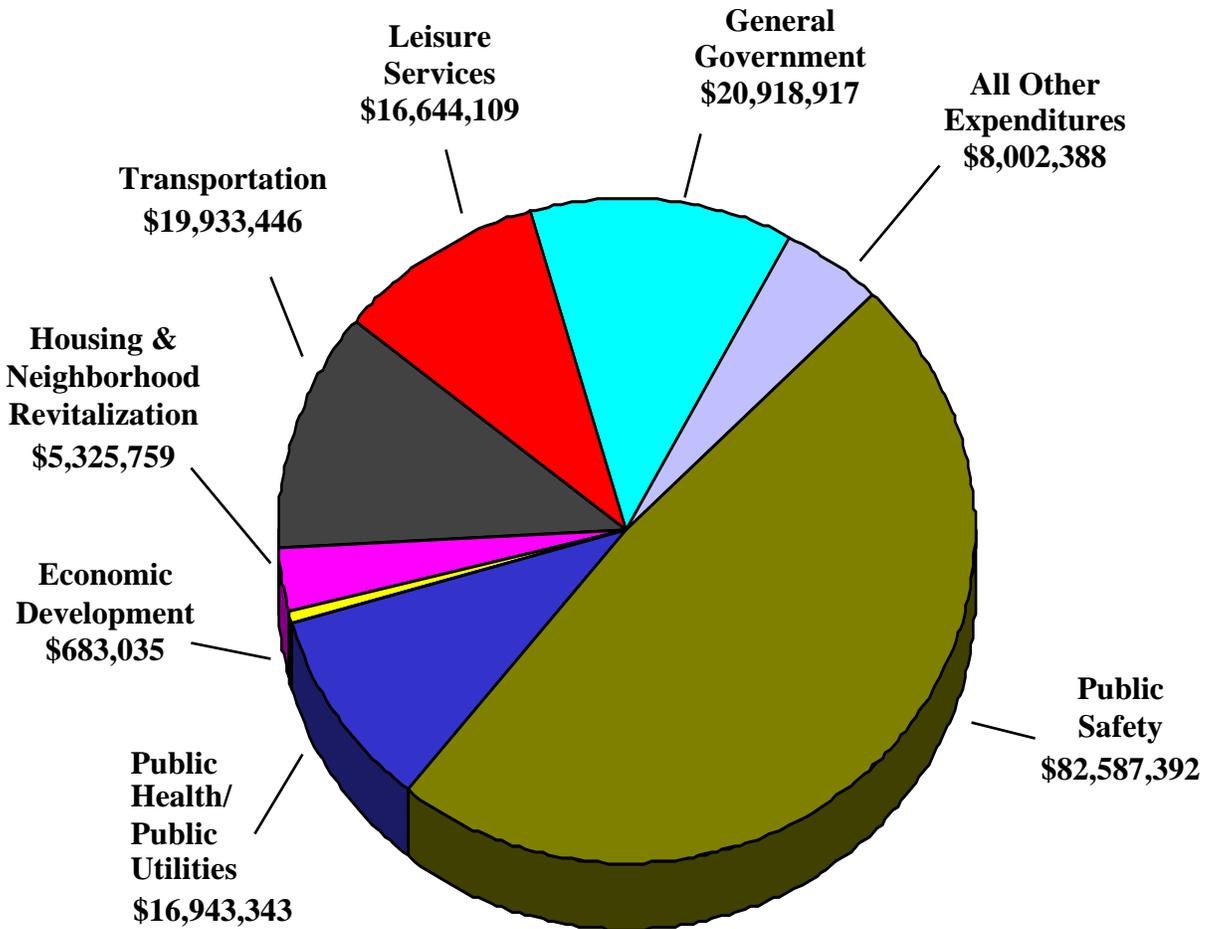
* Includes \$25,000 funded by CDBG

OTHER 2006 GENERAL FUND EXPENDITURES

	2004 ADOPTED BUDGET	2005 ADOPTED BUDGET	2006 ADOPTED BUDGET
SPECIAL PROJECTS - NON-FULR			
Weed Lot Maintenance Program	\$28,800	\$48,800	\$48,800
Neighborhood Challenge Grant	32,000	32,000	32,000
Neighborhood Enhancement/Relocation Program	20,000	20,000	20,000
Neighborhood Beautification	40,000	20,000	20,000
Neighborhood Connection	2,400	2,400	2,400
Sister Cities	16,875	25,000	25,000
American Disability Act (ADA)	60,000	60,000	60,000
Police Live-In Camp	18,000	18,000	18,000
Facility Improvements	175,000	175,000	175,000
Criminal Abatement			10,000
Work Boots	20,000	20,000	25,000
Total Special Projects	413,075	421,200	436,200
GRANT MATCH			
Police	70,000	70,000	70,000
Undesignated	80,000	80,000	80,000
Total Grant Match	150,000	150,000	150,000
Sub-total	150,000	150,000	150,000
GRAND TOTAL	\$563,075	\$571,200	\$586,200

* Reported on Appropriation of Outside Agencies

CITY OF LITTLE ROCK 2006 OPERATING BUDGETS BY SERVICE PROGRAM CATEGORY



\$171,038,389

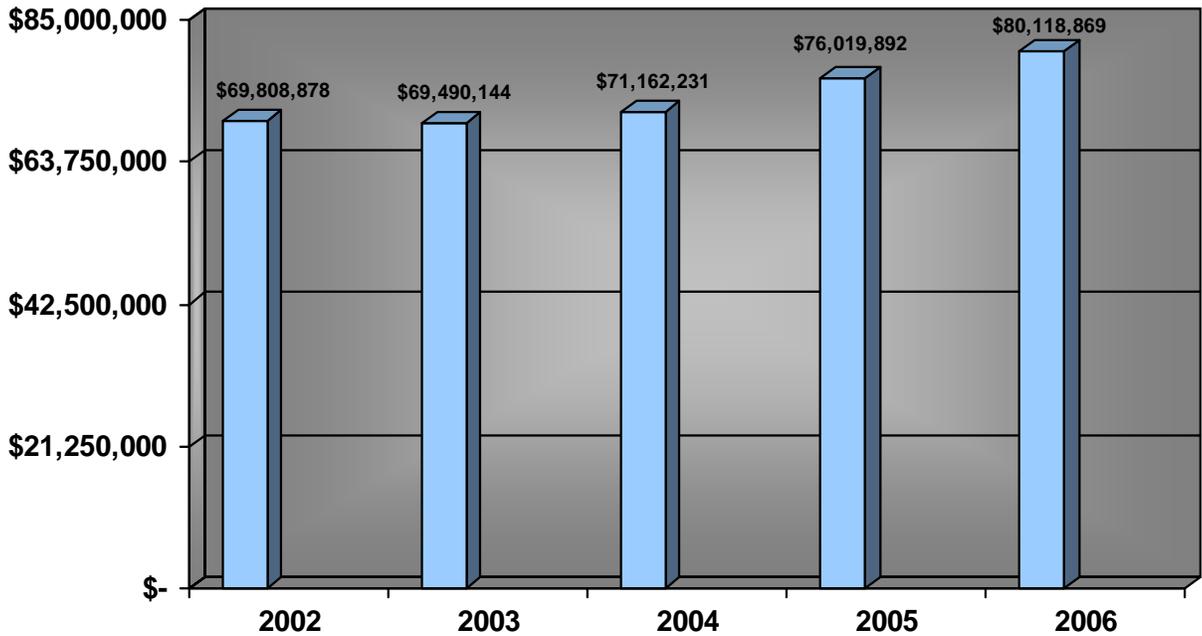
City of Little Rock
Adopted Operating Budgets by Service Program Category
2005 - 2006

Service/Program Category	2005 Budget	% to Total	2006 Budget	% to Total
<u>Public Safety</u>				
Police	\$41,834,289		\$43,909,822	
Fire	25,300,414		26,456,281	
Street Lights, Traffic Signals & Signs	4,847,935		4,974,859	
Little Rock District Court First Division	1,117,649		1,110,877	
Animal Services	679,897		700,321	
Little Rock District Court Second Division	1,088,243		1,082,656	
Children, Youth & Families	2,801,000		2,801,000	
Community Programs	332,429		324,277	
Pulaski County Regional Detention Facility	1,227,299		1,227,299	
Total Public Safety	79,229,155	49.09%	82,587,392	48.29%
<u>Public Health/Public Utilities</u>				
Waste Disposal	13,448,270		15,500,007	
Little Rock District Court Third Division	455,780		438,800	
Arkansas Emergency Physician Foundation	36,000		36,000	
Saint Vincent's	2,780		25,373	
Storm Drainage	744,344		751,563	
Pulaski County Health Department	191,600		191,600	
Total Public Health/Public Utilities	14,878,774	9%	16,943,343	9.91%
<u>Economic Development/Employment</u>				
Little Rock Chamber of Commerce	200,000		200,000	
Minority Business Incubator Program	50,000		50,000	
Metroplan	157,694		157,694	
Economic Development	50,000		100,000	
Downtown Partnership/Empowerment Zone	199,741		175,341	
Total Economic Development/Employment	657,435	0.41%	683,035	0.40%
<u>Housing & Neighborhood Revitalization, Growth & Development</u>				
Alert Centers	677,043		671,788	
Planning & Development Department	2,102,009		2,067,232	
Neighborhood Resource Center	204,438		196,885	
Housing & Neighborhood Prog. Admin.	2,485,239		2,389,854	
Total Housing & Neighborhood Revitalization, Growth	5,468,729	3.39%	5,325,759	3.11%

City of Little Rock
Adopted Operating Budgets by Service Program Category
2004 - 2005

Service/Program Category	2004 Budget	% to Total	2005 Budget	% to Total
<u>Transportation Services</u>				
Central Arkansas Transit Authority	5,163,387		5,888,554	
Streets	8,306,657		8,837,954	
Parking	405,700		355,180	
Parking Garages	1,749,696		2,103,128	
Fleet Services Vehicle Storage Facility	1,755,850		1,580,404	
Airport Rescue	1,130,678		1,168,226	
Total Transportation Services	18,511,968	11.47%	19,933,446	11.65%
<u>Leisure Services/Cultural Support/ Conventions & Tourism</u>				
Parks & Recreation	6,326,672		6,451,749	
Golf	2,752,221		2,759,921	
War Memorial Fitness Center	1,058,678		1,073,744	
River Market	903,964		842,648	
Concessions	122,090		121,862	
Zoological Gardens	3,941,218		4,254,371	
Cultural Institutes:				
Arts Center	324,000		324,000	
Museum of Discovery	344,250		324,000	
Arkansas Repertory Theatre	67,500		50,000	
Symphony	67,500		50,000	
MacArthur Military Museum	110,464		110,389	
Sister Cities Commission	25,000		25,000	
Wildwood Theatre	67,500		50,000	
Central High 50th Anniversary	2,500		25,000	
Racial & Cultural Diversity Commission	184,610		181,425	
Total Leisure Services/Cultural Support/Conventions	16,298,167	10.10%	16,644,109	11.00%
<u>General Government Support</u>				
Mayor & Board	283,541		287,067	
City Manager	828,435		817,089	
General Administration	8,408,854		9,401,948	
Finance	2,491,745		2,406,114	
Human Resources	1,230,218		1,209,447	
City Attorney	1,337,976		1,325,745	
Information Technology	2,721,648		2,693,876	
Building Services/Asset Management	1,213,972		1,229,344	
Restricted Reserve	500,000		1,355,000	
Cable TV	195,948		193,287	
Total General Government Support	19,212,337	11.90%	20,918,917	12.23%
<u>All Other Expenditures</u>				
Fleet Services	7,136,203		8,002,388	
Total Other Expenditures	7,136,203	4.42%	8,002,388	3.80%
Grand Total	161,392,768	100%	171,038,389	100%

CITY OF LITTLE ROCK PUBLIC SAFETY REVENUES & EXPENDITURES COMPARISONS

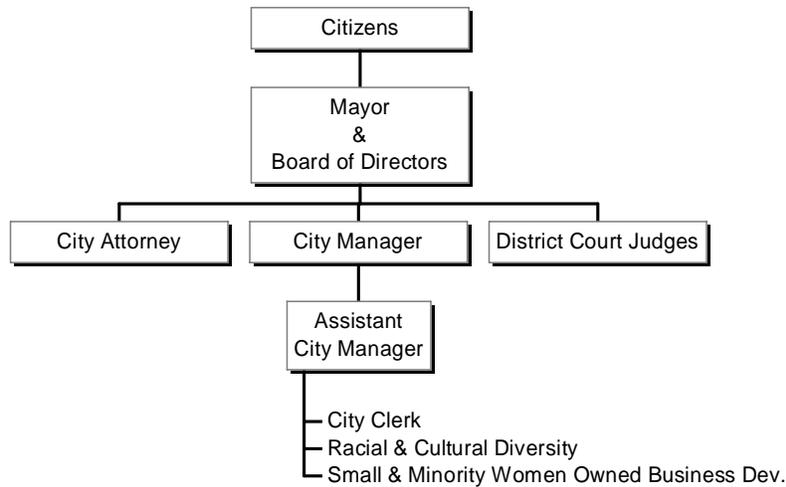


Revenues	\$104,152,102	\$103,105,763	\$113,474,775	\$114,622,366	\$119,666,468
Expenditures Percentage	67%	67%	63%	66%	67%

	2002	2003	2004	2005	2006
Fire	\$ 22,693,953	\$ 23,896,251	\$ 25,126,749	\$ 26,743,180	\$ 27,624,507
Police	38,728,795	37,979,871	38,183,202	40,753,298	43,891,822
District Court First Division	910,756	911,705	1,012,075	1,110,209	1,110,877
District Court Second Division	867,723	898,403	944,086	1,058,399	1,082,656
District Court Third Division	424,189	443,482	414,556	432,459	438,800
Alert Centers	626,780	614,865	614,454	677,043	671,788
Neighborhood Programs (Rental Inspection)	1,420,279	1,387,852	1,486,569	1,764,407	1,797,098
Animal Services	635,903	607,215	630,040	679,897	700,321
Prevention Intervention & Treatment	3,500,500	2,750,500	2,750,500	2,801,000	2,801,000
Total Public Safety Expenditures	\$ 69,808,878	\$ 69,490,144	\$ 71,162,231	\$ 76,019,892	\$ 80,118,869



General Government



Mission Statement

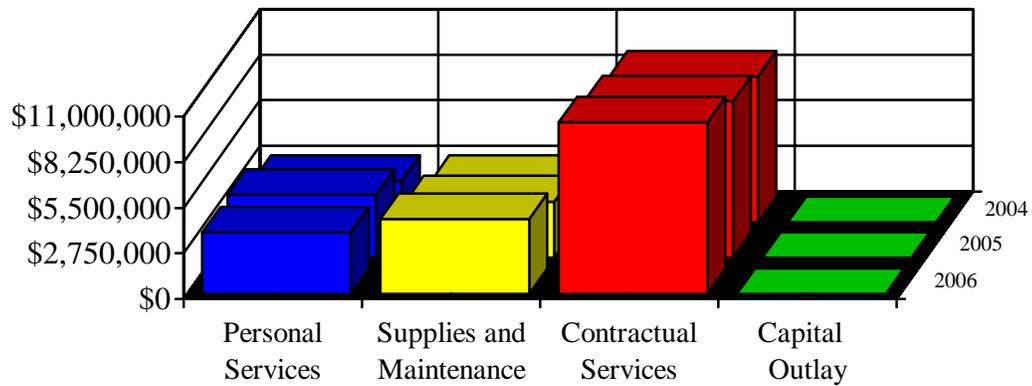
To make policies and provide representation for the citizens of Little Rock; provide executive management and administration of City affairs; provide legal advice and representation for the City; serve as official recorder and custodian of public documents; and to conduct municipal judicial proceedings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

General Government and Administration

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,404,361	\$3,107,900	\$2,994,908
Supplies and Maintenance	2,475,650	3,411,052	4,516,041
Contractual Services	8,881,664	9,440,250	10,334,598
Capital Outlay	21	0	0
	<u>\$13,761,696</u>	<u>\$15,959,202</u>	<u>\$17,845,547</u>

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$17,845,547	11.82%



Authorized Personnel Summary

Position	No. Positions
Administrative Technician	1
Assistant City Clerk	1
City Clerk	1
City Hall Receptionist	1
Executive Director, Racial and Cultural Diversity	1
Program Coordinator	1
Special Events Coordinator	1
Special Projects Manager	<u>1</u>
Total	8

2005 Program Highlights

Racial and Cultural Diversity Commission

- The Education Committee and the Youth Diversity Committee hosted the second annual ‘Keepin’ It Real’ Conference in April 2005 at Clear Channel Metroplex, over 300 youth attended.
- Developed a manual on how to establish student diversity councils in the various high schools in the three (3) major school districts.
- Conducted a public forum on Workplace Discrimination in June 2005; thirty –five (35) individuals attended including six (6) City Employees.
- Continues to host WorldFest as an educational event celebrating cultural diversity of citizens of Little Rock and state; over 4,000 youth attended in 2004 with over 5,000 attending WorldFest 2005; the hours of WorldFest were extended to 9:00 PM this year with great success.
- WorldFest secured Title Sponsorships (\$5,000) from three (3) major corporations: Allstate; Alltel; and Toyota.
- 12th Street Initiative ‘Chain of Hope.’
- Dining 4 Diversity sponsored by the RCDC Faith Alliance Committee, with eighteen (18) Restaurants participating.
- Created web site for RCDC that’s interactive and lists RCDC programs.
- Continued to promote involvement of the Hispanic community in City Government (Boards and Commissions) and City Activities.



City Clerk

- Researched implementing a Records Management System that would be compatible with the Optical Disc Scanning and Indexing System.
- Researched legislation that pertains to records keeping of a First Class City.
- Continued the process of scanning and indexing past minutes, Resolution, Ordinances, deeds, contracts, agreements and easements.
- Continue educational meeting requirements goals associated with certification as a Certified Municipal Clerk for the City Clerk and Assistant City Clerk Positions.
- Continued research on re-codification.

2006 Departmental Priorities

Racial and Cultural Diversity Commission

- To extend to a two day WorldFest festival
- To increase sponsorships, partnerships, volunteers and promote internationalism in our community
- To work with faith based organizations, businesses, and institutions in the revitalization of 12th Street corridor
- To explore the establishment of a House of Peace that will display information about different Faiths
- Educate the Latino community about City Services
- To host the “Keepin It Real” youth conference
- To establish seven (7) Diversity Councils in Central Arkansas high schools
- To review all Little Rock appointed Commissions
- To continue a monthly series of special events highlighting multiculturalism

City Clerk

- Research the possibly of adding a link on the City’s website that would allow the Boards and Commission Questionnaire for each Board and Commission to be downloaded, filled out on line and returned online.
- Continue working towards implementing a Records Management Plan for the City.
- Research the various professional development opportunities such as the Arkansas Public Administration Consortium Certified Public Manager Program.

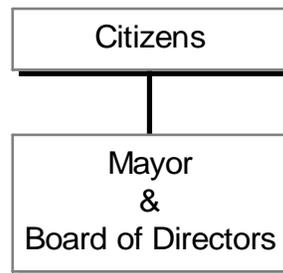


General Government and Administration

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Percentage of electronic board agendas that are assembled and ready for disc transfer by 12:00 noon every Friday.	95%	95%	95%
Percentage of Ordinances, Resolutions and motions that are signed, filled and indexed within three weeks of date enacted.	85%	90%	90%
Board meeting minutes completed and submitted within 30 days.	85%	90%	90%
Percentage of requests for municipal records or information that is answered within two working day	95%	95%	95%



Mayor & Board of Directors



Mission Statement

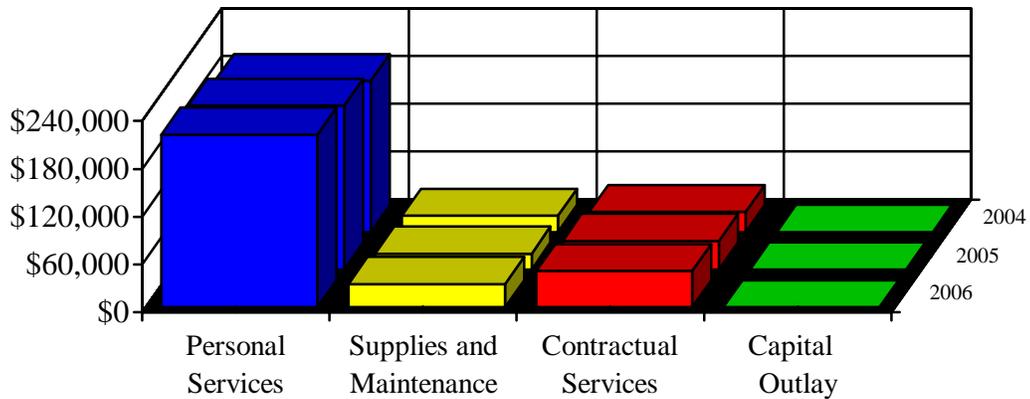
To make policies and provide representation for the citizens of Little Rock; provide executive management and administration of City affairs; provide legal advice and representation for the city; serve as official recorder and custodian of public documents; and to conduct municipal judicial proceedings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

Mayor and Board of Directors

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$204,742	\$216,103	\$216,129
Supplies and Maintenance	28,066	22,335	25,835
Contractual Services	41,740	45,103	45,103
Capital Outlay	0	0	0
Total	\$274,548	\$283,541	\$287,067

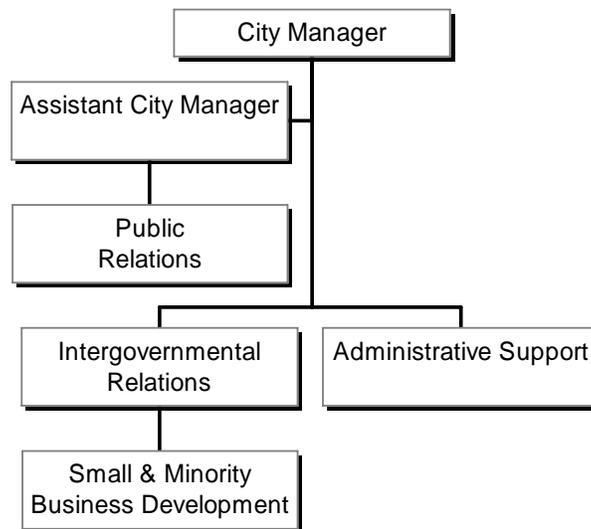
Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$287,067	1.24%



City Manager



Mission Statement

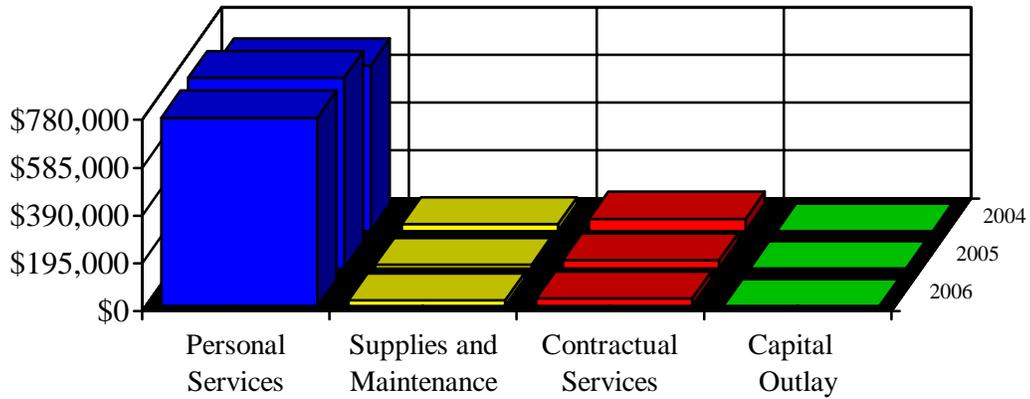
To provide centralized administration, coordination, control and evaluation of all municipal programs, including preparation and control of the budget; and to assist the Board of Directors in developing and implementing public policy.

City Manager

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$672,717	\$775,835	\$767,489
Supplies and Maintenance	27,484	19,050	19,050
Contractual Services	48,814	33,550	30,550
Capital Outlay	0	0	0
Total	\$749,015	\$828,435	\$817,089

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$817,089	-1.37%



City Manager

Authorized Personnel Summary

Position	No. Positions
Administrative Services Manager	1
Administrative Technician	1
Assistant City Manager	1
City Manager	1
City Manager Administrative Assistant	3
Economic Development Administrator	1
Intergovernmental Relations Manager	1
Office Assistant III	1
Small Business Development Administrator	<u>1</u>
Total	11

2005 Program Highlights

City Manager

- Hired a new Police Chief.
- Hired a new Economic Development Administrator.
- Major emphasis on the 2nd Year of the Bond Issue.
- Seventy-one (71) individuals representing the City of Little Rock participated in the Integrated Emergency Management Course in Emmitsburg, Maryland,
- Developed a final funding strategy for the completion of the Arkansas River Trail.
- Developed a plan to appropriate \$1,000,000 for an Economic Development Fund as part of the 2004 Bond Issue.
- Worked with the Midtown Revitalization Taskforce to develop a plan of action for War Memorial Park.
- City's new website, www.littlerock.org, was unveiled in June 2005.
- Continued to work with the Central High Integration 50th Anniversary Commission. A full-time staff person was hired in November 2005 to coordinate activities.



City Manager

Intergovernmental Relations/

Legislative Activities

- Executed the city's established legislative agenda process. City Manager Staff worked with the Mayor and City Board of Directors to develop a legislative agenda for the 2005 session, the 85th Arkansas General Assembly.
- During the 2005 City Legislative, Staff maintained a legislative issues tracking and monitoring system. Each City Department designated a legislative contact to monitor and provide assessment of legislative issue and proposed bills that affect departmental revenue or operations.
- Worked closely with the Arkansas Municipal League to develop a primary legislative agenda for 2005.
- 2005 Successful City of Little Rock Sponsored Legislation:
 - Legislation that will allow for the temporary municipal use of abandoned vehicles.
 - Legislation that clarifies the maintenance and destruction of certain municipal records.
 - Legislation that amends State Law to allow provision for cities to give a three day correction notice to owners before the City is authorized to clean up Code Violations.
 - Legislation that provides for an alternate notice provision for discarded items. Cities will have to give a thirty day notice to homeowners by certified mail or three days notice by personal courier.
 - Legislation to expand the number of Airport Commissioners from five to seven members.

Grants Development

- Continued the focus on a regional approach to pursuing competitive grants that enhance funding for the City's initiatives, operations and service delivery.
- The regional grant approach utilized to collaborate with North Little Rock, Pulaski County to win a \$3,000,000 Phase II Brownfield Redevelopment Grant and complete an application for a \$3,000,000 Brownfield Revolving Loan Fund for downtown Little Rock, North Little Rock and Pulaski County.

Americans with Disabilities Act (ADA)

- Worked closely with the Public Works department and the City Attorney's office to continue the implementation and of the city's ADA Compliance Transitional Plan.
- Refined the citywide database for the management and tracking of the ADA Curb Ramp construction program.



City Manager

- Installed 318 additional ADA Curb Ramps to bring total curb ramps installed from 1999-2005 to 2,095.

Small Business Development Office

- Maintained basic services by increasing the focus on collaboration and sub-contracting with other business development and capacity building, marketing and procurement agencies like UALR Arkansas Small Business Development Center (ASBDC), Little Rock Regional Chamber of Commerce (LRRCC), Arkansas Regional Minority Supplier Development Council (ARMSDC), Arkansas Minority Business Development Roundtable (AMBDR), Small Business Administration (SBA) Arkansas Chapter of the National Association of Minority Contractors (NAMC) and numerous private corporate supporters and contributors.
- The SBDO capacity building, marketing and procurement activities and services were provided to over 2,124 citizens and small and minority-owned and women-owned businesses. The services provided included: office visits, workshops, networking receptions, training classes, site visits, and requests or applications for service.
- Completed the second full year of implementation of the U.S Dept. of HUD, designated 2002-2009 Empowerment Zone.
- Sponsored Two ASBDC NxLevel Entrepreneurial Classes -Classes #10 and #11, enrolling forty-two existing and start-up small businesses. Class #10 graduated 18 of 21 or 86%; class #11 graduated 17 of 21 or 81%. Since June 2001, the eleven ASBDC NxLevel Entrepreneurial classes have enrolled 222 total businesses, to disseminate business cards and literature with an average of forty-five – fifty participants.
- Co-sponsored the LRRCC MED Week Activities, with 135 individuals attending the luncheon.
- Co-sponsored the Arkansas Regional Supplier Development Council Business Opportunity Fair with 600 participants.
- Co-sponsored “Doing Business with HUD and It’s Grantees Conference”, 200 participants.
- The SBDO sponsored or co-sponsored sixty-eight, ten in 2005, capacity building, networking, training and procurement events since January 2000.

2006 Departmental Priorities

City Manager

- Initiate a Request for Proposal (RFP) process to select a consultant to begin a comprehensive review of the City’s Code Enforcement Program.



City Manager

- Continue to review current emergency management processes to ensure that plans are updated and revised.
- Initiate developing a plan of action to begin the accreditation process from the Little Rock Fire Department.
- Creation of a more comprehensive recycling program.
- Major emphasis on the third year of infrastructure projects through the Bond Issue.
- Develop, in conjunction with the Project Progress Committee, proposals to expend the \$500,000 appropriation to support economic development activities.
- Hire a new Parks and Recreation Department Director.
- Preparation for the reaccreditation process for the Little Rock Zoo.
- Continue to work to complete the Arkansas River Trail between Downtown Little Rock and Interstate 430.
- Continue the public/private partnership in hiring a consultant to provide a redesign of War Memorial Park.
- Development of a Comprehensive Public Relations Plan.
- Development of a cost analysis to reinstall the domes on City Hall in anticipation of the 100th Anniversary in 2008.

Intergovernmental Relations

Legislative Activities

- Execution of the City's established legislative agenda process, and work with the City Manager's Office Staff, Mayor and City Board of Directors to develop the City's proactive legislative agenda for the 2007 session, the 86th Arkansas General Assembly.
- Work with each City Department's designated a legislative contact to monitor and provide assessment of legislative issues and proposed bills that affect departmental revenue or operations.
- Maintain a legislative issues tracking and monitoring system.
- Work closely with the Pulaski County Legislative Coalition, the Arkansas Municipal League and other collaborating organizations and agencies to promote and pass the city's legislative agenda.

Grants Development

- Focus on developing a more effective approach to pursuing competitive grants that enhance funding for the City's initiatives, operations and service delivery.
- Collaborate with North Little Rock, Pulaski County to implement the \$300,000 Phase II Brownfield Redevelopment Grant and the \$3,000,000 a Brownfield Revolving Loan Fund for Downtown Little Rock, North Little Rock and Pulaski County.



City Manager

Americans with Disabilities Act (ADA)

- Work closely with the Department of Public Works and the City Attorney's Office to continue the implementation of the City's ADA Compliance Transitional Plan.
- Track and report the ADA Curb Ramps during 2006 to bring total curb ramps installed from 1999 – 2006 to approximately 2,420.
- Completed ADA improvements in the Riverfront Park and Centennial Park.

Small Business Development Office

- Maintain basic services provided by the Small Business Development Office through collaboration and sub-contracting with other business development and capacity building, marketing and procurement agencies like UALR Arkansas Small Business Development Center (ASBDC), Little Rock Regional Chamber of Commerce (LRRCC), Arkansas Regional Minority Supplier Development Council (ARMSDC), Arkansas Minority Business Development Roundtable (AMBDR), Small Business Administration (SBA) Arkansas Chapter of the National Association of Minority Contractors (NAMC) and numerous private corporate supporters and contributors.
- Sponsor two ASBDC Entrepreneurial Classes, Classes #12 and #13, enrolling forty existing and start-up small businesses and an expected graduation rate of 75%.
- Co-sponsor with the LRRCC: Business Opportunity Brunch, a premier networking event to for disadvantaged and small businesses to disseminate business cards and literature to individuals.
- Co- sponsor LRRCC MED Week Activities.
- Co-sponsor the Arkansas Regional Supplier Development Council Business opportunity Fair.
- Co-sponsor 'Federal Procurement Conference'.
- Sponsor or co-sponsor eight capacity building, networking, and training and procurements events in 2006.
- Improve the tracking and monitoring of purchases and bid awards to minority-owned businesses.
- Increase the number of Minority-owned businesses receiving bid announcements and submitting bids on City contracts and procurement opportunities.



City Manager

DEPARTMENT: City Manager

FUND: General

OBJECTIVES:

Budget: \$817,089

Organization: 1030 Administration

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

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

Organization: 1033 Small & Minority Women Owned Business Development

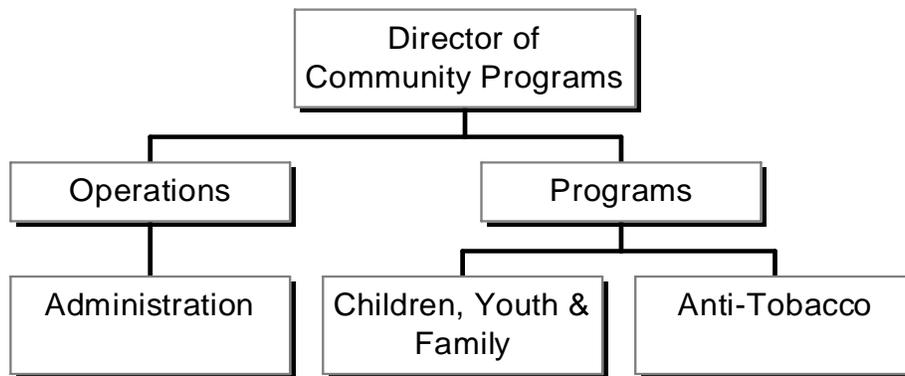
To provide the community with current economic data programs training, incentives, management and technical assistance for the development of businesses and industries. To assist in the creation and retention of jobs; to improve the community's business development and economic base. The Minority Economic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

The departmental goals and objectives link with BOD Statement of Management Policy pages 13-16.

Service Measures	Actual 2004	Budget 2005	Est. 2006
Percentage of items on the Board Request Summary that are completed by the original deadline.	85%	90%	90%
Percentage of items on the Individual Board Request Summary that are completed by the original deadline.	85%	90%	90%



Community Programs



Mission Statement

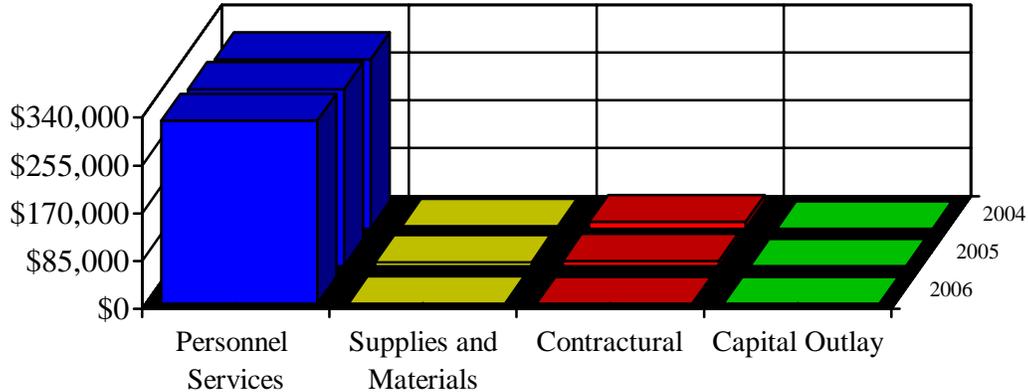
To effectively administer and maximize the Future Little Rock PIT/CYF funds authorized under Ordinance 16,496 (and other funds) in order to provide the community with quality programs that utilize citizen involvement, proven practices, and standardized process with the goal of improving positive outcomes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

Community Programs

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$316,798	\$317,406	\$323,971
Supplies and Maintenance	4,451	5,707	256
Contractual Services	11,710	9,316	50
Capital Outlay	0	0	0
Total	\$332,959	\$332,429	\$324,277

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$324,277	-2.45%



Community Programs

Authorized Personnel Summary

Position	No. Positions
Administrative Technician	2
Community Programs Administrative Coordinator	1
Community Programs Manager	1
Director of Community Programs	1
Program Monitor - Senior	1
Resources Specialist	1
Youth Services Coordinator	<u>1</u>
Total	8

2005 Program Highlights

- Funded 48 programs based on best practices through PIT funds.
- Conducted at least one (1) site visit at each of the 48 funded programs and completed internal monitoring reviews.
- PIT funds supported the CityYear Program, a public/private partnership operated by the AmeriCorps Program that placed 40 youth volunteers in Public Schools.
- Based upon the City of Little Rock’s continued support of PIT programs, Little Rock received prestigious recognition as one of the 100 Best Communities for Young People by the America’s Promise Alliance. Over 750 communities competed for this designation.
- Hosted 4 international fact-finding groups sponsored by the U.S. Department of State and the UALR International Visitors Program PIT programming.
- Advertised the City’s record of Substance Abuse Prevention and Treatment within the local journal and community activities of those providers.
- The City invested nearly \$600,000 PIT dollars to provide employment and recreational activities for over 700 Little Rock youth.
- Summer Youth Recreation programs, through both Community Programs and the Parks Dept. provided another 2,500 youth with fun and educational experiences.
- The Summer Youth Employment program made 332 jobs available for youth.
- With City leadership, the KICK Tobacco Coalition was successful in renewing the Arkansas Department of Health grant for \$45,800.



2006 Departmental Priorities

- Continue to provide the community with outcomes-based PIT Programs:
- Continue to develop year-round and summer monitoring schedules.
- Expand and streamline the summer employment program, especially involving an increased number of private businesses.
- If funds allow, provide enhancements packages to PIT service providers for such things as group prevention education, cultural exposure, and LifeSkills Training.
- Conduct a formal Process and Outcomes Evaluation of the Substance Abuse Treatment Programs and the Neighborhood Support Centers.
- Develop strategies for providing better networking and training opportunities among the PIT and YIP programs for professional staff development.
- An additional YIP Program placed in the Southwest area of Little Rock; and an additional PIT Program targeted for Hispanic youth.
- Develop a system of program standards for all City-funded PIT and YIP programs to ensure that Little Rock is state of the art in providing quality programs.
- Continue to develop relationships with the faith-based community.
- Promote and increase the use of the 100 Best Communities for Young People.
- Conduct town hall and community meetings for feedback and public information.
- Begin to implement management of PIT contracts in coordination with the new ERP software management system.
- Continue to watch for quality opportunities for training and staff development.
- Have the Department review and consider alternate definitions for allowable program expenditures.
- Continue to Sustain a Tobacco Education and Control program.
- Coordinate a statewide symposium to determine where needs are not being met, and provide training in key issue areas.
- Utilize ADH Grant funds to professionally evaluate the impact of the KICK Coalition efforts.
- Expand cessation program, network and referrals for City employees.
- Provide support to the Commission on Children, Youth and Families.
- Assist the CYF to expand the role of providing policy and priority advisement to the Board on issues affecting Little Rock youth and their families.



Community Programs

DEPARTMENT: Community Programs **Fund:** General
OBJECTIVES: **Budget:** \$324,277

Organization: 1036 Fighting Back

Work focusing on the City's ant-tobacco initiative and substance abuse initiatives will continue through the department's work with Anti-Tobacco Coalition; Prevention, Intervention and Treatment (PIT) funding stream; and appropriate oversight commissions.

Organization: 1038 Community Programs Operations

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

Organization: 1039 Community Programs Administration

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

The departmental goals and objectives link with the BOD Policy Statement for Basic Quality of Life and Safe City page 14.



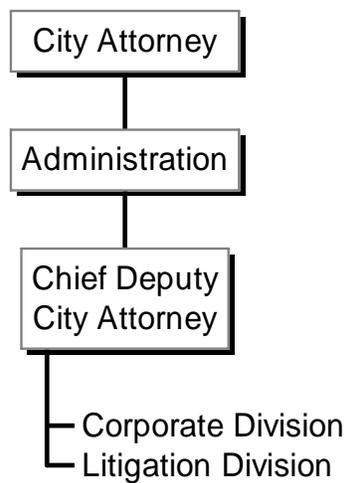
Community Programs

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Number of Prevention, Intervention, & Treatment (PIT) contracts.	51	48	50
Conduct monitoring at each of the PIT programs.	51	48	50
Number of youth employed by Summer Youth Employment and Recreation contracts.	307	332	350
Number of contracts with Faith-based organizations providing PIT services. *	12	16	18
Number of RFP's advertised and downloadable from City's website.	10	8	8
Number of CYF Commission meetings administratively supported and made public.	13	13	13
Number of small contracts (\$5,000) for special events.	11	10	10

*One of the contracts included in this number is for a program that coordinates drug and alcohol abuse risk assessment among 31 faith-based organizations



City Attorney



Mission Statement

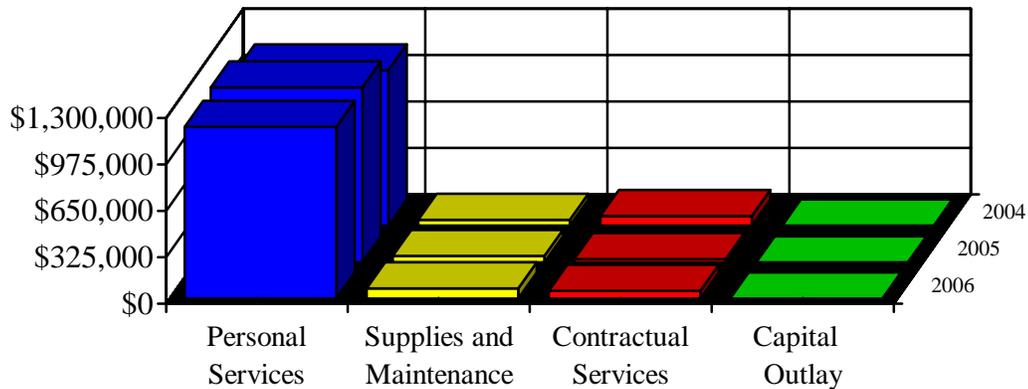
To provide legal assistance and representation for the City of Little Rock and its Boards and Commissions.

City Attorney

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,087,489	\$1,226,416	\$1,199,185
Supplies and Maintenance	67,336	73,477	73,477
Contractual Services	68,100	38,083	53,083
Capital Outlay	0	0	0
Total	\$1,222,925	\$1,337,976	\$1,325,745

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,325,745	-0.91%



City Attorney

Authorized Personnel Summary

Position	No. Positions
Assistant City Attorney	3
Case Coordinator	2
Chief Deputy City Attorney	1
City Attorney	1
City Attorney's Office Investigator	1
Deputy City Attorney	6
Law Office Administrative Coordinator	2
Legal Secretary	1
Office Assistant I	<u>1</u>
Total	18

2005 Program Highlights

- Developed a system to aggressively pursue daytime curfew violations and truancies.
- Handled major litigation in civil rights, land use planning, environmental and other types of state and federal litigation.
- Helped to successfully resolve legal questions with federal welfare to work type programs.
- Helped draft numerous contracts in unique areas of municipal involvement – Parks and Audubon, the First Tee and the Southside Community Center.

2006 Departmental Priorities

- Continue to provide, or to develop, training information for various departments that updates them on changes in law.
- Continue to maintain an excellent reputation for municipal law within the State of Arkansas and within the region.
- Assist attorneys in the office to become certified Fellows in Municipal Law as recognized by the International Municipal Lawyers Association.
- Develop language for a RFP for recodification of the Little Code so it can, among other things, be internet based, and can be quickly updated and annotated.
- Assist with interactive development of an interactive and tiered PAGIS system.



City Attorney

DEPARTMENT: City Attorney

FUND: General

OBJECTIVES:

Budget: \$1,325,745

Organization: 1040 City Attorney

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

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

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

The departmental goals and objectives link with the BOD Policy Statement for a Safe City page 13.

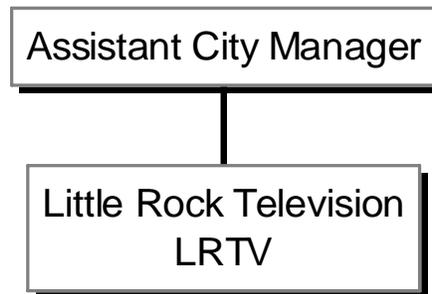


City Attorney

Service Measures	Actual 2004	Budget 2005	Est. 2006
Percentage of oral opinion on routing matters within 24 hours.	75%	75%	75%
Percentage of written opinions on routing matters within 10 days.	75%	75%	75%
Percentage of written opinion on on-routing matters within 30 days.	75%	75%	75%



Little Rock Television



Mission Statement

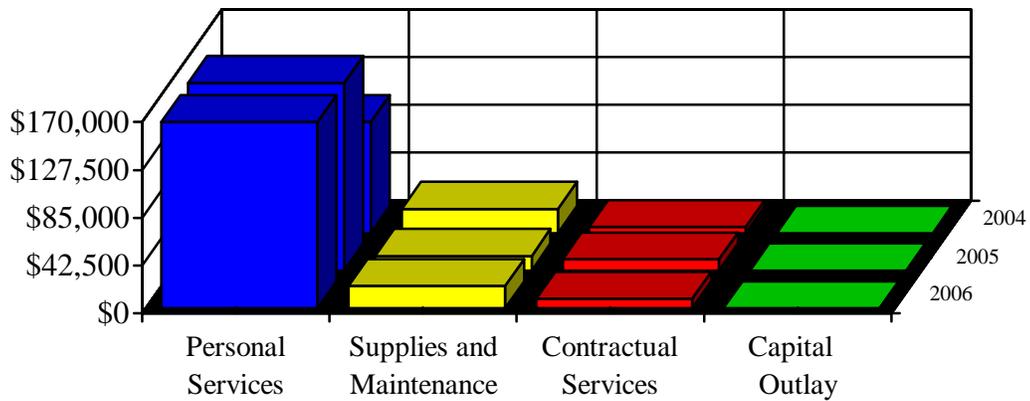
To deliver the highest level of quality information on policies, services, and activities of Little Rock City Government to the citizen and facilitate the delivery of emergency response information to the general public and make available, through electronic media, information about city and community events.

Little Rock Television (LRTV)

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$98,286	\$166,491	\$165,330
Supplies and Maintenance	21,351	19,565	19,565
Contractual Services	5,506	9,892	8,392
Capital Outlay	0	0	0
Total	\$125,143	\$195,948	\$193,287

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$193,287	-1.36%



Little Rock Television (LRTV)

Authorized Personnel Summary

Position	No. Positions
Public Relations Manager	1
Video Production Technician	<u>2</u>
Total	3

2005 Program Highlights

- Continued broadcasting local government programming twenty-four hours a day, seven days a week.
- Provided live broadcast and taped re-broadcast of the Board of Directors Board and Agenda meetings; Planning Commission Subdivision, Planning, Zoning and Conditional Use hearings.
- Taped, edited and aired numerous events and public service announcements for City departments.
- Taped, edited and aired numerous events and public service announcements for community-wide events.
- Completed an overall redesign of the LRTV Studios, with the addition of two sets and upgraded equipment.

2006 Departmental Priorities

- Continue to develop new programming on local government services with the major focus on the City Board's priority areas.
- Development of a new programming system.
- Expansion of LRTV programming.



Little Rock Television (LRTV)

DEPARTMENT: Little Rock Television (LRTV) **FUND:** General
OBJECTIVES: Budget: \$195,948

Organization: 1032 LRTV

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

Organization: 1034 Arts & Humanities

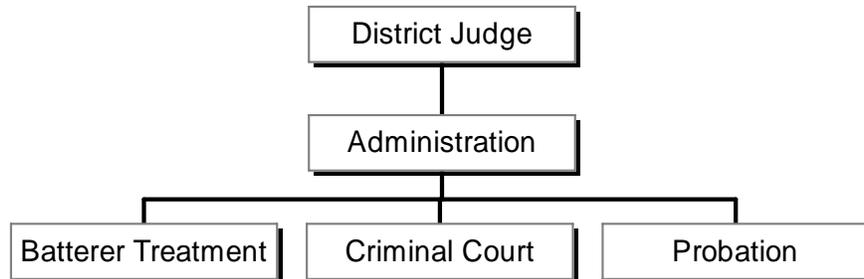
To encourage appreciation, understanding, and involvement with Arts and Humanities by all ages to enhance the quality of life in Little Rock.

The departmental goals and objective link with the BOD Policy Statement for Quality of Life page 16.

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Percentage of live meetings broadcast on time.	100%	100%	100%
Create new programming.	10 hours	10 hours	10 hours
Bulletin board information review.	Daily	Daily	Daily



District Court First Division



Mission Statement

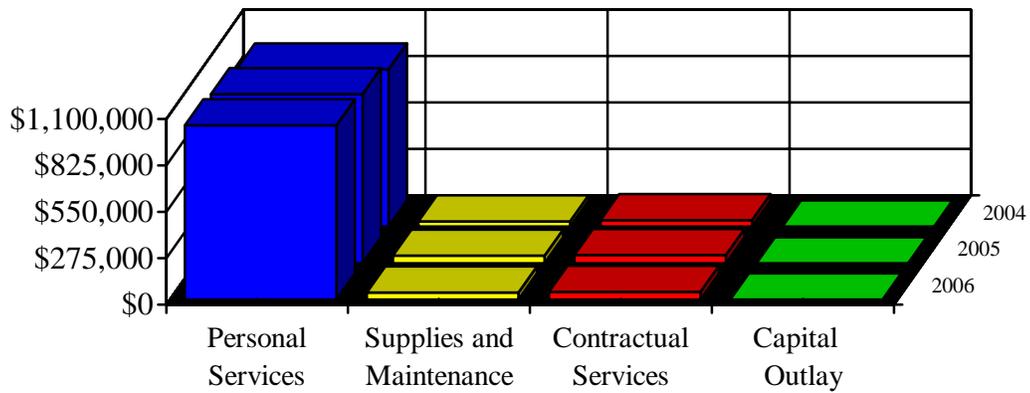
To provide the public with impartial and timely adjudication of criminal offenses; to divert offenders from criminal activity and increase public accountability through probation, drug testing, victim restitution and community service programs.

District Court First Division

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$930,565	\$1,022,393	\$1,023,781
Supplies and Maintenance	41,008	47,156	42,496
Contractual Services	40,502	48,100	44,600
Capital Outlay	0	0	0
Total	\$1,012,075	\$1,117,649	\$1,110,877

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,110,877	-0.61%



Authorized Personnel Summary

Position	No. Positions
Batterers Treatment Program Coordinator	1
Court Administrator	1
Court Clerk	5
Court Reporter	1
Judge	1
Office Assistant II	1
Probation Officer	9
Probation Officer-Senior	1
Subpoena Clerk	<u>1</u>
Total	21

2005 Program Highlights

- Continued Domestic Violence Intervention education treatment for batterers.
- Continued Anger Management and Theft Diversion classes.
- Assisted probationers with referrals for in-depth treatment and counseling programs.
- Provided weekly job listings for probationers.
- Provided affordable apartment guides for probationers.
- Continued drug-testing program.
- Entered dispositions into the State driving records, when driver’s licenses are suspended.

2006 Departmental Priorities

- Replace court clerks’ computers and have access to the City’s network.
- Provide and administer justice and equity in a professional manner in the courtroom and in the workplace.
- Continue to direct overall operation of Criminal Court within the guidelines of the Arkansas State Statutes and the City’s ordinances and policies; provide management direction to staff and to insure accountability and accessibility to citizens and to ensure that professional and courteous customer service.



DEPARTMENT: District Court First Division

FUND: General

OBJECTIVES:

Budget: \$1,110,877

Organization: 1051 District Court First Division

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

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

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

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

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

The departmental goals and objectives link with the BOD Policy Statement for a Safe City page 13.

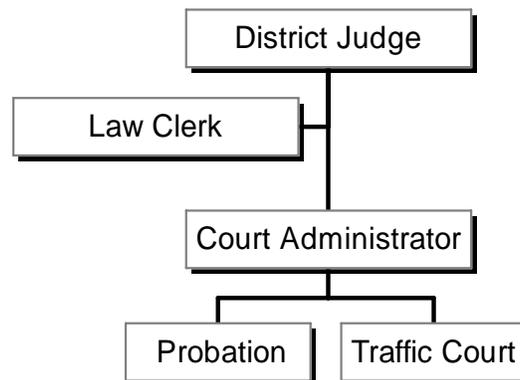


District Court First Division

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Percentage of arrests with defendants in jail, where the defendant is given a hearing within 24 hours according to State Statutes.	100%	100%	100%
Percentage of cases with defendants in jail where the Pulaski County Jail is officially notified of bond requirements on the day of the hearing.	100%	100%	100%
Subpoena's issued without errors.	100%	100%	100%
Warrants issued within 24 hours of request.	100%	100%	100%
Offenders on the trial docket who received a judgment and all court paperwork within 2 hours of their scheduled arrival at court and attorneys and witnesses are present.	95%	95%	95%



District Court Second Division



Mission Statement

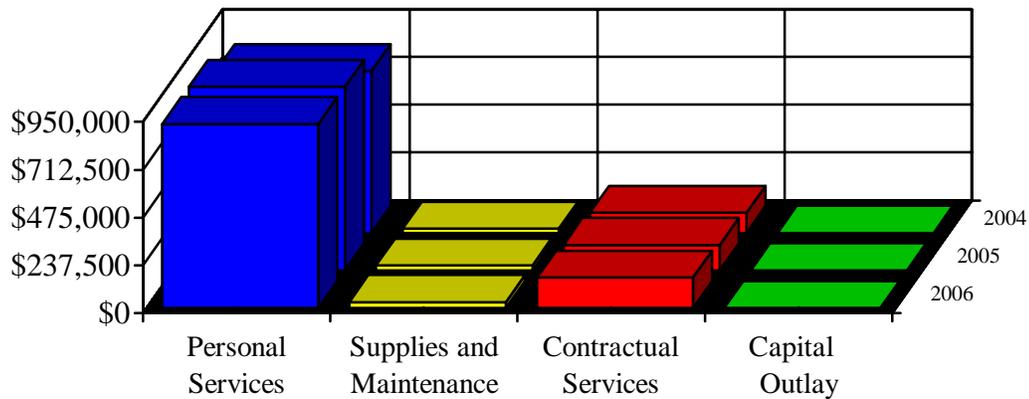
We seek to administer justice and equity.

District Court Second Division

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$801,429	\$917,927	\$912,340
Supplies and Maintenance	20,587	26,900	26,900
Contractual Services	122,070	143,416	143,416
Capital Outlay	0	0	0
Total	\$944,086	\$1,088,243	\$1,082,656

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,082,656	-0.51%



District Court Second Division

Authorized Personnel Summary

Position	No. Positions
Chief Court Clerk	1
Court Administrator	1
Court Clerk	7
Court Clerk - Senior	1
Judge	1
Office Assistant II	2
Probation Assistant	2
Probation Officer	4
Probation Officer-Senior	1
Total	20

2005 Program Highlights

- Worked with Finance Department on a State Income Tax Set-Off program to collect overdue fines.
- Processed approximately 38,220 new violations.
- Disposed of approximately 41,004 violations.

2006 Departmental Priorities

- Continue to find ways to improve overall operations.
- Provide the best customer service possible.

DEPARTMENT: District Court Second Division

FUND: General



OBJECTIVES:

Budget: \$1,082,656

Organization: 1053 District Court Second Division

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

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

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

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

The departmental goals and objectives link with the BOD Policy Statement for a Safe City page 13.

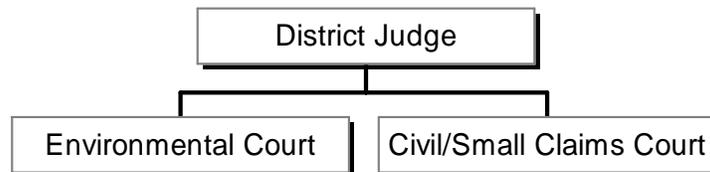


District Court Second Division

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Percentage of offenders with no mandatory court appearances handled by the court within 10 minutes (exclusive of paying fines to Finance Department cashiers).	95%	95%	95%
Percentage of offenders with mandatory court appearances handled by the court within 10 minutes (exclusive of paying fines to Finance Department cashiers).	93%	94%	94%
Percentage of commitment orders processed the same day issued.	100%	100%	100%
Percentage of tickets entered into the public safety system the same day received from the Police Department.	99%	99%	99%
Percentage of dispositions updated in the public safety system within 24 hours.	99%	99%	99%
Percentage of driver's license suspensions and reinstatements processed within 24 hours.	99%	99%	99%



District Court Third Division



Mission Statement

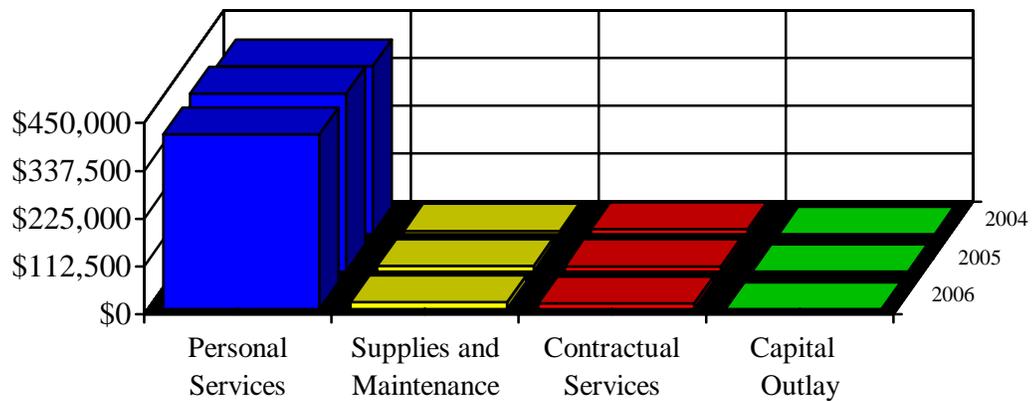
To provide impartial and timely adjudication and impose sanctions for code violations to insure that neighborhood conditions are improved to comply with accepted health and safety standards. To provide the public with timely and impartial adjudication of civil and small claim matters.

District Court Third Division

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$393,762	\$417,367	\$410,571
Supplies and Maintenance	9,786	15,913	15,729
Contractual Services	11,008	12,500	12,500
Capital Outlay	0	0	0
Total	\$414,556	\$445,780	\$438,800

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$438,800	-1.57%



Authorized Personnel Summary

Position	No. Positions
Court Administrator	1
Court Clerk	1
Court Operations Assistant	1
Judge	1
Probation Officer	1
Probation Officer Senior	1
Total	6

2004 Program Highlights

- Provided impartial and timely adjudication of all court cases.
- Continued to provide training and certifications to Judge, clerks and probation officers.

2005 Departmental Priorities

- Continue to upgrade computer systems for Environmental and Civil/Small Claims.
- Provide computer training for probation staff.
- Continue to ensure that neighborhood conditions are improved to comply with health and safety standards.



District Court Third Division

DEPARTMENT: District Court Third Division

FUND: General

OBJECTIVES:

Budget: \$438,800

Organization: 1052 District Court Third Division

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

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

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

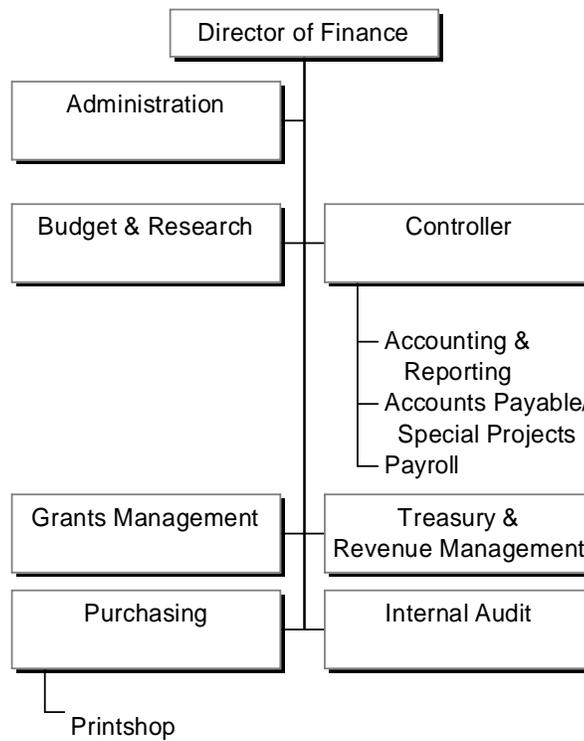
To provide a variety of support services by imposing conditions and monitoring compliance of probationers; to provide pre-sentence information and evaluation; to coordinate and evaluate community service projects.

The departmental goals and objectives link with the BOD Policy Statement for a Safe City page 13.

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Percentage of life-threatening violations of housing codes heard within seven days (7) of the date the citation was issued.	99%	99%	99%
Percentage of warrants issued within twenty-four (24) hours.	99%	99%	99%
Percentage of dispositions recorded in the public safety system within twenty-four (24) hours.	100%	100%	100%



Finance



Mission Statement

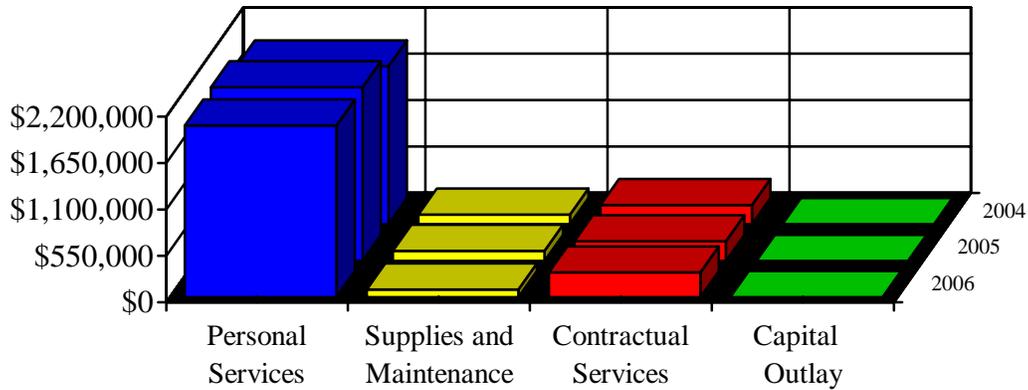
To manage the financial affairs of the City in accordance with all legal requirements in the highest standards of ethical and professional conduct; and to advise the City Manager and other City departments on any financial issues.

Finance

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,868,398	\$2,113,327	\$2,030,240
Supplies and Maintenance	116,736	106,213	91,550
Contractual Services	290,901	272,205	284,324
Capital Outlay	0	0	0
Total	\$2,276,035	\$2,491,745	\$2,406,114

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,406,114	-3.44%



Finance

Authorized Personnel Summary

Position	No. Positions
Accountant	3
Accountant - Grants	2
Accounting Clerk II	6
Accounting Clerk-Senior	2
Accounting Specialist	1
Accounts Payable Supervisor	1
Assistant Director of Finance	1
Assistant Purchasing Agent	1
Auditing Manager	1
Budget & Management Analyst	1
Budget Officer	1
City Controller	1
Collections Supervisor	1
Director of Finance	1
Fiscal Systems Administrator	1
Fixed Assets Specialist	1
Grants Manager	1
Internal Auditor	1
Office Assistant III	2
Payroll Administrator	1
Payroll Specialist	1
Pension Technician	2
Printing Services Supervisor	1
Printing Technician II	2
Purchasing Agent	1
Purchasing Assistant	1
Revenue Collector	3
Revenue Collector – Senior	1
Secretary-Executive	1
Treasury Services Manager	1
Total	44



2005 Program Highlights

- Obtained GFOA Certificate of Recognition for Budget Preparation.
- Obtained GFOA Certificate of Achievements for FY04 CAFR.
- Standardized reporting formats across all Departments for revenue subject to sales tax.
- Increased efficiency of Print Shop and lowered billing rate to departments.
- Implemented Grants Training Program.
- HUD approved the Indirect Cost Rate for the City of Little Rock.
- USDOL approved the Cost Allocation for the LRCDC 2000 and 2001 allocations.
- Grant payment reimbursements were processed monthly.
- Implemented the first Grants Training Program.
- Selected Human Resources and Finance Software vendor.
- Increased Business Licenses Collections.
- Implemented 2004 Bond project reporting.

2006 Departmental Priorities

- Obtain GFOA Certificate of Recognition for Budget Preparation.
- Obtain GFOA Certificate of Achievement for FY05 CAFR.
- Implement the new Human Resources and Payroll System.
- Develop FY06 Short-term financing plan, issue temporary note and ensure timely purchase of items and improve departmental reporting.
- Complete bids for 2004 Bond projects.
- Monitor and ensure that grant awards are completed in accordance with federal and state regulation.
- Ensure adequate internal control environment during conversion of accounting & HR software.



Finance

DEPARTMENT: Finance **FUND:** General
OBJECTIVES: Budget: \$2,406,114

Organization: 1100 Administration/Budgeting

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

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

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

Organization: 1110 Accounting and Reporting

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

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

To participate in the planning, implementation, and testing for the City's new Enterprise Resource Planning System.

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

Organization: 1115 Special Projects/Accounts Payable

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

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

Organization: 1120 Treasury Management

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



Finance

- Organization: 1120 Treasury Management**
To invest funds in authorized investments that will produce an average return that exceeds the three-month T-bill return within a given fiscal year.
To achieve a current business license fee collection rate of 99%.
- Organization: 1130 Purchasing**
To support the delivery of City services by providing City departments with the quality and quantity of requested commodities and services at the lowest possible cost while complying with all legal requirements.
- Organization: 1140 Payroll**
To produce accurate and timely payroll service to the employees of the City of Little Rock; to produce accurate payroll reports and provide accurate and timely payroll tax deposits to the various governments; and to coordinate the delivery of appropriate benefits to City employees.
- Organization: 1150 Internal Audit**
To safeguard City assets by constantly testing, evaluating and enhancing The City's internal control system, auditing selected fiscal activities, and ensuring compliance with grant contracts and state and federal grant regulations.
- Organization: 1160 Print Shop**
To provide total quality printing and mailing services to the City.
- Organization: 1170 Grants Management**
To provide oversight for grant administration and ensure that grants are managed in compliance with federal and state regulations.

The departmental goals and objectives link with the Statement of Management Policy for Financial Reporting page 16.

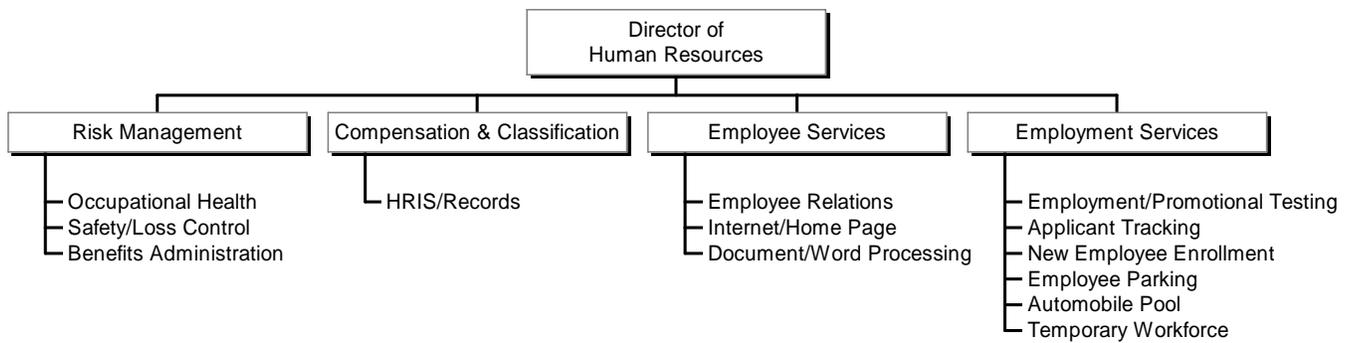


Finance

Service Measures	Actual 2004	Budget 2005	Est. 2006
Budgets prepared.	1	1	1
Quarterly Reports prepared.	4	4	4
GFOA Award for CAFR presentation.	1	1	1
Funds maintained.		64	63
Financial Statements prepared.		18	18
Bond Issues outstanding.	10	8	7
Short-term financing obligations.	3	4	5
Bank accounts reconciled.	15	15	15
External Audit and CAFR.	1	1	1
Special/Bond Projects maintained.	591	600	630
W-2s produced.	3,088	3,087	3,164
Maintaining a re-bid rate less than.	3%	3%	3%
Maintain 1099 reporting to the Federal Government.	100%	100%	100%
Number of days for completion of printing projects.	3	3	3
Internal Audit program/operations reviews.	245	246	246
Internal Audit bank account reconciliation reviews	96	64	64
Business License collection delinquency rate.		3.02%	3.22%
Average rate of return for the 3 month T-bill.		3.22%	3.02%
CDBG/Home funds maintained and reconciled		3.0 M	2.7 M
Grant monitoring reviewed		44	40
Grant quarterly reports prepared		20	15
Grant monthly reports prepared		34	34



Human Resources



Mission Statement

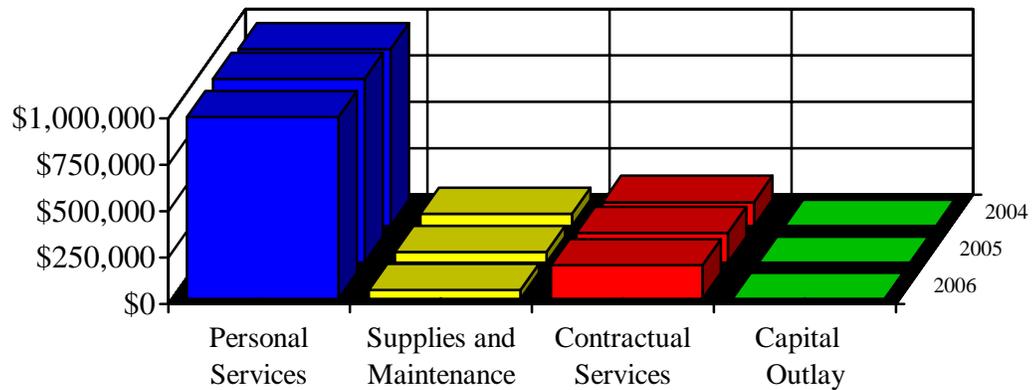
To provide managers, administrators, and other employees with services consistent with sound human resource principles, that contributes to an effective and efficient work force supportive of Little Rock Municipal Government operations.

Human Resources

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$966,811	\$988,540	\$979,362
Supplies and Maintenance	73,394	57,657	48,788
Contractual Services	174,179	184,021	181,297
Capital Outlay	0	0	0
Total	\$1,214,384	\$1,230,218	\$1,209,447

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,209,447	-1.69%



Human Resources

Authorized Personnel Summary

Position	No. Positions
Administrative Assistant I	1
Classification/Compensation Manager	1
Director of Human Resources	1
Employee Services Manager	1
Employment Coordinator	1
Employment Services Manager	1
Human Resources Analyst I	2
Human Resources Analyst Senior	2
Human Resources Coordinator	1
Human Resources Document Specialist	1
Human Resources Systems Coordinator	1
Human Resources Technician II	3
Occupational Health Nurse	1
Risk Manager	1
Safety/Loss Control Specialist	1
TempForce Worker	<u>1</u>
Total	20

2005 Program Highlights

- Completed the redesign of the City’s Health Care plan with the assistance of the Health Care Task force resulting in significant savings to the City with no cost increase in dependent health care premiums.
- Received an award from Risk and Insurance Magazine recognizing the City’s Workers’ Compensation Program and received the annual Workers’ Compensation Benchmark Report from Employers’ Casualty company.
- Scheduled and held public hearings before the Civil Service Commission to improve the promotional process for all uniform ranks except Chief.
- Held a Civil Service Commission Public Hearing to review and adopt new language to ensure that the rank of a candidate on an eligibility list for Police Officer or Firefighter is preserved if he/she is not available for employment because of military service.
- Completed the Department’s 2005 Salary Survey.
- Expanded the Department’s Imaging system to include all benefit record files.
- Conducted the Employee Appreciation Week and Health and Safety Celebration.



Human Resources

- Successfully negotiated new contracts with insurance providers with little or no increase in premium costs.
- Began the implementation of two (2) self service kiosks in the department for applicants to use to apply for jobs.
- Began the modification of the Department's computer testing lab to increase the level of examination of applicants including testing of Microsoft Word and Excel skills.
- Expanded Department's website to include a majority of Human Resources forms and reference documents.
- Successfully completed negotiations with AFSCME with an 18 month agreement effective July 1, 2005.
- Coordinated the City's participation in the Southeast Conference of Public Administration Conference in Little Rock.
- Hosted the Arkansas Public Employer Human Resources Association Annual conference.
- Implemented a program to maintain a list of bilingual city employees who have agreed to provide occasional translation assistance to city departments.
- Implemented an on-line Firefighter testing registration process in order to be more user friendly and help with test administration.
- Served on teams for the ERP project.

2006 Departmental Priorities

- Implement new Firefighter testing, including "practical skills inventory".
- Implement fire scene tactical scenario as a component in the promotion procedures for Battalion Chief and Fire Captain.
- Expand on-line test registration to apply to all recruitments with a written examination.
- Develop and conduct mini-workshops for hiring authorities and related personnel dealing with specific components (or small groups of components) of the hiring process such as recruiting, interview scheduling, interviewing, reference checking, referral packet processing, and job offers (limit to 1 or 2 hours).
- Develop a section of the HR homepage at www.littlerock.org for "Success tips for applicants". Address application completion, resume development, test taking tips, interviewing tips".
- Research and implement more 'less paper' processes.
- Conduct research and prepare for successful Union Negotiations with AFSCME.
- Complete scanning of benefit record files.
- Implement additional Health/Wellness/Safety training programs.
- Develop and administer promotion processes for 4 uniformed positions – Police Sergeant, Police Captain, Battalion Fire Chief and Fire Captain (including 2 with new components).
- Clerical Testing Validation Study and Computer testing expansion.
- Finalize Background Investigation Policy for non-uniformed positions.
- Conduct Sexual Harassment Training.



Human Resources

DEPARTMENT: Human Resources **FUND:** General
OBJECTIVES: Budget: \$1,209,447

Organization: 1200 Human Resources

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

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

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

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

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

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

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

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



Human Resources

- Organization: 1200** To provide a cost-effective self-funded Workers' Compensation program which meets legal requirements and to reduce the City's risk of loss due to accidents.
- To maintain complete and accurate employee records; to ensure integrity and audit trail of computerized position control data base; and to ensure that employee status changes and leave usage comply with City policy and procedures and are recorded in a timely accurate fashion.
- To meet the department's temporary support needs at cost below that of other temporary agencies; and to enhance recruiting for full-time clerical/administrative support positions by maintaining a large pool of potential applicants with documented performance with the City.
- To ensure that City property is protected and restored in the event of casualty, vandalism, theft or other destructive acts and to minimize the impact of loss of property on the operating department responsible for the property.
- To ensure that all new hires are properly enrolled in payroll system and applicable benefits programs.
- To ensure that applicable pre-hire screening requirements, including qualifications assessment, medical examinations, drug testing and background checks are concluded before new-hires are placed on the payroll.

The departmental goals and objectives link with the BOD Policy Statement for Basic City Services and Quality of Life pages 14-15.

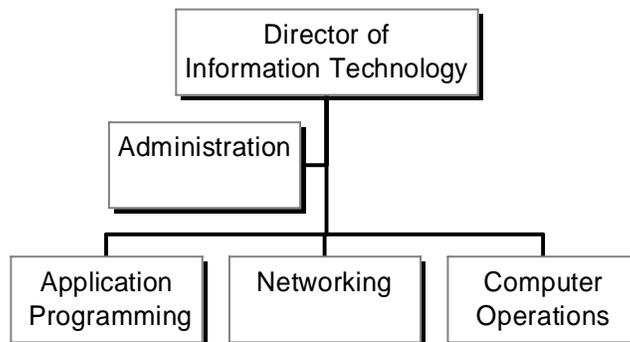


Human Resources

Service Measures	Actual 2004	Budget 2005	Est. 2006
Ninety-five percent of workers' compensation Claims to workers' Compensation Commission within ten (10) days of incident.	100%	95%	95%
Maintain twenty-eight days as the average number of working days to complete an external competitive recruitment process, from the completion of a properly completed HR-1 to the transmittal of a final list of candidates to the hiring authority.	25 days	28 days	28 days
Maintain twenty days as the average number of working days to complete an internal competitive recruitment process, from the completion of a properly completed HR-1 to the transmittal of a final list of candidates to the hiring authority.	13 days	19 days	19 days
Maintain total TempForce administrative fee collections.	\$86,640	\$79,782	\$79,782
100% of promotional lists being available for certification at the expiration of the of the preceding eligibility list for the Fire Apparatus Engineer, Fire Captain, Battalion Chief, Police Sergeant and Police Lieutenant.	60%	100%	75%
Maintain sixty days as the average number of working days to present completed documents for review to the departments requesting a review of a classification or classification of a new classification.	60 days	60 days	60 days
Complete 95% of verification of employment forms within one working day.	95%	95%	95%



Information Technology



Mission Statement

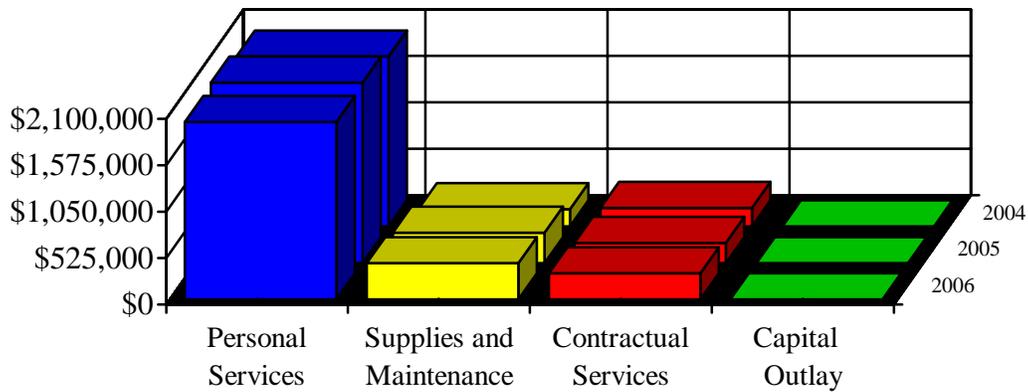
To provide mainframe based data processing services including systems design, computer programming, network services, telephone services, computer operations, and computer hardware maintenance to all city departments.

Information Technology

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,919,294	\$2,034,106	\$2,007,230
Supplies and Maintenance	372,802	413,922	413,026
Contractual Services	207,580	273,620	273,620
Capital Outlay	0	0	0
Total	\$2,499,676	\$2,721,648	\$2,693,876

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,693,876	-1.02%



Information Technology

Authorized Personnel Summary

Position	NO.
Applications Development Manager	1
Communications Equipment Supervisor	1
Communications Equipment Technician	1
Computer Operator	1
Computer Operator - Senior	3
Director Of Information Technology	1
Information Support Specialist	5
Network Analyst	2
Network Coordinator	2
Network Coordinator Senior	2
Programmer Analyst	5
Programmer Analyst Senior	5
Operations Manager	1
Administrative Assistant I	1
Supervisor-Computer Operations	1
Systems Network Manager	1
Total	33

2005 Program Highlights

- Maintained computer network & mainframe availability well in excess of 99%.
- Users who rated helpdesk response, as satisfactory or better were 94.1%.
- Responded to over 7,700 requests for service from staff through the Helpdesk.
- Top 5 service requestors for client support include Police (27.4%), Public Works (10.6%), Fire (7.79%), Housing & Neighborhood (6.0%), and Finance (5%).
- Completed development of the Park's system for work orders and pavilion reservations. Completed beta testing system on multiple machines and made changes, updates and improvements as requested by users. Completed many reports for the work order system as well as reports, letters and receipts for the Pavilion Reservations System.
- Automated the file submission form to the Arkansas State Crime Lab.
- Worked in conjunction with INA to enable businesses to assess and pay their Business License fees online. All businesses can now pay online and a select group was able to also assess their businesses online (professionals and contractors). Treasury Management has given INA the ordinances for all other business types and in the Fall of 2006 all businesses should be able to assess online.



Information Technology

- Created a web pages "skin" (Aristotle) for use with current on-line citizen systems, and information pages to provide the same "look and feel" as the city's new web site done by Aristotle.
- Upgraded DATAMAXX server for the Police department to communicate directly with ACIC/NCIC to update their files.

2006 Departmental Priorities

- Assist other City Departments to meet the following goals:
 - Promptly update software for individual departments as requested.
 - Assist individual departments to maintain current computer technology.
 - Support Finance and Human Resources in implementation ERP financial software as needed.
- Provide consistent Helpdesk service response for City departments and staff.
- Develop a permanent training facility to accommodate approximately 20 users.
- Improve patch deployment for desktop workstations and servers to improve security.
- Further refine and improve disaster recovery plan.
- Install new Sharepoint server to provide document sharing and approval for departments.
- Work with Human Resources in setting up kiosks for citizen usage in the Human Resources department.



DEPARTMENT: Information Technology **FUND: General**

OBJECTIVES: **Budget: \$2,693,876**

Organization: 1300 Administration

To establish system users protocol and provide managerial support and planning in the areas of system design, computer program development, networking, telephones, computer operations and hardware maintenance.

Organization: 1310 Application Programming

To provide all programming services necessary to support the emergency 911 computer-assisted-dispatch system.

To design and develop new computerized systems and to provide Technical software and programming support for the maintenance of existing systems for all City departments.

Organization: 1320 Systems Programming

To install updated system software with new vendor supplied releases; and to provide database management support for all IBM mainframe based systems.

Organization: 1330 Networking

To install and maintain a citywide network for interdepartmental connectivity.

To install and maintain network software including email and Internet connectivity.

Organization: 1340 Telecommunications

To install, maintain and repair telephone equipment for all City departments.

Organization: 1350 Computer Operations

To operate mainframe systems in a manner that maximizes their on-line availability to user departments.

The departmental goals and objectives link with the BOD Policy Statement for Basic City Services page 14.



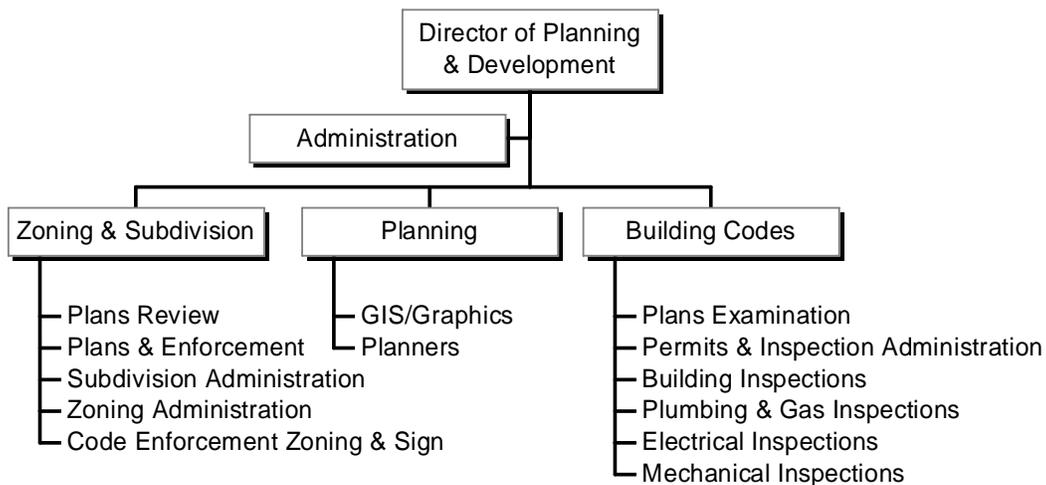
Information Technology

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Computer network availability (Working hours)		95%	
Mainframe availability		99%	
Response to mainframe problems within 1 hour		99%	
Staff rates trouble ticket service as satisfactory or better		55%	
Computer network virus prevention		100%	

* New generator and UPS system installed to prevent system downtime.



Planning & Development



Mission Statement

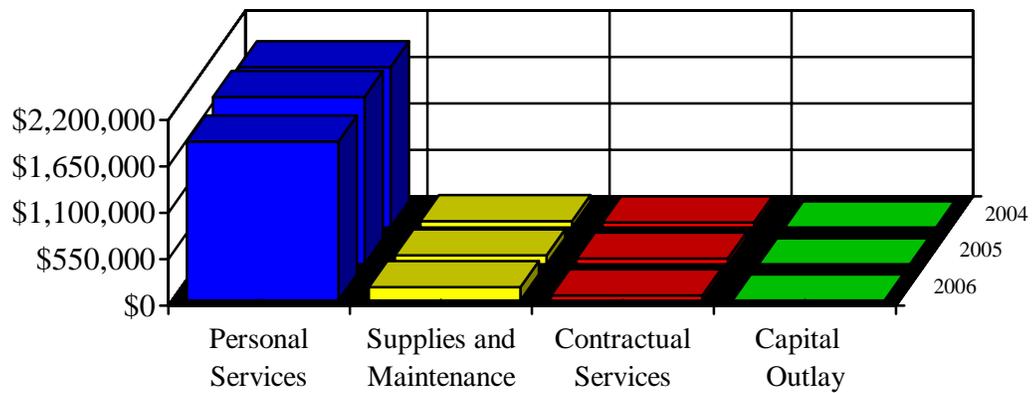
To enhance the quality of life for the citizens of Little Rock by providing a department, which encourages quality growth, development and redevelopment and stabilization of neighborhoods through a concentrated effort of planning, land use controls, permitting, and enforcement.

Planning and Development

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,894,925	\$1,924,423	\$1,883,259
Supplies and Maintenance	106,587	115,456	121,671
Contractual Services	61,679	62,130	62,302
Capital Outlay	0	0	0
Total	\$2,063,191	\$2,102,009	\$2,067,232

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,067,232	-1.65%



Authorized Personnel Summary

Position	No. Positions
Administrative Assistant I	1
Administrative Technician	1
Building Codes Manager	1
Building Inspection Supervisor	1
Building Inspector	2
Code Enforcement Coordinator	1
Code Enforcement Officer	5
Director Of Planning and Development	1
Electrical Inspection Supervisor	1
Electrical Inspector	2
GIS Analyst	1
Graphics Technician	1
Graphics Technician – Lead	1
Landscape Specialist	1
Mechanical Inspection Supervisor	1
Mechanical Inspector	1
Office Assistant II	1
Permit and Records Assistant	1
Permits and Records Supervisor	1
Planner II	2
Planning Document Technician	1
Planning Manager	1
Plans Development Administrator	1
Plans Examination Administrator	1
Plans Examiner	2
Plumbing and Gas Inspector	3
Plumbing and Gas Inspector Supervisor	1
Subdivision Administrator	1
Zoning & Enforcement Administrator	1
Zoning & Subdivision Manager	1
Total	40



2005 Program Highlights

PLANNING

- Completed review of the land use plan for the Highway 10 corridor.
- Completed review of the land use plan for the Central High area.
- Started the neighborhood plan update for the Downtown Neighborhoods (update should be completed by early 2006).
- Reviewed the Urban Use district for changes (included in ordinance amendment package approved by the Board of Directors).
- Reviewed 30 to 35 land use plan amendments.
- Reviewed 15 River Market Design Review cases.
- Reviewed 14 Certificate of Appropriateness cases (Historic District Commission).
- Applied for and received approximately \$23,000 in Certified Local Government funds for various projects.

ZONING, SUBDIVISION AND LANDSCAPE

- Completed the review and adoption of 2005 Zoning and Subdivision Ordinance Amendment Package.
- Completed the review and adoption of Ordinance amendments related to Group Homes and Transitional Housing.
- Reviewed and processed 49 requests for preliminary plats and replats, 113 planned developments, 9 site plans, 88 final plats and 17 right-of-way abandonments.
- Reviewed and processed 41 requests for rezoning, 66 conditional uses, 7 special uses, 1 tower use, 125 variances and 36 wireless communication facilities.
- The Landscape Code Administration and Enforcement section reviewed, assessed and responded to 490 landscape and development plans, made 770 site inspections and reviewed 12 landscape variances.
- Responded to and followed up to compliance 3500± alleged land use violations; reviewed for compliance 1400± residential building permit requests; and reviewed for compliance 1600± privilege license applications.
- Reviewed for compliance 630± sign permit applications and made 6400± sign code inspections.
- Pursued 44 cases to Environmental Court.
- Participated in numerous neighborhood meetings addressing specific development issues and neighborhood action plans.

BUILDING CODES

- Adopted the 2004 Energy Code, the 2003 International Energy Conservation Code and the 2005 National Electrical Code.
- Started program to archive permit records and commercial plans electronically.
- A limited number of unsafe commercial buildings were boarded and several were razed and removed.
- Several commercial buildings were inspected and made code complaint under the Mayor's abatement program for nuisance violations and unsafe buildings.



Planning and Development

- Met quarterly with local contractor organizations to define policies and procedures of Department and Division.
- Mayor Dailey signed proclamation and City of Little Rock observed Building Safety Week in May.
- Collected nearly \$2,600,000 in permit fees (largest collection ever).
- Developed fee increases for construction related permits (awaiting Board of Directors action).

2006 Departmental Priorities

PLANNING

- Complete Geyer Springs Neighborhood Action Plan.
- Complete Upper Baseline Neighborhood Action Plan Update.
- Review land use plan amendments.
- Review 20 certificate of appropriateness cases (Historic District Commission).
- Review 12 River Market Design Review cases.
- Review Master Street Plan amendments.
- Start one land use plan review or a neighborhood action plan update.

ZONING, SUBDIVISION AND LANDSCAPE

- Commission, Board of Adjustment, and Board of Directors.
- Review and process approximately 230 requests for rezoning, conditional uses, special uses, tower permits and variances.
- Review and processed 125 requests for preliminary plats, replats, planned developments and site plans. Process 65 final plats.
- Provide same day or next day response for residential building permits, privilege license applications and sign permits.
- Provide two-day turn around review of all commercial building permits and landscape plan review.
- The Code Enforcement section will respond to and pursue to compliance 3000 alleged land use violations and review for compliance 1500 privilege license applications.

BUILDING CODES

- To protect the public health, safety and welfare through the administration and enforcement of building, plumbing, mechanical and electrical regulations for the safe construction, use, occupancy and maintenance of buildings and structures within the jurisdictional area of the City.
- Provide a continuing high level of inspection services for the construction community by the hourly dispatch of request for inspections to the field inspection staff, and demonstrate a supportive attitude on the part of the inspectors and supervisors.



DEPARTMENT: Planning and Development

FUND: General

OBJECTIVES:

Budget: \$2,067,232

Organization: 1500 Administration

To establish and carry out various planning projects that implement the policy statement of the Board of Directors; meet current and future community needs; and meet the requirements of State and City procedural guidelines.

To inform citizens of planning activities and regulations; to obtain their input into the formation of a vision statement, neighborhood improvement programs and new regulations; and to work with citizens in resolving zoning/subdivision disputes and neighborhood problems.

To carry out a variety of special projects and assignments which come from the City Manager, Board members, outside agencies, neighborhood groups and individuals. Special projects and assignments will include implementation of elements of the Board's policy statement and the formation of new programs, policies, regulations, financial measures, and "Future Little Rock" (Strategic Plan).

To establish and carry out the day-to-day office management operation of the department in accordance to City procedural guidelines.

To carry out a variety of special assignments coming from the City Manager, Board members, outside agencies and neighborhood groups and individuals.

Organization: 1510 Planning

To provide up-to-date land use, street, park and capital improvements plan for City staff, citizens, developers, the Planning Commission and the Board of Directors. These plans will be used in the decision making process regarding land use, rezoning, development, private construction, land purchases, and capital improvements by governmental agencies.

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



Organization: 1510 Planning

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

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

Organization: 1520 Zoning and Subdivision

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

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

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

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

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



Organization: 1520 Zoning and Subdivision

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

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

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

Organization: 1530 Building Codes

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

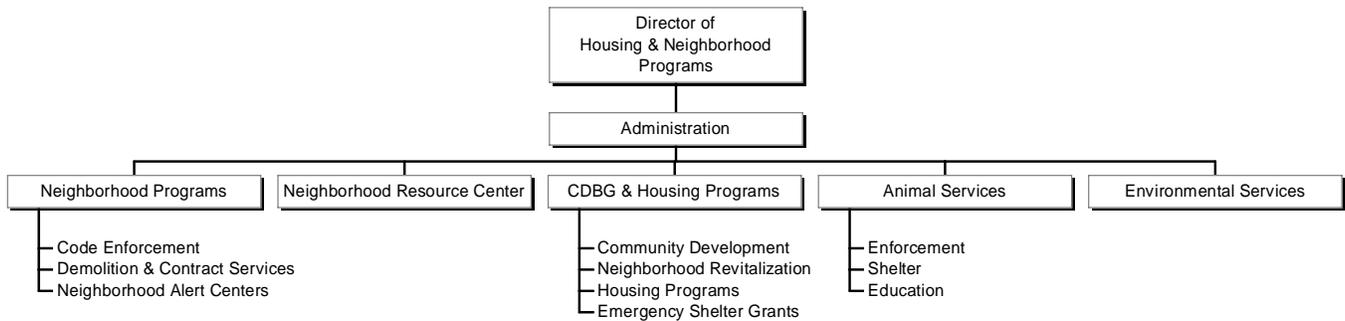
The departmental goals and objectives link with the BOD Policy Statement for Basic City Services page 14.



<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Neighborhood Plans Completed/Updates	2	2	1
Special projects (Wards, ET)	2	2	2
Cases reviewed. (LU & DOD)	30	37	30
Conditional Use Permit, Tower Use Permit, Rezoning, Special Use and Variance requests analyzed and processed.	240	230	230
Preliminary Final Plats, Replats, Planned Developments and Site Plan requests analyzed and processed.	262	190	190
Zoning, Subdivision and Sign Code Enforcement inspections and re-inspections.	10,200	7,000	7,000
Review assess and respond to Landscape Plan submittals.	456	330	330
Review permit and plan requests for various types of signs.	716	800	800
Building Codes – Total of inspections	24,092	27,409	28,090



Housing & Neighborhood Programs



Mission Statement

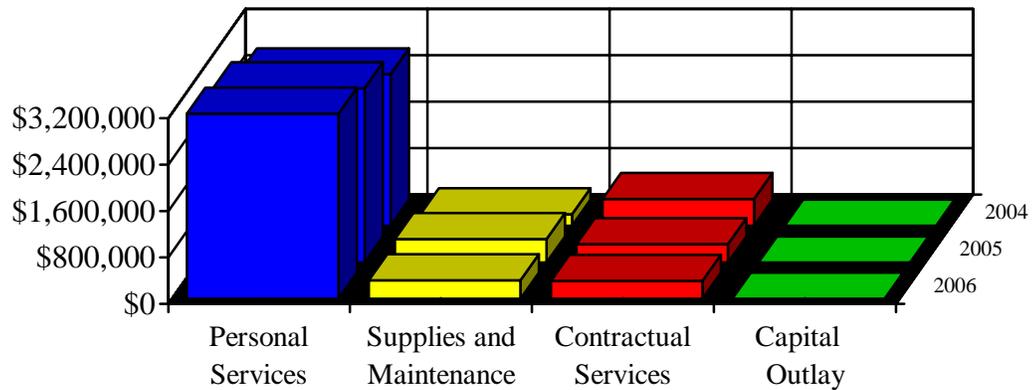
To enhance the quality of life for the citizens of Little Rock by encouraging quality, affordable development and redevelopment while working closely with neighborhood organizations to identify resources needed to strengthen and make improvements in their areas; and to protect the health and safety of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

Housing and Neighborhood Programs

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,606,322	\$3,141,759	\$3,184,712
Supplies and Maintenance	252,458	365,362	321,138
Contractual Services	466,431	319,396	313,751
Capital Outlay	0	0	0
Total	\$3,325,211	\$3,826,517	\$3,819,601

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$3,819,601	-0.18%



Housing and Neighborhood Programs

Authorized Personnel Summary

Position	No. Positions
Administrative Assistant I	3
Administrative Manager	1
Alert Center Facilitator	14
Alert Center Operations Supervisor	1
Animal Care Technician	4
Animal Services Manager	1
Animal Services Officer	5
CDBG & Housing Programs Manager	1
Code Enforcement Officer	34
Code Enforcement Officer Senior	6
Code Enforcement Supervisor	1
Community Development Administrator	1
Community Development Planner	1
Community Development. Programs Monitor	1
Community Services Supervisor	1
Director Housing & Neighborhood Programs	1
Environmental Services Coordinator	1
Foreman I / Shelter	1
Home Ownership Programs Coordinator	1
Home Rehabilitation Technician	2
Home Repair Inspector	3
Housing Programs Administrator	1
Neighborhood Programs Manager	1
Neighborhood Revitalization Specialist	1
Office Assistant I	3
Office Assistant II	1
Office Assistant III	2
Word Processor	1
Total	94



2005 Program Highlights

Administration

- Initiated discussions with citizens, staff and an intergovernmental team to examine concerns with vacant properties and Land Banking.
- Held quarterly Lets Talk Meetings.
- Continued to meet with the Alert Center Review Committee.
- Initiated steps to update neighborhood association lists on a monthly basis.
- Served on Criminal Abatement Program team.
- Organized quarterly Neighborhood Connections meetings.
- Worked with County Treasurer to file liens for services rendered.

CDBG/HOME

- Completed 34 Limited Home Repair Projects, which provided emergency repairs to the homes of very-low income and disabled homeowners.
- Completed 9 Leveraged Loan Projects, which provided full-code rehabilitation to the homes of low-income homeowners.
- Purchased, rehabilitated, and sold 9 homes to low-and moderate-income families through the City's Save-A-Home Program.
- Built and sold 3 new homes to low- and moderate-income families.
- Provided down-payment assistance to 21 low-and moderate-income families purchasing their first home within the City of Little Rock.
- Completed the West 26th Street improvement project, and began construction on the Maryland Street improvement project.
- Built and sold 11 homes in partnership with non-profit and for-profit developers, and provided down-payment subsidies to the low-income purchasers of the homes.
- 61 individuals/families were qualified for homeownership through assistance of housing counseling services.
- 31 wheel chair ramps were constructed through partnership with Mainstream, Inc. and the Southwestern Bell Pioneers.
- Provided staff support to the planning committee appointed to develop a Ten Year Plan to End Chronic Homeless.
- Provided staff support and participated in the Central Arkansas Team Care for the Homeless (CATCH) and the Continuum of Care.
- Provided operating and staff support to 4 Community Housing Development Organizations (CHDOs).

Neighborhood Programs

- Under A.C.E. – Rental Units Inspected – **1,193.**
- Structures Declared Unsafe – **241.**
- Dwelling Units Declared Unsafe – **249.**
- Structures Boarded & Secured by Staff – **over 15.**
- Premises Inspected – **14,764.**
- Citations – **Over 1,200.**
- Weedlots / Vacant Properties Cut By City – **354.**
- Weedlots / Vacant Properties Cut Under Beautification Program – **52.**



Housing and Neighborhood Programs

- Premise Complaints Received – **3,598.**
- Housing Complaints Received – **1,276.**
- Graffiti Removal by Code Staff – Over 35 sites.
- Enhancement Program Projects Completed – **14.**
- Challenge Grant Projects – **49:**
 - Cut For Cash Program Created – Overwhelming Response.
 - Participated In & Supported National Night Out.
 - Participated In & Supported Alert Center Review Committee.
 - Participated In & Supported Neighborhood Connections.
 - CAP Participant.

ALERT CENTERS

- Established neighborhood e-mail contact list to get information to the public.
- Facilitators attended NUSA Conference.
- Supported fundraising and administrative efforts for NUSA Conference.
- Held First Annual Facilitator Banquet.
- Assisted in National Night Out preparation.
- Worked with Hurricane Katrina evacuees to find housing and other supportive needs.
- Identified new training for Facilitator staff.
- Supported quarterly Neighborhood Connections meetings.
- Supported quarterly Lets Talk meetings.
- Reviewed material and offered recommendations to improve and update Facilitator Resource Manual.
- Initiated citizen surveys to develop annual work plans.
- Work with Building Services and consultants to rebuild two alert centers.
- Assigned vehicles to all facilitator staff.

WILLIE L. HINTON NEIGHBORHOOD RESOURCE CENTER

- Organized and planned renaming ceremonies in honor of Director Willie Hinton.
- Recruited new partner for vacant office space.
- Supported Neighborhood Resource Center Steering Committee.
- Worked with UALR to re-open computer lab.
- 13,517 citizens have used the center in 2005.

2006 Program Priorities

**ADMINISTRATION, HINTON NEIGHBORHOOD RESOURCE CENTER,
ALERT CENTERS**

- Develop recommendations for vacant properties and pursue land banking opportunities.
- Publish a quarterly newsletter for the Neighborhood Resource Center.
- Continue to support CAP Team initiatives.
- Continue to support Neighborhood Connections.
- Facilitate quarterly “Let’s Talk” public meetings.
- Complete review and publish new Alert Center Facilitator’s Orientation Manual.



Housing and Neighborhood Programs

- Rebuild East 6th Street and East 21st Street Alert Centers.
- Continue support of the Hinton Resource Center Steering Committee.
- Continue support of the Community Housing Advisory Board.
- Work with neighborhoods to implement Facilitator's annual survey and work plan.

ANIMAL SERVICES DIVISION

- Increase adoptions by 20%.
- In 2005 Little Rock Animal Services adopted over 650 animals to loving homes. In 2006 we believe we can adopt 780 animals.
- Build new shelter.
- Plans are to be functional in the New Little Rock Animal Village by December 2006.
- Increase license of animals.
- Over the last few years we have seen a decrease in the number of animals licensed in the City of Little Rock. Enforcement activities should increase this and with it revenue.
- Update City Animal Ordinance.
- The Animal Services Advisory Board will continue to review and submit ordinance changes to City Board of Directors to improve our ordinance.
- Increase fund raising.
- Continue great events that started in 2005 and not only raise funds for the Little Rock Animal Village but gives awareness of the needs of this shelter.

CDBG and Housing Programs Division

- Implement the Ten Year Plan to End Chronic Homeless with the assistance of the appointed Steering Committee.
- Secure additional funding and develop a Downtown Day Resource Center for the homeless.
- Completed 15 emergency repair projects and 15 full-code rehabilitation projects to the homes of low-income homeowners.
- Purchase, rehabilitate, and sell 9 homes to low-and moderate-income families through the City's Save-A-Home Program.
- Provide down-payment assistance to 20 low-and moderate-income families purchasing their first home within the City of Little Rock.
- Construct 9 wheel chair ramps through partnership with Mainstream, Inc. and the Southwestern Bell Pioneers.
- Complete construction of the Maryland Street and Holt Street Improvements.
- Continue the provision of operating and staff support to 4 Community Housing Development Organizations (CHDOs).

NEIGHBORHOOD PROGRAMS DIVISION

- Complete review of Housing Ordinance.
- Further review of Nuisance Ordinance.
- Implement auto towing under Nuisance Ordinance.
- Code Enforcement Academy.
- Board & Secure Day.



Housing and Neighborhood Programs

- Continue Cut For Cash Program.
- Provide additional training for Code Enforcement Staff.
- Improve Complaint Tracking System.
- Improved all notices, citations, & etc. to include Hispanic language.
- Further review of Pre- & Post 1976 Mobile Homes in the City.
- Community Service Program:
 - Continue working Community Service workers in the neighborhoods.
 - Find funds to purchase a knuckle boom truck.
 - Find funds to purchase another dump truck.
 - Finds funds for a full-time position.
 - Continue working with other departments needing assistance.



Organization: 1640 Willie L. Hinton Neighborhood Resource Center

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

Organization: 1650 Environmental Services

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

The departmental goals and objectives link with the BOD Policy Statement for a Safe City and Basic City Services pages 14-15.

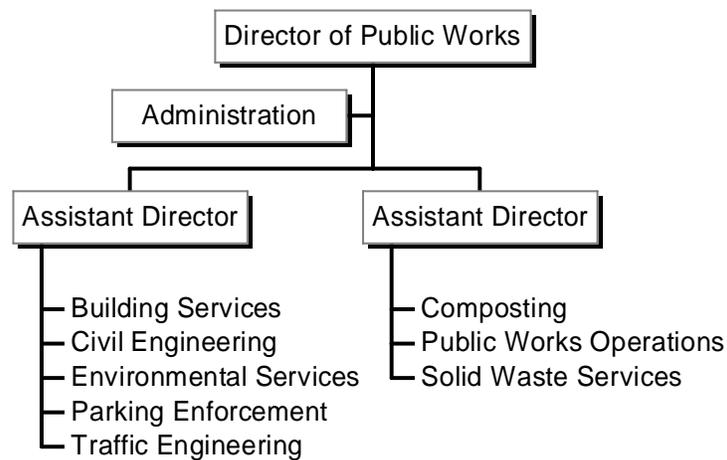


Housing and Neighborhood Programs

Service Measures	Actual 2004	Budget 2005	Est. 2006
Violations brought into compliance	9,266	3,500	4,500
Animal adoption rate	13%	19%	24%
Animals transferred	17%	15%	20%
Rental inspections	4,361	4,300	4,300
Neighborhood cleanups	62	68	75
Area Surveys	75	75	100
Neighborhood meetings	499	525	525
Percentage of CDBG funds expended	82%	84%	85%
CDBG timeliness ratio	1.00	1.00	1.00
Percentage of HOME funds expended	95%	100%	100%
Public/private leverage – CDBG Housing	1:\$5.00	1:\$5.00	1:\$5.00
Public/private leverage – HOME Housing	1:\$6.00	1:\$6.00	1:\$6.00
Nuisance inspections	17,854	25,000	20,000
Citations	1,119	1,000	1,300



Public Works



Mission Statement

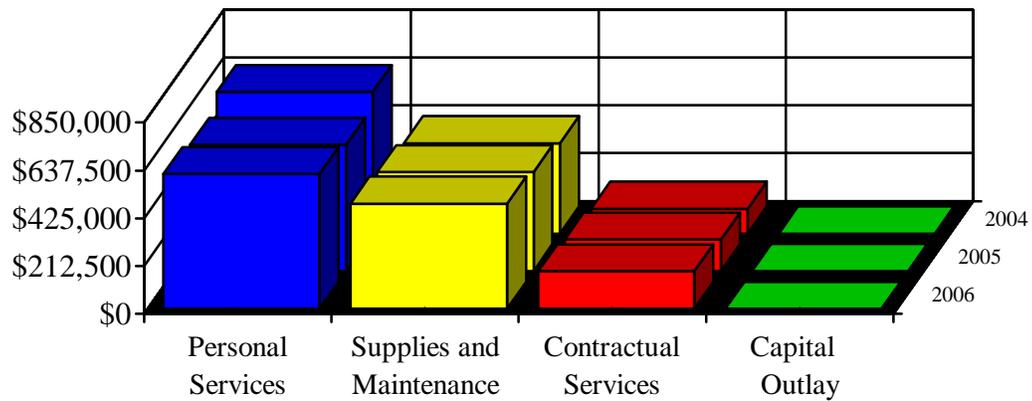
To provide an efficient and economical infrastructure for the City of Little Rock, provide quality management in all activities of the Public Works Department, and to provide professional service to our customers.

Public Works

Expenditure Budget - General Fund

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$626,657	\$586,775	\$597,380
Supplies and Maintenance	406,333	461,534	466,301
Contractual Services	149,177	165,663	165,663
Capital Outlay	0	0	0
Total	\$1,182,167	\$1,213,972	\$1,229,344

Total Allocations By Fiscal Year And Account Category



RESOURCES FOR BUDGET
100 General Fund

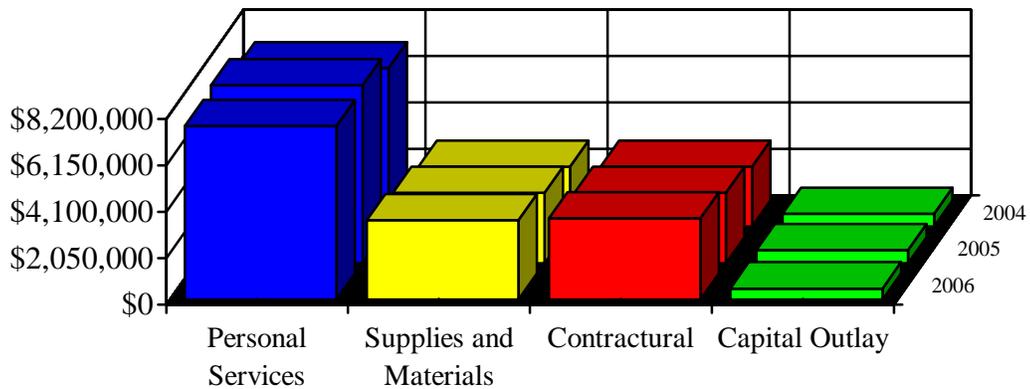
FY 06 Proposed Budget	% Change from Prior Year
\$1,229,344	1.27%

Public Works

Expenditure Budget - Street Fund

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$7,321,331	\$7,994,664	\$7,651,849
Supplies and Maintenance	2,754,279	3,129,080	3,131,064
Contractual Services	2,631,909	2,868,747	3,461,773
Capital Outlay	576,902	530,434	497,472
Total	\$13,284,421	\$14,522,925	\$14,742,158

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
200 Street Fund	\$14,742,158	1.51%



Public Works

Authorized Personnel Summary

Position	No. Positions
Administrative Assistant I	2
Administrative Technician	1
Air Conditioning & Heating Mechanic	2
Asset Management Administrator	1
Assistant Director of Public Works	2
Building Maintenance Mechanic	2
Building Maintenance Mechanic - Senior	1
Building Services Manager	1
Building Services Supervisor	1
Civil Engineer I	2
Civil Engineer II	1
Civil Engineer III	2
Civil Engineering Manager	1
Construction Project Administrator	1
Design Review Engineer	1
Director of Public Works	1
Dispatcher/Work Coordinator	1
Electrician	3
Engineering Specialist	9
Engineering Technician Senior	1
Environmental Compliance Engineer	1
Equipment Operator I	16
Equipment Operator III	9
Equipment Operator IV	9
Equipment Operator V	10
Foreman I	12
General Foreman	2
GIS Analyst Senior	1
Graphics Support Specialist	1
Laborer	37
Land Surveyor	1
Leader	20
Meter Repair Worker I	1
Meter Repair Worker II	1
Office Assistant II	2
Office Assistant III	1
Painter	1



Public Works

Authorized Personnel Summary

Position	No. Positions
Parking Enforcement Coordinator	1
Parking Enforcement Technician	5
Plumber	1
Projects & Addressing Specialist	1
Public Works Operations Coordinator	1
Public Works Operations Manager	1
Public Works Safety Technician	1
Public Works Service Representative	1
Public Works Utility Worker	3
Recycling Program Educator	1
Scheduler-Controller	3
Scheduler-Coordinator	1
Secretary-Executive	2
Sign Maintenance Worker	3
Signal Repair Technician	3
Signal Repair Technician-Senior	1
Signal Technician I	5
Signal Technician II	2
Skilled Laborer	9
Special Programs Coordinator	1
Special Projects Analyst	1
Street Maintenance Superintendent	2
Street Repair Specialist	3
Traffic Engineer II	1
Traffic Engineering Manager	1
Traffic Operations Supervisor	1
Traffic Programs Supervisor	1
Traffic Sign Fabricator	1
Traffic Systems Manager	1
Traffic Systems Specialist	1
Traffic Technician I (OPS)	1
Traffic Technician II (OPS)	1
Traffic Technician II (SYS)	<u>1</u>
Total	223

Footnote: Personnel summary includes General, and Street Fund.



2005 Program Highlights

Operations Division

- Coordinated the public input, bidding and inspection of the 2005 Sidewalk Replacement Program. The 2005 Sidewalk Replacement Program will replace damaged and deteriorated sidewalks at 95 locations throughout the City of Little Rock to improve pedestrian safety and access.
- Continued to develop Management Information System (MIS) program. The network-based MIS tracks and organizes work orders and request data. Customers may enter maintenance requests via the Internet directly to the MIS or call Service Request Desk by telephone. In 2005, 2241 citizen service requests were processed for work orders.
- Coordinated and managed right-of-way excavations (street cuts). Decreased time between cut completion and inspection. Continued to develop and improve an Internet based permit application system for the major utilities.
- Administered a Street Sweeping Program. In 2005, 4,968 *cubic yards* have been removed at a cost of \$484,525. Street sweeping cleans the streets, improves storm drainage flows, removes seasonal debris such as leaves in the fall and sand/salt traces during the winter months, and removes pollutants to reduce storm water pollution. Approximately 30,000 total curb miles are swept annually.
- Completed 2800 man-hours of in-house and outside Safety and Training Programs.
- Painted over 1,697,000 linear feet of street lane lines to improved traffic safety by improving the visibility of traffic markings.

Traffic Engineering Division

- Installed 3 new pan-tilt cameras in downtown traffic system for traffic monitoring.
- Completed Design for 3 – Intersection Improvement Projects for the 2004 Bond Program.
- Designed traffic signal coordination plans for 3-arterials.
- Completed design and right-of-way acquisition work on 4 federally funded transportation improvement projects including Mabelvale Pike (Gum to 56th), Mabelvale Cut-off Chicot to Fairwood), University Avenue (Markham to 19th) and Fourche Dam Pike (Richland to Plantation).
- Entered into an agreement for engineering services for 2 new transportation improvement projects for Scott Hamilton Road (Baseline to JE Davis) and South Loop (Mabelvale Pike to Alexander).
- Began construction on 2 federally funded tip projects, Fourche Dam Pike (Richland to Plantation) and Mabelvale Pike (Gum to 56th).
- Moved 3 CDBG funded projects through design into construction, Maryland Street, Holt Street, and Apple Blossom.



Public Works

- Created the first digital version of the City's Section Maps. Public access can be obtained via the City's website at www.littlerock.org.
- Provided review and oversight for the construction 34 new subdivisions representing \$6.5 million in new residential streets and over \$1 million in improvements on arterial and commercial streets. This includes 5.5 miles of new sidewalks and 15 new miles of City streets.

2006 Departmental Priorities

Operations Division

- Continue successful management and installation of the Sidewalk Replacement Program to improve pedestrian safety.
- Continue improving the Utility Excavation Program to increase productivity and efficiency of inspections and billing procedures and to advance proper repair of street cuts.
- Continue to develop accountability and customer response. Promote programs, processes, and resources to customers through Access Channel, Service Request Desk (918-3600), and Internet.
- Continue Safety and Training Programs to promote worker safety and a safe work environment. Continue training as a means of developing, retaining, and advancing work force.
- Continue to develop working relationships between all sections, divisions and departments. Teamwork approach is a valuable strength in times of doing more work with few resources.

Traffic Engineering Division

- Update Timing Plans on Cantrell, Rodney Parham and Markham.
- Continue extensive traffic count program to continue updating traffic signal coordination plans.
- Administer the City Streetlight Program.

Civil Engineering Division

- Complete design work on 4 transportation improvement projects for University Avenue (19th to Asher), Napa Valley (Hinson to St. Charles), Scott Hamilton Road (Baseline to JE Davis), and the South Loop Bypass (Mabelvale Pike to Alexander).
- Complete feasibility studies for Geyer Springs Railroad Overpass and Asher Avenue (Roosevelt to University).
- Continue process, as funding is available, to review, revise and expand the City's stormwater detention plan, including appropriate amendments to the stormwater detention ordinance.
- Develop systems to improve permit tracking and complaint resolution.



Public Works

Building Services Division

- Continue to support Little Rock's partnership with Rebuild America, which will make our building more energy efficient.
- Continue to fine-tune, as required, the Management Practices Self-Assessment of Building Services in order to seek accreditation.
- Continue renovation work on City Hall.
- Continue HVAC work on Southwest Police.

Parking Enforcement Division

- Continue to improve the efficiency and effectiveness of parking enforcement and customer service.
- Continue development of GIS-based application for managing parking meters with information on location, time limits, serial number and associated information.
- Complete modification of Auto-Cite software to enhance Parking Enforcement's ability to provide service and information to the citizens of Little Rock.
- Continue to support the Little Rock Marathon and other downtown events.



Public Works

DEPARTMENT: Public Works

FUND: General

OBJECTIVES:

Budget: \$1,229,344

General Fund

Organization: 2370 Building Services

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

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

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

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

Organization: 2380 Asset Management

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

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

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

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



Public Works

DEPARTMENT: Public Works **FUND:** Street
OBJECTIVES: Budget: \$14,742,158

Organization: 2000 Administration

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

Organization: 2020 Special Programs

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

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

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

To develop processes and procedures in general areas of budget, accounting and purchasing to move toward a “paperless office” while improving efficiency in Division administration.

Ensure good, quality, cleaning services are provided to the buildings and personnel served by Public Works.

Organization: 2200 Operations Administration

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

Organization: 2210 Street and Drainage Maintenance

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



Public Works

Organization: 2210 Street and Drainage Maintenance

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

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

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

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

Organization: 2220 Storm Drainage Maintenance

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

Organization: 2230 Work Pool

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

Organization: 2240 Resource Control and Scheduling

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

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

Organization: 2250 Control Devices

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

Organization: 2250 Control Devices

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

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



Public Works

Organization: 2260 Signals

To maintain the existing traffic signal system throughout the City.

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

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

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

Organization: 2280 Parking Meters

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

Organization: 2310 Civil Engineering

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

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

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

Organization: 2310 Civil Engineering

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



Public Works

Organization: 2360 Traffic Engineering

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

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

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

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

Organization: 2390 Parking Enforcement

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



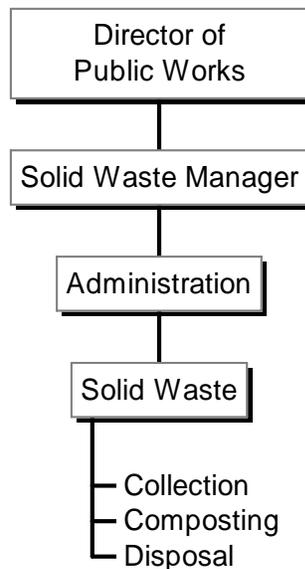
Public Works

The departmental goals and objectives link with the BOD Statement of Management policy for Infrastructure and Quality of Life page 16.

Service Measures	Actual 2004	Budget 2005	Est. 2006
Traffic operation citizens request.		465	490
Traffic signal installations implemented.		9	5
Traffic signal phasing & timing locations.		52	50
Number traffic signal trouble calls.		1,700	1,860
Operations employees receiving safety awards.	82%	89%	90%
Number of citizen's calls taken.	2,727	2,737	2,600
Number of permits inspected.	6,872	4,973	4,500



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.

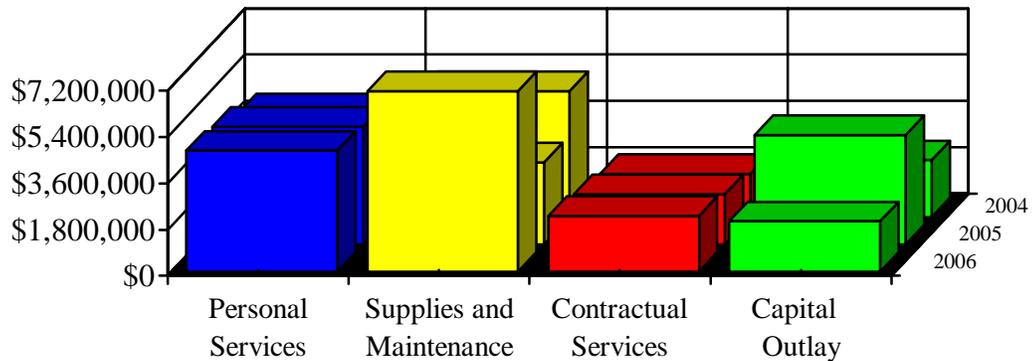
Waste Disposal

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$4,032,513	\$4,574,667	\$4,720,488
Supplies and Maintenance	4,889,325	3,187,295	7,046,451
Contractual Services	1,675,340	2,160,528	2,181,779
Capital Outlay*	2,207,140	4,130,480	1,972,989
Total	\$12,804,318	\$14,052,970	\$15,921,707

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

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
603 Waste Disposal Fund	\$15,921,707	13.30%



Waste Disposal

Authorized Personnel Summary

Position	No. Positions
Administrative Technician	1
Collections Systems Specialist	1
Compost Equipment Operator	3
Customer Service Specialist	1
Foreman I	7
Landfill Laborer	2
Landfill Maintenance Repair Specialist	1
Landfill Operator - A	2
Landfill Operator - B	8
Landfill Service Worker	1
Landfill Supervisor	1
Office Assistant II	6
Office Assistant III	1
Recycle Program Educator	1
Refuse Collector	35
Scale House Operations Supervisor	1
Solid Waste Collection Foreman	1
Solid Waste Collection Supervisor	1
Solid Waste Engineer I	1
Solid Waste Equipment Operator I	7
Solid Waste Equipment Operator II	15
Solid Waste Equipment Operator III	19
Solid Waste Inspector	1
Solid Waste Services Manager	<u>1</u>
Total	118



Waste Disposal

2005 Program Highlights

- Increased sales of compost & mulch.
- Continued partnership with University of Arkansas at Little Rock to monitor and enhance mosquito abatement program.
- Began work on methane gas testing in closed Cells 1 & 2 in Class 1 landfill.
- Upgraded landfill scale house programs.

2006 Departmental Priorities

- Continue to expand compost sales by developing new markets.
- Develop public education information for cable access channel for Collections programs.
- Complete construction of future Cells 3 & 4 of Class 4 landfill.
- Complete rock crushing contract at landfill.



Waste Disposal

DEPARTMENT: Waste Disposal **FUND:** Waste Disposal
OBJECTIVES: **Budget:** \$15,921,707

Organization: 2100 Solid Waste Administration

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

Organization: 2110 Solid Waste Collection

To provide effective residential solid waste collection on a scheduled basis through a safe and efficient operation.

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

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

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

To provide the community with mosquito abatement program.

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

Organization: 2120 Solid Waste Disposal

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

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

Organization: 2125 Composting

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



Waste Disposal

Organization: 2150 Waste Management

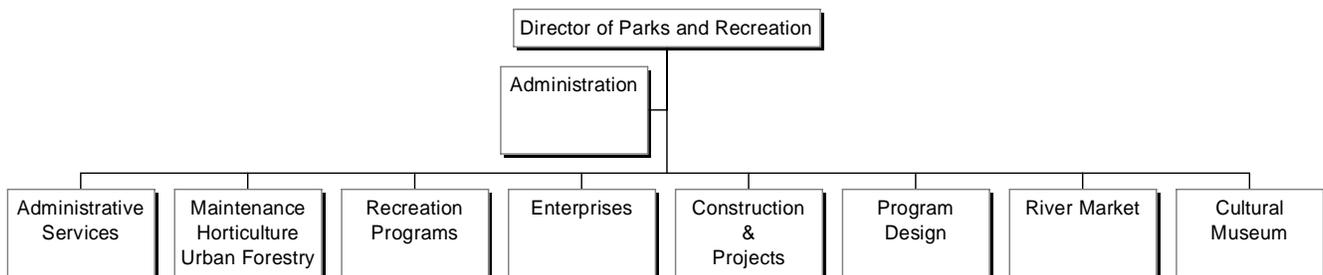
To record all transactions related to the Waste Disposal Revenue Bonds separately from the Waste Disposal Fund operating divisions.

The departmental goals and services link with the BOD Statement of Management Policy for Safe City and Basic City Services pages 13-14.

Service Measures	Actual 2004	Budget 2005	Est. 2006
Class I – Tonnage	76,257	71,518	73,000
Class IV – Tonnage	11,879	10,249	10,500
Yard Waste – Tonnage	21,989	22,961	23,000
Curbside Recycling - Tonnage	4,732	5,000	5,200
Drop-off Recycling - Tonnage	118	0	0
White Goods Recycling – Tonnage	298	176	225
White office paper Recycling – Tonnage	36	38	38
Tires Recycled – Tonnage	1,986	2,478	2,600
Roll-offs Placed	2,240	2,311	2,350
Solid Waste Complaints	1,685	2,089	2,000
Compost/Mulch Removed - Tonnage	11,098	11,120	13,000



Parks and Recreation



Mission Statement

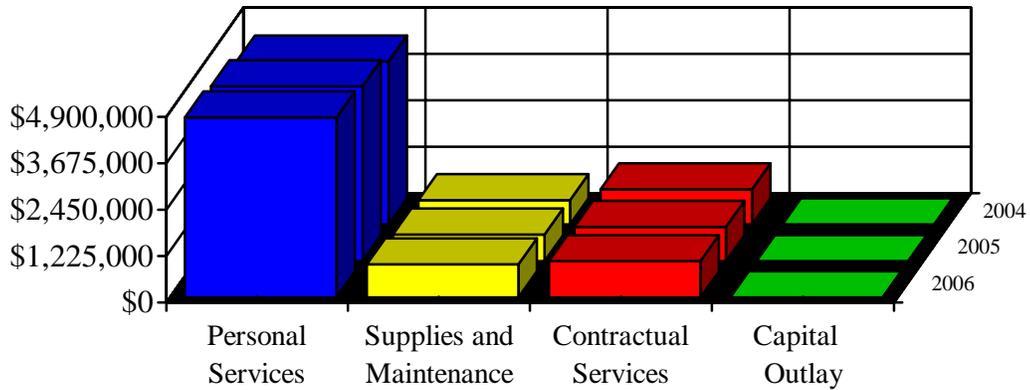
To create a meaningful parks and recreation system that provides quality leisure services, promotes the natural environment, local economy and health of the community and strengthens the diversity of a democratic society.

Parks and Recreation

Expenditure Budget - General Fund

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$4,569,339	\$4,737,449	\$4,740,913
Supplies and Maintenance	866,845	790,276	868,956
Contractual Services	929,421	909,411	952,269
Capital Outlay	0	0	0
Total	\$6,365,605	\$6,437,136	\$6,562,138

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06	% Change
100 General Fund	Proposed Budget	from
	<u>\$6,562,138</u>	<u>Prior Year</u>
		1.94%



Parks and Recreation

Authorized Personnel Summary

Position	No. Positions
Administrative Assistant I	3
Administrative Assistant I Resources	1
Administrative Technician	1
Assistant Facility Supervisor	1
Assistant Recreation Supervisor	1
Deputy Director Parks Administration	1
Director of Parks & Recreation	1
Equipment Operator IV	4
Foreman I	2
General Foreman	1
Horticulturist	1
Irrigation Specialist	1
Leader	1
Management Analyst	1
Marathon Coordinator	1
Museum Supervisor	1
Office Assistant II	1
Office Assistant III	1
Parks Construction Worker I	1
Parks Construction Worker II	2
Parks Design Manager	1
Parks Landscape Worker	1
Parks Maintenance & Construction Manager	1
Parks Maintenance & Development. Foreman	8
Parks Maintenance Manager	1
Parks Maintenance Worker	24
Parks Maintenance Worker-Senior	10
Parks Planner II	1
Parks Welding Worker	1
Recreation Facility Supervisor	6
Recreation Programmer	10



Authorized Personnel Summary

Position	No. Positions
Recreation Programmer - Senior	2
Recreation Programs Manager	1
Recreation Supervisor	4
Resource Specialist	1
Resources Coordinator	1
Resources Technician	1
Therapeutic Recreation Coordinator	1
Urban Forester	1
Work Controller Technician	<u>1</u>
Total	104

2005 Program Highlights

- Acquired a section of the Arkansas River Trail through the Trust for Public Land and completed Medical Mile Section of this trail.
- Completed Interstate Park Improvements.
- Completed Lamar Porter Field.
- Completed Park Gates in five parks.
- Completed major renovation improvements at the Rebsamen Tennis Center Consisting of tennis court resurfacing, new court lights and restrooms.
- Rebsamen Tennis Center added the 5A State High School Tennis Tournament to the current list of high school tournaments normally hosted.
- Staff working in the Youth Basketball Program sponsored a field trip attended by 350 participants and parents to Memphis, Tennessee to watch the Memphis Grizzlies vs. Phoenix Suns. Professional basketball player, Joe Johnson from Arkansas provided gifts.
- The MacArthur Museum of Arkansas Military History received three Medals of Honor, the highest award for valor presented to servicemen and women from Arkansas who fought in World War II, The Korean War and the Vietnam War. Only 25 Arkansans have received the Medal of Honor since it was created during the Civil War. The museum will showcase the three medals in a permanent exhibit on the Arkansas Medal of Honor recipients, planned for 2006.



Parks and Recreation

- The museum opened three new exhibits in 2005: Black Cats Over Kavieng: Honoring Medal of Honor Recipient Nathan Green Gordon, In Search of Poncho Villa: The Mexican Punitive Expedition of 1916 and The Red Tails: The Tuskegee Airmen of World War II
- The museum had its second fundraiser since opening in 2001. The event resulted in the net profit of \$35,000 to be used in exhibit and programming development at the museum.
- Development of Korean War Memorial was officially approved and dedicated for location in MacArthur Park.
- The Adult Leisure Center in cooperation with Care Link, Congressman Vic Snyder and Senator Blanche Lincoln conducted several workshops and seminars for seniors on information for the Medicare Prescription Drug Program.
- The University of Arkansas (Fayetteville) conducted diabetes screenings at Dunbar Community Center for seniors in the Little Rock area.
- The Therapeutic Recreation Division is one of ten programs selected for designation as a BlazeSports Club. BlazeSports is a national community-based sports program for youth and adults with physical disability; for persons who use wheelchairs, have an amputation, have a visual impairment or blindness, or have a neurological disability such a spinal bifida, cerebral palsy and other related conditions.
- Increased Marathon participation 35% (FY2004-3853, FY2005-5914).
- Increased the number of programs in the Little Rock Marathon by 35%.
- Designed two new additions to Riverfront Park in partnership with Blue Cross Blue Shield and St. Vincent's Hospital.
- Continued support of Little Rock's partnership with Rebuild America to increase energy efficiency of City buildings.
- Supported Parks Department and River Market District in enforcing parking objectives in River Market areas.
- Supported the Little Rock Marathon by providing the pace vehicles for the race.
- Completed coordination with the Finance Department to allow the payment of parking fines on-line.



2006 Departmental Priorities

- Promote recreational programs to all segments of the population to include prevention and intervention activities for youth and adults.
- Continue to cooperate with other qualified public agencies to prevent recreational program overlap and maximize recreational programs available to citizens.
- Provide recreational programs and services as a means of play, recreation and leisure for the citizens based on client needs.
- Complete the remodeling of the Southwest Community Center, Dunbar Community Center and senior facility.
- Provide recreational opportunities based upon community needs determined by citizens' surveys, program reviews, client information, public meetings and the overall mission and goals of Little Rock Parks and Recreation.
- Provide safety signage throughout Little Rock Parks and Recreation to various pedestrian utilizing parks and park facilities.
- Partnership with EAP Program to provide stability to employees.
- Incorporate bid process to include minority participation.
- Ensuring self-assessment for Public Park and Recreation Agencies for re-accreditation.
- Continue to respond as directed, and make needed improvements to all Park facilities, which provide programming for children, youth and families.
- Continue to use sound construction methods and provide adequate traffic safety devices to insure the safety and accessibility of our trail systems as they relate to vehicular traffic.
- The Maintenance and Construction Division with all its assets will stand ready to assist in the management and cleanup of any natural disaster as directed.
- Complete Wellness Walkway and St. Vincent's Plaza.
- Begin to develop a hike/bike trails data base of maps that is accessible to the community by flyers and web site.
- Create policy/procedure for volunteer program and implement.
- Complete next step identified by Open Space Committee and directed by Board.
- Explore means to support Arky 100 Bike Event.
- Develop a home base for Life Champs program.
- Engage Little Rock Parks and Recreation Commission in identifying new revenue.
- Expand Urban Forestry's program into resource management.
- Increase participation in Marathon by 10%.



Parks and Recreation

- Organization: 3301 Community Center Administration**
To supervise the community centers insuring a variety of recreational activities which insure age-segmented programs. Restructure recreation programs at community centers to accurately meet the diversity of the local community.
- Organization: 3302 Dunbar Community Center**
To provide recreational activities that will meet the needs and desire of the community it services to include all age groups. To increase the awareness of our facility and the possibility of its use.
- Organization: 3303 East Little Rock Community Center**
Develop recreation opportunities, which have shorter time commitments, which will include educational, developmental and cultural issues.
To schedule concurrent family – oriented programs for children and their parents.
- Organization: 3304 Senior Programs**
Provide a safe environment to assist seniors with their recreational needs and preferences.
Promote and schedule activities such as creative classes, leisure and recreational programs to encourage senior participation.
- Organization: 3306 Southwest Community Center**
Diversify recreational programs to include educational, developmental and cultural issues.
To structure new classes in the fitness areas with emphasis on strength training.
Start an after school latch key program to include the Mayor’s Olympic Kids fitness program.
- Organization: 3307 Stephen Community Center**
To provide sports programs, instructional classes, dance, special events and a variety of other recreational opportunities to all segments of the population.
To provide adapted recreation opportunities for special interest groups.
- Organization: 3310 Swimming Pools**
To provide quality outdoor swimming facilities at East Little Rock Pool and Gilliam Park Pools for citizens interested in our Learn to Swim Programs and activities.
- Organization: 3340 Athletics and Playgrounds**



Parks and Recreation

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

Organization: 3360 Tennis Center Operations

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

Organization: 3390 University Park Adult Center

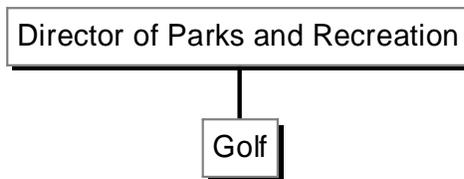
To provide a facility for recreational activities that meets the needs of young adults and seniors.

The departmental goals and objectives link with the BOD Statement of Management Policy for Quality of Life page 15.

Service Measures	Actual 2004	Budget 2005	Est. 2006
Complaints from customers regarding programs, services and facilities.	12	20	14
Number of acres extensively maintained by area maintenance crew.	657	677	677
Number of trees planted in the City urban forestry.	1,500	1,500	1,500
Number of annuals raised in the green house by Landscape division.	100,000	100,000	100,000
Internal training opportunities and new employee orientation for Parks staff.	20	34	25
Summer playground attendance	59,763	60,150	36,000
Little Rock Marathon participants	3853	4700	7200
Number of work request received by Maintenance & Construction.	200	200	210
Number of design request completed.	60	60	65



Golf



Mission Statement

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

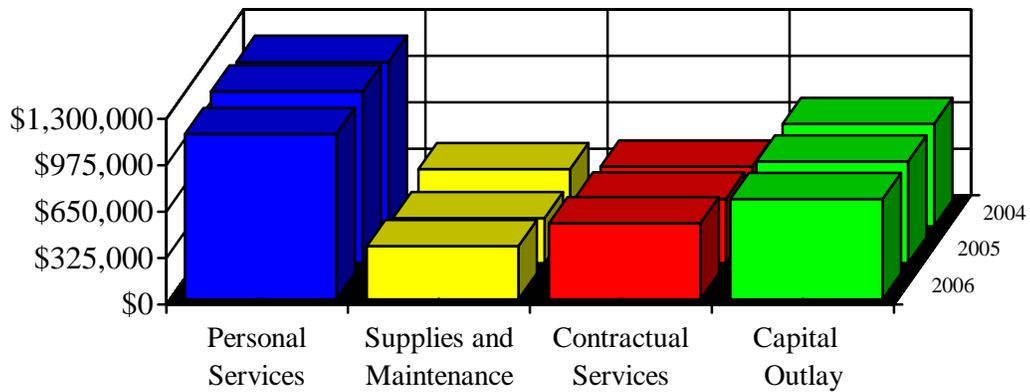
Golf

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,150,057	\$1,196,589	\$1,157,335
Supplies and Maintenance	399,851	316,320	365,983
Contractual Services	416,972	528,225	533,499
Capital Outlay*	718,768	711,087	703,104
Total	\$2,685,648	\$2,752,221	\$2,759,921

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

Total Allocations By Fiscal Year And Account Category



Resources for Budget
609 Golf Fund

FY 06 Proposed Budget	% Change from Prior Year
\$2,759,921	0.28%



Golf

Authorized Personnel Summary

Position	No. Positions
Assistant Facility Supervisor	3
Foreman I	1
Golf Course Superintendent	3
Golf Facility Supervisor	4
Leader	3
Parks Enterprise Manager	1
Parks Maintenance Worker	7
Parks Maintenance Worker - Senior	<u>2</u>
Total	24

2005 Program Highlights

- War Memorial and Rebsamen Golf Courses experienced revenue increases from the previous year.
- Rebsamen Golf Clubhouse’s roof was renovated to a new and improved look.
- New asphalt cart paths were laid at War Memorial and Hindman Golf Courses.
- New Tee signs were installed at War Memorial and Hindman Golf Courses on all 36 holes.

2006 Departmental Priorities

- Support First Tee program at the Jack Stephens Youth Golf Academy by donating \$1.00 for each round of golf played at Rebsamen, Hindman and War Memorial, excluding junior fees. This facility teaches children the game of golf as well as life skills. Gives kids a safe controlled environment, keeping them off the streets.
- Continue to offer quality recreational activities for Little Rock.



Golf

Golf

FUND: GOLF

OBJECTIVES:

Budget: \$2,759,921

Organization: 3400 Golf Courses

Thru 3430

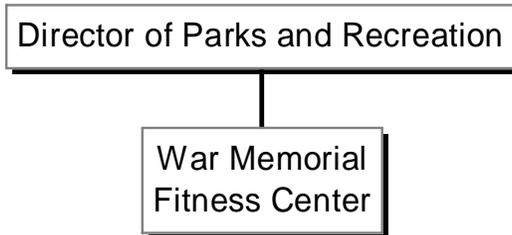
To provide and maintain quality, affordable public golf facilities and programs for citizens of Little Rock as well as visitors to the City, while generating revenue to maintain courses at a high standard and make improvements to existing facilities.

The departmental goals and objectives links with the BOD Policy Statement for Basic City Services page 14.

Service Measures	Actual 2004	Budget 2005	Est. 2006
Rounds of Golf	87,288	91,000	92,000
Golf Revenue	\$1,656,873	\$2,106,389	\$2,160,000
Golf Service & Facility Ratings	95%	95%	95%



War Memorial Fitness 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.

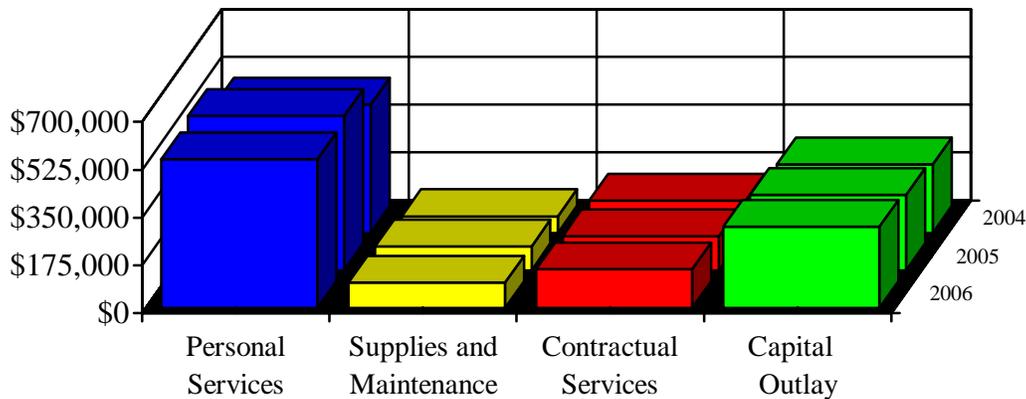
War Memorial Fitness Center

Expenditure Budget

Description	2004	2004	2005
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$468,244	\$564,186	\$543,127
Supplies and Maintenance	68,760	92,613	92,321
Contractual Services	141,830	140,964	140,964
Capital Outlay*	260,864	260,915	297,332
Total	\$939,698	\$1,058,678	\$1,073,744

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

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
610 War Memorial Fitness Fund	\$1,073,744	1.42%



War Memorial Fitness Center

Authorized Personnel Summary

Position	No. Positions
Aquatics Specialist	1
Assistant Aquatics Specialist	1
Assistant Fitness Center Supervisor	1
Assistant Fitness Specialist	1
Fitness Center Supervisor	1
Fitness Specialist	1
Office Assistant II	1
Parks Maintenance Worker	<u>2</u>
Total	9

2005 Program Highlights

- Developed and promoted a series of free outdoor fitness events (i.e. yoga, fitness, etc).
- Expanded public relations efforts by participating in five local health fairs sponsored by local business and institutions.
- Added four corporate memberships.

2006 Departmental Priorities

- Complete Bond Issue projects.



War Memorial Fitness Center

DEPARTMENT: War Memorial **FUND:** WAR MEMORIAL
OBJECTIVES: **Budget:** \$1,073,744

Organization: 3500 War Memorial Fitness Center

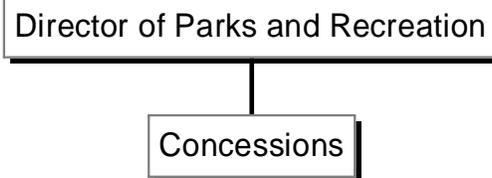
To provide an opportunity for individuals to improve their health and fitness by participating in a programmed environment.

The departmental goals and objectives link to the BOD Policy Statement for Basic City Services page 14

<u>Service Measures</u>	Actual 2004	Budget 2005	Est. 2006
Corporate memberships	13	17	18
Lifeguard training sessions	4	4	4
Participate/promote health fairs	6	6	8
Membership promotions	4	0	2



Concessions



Mission Statement

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

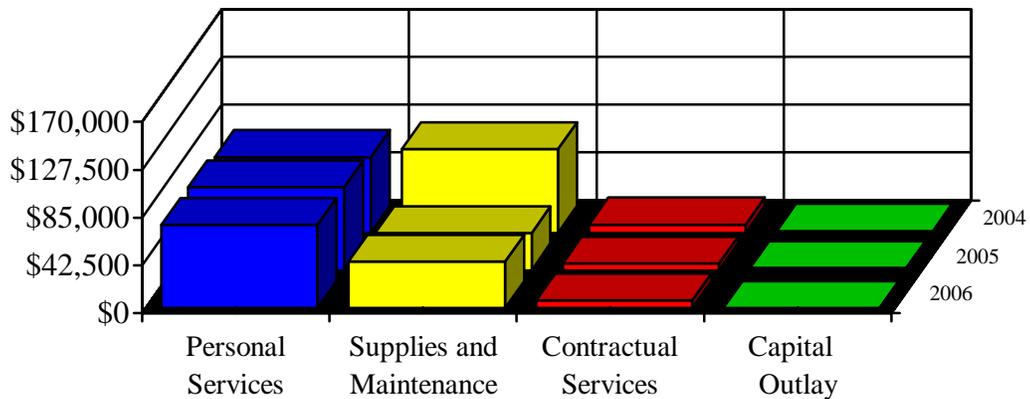
Concessions

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$67,045	\$73,862	\$73,803
Supplies and Maintenance	74,035	39,576	41,292
Contractual Services	7,339	6,725	6,767
Capital Outlay*	1,647	1,927	0
Total	\$150,066	\$122,090	\$121,862

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

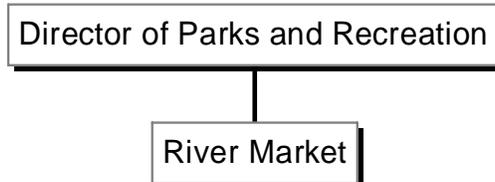
Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
611 Concessions Fund	\$121,862	-0.19%



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.

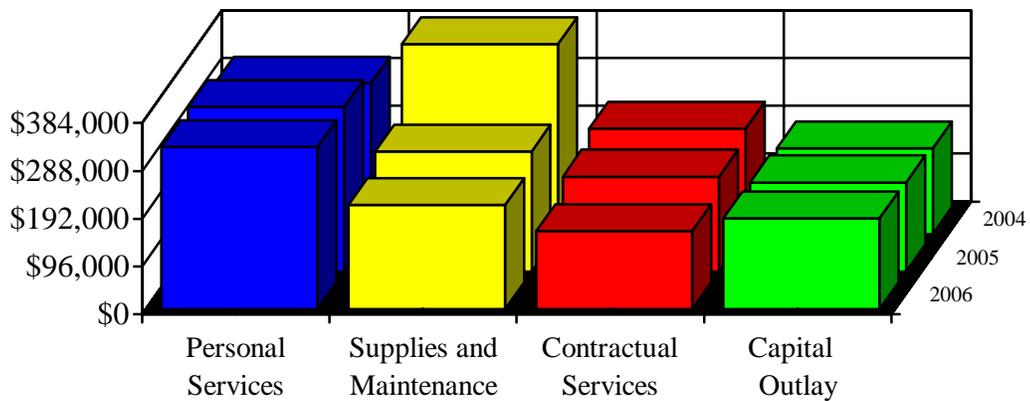
River Market

Expenditure Budget - River Market

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$301,131	\$312,109	\$295,550
Supplies and Maintenance	380,382	229,557	208,407
Contractual Services	211,089	183,500	157,000
Capital Outlay*	179,213	178,798	181,691
Total	\$1,071,815	\$903,964	\$842,648

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

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
604 River Market Fund	\$842,648	-6.78%



River Market

Authorized Personnel Summary

Position	No. Positions
Parks Maintenance & Dev. Foreman	1
River Market Manager	1
Special Events Coordinator	<u>2</u>
Total	4

2005 Program Highlights

- Evaluated existing rental rates at the River Market by comparing to other markets and local business(s) and made adjustments.

2006 Departmental Priorities

- Recruit vendors for Farmers' Market giving top priority to producers (farm and crafts) and less to wholesalers.
- Continue to work on the 'mix' of the Market Hall. Working with vendors to encourage more retail products for sale and replacing any empty booths with a vendor product line in keeping with the public food market image (Economic Development).
- Develop a business plan for all operations of River Market.
- Review 2005 marketing and advertising expenditures and develop a strategic plan for 2006, which spreads out advertising throughout all publications equally. Continue to promote shopping the market to other ethnic groups within the area.
- Plan and implement improvements to the Amphitheatre, making it a viable venue for concerts. Explore hiring / contracting with a promoter to bring concerts to the venue (Quality of Life).



River Market

DEPARTMENT: RIVER MARKET FUND: RIVERMARKET
OBJECTIVES: Budget: \$842,648

Organization: 3395 River Market

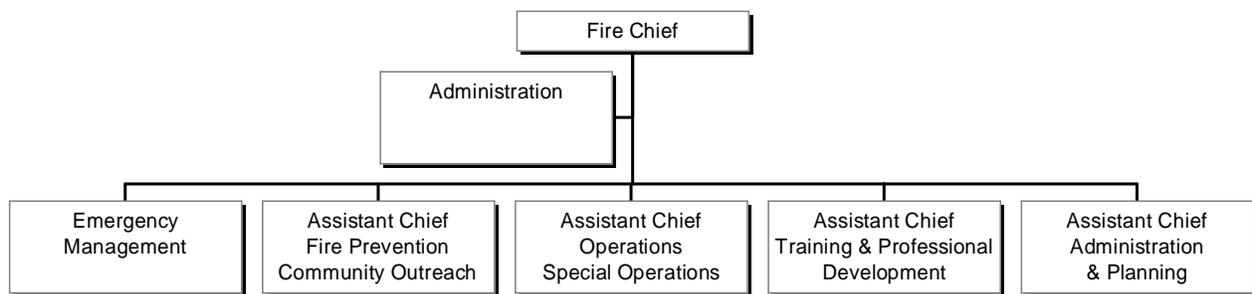
To provide a vibrant market and social environment that attracts visitors and residents to downtown with entertainment, market retailing, and special recreation events as well as attractive urban landscaped plaza, pavilion, and market hall.

The departmental goals and objectives link with the BOD Policy Statement for Basic City Services page 14.

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Number of host events @ Rivermarket/Riverfront Park	320	400	375
Tourisms revenue/Farmers Market	47,000	50,000	60,000
Contract promotions at amphitheater	150,000	100,000	100,000



Fire



Mission Statement

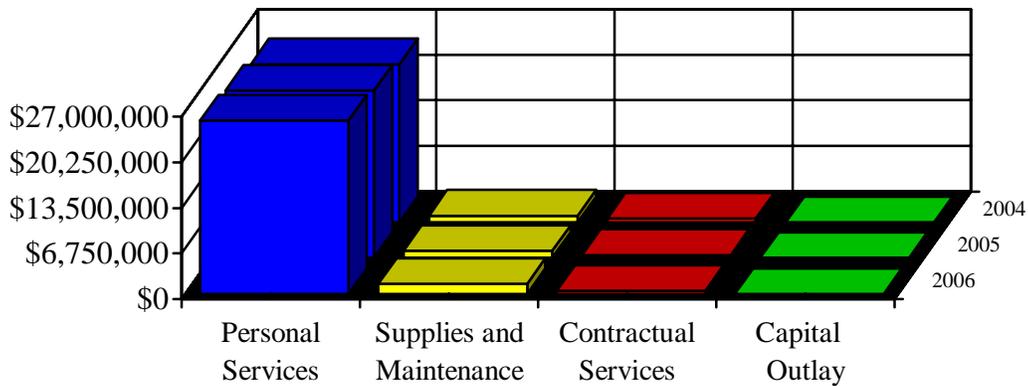
Protecting life and property through service and education.
LRFD 24/7

Fire

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$23,397,045	\$24,802,349	\$25,692,257
Supplies and Maintenance	1,174,658	1,164,479	1,465,828
Contractual Services	555,046	464,264	466,422
Capital Outlay	0	0	0
Total	\$25,126,749	\$26,431,092	\$27,624,507

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$27,624,507	4.52%



Fire

Authorized Personnel Summary

Position	No. Positions
Administrative Assistant I	2
Administrative Services Manager	1
Assistant Fire Chief	4
Battalion Chief	12
Emergency Management Administrator	1
Emergency Management Specialist	1
Fire Apparatus Engineer	106
Fire Captain	107
Fire Chief	1
Fire Equipment Repair Technician	2
Firefighter	159
Firefighter Inspector	1
Secretary	<u>1</u>
Total	398

2005 Program Highlights

Management and Planning

- This year began the process whereby the Department is looking at the management of our community’s fire problem and associated risks from a holistic approach including prevention, mitigation, and response. Our short-term goal is to begin the process of developing a comprehensive master plan that will identify the type and severity of risks our citizens face each day. The process will then identify strategies to enhance the Department’s capabilities to manage these risks through prevention, mitigation, respond, and recover programs.

Emergency Response and Operations

- The Department has begun initiatives that in the near future will objectively identify emergency response benchmarks. These benchmarks will begin the process to measure the Department’s ability to effectively and efficiently respond to the various fires risks found within our community, emergency medical calls, and related calls for service. These initiatives will be in conjunction with a much broader study of needed location and concentration of resources including fire station locations and firefighter staffing levels.



Fire

Fire Prevention and Mitigation

- The Department’s Fire Prevention Bureau has embraced a number of initiatives that will further enhance its ability to proactively measure and manage fire and associated risks within our community including:
 - The Bureau has enacted programs that will in time further contribute to the prevention of fire and similar risks within our community. Partnering with both public and private sector agencies and organizations, the Bureau is expanding its public education and outreach programs to insure all citizens of our community, particularly those segments of our community with the highest potential for fire and associated risks, are provided with information that contribute to not only reduce the potential risk to them, but also enhance their overall quality of life. Completed community-wide campaigns including File of Life and Change Clock/Change Battery, and the development of the 2 Ways Out Publication.
 - A number of Bureau’s staff received further technical fire prevention and mitigation training from the National Fire Academy located in Emmitsburg, Maryland. Most of the training was delivered through the Academy’s two-week courses covering a number of subjects including community risk management, arson investigation and related prosecution procedures, public education program development, and related subjects.

Training and Special Service

- Managed over 23,900 hours in training covering various subjects including: Single and Multi-company operations, new radio system orientation, records managements system, apparatus pump testing, recruit school, TALON exercise and preparation, ARFF, apparatus foam, pump operations I & II, specialty training (Watercraft), high rise and firefighter survival, and Emergency Medical Technician.

2006 Departmental Priorities

Administration & Planning

- Initiate the accreditation and master planning to insure its services and programs reflect the level and kind of fire and related risks identified within the City of Little Rock and the community’s accepted level of service.

Emergency Management

- Conduct exercise(s) in accordance with the State’s exercise plan in conjunction with reviewing all potential hazards and insure all contingencies are addressed properly.
Continue oversight of the future Emergency Operations Center.
Provide public education including the Community Emergency Response Team Program. Respond to the needs of neighborhoods and civic groups regarding disaster preparedness.



Fire

Facility and Services Upgrade

- Improve its services through the awarding of contracts under the 2004 Bond Program.

Fire & Related Risks

- Address the needs of high fire risk groups such as the young and elderly through initiatives including increasing the number of residences within the community that have working smoke alarms.
- Conduct fire inspections of 70 percent of non-residential properties and investigate all fires and related incidents considered suspicious in nature.
- Insure a fire department unit will arrive on the scene of structure fires and related incidents within a 6 minute reflex time to 80 percent of the reported incidents.

EMS & Special Operations

- Insure sufficient resources are available to insure a fire department unit arrives on the scene of EMS related incidents that they are dispatched to within a 6 minute reflex time to 80 percent of the reported incidents.
- Insure sufficient resources are provided to insure hazardous materials and related incidents are responded to within 10 minutes and technician level within 20 minutes of 80 percent of reported incidents.



Fire

DEPARTMENT: Fire **FUND:** General

OBJECTIVES **Budget:** \$27,624,507

Organization: 4000 Administration

To provide leadership and supervision to the Fire Department.
To promote fire prevention and public safety for Little Rock citizens and maintain a ready and professional fire fighting force.

Organization: 4100 Emergency Management

To act as first responder to emergencies.

Organization: 4200 Fire Operations and Rescue

To protect the safety, health and general welfare of the public through fire suppression and prevention activities.

Organization: 4300 Fire Prevention

To increase the probability of successful detection, apprehension and conviction of arsonists.

To increase public safety and decrease fire loss by ensuring compliance with municipal, state and federal fire codes.

To educate and inform citizens of ways to protect themselves from fire.

Organization: 4400 Training

To provide basic and technical instruction that will improve fire-fighters ability to minimize loss of life or property.

To provide a well-trained and equipped response team capable of managing incidents involving a hazardous material or explosive device.

To implement plans, policies, and procedures that will decrease work time loss due to occupational related injuries or illnesses.

Organization: 4500 ARFF – Airport Rescue and Fire Fighting

To provide aircraft rescue and fire fighter services at the Little Rock National Airport in accordance with FAA regulations.

The departmental goals and objectives link with the BOD Policy Statement for a Safe City page 13.

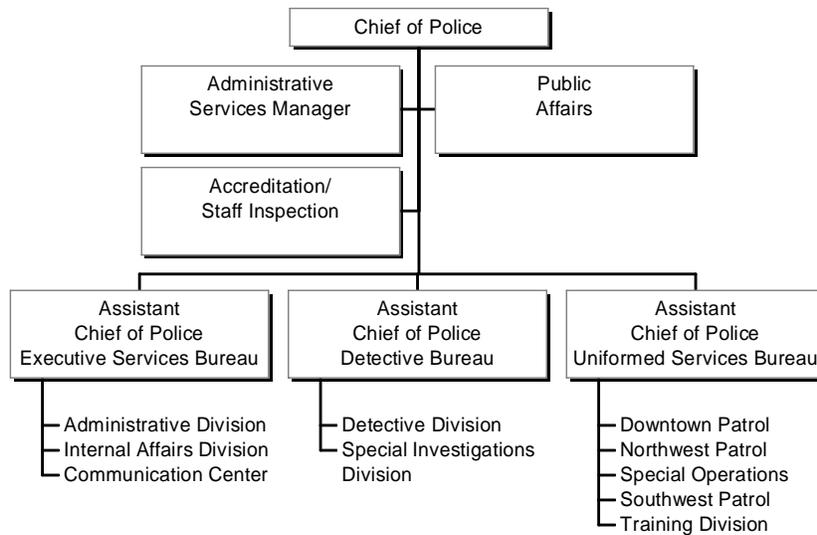


Fire

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
All Responses (3 Year Average) – Dispatch to Arrival Time.	6:10	6:07	6:07
Overall Responses - Dispatch to Arrival Time.	6:10	6:05	6:05
Medical Responses – Dispatch to Arrival Time.	4:13	4:10	4:10
Fire & Other Responses – Dispatch to Arrival Time.	4:14	4:10	4:10
Percent of Structure Fires Confined to Area of Origin.	24%	26%	26%
Total EMS Responses for Year.	11,300	12,200	12,200
Total Fire & Other Responses for Year.	5,100	5,000	5,000



Police



Mission Statement

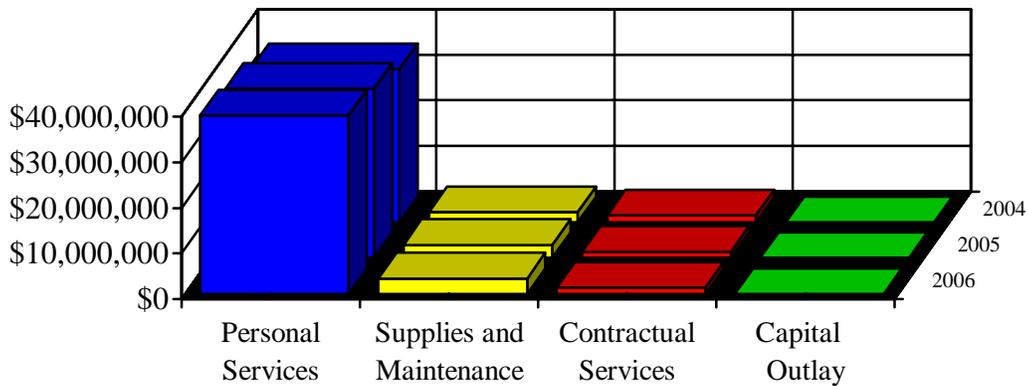
To provide essential law enforcement service to the residents of Little Rock by performing those tasks necessary to protect life and property and to preserve the peace.

Police

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$33,638,343	\$37,140,132	\$39,149,411
Supplies and Maintenance	3,018,705	3,296,695	3,371,610
Contractual Services	1,496,633	1,379,462	1,370,801
Capital Outlay	29,521	0	0
Total	\$38,183,202	\$41,816,289	\$43,891,822

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
100 General Fund	\$43,891,822	4.96%



Police

Authorized Personnel Summary

Position	No. Positions
Accounting Clerk I	2
Administrative Assistant I	1
Administrative Services Manager	1
Administrative Technician	1
Assistant Police Chief	3
Assistant Records Supervisor	1
Automotive /Equipment Coordinator	1
Call Taker 911	22
Captains	9
Chief of Police	1
Communications Center Administrator	1
Communications Center Manager	1
Communications Shift Supervisor	6
Communications Systems Specialist	1
Crime Analyst	2
Crime Scene Specialist	8
Crime Scene Supervisor	1
Dispatcher 911	30
Emergency Communications Trainer	1
File Clerk	1
Information Systems Coordinator	1
Latent Fingerprint Examiner	2
Lieutenants	29
Office Assistant II	2
Officers	434
Payroll Clerk	1
Police Citizen Liaison	1
Polygraph Examiner	1
Property Technician	3
Records Supervisor	1
Records Technician	1
Secretary - Executive	11
Sergeants	71
Transcriptionist	15
Warrants Clerk	2
Work Release Technician	1
Total	670



Police

2005 Program Highlights

- Click It or Ticket Seatbelt Usage Campaign.
- Command Staff Development.
- Bond Issue Projects: Radio system upgrade and 311 projects continue, to early completion in 2006.
- Outreach Programs (Citizens' Police Academy).
- Alert Center staffing optimized.
- Leads Online.
- Community Safety Issues continued.

2006 Departmental Priorities

- CALEA re-accreditation process.
- Reduce the number of crimes against persons and property.
- Continue Command Staff Development.
- Conduct Recruit School for new officers.
- Continue Outreach Programs.
- Continue to work toward completion of Bond Issue Projects.
- Continue Departmental team meetings

DEPARTMENT: Police

FUND: General



Police

OBJECTIVES:

Budget: \$43,891,822

Organization: 5000 Administration

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

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

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

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

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

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

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

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

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



Police

Organization 5000 Administration

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

Organization: 5010 Internal Affairs

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

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

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

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

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

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

Organization: 5100 Organized Crime – Intelligence

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

Organization: 5200 Training and Crime Prevention

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



Police

Organization: 5200 Training and Crime Prevention

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

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

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

Organization: 5400 Detectives

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

To investigate reported cases of robbery and arson.

To investigate reported cases of burglary

To investigate reported cases of auto theft.

To investigate reported theft.

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

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

Organization: 5500 Downtown Patrol

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

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



Police

- Organization: 5500 Downtown Patrol**
To protect life and property through general and specialized law enforcement and management of organized pedestrian and traffic activities.
To protect life and property through vigorous selective traffic enforcement geared to reducing injury and alcohol related accidents.
To provide a highly trained, operational team that targets such crimes as robberies of individuals, purse snatching and thefts and continues the on-going role of reducing the effects of flagrant gang activity and curbside narcotics trafficking.
To provide localized patrol, community services and crime prevention operations to defined residential areas.
- Organization: 5510 Southwest Patrol**
To protect life and property, preserve the peace, prevent criminal activity, and enforce all federal, state and local laws and ordinances; to respond to citizen requests for police service within the assigned geographical area of responsibility.
- Organization: 5515 Special Operations**
To provide localized patrol, community services and crime prevention operations to defined residential areas.
- Organization: 5516 Airport Police**
To provide patrol and crime prevention at the Little Rock National Airport.
- Organization: 5520 W.W. Williams Northwest Substation**
- Organization: 5700 Communication Center**
To provide administrative and management direction for the Office of Emergency Services.
To maintain all City-owned radio communication equipment at a high level of operability.
To provide management in areas of planning, mitigation, response and recovery, communications and multi-agency coordination.
To provide dispatch, field support and informational services for all public safety agencies and citizens of Little Rock.

The departmental goals and objectives link with the BOD Policy Statement for Public Safety pages 15-16.

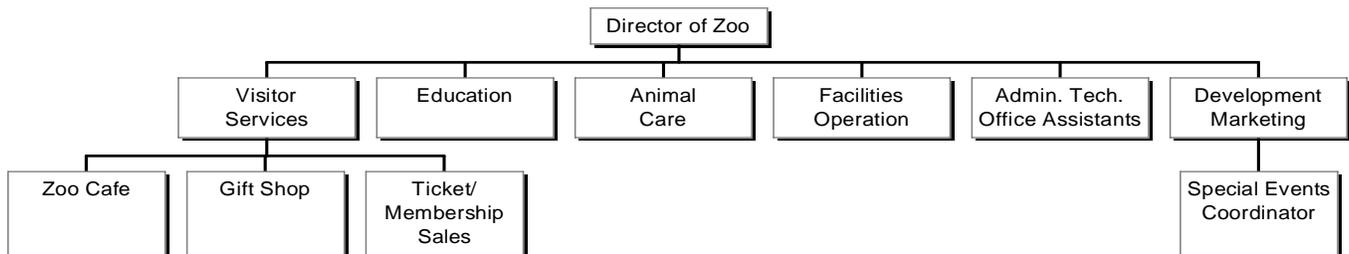


Police

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
High priority Calls – Minutes from dispatch to arrival	9	9	9
High priority Calls – Total response times in minutes	12.4	13.5	13.5
All other calls – Minutes from dispatch to arrival	9.3	9.5	9.5
All other Calls – Total response times in minutes	18.1	18	18



Zoological Gardens



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.

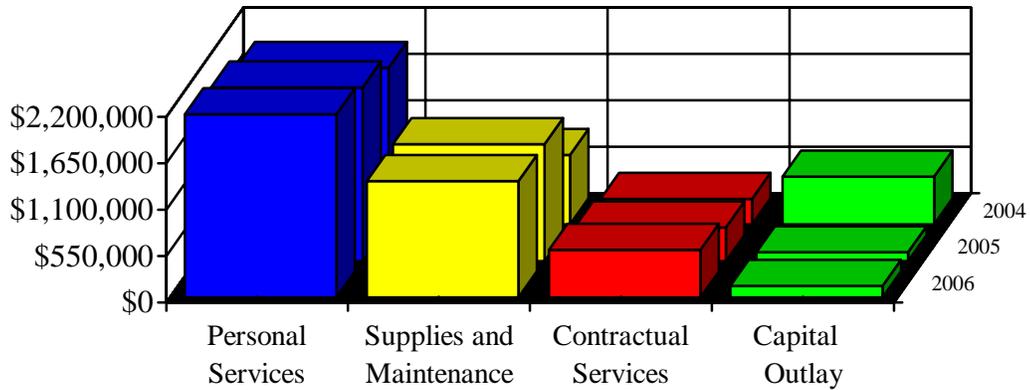
Zoo

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,970,115	\$2,051,228	\$2,170,425
Supplies and Maintenance	\$822,840	1,389,789	\$1,381,259
Contractual Services	\$347,005	383,685	\$566,743
Capital Outlay *	\$569,044	116,516	\$135,944
Total	\$3,709,004	\$3,941,218	\$4,254,371

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

Total Allocations By Fiscal Year And Account Category



Resources for Budget
607 Zoo Fund

FY 06 Proposed Budget	% Change from Prior Year
\$4,254,371	7.95%



Zoo

Authorized Personnel Summary

Position	No. Positions
Administrative Assistant I	1
Animal Keeper	22
Animal Keeper Senior	2
Curator	3
Director of The Zoo	1
Education Curator	1
Engineering Specialist	1
General Curator	1
Laborer	1
Leader	1
Office Assistant II	1
Office Assistant III	1
Special Events Coordinator	1
Veterinary Technician	1
Zoo Café Supervisor	1
Zoo Construction Worker I	3
Zoo Development and Marketing Coordinator	1
Zoo Education Assistant	1
Zoo Facilities Operations Foreman	1
Zoo Foreman	1
Zoo Landscape Worker	1
Zoo Maintenance Worker Senior	1
Zoo Visitor Services Assistant Manager	1
Zoo Visitor Services Manager	<u>1</u>
Total	50

2005 Program Highlights

- The Safari Café has increased overall sales by 2%.
- Successfully marketed the new Naked Mole Rat exhibit; launched the Penguin Project Campaign; and developed a new concept and content for the Zoo website.
- Developed a quarterly marketing plan with the Blackwood Agency, which included marketing for tourist, catering and special events.
- Developmental activities included starting regular monthly meetings of the Arkansas Zoological Foundation, and, by the end of 2005, have collected over \$200,000 for the Penguin Project.
- Successful special events for 2005 were:



Zoo

- Wonders of the Watershed (Partnered with Central Arkansas Water & AZA) BearAwareness (American Association of Zoo Keepers and the Bear Taxon Advisory Group)
- Penguin Premier Launch Party and VIP party at NU
- Foundation Penguin Picnic for donors
- Boo at the Zoo
- Met Education Division revenue goals.
- Docents donated over 13,000 service hours and Explorer Post 589 donated 6,800 service hours.
- New Bird of Prey Weathering Area completed and occupied (Bond project).
- Amphitheater received new shade structure in 2005 (Bond project).
- The Facilities Operations division completed many projects in 2005, which include the Grizzly Bear exhibit (bond), token machine structures, new Bird of Prey Weathering area, three climbing structures at Great Ape exhibit, moved and re-set restrooms making way for the new front entry, and completed 1,142 general maintenance work orders in 2005.
- Animal Highlights:
 - Introduced two female Western Lowland Gorillas to males.
 - Two sloth bears born and parent raised.
 - Acquired 23 Naked Mole Rats for new exhibit.
 - Acquired three North American River Otters.
- Staff members continued conservation efforts by building bird and bat boxes and participating in the “Adopt-a-Highway” project.
- The Little Rock Zoo contributed over \$8,000 to conservation efforts and in-situ work around the world.
- The Zoo hospital acquired a new chemical analyzer, portable holding cages, lights for the surgery room and a Dan-Inject rifle (bond).
- Enhanced visitor experience by providing routine elephant demonstrations and other keeper talks in conjunction with visitor services and education programming.

2006 Departmental Priorities

- The Zoo will be ready for American Zoo and Aquarium review, summer 2006, with accreditation awarded at the Annual AZA Conference September 2006.
- Complete all bond projects identified in the \$4.6 million allocation for the Zoo. Included in the bond project are Café Africa, Entry Plaza (gift shop, offices, ticket booths and carousel cover), and the Lorikeet exhibit.
- Open the African Veldt Exhibit in summer 2006.
- Complete Café Africa and open by early summer 2006.
- Expand the elephant exhibit to allow for holding a 3rd Asian Elephant.
- Zoo Development Office and the Arkansas Zoological Foundation will raise \$1.2 million in matching funds for the Penguin Project and will continue to work on other fund raising projects, which includes acquiring federal funding.
- Be prepared to present concept for Ray Winder Field along with parking recommendations for War Memorial Park.
- Conduct a membership drive with the goal of increasing member households by 15% in 2006.



Zoo

Zoo

FUND: Zoo

DEPARTMENT:

OBJECTIVES:

Budget: \$4,254,371

Organization: 3130 Administration

Accredited by the American Zoo and Aquarium Association and funded by the City of Little Rock, the Little Rock Zoo is at the threshold of becoming one of the major zoological institutions in the United States. To maintain our momentum and to complete the goals set forth in our Master Plan, it is critical that certain goals be met during 2006 and in future years to insure the Zoo's successful transformation.

Zoo administration and the Development Division, which was established in 2003, have worked toward the creation of the Arkansas Zoological Foundation. We have identified our first major fund raising effort for 2006, which is to raise matching funds for a penguin exhibit. A larger scale fund-raising agenda for the Master Plan will be laid out during 2006.

Thirty-three (33) bond projects were identified. Of the 33 projects, 22 are already underway. The remainder will start in 2005, with all scheduled to be 90% complete by the end of 2006. One of the major bond projects is a new entry complex, which includes new gift shop, ticket booths, and a lorikeet exhibit. These new area will create a new, vibrant entry area for our visitors to enjoy.

Zoo staff will be working diligently toward addressing all accreditation issues that were listed on our last inspection throughout 2005. Accreditation application due early 2006.

Organization: 3131 Concessions

The Safari Terrace Café will continue to provide a clean and safe environment for our visitors' dining enjoyment. We will offer high quality food at family prices. Transforming the old WPA era lion house into Café Africa is scheduled to be completed and open this fall. Our food service personnel will be innovative as they continue to provide exemplary service to our visitors, during the transition from the Safari Café to Café Africa in order to maintain revenue projections.



Zoo

Organization: 3132 Education

The primary objective in 2006 for the Zoo Education Division is to focus on training one Docent class of approximately 16 individuals, and one Explorer class (youth). We will include our conservation message in all on-site and outreach programs, as well as, on all Zoo graphics. Creating an innovative and informative graphics master plan is a top priority. Our recently completed graphics shop has been equipped with high quality computers, printers, other equipment and materials, which will enable us to create exciting graphics that our visitors are sure to learn from and enjoy. This division exceeded revenue projections in 2005 and projections for 2006 have been raised.

Organization: 3133 Gift Shop

The Safari Gift Shop will continue to operate at full capacity during the construction of a new entry plaza and gift shop building. Our guests will welcome a much larger, more modern gift shop, which should open in the fall of 2006. Revenue will increase with more space to offer gift items. We expect revenue to increase by 10%.

Organization: 3134 Membership

Revenue should increase with the addition of a membership sales booth at the new entry complex that opened in 2005.

Organization: 3135 Special Events

Additional events are planned for 2006 with a goal of increasing event revenue by 30%. Event marketing and promotion create increased interest in the Zoo. Many planned events will be gate driving and others will continue to be major fund-raisers, such as our annual Boo at the Zoo, which brings in approximately \$ 175,000 yearly.

Organization: 3136 Marketing & Promotion

This division's goal is to develop and disseminate information to the public regarding Zoo activities and to promote awareness and interest in the Little Rock Zoo. We will work with an advertising firm in 2006 to accomplish this goal and improve the Zoo's overall image. Fund raising efforts will be coordinated through this division in conjunction with the newly formed Arkansas Zoological Foundation.



Zoo

Organization: 3137 Facilities Operations

This division will provide effective management and administrative support for the improvement and maintenance of the Zoo, which includes design, new construction, horticulture, custodial services, government agency compliance, graphics and support for special events and other Zoo divisions.

Organization: 3138 Animal Care

This division will continue to provide proper husbandry and enrichment for the zoo collection of native and exotic animals in as naturalistic enclosures as possible. We will meet or exceed United States Department of Agriculture and American Zoo and Aquarium Association guidelines. We will continue to improve our animal collection and institute breeding programs, participate in Species Survival Plans, Population Management Plans and Taxon Advisory Groups, to assure that our collection is well rounded, healthy and in the best situation possible. The conservation of animal life is of the highest priority.

The departmental goals and objectives link with the BOD Policy Statement for Quality of Life page 15.

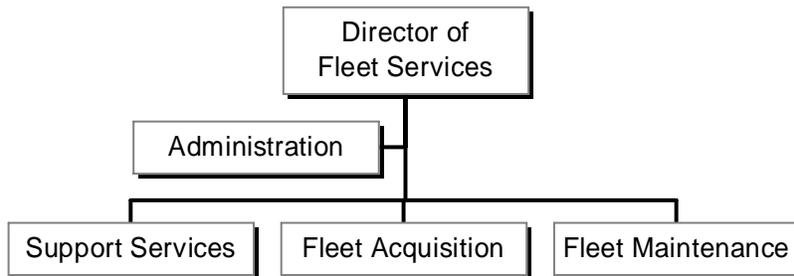


Zoo

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Number of trained active Docents	106	110	125
Number of Docent volunteer hours	16,757	18,800	19,000
Value of Docent volunteer hours	\$287,881	\$232,172	\$326,610
Attendance	286,328	275,584	300,000
Gift Shop Sales	\$234,124	\$253,956	\$260,000
Number of in-house work orders completed	1,415	1,142	1,500
Number of major construction projects completed	12	7	20
Outside support dollars increase (Goal 10% increase each year in outside support)	\$46,165	\$16,856	\$35,000
Penguin Project fund raised/pledged		\$200,000	\$600,000



Fleet Services



Mission Statement

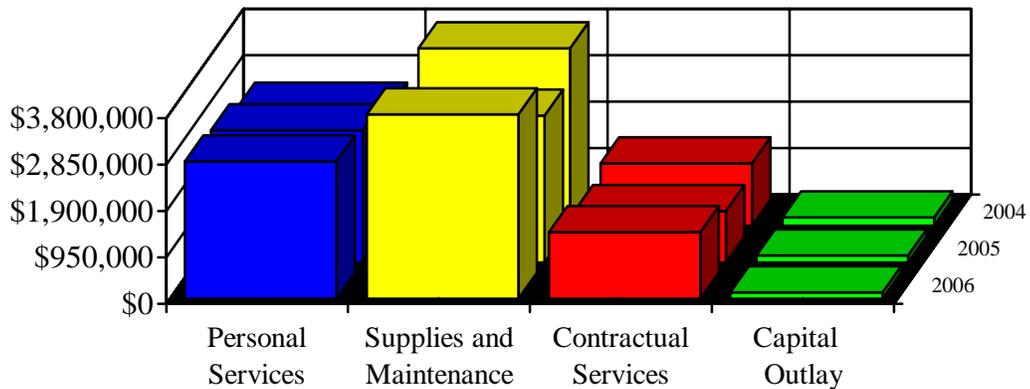
To provide City departments with outside customer quality and competitively priced vehicles, motorized equipment and related services in a timely, economical, environmentally friendly and efficient manner, while maintaining a safe and wholesome work environment and opportunity for all employees.

Fleet Services

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,359,226	\$2,632,540	\$2,737,183
Supplies and Maintenance	3,632,920	3,312,950	3,768,591
Contractual Services	1,277,507	1,046,610	1,368,650
Capital Outlay	166,430	144,103	127,964
Total	\$7,436,083	\$7,136,203	\$8,002,388

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
All Operating Departments	\$8,002,388	12.14%



Fleet Services

Authorized Personnel Summary

Position	No. Positions
Administrative Assistant I	2
Automotive Parts Clerk	5
Automotive Team Leader	6
Automotive Technician Assistant	1
Automotive Technician I	9
Automotive Technician II	20
Budget Analyst	1
Director of Fleet Services	1
Fleet Acquisition & Utilization Manager	1
Fleet Acquisition Specialist	1
Fleet Operations Manager	1
Fleet Service Delivery Driver	1
Fleet Supply Specialist	1
Fuel System Technician	1
Office Assistant III	1
Secretary - Executive	1
Service Coordinator I	3
Tire Worker	2
Tire Worker Lead	1
Vehicle Service Writer	1
Welder	<u>1</u>
Total	61

2005 Program Highlights

Operations

- Obtained two new outside maintenance contracts: Little Rock Housing and Metro Center.
- Established a departmental safety committee.
- Prepared a working SOP for Maintenance/Operations Division.
- Achieved 90% PM compliance.
- Completed first full year of an in-house tire shop.
- Completed the up-fitting of 62 police unit in less than 60 days of receipt of the units.



Fleet Services

ACQUISITIONS DIVISION

- Hired and developed training outline for new Acquisition Specialist.
- Developed and disseminated 2005 short-term financing vehicle replacement list.
- Purchased all planned vehicles and motorized equipment.
- Installed replacement fuel management system. Replaced all fuel pumps, and trained fuel technicians.
- Established a fueling schedule for emergency generators.

SUPPORT DIVISION

- Reorganized McKinley Street part storeroom.
- Audited all Fleet Service APO's after receiving responsibility during the year.

2006 Departmental Priorities

MAINTENANCE/OPERATIONS DIVISION

- Open new paint and body shop.
- Achieve 70% ASE certification in all of the shops.
- Ensure that 90% of personnel are trained on the FASER Maintenance Management System and ALLDATA System.
- Solicit contracts to provide maintenance services to other governmental agencies.
- Streamline the up-fitting process for all new City owned equipment.

ACQUISITIONS DEPARTMENT

- Purchase all 2006 replacement vehicles by June 30, 2006.
- Be a key player in the development of a City of Little Rock vehicle replacement committee. Facilitate related meetings.
- Assist in the development of cooperative purchasing committee involving all Pulaski County Governmental agencies.
- Audit user access to Fleet Services security (Sonitrol) and fueling systems on a quarterly basis.

SUPPORT DIVISION

- Schedule and conduct incremental (nine) parts inventories.
- Continue offering ASE Parts Training and Certification.
- Periodically review all open APO's to endure timely renewals.



Fleet Services

DEPARTMENT: Fleet Services **FUND:** Internal Service
OBJECTIVES: Budget: \$8,002,388

Organization: 6000 Administration

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

Organization: 6020 Fleet Acquisition & Disposal

To establish an efficient, cost effective fleet that meets the needs of the City user departments.

To provide conveniently located, cost effective fueling sites for City vehicles.

To provide proper and effective insurance coverage for all City of Little Rock owned vehicles and equipment.

To efficiently procure and dispose of vehicles and equipment.

To establish and operate vehicle and work equipment inventory database that will furnish accurate historical information to make major fleet management decisions.

To establish and manage warranty programs for all City of Little Rock vehicles.

To develop and enforce a transportation code that will provide the citizens of Little Rock and visitors safe transportation by qualified providers.

Organization: 6030 Fleet Support

To provide administrative support.

To provide an efficient, cost effective training program that will develop the skills and abilities of each employee and allow for personal growth and development.

To provide a stock of repair parts for maintenance needs in the most cost-effective manner possible.

To provide an efficient, cost-effective training program that will develop the skills and abilities of each employee and allow for personal growth and development. This program shall focus on development of self-esteem and personal goal achievements.



Fleet Services

Organization: 6030 Fleet Support

To provide a stock of repair parts for maintenance needs in the most cost-effective manner possible.

Organization: 6040 Maintenance

To provide customers with properly equipped and well-maintained vehicles and equipment to aid them in performing their assigned tasks.

To provide regionalized support maintenance services to operating departments to increase their in-service response time.

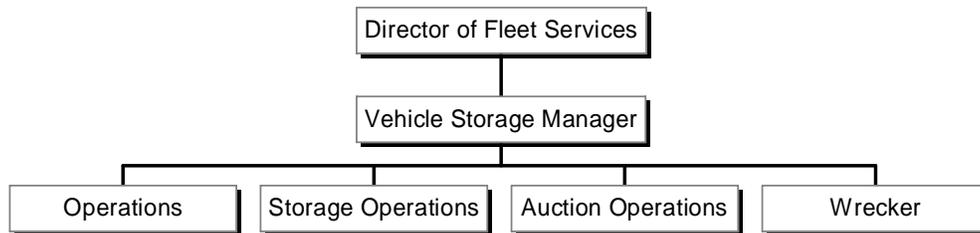
To process insurance claims and track accidents of all City of Little Rock owned vehicles and equipment.

The departmental goals and objectives link with the BOD Statement of Policy of Basic City Services page 14.

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Percentage of shop jobs completed with the time established by national standards.	75%	75%	75%
Percentage of vehicle repairs complete within two workdays.	75%	75%	75%
Parts issued-Dollar	\$1,814,189	\$2,013,836	\$2,250,000
Parts issued-Quantity	159,949	154,459	160,100



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.

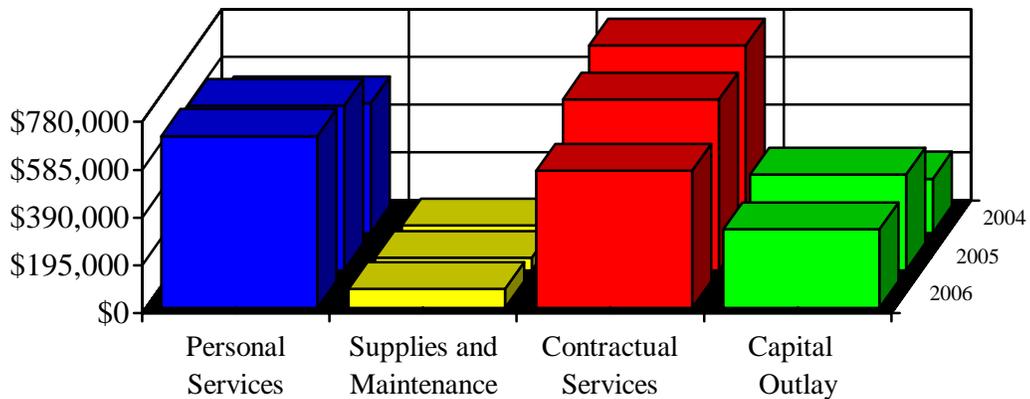
Vehicle Storage Facility

Expenditure Budget

Description	2004	2005	2006
	Unaudited Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$526,952	\$603,894	\$625,583
Supplies and Maintenance	49,872	67,590	76,974
Contractual Services	762,459	694,950	557,950
Capital Outlay*	203,550	389,416	319,897
Total	\$1,542,833	\$1,755,850	\$1,580,404

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

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 06 Proposed Budget	% Change from Prior Year
608 Vehicle Storage Facility Fund	\$1,580,404	-9.99%



Vehicle Storage Facility

Authorized Personnel Summary

Position	No. Positions
Office Assistant II	1
Security Guard	1
Transportation Code Coordinator	1
Vehicle Storage Attendant I	5
Vehicle Storage Attendant II	4
Vehicle Storage Services Auction Technician	2
Vehicle Storage Services Manager	1
Vehicle Storage Shift Supervisor	<u>2</u>
Total	17

2005 Program Highlights

- Researched the feasibility of expanding the Vehicle Storage Facility lot to utilize the additional city-owned acreage and increase storage capacity.
- Successfully increased the number of auctions at the vehicle storage facility to one per week.
- Reduced the number of vehicles stored more than six (6) months.
- Decreased then umber of customer complaints by 10%.

2006 Departmental Priorities

- Create “Impound Store” stocked from items of re-sell value recovered from auction vehicles.
- Inventory Control – Implement enhancements to the auction process using automated bar-coded bidder cards.
- Ground Transportation – Expand surveillance and inspection processes to accommodate the increasing number of vendors. At least one additional staff member will be required to successfully implement this goal.
- Facilitate annual training for Ground Transportation service providers.
- Inventory Control – Acquire funding and pave the vehicle storage lot.



Vehicle Storage Facility

- Partner with the LRPD to relocate and establish a state-of-the art crime scene bay. This will provide greater security for this area as well as allow expansion of the storage lot and Vehicle Storage office space.
- Provide appropriate staff development and training through classroom training and site visits to other vehicle store facilities for information on current trends.

DEPARTMENT: Vehicle Storage Facility

FUND: VEHICLE STORAGE FACILITY

OBJECTIVES:

Budget: \$1,580,404

Organization: 6050 Vehicle Storage Facility

To provide support to city law enforcement entities by providing safe storage for vehicles until they are reclaimed by the registered owner(s).

Provide disposal of unclaimed and abandoned vehicles through public auction as required by law.

The departmental goals and objective link with the BOD Policy Statement for Basic City Services page 14.

<u>Service Measures</u>	<u>Actual 2004</u>	<u>Budget 2005</u>	<u>Est. 2006</u>
Percentage of unclaimed vehicles auctioned within 60 days of impoundment.	98%	98%	98%
Percentage of vehicle identification numbers correctly Processed within 72 hours.	100%	100%	98%

HOW TO USE THE BUDGET DOCUMENT

This section is designed to explain and simplify the use of this document. It will acquaint you with the types of information you can expect to find such as:

- Sources of money raised by the City
- Where and how the money is spent
- Who provides City Services
- What policies and objectives are set for the upcoming year

Definition - What is a Budget Document?

The budget document explains the City's financial management plan for the upcoming fiscal year. The budget not only outlines the day-to-day functions of City departments for a one-year period; it also lists the major capital projects. The City Manager is responsible for enforcing the spending limits established in this plan.

Each year, the City establishes a budget for operations during the upcoming year, which runs from January 1 to December 31. The budget is based on estimates of projected expenditures for City programs, as well as the means of paying for those expenditures, (estimated revenues). Following study and action by the Mayor and Board of Directors, an adopted budget is published.

As required by law, each year, the City Manager submits to the Mayor and Board of Directors a recommended budget for the fiscal year beginning January 1. After an extensive budget study process and public hearings to receive citizen input, the Mayor and Board of Directors makes its decision on the final, or adopted budget. The budget must be adopted on or before December 30. A calendar of events for budget development activities for fiscal year 2006 is included in this document to more adequately describe the budget development process.

The 2006 Basic Budget is comprised of four major fund types: the General Fund, Special Revenue Fund, Internal Service Fund and Enterprise Fund.

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

Departments in the General Fund are organized into the following:

- General Administration
- Mayor and Board of Directors
- City Manager
- Community Programs
- City Attorney
- Cable TV
- District Court First Division
- District Court Second Division
- District Court Third Division
- Finance
- Human Resources
- Information Technology
- Planning & Development
- Housing & Neighborhood Programs
- Public Works
- Parks & Recreation
- Fire
- Police

The three major types of other funds are:

1. Special Revenue Fund - These funds are used to account for the proceeds of special revenue sources that are legally restricted to expenditures for specific purposes.
2. Enterprise Fund - Governmental accounting funds in which the services provided are principally supported through charges to the users of the services, e.g., solid waste, golf and zoo.
3. Internal Services Fund - Funds that provide services to other parts of the City organization, e.g., motor pool, vehicle maintenance and insurance.

Most payments to the Internal Services Funds are not shown as transfers, but as line items within the budgets of the departments in all operating funds.

Operating Flow of Funds

Revenues are paid into the General Fund and Enterprise Funds as a result of specific activities. For example:

General Fund	Enterprise Funds
Property Taxes	Rates
Sales Taxes	Fees
Licenses & Permits	Intergovernmental Contracts

Expenditures are made from the General Fund and Enterprise Funds to support activities related to each. For example:

General Fund

- General Fund Departments - Police, Fire, Parks & Recreation, etc.
- Personnel, supplies, contractual services, capital outlay and debt service.

Enterprise Fund

- Enterprise Funds – Zoo, Golf, War Memorial Fitness Center, Concessions, River Market, Vehicle Storage Facility, Parking Garages and Waste Disposal.
- Personnel, supplies, contractual services, capital outlay, debt service and depreciation.

General Fund, Enterprise Funds, and other user departments all make payments into Internal Service Funds to pay for Fleet operations and maintenance.

Capital Budget

The Capital Budget consists of major capital programs, which usually operate beyond a year’s time from start to finish. Examples of capital projects are street and bridge construction, drainage construction, park development, etc. A description of how funds flow is in the Debt Service Flow of Funds. The Capital Operating Budget provides the operating funds needed to program and fund operating and maintenance requirements for capital facilities, as they become necessary. At times, the completion of certain capital projects may be delayed for a period of time if operating and maintenance moneys are not available.

Debt Service Flow of Funds

The City issues debt after one of the following:

- Approval by City Board to issue Temporary Notes, Certification of Obligations or Revenue Bonds.
- Successful completion of a Bond Election.

Funds generated from the sale of the debt obligations are allocated to individual special projects within capital project Funds. Open project accounts channel payments for project work to individual contractors. When a project is completed and the project account closed, unused funds can be directed to the debt service obligation. The project account transfers unused funds to the overall capital project fund, which in turn transfers the moneys into the Debt Service Fund. The Debt Service Fund is also supported by other revenue sources. The Debt Service Fund initiates payments of principal and interest to the bond purchasers.

Format for Budget Expenditures

At the beginning of each expenditure section, you will find a Department's organizational chart showing the services which are included in the section, Mission Statement, Personnel Summary, 2005 Highlights and 2006 Departmental Priorities.

The General Fund, Street Fund and Proprietary Funds expenditure sections of the budget provide very detailed information. Major categories of expenditures include:

- Personal Services (Employee Salaries and Fringe Benefits)
- Supplies and Maintenance
- Contractual Services
- Capital Outlay

GLOSSARY OF 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 for a specific purchase of goods or services.

Assessed Valuation of Property - The taxable value of real and personal property in Little Rock, established at 20 percent of market value by the Pulaski County Assessor.

Board of Directors - The eleven elected Board members who form the City's governing body.

Bonds - Certificates of indebtedness issued by an entity which guarantee payment of principal and interest at a future date.

Basic Budget - An annual financial plan that identifies revenue sources and amounts, services to be provided, and amounts of money appropriated to fund these services.

Budget Amendment - Legal means by which an adopted estimated revenue or expenditure authorization limit is increased or decreased.

Budget: Operating - A financial document designed to provide funding for operating or "ongoing" annual programs of service.

Budget: Capital - A financial plan for the purchase or construction of major assets such as buildings, land, streets, sewers, and recreation facilities.

Capital Assets - Assets of long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. Capital assets are also called fixed assets.

Capital Equipment - Generally, equipment with an expected life of more than one year.

Capital Outlay - The portion of the annual operating budget that appropriates funds for the purchase of items often separated from regular operating items such as personal, supplies and maintenance and contractual. The capital budget includes funds for purchases such as furniture, vehicles, machinery, building improvements, data processing equipment and special tools, which are usually distinguished from operating items according to their value and projected useful life.

Commission - A unit of city government authorized under State statutes to provide a municipal service without control by the City elected governing body. For example, the Housing Commission.

Contingency Reserve - A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted for in the basic budget.

Contractual Services - Goods and services acquired under contract that the city receives from an outside company. Professional services, utilities, rentals, and insurance are examples of contractual services.

Debt Service - Expenditures for principal and interest on outstanding bond issues.

Depreciation - An accounting allocation of a portion of the cost of an asset to the operating expenditures of the current fiscal period, that is designed to indicate the funds that will be required to replace the asset when it is no longer serviceable.

Discrete Component Unit - A separate fund that is ultimately dependent upon the City Board of Directors for oversight or approval of its operations.

Restricted Reserve - A specific amount of cash set aside by action of the Board of Directors for funding unforeseen contingencies such as destruction from a tornado, flooding, or litigation.

Encumbrances - An amount of money committed for payment of a specific good or service not yet received. Funds so committed cannot be used for another purpose.

Enterprise Fund - A self-contained fund operated to account for services supported by user charges and fees. Examples are the Golf, Zoo and Waste Disposal funds.

Expenditures - Decreases in net financial resources under the current financial resources measurement focus, and pertains to payment of normal operating payments and encumbrances. Expenditures are measured in governmental accounting.

Expenses - The cost of doing business in a proprietary organization, and can be either direct outflows or the using up of an asset such as the depreciation of capital assets.

Fiduciary Fund - A separate fund that accounts for the pension obligations to a specific group of City employees. A Board of Trustees that exercises a fiduciary responsibility for the fund governs each fund.

Fiscal Year - A period of 12 consecutive months designated as the budget year. Little Rock's fiscal year is the calendar year.

Fleet Services - A management organization accounted for as an internal service fund and responsible for acquiring and maintaining the City's vehicle fleet.

FUTURE-Little Rock - A community goal setting process that involved hundreds of citizens over an eighteen-month period. The citizens assessed the City's problems and needs and delivered recommended solutions to the Board of Directors.

Fund - A fiscal entity composed of a group of revenue and expenditure accounts maintained to account for a specific purpose. See the section "Little Rock's Financial Structure" for a description of the funds controlled by the Board of Directors, various Commissions, and by Pension Trustees.

Fund Balance - The balance in a fund remaining from all revenues, expenditures and carryover funds that is subject to future appropriation.

Gain/Loss Sale of Fixed Assets - Is based upon amount of proceeds compared to undepreciated value.

General & Administrative Cost - Cost associated with the administrative services of City Services.

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

Generally Accepted Accounting Principles (GAAP) - The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements. Cash basis and income tax basis are not considered to be in accordance with GAAP.

Government Fund Type - Funds generally used to account for tax-supported activities. There are five different types of government funds: The General Fund; Special Revenue Funds; Debt Service Funds; Capital Project Funds; and Trust Fund.

Grant - Contribution by one government unit or funding sources to another unit. The contribution is usually made to aid in a part of a specified function, but is sometimes also for general purposes.

Grant Match - City cost or in-kind services required to match Federal and State grant and programs.

Impound Lot 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.

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.

Real Estate Sale - Proceeds from sale of city owned real estate.

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) - (1) 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.

2006 Five Year Forecast

All fund designations and reserves are evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's five-year financial plan. A 10% requirement was used for planning purposes for all funds. The Board of Directors has set a 10% restricted reserve requirement for the General Fund.

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. Thereafter, the reserve shall be maintained at the greater of \$10,000,000 or 10% of General Fund revenues. The restricted reserve is estimated to be at \$11,900,000 of the goal by the end of 2006.

The proposed 2006 budgets are balanced and fiscally responsible. The fiscal policies require the adoption of an annual budget in which expenditures do not exceed reasonably estimated revenues and available fund balances.

In 2003, the citizens approved \$70,635,000 of Limited Tax General Obligation Capital Improvement Bonds to address needed capital improvements to include: Fire Training Academy – Phase II, Renovations to existing Fire Stations, Emergency Generators – Fire Stations, Police Department Improvements, Emergency Communication Improvements, Street Improvements, Street Reconstruction, Traffic Signals, Intersection Improvements, Drainage Improvements, Parks & Recreational Improvements, Zoo Improvements, School Area Pedestrian Safety Improvements, Animal Services Improvements and Robinson & Statehouse Convention Centers Improvements. Once these projects are completed (by 2007), the Board may consider implementing other aspects of the Vision Little Rock capital improvements plan.

The City has taken steps to plan for the future with the five-year forecast based on the estimated revenues and operating expenditures for 2006 –2010. The forecast for 2007 – 2010 is a planning tool used for the projections. The Board of Directors has only approved the 2006 budget. However, the Board is committed to providing financial stability for all programs.

**CITY OF LITTLE ROCK
2006-2010 FORECAST**

	FY06 <u>Adopted</u>	FY07 <u>Projected</u>	FY08 <u>Projected</u>	FY09 <u>Projected</u>	FY10 <u>Projected</u>
<u>General Fund</u>					
Beginning Net Assets	\$13,163,598	\$13,194,008	\$13,824,423	\$17,016,983	\$23,026,390
Plus: Est. Revenue	119,666,468	126,846,456	134,457,243	142,524,678	151,076,159
Less: Est. Expenses	<u>119,636,058</u>	<u>126,216,041</u>	<u>131,264,683</u>	<u>136,515,270</u>	<u>141,975,881</u>
Ending Net Assets *	<u>13,194,008</u>	<u>13,824,423</u>	<u>17,016,983</u>	<u>23,026,390</u>	<u>32,126,667</u>
Anticipated Restricted Reserve	<u>7,572,756</u>	<u>8,072,756</u>	<u>8,572,756</u>	<u>9,072,756</u>	<u>9,572,756</u>
Reserve Requirement (10% of Revenues)	<u>\$11,966,647</u>	<u>\$12,684,646</u>	<u>\$13,445,724</u>	<u>\$14,252,468</u>	<u>\$15,107,616</u>
* Net Assets includes taxes receivables					
<u>Zoo Fund</u>					
Beginning Balance	\$2,080,877	\$2,166,769	\$2,342,902	\$2,618,094	\$3,001,828
Plus: Est. Revenue	4,340,263	4,600,679	4,876,720	5,169,323	5,479,482
Less: Est. Expenses	<u>4,254,371</u>	<u>4,424,546</u>	<u>4,601,528</u>	<u>4,785,589</u>	<u>4,977,012</u>
Fund Balance Per Audit	<u>2,166,769</u>	<u>2,342,902</u>	<u>2,618,094</u>	<u>3,001,828</u>	<u>3,504,297</u>
Reserve Requirement (10% of Revenues)	<u>\$434,026</u>	<u>\$460,068</u>	<u>\$487,672</u>	<u>\$516,932</u>	<u>\$547,948</u>
<u>Golf Fund</u>					
Beginning Balance	\$577,592	\$595,462	\$669,603	\$805,598	\$1,009,456
Plus: Est. Revenue	2,777,791	2,944,458	3,121,126	3,308,394	3,506,897
Less: Est. Expenses	<u>2,759,921</u>	<u>2,870,318</u>	<u>2,985,131</u>	<u>3,104,536</u>	<u>3,228,717</u>
Fund Balance Per Audit	<u>595,462</u>	<u>669,603</u>	<u>805,598</u>	<u>1,009,456</u>	<u>1,287,636</u>
Reserve Requirement (10% of revenues)	<u>\$277,779</u>	<u>\$294,446</u>	<u>\$312,113</u>	<u>\$330,839</u>	<u>\$350,690</u>
<u>War Memorial Fitness Fund</u>					
Beginning Balance	\$2,885,493	\$2,901,589	\$2,940,126	\$3,003,308	\$3,093,509
Plus: Est. Revenue	1,089,840	1,155,230	1,224,544	1,298,017	1,375,898
Less: Est. Expenses	<u>1,073,744</u>	<u>1,116,694</u>	<u>1,161,362</u>	<u>1,207,816</u>	<u>1,256,129</u>
Fund Balance Per Audit	<u>2,901,589</u>	<u>2,940,126</u>	<u>3,003,308</u>	<u>3,093,509</u>	<u>3,213,279</u>
Reserve Requirement (10% of revenues)	<u>\$108,984</u>	<u>\$115,523</u>	<u>\$122,454</u>	<u>\$129,802</u>	<u>\$137,590</u>
<u>Concessions Fund</u>					
Beginning Balance	(\$318,624)	(\$303,371)	(\$0)	\$168,194	\$351,116
Plus: Est. Revenue	137,115	430,107	300,000	320,000	340,000
Less: Est. Expenses	<u>121,862</u>	<u>126,736</u>	<u>131,806</u>	<u>137,078</u>	<u>142,561</u>
Fund Balance Per Audit	<u>(303,371)</u>	<u>(0)</u>	<u>168,194</u>	<u>351,116</u>	<u>548,556</u>
Reserve Requirement (10% of revenues)	<u>\$13,712</u>	<u>\$43,011</u>	<u>\$30,000</u>	<u>\$32,000</u>	<u>\$34,000</u>

**CITY OF LITTLE ROCK
2006-2010 FORECAST**

	FY06 <u>Adopted</u>	FY07 <u>Projected</u>	FY08 <u>Projected</u>	FY09 <u>Projected</u>	FY10 <u>Projected</u>
<u>River Market Fund</u>					
Beginning Balance	\$4,643,031	\$4,650,158	\$4,674,566	\$4,717,965	\$4,782,197
Plus: Est. Revenue	849,775	900,762	954,807	1,012,096	1,072,821
Less: Est. Expenses	<u>842,648</u>	<u>876,354</u>	<u>911,408</u>	<u>947,864</u>	<u>985,779</u>
Fund Balance Per Audit	<u>4,650,158</u>	<u>4,674,566</u>	<u>4,717,965</u>	<u>4,782,197</u>	<u>4,869,240</u>
Reserve Requirement (10% of revenues)	<u>\$84,978</u>	<u>\$90,076</u>	<u>\$95,481</u>	<u>\$101,210</u>	<u>\$107,282</u>
<u>Waste Disposal Fund</u>					
Beginning Balance	\$10,805,999	\$10,022,963	\$10,023,977	\$10,356,223	\$11,052,823
Plus: Est. Revenue	15,138,671	16,559,589	17,553,165	18,606,354	19,722,736
Less: Est. Expenses	<u>15,921,707</u>	<u>16,558,575</u>	<u>17,220,918</u>	<u>17,909,755</u>	<u>18,626,145</u>
Fund Balance Per Audit	<u>10,022,963</u>	<u>10,023,977</u>	<u>10,356,223</u>	<u>11,052,823</u>	<u>12,149,413</u>
Reserve Requirement (10% of revenues)	<u>\$1,513,867</u>	<u>\$1,655,959</u>	<u>\$1,755,316</u>	<u>\$1,860,635</u>	<u>\$1,972,274</u>
<u>Vehicle Storage Facility</u>					
Beginning Balance	\$2,052	\$56,767	\$61,747	\$72,682	\$96,200
Plus: Est. Revenue	1,635,119	1,648,600	1,720,300	1,823,518	1,892,000
Less: Est. Expenses	<u>1,580,404</u>	<u>1,643,620</u>	<u>1,709,365</u>	<u>1,800,000</u>	<u>1,872,000</u>
Fund Balance Per Audit	<u>56,767</u>	<u>61,747</u>	<u>72,682</u>	<u>96,200</u>	<u>116,200</u>
Reserve Requirement (10% of revenues)	<u>\$163,512</u>	<u>\$164,860</u>	<u>\$172,030</u>	<u>\$182,352</u>	<u>\$189,200</u>
<u>Street Fund</u>					
Beginning Balance	\$1,540,000	\$1,001,046	\$1,024,598	\$1,356,200	\$2,026,601
Plus: Est. Revenue	14,203,204	15,355,396	16,276,720	17,253,323	18,288,523
Less: Est. Expenses	<u>14,742,158</u>	<u>15,331,844</u>	<u>15,945,118</u>	<u>16,582,923</u>	<u>17,246,240</u>
Fund Balance Per Audit	<u>1,001,046</u>	<u>1,024,598</u>	<u>1,356,200</u>	<u>2,026,601</u>	<u>3,068,885</u>
Reserve Requirement (10% of revenue)	<u>\$1,420,320</u>	<u>\$1,535,540</u>	<u>\$1,627,672</u>	<u>\$1,725,332</u>	<u>\$1,828,852</u>
<u>Fleet Fund</u>					
Beginning Balance	\$3,325,018	\$3,371,247	\$3,371,247	\$3,371,247	\$3,371,247
Plus: Est. Revenue	8,048,617	8,531,534	9,043,426	9,586,032	10,161,194
Less: Est. Expenses	<u>8,002,388</u>	<u>8,531,534</u>	<u>9,043,426</u>	<u>9,586,032</u>	<u>10,161,194</u>
Fund Balance Per Audit	<u>3,371,247</u>	<u>3,371,247</u>	<u>3,371,247</u>	<u>3,371,247</u>	<u>3,371,246</u>
Reserve Requirement (10% of revenues)	<u>\$804,862</u>	<u>\$853,153</u>	<u>\$904,343</u>	<u>\$958,603</u>	<u>\$1,016,119</u>
<u>Parking Garages</u>					
Beginning Balance	\$2,811,028	\$2,693,436	\$2,610,851	\$2,567,056	\$2,566,130
Plus: Est. Revenue	1,985,536	2,104,668	2,230,948	2,364,805	2,506,693
Less: Est. Expenses	<u>2,103,128</u>	<u>2,187,253</u>	<u>2,274,743</u>	<u>2,365,733</u>	<u>2,460,362</u>
Fund Balance Per Audit	<u>2,693,436</u>	<u>2,610,851</u>	<u>2,567,056</u>	<u>2,566,130</u>	<u>2,612,463</u>
Reserve Requirement (10% of revenues)	<u>\$198,554</u>	<u>\$210,467</u>	<u>\$223,095</u>	<u>\$236,481</u>	<u>\$250,669</u>

State and City Budget Statutes

State Statutes

Title 14, Chapter 47, Section 101-139 (1987, supplement 1991) of the Arkansas Code Annotated grants the City of Little Rock the authority to operate with the City Manager form of government. Specifically, under State Statute 14-47-120, the City Manager has the power and duty to formulate an annual budget and requires in part that:

1. The City Manager shall prepare the municipal budget annually and submit it to the Board for its approval or disapproval and be 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 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, which follows, of the Code of Ordinances establish budget requirements for preparation, administration and financial reporting. Sections 2-222 and 2-226 also pertain to the budget.

Sec. 2-211. Nature and Scope.

The budget for the city shall set forth all proposed expenditures for the administration, operation, maintenance and improvement of all offices and departments and expenditures for capital projects to be undertaken and/or executed during the year. In addition thereto, the budget shall set forth the anticipated revenues and other means of financing proposed expenditures for the fiscal year. The budget shall be adopted for the ensuing fiscal year period, while information for subsequent fiscal periods shall be considered a fiscal plan.

Sec. 2-212. Preparation.

The City Manager shall submit to the Board of Directors a budget and an explanatory budget message for the ensuing year. The City Manager shall compile the budget with the assistance of the Finance Department and other departments or agencies, estimating all revenues and expenditures detailed by organization unit, service program, or object or expenditure, as appropriate.

Sec. 2-213. Public records; distributing copies.

The budget and budget message and all supporting schedules shall be a public record in the office of the City Clerk open to public inspection by anyone. The City Manager shall cause sufficient copies of the budget and budget message to be prepared for distribution to interested persons.

Sec. 2-214. Adoption.

On or before December 30 of each year the 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 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 support schedules, exhibits and other explanatory material in respect to both current operations and capital improvements, as the City Manager shall believe useful to the 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 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 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 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 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 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	Director-Manager
Date of Director-Manager Government	November 11, 1957

Area - Square Miles 122.31

Miles of Streets and Alley:

Total Streets	2,527
Streets Graded and Surface Treatment	426
Paved - Permanent (Concrete and Asphalt)	2,039
Alleys	63
Drainage Ditches Maintained	745
Miles of Sewer:	1,578
Storm	350
Sanitary	1,248
Traffic Controls:	
Signals repaired	1,850

Solid Waste/Garbage Collection:

Class I and IV tonnage	87,000
Curbside/Drop-off recycling	5,500

Building Permits:

<u>Year</u>	<u>Permits Issued</u>	<u>Estimated Cost</u>
1996	2,351	281,153,259
1997	2,315	277,926,135
1998	2,330	295,624,822
1999	2,613	309,887,249
2000	2,243	488,530,453
2001	4,384	300,318,597
2002	4,561	489,610,493
2003	4,432	458,553,311
2004	5032	475,269,768
2005	5330	620,819,782

Fire Protection:

Number of Stations	20
Number of Uniformed Employees	373
Insurance Rating for Insurance Service Office (ISO)	
City of Little Rock	Class II

Police Protection:

Number of Stations	4
Number of Uniformed Employees	528

Recreation:

Number of Parks, Including Park Development	54
Total Acres (developed & undeveloped)	5,767
Number of Playgrounds	45
Number of Tennis Courts	52
Number of Basketball Courts	36
Number of Museums	1
Number of Golf Courses	3
Number of Ball Fields	24
Number of Play Fields	18
Number of Community Centers	6
Number of Swimming Pools	4
Number of Adult Centers	1
Number of Soccer Fields	9
Number of Fitness Centers	1
Number of Pavilions	19
Number of Volleyball Courts	9
Total Recorded Park Attendance - 2005	906,941
Number of Zoos	1
Total Zoo Attendance – 2005	275,584
Total Zoo Outreach Program	72,978

Medical Facilities Number of beds (private occupancy rooms):

Arkansas Children's	280
Arkansas Heart	84
Baptist – Little Rock	791
Baptist Rehabilitation – LR	120
St. Vincent Medical Doctor	252
St. Vincent Medical Center	691
Southwest Regional Medical Center	125
University of Arkansas Medical Center	279
Veteran Health Care System	167
Total Number of Beds	2,789

LITTLE ROCK AND ENVIRONS

Per Capita Income	\$23,209
Median household income	37,572
U.S. Consumer Price Index	196.8
Percent inflation over past year	3.4%
Unemployment percentage rate	3.8%
Annual average unemployment	4.5%
Median Age	34.5

Race:

White	55.1%
Black or African American	40.4%
American Indian and Alaska Native	0.3%
Asian	3.20%
Other	2.6%

Education (Little Rock School District):

Number of School Buildings	48
Number of Teachers	2,160
Number of Registered Students, except Kindergarten	26,524
Number of Registered Students, Kindergarten	2,175

Average Daily Attendance:

Elementary Schools	11,679
High Schools and Middle Schools	12,383
Special Schools	287
Kindergarten	2,175

PULASKI COUNTY STATISTICS

Percent of Population Age 25+

Education level in years of formal schooling:

High School or Equivalent:	22.1%
BA Degree or Higher:	22.0%
MA/Professional Degree or Higher:	13.4%

POPULATION

1900	38,165
1910	45,941
1920	65,142
1930	81,657
1940	88,039
1950	102,310
1960	107,813
1962 Special Census	125,671
1964 Special Census	128,929
1970 Census	144,824
1974 Special Census	139,703
1978 Special Census	144,824
1980 Census	159,024
1985 Special Census	178,134
1990 Census	175,795
1991 Revised Census	175,818
1992 U. S. Census Bureau Estimate	176,870
2000 Census	183,133

Bond Rating:

General Obligation Bonds

Standard and Poors	AA-
Moody's	Aa3

Sales Tax:

Local	0.5%
County	1.0%
State	6.0%

EMPLOYEES AS OF DECEMBER 31, 2005

<u>City Government</u>	<u>Total</u>	<u>Full-Time</u>	<u>Part-Time</u>
AFSCME	467	467	
IAFF	373	373	
FOP	528	528	
Non-union	1,055	733	322
	<u>2,423</u>	<u>2,101</u>	<u>322</u>
<u>Commissions</u>			
Wastewater Utility	246	240	6
Little Rock National Airport	143	141	2
Advertising & Promotion	211	118	93
Port Authority	8	8	
Ambulance Authority	339	212	127
Central Arkansas Transit Authority	179	175	4
Arkansas Museum of Discovery	31	12	19
Arkansas Arts Center	75	41	34
Central Arkansas Library	228	145	83
	<u>1,460</u>	<u>1,092</u>	<u>368</u>
Total Employment	<u><u>3,883</u></u>	<u><u>3,193</u></u>	<u><u>690</u></u>

MAJOR NONMANUFACTURING EMPLOYERS

Employer	Product	No. of Employees
State of Arkansas	Government	28,100
Federal Government	Government	9,400
University of Arkansas For Medical Sciences	Education/Medical Services	8,500
Public School Districts (LR, NLR & Pulaski CO)	Education	7,868
Baptist Health	Medical Services	7,571
Little Rock Air Force Base	Military	4,500
Axiom	Data Processing	4,388
St. Vincent Infirmiry Medical Center	Medical Services	3,500
Entergy Arkansas	Utility (Electrical)	2,881
VA Hospitals	Medical Services	2,785