



City Manager

DEPARTMENT: City Manager **FUND:** General
OBJECTIVES: Budget: \$779,700

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

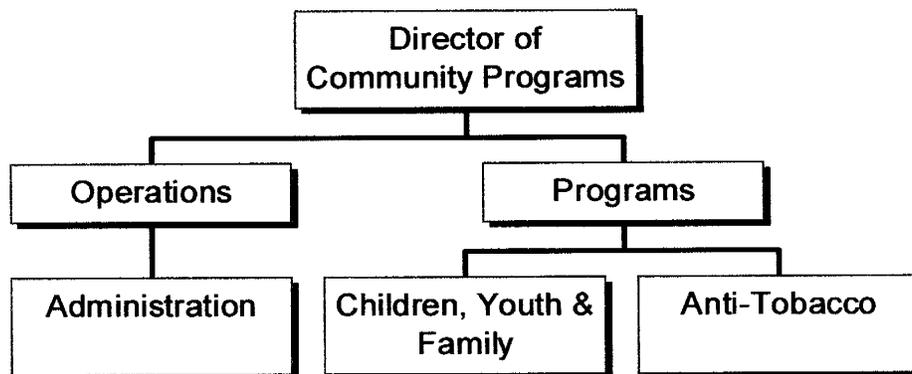
To provide the community with current economic data programs training, incentives, management and technical assistance for the development of businesses and industries. To assist in the creation and retention of jobs; to improve the community's business development and economic base. The Minority Economic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

The departmental goals and objectives link with BOD statement of Management Policy page 14.

Service Measures	Actual 2002	Budget 2003	Est. 2004
Percentage of items on the Board Request Summary that are completed by the original deadline.	90%	90%	90%
Percentage of items on the Individual Board Request Summary that are completed by the original deadline.	90%	80%	90%



Community Programs



Mission Statement

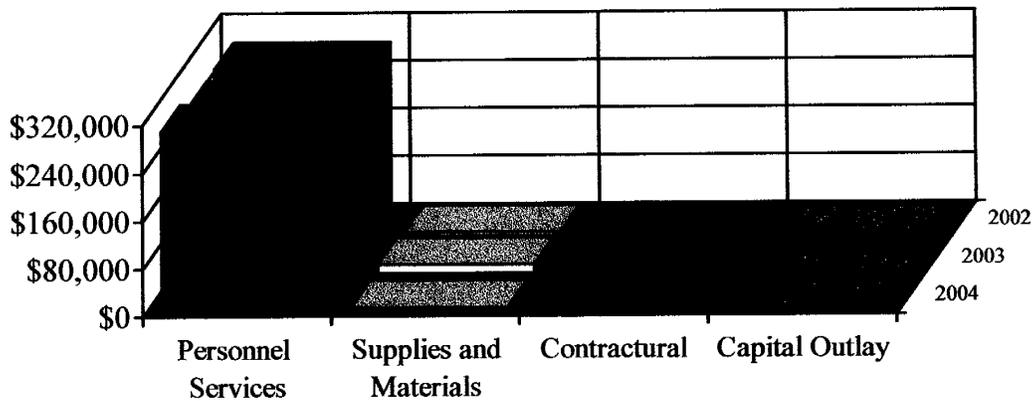
To develop, implement and coordinate the City social and human services related programs: to provide assistance to other organizations and agencies (public, private and non-profit), to develop an array of community services and policies to address the needs of citizens of Little Rock.

Community Programs

Expenditure Budget

Description	2002	2003	2004
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$308,982	\$288,367	\$301,830
Supplies and Maintenance	6,127	14,225	5,650
Contractual Services	11,399	19,000	11,600
Capital Outlay	1,808	0	0
Total	\$328,316	\$321,592	\$319,080

Total Allocations By Fiscal Year And Account Category



	FY 04 Proposed Budget	% Change from Prior Year
Resources for Budget		
100 General Fund	\$319,080	-0.78%



Community Programs

Authorized Personnel Summary

Position	No. Positions	Salary Range
Community Pgms Ops Coordinator	1	\$35,497 - \$53,246
Community Programs Coordinator	1	31,741 - 47,612
Director Of Community Programs	1	56,885 - 85,328
Office Assistant III	2	19,511 - 29,267
Programs Monitor Senior	1	31,741 - 47,612
Youth Services Assistant	1	25,293 - 37,940
Total	7	

2003 Program Highlights

- Over 45 programs based on best practices were funded through PIT funds.
- Enhanced management accountability and program effectiveness
- Provided technical assistance and training to the contract agencies.
- A strict monitoring schedule ensured all 45 programs were assessed for quality.
- 17 programs were through faith-based organizations.
- Provided support for recruitment, orientation and education of 11 Commissioners.
- Assisted in communications, and structure.
- Provided administrative support, developing by-laws, committees, and vision.
- Assisted in drafting and delivering recommendations to the City Board.
- The Summer Youth Employment program made 200 jobs available for youth.
- The Summer Youth Recreation program provided 250 youth with enrichment.
- \$440,000 budgeted by City to fund quality summer programs
- The final End of Grant report for Competitive WtW was filed and accepted.
- Ultimately, over 670 clients were served.
- Equipment and furniture was redistributed to more than 20 City offices.
- Staff worked hard to continue program without Tobacco Control Specialist
- Staff continued to meet with and build the strength of the Kick Tobacco Coalition
- Under City staff leadership, the Coalition was successful in applying for \$68,000
- Supported community efforts: Great American SmokeOut and Kick Butts Day.
- Linking After-school programming to In-school academic standards with the LRSD and the National League of Cities Technical Assistance Grant.
- Establishing a faith-based forum through funding from the Robert Wood Johnson Foundation to address alcohol, tobacco and other drug abuse.
- Established connections within the Hispanic community with an intensive case management program for older youth not in school, or at risk from other factors.
- Funded additional programs and events with small contracts to Arkansas Soapbox



Community Programs

Derby, Anderson's Taekwondo, Odyssey of the Mind, National Merit Scholars, Commission on Racial and Cultural Diversity, and the M.L.K. Jr. Youth Leadership Program, Our House Homelessness Study, and a joint program with Parkview High School and the Parks and Recreation Department.

- EITC awareness campaign with IRS and others to build family financial security
- Exchanged information with three international fact-finding groups sponsored by the U.S. Department of State and the UALR International Visitor Program.
- Fatherhood Initiative through HeadStart and Alpha Phi Alpha Fraternity.
- Expanded efforts at community capacity building by making \$90,000 available as matching funds for the federal Compassion Capital Funds (CCF)
- Use of the department website increased for announcements and communications.
- The department added and combined duties among existing staff to develop a financial auditing procedure that resulted in even greater oversight of, and accountability from, the community-based service providers.

2004 Departmental Priorities

- Hold a ten-year celebration and retrospective on PIT programming since 1994.
- Conduct town hall and community meetings for feedback and public information.
- Produce a standard print media of Community Programs' purpose and programs.
- Continue to watch for quality opportunities for training and staff development.
- Have the department strategic plan in operation by January '04.
- Develop an internal ethics policy as part of a Policy and Procedure manual.
- Continue to fund and provide Little Rock with **outcomes-based PIT Programs**
- Streamline the language and user-friendly aspects of the RFP's.
- Continue to develop coordinated year-round and summer monitoring schedules.
- Begin early in year to coordinate the summer employment program.
- Continue to develop relationships with the faith-based community.
- Expand the strategic planning process of the **Commission on Children, Youth and Families** to further develop comprehensive vision and plan for Little Rock youth and their families.
- Coordinate the need for statistics and information gathering for the CCYF.
- Coordinate site visits, program presentations, and interactive community meetings
- Continue to explore and expand After-school and Out-of-School programming
- Continue to explore and expand youth employment and employability
- Continue to explore and expand Re-entry and ex-offender support programs
- Continue to expand Tobacco use prevention and cessation
- Continue to explore and expand Fatherhood Initiatives
- Continue to expand Capacity building in community-based organizations
- Implement current tobacco grant work plan into application for future funding.
- Develop tobacco cessation program, network and referrals for City employees.
- Expand and update list of restaurants and other smoke-free environments.



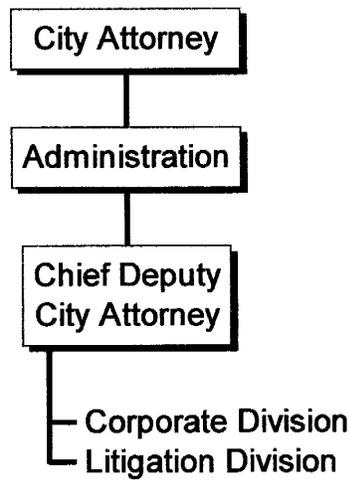
Community Programs

<u>Service Measures</u>	<u>Actual 2002</u>	<u>Budget 2003</u>	<u>Est. 2004</u>
Number of Prevention, Intervention, & Treatment (PIT) contracts	65	51	45
Conduct a site visit to each of the PIT programs.	65	51	45
Number of youth employed by Summer PIT and Treatment contracts.	95	200	300
Number of contracts with Faith-based organizations Providing PIT services.	16	17*	15*
Number of RFP advertised and downloadable from City's website.	0	11	12
Number of CYF Commission meetings administratively supported and made public.	0	13	12
Number of small contracts (\$5,000) for special events.	4	6	10
Number of RFP's advertised and downloadable from City's website.	0	10	12

*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

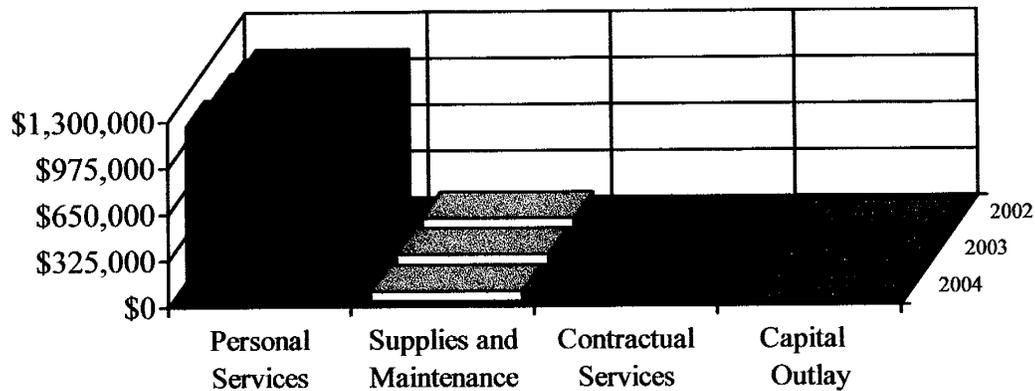
To provide legal assistance and representation for the City of Little Rock and its Boards and Commissions.

City Attorney

Expenditure Budget

Description	2002	2003	2004
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,176,739	\$1,221,453	\$1,232,668
Supplies and Maintenance	80,568	78,395	72,750
Contractual Services	35,865	36,857	42,600
Capital Outlay	414	0	0
Total	\$1,293,586	\$1,336,705	\$1,348,018

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 04 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,348,018	0.85%



City Attorney

Authorized Personnel Summary

Position	No. Positions	Salary Range
Assistant City Attorney	4	\$35,497 - \$53,246
Chief Deputy City Attorney	1	71,838 - 107,757
City Attorney	1	85,872 - 128,808
City Attorney's Office Investigator	1	- - -
Deputy City Attorney	6	60,078 - 90,117
Law Office Manager	1	- - -
Legal Secretary	4	22,080 - 33,120
Office Assistant I	1	14,446 - 21,669
Total	19	

2003 Program Highlights

- Developed a system to aggressively pursue daytime curfew violations and trancies
- 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

2004 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 attorney's 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: \$1,348,018

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 Municipal Traffic Court; to prosecute all ordinance violations in Municipal 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.

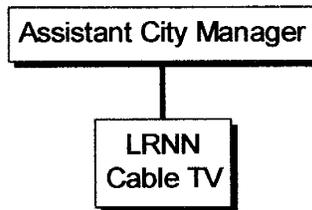
The departmental goals and objectives link with the BOD policy statement for a Safe City page 11.



Service Measures	Actual 2002	Budget 2003	Est. 2004
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%



Cable TV



Mission Statement

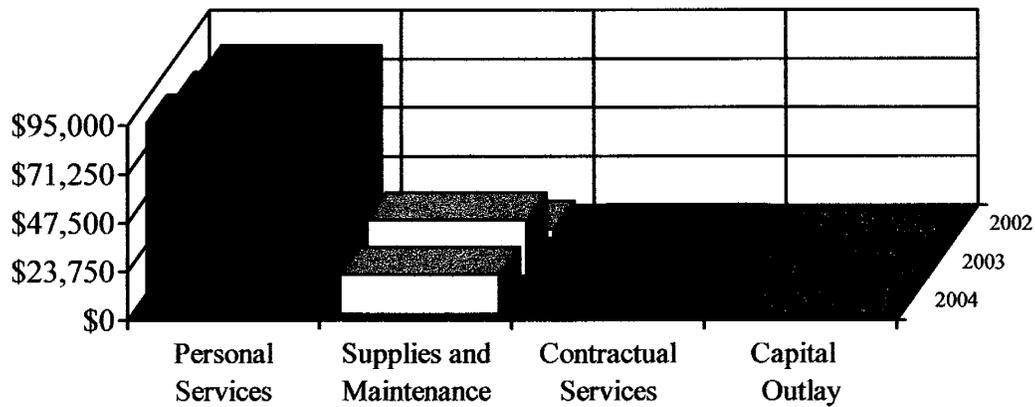
To deliver the highest level of quality information on policies, services, and activities of Little Rock City Government to the citizen and facilitate the delivery of emergency response information to the general public and make available, through electronic media, information about city and community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

Cable TV

Expenditure Budget

Description	2002	2003	2004
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$83,515	\$89,340	\$93,743
Supplies and Maintenance	4,700	27,422	19,565
Contractual Services	2,968	9,750	9,165
Capital Outlay	0	0	0
Total	\$91,183	\$126,512	\$122,473

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 04 Proposed Budget	% Change from Prior Year
100 General Fund	\$122,473	-3.19%



Cable TV

Authorized Personnel Summary

Position	No. Positions	Salary Range
Video Production Technician	<u>2</u>	\$25,293 - \$37,940
Total	2	

2003 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.
- Developed a live call-in program.

2004 Departmental Priorities

- Continue to develop new programming on local government services with the major focus on the City Board's priority areas.
- Develop a more systematic programming schedule.
- Examine the feasibility of providing streaming video on the City's web page of Board of Directors meetings and other LRNN programming.
- Examine the feasibility of archiving video on the City's web page.
- Finalize Policy and Procedures manual.
- Provide appropriate coverage of major special events including Heifer International 60th anniversary and opening of the Clinton Presidential Center.



Cable TV

DEPARTMENT: Cable TV **FUND:** General
OBJECTIVES: Budget: \$122,473

Organization: 1032 Cable TV

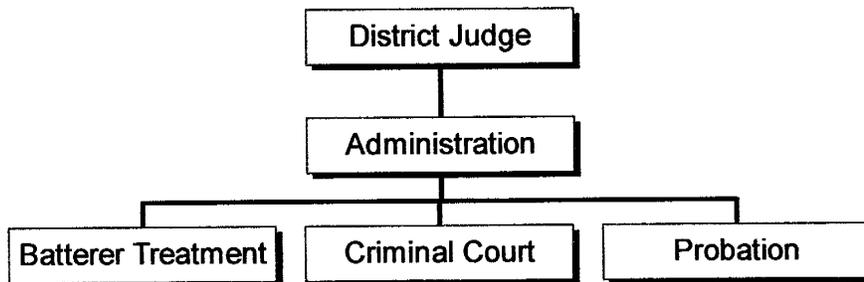
To broadcast information regarding the activities of the Little Rock Board of Directors through live and taped coverage of City Board meetings and other official proceedings; and to produce programming about municipal affairs.

The departmental goals and objective link with the BOD policy statement for Quality of Life page 13.

<u>Service Measures</u>	<u>Actual 2002</u>	<u>Budget 2003</u>	<u>Est. 2004</u>
Percentage of live meetings broadcast on time.	100%	100%	100%
Create new programming.			15 hours
Bulletin board information review.	Daily	Daily	Daily



District Court First Division



Mission Statement

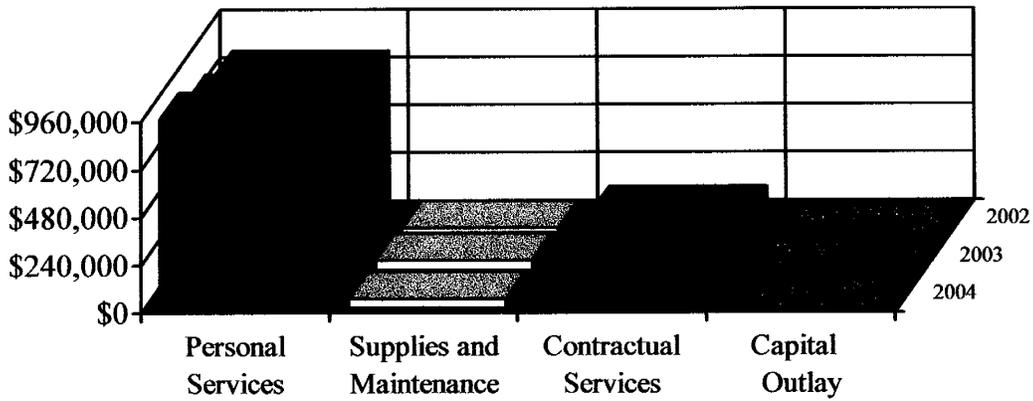
To provide the public with impartial and timely adjudication of criminal offenses; to divert offenders from criminal activity and increase public accountability through probation, drug testing, victim restitution and community service programs.

District Court First Division

Expenditure Budget

Description	2002	2003	2004
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$778,668	\$878,386	\$946,015
Supplies and Maintenance	34,712	51,600	45,691
Contractual Services	97,375	64,469	54,900
Capital Outlay	0	0	0
Total	\$910,756	\$994,455	\$1,046,606

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 04 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,046,606	5.24%



District Court First Division

Authorized Personnel Summary

Position	No. Positions	Salary Range
Batterers Treatment Program Coordinator	1	\$27,982 - \$41,973
Court Administrator	1	35,497 - 53,246
Court Clerk	5	22,080 - 33,120
Court Reporter	1	22,080 - 33,120
Judge	1	- - -
Office Assistant II	1	18,055 - 24,996
Probation Officer	9	25,293 - 37,940
Probation Officer-Senior	1	31,741 - 47,612
Subpoena Clerk	1	22,080 - 33,120
Total	21	

2003 Program Highlights

- Continued to provide timely and impartial adjudication of all court cases within the guidelines of Arkansas State Statutes and the City's ordinances and policies
- Continued to provide management direction to court personnel and to insure accountability and accessibility to citizens
- Subpoena Clerk has proved to be an asset in tracking persons subpoenaed to testify in court
- Arkansas Court Automation Project will soon be up and running for case management

2004 Departmental Priorities

- Probation Officer positions will be filled by March 2004
- Operating with a full staff in the probation department enabling all classes to be streamlined
- Clerk office will be fully staffed enabling better service to the public and police officers



District Court First Division

DEPARTMENT: District Court First Division

FUND: General

OBJECTIVES:

Budget: \$1,046,606

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.

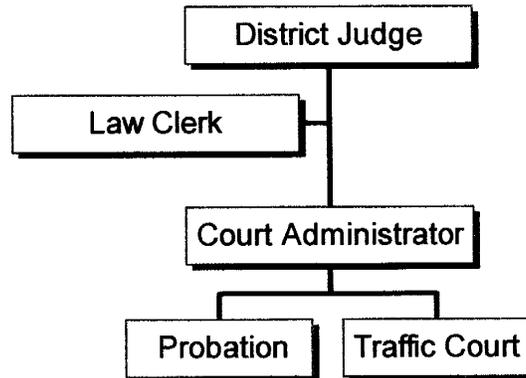
The departmental goals and objectives link with the BOD statement policy for a Safe City page 11.



<u>Service Measures</u>	<u>Actual 2002</u>	<u>Budget 2003</u>	<u>Est. 2004</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	98%	98%	100%
Subpoena's issued without errors	98%	100%	100%
Warrants issued within 24 hours of request	98%	98%	99%
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

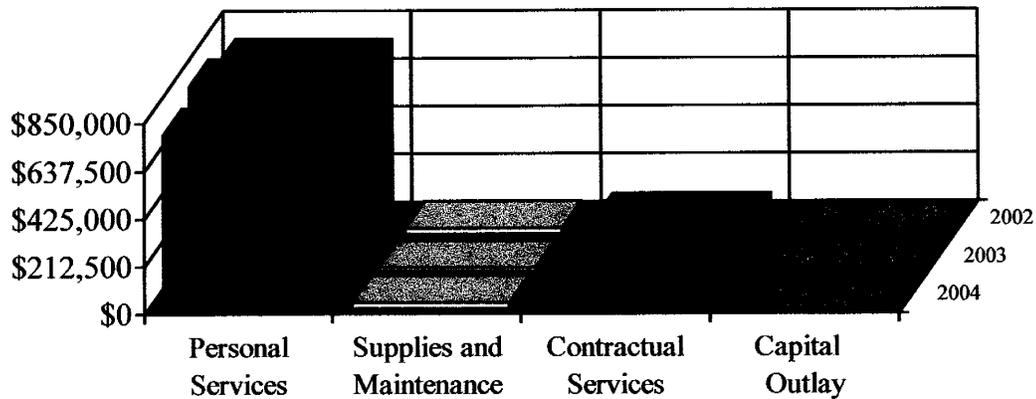
We seek to administer justice and equity.

District Court Second Division

Expenditure Budget

Description	2002	2003	2004
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$757,802	\$825,872	\$775,737
Supplies and Maintenance	25,156	22,490	25,350
Contractual Services	84,765	89,621	135,100
Capital Outlay	0	0	0
Total	\$867,723	\$937,983	\$936,187

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 04 Proposed Budget	% Change from Prior Year
100 General Fund	\$936,187	-0.19%



District Court Second Division

Authorized Personnel Summary

Position	No. Positions	Salary Range
Chief Court Clerk	1	\$27,982 - \$41,973
Court Administrator	1	35,497 - 53,246
Court Clerk	7	22,080 - 33,120
Court Clerk - Senior	1	25,293 - 37,940
Judge	1	- - -
Office Assistant II	2	18,055 - 24,996
Probation Assistant	2	19,511 - 29,267
Probation Officer	4	25,293 - 37,940
Probation Officer-Senior	1	31,741 - 47,612
Total	20	

2003 Program Highlights

- Public can now pay traffic violations with a credit card online or in person
- Worked with the Police Department in serving outstanding warrants
- Worked with the Finance Department on a State Income Tax Set-Off program to collect overdue fines
- Processed approximately 33,000 new violations
- Disposed of approximately 38,200 violations
- Simplified the community service program
- Completed DWI recidivism research for 1998, 1999 and 2000

2004 Departmental Priorities

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



District Court Second Division

DEPARTMENT: District Court Second Division

FUND: General

OBJECTIVES:

Budget: \$936,187

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 presentence 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 11.

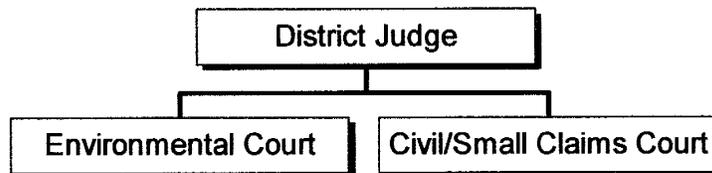


District Court Second Division

<u>Service Measures</u>	<u>Actual 2002</u>	<u>Budget 2003</u>	<u>Est. 2004</u>
Percentage of offenders with no mandatory court appearances handled by the court within 10 minutes (exclusive of paying fines to Finance Department cashiers).	90%	95%	95%
Percentage of offenders with mandatory court appearances handled by the court within 10 minutes (exclusive of paying fines to Finance Department cashiers).	90%	93%	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 by the LRTC.	98%	99%	99%
Percentage of dispositions updated in the public safety system within 24 hours.	98%	99%	99%
Percentage of driver's license suspensions and reinstatements processed within 24 hours.	98%	99%	99%



District Court Third Division



Mission Statement

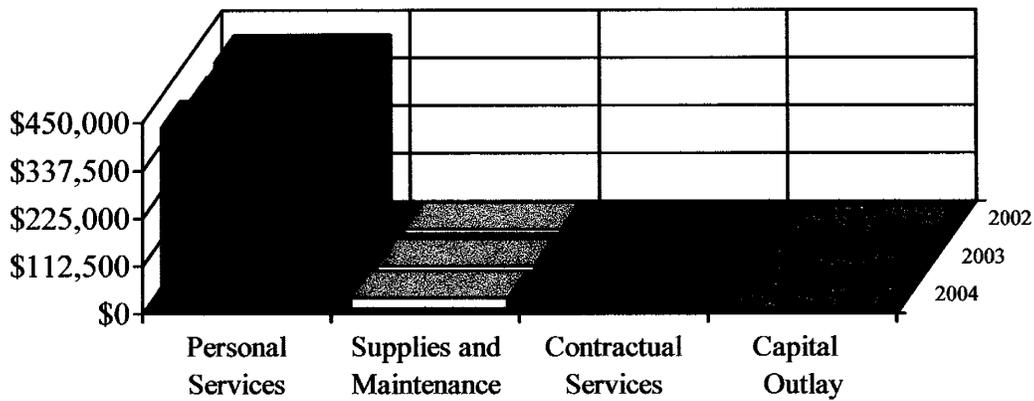
To provide impartial and timely adjudication and impose sanctions for code violations to insure that neighborhood conditions are improved to comply with accepted health and safety standards. To provide the public with timely and impartial adjudication of civil and small claim matters.

District Court Third Division

Expenditure Budget

Description	2002	2003	2004
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$403,640	\$395,536	\$427,105
Supplies and Maintenance	9,668	12,272	15,670
Contractual Services	10,882	11,503	12,500
Capital Outlay	0	0	0
Total	\$424,189	\$419,311	\$455,275

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 04 Proposed Budget	% Change from Prior Year
100 General Fund	\$455,275	8.58%



Authorized Personnel Summary

Position	No. Positions	Salary Range
Court Administrator	1	\$35,497 - \$53,246
Court Clerk	3	22,080 - 33,120
Judge	1	- - -
Probation Officer	1	25,293 - 37,940
Probation Officer Senior	1	31,741 - 47,612
Total	7	

2003 Program Highlights

- Provided impartial and timely adjudication of all court cases
- Continued to provide training & certifications to Judge, clerks and probations officers
- Increased caseload to handle unpaid privilege licenses, alarm violations and parking tickets

2004 Departmental Priorities

- Continue to upgrade computer systems for Environmental and Civil/Small Claims
- Provide computer and security training for 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: \$455,275

Organization: 1052 District Court Third Division

To direct the overall operation of the Environmental 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.

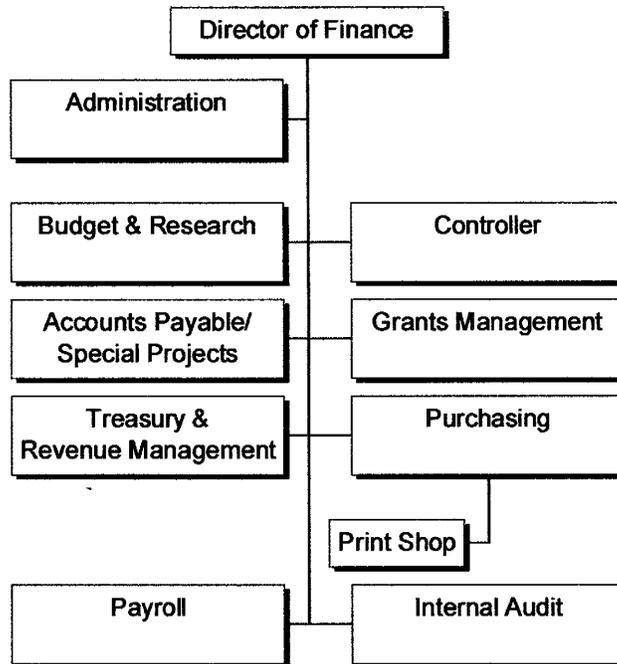
To provide a variety of support services by imposing conditions and monitoring compliance of probationers; to provide presentence information and evaluation; to coordinate and evaluate community service projects.

The departmental goals and objectives link with the BOD policy statement for a Safe City page 11.

<u>Service Measures</u>	<u>Actual 2002</u>	<u>Budget 2003</u>	<u>Est. 2004</u>
Percentage of life-threatening violations of housing codes heard within seven days (7) of the date the citation was issued.	98%	98%	100%
Percentage of warrants issued within twenty-four (24) hours.	95%	95%	98%
Percentage of dispositions recorded in the public safety system within twenty-four (24) hours.	98%	98%	99%



Finance



Mission Statement

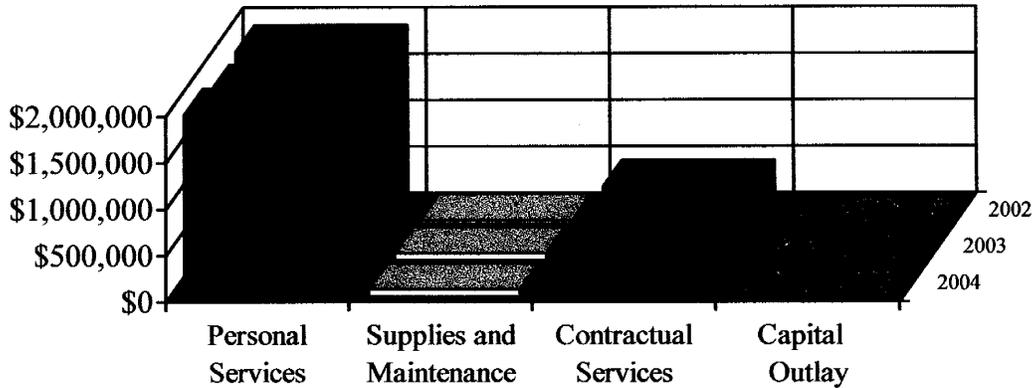
To manage the financial affairs of the City general government operations in accordance with all legal requirements in the highest standards of ethical and professional conduct; to aid economic development and recruiting efforts and administer any industrial financing that result; and to give advice to the City Manager and other City departments on any financial issues.

Finance

Expenditure Budget

Description	2002	2003	2004
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,862,502	\$1,823,110	\$1,964,142
Supplies and Maintenance	40,574	82,310	83,500
Contractual Services	407,192	300,489	276,750
Capital Outlay	1,031	0	0
Total	\$2,311,299	\$2,205,909	\$2,324,392

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 04 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,324,392	5.37%



Finance

Authorized Personnel Summary

Position	No. Positions	Salary Range
Accountant	4	\$31,741 - \$47,612
Accountant - Grants	2	31,741 - 47,612
Accounting Clerk II	6	19,730 - 27,439
Accounting Clerk-Senior	2	22,080 - 33,120
Accounting Specialist	1	25,293 - 37,940
Assistant Purchasing Agent	1	31,741 - 47,612
Auditing Manager	1	41,646 - 62,469
Budget & Management Analyst	1	27,982 - 41,973
Budget Officer	1	41,646 - 62,469
City Controller	1	48,134 - 72,201
Collections Supervisor	1	27,982 - 41,973
Director of Finance & Administration	1	72,943 - 109,415
Fiscal Systems Administrator	1	31,741 - 47,612
Fixed Assets Specialist	1	25,293 - 37,940
Grants Manager	1	- - -
Internal Auditor	1	31,741 - 47,612
Office Assistant II	1	18,055 - 24,996
Office Assistant III	1	19,511 - 29,267
Payroll Manager	1	41,646 - 62,469
Payroll Specialist	1	25,293 - 37,940
Pension Technician	1	22,105 - 30,418
Printing Services Supervisor	1	25,893 - 38,840
Printing Technician II	2	18,055 - 24,996
Purchasing Agent	1	41,646 - 62,469
Purchasing Assistant	1	22,080 - 33,120
Revenue Collector	3	22,080 - 33,120
Revenue Collector – Senior	1	25,293 - 37,940
Secretary-Executive	1	22,080 - 33,120
Treasury Analyst	1	31,741 - 47,612
Treasury Manager	<u>1</u>	48,134 - 72,201
Total	43	



2003 Program Highlights

- Prepared GASB34-compliant 2002 CAFR to Board on July 1, 2003.
- Obtained GFOA Certificate of Achievement for FY01 and FY02 CAFR's.
- Implemented Cabinet NG, electronic filing system, to increase operational efficiency.
- Improved business license search methods and added 937 businesses.
- Initiated audit of business license information.
- Initiated warrant process for parking tickets, traffic and criminal fines.
- Improved financial reporting.
- FY04 Capital Improvement Bonds for \$70,635,000.
- Parking Garage bond issue for \$11,855,000.
- FY03 Short-term note issue for \$4,250,000.
- Selection of underwriter and bond counsel for FY04 Bond Issue
- Increased efficiency of Print Shop and lowered billing rate to departments
- Completed W-9 and Purchase order scanning project
- Instituted positive pay for combined bank account

2004 Departmental Priorities

- Cross reference business licenses with state for improved enforcement (sales tax and business licenses).
- Improve business license search and audit methods.
- Improve financial reporting (internal and external).
- Administration of 2004 Bonds (debt issuance, investments, accounting & reporting).
- Develop FY04 Short-term financing plan, issue temporary note and ensure timely purchase of items.
- Increase Print Shop efficiency by increasing outside contracting.
- Improve WBE/MBE reporting.
- Seek GFOA Certificate of Recognition for Annual Budget Document.
- Improve budget process and quality of information.
- Develop an Internet application for business licensing.
- Develop a permit system for false alarms.
- Select new accounting and HR software and implement.
- Obtain GFOA Certificate of Achievement for 2003 CAFR.
- Present FY03 CAFR to Board of Directors by June 1, 2004.
- Develop written procedures for an internal monitoring process for grants.
- Identify and maintain the appropriate documentation to support financial transactions for grant awards.



Finance

DEPARTMENT: Finance

FUND: General

OBJECTIVES:

Budget: \$2,324,392

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 detailed records of appropriations, revenues, expenditures and remaining available balances of the City multi-year special projects accounts.

To provide accurate and efficient accounting for all public funds received by the City and maintained by the Finance Department, and reports of the accounting activity.

To produce a systematic method of control and accountability of the City's capital assets.

To conduct studies of existing computerized information systems and recommend new or enhanced systems or procedures to assure cost-effective and efficient use of the 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 timely payment of all invoices properly submitted according to policy and procedure guidelines.



Finance

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.

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 timely, accurate payroll reports; report income to the various governments; and to provide the appropriate benefits to City employees.

Organization: 1150 Internal Audit

To safeguard City assets by constantly testing, evaluating and enhancing its internal control system, auditing selected fiscal activities, and ensuring compliance with grant contracts and state and federal grant regulations. In addition, external auditors retained by the Board of Directors accomplish these tasks.

Organization: 1160 Print Shop

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

Organization: 1170 Grants Management

To provide technical assistance to Departments administering state and federal grants and work with the funding agencies as needed and ensure departments are in compliance with federal and state guidelines

The departmental goals and objectives link with the Statement of Management Policy for Financial Reporting page 14.

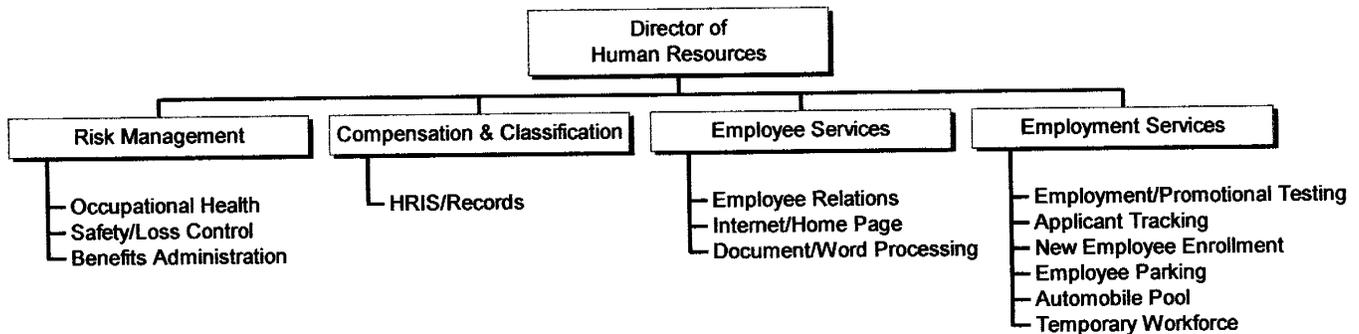


Finance

<u>Service Measures</u>	<u>Actual 2002</u>	<u>Budget 2003</u>	<u>Est. 2004</u>
Budgets prepared	1	1	1
Quarterly Reports prepared	1	1	4
GFOA Award for CAFR presentation	1	1	1
Funds maintained	52	49	49
Financial Statements prepared	18	18	18
Bond Issues outstanding	8	9	10
Short-term financing obligations	2	3	4
Bank accounts reconciled	17	16	12
External Audit and CAFR	1	1	1
Special/Bond Projects maintained	284	296	425
W-2s produced	2,965	3,087	3,100
Value of Payroll and Benefits	93.6 M	93.7 M	97.9 M
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	191	199	201
Bank account reconciliation reviews	133	115	96
Internal Audit program /operations reviews	191	199	201
Business License collection delinquency rate	1.40%	2.95%	1.00%
Average rate of return for the 3 month T-bill	1.64%	1.03%	0.95%



Human Resources



Mission Statement

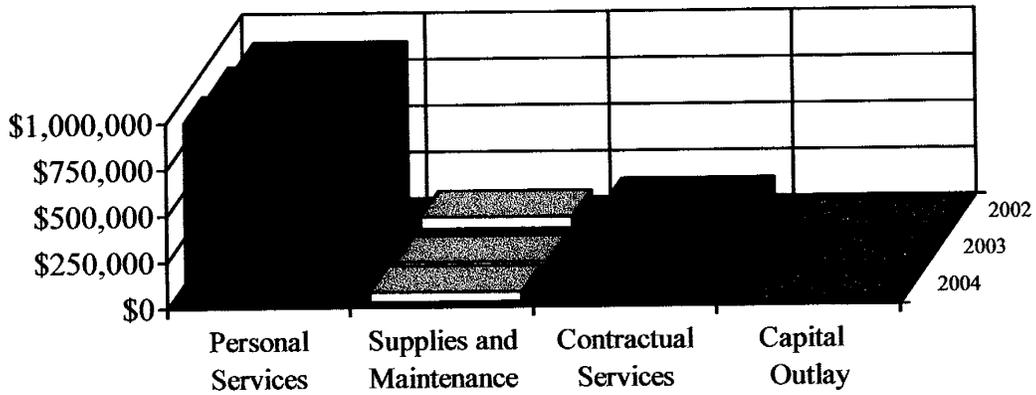
To provide managers, administrators, and other employees with services consistent with sound human resource principles, that contributes to an effective and efficient work force supportive of Little Rock Municipal Government operations.

Human Resources

Expenditure Budget

Description	2002	2003	2004
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$873,772	\$937,601	\$979,486
Supplies and Maintenance	66,205	48,477	56,398
Contractual Services	146,886	191,641	191,528
Capital Outlay	0	0	0
Total	\$1,086,863	\$1,177,719	\$1,227,412

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 04	% Change
100 General Fund	Proposed Budget	from
	\$1,227,412	Prior Year
		4.22%



Human Resources

Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Assistant I	1	\$25,293 - \$37,940
Classification/Compensation Manager	1	41,646 - 62,469
Director of Human Resources	1	69,986 - 104,979
Employee Services Manager	1	41,646 - 62,469
Employment Coordinator	1	27,982 - 41,973
Employment Services Manager	1	41,646 - 62,469
Human Resources Analyst I	2	27,982 - 41,973
Human Resources Analyst Senior	2	35,497 - 53,246
Human Resources Document Specialist	1	25,293 - 37,940
Human Resources Systems Coordinator	1	27,982 - 41,973
Human Resources Technician II	2	22,080 - 33,120
Occupational Health Nurse	1	31,741 - 47,612
Risk Manager	1	48,134 - 72,201
Safety/Loss Control Specialist	1	31,741 - 47,612
Total	17	

2003 Program Highlights

- Working with Information Technology, completed a major project to establish an on-line job application process that allows applicants to create a resume and applicant information sheet that is stored for the applicant's subsequent use. Information is electronically input into the application database.
- Assisted in the passage of Arkansas legislation permitting Civil Service Commissions to implement 2-year eligibility lists for Police and Fire promotions. Developed, proposed and implemented Promotion Procedure Guidelines for the LR Civil Service Commission adopting a 2-year eligibility lists for specified positions.
- In an attempt to reduce printing and mailing expenses, developed and implemented a system for distributing job announcements electronically via email to network members outside the City's email system.
- Conducted 3 Executive Recruiting and Selection processes in 2003 – Director of Public Works, Director of Fleet Services, and Fire Chief.



Human Resources

- Initiated Promotion Process review committees regarding promotion procedures in the Police and Fire Departments.
- Developed and conducted a new Civil Service Commission orientation regarding selection and hiring practices.
- Conducted an Interviewing and Selection seminar for city supervisors.
- Revised selection and hiring practices in the LRCVB.

2004 Departmental Priorities

- Implement a Fire Scene Scenario as a component in the Fire Captain Assessment Center in the spring of 2004; funding proposed in the 2004 Capital request list.
- Consolidate the testing, application, and referral processes for the Parks and Public Works Departments for all Equipment Operator positions.
- Complete the electronic storage of test development and validation files.
- Develop "How To" training class for supervisors on employee relation matters.
- Redesign Supervisory Training program.
- Scan and index remaining personnel files.
- Research and implement on-line benefits enrollment options.
- Present police and fire Promotion Procedures review committee reports by June 2004. Work with Chiefs Kerr and Johnson to determine priorities.
- Utilize the HR Technician phone line (4571), setup a Police and Fire Promotion process announcements and scheduling information phone line, if programming adequate programming is an option.
- Facilitate the initiation of recruit schools for both the Police and Fire Departments.
- Consolidated the testing, application, and referral processes for the Parks and Public Works Departments for all equipment operator positions.
- Complete the electronic storage of test development and validation files.



Human Resources

DEPARTMENT: Human Resources **FUND:** General
OBJECTIVES: Budget: \$1,227,412

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 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 and externally competitive; to ensure compliance with Federal and State regulatory guidelines; to review classifications on a timely schedule; 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 manpower 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.



Human Resources

Organization: 1200 To administer benefit programs provided for City employees, including insurance coverage, non-uniform pension, deferred compensation, Premium Only Plan, and Employee Assistance Program to ensure that quality benefits are provided within financial and legal constraints.

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

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

To plan, implement and manage Employee Training and Development Program, including TQM.

Meet the department's temporary support needs at cost below that of other temporary agencies; 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.

The departmental goals and objectives link with the BOD policy statement for Basic Services page 12.



Human Resources

<u>Service Measures</u>	<u>Actual 2002</u>	<u>Budget 2003</u>	<u>Est. 2004</u>
Ninety-five percent of workers' compensation Claims to workers' Compensation Commission within ten days of incident.	88.89%	92.31%	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.	28 days	26.9 days	28 days
Maintain twenty-eight 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.	20 days	17 days	20 days
Increase total TempForce administrative fee collections 10%.	\$38,032	\$55,291	\$60,820
100% of promotional lists being available for 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.	80%	80%	100%
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%

