

City of Little Rock

2003 Annual Operating Budget

Bruce T. Moore
City Manager

Prepared by:
Department of Finance

Robert K. Biles, Director

LaVerne DuVall, Budget Officer

TABLE OF CONTENTS

	Page
INTRODUCTION	
Little Rock at a Glance	1
City of Little Rock Board of Directors	2
City of Little Rock Organizational Chart.....	3
City of Little Rock Operating Fund Structure.....	4
City Manager's Transmittal Letter	5
Overall City Goals and Objectives	9
THE BUDGET PROCESS	
The General Government Budget Process.....	11
Amending the Budget.....	12
Budget Policies	13
Other Budget Procedures	14
FINANCIAL STRUCTURE	
Little Rock's Financial Structure	15
Funds Controlled by the Governing Body.....	15
Fiscal Policies	18
Other Agencies.....	24
CAPITAL IMPROVEMENTS	
Capital Improvements.....	27
DEBT MANAGEMENT	
Debt Management.....	31
BUDGET SUMMARIES	
Budget Summaries.	35
Budget Summary by Fund Type.	36
General Fund.	37
Special Revenue Fund.	38
Capital Fund.....	42
Proprietary Fund.	45
Fiduciary Fund.	51
Debt Service Fund.....	53
REVENUES	
All Funds Operating Revenue Sources Graph.....	55
All Funds Operating Revenue Summary.....	56
All Funds Operating Revenue Detail.....	57
Revenue Trends.....	62
Summary of General Government Revenues.	68
EXPENDITURES	
All Funds Expenditures by Classification Graph.	69
All Funds Department Budgets Summary.....	70

Operating Budget Detail	71
Summary of General Government Appropriations.....	76
Authorized Positions Graph.....	77
Staffing Summary.....	78
FUTURE-Little Rock.....	79
Other Budget Expenditures	82
Service Program Graph	83
Service Program Category.....	84
Departmental Programs	
General Government and Administration.....	87
Mayor and Board of Directors.....	95
City Manager	99
Community Programs.....	107
City Attorney.....	113
Cable TV	119
District Court First Division	123
District Court Second Division.....	127
District Court Third Division.....	133
Finance	137
Human Resources	143
Information Technology.....	149
Planning and Development	155
Housing and Neighborhood Programs	163
Public Works General & Street Fund	171
Waste Disposal Fund.	185
Parks and Recreation.	191
Golf.....	199
War Memorial Fitness Center.....	203
Concessions.	207
River Market.....	211
Fire.....	215
Police.....	221
Zoo	231
Fleet Internal Service Fund.....	239
Impound Operations.....	245

APPENDIX

State and City Budget Statutes.....	249
Statistical Information.....	253
How to Use the Budget Document	257
Glossary.....	261

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 people live within a 70-mile radius of Little Rock. It is centrally located – where the southeast meets the southwest. Major industries include service, medicine, government, retailing, 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.

Medical facilities in the Little Rock area provide efficient, comprehensive service to more than 2 million people 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 urban university serving 12,000 students with a wide range of degree offerings, including the juris doctorate degree offered at the UALR School of Law. Little Rock is also the home of Philander Smith College and Arkansas Baptist College.

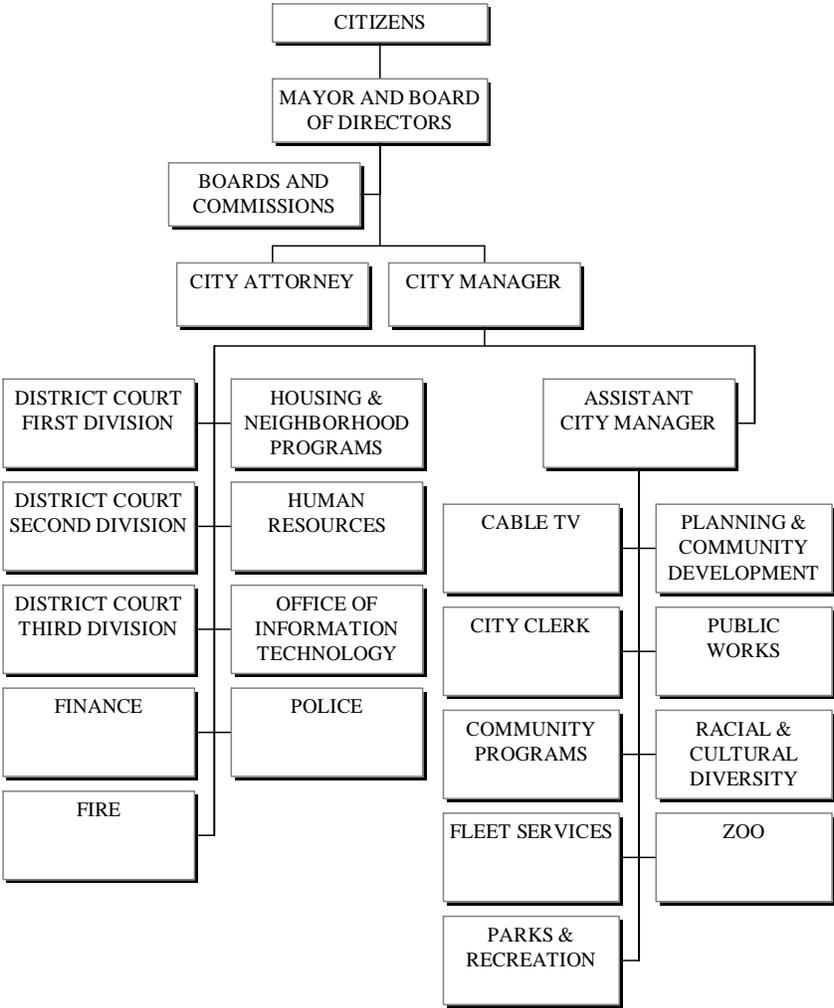
Located on the banks of the Arkansas River, Little Rock is near the Ozark and Ouachita Mountain ranges, and several fine lakes and streams. Outdoor recreational options are almost unlimited and include hiking, camping, boating, hunting, fishing, golf, tennis, swimming and soccer.

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

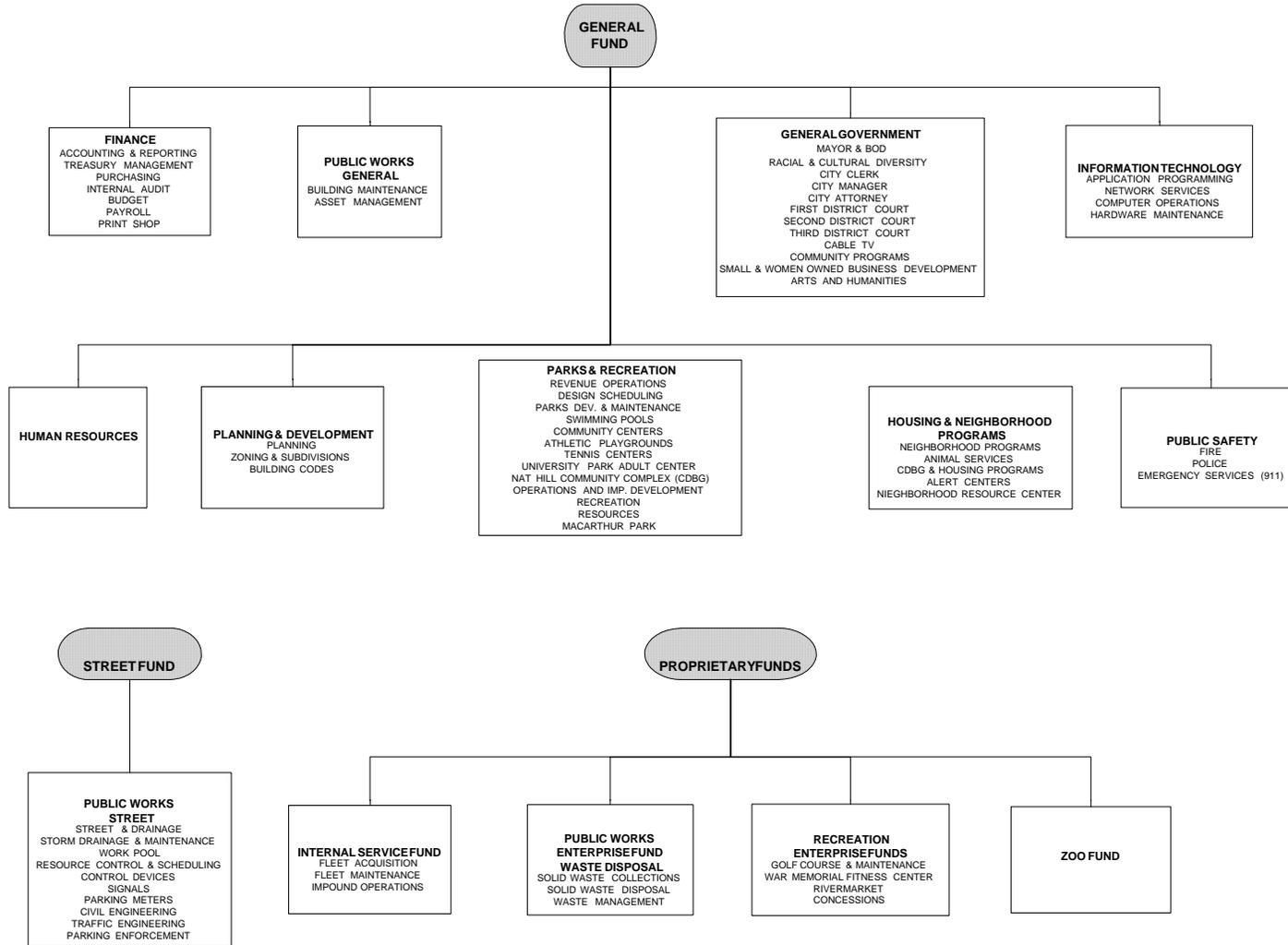
CITY OF LITTLE ROCK BOARD OF DIRECTORS

Jim Dailey	Mayor
Willie Hinton	Vice Mayor
Johnnie Pugh	Ward 1
Stacy Hurst	Ward 3
Brad Cazort	Ward 4
Michael Keck	Ward 5
Genevieve Stewart	Ward 6
B. J. Wyrick	Ward 7
Dr. Dean Kumpuris	Position 8
Barbara Graves	Position 9
Joan Adcock	Position 10

CITY OF LITTLE ROCK ORGANIZATION CHART



CITY OF LITTLE ROCK OPERATING FUND STRUCTURE



Note: All departments include an administrative section

December 17, 2002

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

I respectfully submit the official Year 2003 Budget for the City of Little Rock. Overall expenditures total \$144,341,810, a decrease of \$18,439,854 or 11.33% lower than the 2002 adopted budget. The budget changes from Year 2002 are summarized below:

	<u>2003</u>	<u>2002</u>	<u>Change</u>	<u>% Change</u>
General Fund	\$102,618,826	\$105,744,463	(\$3,125,637)	(2.96) %
General Fund Special Projects Fund		6,502,185	(6,502,185)	(100.00) %
Special Projects Fund		7,108,141	(7,108,141)	(100.00) %
Street Fund	13,353,090	13,472,050	(118,960)	(0.88) %
Waste Disposal Fund	14,003,435	14,712,215	(708,780)	(4.82) %
Fleet Services Fund	6,566,854	6,171,923	394,931	6.40 %
Impound Fund	1,316,204	1,175,322	140,882	11.99 %
Zoo Fund	3,119,794	3,242,467	(122,673)	(3.78) %
Golf Fund	1,761,306	2,347,262	(585,956)	(24.96) %
War Memorial Fitness Center Fund	783,936	1,021,281	(237,345)	(23.24) %
Concessions Fund	107,034	573,065	(466,031)	(81.32) %
River Market Fund	711,331	711,290	41	0.01 %
Total	<u>\$144,341,810</u>	<u>\$162,781,664</u>	<u>(\$18,439,85)</u>	<u>(11.33) %</u>

General Fund

The 2003 Operating Budget includes several significant reductions from the 2002 Operating Budget for the General Fund. Reductions included the following:

- 25% reduction of funding for seven cultural institutions
- 20% reduction of funding for County Health and the Pulaski County GIS system
- 20% reduction of funding for economic development activities
- 10% reduction of funding to public transportation
- Reduction in budgeted contingencies and reserves
- Reduced funding for Prevention, Intervention and Treatment programs

- Elimination of 40 positions, including 18 in Police
- Increase in vacancy requirement from 4% to 5.5%
- Reduction in neighborhood projects and grants
- 50% reduction in facility improvement funding

These cuts were necessary to adjust to economic conditions and projected funding. Revenues from sales taxes in 2002 were approximately 1% lower than 2001 sales tax revenues. In addition, use taxes from a Pulaski County sales tax, approximately \$3,000,000 per year, are being placed in escrow until an appeal to the Arkansas Supreme Court is settled. Until the use tax matter is resolved, the City cannot include these revenues in the operating budget. Franchise fee payments will be lower in 2003 also as Entergy reduced its rates by approximately 10% over the last 15 months and payments from telecommunication companies have lagged due to increased competition from wireless companies.

General Fund Special Projects Fund and Special Projects Fund

The General Fund Special Project Fund was established in 2002 to replace the Special Project Fund. For reporting purposes, the General Fund Special Project Fund is considered part of the General Fund and is used to track special projects. Continuing to budget this fund would have the result of budgeting these expenditures twice.

Street Fund

Street Fund expenditures have been reduced slightly to ensure the 2003 ending balance in the fund meets a 10% reserve balance.

Waste Disposal Fund

During 2002, the City of Little Rock took bids for collection services and awarded the seven-year contract to the City's Solid Waste division for 100 % of the collection service. The award price was lower than the cost of service under the previous contracts (1/2 City crews and 1/2 Waste Management). The City also completed a successful refunding of outstanding revenue bonds which reduced annual debt service by \$120,000 over the life of the bonds. The Series 2002 Revenue bonds provided for \$5,800,000 of improvements and capital equipment for the Landfill.

Fleet Services

Fleet's 2003 budget has increased to meet service requirements of the Solid Waste division.

Impound Fund

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

Zoo, Golf, War Memorial Fitness Center and River Market Funds

The 2002 budget for these funds included debt service for the 1998A Revenue bonds. According to the bond covenants, fees generated for these activities are to be placed directly into a debt service fund and then the 1998A debt service is paid from that fund. The 2003 budget reflects this change thereby reducing expenditures in each fund. Additional expenditure reductions have been made in 2003 Golf and War Memorial Fitness Center Funds to ensure expenditures do not exceed revenues. Even with the debt service reduction in the River Market Fund, service demands for the River Market caused other expenditures to increase.

Concessions Fund

In 2002, the Concessions Fund included all concession activities in the City and a grant-funded summer lunch program. For 2003, revenues and expenditures related to Golf concessions have been placed in the Golf Fund. Additionally, the summer lunch program has been placed in a fund used for grant activities.

In addition to these budget-balancing measures, the budget includes the use of short term financing for General Fund, Street Fund, and Fleet Fund capital outlays in the amounts of \$2,055,784, \$1,076,967, and \$48,440 respectively.

Pay and benefit increases are included in the 2003 budget. Police and Fire personnel covered by labor agreements will receive pay increases of approximately 4%. Other employees will receive a 2% increase at the first of the year. If the Pulaski County use tax appeal is resolved in the City's favor, these employees will receive another 2% increase retroactive to the earlier implementation date.

Budget Policies and the Budget Process

The City Board of Directors has adopted several ordinances which will have a positive impact on future budgets. These include setting standards for monthly and quarterly reporting and establishing a General Fund Restricted Reserve. The requirement is to have \$10,000,000 or 10% of General Fund revenues in the Restricted Reserve on or before December 31, 2005. At the end of 2003, the anticipated restricted reserve will be between \$2,000,000 and \$3,500,000, depending upon the result of the Pulaski County use tax appeal.

In February 2002, the Board adopted 49 financial policies in six areas: Operating Management, Capital Management, Debt Management, Reserves, Cash Management and Investment, and Accounting, Auditing and Financial Reporting.

Outlook

Long-term funding of the operational and capital improvement needs of the City of Little Rock is a key issue that must be addressed in the very near future. Service demands from the community are increasing. The backlog of infrastructure and other capital improvements to be addressed continues to grow larger. The *Vision Little Rock* process has been designed to identify and prioritize service demands, infrastructure improvements, and other capital improvements. The final part of the process will be

gaining citizen approval for funding to implement some or all of the Vision Little Rock recommendations. Without the additional funding, it is unlikely that the City will be able to address a significant number of these identified needs.

I have appreciated your cooperation and support as we worked on the Fiscal Year 2003 Budget. If you have questions or need additional information, please call.

Respectively submitted,

Bruce T. Moore
City Manager

OVERALL CITY GOALS AND OBJECTIVES

In March 2000, the Mayor and Board of Directors initiated a broad-based, community-wide goal setting process called **Vision Little Rock**. This initiative was a follow-up to the FUTURE-Little Rock process held in the early 1990's, which resulted in numerous positive changes in the City of Little Rock. More than 500 citizens volunteered to participate in **Vision Little Rock**, serving on 12 Work Groups and a sixty-member Vision Team, which functioned as the steering committee. The Work Groups and their areas of focus are outlined below:

Cultural & Tourism: Focus on issues related to cultural and historic institutions, conventions, concerts and the development of additional tourism opportunities.

Economic Development: Focus on issues related to economic development activities.

Education, Youth and Senior Strategies: Focus on issues related to education and the well being of youth and seniors.

Environment and Land Use: Focus on the quality of the natural environment and zoning and land use issues.

Governance and Legislative Issues: Evaluation of the current system of local government; its effectiveness and responsiveness, and alternatives including local and state legislative change.

Housing: Focus on the availability and affordability of Housing.

Infrastructure: Focus on the installation and maintenance of streets, drainage, sidewalks, and traffic lights in the City of Little Rock.

Parks & Recreation: Focus on active and passive recreation and leisure activities available in Little Rock.

Public Safety, Crime Prevention and Emergency Response: Focus on police protection, fire protection, crime prevention and emergency services.

Racial & Cultural Diversity: Focus on issues related to race and ethnicity in urban change strategies.

Regionalism: Focus on issues related to regional growth and economy.

Transportation: Focus on all forms of public and private transportation.

Following twenty-two months of work, the Vision Team presented a comprehensive report to the Mayor and Board of Directors, along with goals and strategies to address identified community needs. These goals and strategies were adopted by the Board of Directors on April 2, 2002. The goals and strategies of the ***Vision Little Rock*** process were designed to be a comprehensive ten-year plan and is a follow-up to the FUTURE-Little Rock process held in the 1990's which resulted in numerous positive changes in the City of Little Rock. Implementation of the Vision goals is a major focus for the Mayor and Board of Directors. The 2003 budget represents the second year of the ten year implementation period. During the first two years of implementation no new funding has been available, however, departments have worked to implement all strategies that do not require additional funding.

THE GENERAL GOVERNMENT BUDGET PROCESS

The City's annual budget is the final product of a lengthy, public process. 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 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.

Achievement of program service objectives is monitored by City Management 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 semi-annually in relationship to their performance of their designated services. Non-union employees are compensated under a merit system.

The City's budget process normally requires the majority of the year to complete. The calendar for developing the 2003 budget is as follows:

April-May	City Manager provided general direction and guidance.
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 budget workshops and public hearings. Budget request was revised.
December	Board adopted utility franchise fee rates with no increase, and adopted the final budget.

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 receipts, expenditures and remaining balances are prepared for the Mayor, Board of Directors and City management. The availability of budgeted funds is verified before a purchase order is issued, which then encumbers the budget account.

- The 2003 Budget

The 2003 Basic Budget reflects estimated costs for those programs, which were approved or received funding. Capital items in the amount of \$4,118,691 are being financed over a period of five years.

- Goals

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

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 at 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 2003 Budget includes a 2% salary increase for all full-time staff positions except for the International Association of Fire Firefighters and Fraternal Order Police who are under contract. 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 2003. 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 is 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, WtW, and HOME 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 monitor the income and expenditures of the funds constantly.

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 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, community center operations, and the Head start Program.

Welfare-to-Work Funds – These Federal funds are used to move and retain welfare recipients in employment through a variety of work and training activities. The competitive grant is awarded by the Department of Labor. This grant will terminate March 2003.

CAPITAL

Capital Projects Funds - These are funds 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.

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

Impound Operations 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 and Street Funds that use vehicles.

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
Municipal Judge's Retirement Fund
Non Uniform Defined Contribution Pension Fund
Non Uniform Defined Benefit Pension Fund

All funds except the Judge's Retirement Fund 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. 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

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 provide 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 14.

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

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, 2005. 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 each year for specific art exhibits and events. It plays a significant role in efforts to stabilize and rejuvenate Little Rock's historic central business district.

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

The **Arts and Humanities Promotion Commission** promotes public awareness and interest in the artistic and cultural development of the City.

Ballet Arkansas provides free public performances.

The City agreed to contribute general funds to its **CDBG** programs in an agreement reached with HUD related to land used for the construction of two downtown parking facilities.

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

The **Central Arkansas Library System** provides library facilities and services to the central Arkansas 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.

MacArthur Park Military Museum – is a National Historic Landmark, the birthplace of Gen. Douglas MacArthur. The museum interprets our state's rich military heritage from territorial period to the present with exhibits and outreach programming.

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

New Futures for LR Youth program is a combined effort on the part of the City, the Little Rock School District, the local business community, and private foundations to address the problems and needs of the City's youth, especially those deemed to be at-risk.

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.

Central High Museum is a part of the National Historic Site of Central High School. The museum received one-time support in 1999 for transition to the National Park Service.

Neighborhood Resources Center is a problem solving urban laboratory that facilitates partnerships between local government, businesses, universities, and community residents.

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 and the Water Works 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.

The City agreed to share in the costs of a major extension to its western traffic loop, which serves the area of the City's most rapid growth (**West Loop Extension**).

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 FOR OTHER AGENCIES

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Central Arkansas Transit	1,344,298	1,342,367	2,912,367	3,348,367	\$3,312,367	\$3,682,052	\$4,191,882	\$4,350,211	\$4,818,900	\$4,669,767	\$4,013,309
Arkansas Arts Center	500,000	480,000	480,000	730,000	730,000	730,000	480,000	480,000	480,000	432,000	324,000
Museum of Discovery	291,993	280,313	280,313	305,000	330,000	330,000	410,000	410,000	410,000	369,000	276,750
County Health Department	256,000	131,000	220,000	228,135	238,500	238,500	231,351	238,500	238,500	238,500	190,800
Chamber of Commerce		96,000	196,000	196,000	250,000	250,000	250,000	250,000	250,000	225,000	180,000
Children's Museum								100,000	100,000	90,000	67,500
Metroplan	100,000	110,000	119,118		136,986	136,986	138,200	138,200	175,093	157,694	157,694
Downtown Partnership	80,000	76,800	76,800	76,800	76,800	76,800	76,800	76,800	207,975	187,177	149,742
PAGIS							293,538	352,741	198,555	102,739	82,191
Sister Cities Commission	0	0	50,903	24,000	50,000	115,000	115,000	25,000	25,000	22,500	16,875
Arkansas Symphony Orchestra	50,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	50,000	45,000	67,500
Arkansas Repertory Theatre					65,000	65,000	100,000	100,000	100,000	90,000	67,500
St. Vincent										2,780	2,780
Ballet Arkansas			20,000						50,000	24,620	
County Regional Detention Center					1,150,000	1,150,000	1,150,000	1,150,000	1,227,299	1,172,864	1,172,864
Wildwood Theatre									100,000	90,000	67,500
Little Rock Port Authority					235,000	365,000			500,000	385,000	
Total	2,622,291	2,564,480	4,403,501	4,956,302	\$6,622,653	\$7,187,338	\$7,484,771	\$7,719,452	\$8,931,322	\$8,304,641	\$6,837,005

Capital Improvements

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 and are secured by the full faith and credit of the City.

2003 CAPITAL IMPROVEMENTS

The City capital budget in recent years has been reduced and projects have had to compete for scarce funding. During 2002, City staff again made an extensive evaluation of the capital improvement needs of the City, which could be funded from short term financing.

The list of improvements from the staff evaluation and priority list is summarized below:

Vehicles:

Street Fund (25)		\$1,076,967
General Fund:		
Police (38)	939,000	
Fire (6)	828,000	
Parks & Recreation (11)	203,273	
General Government (5)	<u>85,511</u>	
Total General Fund (60)		2,055,784
Fleet Fund (3)		<u>48,440</u>
Total Vehicles (88)		3,181,191

Equipment:

Print Shop copier		281,000
-------------------	--	---------

Buildings:

Diesel Exhaust Removal Systems		400,000
War Memorial Fitness Center		150,000

Technology:

Workflow Module Software		50,000
Backup firewall and software		<u>56,500</u>

Total		<u>\$4,118,691</u>
-------	--	--------------------

Capital Improvements

CAPITAL BUDGET IMPACT

Certain capital improvements have little or no impact on operating costs. These include building renovations, street or bridge repairs, and drainage projects. The timing of these expenditures is dependent only on the ability of staff to administer the project and the availability of funds. A Capital improvement bond issue would provide funding for major projects of this nature.

OTHER CAPITAL IMPROVEMENTS

	Beginning Balance	Ending Balance
	<u> </u>	<u> </u>
Appropriations by fund for projects to be completed in the next three years are as follows:		
Infrastructure Fund		
University (3 Segments)	\$1,074,971	\$1,131,886
Napa Valley	50,000	495,594
Downtown Signal		28,237
Barrow Signal		250,000
Cantrell and Chenal Signal	108,107	150,001
Fund 215 Contingencies	25,859	25,859
Fund Totals:	<u>1,258,937</u>	<u>2,081,577</u>
1998 Capital Bond Projects Fund		
Mabelvale Pike	863,599	677,626
Local Streets	9,994,470	0
Fair Park/Mabelvale Pike	519,066	413,111
South Loop Phase I	825,309	703,483
Fund 301 Contingencies	113,129	113,129
Fourche Dam Pike Drainage	501,848	485,227
Mabelvale Cutoff Improvement	46,124	0
Riverfront East	644,658	0
Community Parks	435,000	10,981
Fund Totals:	<u>13,943,203</u>	<u>2,403,557</u>
1995 Capital Bond Projects Fund		
Asher Improvement	1,002,395	101
Fund 303 Contingencies	756,582	774,526
Leawood Branch Drainage	269,532	8,323
Street Resurfacing	1,347,669	1
Geyer Springs RR Separation	41,916	13,855
Children's Zoo - 95CIP	1,000,000	7,795
Boyle Park Improvement	500,000	13,669

City of Little Rock, Arkansas

Capital Improvements

Otter Creek Park	902,996	0
Firefighting Improvement	727,450	40,835
Fund Totals:	6,548,540	859,106
1998 Infrastructure Bond Fund		
Fair Park 30 To Asher - 98TIP	1,156,775	0
University -12 to 19th - 98ISTEA	0	559,471
Fund 304 Contingencies	1,254,886	293,669
6th Street RR Underpass - 98INF	1,636,074	0
36th Street Improvement - 98INF	1,250,000	0
Van Buren Street 98INF	380,000	0
Handicap Ramps - 98INF	356,411	21,290
West 31st Street - 98INF	200,000	23,497
S Country Club Drainage - 98INF	96,526	0
Scott Hamilton Sidewalk	34,000	19,353
Cantrell Road Signal	22,760	21,820
Fair Park I-630 to 12th	34,345	0
Lorie/Depriest/Chicot Drainage	694,127	0
3rd & 4th Street Streetscape	538,000	199,900
Resurfacing	500,000	500,000
Geyer Springs RR Overpass	126,951	126,951
Mabelvale Pike	573,995	573,995
Mabelvale Cutoff	1,748,216	2,387,999
Downtown Traffic Signals	374,037	86,410
Asher Avenue	70,000	70,000
Scott Hamilton	500,000	500,000
Fund Totals:	11,547,103	5,384,354
1998 Parks & Recreation Bond Fund		
Presidential Library Site	12,161,116	610,678
Arkansas Farms	345,000	165,387
Safari Terrace Restaurant	400,000	47,374
Hindman Irrigation	125,909	0
Fund Totals:	13,032,025	823,439
Grand Total All Funds	\$46,329,808	\$11,552,033

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. For 2002, the amount of net debt outstanding was \$38,893,210. The legal debt margin allows the City flexibility to issue up to an additional \$431,725,121.

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 \$207.98 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 an Aa₃ rating from Moody's Investor Services.

CITY'S LEGAL DEBT MARGIN

2002 Assessment/Value: (2001 Assessment collected in 2002)	
Commercial & Personal Property	\$2,353,091,662
Debt Limit (20% of assessment)	470,618,332
G.O. Bonds Outstanding @ 12/31/02	48,625,000
Less in Debt Service Fund	9,731,789
Outstanding Bonds, Net of Debt Service	<u>38,893,211</u>
Legal Debt Margin	\$ 431,725,121

The legal debt limit is the maximum issuance of general obligation bonds. The debt limit is determined by twenty percent (20%) of the assessed value of real estate in the Little Rock city limits. For 2002, the legal debt limit is \$470,618,332 based on a total assessment of \$2,353,091,662. This means that the City can issue general obligation bonds only up to the maximum of \$470,618,332. Each year it changes based upon the assessed value of real estate.

SUMMARY OF BOND INDEBTEDNESS
For the month ended December 31, 2002

<u>GENERAL OBLIGATION DEBT</u>	<u>TRUSTEE</u>	<u>ORIGINAL AMOUNT</u>	<u>MATURITY DATE</u>	<u>INTEREST RATE</u>	<u>PRINCIPAL BALANCE AT 12/31/01</u>	<u>BONDS ISSUED</u>	<u>PRINCIPAL PAID IN 2002</u>	<u>BONDS RETIRED 2002</u>	<u>PRINCIPAL BALANCE AT 12/31/02</u>	<u>INTEREST PAID IN 2002</u>
									-	
2001 Limited Tax General C	Bank of New York	\$20,635,000	4/1/2002	3.50%-4.375%	\$20,635,000		\$5,195,000	\$1,025,000	\$14,415,000	656,748.75
1998A Street & Drainage Bc	Metropolitan Bank	19,000,000	10/1/2019	3.95%-5.00%	17,745,000		665,000		17,080,000	829,322.50
1999 Library Refunding Bon	Metropolitan Bank	9,175,000	3/1/2011	4.20%-4.95%	4,500,000		500,000	0	4,000,000	198,335.00
2002 Library Improvement E	Metropolitan Bank	9,500,000			0	9,500,000	0	0	9,500,000	193,210.00
2002 Junior Lien Revenue Bonds		3,630,000	10/1/2018	3.50%-4.65%	0	3,630,000	0	0	3,630,000	
REVENUE BONDS										
1993 Waste Disposal Rever	Bank of New York	17,450,000	5/1/2013	4.80%-5.40%	12,780,000		795,000	11,985,000	0	336,857.50
1995 Waste Disposal Rever	Bank of New York	11,900,000	5/1/2016	4.75%-5.80%	9,930,000		450,000	9,480,000	0	275,650.00
1997 Capital Improvement F	Metropolitan Bank	2,530,000	11/1/2017	7.00%	2,260,000		80,000	0	2,180,000	158,200.00
1998A Parks and Recreation	Metropolitan Bank	16,405,000	1/1/2023	5.70%-5.80%	16,045,000		385,000	0	15,660,000	909,112.50
2002 Waste Disposal Rever	Metropolitan Bank	27,330,000	5/1/2016		0	27,330,000	0	0	27,330,000	189,595.82
TEMPORARY NOTE										
1st 2002 Temporary Note	Metropolitan Nationa	1,270,000	12/1/2006	3.08%	0	1,270,000	244,906		1,025,094	31,399.97
2nd 2002 Temporary Note	Bank of America	4,370,000	9/25/2007	3.85%	0	4,370,000	0	0	4,370,000	-
Grand Total		\$143,195,000			\$83,895,000	\$46,100,000	\$8,314,906	\$22,490,000	\$99,190,094	3,778,432.04

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, 2002 is \$48,625,000. Current revenue bond level is \$45,170,000. Short-term debt level is \$5,395,094 for an overall current debt level of \$99,190,094.

Even though by law the City can raise the general obligation debt level to over \$470 million, 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. 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. In the City of Little Rock's case, the millage required to fund over \$470 million in debt is around 15.

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

BUDGET SUMMARIES

The following schedules summarize the operating budget results of the City's funds and entities for the years 2001 through 2003. The summaries are organized by fund type in a manner that is consistent with the fund organization in the City's audited Comprehensive Annual Financial Report.

The first summary is a recap of all of the 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 2001 - 2003**

	GENERAL FUNDS	SPECIAL REVENUES	CAPITAL PROJECTS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS	DEBT SERVICE FUNDS
2001							
BEGINNING FUND BALANCES	\$5,263,907	\$12,441,773	\$25,621,804	\$3,282,640	\$8,338,058	\$196,057,115	\$1,935,525
ENDING FUND BALANCES	14,841,631	14,670,457	13,561,481	7,193,062	7,877,478	178,764,946	9,400,158
2002							
BEGINNING FUND BALANCES	14,841,631	9,226,403	13,561,481	9,121,651	7,877,478	180,630,979	9,400,158
ENDING FUND BALANCES	13,910,252	9,920,812	19,301,517	12,652,994	5,706,250	162,833,470	11,635,572
2003							
BEGINNING FUND BALANCES	13,910,252	6,637,851	19,301,517	10,108,989	5,706,250	161,125,073	11,635,572
ENDING FUND BALANCES	\$13,920,226	\$9,902,566	\$15,212,550	\$12,386,492	\$5,706,250	\$161,125,072	\$11,635,571

**GENERAL GOVERNMENT SUMMARY
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>GENERAL FUND -</u>			
REVENUES:	\$106,431,403	\$109,904,096	\$102,628,800
EXPENDITURES:	109,125,229	110,835,475	102,618,826
REVENUES OVER (UNDER) EXPENDITURES	(2,693,826)	(931,379)	9,974
BEGINNING FUND BALANCE	5,263,907	14,841,631	13,910,252
CUMULATIVE EFFECT OF CHANGE IN ACCOUNTING PRINCIPLE	12,271,550		
ENDING FUND BALANCE	<u>\$14,841,631</u>	<u>\$13,910,252</u>	<u>\$13,920,226</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 General Government operating budget consists of: The City's General Fund; and user charges from the Fleet Internal Service Fund. 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
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>STREET -</u>			
REVENUES:	\$24,236,772	\$15,647,249	\$13,334,844
EXPENDITURES:	29,066,628	17,808,342	13,353,090
REVENUES OVER (UNDER) EXPENDITURES	(4,829,856)	(2,161,093)	(18,246)
BEGINNING FUND BALANCE	9,569,106	5,444,054	3,282,961
CUMULATIVE EFFECT OF CHANGE IN ACCOUNTING PRINCIPLE	704,804		
ENDING FUND BALANCE	<u>\$5,444,054</u>	<u>\$3,282,961</u>	<u>\$3,264,715</u>
<u>SPECIAL PROJECTS 210 -</u>			
REVENUES:	\$11,221,491	\$1,421,273	
EXPENDITURES:	14,636,457	4,421,605	
REVENUES OVER (UNDER) EXPENDITURES	(3,414,966)	(3,000,332)	
BEGINNING FUND BALANCE	7,779,757	4,364,791	1,364,459
ENDING FUND BALANCE	<u>\$4,364,791</u>	<u>\$1,364,459</u>	<u>\$1,364,459</u>
<u>ECONOMIC DEVELOPMENT -</u>			
REVENUES:	\$633,208		
EXPENDITURES:	1,166,941	17,530	
REVENUES OVER (UNDER) EXPENDITURES	(533,733)	(17,530)	
BEGINNING FUND BALANCE	664,242	130,509	112,979
ENDING FUND BALANCE	<u>\$130,509</u>	<u>\$112,979</u>	<u>\$112,979</u>

**SPECIAL REVENUE FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>INFRASTRUCTURE -</u>			
REVENUES:	\$191,621	\$98,495	
EXPENDITURES:	293,795	238,439	
REVENUES OVER (UNDER) EXPENDITURES	(102,174)	(139,944)	
BEGINNING FUND BALANCE	2,316,468	2,214,294	2,074,350
ENDING FUND BALANCE	<u>\$2,214,294</u>	<u>\$2,074,350</u>	<u>\$2,074,350</u>
<u>EMERGENCY 911 -</u>			
REVENUES:	\$1,835,066	\$1,770,409	
EXPENDITURES:	1,555,058	1,408,125	
REVENUES OVER (UNDER) EXPENDITURES	280,008	362,284	
BEGINNING FUND BALANCE	672,493	952,501	1,314,785
ENDING FUND BALANCE	<u>\$952,501</u>	<u>\$1,314,785</u>	<u>\$1,314,785</u>
<u>GRANTS -</u>			
REVENUES:	\$7,104,024	\$4,792,419	
EXPENDITURES:	6,733,554	4,792,420	
REVENUES OVER (UNDER) EXPENDITURES	370,470		
BEGINNING FUND BALANCE	20,541	391,011	391,011
ENDING FUND BALANCE	<u>\$391,011</u>	<u>\$391,011</u>	<u>\$391,011</u>

**SPECIAL REVENUE FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>REVENUE SHARING -</u>			
REVENUES:	\$2,863		
EXPENDITURES:	142,065		
REVENUES OVER (UNDER) EXPENDITURES	(139,202)		
BEGINNING FUND BALANCE	139,202		
ENDING FUND BALANCE	\$0	\$0	\$0
<u>CDBG/HIPP/NHSP -</u>			
REVENUES:	\$4,877,161	\$6,097,757	
EXPENDITURES:	4,533,599	5,890,786	
REVENUES OVER (UNDER) EXPENDITURES	343,562	206,971	
BEGINNING FUND BALANCE	829,735	1,173,297	1,380,267
ENDING FUND BALANCE	\$1,173,297	\$1,380,267	\$1,380,267
<u>WIA -</u>			
REVENUES:	\$1,728,679	\$566,319	
EXPENDITURES:	1,730,142	566,319	
REVENUES OVER (UNDER) EXPENDITURES	(1,463)		
BEGINNING FUND BALANCE	1,463		
ENDING FUND BALANCE	\$0	\$0	\$0

**SPECIAL REVENUE FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>FORMULA WELFARE TO WORK -</u>			
REVENUES:	\$473,785	\$272,004	
EXPENDITURES:	398,442	272,004	
REVENUES OVER (UNDER) EXPENDITURES	75,343		
BEGINNING FUND BALANCE	(75,343)		
ENDING FUND BALANCE	\$0	\$0	\$0
<u>WELFARE to WORK -</u>			
REVENUES:	\$2,311,662	\$1,125,321	
EXPENDITURES:	2,404,878	1,125,321	
REVENUES OVER (UNDER) EXPENDITURES	(93,215)	0	0
BEGINNING FUND BALANCE	93,215	0	0
ENDING FUND BALANCE	\$0	\$0	\$0
TOTAL BEGINNING FUND BALANCE	\$12,441,773	\$9,226,403	\$6,637,851
TOTAL ENDING BALANCE BALANCE	\$14,670,457	\$9,920,812	\$9,902,566

**CAPITAL FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>1988 CAPITAL IMPROVEMENTS -</u>			
REVENUES:	\$61,165	\$75,569	
EXPENDITURES:	54,155	310,199	
REVENUES OVER (UNDER) EXPENDITURES	7,010	(234,630)	
BEGINNING FUND BALANCE	2,637,064	2,644,074	2,409,444
ENDING FUND BALANCE	<u>\$2,644,074</u>	<u>\$2,409,444</u>	<u>\$2,409,444</u>
<u>1998 CAPITAL IMPROVEMENTS - PARKS -</u>			
REVENUES:	\$195,495	\$25,295	\$826
EXPENDITURES:	3,632,228	284,822	
REVENUES OVER (UNDER) EXPENDITURES	(3,436,733)	(259,527)	826
BEGINNING FUND BALANCE	4,557,375	1,120,642	861,115
ENDING FUND BALANCE	<u>\$1,120,642</u>	<u>\$861,115</u>	<u>\$861,941</u>
<u>1995 CAPITAL IMPROVEMENTS -</u>			
REVENUES:	\$155,902	\$60,813	
EXPENDITURES:	1,285,134	220,143	
REVENUES OVER (UNDER) EXPENDITURES	(1,129,232)	(159,330)	
BEGINNING FUND BALANCE	2,147,263	1,018,031	858,701
ENDING FUND BALANCE	<u>\$1,018,031</u>	<u>\$858,701</u>	<u>\$858,701</u>

**CAPITAL FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>1998 CAPITAL IMPROVEMENTS -</u>			
REVENUES:	\$373,089	\$117,471	\$2,341
EXPENDITURES:	2,421,126	3,570,263	
REVENUES OVER (UNDER) EXPENDITURES	(2,048,037)	(3,452,792)	2,341
BEGINNING FUND BALANCE	10,890,034	8,841,997	5,389,206
ENDING FUND BALANCE	<u>\$8,841,997</u>	<u>\$5,389,206</u>	<u>\$5,391,547</u>
<u>1999 CAPITAL IMPROVEMENTS -</u>			
REVENUES:	\$129,720	\$9,547,671	\$26,557
EXPENDITURES:	4,997,112	1,574,138	
REVENUES OVER (UNDER) EXPENDITURES	(4,867,392)	7,973,533	26,557
BEGINNING FUND BALANCE	5,390,068	522,676	8,496,210
ENDING FUND BALANCE	<u>\$522,676</u>	<u>\$8,496,210</u>	<u>\$8,522,767</u>
<u>CAPITAL FUNDING (2001 - 2003) -</u>			
REVENUES:		\$5,642,064	
EXPENDITURES:	585,939	4,873,201	4,118,691
REVENUES OVER (UNDER) EXPENDITURES	(585,939)	768,863	(4,118,691)
BEGINNING FUND BALANCE		(585,939)	182,924
ENDING FUND BALANCE	<u>(\$585,939)</u>	<u>\$182,924</u>	<u>(\$3,935,767)</u>

**CAPITAL FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>JUNIOR LIEN -</u>			
REVENUES:		\$3,663,453	
EXPENDITURES:		2,559,537	
REVENUES OVER (UNDER) EXPENDITURES		1,103,916	
BEGINNING FUND BALANCE			1,103,917
ENDING FUND BALANCE	\$0	\$1,103,917	\$1,103,917
TOTAL CAPITAL BEGINNING BALANCE	\$25,621,804	\$13,561,481	\$19,301,517
TOTAL CAPITAL ENDING BALANCE	\$13,561,481	\$19,301,517	\$15,212,550

**ENTERPRISE FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>SECOND & MAIN STREET PROJECT -</u>			
REVENUES:	\$655,280	\$608,658	
EXPENDITURES:	695,577	404,322	
INCOME (LOSS) BEFORE OPERATING TRANSFERS	(40,297)	204,336	
BEGINNING RETAINED BALANCE	176,332	136,035	340,371
ENDING RETAINED BALANCE	<u>\$136,035</u>	<u>\$340,371</u>	<u>\$340,371</u>
<u>WASTE DISPOSAL -</u>			
REVENUES:	\$12,468,446	\$18,871,841	\$13,354,173
EXPENDITURES:	11,973,439	17,779,732	14,003,435
REVENUES OVER (UNDER) EXPENDITURES	495,007	1,092,109	(649,262)
RETAINED EARNINGS (DEFICIT, BEGINNING OF YEAR	2,750,246	4,155,730	5,247,839
CUMULATIVE EFFECT OF CHANGE IN ACCOUNTING PRINCIPLE	910,477		
ENDING RETAINED EARNINGS	<u>\$4,155,730</u>	<u>\$5,247,839</u>	<u>\$4,598,577</u>
<u>RIVER MARKET -</u>			
REVENUES:	\$701,012	\$695,320	\$712,510
EXPENDITURES:	899,180	815,040	711,331
REVENUES OVER (UNDER) NET INCOME (LOSS)	(198,168)	(119,720)	1,179
RETAINED EARNINGS (DEFICIT) BEGINNING OF YEAR	<u>(331,013)</u>	<u>(529,181)</u>	<u>(648,901)</u>

**ENTERPRISE FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
ENDING RETAINED EARNINGS	<u>(\$529,181)</u>	<u>(\$648,901)</u>	<u>(\$647,722)</u>

**ENTERPRISE FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>CONCESSIONS -</u>			
REVENUES:	(\$277,290)	\$502,000	\$110,323
EXPENDITURES:	(211,602)	500,717	107,034
REVENUES OVER (UNDER) EXPENDITURES	(65,688)	1,283	3,289
RETAINED EARNINGS (DEFICIT, BEGINNING OF YEAR	(155,917)		1,283
ENDING FUND BALANCE	(\$221,605)	\$1,283	\$4,572
<u>RIVER MARKET GARAGE -</u>			
REVENUES:		(\$52,216)	
EXPENDITURES:			
REVENUES OVER (UNDER) NET INCOME (LOSS)		(52,216)	
RETAINED EARNINGS (DEFICIT) BEGINNING OF YEAR			
ENDING RETAINED EARNINGS		(\$52,216)	

**ENTERPRISE FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>RECREATION SERVICES -</u>			
REVENUES:	\$7,216,221		
EXPENDITURES:	7,967,969	(14,488)	
REVENUES OVER (UNDER) EXPENDITURES	(751,748)	14,488	
RETAINED EARNINGS (DEFICIT, BEGINNING OF YEAR	(4,663,789)	2,730,269 *	2,744,757
ENDING FUND BALANCE	<u>(\$5,415,537)</u>	<u>\$2,744,757</u>	<u>\$2,744,757</u>

* Beginning in FY01, separate funds were established for Zoo, Golf, War Memorial Fitness Center Concessions. For FY98 - FY00, the Recreation Services Fund was used to account for these operations. The Recreation Services Fund retained earnings were allocated among the Zoo, Golf, War Memorial Fitness Center and Concessions Funds as of December 31, 2002.

ZOO -

REVENUES:	(\$72,676)	\$3,012,559	\$3,119,794
EXPENDITURES:	(39,715)	3,045,728	3,119,794
REVENUES OVER (UNDER) NET INCOME (LOSS)	(32,961)	(33,169)	
RETAINED EARNINGS (DEFICIT) BEGINNING OF YEAR	2,630,101	2,628,798	2,595,629
ENDING RETAINED EARNINGS	<u>\$2,597,140</u>	<u>\$2,595,629</u>	<u>\$2,595,629</u>

**ENTERPRISE FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>GOLF -</u>			
REVENUES:	(\$43,567)	\$1,812,317	\$1,914,515
EXPENDITURES:	60,094	1,811,725	1,761,306
REVENUES OVER (UNDER) EXPENDITURES	(103,661)	592	153,209
RETAINED EARNINGS (DEFICIT, BEGINNING OF YEAR	1,079,658		592
ENDING FUND BALANCE	\$975,997	\$592	\$153,801
<u>WAR MEMORIAL FITNESS CENTER -</u>			
REVENUES:	\$134,946	\$893,102	\$783,936
EXPENDITURES:	10,622	1,021,281	783,936
REVENUES OVER (UNDER) NET INCOME (LOSS)	124,324	(128,179)	
RETAINED EARNINGS (DEFICIT) BEGINNING OF YEAR	1,797,022		(128,179)
ENDING RETAINED EARNINGS	\$1,921,346	(\$128,179)	(\$128,179)

**ENTERPRISE FUNDS
OPERATING BUDGET
2001 - 2003**

	<u>ACTUAL 2001</u>	<u>MODIFIED BUDGET 2002</u>	<u>ADOPTED BUDGET 2003</u>
<u>IMPOUND OPERATIONS -</u>			
REVENUES:		\$1,205,352	\$1,335,862
EXPENDITURES:		1,249,754	1,316,204
REVENUES OVER (UNDER) EXPENDITURES		(44,402)	19,658
RETAINED EARNINGS (DEFICIT) BEGINNING OF YEAR			(44,402)
ENDING RETAINED EARNINGS	\$0	(\$44,402)	(\$24,744)
TOTAL BEGINNING RETAINED EARNING	\$3,282,640	\$9,121,651	\$10,108,989
TOTAL ENDING RETAINED EARNING	\$7,193,062	\$12,652,994	\$12,386,492

**FLEET INTERNAL SERVICE FUND
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>FLEET INTERNAL SERVICE -</u>			
REVENUES:	\$8,721,409	\$6,301,895	\$6,566,854
EXPENDITURES:	9,181,989	8,473,123	6,566,854
REVENUES OVER (UNDER) EXPENDITURES	(460,580)	(2,171,228)	0
RETAINED EARNINGS (DEFICIT) BEGINNING OF YEAR	8,338,058	7,877,478	5,706,250
ENDING FUND BALANCE	\$7,877,478	\$5,706,250	\$5,706,250

**FIDUCIARY FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>POLICE PENSION & RELIEF FUND -</u>			
ADDITIONS:	(\$4,380,510)	(\$853,885)	
DEDUCTIONS:	5,093,718	5,877,006	
NET INCREASE (DECREASE)	(9,474,228)	(6,730,891)	
NET ASSETS HELD IN TRUST, BEGINNING	70,679,848	61,205,620	54,474,729
NET ASSETS HELD IN TRUST, ENDING	<u>\$61,205,620</u>	<u>\$54,474,729</u>	<u>\$54,474,729</u>
<u>FIRE PENSION & RELIEF FUND -</u>			
ADDITIONS:	\$761,805	(\$638,529)	
DEDUCTIONS:	5,003,852	5,484,571	
NET INCREASE (DECREASE)	(4,242,047)	(6,123,100)	
NET ASSETS HELD IN TRUST, BEGINNING	88,115,386	83,873,338	77,750,238
NET ASSETS HELD IN TRUST, ENDING	<u>\$83,873,339</u>	<u>\$77,750,238</u>	<u>\$77,750,238</u>
<u>MUNICIPAL JUDGET RETIREMENT FUND -</u>			
ADDITIONS:	\$26,602	\$48,416	
DEDUCTIONS:	76,113	75,966	
NET INCREASE (DECREASE)	(49,511)	(27,550)	
NET ASSETS HELD IN TRUST, BEGINNING	704,077	654,566	627,015
NET ASSETS HELD IN TRUST, ENDING	<u>\$654,566</u>	<u>\$627,015</u>	<u>\$627,015</u>

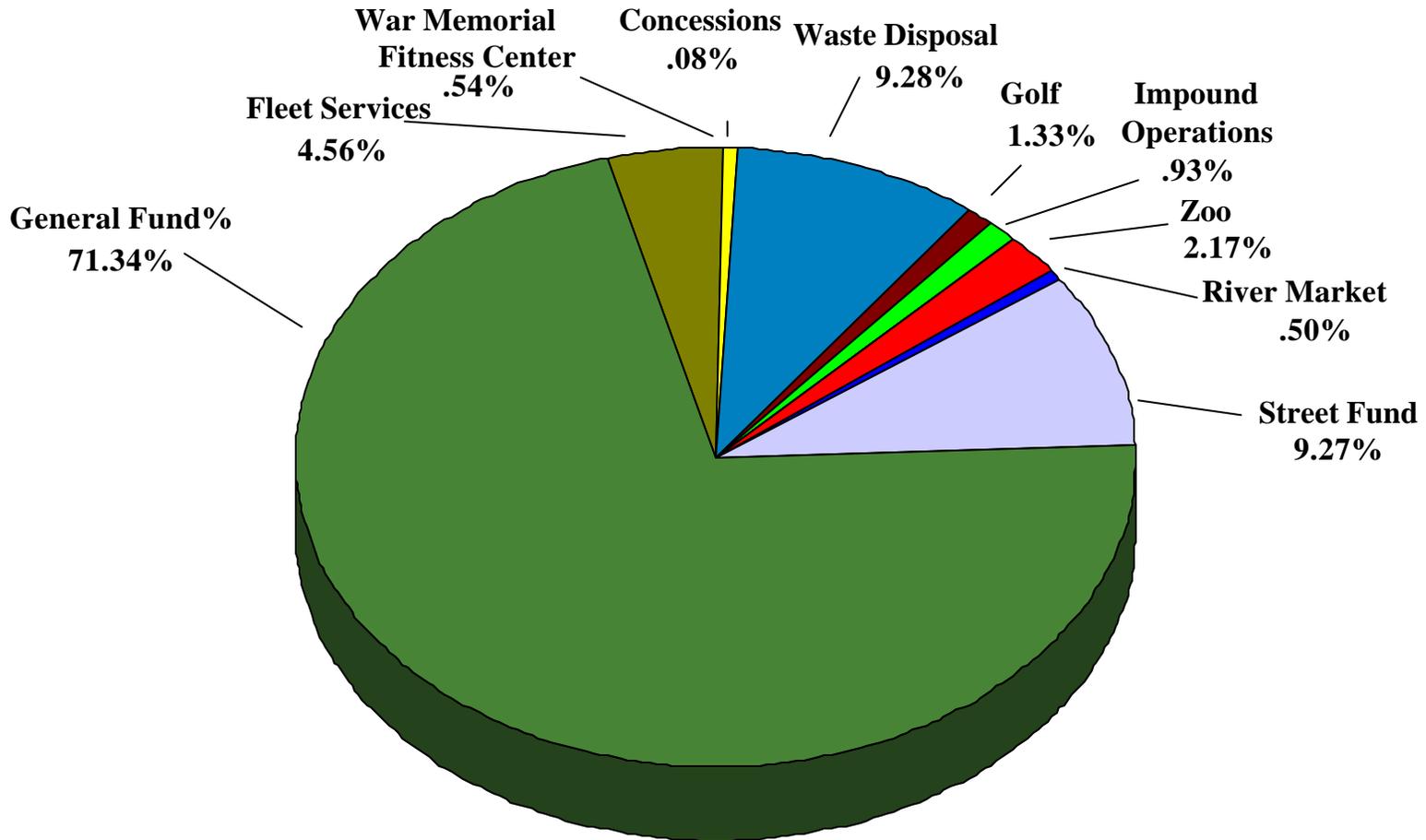
**FIDUCIARY FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>NON-UNIFORM DEFINED BENEFIT FUND</u>			
ADDITIONS:	(\$81,627)	(\$779,430)	
DEDUCTIONS:	1,262,848	1,231,386	
NET INCREASE (DECREASE)	(1,344,475)	(2,010,816)	
NET ASSETS HELD IN TRUST, BEGINNING	10,773,215	9,428,740	7,417,923
NET ASSETS HELD IN TRUST, ENDING	<u>\$9,428,740</u>	<u>\$7,417,923</u>	<u>\$7,417,923</u>
<u>NON-UNIFORM DEFINED CONTRIBUTION</u>			
ADDITIONS:	(\$135,666)	(\$1,683,537)	
DEDUCTIONS:	2,046,241	1,063,975	
NET INCREASE (DECREASE)	(2,181,907)	(2,747,512)	
NET ASSETS HELD IN TRUST, BEGINNING	25,784,589	23,602,681	20,855,168
NET ASSETS HELD IN TRUST, ENDING	<u>\$23,602,681</u>	<u>\$20,855,168</u>	<u>\$20,855,167</u>
<u>401 (A) PENSION FUND -</u>			
ADDITIONS:		(\$120,844)	
DEDUCTIONS:		36,792	
NET INCREASE (DECREASE)		(157,636)	
NET ASSETS HELD IN TRUST, BEGINNING		1,866,034	
NET ASSETS HELD IN TRUST, ENDING		<u>\$1,708,397</u>	
TOTAL NET ASSETS BEGINNING	<u>\$196,057,115</u>	<u>\$180,630,979</u>	<u>\$161,125,073</u>
TOTAL NET ASSETS ENDING	<u>\$178,764,946</u>	<u>\$162,833,470</u>	<u>\$161,125,072</u>

**DEBT SERVICE FUNDS
OPERATING BUDGET
2001 - 2003**

	ACTUAL 2001	MODIFIED BUDGET 2002	ADOPTED BUDGET 2003
<u>1999 IMPROVEMENT BONDS FUND (LIBRARY)</u>			
REVENUE:	\$2,255,171	\$2,404,447	
EXPENDITURES:	1,726,545	953,249	
NET INCREASE (DECREASE)	528,626	1,451,198	
BEGINNING FUND BALANCE	341,417	870,042	2,321,239
ENDING FUND BALANCE	<u>\$870,042</u>	<u>\$2,321,239</u>	<u>\$2,321,238</u>
<u>2001 REFUNDING BOND ISSUE FUND</u>			
REVENUES:	\$7,759,625	\$7,630,956	
EXPENDITURES:	767,640	6,881,640	
NET INCREASE (DECREASE)	6,991,985	749,316	
BEGINNING FUND BALANCE		6,991,985	7,741,300
ENDING FUND BALANCE	<u>\$6,991,985</u>	<u>\$7,741,300</u>	<u>\$7,741,300</u>
<u>1998 INFRASTRUCTURE DEBT SERVICE</u>			
REVENUE:	\$1,441,228	\$1,531,357	
EXPENDITURES:	1,497,205	1,496,455	
NET INCREASE (DECREASE)	(55,977)	34,902	
BEGINNING FUND BALANCE	1,594,108	1,538,131	1,573,033
ENDING FUND BALANCE	<u>\$1,538,131</u>	<u>\$1,573,033</u>	<u>\$1,573,033</u>
TOTAL BEGINNING FUND BALANCE	<u>\$1,935,525</u>	<u>\$9,400,158</u>	<u>\$11,635,572</u>
TOTAL ENDING FUND BALANCE	<u>\$9,400,158</u>	<u>\$11,635,572</u>	<u>\$11,635,571</u>

CITY OF LITTLE ROCK 2003 BUDGET SUMMARY ALL FUNDS RESOURCES



\$143,861,611

**CITY OF LITTLE ROCK
2003 OPERATING REVENUE**

REVENUES:	2001 ACTUAL	2002 ADOPTED	2003 ADOPTED	02/03 DIFF	% CHANGE
Property Taxes	\$11,266,258	\$11,376,108	\$11,827,691	\$451,583	4%
Sales Tax	53,659,919	54,471,449	51,934,726	-2,536,723	-5%
Interest Earnings	1,052,687	1,069,500	678,452	-391,048	-37%
Utility Franchises	21,219,824	22,688,090	20,083,127	-2,604,963	-11%
Business Licenses	3,261,653	4,697,929	5,181,206	483,277	10%
Mixed Drinks	899,954	915,670	1,071,348	155,678	17%
Building, Related Permits	1,330,050	1,626,185	1,600,000	-26,185	-2%
Fines	3,005,887	3,708,271	3,500,688	-207,583	-6%
Park Revenue	435,527	560,660	460,507	-100,153	-18%
Airport Reimbursement	1,907,981	2,045,398	1,805,507	-239,891	-12%
Salary Reimbursement 911	949,494	968,396	1,007,132	38,736	4%
Insurance Pension Turnback	1,004,583	1,014,629	1,064,509	49,880	5%
All Other	2,719,501	1,721,098	1,321,790	-399,308	-23%
Transfers In	2,885,377	1,545,399	1,092,117	-453,282	-29%
Total General Fund	105,598,695	108,408,782	102,628,800	-5,779,982	-5%
Other Budgeted Funds					
Zoo	2,820,928	3,242,467	3,119,794	-122,673	-4%
Golf	2,777,117 *	2,347,854	1,914,515	-433,339	-18%
War Memorial Fitness Center	716,060	893,102	783,936	-109,166	-12%
Concessions	375,993	574,348	110,323	-464,025	-81%
River Market	698,462	757,799	712,510	-45,289	-6%
Waste Disposal	12,406,727	13,493,394	13,354,173	-139,221	-1%
Animal Services	160,511				
Impound Operations		1,368,000	1,335,862	-32,138	-2%
Street	12,996,902	13,476,672	13,334,844	-141,828	-1%
Fleet Services	9,151,445	6,303,247	6,566,854	263,607	4%
Special Projects:					
Other General Fund Expenditures	3,015,072				
FUTURE - Little Rock Special Projects	7,530,956				
Outside Agencies	4,552,331				
General Fund Special Projects		6,502,185		-6,502,185	
Special Projects Fund (carry forward fund balance)		7,108,141		-7,108,141	
Total Other Budgeted Funds	57,202,504	56,067,209	41,232,811	-14,834,398	-26%
Total All Budgeted Funds	\$162,801,199	\$164,475,991	\$143,861,611	-\$20,614,381	-13%

*Interest income, transfers and sundries revenue for War Memorial Fitness Center and Concessions are included in the Golf Fund. These funds were combined in FY01.

**CITY OF LITTLE ROCK
2003 OPERATING REVENUE**

	2001 ACTUAL BUDGET	2002 ADOPTED BUDGET	2003 ADOPTED BUDGET
GENERAL FUND			
Property Taxes	\$ 10,197,102	\$ 10,390,160	\$ 10,808,640
Homestead Taxes	932,899	846,339	891,756
Act 9 Industry Payment	136,258	139,609	127,295
Total Property Taxes	\$ 11,266,258	\$ 11,376,108	\$ 11,827,691
County Sales & Use Tax	\$ 31,257,725	\$ 31,729,196	\$ 29,053,337
City Sales Tax	\$ 19,247,644	\$ 19,510,248	\$ 19,777,252
State Tax Turnback	\$ 3,154,550	\$ 3,232,005	\$ 3,104,136
Interest Income	\$ 1,052,687	\$ 972,000	\$ 613,738
Interest On Bank		97,500	64,714
Total Interest Income	\$ 1,052,687	\$ 1,069,500	\$ 678,452
UTILITY FRANCHISE -			
Entergy	\$ 10,432,983	\$ 10,772,685	\$ 8,971,733
S W Bell	2,430,817	2,382,201	2,101,683
Long Dist. Franchise Fees	1,592,553	1,634,347	1,094,559
Centerpoint/Ark	3,358,459	3,190,536	3,039,775
Central Ark Water	1,347,766	1,389,412	1,169,538
LR Waste Water		1,025,000	1,479,132
Fiber Optics	583,276	731,500	435,823
Cable TV	1,473,971	1,562,409	1,790,884
Total Utility Franchises	\$ 21,219,824	\$ 22,688,090	\$ 20,083,127
BUSINESS LICENSES -			
General Business Licenses	\$ 3,240,418	\$ 4,675,822	\$ 5,155,110
Taxi Permits	500	500	
Wrecker Franchise	20,735	21,607	26,096
Total Business Licenses	\$ 3,261,653	\$ 4,697,929	\$ 5,181,206
Mixed Drinks Licenses	\$ 899,954	\$ 915,670	\$ 1,071,348
BLDG. & RELATED PERMITS -			
Building & Excavation Permits	\$ 736,986	\$ 871,094	\$ 854,995
Electrical Permits	239,715	285,670	285,183
HVAC Permits	159,505	225,561	193,767
Plumbing Permits	193,844	243,860	266,055
Total Building & Related Permits	\$ 1,330,050	\$ 1,626,185	\$ 1,600,000

**CITY OF LITTLE ROCK
2003 OPERATING REVENUE**

	2001 ACTUAL BUDGET	2002 ADOPTED BUDGET	2003 ADOPTED BUDGET
FINES			
Fines - Criminal	\$ 653,800	\$ 679,734	\$ 641,897
Fines - Traffic	1,814,370	1,956,810	2,043,076
Fines - Car seat			11,930
Fines - Parking	425,416	959,983	462,629
Fines - Environmental	38,185	39,651	65,850
Fines - Animal Control	74,117	72,093	275,306
Total Fines	\$ 3,005,887	\$ 3,708,271	\$ 3,500,688
Airport - Security Guards	\$ 786,854	\$ 852,012	\$ 900,001
Airport - Fire Protection	1,121,127	1,193,386	905,506
Total Airport Reimbursement	\$ 1,907,981	\$ 2,045,398	\$ 1,805,507
PARK REVENUE -			
Tennis Fees - Rebsamen & Walker	\$ 67,828	\$ 66,862	\$ 60,685
University Park Adult Center	48,843	75,600	51,990
SWLR Community Complex	79,209	98,100	76,284
Athletics Fees	167,309	206,275	169,728
Community Center & Miscellaneous Fees	66,118	102,087	80,890
Amusement Park	3,600	3,704	3,333
Swimming Pools	2,621	8,032	17,597
All Other			
Total Park Revenue	\$ 435,527	\$ 560,660	\$ 460,507
ALL OTHER GENERAL FUND			
Tower Lease	\$ 217,197	\$ 230,474	\$ 193,127
School Resources Officer Reimbursement	530,693	342,735	265,217
Insurance Turnback	1,004,583	1,014,629	1,064,509
Salary Reimbursement 911-Fund 250	949,494	968,396	1,007,132
Sundries	91,586		100,631
All Other	1,082,325	1,165,288	762,816
Transfers	3,683,075	1,528,000	1,092,117
Total All Other	\$ 7,558,954	\$ 5,249,522	\$ 4,485,549
TOTAL GENERAL FUND	\$ 105,598,695	\$ 108,408,782	\$ 102,628,800
ZOO ENTERPRISE FUND			
Zoo Café	\$ 173,649	\$ 194,000	\$ 200,000
Zoo Administration	673,623	852,350	475,161
Gift Shop	230,174	270,000	283,000
Education	30,052	45,000	45,000
Zoo Special	272,660	280,000	280,000
Membership	90,028	105,050	150,000
Miscellaneous	27,149	36,000	36,000
Zoo Camel	9,140	9,000	12,000
Zoo Rent	2,605	10,000	10,000
Outside Support	16,794	230,434	350,000
Transfers	1,295,055	1,210,633	1,278,633
TOTAL ZOO ENTERPRISE FUND	\$ 2,820,928	\$ 3,242,467	\$ 3,119,794

**CITY OF LITTLE ROCK
2003 OPERATING REVENUE**

	2001 ACTUAL BUDGET	2002 ADOPTED BUDGET	2003 ADOPTED BUDGET
GOLF ENTERPRISE FUND			
Golf Fees - Rebsamen	\$ 768,873	\$ 951,417	\$ 644,107
Golf Fees - War Memorial	383,344	425,800	210,675
Golf Fees - Hindman	319,495	420,100	200,859
Parking	70,860	15,000	148,000
Concessions - Rebsamen			80,000
Interest	66,831		17,102
Sundries	28,369		
Transfers	<u>1,139,345</u>	<u>535,537</u>	<u>613,772</u>
TOTAL GOLF ENTERPRISE FUND	\$ 2,777,117	\$ 2,347,854	\$ 1,914,515
WAR MEMORIAL FITNESS CENTER ENTERPRISE FUND			
Monthly Membership	\$ 414,311	\$ 425,000	\$ 242,747
Daily Fees	92,557	85,000	103,582
Annual Fees	54,575	26,000	67,289
Special Fees	17,339	15,000	21,474
Corporate Fees	119,213	120,000	135,041
Special Events	31		
Outdoor Pool	18,035	25,000	26,023
Sundries			44,678
Transfers	<u> </u>	* <u>143,102</u>	<u>143,102</u>
TOTAL WM FITNESS CENTER ENTERPRISE FUND	\$ 716,060	\$ 839,102	\$ 783,936
CONCESSIONS ENTERPRISE FUND			
Rebsamen Golf Course	\$ 50,647	\$ 125,000	\$ 3,000
Hindman Golf Course	29,321	25,000	
War Memorial Golf Course	4,777	25,000	
Interstate Park Softball Complex	19,602	32,000	21,000
Catering	51,343	48,000	47,000
Vending	20,539	40,000	37,000
Rebsamen Tennis Center	2,077	4,000	
Summer Playground Program	195,191	200,000	
Sale Of Merchandise	2,496	3,000	
Interest Income		*	2,323
Transfers	<u> </u>	* <u>72,348</u>	<u> </u>
TOTAL CONCESSIONS ENTERPRISE FUND	\$ 375,993	\$ 574,348	\$ 110,323

**CITY OF LITTLE ROCK
2003 OPERATING REVENUE**

	2001 ACTUAL BUDGET	2002 ADOPTED BUDGET	2003 ADOPTED BUDGET
RIVER MARKET ENTERPRISE FUND			
Amphitheater	\$ 107,596	\$ 160,340	\$ 150,000
Rental Fees	198,001	244,372	120,960
Riverfront Access			84,000
Parking Fees	20,418	19,800	6,105
Fees For Services	67,162	56,000	55,416
Sundries	12,998		20,756
Interest Income			2,986
Other		5,000	
Transfers	<u>292,287</u>	<u>272,287</u>	<u>272,287</u>
TOTAL RIVERMARKET ENTERPRISE FUND	\$ 698,462	\$ 757,799	\$ 712,510
WASTE DISPOSAL ENTERPRISE FUND			
Sanitation Fees	\$ 10,932,329	\$ 12,805,912	\$ 12,652,366
Landfill Fees	619,933	377,482	469,768
Interest On Investments	243,862	200,000	185,980
Interest On Debt Service Reserve	105,574	100,000	
Interest On Construction	75,995	10,000	
Interest Accrued On Bond Account	150,502		
Change Fair Value	193,746		
Other Interest			
Yard Waste			10,256
Compost Sale			35,803
Gain/Loss Sale F A	8,975		
Sundries	75,544		
Revenue From Recycling Waste	268		
Transfers In			
TOTAL WASTE DISPOSAL ENTERPRISE FUND	\$ 12,406,727	\$ 13,493,394	\$ 13,354,173
IMPOUND OPERATIONS ENTERPRISE FUND			
Impound Administration	\$	\$ 150,000	\$ 132,518
Storage		431,000	412,032
Wrecker		270,000	346,924
Vehicle Auction Sale		358,000	401,503
Taxi Permit			306
Taxi Driver Permits			409
Specialized Operator Permit			1,709
Specialized Vehicle Permit			3,800
Sales Tax		40,000	36,661
Storage Fee Inc		<u>119,000</u>	
TOTAL IMPOUND OPERATIONS ENTERPRISE FUND	\$	\$ 1,368,000	\$ 1,335,862

**CITY OF LITTLE ROCK
2003 OPERATING REVENUE**

	2001 ACTUAL BUDGET	2002 ADOPTED BUDGET	2003 ADOPTED BUDGET
STREET FUND			
1/2 County Road Tax	\$ 2,957,204	\$ 3,006,180	\$ 3,155,056
ST Homestead	270,485	227,772	342,710
State Gas Tax Turnback	8,326,687	8,559,900	8,664,631
Street Repair Reimbursement	40,410	50,500	53,807
Parking Meters	357,655	465,120	331,004
Bond Issue Projection Management	0	150,000	
Interest On Investments	85,432	50,000	3,100
Sundries	7,809		67,336
Transfer In	951,221	967,200	717,200
TOTAL STREET FUND	\$ 12,996,902	\$ 13,476,672	\$ 13,334,844
FLEET INTERNAL SERVICE FUND			
Fleet Labor	\$ 1,762,313	\$ 2,291,157	\$ 2,309,834
Fleet - Fixed Replacement	2,211,699	1,120,455	
Fuel Fees	914,098		860,742
Fuel - US Marshall			9,200
Fuel - Housing Authority			18,500
Fuel - LR Convention			1,100
Motor Pool	42,930		32,236
Contract Auction	334,364		100,000
Rent Fee	47,242		
Impound Sales			111,111
Direct Sales			8,000
Miscellaneous Sales			700
Fleet Parts			1,563,227
Sublets			80,259
Non Fleet Parts			28,811
Outside Customers			598,400
Variable Maintenance	2,277,271	2,294,571	
Miscellaneous Management			15,890
Insurance Repair			90,681
Insurance Totaled			29,844
Outside Insurance Repair			39,367
Outside Insurance Total			39,931
Miscellaneous Insurance			9,022
Miscellaneous Revenue	133,385		
Law Enforcement Vehicles	168,735		
Fleet Management	638,469	597,064	619,999
Vehicles & Equipment	(297,878)		
Gain/Loss On Fixed Asset Sale	(9,028)		
Impound Lot	927,846		
TOTAL FLEET INTERNAL SERVICE FUND	\$ 9,151,445	\$ 6,303,247	\$ 6,566,854

* Interest income, transfers and sundries revenue for War Memorial Fitness Center and Concessions are included in the Golf Fund. These funds were combined in FY01.

REVENUE TRENDS

OVERALL

Total General Fund operating revenues decreased substantially in 2002, as indicated in the table below. (in millions of dollars):

	<u>REVENUES</u>	<u>% CHANGE</u>
1999 Operating Revenues	102.8	
2000 Operating Revenues	105.6	2.67%
2001 Operating Revenues	106.4	0.77%
2002 Operating Revenues	103.3	-2.95%
2003 Operating Revenues	102.6	-0.72%

The General Fund revenue is so fundamentally related to the state of the national and local economy. Unless new revenue sources are identified the trend will continue.

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. If county-wide reassessment results in an increase in value of taxable property in any taxing unit in the base year of ten percent or more over the previous year, then a millage rollback occurs.
- 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 3.40%.

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

	<u>2000 Payable 2001</u>	<u>2001 Payable 2002</u>
General Operation	5.000	5.000
Bond Retirement	3.300	3.300
Library System	2.800	3.800
Police & Firemen's Pensions	2.000	2.000

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 2001 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 2001.

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 county-wide 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. Currently, use taxes are being held in escrow by the State Department of Finance and Administration until an Arkansas Supreme Court decision is made regarding the legality of the tax. Use taxes generally generate approximately \$3,000,000 in annual revenues.

LOCAL SALES TAX

The City normally receives annual revenues of approximately \$19,000,000 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 local sales tax, along with the one-percent county tax is expected to be below the normal growth rate of 3 to 5% for 2003 but is expected to return to the normal growth pattern in fiscal year 2004.

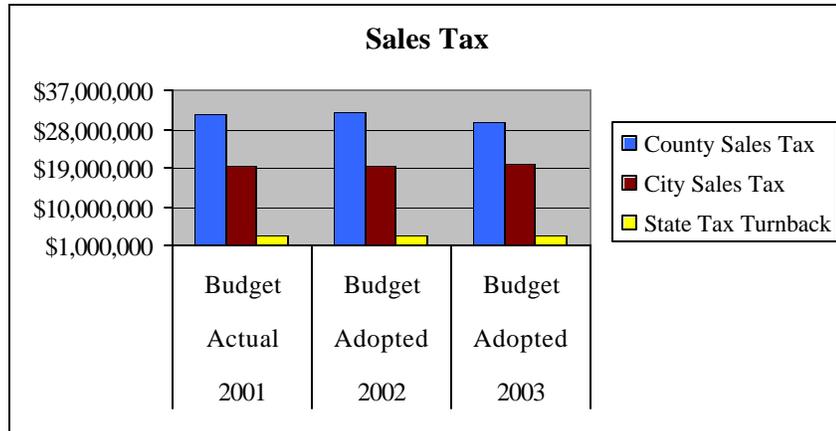
STATE TAX TURNBACK

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 historically have been steady until 2001. The appropriations have become smaller due to budget restraints at the state level and have further reduced in 2002. The City should continue to see slightly further decreases until the expected economy turns around, sometime in late 2003 or early 2004.

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. With gas prices surging in early 2003 and the threat of war with Iraq, gallons consumed could further reduce and revenues could be slightly below last year's total of approximately \$8.6 million.



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 from 6.00% down to 1.75% and another 50 basis points cut in November of 2002, down to 1.25%. Furthermore, as the fund balance of the General Fund and bond retirement funds expectantly reduce, through mainly debt service payments, the principal amount will decline until the City benefits from a new sales tax, millage increase or the issuance of new bonds.

UTILITY FRANCHISES

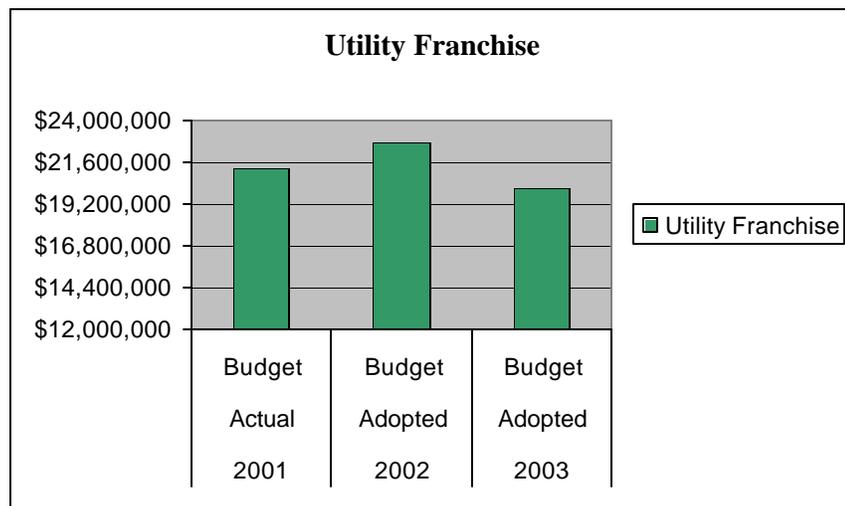
Utility franchise fees are charged to public utilities for the privilege of using the City's streets and rights-of-way. Below are the public utilities which pay the franchise fee and the annual rate, which is normally based on gross revenues of the company:

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

CenterPoint Energy Arkla	5.20% of gross revenue for the current calendar year or \$2.1 million, whichever is greater
SBC Communications	7.32% of local exchange access line charges for the previous calendar year, or a minimum of \$2,000,000, whichever is greater
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	5.00% of gross revenues
Fiber Optics	5.00% of gross revenues
Long Distance Franchise	\$0.004 per minute of toll calls

Entergy and CenterPoint Energy Arkla payments have a direct correlation to the severity of the weather. Fiscal years 2000 and 2001 saw extremely high temperatures and also a major winter storm, which resulted in extremely high revenues for fiscal year 2002. Revenues were attributed to 2002 as a result in the delay of the fee being paid. CenterPoint Energy Arkla revenues for 2002 rose \$1.9 million over the previous year because of the ice storm of late 2000.

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



competition and reduced existing second lines. Fiber Optics revenues reflected the merging and the filing of bankruptcy regarding major telecommunication companies. 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 has been one of the few franchise fees, which has actually risen at a steady growth rate with an increase in fees and the number of cable users. 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. Water consumption, which is considerably down with the mild summer and more rainfall than usual for 2002, resulted in lower revenues than budgeted. Central Arkansas Water payments alone fell well below budget as a result of 1 billion gallons less water consumption as opposed to last year.

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 fees have remained the same since 1977. Beginning January 1, 2002, rates went up approximately 35% across the board resulting in an increase of approximately \$1 million dollars. Further changes are being reviewed to make the collection as fair and efficient as possible. 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 saw a significant increase in 2002 as a result of more consumption and better collection techniques.

BUILDING AND RELATED PERMITS

Building and related permits were up significantly for 2002, the result of increased downtown development and large building projects during the summer months. Also, the Clinton Presidential Library contributed significantly in late 2002. Growth has slowed after the summer months and 2003 should see a downturn with increased building and related permit activity starting again in early 2004.

FINES

Fines consist of Animal Fines, Traffic, Criminal, Parking and Environmental. Dog licenses, which used to be a separate revenue source, are now part of Animal Fines. Traffic fines saw an increase in 2002, partly from unique traffic controls such as the State

Police's "Click It or Ticket" program which has resulted in more fines issued and paid. Parking fines were raised at the start of 2002 but never materialized according to budget. The raising of parking fines resulted in a reduction in the number of tickets issued compared to last year because of the increased parking fee.

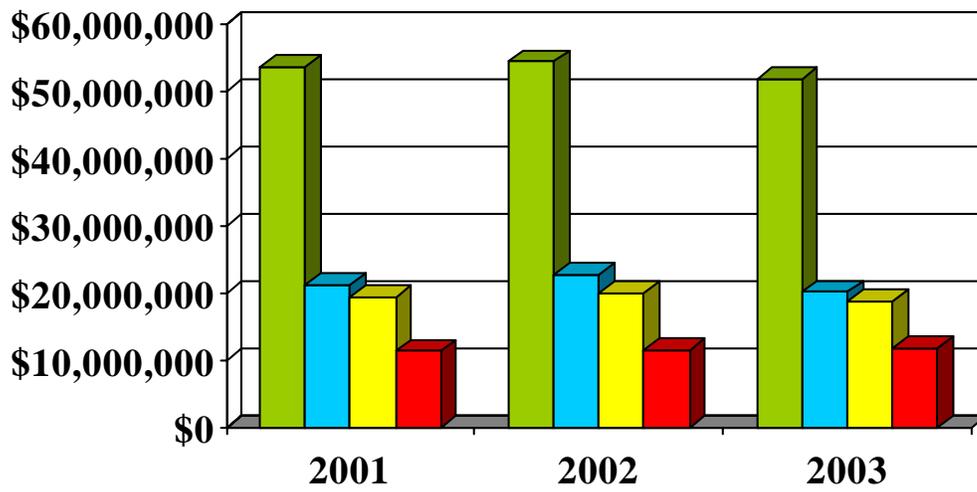
PARK REVENUE

General Fund park revenues consist of tennis fees, community centers and athletics fees. These revenues have remained steady throughout the past five years. For 2002, revenues from the City's golf courses have risen in two of the three courses with War Memorial Golf Course lagging from less patrons as a result of increased fees. 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

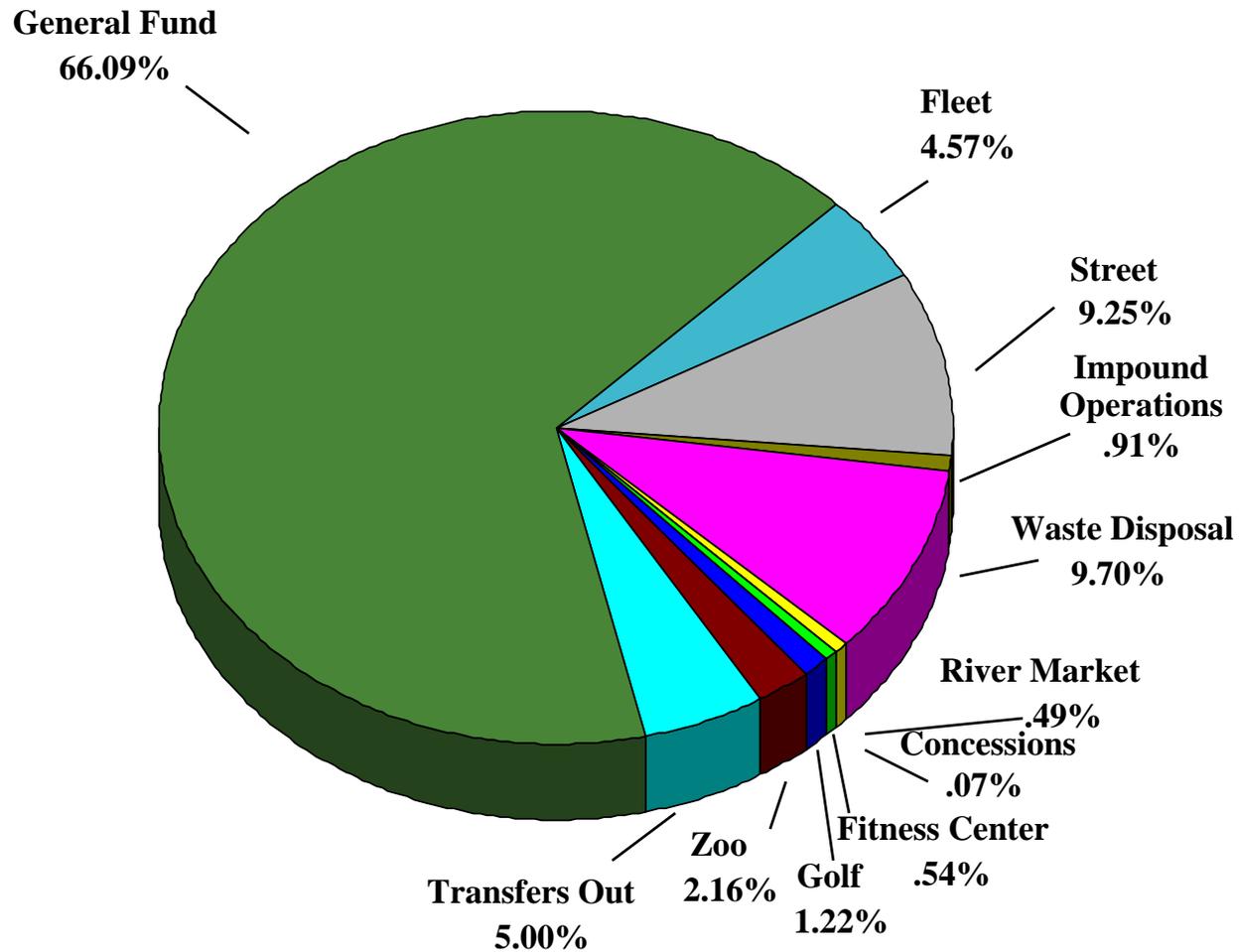
The Little Rock National Airport reimburses the City for expenses related to police and fire protection. As a result of September 11, 2001, there has been increased security at the airport resulting in increased reimbursements. The transfers of officers from the Little Rock School District to the airport has also increased their budget for 2003. This trend of increased security at the airport should continue for the foreseeable future.

General Government Summary of Revenues 2001-2003



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

CITY OF LITTLE ROCK 2003 BUDGET SUMMARY ALL FUNDS EXPENSES



\$144,341,810

CITY OF LITTLE ROCK
2003 OPERATING & OTHER BUDGETED EXPENDITURES

GENERAL FUND	2001 ACTUAL EXPENDITURES	2002 ADOPTED BUDGET	2003 ADOPTED BUDGETED	02/03 DIFF	% CHANGE
General Administration	\$12,340,768	\$10,653,225	\$12,024,452	\$1,371,227	13%
Mayor & Board of Directors	313,872	281,393	276,490	-4,903	-2%
City Manager	746,245	702,101	699,072	-3,029	0%
Community Programs	317,458	377,278	321,592	-55,686	-15%
City Attorney	1,333,547	1,306,076	1,336,705	30,629	2%
Cable TV	167,420	142,655	126,512	-16,143	-11%
District Court First Division	939,939	1,036,150	994,455	-41,695	-4%
District Court Second Division	912,001	992,974	937,983	-54,991	-6%
District Court Third Division	437,223	452,552	419,311	-33,241	-7%
Finance	2,153,191	2,465,115	2,205,909	-259,206	-11%
Human Resources	1,170,759	1,178,746	1,177,719	-1,027	0%
Information Technology	3,052,000	2,675,205	2,704,317	29,112	1%
Planning Development	2,346,390	2,211,144	2,090,450	-120,694	-5%
Housing & Neighborhood Programs	3,790,303	3,557,728	3,460,132	-97,596	-3%
Public Works	1,336,523	1,414,111	1,404,502	-9,609	-1%
Parks & Recreation	6,811,071	6,267,260	6,086,481	-180,779	-3%
Fire	22,820,095	22,000,238	22,837,536	837,298	4%
Police	40,998,473	40,615,244	40,560,188	-55,056	0%
Outside Agencies - Direct Expenses				0	
Contingency			268,250	268,250	
Vacation/Sick Leave Pay Out				0	
Vacancy Reductions		(3,011,490)	(4,316,395)	(1,304,905)	
Sub-total General Operating	101,987,278	95,317,705	95,615,661	297,956	0%
TRANSFERS OUT/OTHER EXPENSES					
Transfers Out	11,880,385				
Transfer out to Street Fund		693,500	443,500	-250,000	-36%
Transfer out to 1998 Street Debt Service		1,494,323		-1,494,323	-100%
Transfer out to Parks/Zoo		2,233,907	2,273,794	39,887	2%
Other General Fund Expenditures		2,339,528		-2,339,528	-100%
FUTURE-Little Rock - Special Projects/PIT		3,665,500	3,016,500	-649,000	-18%
Special Project Fund			563,075		
Restricted Reserve			706,299		
Outside Agencies					
Sub-total of Transfers Out	11,880,385	10,426,758	7,003,168	-4,692,964	-45%
TOTAL GENERAL FUND	113,867,663	105,744,463	102,618,826	-4,395,008	-4%
ENTERPRISE FUNDS					
Zoo	3,528,297	3,242,467	3,119,794	-122,673	-4%
Golf	2,682,840	2,347,262	1,761,306	-585,956	-25%
War Memorial Fitness Center	1,130,347	1,021,281	783,936	-237,345	-23%
Concessions	626,485	573,065	107,034	-466,031	-81%
River Market	899,180	711,290	711,331	41	0%
Waste Disposal	11,941,656	14,712,215	14,003,435	-708,780	-5%
Impound Operations		1,175,322	1,316,204	140,882	12%
Public Works - Street	14,439,275	13,472,050	13,353,090	-118,960	-1%
Fleet Services	9,181,989	6,171,923	6,566,854	394,931	6%
General Fund Special Project		6,502,185		-6,502,185	
Special Projects		7,108,141		-7,108,141	
Sub-total Other Operating Funds	44,430,069	57,037,201	41,722,984	-15,314,217	-27%
TOTAL ALL FUNDS	\$158,297,731	\$162,781,664	\$144,341,810	-\$19,709,225	-12%

2001-2003 Operating Budget Detail	2001 Actual Budget	2002 Adopted Budget	2003 Adopted Budget
GENERAL ADMINISTRATION			
1012 Racial and Cultural Diversity	\$ 175,026	\$ 180,893	\$ 171,684
1020 City Clerk	129,751	98,489	117,344
1034 Arts & Humanities			63,741
6500 Administrative & General	12,035,991	8,916,396	10,262,373
6510 Employee Benefits		1,457,447	1,409,308
Organization Total	\$ 12,340,768	\$ 10,653,225	* \$ 12,024,452 **
MAYOR AND BOARD OF DIRECTORS			
1010 Mayor and Board of Directors	\$ 313,872	\$ 281,393	\$ 276,490
CITY MANAGER			
1030 Administration	\$ 642,143	\$ 609,481	\$ 598,506
1033 Small & Minority Women Owned Bus. Dev.	104,102	92,620	100,566
Organization Total	\$ 746,245	\$ 702,101	\$ 699,072
COMMUNITY PROGRAMS			
1036 Fighting Back	\$ 55,291	\$ 52,339	\$
1038 Operations	68,719	45,572	47,157
1039 Administration	192,120	279,367	274,435
1049 Workforce Development	1,328		
Organization Total	\$ 317,458	\$ 377,278	\$ 321,592
CITY ATTORNEY			
1040 City Attorney	\$ 1,333,547	\$ 1,306,076	\$ 1,336,705
CABLE TV			
1032 Cable T.V.	\$ 167,420	\$ 142,655	\$ 126,512
LITTLE ROCK DISTRICT COURT			
1051 District Court First Division	\$ 939,939	\$ 1,036,150	\$ 994,455
LITTLE ROCK DISTRICT COURT			
1053 District Court Second Division	\$ 912,001	\$ 992,974	\$ 937,983
LITTLE ROCK DISTRICT COURT			
1052 District Court Third Division	\$ 437,223	\$ 452,552	\$ 419,311
FINANCE			
1100 Administration & Budget	\$ 552,825	\$ 501,107	\$ 470,955
1110 Accounting and Reporting	493,219	569,952	646,848
1120 Treasury Management	545,813	572,147	639,226
1130 Purchasing	183,296	189,003	196,289
1150 Internal Audit	158,087	171,288	125,897
1140 Payroll	141,270	163,098	126,694
1160 Print Shop	78,682	298,520	
Organization Total	\$ 2,153,191	\$ 2,465,115	\$ 2,205,909
* Includes Outside Agencies and vacation sick leave pay-out. Outside Agencies - \$7,052,754 Sick leave pay-out - \$600,000			
** Includes Outside Agencies and vacation sick leave pay-out. Outside Agencies - \$7,170,124 Sick leave pay-out - \$600,000			

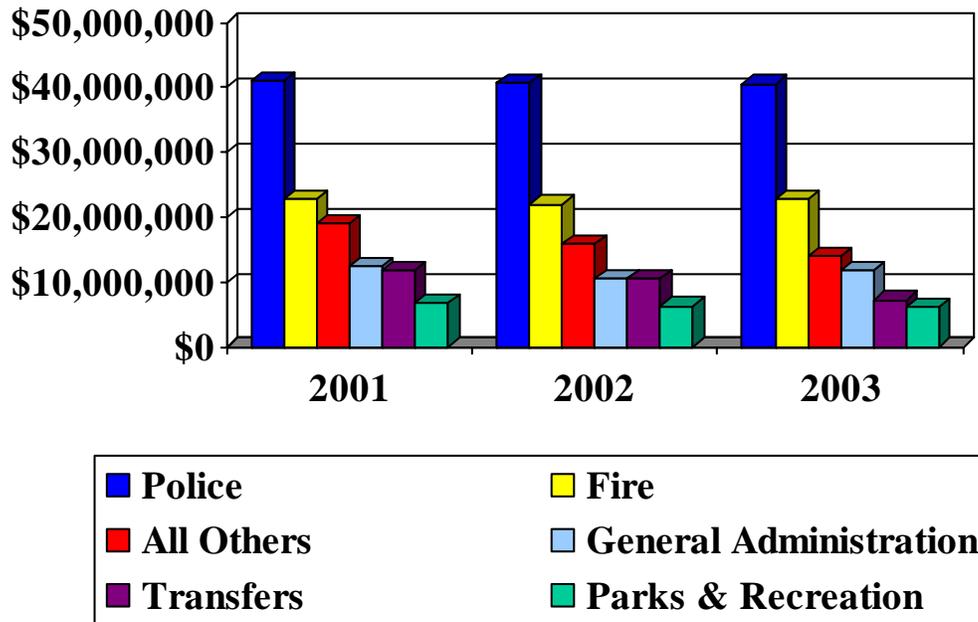
2001-2003 Operating Budget Detail	2001 Actual Budget	2002 Adopted Budget	2003 Adopted Budget
HUMAN RESOURCES			
1200 Human Resources	\$ 1,170,759	\$ 1,178,746	\$ 1,177,719
INFORMATION TECHNOLOGY			
1300 Administration	\$ 371,514	\$ 239,838	\$ 324,313
1310 Application Programming	807,573	820,297	755,054
1320 Systems Programming	78,048	78,582	
1330 Networking	528,895	606,518	874,035
1340 Telecommunications	171,897	97,646	
1350 Computer Operations	1,045,092	832,324	750,915
1360 Hardware Maintenance	48,982		
Organization Total	\$ 3,052,000	\$ 2,675,205	\$ 2,704,317
PLANNING AND DEVELOPMENT			
1500 Administration & Budget	\$ 404,264	\$ 299,981	\$ 228,573
1510 Planning	383,568	402,565	404,615
1520 Zoning & Subdivision	633,174	619,465	585,255
1530 Building Codes	925,384	889,133	872,007
Organization Total	\$ 2,346,390	\$ 2,211,144	\$ 2,090,450
HOUSING AND NEIGHBORHOOD PROGRAMS			
1600 Administration	\$ 184,956	\$ 273,598	\$ 289,658
1610 Animal Services	732,756	692,266	722,173
1630 Neighborhood Programs	1,748,827	1,714,379	1,553,398
1635 Neighborhood Alert Centers	754,875	649,149	658,755
1640 Neighborhood Resource Center	368,889	228,336	236,144
Organization Total	\$ 3,790,303	\$ 3,557,728	\$ 3,460,132
PUBLIC WORKS			
2370 Building Services	\$ 1,150,706	\$ 1,126,886	\$ 1,097,965
2380 Asset Management	185,817	287,225	306,535
Organization Total	\$ 1,336,523	\$ 1,414,111	\$ 1,404,502
PARKS			
3000 Administration	\$ 394,063	\$ 332,348	\$ 272,646
3020 Design Scheduling	159,481	174,073	170,624
3030 Resources Administration	288,705	374,072	362,771
3120 Cultural Museum			97,659
3121 Therapeutic			52,822
3122 Outdoor Recreation			52,020
3125 Arts & Humanities	97,462	88,386	
3200 Development and Maintenance	133,626	119,702	122,216
3210 Operations and Improvement Development	747,044	786,159	673,604
3220 Park Maintenance	1,295,557	1,187,285	1,155,343
3230 Horticulture	440,172	406,846	417,863
3235 Urban Forestry	187,024		
3300 Recreation Administration	229,580	210,820	219,181

2001-2003 Operating Budget Detail	2001 Actual Budget	2002 Adopted Budget	2003 Adopted Budget
3301 Community Center Administration		149,430	160,635
3302 Dunbar Community Center		516,015	278,499
3303 East Little Rock Recreation Center		344,727	173,483
3304 Senior Programs		28,166	77,139
3305 South Little Rock Community Center		45,009	
3306 Southwest Community Center		116,732	361,136
3307 Stephens Community Center		44,301	198,101
3310 Swimming Pools	92,492	156,859	83,024
3331 Administrative Golf	109,586	70,665	73,007
3340 Athletics/Playgrounds	630,322	656,696	591,960
3350 Community Centers	1,437,756		
3360 Tennis Center Operations	166,980	162,361	156,695
3370 N.W. Hill Community Complex	74,685		50,742
3390 University Park Adult Center	326,537	296,608	285,310
Organization Total	\$ 6,811,071	\$ 6,267,260	\$ 6,086,481
3330 Golf	\$ 2,682,840	\$	\$
3400 Hindman Pro Golf		212,949	192,802
3401 Hindman Golf Maintenance		376,983	281,708
3410 Rebsamen Golf Pro		366,635	319,545
3411 Rebsamen Golf Maintenance		714,805	462,736
3420 War Memorail Golf Pro		251,855	178,273
3421 War Memorial Golf Maintenance		372,335	274,539
3430 War Memorial Parking		51,700	51,700
Golf Fund Total	\$ 2,682,840	\$ 2,347,262	\$ 1,761,306
3380 War Memorial Fitness Center	\$ 1,130,347	\$	\$
3500 War Memorial Fitness Center		1,021,281	783,936
3010 Concessions	\$ 626,485	\$	\$
3600 Revenue Operations - Concessions		573,065	107,034
Recreation Services Fund	\$ 4,439,672	\$ 3,941,608	\$ 2,652,276
3395 River Market	\$ 899,180	\$ 711,290	\$ 711,331
Total Recreation Enterprise Fund	\$ 5,338,852	\$ 4,652,898	\$ 3,363,607
TOTAL PARKS & RECREATION	\$ 12,149,922	\$ 10,920,158	\$ 9,450,088
FIRE			
4000 Administration	\$ 450,811	\$ 413,120	\$ 437,607
4100 Emergency Management		49,708	54,881
4200 Fire Suppressing and Rescue	20,261,858	19,512,732	20,101,493
4300 Fire Prevention - Investigation	668,547	589,648	703,826
4400 Fire Training	413,557	469,978	524,375
4500 Crash Fire Rescue - Airport	1,025,322	965,052	1,015,347
Organization Total	\$ 22,820,095	\$ 22,000,238	\$ 22,837,536

2001-2003 Operating Budget Detail	2001 Actual Budget	2002 Adopted Budget	2003 Adopted Budget
POLICE			
5000 Administration	\$ 2,046,027	\$ 1,802,325	\$ 1,916,574
5100 Organized Crime - Intelligence	3,265,742	3,250,010	3,389,723
5200 Training and Crime Prevention	1,955,045	1,945,356	1,612,825
5400 Detectives	5,004,937	5,159,899	5,535,276
5500 Downtown Patrol	7,625,793	7,161,129	8,011,455
5510 Southwest Patrol	5,402,829	5,040,502	4,881,583
5515 Special Operations	6,329,603	6,074,252	4,473,496
5516 Airport Police		766,751	998,365
5520 Northwest Substation	4,602,989	4,649,155	4,862,229
5600 Police Records Support Service	2,475,278	2,593,725	2,465,412
5700 Emergency Services	2,290,228	2,172,140	2,413,241
Organization Total	<u>\$ 40,998,473</u>	<u>\$ 40,615,244</u>	<u>\$ 40,560,188</u>
Outside Agencies - Direct Expenses			
Contingency			268,250
Less Parks Enterprise	(5,338,852)	(4,652,898)	(3,363,607)
Less Vacancy Reduction		(3,011,490)	(4,316,395)
General Fund Operating Total	<u>\$ 101,987,278</u>	<u>\$ 95,317,705</u>	<u>\$ 95,615,661</u>
TRANSFER/OUT OTHER EXPENSES			
General Fund Transfers	\$ 11,880,385	\$	\$
Transfer out to Street Fund		693,500	443,500
Transfer out to 1998 Street Debt Service		1,494,323	
Transfer out to Parks/Zoo		2,233,907	2,273,794
Other General Fund Expenditures		2,339,528	
FUTURE-Little Rock - Special Projects/PIT		3,665,500	3,016,500
Special Project Fund			563,075
Restricted Reserve			706,299
GENERAL FUND TOTAL	<u>\$ 113,867,663</u>	<u>\$ 105,744,463</u>	<u>\$ 102,618,826</u>
PUBLIC WORKS - STREET			
2000 Administration	\$ 465,164	\$ 573,958	\$ 535,122
2020 Special Programs	476,588	421,201	
2200 Operations Administration	479,627	383,913	562,221
2210 Street and Drainage Maintenance	5,690,929	4,948,560	4,447,238
2220 Storm Drain Maintenance	652,307	634,916	704,539
2230 Work Pool	142,873	57,387	147,203
2240 Resource Control and Scheduling	288,308	264,486	310,522
2250 Control Devices	697,009	689,451	772,696
2260 Signals	765,022	767,338	873,821
2280 Parking Meters	70,517	63,010	123,764
2310 Civil Engineering	1,302,724	1,284,498	1,707,486
2360 Traffic Engineering	3,021,942	3,135,394	2,909,372
2390 Parking Enforcement	386,266	247,938	259,098
Street Fund	<u>\$ 14,439,275</u>	<u>\$ 13,472,050</u>	<u>\$ 13,353,090</u>

2001-2003 Operating Budget Detail	2001 Actual Budget	2002 Adopted Budget	2003 Adopted Budget
WASTE DISPOSAL			
2100 Fund Administration	\$ 656,371	\$ 2,148,946	\$ 1,399,076
2110 Collection	6,548,101	7,039,174	6,545,007
2120 Disposal	1,703,753	1,698,438	1,722,468
2125 Solid Waste Composting	314,811	483,942	464,604
2150 Waste Management	2,718,620	3,341,715	3,872,275
Waste Disposal Fund	<u>\$ 11,941,656</u>	<u>\$ 14,712,215</u>	<u>\$ 14,003,435</u>
ZOO			
3130 Zoo Administration	\$ 3,528,297	\$ 2,544,587	\$ 374,847
3131 Zoo Concessions		234,046	191,154
3132 Zoo Education		97,287	102,878
3133 Zoo Gift Shop		186,601	188,569
3134 Zoo Membership		41,450	60,839
3135 Zoo Special Events		138,496	109,416
3136 Zoo Marketing & Promotions			188,511
3137 Zoo Facilities Operation			737,057
3138 Zoo Animal Care			1,166,520
Zoo Fund	<u>\$ 3,528,297</u>	<u>\$ 3,242,467</u>	<u>\$ 3,119,794</u>
FLEET SERVICES			
6000 Administration	\$ 435,317	\$ 343,318	\$ 370,969
6020 Acquisition & Disposal	2,990,824	1,544,569	1,716,963
6040 Maintenance	4,453,977	4,263,372	4,437,154
6047 Administrative Motor Pool	35,770	20,664	41,768
6050 Impound Lot	1,266,100		
Fleet Services Fund	<u>\$ 9,181,989</u>	<u>\$ 6,171,923</u>	<u>\$ 6,566,854</u>
IMPOUND OPERATIONS			
6050 Impound Operations	\$	\$ 1,175,322	\$ 1,316,204
OTHER EXPENSES			
Other Enterprise Funds			
Other General Fund Expenditures	\$	\$	\$
General Fund Special Projects		6,502,185	
Special Projects		7,108,141	
TOTAL OTHER FUNDS	<u>\$</u>	<u>\$ 13,610,326</u>	<u>\$</u>
Grand Total	<u>\$ 158,297,731</u>	<u>\$ 162,781,664</u>	<u>\$ 144,341,810</u>

General Government Summary of Appropriations 2001-2003



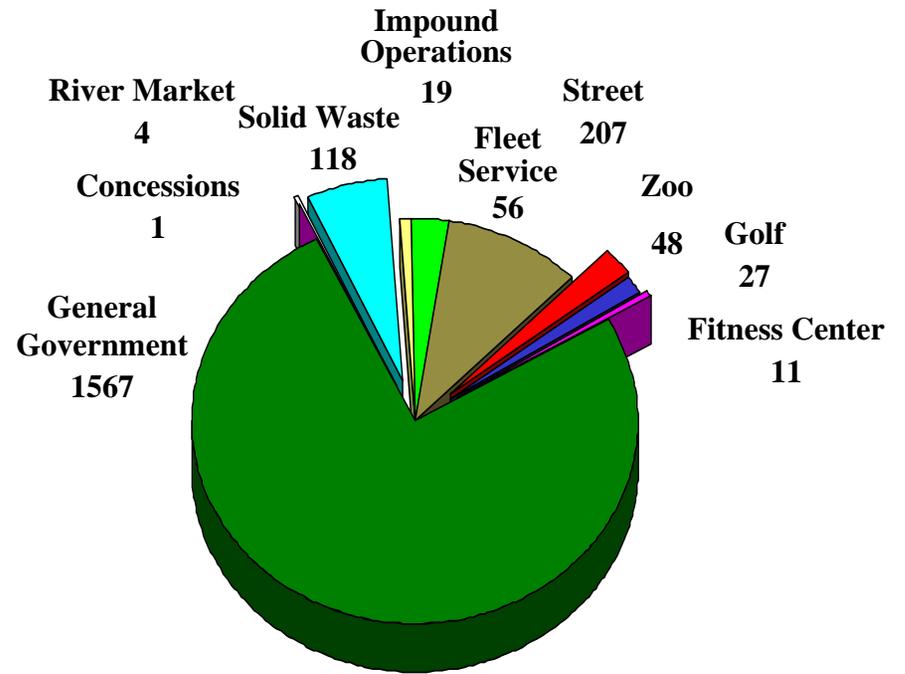
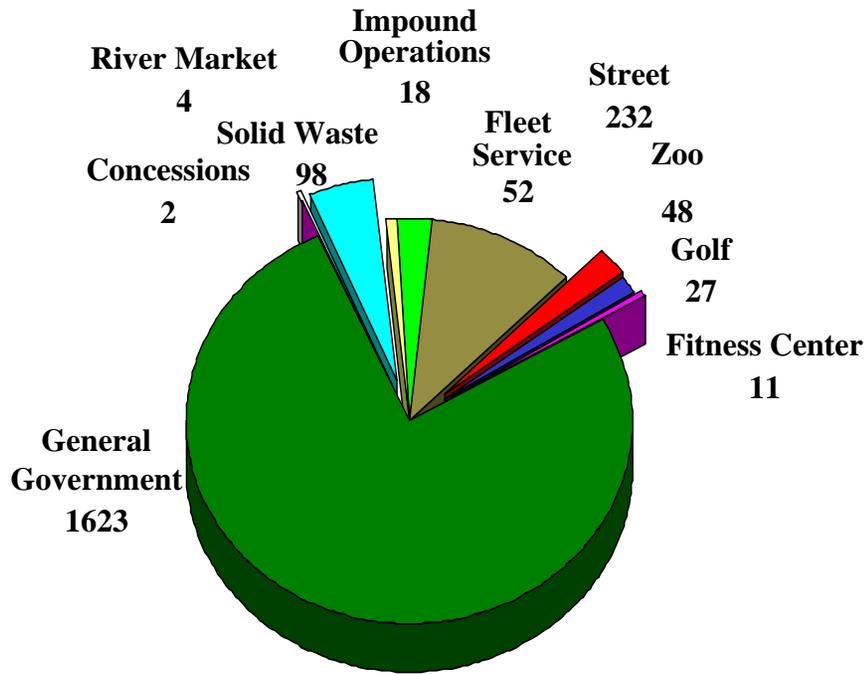
The above graph shows the general trend in funding for major services. Employee benefits and vehicle maintenance costs are allocated to the operating departments. However, certain city-wide costs are retained in the all other category, including all vehicle cost in 2001, and only maintenance in 2002 and 2003.

CITY OF LITTLE ROCK

2003 ADOPTED PERSONNEL SUMMARY

**2002 Revised Budget
2115 Positions**

**2003 Adopted Budget
2058 Positions**

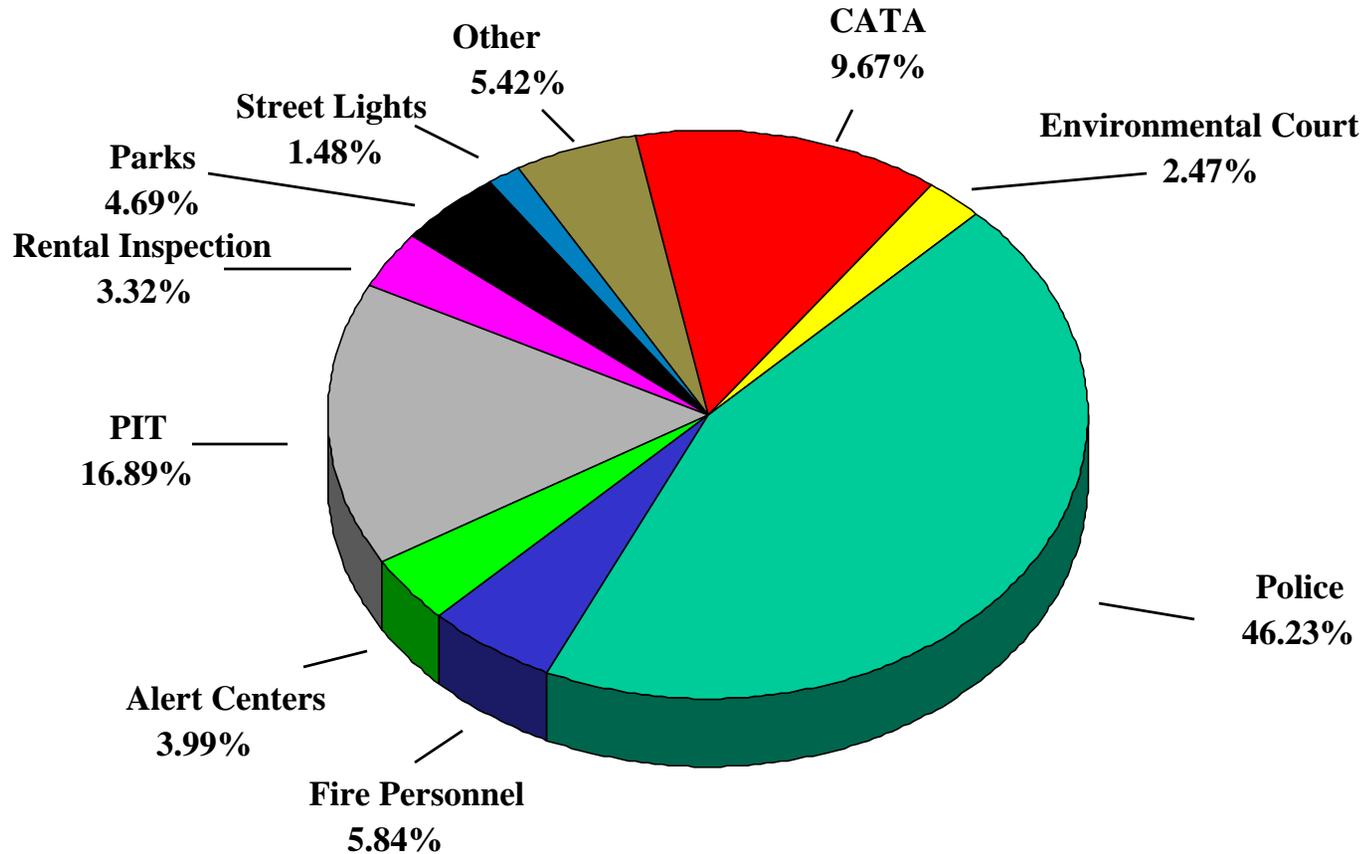


FY03 PERSONNEL BUDGET SUMMARY

	2001	2002	2003	CHNG 02/03
<u>General Fund</u>				
General Administration	6	5	6	1
Mayor & Board of Directors	2	1	1	0
City Manager	13	11	11	0
Community Programs	21	32	13	-20
City Attorney	18	19	19	0
Cable TV	3	2	2	0
District Court First Division	21	19	20	1
District Court Second Division	21	21	21	0
District Court Third Division	8	8	7	-1
Finance	46	45	42	-3
Human Resources	18	18	17	-1
Information Technology	36	35	35	0
Planning & Development	50	46	44	-2
Housing & Neighborhood Programs	107	98	95	-3
Public Works - General	16	16	15	-1
Parks & Recreation	111	112	111	-1
Fire	395	396	396	0
Police	742	739	712	-27
	1634	1623	1567	-57
<u>Other Funds</u>				
Zoo	46	48	48	0
Golf	29	27	27	0
War Memorial Fitness Center	11	11	11	0
Concessions	3	2	1	-1
River Market	5	4	4	0
Waste Disposal	91	98	118	20
Public Works - Street	229	232	207	-25
Fleet Services	56	52	56	4
Impound Operations	20	18	19	1
	490	492	491	-1
Total Personnel	2124	2115	2058	-58

FUTURE - LITTLE ROCK

2003 EXPENDITURES



\$16,928,919*

***2003 Projected Expenditures - \$16,928,919**
2003 Projected Revenue - \$19,777,252

**CITY OF LITTLE ROCK
FUTURE - LITTLE ROCK 2003 ADOPTED BUDGET**

CITY SALES TAX 1/2% PROJECTION	2001 BUDGET \$19,891,802	2002 BUDGET \$19,510,248	2003 BUDGET \$19,777,252
OPERATING PROGRAMS			
Police Officers	7,598,062	7,598,062	7,833,062
Hazmat Fire Unit Expansion	733,483	672,857	989,762
Additional 9-1-1 Operators	169,363	176,227	183,593
PIT Monitoring	51,766	52,339	53,142
Alert Centers	811,147	648,180	658,755
District Court Third Division	436,330	452,552	419,311
Rental Inspection Program Staff	496,025	517,166	563,246
Small & Minority Women Owned Business Dev.	93,841	92,620	100,566
Internal Grants Auditor	41,560	51,430	
Parks Department Community Centers Staff	696,018	720,973	794,715
Clerk for Boards and Commissions	38,593	32,057	35,101
Intergovernmental Coordination	98,284	96,200	98,505
Racial & Cultural Diversity Comm.	205,367	180,893	171,684
Arts & Humanities	84,479	88,386	63,741
PIT Auditing & Reporting/Special Projects	56,529	57,020	58,066
Additional Street Lights (Transfer to Street Fund)	750,000	500,000	250,000
TOTAL OPERATING PROGRAMS	12,360,846	11,936,962	12,273,249

**CITY OF LITTLE ROCK
FUTURE - LITTLE ROCK 2003 PRELIMINARY BUDGET**

CITY SALES TAX 1/2% PROJECTION	2001 BUDGET \$19,891,802	2002 BUDGET \$19,510,248	2003 BUDGET \$19,777,252
SPECIAL PROJECTS			
Children, Youth & Families	3,025,500	3,500,500	2,750,500
Summer/Enhanced P.I.T.	650,000		
Education Commission	175,000		
Expanded CATA Support	2,506,572	2,506,572	1,639,170
Community Development	90,000	90,000	72,000
Demolition (residential)			50,000
Minority Business Incubator Program	100,000	100,000	50,000
Neighborhood Resource Center	393,384		
Domestic Violence Commission	150,000		
Domestic Violence Public Campaign	75,000		
Inner City FutureNet/Heifer Project	25,000		
Parks Safety Improvements	190,000		
Neighborhood Enhancement (Paint Your Heart Ou	20,000		
Vision Little Rock/Public Relations	130,500	95,000	94,000
Total	<u>7,530,956</u>	<u>6,292,072</u>	<u>4,655,670</u>
TOTAL APPROPRIATIONS	<u>\$19,891,802</u>	<u>\$18,229,034</u>	<u>\$16,928,919</u>

OTHER 2003 ADOPTED GENERAL FUND EXPENDITURES

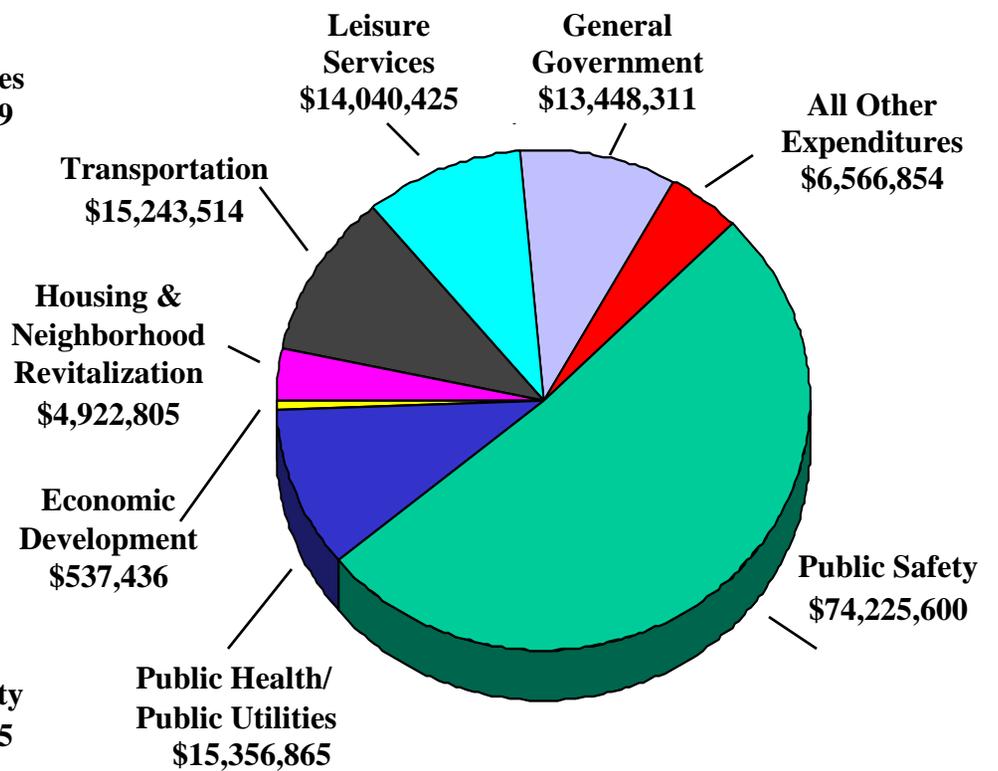
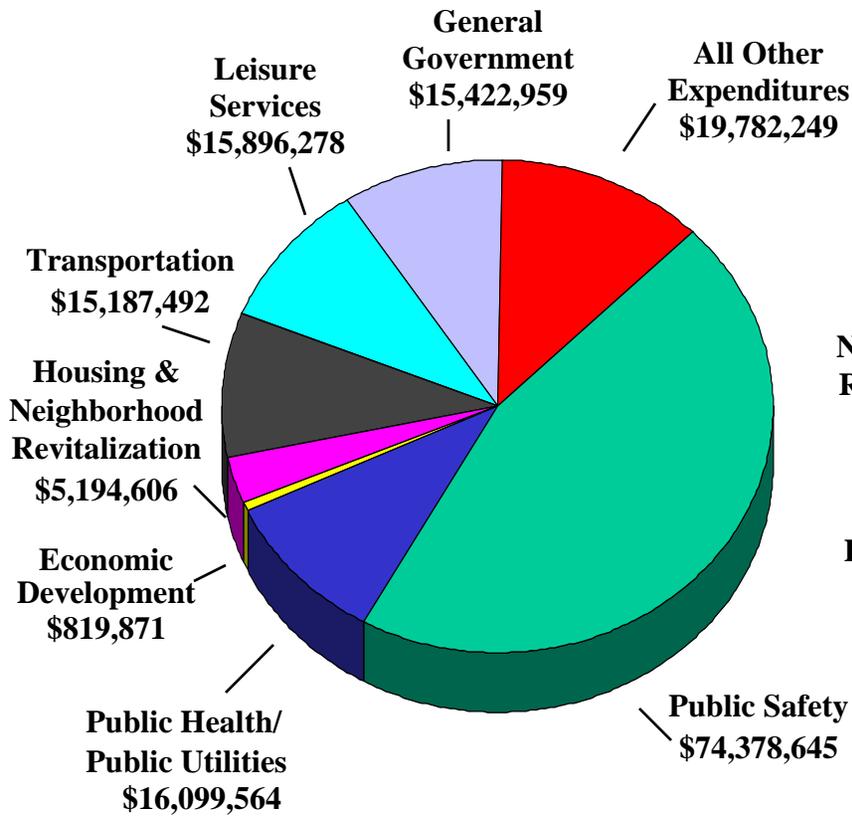
	2001 ADOPTED BUDGET	2002 ADOPTED BUDGET	2003 ADOPTED BUDGET
SPECIAL PROJECTS - NON-FULR			
Weed Lot Maintenance Program	\$20,000	\$18,000	\$28,800
Neighborhood Challenge Grant	50,000	40,000	32,000
Neighborhood Enhancement Program	50,000	25,000	20,000
Neighborhood Beautification	50,000	50,000	40,000
Neighborhood Connection	3,000	3,000	2,400
County Health Department	238,500		*
Sister Cities	25,000	22,500	16,875
MacArthur Park Military	100,000	90,000	*
Welfare to Work Support	50,000	40,000	
Worldfest	20,000		
Light Rail	143,497	332,757	
Alert Center Family Night	12,000		
Summer Playground Horizon Program	20,487		
American Disability Act (ADA)	114,400	114,400	60,000
Police Live-In Camp	36,000	36,000	18,000
Facility Improvements	342,620	350,000	175,000
Work Boots			20,000
Chamber of Commerce	250,000	225,000	*
Night Services	370,000		
Metroplan	175,093	157,694	*
Fire Training Academy		198,000	*
Downtown Partnership	207,975	187,177	*
West Little Rock Park - Lease	275,000	300,000	*
Total Special Projects	1,407,007	1,286,900	413,075
GRANT MATCH			
Police	100,000		70,000
Undesignated	300,000	150,000	80,000
Total Grant Match	400,000	150,000	150,000
Sub-total	2,953,572	2,339,528	150,000
GENERAL FUND OPERATING RESERVE	500,000		*
GENERAL FUND CONTINGENCY RESERVE	200,000		
Sub-total	700,000		
GRAND TOTAL	\$3,653,572	\$2,339,528	\$563,075

* Budgeted in the General Fund

CITY OF LITTLE ROCK OPERATING BUDGETS BY SERVICE PROGRAM CATEGORY

2002
\$162,781,664

2003
\$144,341,810



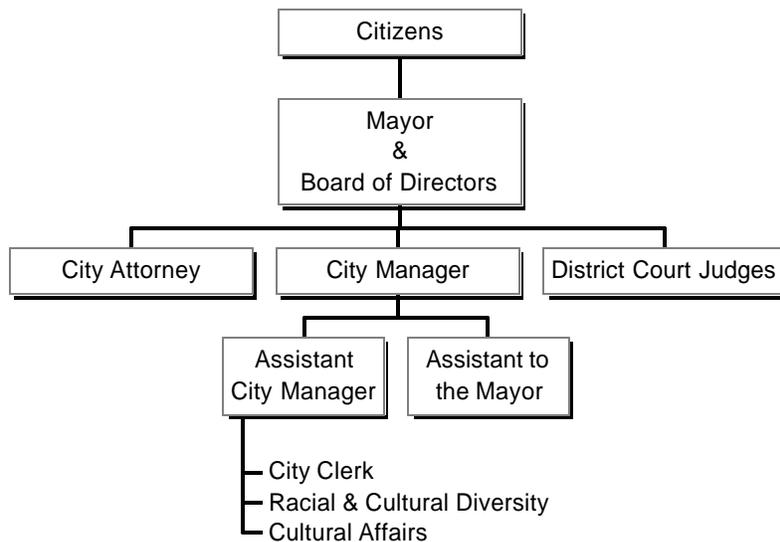
CITY OF LITTLE ROCK
ADOPTED OPERATING BUDGETS BY SERVICE PROGRAM CATEGORY
2002 - 2003

<u>Service/Program Category</u>	<u>2002 BUDGET</u>	<u>% to Total</u>	<u>2003 BUDGET</u>	<u>% to Total</u>	<u>Explanation</u>
<u>Public Safety</u>					
Police	\$40,651,244		\$40,578,187		Department/Police Live-in Cam
Fire	21,233,186		22,019,949		Department, Fire Training Academy less Fire Rescue Division less Div. 45C
Street Lights, Traffic Signals & Signs	4,592,183		4,555,897		Traffic Engineering/Signals/Control Devices Division
Little Rock District Court First Divisor	1,036,150		994,455		Department
Animal Contro	692,266		722,173		Division
Little Rock District Court Second Divisor	992,974		937,983		Department
PIT Programs	3,500,500		2,750,500		FULR
Community Programs	507,278		493,592		Comm. Programs Department/Community Project
Pulaski County Regional Detention Facilit	1,172,864		1,172,864		Outside Agency
Total Public Safety	74,378,645	46%	74,225,600	51%	
<u>Public Health/Public Utilities</u>					
Waste Disposal	14,712,215		14,003,435		Department
Little Rock District Court Third Divisor	452,552		419,311		Department
Arkansas Emergency Physician Foundatio	36,000		36,000		Outside Agency
Saint Vincent's	25,381		2,780		Outside Agency
Storm Drainage	634,916		704,539		Division
Pulaski County Health Departmer	238,500		190,800		Outside Agency
Total Public Health/Public Utilities	16,099,564	10%	15,356,865	11%	
<u>Economic Development/Employment</u>					
Little Rock Chamber of Commerca	225,000		180,000		Outside Agency
Minority Business Incubator Progran	100,000		50,000		FULR
Economic Development Grant:	150,000				Other General Fund Expenditure:
Metroplar	157,694		157,694		Other General Fund Expenditures
Downtown Partnership	187,177		149,742		Other General Fund Expenditures
Total Economic Development/Employment	819,871	1%	537,436	0%	
<u>Housing & Neighborhood Revitalization, Growth & Development</u>					
Alert Centers	649,149		658,755		Division
Planning & Development Departmer	2,211,144		2,090,450		Department
Neighborhood Resource Cente	228,336		236,144		Neigh Resource FULR & Division
Neighborhood Programs	118,000				Inner City FutureNet/FULR, Paint Your Hear
Housing & Neighborhood Prog. Admin	1,987,977		1,937,456		Administration Division , Neighborhood Programs Divisions and special projec
Total Housing & Neighborhood Revitalization, Growth	5,194,606	3%	4,922,805	3%	

<u>Service/Program Category</u>	<u>2002 BUDGET</u>	<u>% to Total</u>	<u>2003 BUDGET</u>	<u>% to Total</u>	<u>Explanation</u>
<u>Transportation Services</u>					
Central Arkansas Transit Authority	4,669,767		4,013,309		Outside Agency
Streets	8,066,403		8,322,292		ADA, Weed Lot, all other divisions in the Street Fund, FULR, Anti-litter and Administrative
Parking	310,948		576,362		Parking Meters & Parking Enforcement Divisions and Enforcement
Impound Operations	1,175,322		1,316,204		Department
Airport Rescue	965,052		1,015,347		Division
Total Transportation Services	15,187,492	9%	15,243,514	11%	
<u>Leisure Services/Cultural Support/Conventions & Tourism</u>					
Parks & Recreation	6,567,260		6,400,056		Parks Dept./WLR Park Lease/Environmental Youth
Golf	2,347,262		1,761,306		Department
War Memorial Fitness Center	1,021,281		783,936		Department
River Market	711,290		711,331		Department
Concessions	573,065		107,034		Department
Zoo	3,242,467		3,119,794		Department
Cultural Institutes:					
Arts Center	432,000		324,000		Outside Agency
Museum of Discovery	369,000		276,750		Outside Agency
Arkansas Repertory Theatre	90,000		67,500		Outside Agency
Children's Museum	90,000		67,500		Outside Agency
Symphony	45,000		67,500		Outside Agency
MacArthur Military Museum	90,000		97,659		Division
Arkansas Ballerina	24,260				Outside Agency
Sister Cities Commission	22,500		16,875		Outside Agency
Wildwood Theatre	90,000		67,500		Outside Agency
Racial & Cultural Diversity Commission	180,893		171,684		Division and Worldfest.
Total Leisure Services/Cultural Support/Conventions	15,896,278	10%	14,040,425	10%	
<u>General Government Support</u>					
Mayor & Board	281,393		276,490		Department
City Manager	702,101		699,072		Department
General Administration	5,527,557		2,615,786		Gen. Adm. Div./ Vis. LR./All other Expense
Finance	2,465,115		2,205,909		Department
Human Resources	1,178,746		1,197,719		Department/ Work Boots
City Attorney	1,036,076		1,336,705		Department
Information Technology	2,675,205		2,704,317		Department
Building Services/Asset Management	1,414,111		1,579,502		Public Works-General Fund and Facility Improvement
Restricted Reserve			706,299		
Cable TV	142,655		126,512		Department
Total General Government Support	15,422,959	9%	13,448,311	9%	
<u>All Other Expenditures</u>					
General Fund Special Projects	6,502,185				
Special Projects	7,108,141				
Fleet Services	6,171,923		6,566,854		
Total Other Expenditures	19,782,249		6,566,854	5%	
Grand Total	162,781,664	100%	144,341,810	100%	



General Government



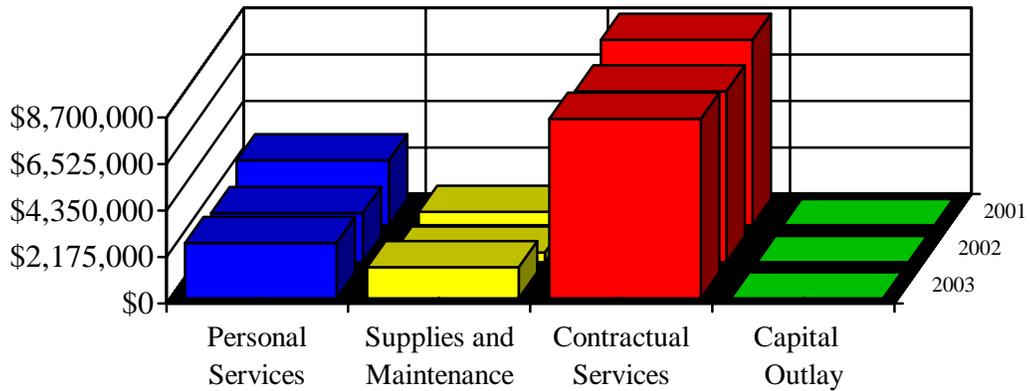
Mission Statement

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	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$3,046,168	\$2,270,108	\$2,287,594
Supplies and Maintenance	620,488	427,345	1,454,402
Contractual Services	8,672,732	7,955,772 *	8,282,456
Capital Outlay	1,380	0	0
	<u>\$12,340,768</u>	<u>\$10,653,225</u>	<u>\$12,024,452</u>

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	<u>\$12,024,452</u>	<u>12.87%</u>

*Outside agencies are budgeted in the General Fund beginning in FY02.



Authorized Personnel Summary

Position	No. Positions	Salary Range
Assistant City Clerk	1	\$21,647 - \$32,471
City Clerk	1	31,118 - 46,677
Cultural Affairs Manager	1	34,801 - 52,202
Executive Director, Racial and Cultural Diversity	1	40,829 - 61,244
Racial and Cultural Diversity Training Coordinator	1	27,434 - 41,151
Secretary - Executive	1	21,647 - 32,471
Total	6	

2002 Program Highlights

Racial and Cultural Diversity Commission

- Developed and sponsored a Summit on Race (September 23-27) attended by over 200 people in commemoration with the 45th anniversary of the desegregation of Central High School
- Conducted workshops and hosted a dinner; world renowned speakers were Father Michael Pflieger, Dr. Peggy McIntosh, and celebrity guest Sherman Hemsley
- Hosted “Hip Hop Generation” youth centered forum attended by over 300 youths and adults, keynote speaker Kevin Powell
- Stated Department of Education approved six (6) CEU credits for teachers who attended the Summit on Race
- Faith-based luncheon attended by approximately 60 faith-based leaders, speaker was Reverend Billy Kyles of Memphis
- Worked collaboratively with many schools, businesses, organizations, and volunteers to sponsor WorldFest 2002; Showcase of Schools best attended in two (2) years
- Presented monthly cultural events and workshops for city employees and community
- Partnered, sponsored and co-sponsored festivals, programs and youth initiatives
- Provided and designed customized workshops for several organizations
- Provided technical assistance to the newly established State Fair Housing Commission
- Established “Workplace Diversity” training as part of City’s new employee’s orientation
- Hosted visitors from India and Russia, in collaboration with the University of Arkansas at Little Rock’s International Center and the State’s Department of International Visitors Programs



City Clerk's Office

- Implemented a follow-up tracking system for Ordinances and Resolutions
- Processed and researched requests for Ordinances, Resolutions, certifications and other documents for the Mayor, Board of Directors, staff and the public.
- Developed and implemented an Election Informational Handbook for municipal candidates
- Received and validated signatures on initiative petitions.
- Worked with the Municipal Code Corporation to establish an on-line link to the Little Rock Code of Ordinances
- Attended the National Clerk's Conference in San Antonio, Texas
- Advertised, updated and maintained Little Rock Board and Commission appointments

Arts & Humanities

- Worked with the creation of the city's new Arts & Culture Commission. Assisted with the creation of mission, goals, and committee structure.
- Facilitated commissioning of first city artwork - a untitled piece painted by Jason Gammel, a Little Rock firefighter.
- Continued hosting "On Stage" on LRNN highlighting Little Rock theatrical offerings
- Piloting program to encourage youth arts patronage - focusing specifically on those who have not been exposed to the arts
- Planned and hosted the 13th annual Aha! Awards program
- Sponsored Leadership Greater Little Rock arts program
- Serve as liaison to Arkansas Arts Center, MacArthur Museum of Arkansas Military History, Arkansas Symphony Orchestra. Serve on Alltel Arena Arts Advisory Committee.
- Provide support to Sister Cities Commission

2003 Departmental Priorities

Racial and Cultural Diversity Commission

- To develop a five-year strategic plan in consultation with the Board and other community leaders to address issues that were raised at the Summit on Race and Vision Little Rock
- A program for mentoring minority youth
- A role for Little Rock churches to help promote racial reconciliation
- Research on the status of minorities in Little Rock
- Continue WorldFest as a means of giving school children and others experience with other cultures
- Continue cultural activities monthly or quarterly
- Continue Healing Racism Institute workshops that allow for candid discussions about race and race relations



General Government and Administration

- In consultation with the Board, identify and pursue recommendations that do not require significant additional resources as prioritized by Vision Little Rock
- In consultation with the Board, identify and seek resources needed to implement major recommendations, e.g.,
 1. Liaison to the Hispanic community
 2. Planning and research
 3. Continuing education for adults
 4. Human relations program for K-12
 5. Multi-cultural calendar for Little Rock

City Clerk's Office

- Continue efforts to establish a centralized comprehensive filing system
- Implement a document imaging/retrieval system
- Continue efforts toward making City Board and Commission information available on-line
- Continue to pursue goals associated with Municipal Clerk certification

Arts & Humanities

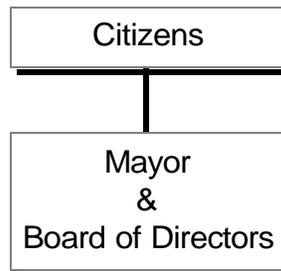
- Continue to support Arts & Culture Commission in their ongoing efforts
- Facilitate examination of city cultural funding policy
- Regularly convene roundtable of cultural leaders to encourage collaboration and goal setting
- Work with Sister Cities Commission as they commemorate their 10th anniversary
- Plan and host the 14th annual Aha! Awards program
- Continue hosting "On Stage" on LRNN highlighting Little Rock theatrical offerings; expand its scope to focus on more arts
- Continue youth arts patronage program; start planning to expand from one school to more schools
- Serve as liaison to Arkansas Arts Center, MacArthur Museum of Arkansas Military History, Arkansas Symphony Orchestra, and Museum of Discovery. Serve on Alltel Arena Arts Advisory Committee
- Assist in city-wide promotion and public relations efforts



<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Percentage of electronic board agendas that are Assembled and ready for disc transfer by 12:00 noon every Friday			95%
Percentage of Ordinances, Resolutions and motions that are signed, filed and indexed within three weeks of date enacted			80%
Board meeting minutes completed and submitted within 30 days			90%
Percentage of requests for municipal records or information that is answered within two working days			90%



Mayor & Board of Directors



Mission Statement

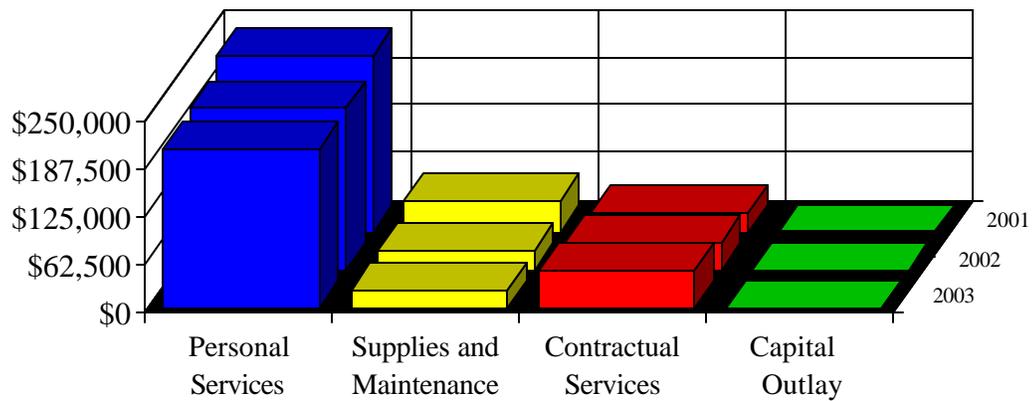
To make policies and provide representation for the citizens of Little Rock; provide executive management and administration of City affairs; provide legal advice and representation for the city; serve as official recorder and custodian of public documents; and to conduct municipal judicial proceedings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

Mayor and Board of Directors

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$232,348	\$211,857	\$207,954
Supplies and Maintenance	42,182	26,198	24,198
Contractual Services	38,344	43,338	44,338
Capital Outlay	998	0	0
Total	\$313,872	\$281,393	\$276,490

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03	% Change
100 General Fund	Proposed	from
	Budget	Prior Year
	<u>\$276,490</u>	<u>-1.74%</u>



Authorized Personnel Summary

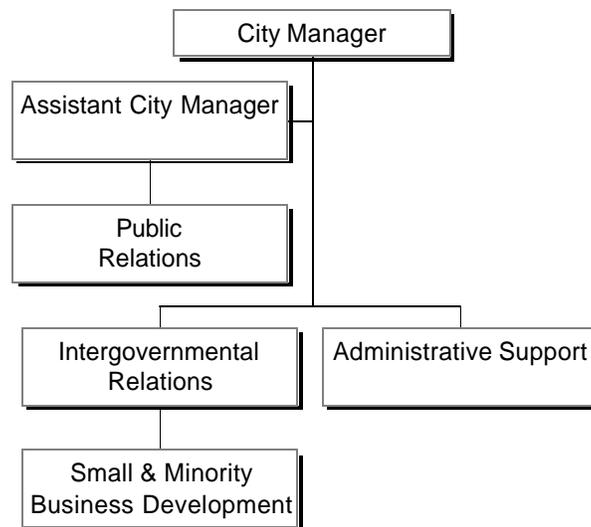
Position	No. Positions	Salary Range
Mayoral Assistant	<u>1</u>	\$27,434 - \$41,151
Total	1	

2002 Program Highlights

- Continued to focus on various public safety initiatives as a top priority
- Reinstated City Hall for a Day in all seven wards
- Continued efforts to expand the Mayor's Youth Council's community projects
- Continued support and implementation of the Vision Little Rock recommendations
- Continued support of downtown revitalization with over \$800 million in projects currently complete or underway
- Continued support for mid-town redevelopment after the Urban Land Institute study was presented
- Continued to support East of Interstate 30 development
- Continued to support rebuild efforts in the tornado area
- Promoted Southwest Little Rock area for multi-million dollar outdoor development
- Mayor took president's office for the Arkansas Municipal League
- Mayor was appointed to the National League of Cities: Board of Directors; the board representative to the Information and Technology Committee; and the Municipalities in Transition committee
- Mayor was appointed to the Local State Government Advisory Committee of the Federal Communications Committee
- Board members continue to serve on local, state and federal committees
- Continued to support professional development through the NLC; United States Conference of Mayors and ICMA
- Worked with neighborhood associations to decrease crime within the area, specifically Fowler Square in downtown
- Supported the completion of phase one "Weapons of Mass Destruction" training and a large scale disaster drill at LR National Airport and a Weapons of Mass Destruction disaster drill at War Memorial Stadium
- Supported the development of the new Children, Youth and Families Commission
- Provided leadership to the Workforce Investment Board of Directors
- Supported Rebuilding Central Arkansas, the old Paint Your Heart Out program to work on six homes in the Central Arkansas area
- Hired new City Manager



City Manager



Mission Statement

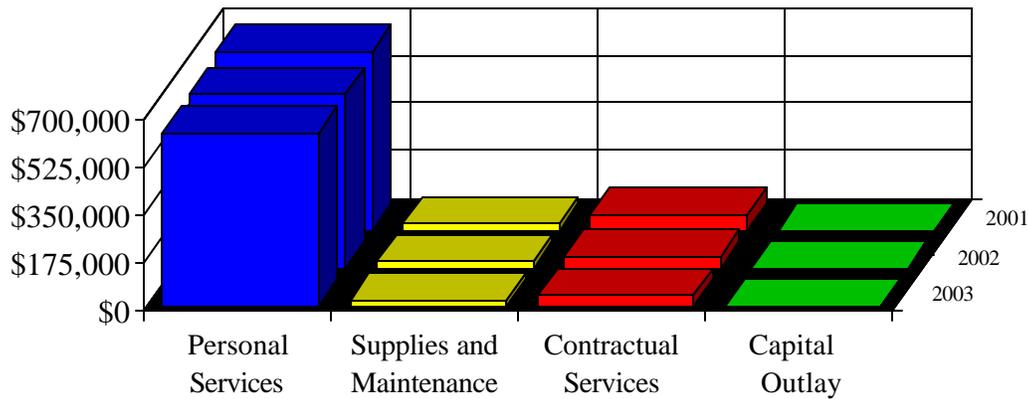
To provide centralized administration, coordination, control and evaluation of all municipal programs, including preparation and control of the budget; and to assist the Board of Directors in developing and implementing public policy.

City Manager

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$656,107	\$635,446	\$635,286
Supplies and Maintenance	28,558	24,250	22,381
Contractual Services	60,250	42,405	41,405
Capital Outlay	1,330	0	0
Total	\$746,245	\$702,101	\$699,072

Total Allocations By Fiscal Year And Account Category



Resources for Budget
100 General Fund

FY 03 Proposed Budget	% Change from Prior Year
\$699,072	-0.43%



City Manager

Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Services Manager	1	\$40,829 - \$61,244
Administrative Technician	3	21,647 - 32,471
Assistant City Manager	1	70,429 - 105,644
City Manager	1	- - -
Intergovernmental Relations Manager	1	47,190 - 70,785
Office Assistant III	1	19,129 - 28,694
Program Monitor	1	27,434 - 41,151
Small Business Dev. Administrator	1	34,801 - 52,202
Vision Little Rock Project Manager	1	66,660 - 99,990
Total	11	

2002 Program Highlights

City Manager

- Continued to coordinate the Vision Little Rock process
- Continued efforts to provide economic development support to the Little Rock Regional Chamber of Commerce, the Downtown Partnership and other agencies
- Continued partnership efforts for the development of the William Jefferson Clinton Presidential Park
- Worked with City Year to establish recruitment efforts in the City
- Developed a new City web page

Intergovernmental Relations

Legislative Activities

- Intergovernmental Relations Staff executed the City's established legislative agenda development process for the 84th Arkansas General Assembly. Staff worked very closely with the Arkansas Municipal League to develop the City's 2002 – 2003 Legislative Agenda. The City's legislative tracking system was expanded from sixteen (16) to twenty-one (21) liaisons from city department and divisions
- The Mayor, City Board and legislative staff worked closely with the Arkansas Municipal League and the Pulaski County legislative delegation to pursue the City's Legislative Agenda. This highly effective coalition passed fifteen (75%) of the City's



City Manager

sponsored bills, ninety-seven (73%) of city-supported bills became law and sixty-nine (77%) of the bills opposed by the City failed to pass

- Significant new legislation included: Arkansas Fair Housing Law; Consolidation of the Little Rock and North Little Rock Water Systems; Storm Water Utility; Amendment One; Redevelopment Districts and Short-Term Financing; Arkansas Small Business Tax Credit Act of 2001; Lowering of the Blood Alcohol Content Limit to 0.08; and Municipal Uniform Citation Form
- Staff refined and improved the City's bill tracking and monitoring system. Each city department designated a legislative contact to monitor and provide assessment of bills that affect departmental revenue or operations. City staff assessed over 2,643 during the Arkansas 83rd General Assembly

Grants Development

- Continued to focus on a regional competitive grant approach to enhance funding for City initiatives, operations, and service delivery
- The regional grant approach was utilized to collaborate with North Little Rock, Pulaski County and the University of Arkansas at Little Rock to receive a Department of Housing and Urban Development Round III designation of Pulaski County as one of the eight (8) new Urban Empowerment Zones. Completed Phase I of the Department of Environmental Protection Agency's Brownsfield Redevelopment Grant and completed the application for Phase II of the Brownsfield Redevelopment Grant
- Renegotiated a twenty-four (24) month contract with a professional competitive grant-writing firm who will identify and pursue \$1,000,000 in new competitive grant funding

American with Disabilities Act (ADA) Compliance

- Worked closely with the City Attorney's Office, the Public Works Department and the ADA Consultant to refine the implementation and monitoring of the City's ADA Compliance Transition Plan
- Completed the successful transition to an in-house ADA curb ramp construction program
- Developed a Citywide database for the management and tracking of ADA curb ramp construction
- Installed over two hundred and seventy-seven (277) ADA curb ramps
- Funded over \$60,000 in ADA accessibility construction projects at the Neighborhood Resource Center, Animal Shelter, and Alert Centers
- Purchased an ADA accessible golf cart to make Rebsamen Golf Course accessible to disabled citizens

Small Business Development

The Small Business Development Office refined and enhanced the Small Business Incubator Service System; maintained four (4) race and gender-neutral program activities



City Manager

and increased the capacity of small, minority-owned and women-owned businesses in a slowed down economy.

1. Small Business Incubator Service System (SBISS)

- Maintained SBISS client businesses at the targeted twenty (20) businesses in 2002
- Combined gross sales by SBISS client businesses totaled \$5,400,000 in 2002
- Combined employment increased to 85% employees in 2002

2. River Market Capital Enhancement Program

- Maintained \$50,000 River Market Capital Enhancement Account
- Two (2) start-up businesses utilized \$10,000 for capital equipment lease-purchase

3. Entrepreneurial Training Program

- Conducted three (3) training courses with total enrollment of six (6) participants bringing the total number of businesses to one hundred (100)
- 65% of participants completed the courses compared to the industry average of 30%

4. Proactive Procurement and Contract Outreach

- Formalized the Proactive Procurement and Contract Outreach Program with procurement workshop to participants including: four (4) business and citizens; fifteen (15) local, state, and federal vendors; and sixteen (16) procurement personnel
- The Small Business Development Office participated in or co-sponsored thirty-eight (38) marketing outreach forums
- Disseminated over 41,000 pieces of Small Business Development Office Literature
- Posted ads in local print media including: African American; Asian American; and Hispanic American media

2003 Departmental Priorities

City Manager

- Implement sound management goals to support the Mayor and Board of Directors priorities
- Continue to provide sound, professional managerial direction for the City of Little Rock
- Continue to provide detailed and timely financial reporting
- Continue to implement FUTURE-Little Rock goals and objectives



City Manager

- Develop, in conjunction with the Mayor and Board of Directors, an effective Vision Little Rock implementation strategy
- Continue to provide a strong, diverse senior management team
- Continue to support public/private partnerships that foster and enhance economic development opportunities in all areas of the City
- Develop an effective public information campaign to promote city services

Intergovernmental Relations

Legislative Activities

- Maintained and expand the City's successful and productive working relationship with the Arkansas Municipal League, Pulaski County legislative delegation, the Little Rock Regional Chamber of Commerce, the State Chamber of Commerce and the Arkansas Association of Counties
- Staff will identify, draft and seek approval of the City's 2003 legislative initiatives, and proactively lobby for, or against, legislation that impacts the City.
- Refine the City's legislative tracking system

Grant Development

- Work with competitive grant writing contractor to identify \$1,000,000 in new competitive grant funds
- Continue to pursue the regional and collaborative grant development process with key regional jurisdictions and agencies

American with Disabilities Act (ADA) Strategy

- Continue to implement the ADA Compliance Transition Plan; Staff will develop a detailed multi-year schedule for the City's in-house ADA curb ramp program
- Refine the project status reporting system for infrastructure and building quality control
- Increase ADA public awareness activities

Small Business Development Office

The City will maintain its commitment to enhancing the growth potential of small business development by vigorously marketing, advertising, refining, and enhancing program delivery activities in the areas of retail, service-oriented, tourism, entertainment, technology, light-industry and professional services

1. Small Business Incubator Service System

- Enroll ten (10) to fifteen (15) additional businesses
- Provide continued assistance to businesses located in the River Market and to business located in other city-owned facilities



City Manager

- Upgrade and develop the Small Business Development web site to make information more users friendly
2. **River Market Capital Enhancement Program**
 - Provide expansion and capital improvement assistance for two (2) to four (4) additional vendors
 3. **Entrepreneurial Training Program**
 - Conduct two (2) training sessions and maintain above average completion rate
 4. **Proactive Procurement and Contract Outreach**
 - Partner with, or co-sponsor, eighteen (18) to twenty-four (24) marketing and outreach activities



City Manager

DEPARTMENT: City Manager

FUND: General

OBJECTIVES:

Budget: \$699,072

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.

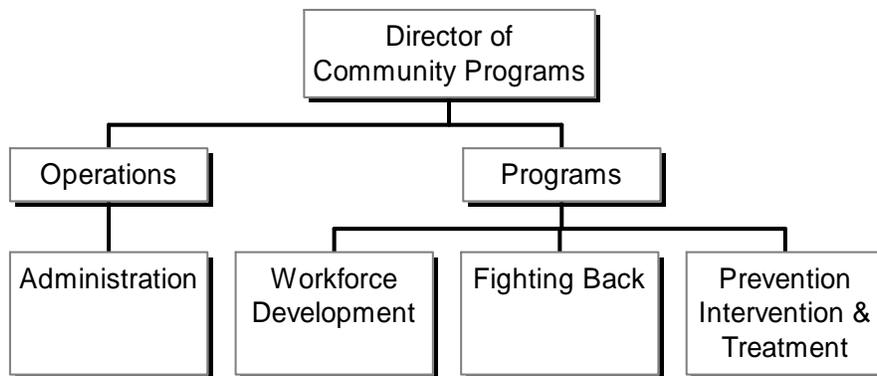
Organization: 1033 Small & Minority Women Owned Business Development

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.

<u>Service Measures</u>	Actual 2001	Budget 2002	Estimated 2003
Percentage of items on the <i>Board Request Summary</i> That are completed by the original deadline			90%
Percentage of items on the <i>Individual Board Request Summary</i> that are completed by the original deadline			90%
Percentage of items on the Board Request Summary that are completed by the original deadline on the Summary			85%
Percentage of items on the <i>Individual Board Request Summary</i> that are completed by the original deadline on the <i>Summary</i>			85%



Community Programs



Mission Statement

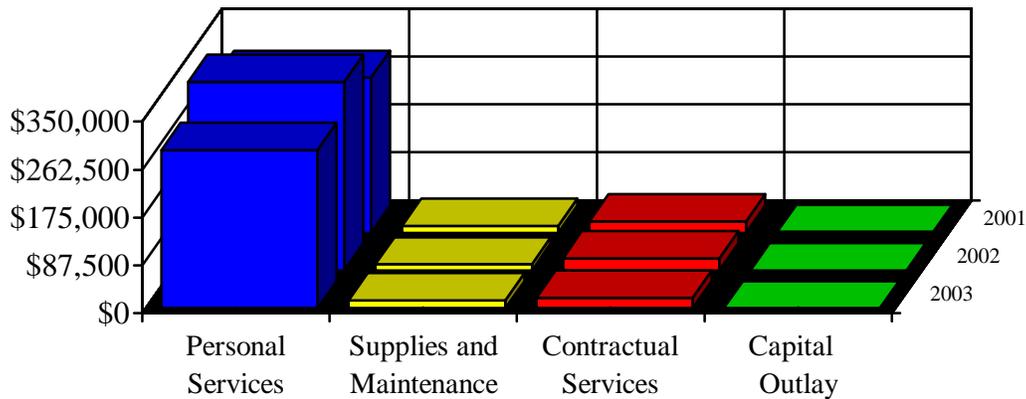
To develop, implement and coordinate the City social and human services related programs: to provide assistance to other organizations and agencies (public, private and non-profit), to develop an array of community services and policies to address the needs of citizens of Little Rock.

Community Programs

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$282,754	\$343,902	\$288,367
Supplies and Maintenance	12,514	11,176	14,225
Contractual Services	20,852	22,200	19,000
Capital Outlay	1,338	0	0
Total	\$317,458	\$377,278	\$321,592

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	\$321,592	-14.76%



Community Programs

Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Assistant I	1	\$24,797 - \$37,196
Community Pgms Ops Coordinator	1	34,801 - 52,202
Community Programs Coordinator	1	31,118 - 46,677
Demographic Analyst	1	27,434 - 41,151
Director Of Community Programs	1	55,770 - 83,655
Office Assistant III	2	19,129 - 28,694
Programs Monitor	1	27,434 - 41,151
Programs Monitor Senior	1	31,118 - 46,677
Workforce Development Program. Admin.	1	34,801 - 52,202
WTW Program Specialist I	1	24,797 - 37,196
WTW Program Specialist II	1	31,118 - 46,677
Youth Services Assistant	1	24,797 - 37,196
Total	13	

2002 Program Highlights

- Enrolled 660 participants (Objective – 625 clients)
- Number in un-subsidized employment: 385 (Objective – 410)
- Fatherhood Initiative
- Seven percent earning gain
- Goals completed six months prior to end date for grant
- Consistently met deadline and public obligations
- All RFP's and contract extensions were completed by deadlines
- Reports were completed in a timely, proactive manner
- Target dates for internal strategic plan have been met with few exceptions
- RWJ Foundation Fighting Back Project
- Insure the Children at Children's Hospital
- Annual Community Report on ATOD Abuse
- Inclusion of faith-based groups in combating substance abuse
- All RFP's and contract extensions were completed by deadlines
- Reports were completed in a timely, proactive manner
- Target dates for internal strategic plan have been met with few exceptions
- RWJ Foundation Fighting Back Project



Community Programs

- Annual Community Report on ATOD Abuse
- Inclusion of faith-based groups in combating substance abuse
- Implementation of over 60 PIT Programs
- 17 of the 60 contracts are with faith-based organizations
- Monitoring efforts were improved
- Held several Technical Assistance sessions
- www.lrcommunity_programs.org designed as interactive site
- www.accesslittlerock.org is host for departments information
- RFP's and guidelines were available for first time online
- Coordinated Kick Tobacco Coalition and State Tobacco Settlement initiatives

2003 Departmental Priorities

- WTW Competitive Grant
 - End of year quarterly reports will be filed
 - Lessons Learned report will be developed
 - Importance of working with fathers will be further investigated
- Commission on Children, Youth and Families
 - Staffing and support for orientation
 - Assist in developing timelines
 - Develop strategic plan
- Continue to implement **PIT Programs**
 - Ensure service providers follow best-practice standards
 - Continue to monitor and evaluate for quality
 - Measure performance by outcomes-based models
 - Develop clear-language contracts with City Attorney
 - Seek collaborative initiatives around after school programming, youth employability, ex-offender programs and fatherhood initiatives
 - Continue to develop faith-based initiatives
 - Expand programming
- Use data to make program recommendations
 - Be responsive to emerging community needs
 - Develop crime data as it relates to youth
 - Know our community
 - Evaluate major programs using outcomes-based instruments
- Investigate external support and partnerships
 - Enhance existing initiatives and programs
 - Improve monitoring, evaluation and technical assistance
 - Leverage support from proven successes



Community Programs

DEPARTMENT: Community Programs **Fund:** General
OBJECTIVES: **Budget:** \$321,592

Organization: 1036 Fighting Back

2002 is the last year for work to be completed through the Robert Wood Johnson Foundation grant for Little Rock 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.

Organization: 1049 Workforce Development

To build individual self-sufficiency and provide employers with a quality work force through the provisions of assessment, supportive services, and employability skills training to the eligible residents of the greater Little Rock metropolitan area. During this last year of the U.S. Department of Labor's Welfare to Work competitive grant, staff will plan and implement the successful phase out of this program.



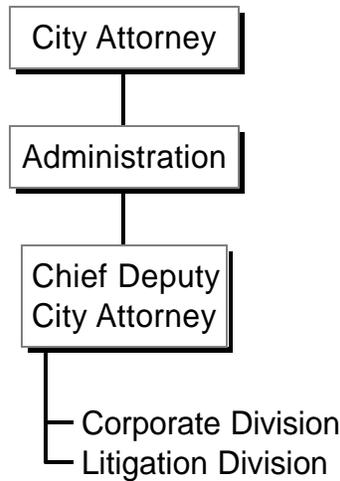
Community Programs

<u>Service Measures</u>	Actual 2001	Budget 2002	Estimated 2003
Number of Welfare to Work clients re-training full time employment for 6 months	>410	248	385
Percentage of earnings gains for those clients from the base quarter to end of year	.017%	7%	>6%
Total number of Prevention, Intervention, and Treatment contracts	64	68	48
Number of Faith-based organizations that are PIT service providers	16	17*	13*
Number of youth employed by Summer PIT programs	90(est.)	95	>100
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

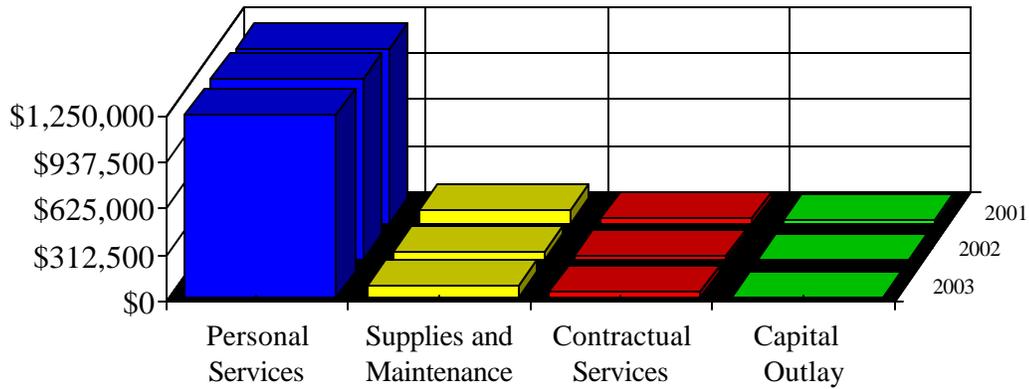
To provide legal assistance and representation for the City of Little Rock and its Boards and Commissions.

City Attorney

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,177,726	\$1,219,824	\$1,221,453
Supplies and Maintenance	89,890	56,319	78,395
Contractual Services	39,092	29,933	36,857
Capital Outlay	26,839	0	0
Total	\$1,333,547	\$1,306,076	\$1,336,705

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,336,705	2.35%



Authorized Personnel Summary

Position	No. Positions	Salary Range
Assistant City Attorney	3	\$34,801 - \$52,202
Chief Deputy City Attorney	1	52,696 - 79,044
City Attorney	1	84,188 - 126,282
City Attorney's Office Investigator	1	34,801 - 52,202
Deputy City Attorney	6	47,190 - 70,785
Law Office Manager	1	34,801 - 52,202
Legal Secretary	4	21,647 - 32,471
Office Assistant I	1	14,162 - 21,243
Special Deputy Prosecuting Attorney	1	47,190 - 70,785
Total	19	

2002 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

2003 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 an tiered PAGIS system



City Attorney

DEPARTMENT: City Attorney

FUND: General

OBJECTIVES:

Budget: \$1,336,705

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.

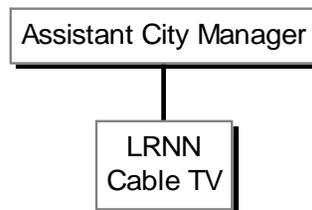
To represent all City departments, boards, and commissions in all litigation in state and federal court; to file litigation to collect all delinquent monies owed to the City; to prosecute all cases filed in Municipal Traffic Court; to prosecute all ordinance violations in Municipal Court; to prosecute 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.



<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Percentage of oral opinion on routing matters within 24 hours			75%
Percentage of written opinions on routing matters within 10 days			75%
Percentage of written opinion on on-routing matters within 30 days			75%



Cable TV



Mission Statement

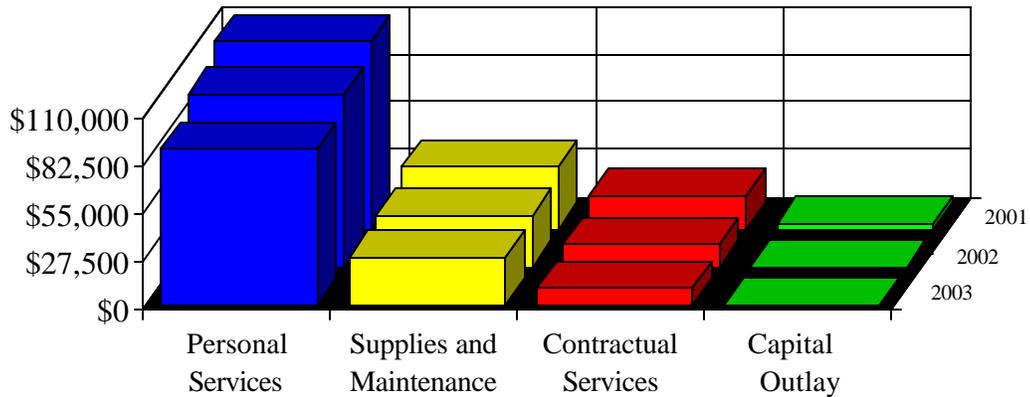
To deliver the highest level of quality information on policies, services, and activities of Little Rock City Government to the citizen and facilitate the delivery of emergency response information to the general public and make available, through electronic media, information about city and community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

Cable TV

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$107,998	\$99,708	\$89,340
Supplies and Maintenance	35,892	29,947	27,422
Contractual Services	19,754	13,000	9,750
Capital Outlay	3,776	0	0
Total	\$167,420	\$142,655	\$126,512

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03	% Change
100 General Fund	Proposed Budget	from
	<u>\$126,512</u>	<u>Prior Year</u>
		-11.32%



Cable TV

Authorized Personnel Summary

Position	No. Positions	Salary Range
Video Production Technician	<u>2</u>	24,797 - 37,196
Total	2	

2002 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
- Began airing a new “Classic Arts Showcase”
- 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
- Expanded use of bulleting board information sources
- Drafted policies and procedure manual for LRNN operations
- Drafted new Programming Policy and Mission Statement for Operating and Policy Guidelines
- Created partnership with the Central Arkansas Library to archive Board meeting tapes

2003 Departmental Priorities

- Continue to develop new programming on local government services
- Develop live call in programs
- Examine feasibility of providing streaming video on web page of Board of Directors meetings
- Examine feasibility of archiving video on web page
- Finalize Policy and Procedures manual
- Begin to share programming with other cities and cable systems



Cable TV

DEPARTMENT: Cable TV

FUND: General

OBJECTIVES:

Budget: \$126,512

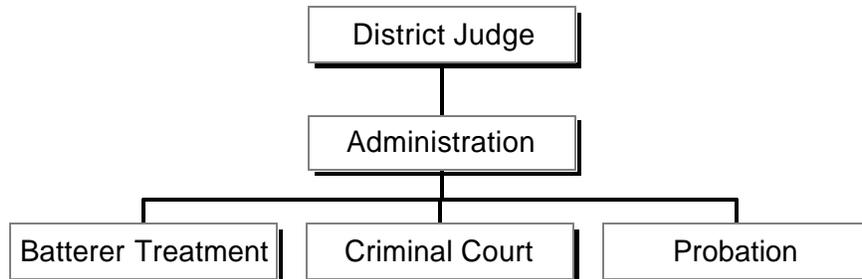
Organization: 1032 Cable TV

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.

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Percentage of live meetings broadcast on time			100%
Bulletin board information review			Daily



District Court First Division



Mission Statement

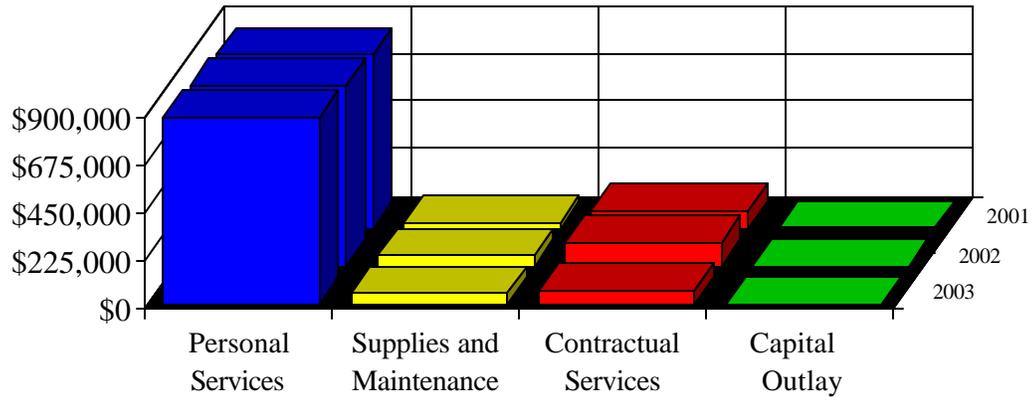
To provide the public with impartial and timely adjudication of criminal offenses; to divert offenders from criminal activity and increase public accountability through probation, drug testing, victim restitution and community service programs.

District Court First Division

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$817,950	\$872,642	\$878,386
Supplies and Maintenance	31,707	52,068	51,600
Contractual Services	84,236	111,440	64,469
Capital Outlay	6,046	0	0
Total	\$939,939	\$1,036,150	\$994,455

Total Allocations By Fiscal Year And Account Category



Resources for Budget
100 General Fund

FY 03 Proposed Budget	% Change from Prior Year
\$994,455	-4.02%



District Court First Division

Authorized Personnel Summary

Position	No. Positions	Salary Range
Batterers Treatment Program Coordinator	1	\$27,434 - \$41,151
Court Administrator	1	34,801 - 52,202
Court Clerk	5	21,647 - 32,471
Court Reporter	1	21,647 - 32,471
Judge	1	- - -
Office Assistant II	1	17,701 - 24,506
Probation Officer	8	24,797 - 37,196
Probation Officer-Senior	1	31,118 - 46,677
Subpoena Clerk	1	21,647 - 32,471
Total	20	

2002 Program Highlights

- Continued to provide impartial and timely 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
- Court Clerks and Probation Officers attended various education classes to maintain certification
- Created new position of Subpoena Clerk as a means to generate new revenue
- Exploring the possibility of serving as a pilot project for the Arkansas Court Automation Project – a state-wide initiative to uniformly automate case management in district and circuit courts

2003 Departmental Priorities

- Streamline the Domestic Violence Program
- Fill vacant Probation Officer position
- Fill vacant Clerk position
- Work with Office of Information Technology to track credit card payment program
- Ensure that the imaging system is maintained and is utilized so that court records are kept and stored according to State Statues



DEPARTMENT: District Court First Division

FUND: General

OBJECTIVES:

Budget: \$994,455

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.

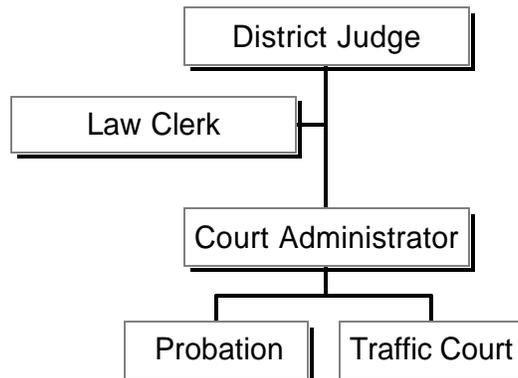
Provide administrative support to the court in civil and small claims matters; to provide clerical support inside the office and courtroom, assisting the public, and maintaining legal documents, court records and calendars.

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.

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Percentage of arrests with defendants in jail, where the defendant is given a hearing within 24 hours according to State Statutes		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%	100%
Subpoena's issued without errors		98%	100%
Warrants issued within 24 hours of request		98%	99%
Percentage of dispositions updated in the public safety system within 24 hours		95%	98%
All offenders on the trial docket who received a judgment and all paperwork within 2 hours of their scheduled arrival at court when all necessary attorneys and witnesses are present		95%	98%



District Court Second Division



Mission Statement

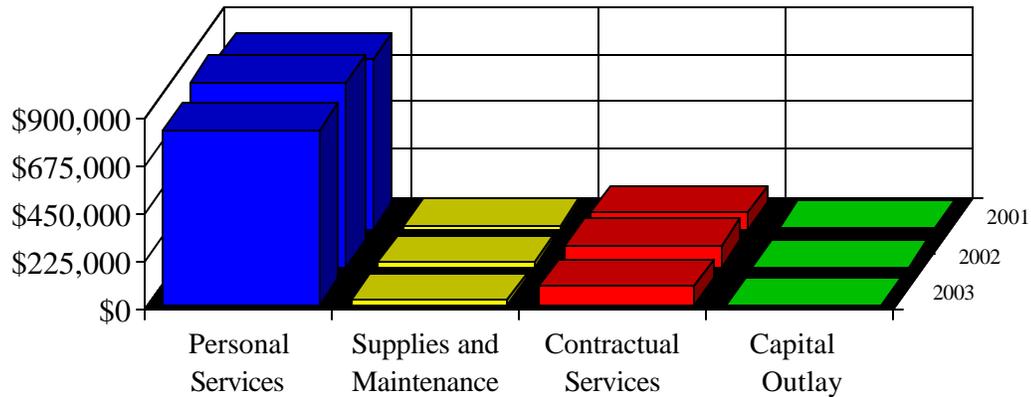
We seek to administer justice and equity.

District Court Second Division

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$800,990	\$867,863	\$825,872
Supplies and Maintenance	21,207	22,490	22,490
Contractual Services	80,347	102,621	89,621
Capital Outlay	9,457	0	0
Total	\$912,001	\$992,974	\$937,983

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03	% Change
100 General Fund	Proposed Budget	from
	<u>\$937,983</u>	<u>Prior Year</u>
		-5.54%



Authorized Personnel Summary

Position	No. Positions	Salary Range
Chief Court Clerk	1	\$27,434 - \$41,151
Court Administrator	1	34,801 - 52,202
Court Clerk	7	21,647 - 32,471
Court Clerk - Senior	1	24,797 - 37,196
Judge	1	- - -
Office Assistant II	3	17,701 - 24,506
Probation Assistant	2	19,129 - 28,694
Probation Officer	4	24,797 - 37,196
Probation Officer-Senior	1	31,118 - 46,677
Total	21	

2002 Program Highlights

- All probation employees are members of the Arkansas District Court Probation Officers Association
- Two probation employees are currently attending Spanish courses
- One member of the probation staff is Internationally recognized as a Certified Alcohol/Drug Counselor
- Chief Probation Officer worked closely with Finance to reduce the rate of outstanding failure to pay warrants
- Probation staff processed over six hundred defendants referred to community service
- Developed a program called “Little Red Driving Hood” to present to middle school children
- Enter all convictions directly onto a persons driving record through a direct link to Driver Services
- Public is now able to pay most violations on-line
- Instituted a program to reduce recidivism of DWI Offenders

2003 Departmental Priorities

- Improve our telephone system for the public
- Continue to find ways to improve our operations overall



District Court Second Division

DEPARTMENT: District Court Second Division

FUND: General

OBJECTIVES:

Budget: \$937,983

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.

<u>Service Measures</u>	<u>Actual 2001</u>	<u>Budget 2002</u>	<u>Estimated 2003</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%
Percentage of offenders with mandatory court appearances handled by the court within 30 minutes (exclusive of paying fine to Finance Department cashiers)		90%	90%
Percentage of commitment orders processed the same day issued		100%	100%

City of Little Rock, Arkansas

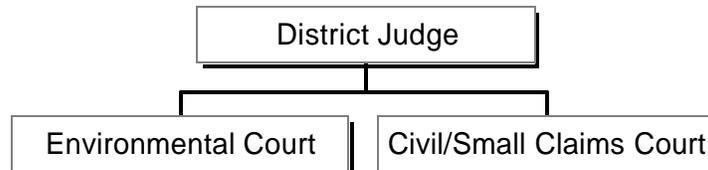


District Court Second Division

fine to Finance Department cashiers)	90%	90%
Percentage of commitment orders processed the same day issued	100%	100%
Percentage of tickets entered into the public safety system the same day received from the Police Department by the LRTC	98%	98%
Percentage of dispositions updated in the public safety system within 24 hours	95%	98%
Percentage of dispositions updated in the public safety system within 24 hours	99%	99%
Percentage of driver's license suspensions and reinstatements processed within 24 hours	98%	98%



District Court Third Division



Mission Statement

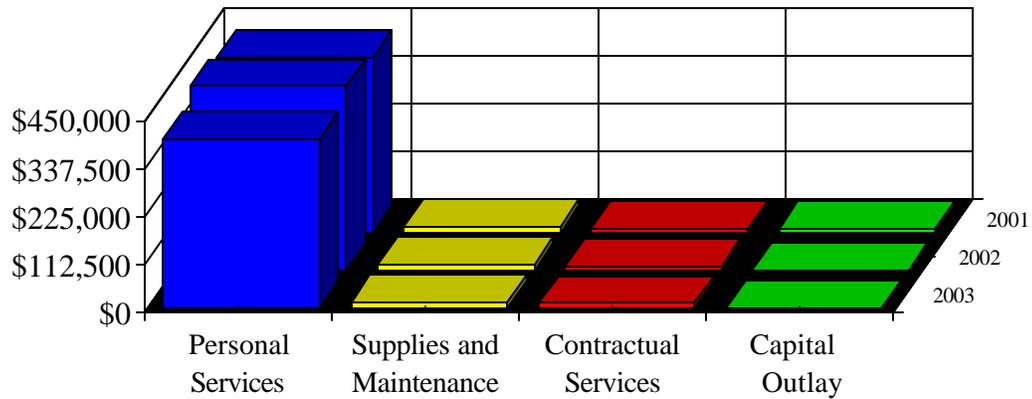
To provide impartial and timely adjudication and impose sanctions for code violations to insure that neighborhood conditions are improved to comply with accepted health and safety standards. To provide the public with timely and impartial adjudication of civil and small claim matters.

District Court Third Division

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$409,470	\$430,132	\$395,536
Supplies and Maintenance	12,687	13,222	12,272
Contractual Services	7,811	9,198	11,503
Capital Outlay	7,255	0	0
Total	\$437,223	\$452,552	\$419,311

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	\$419,311	-7.35%



Authorized Personnel Summary

Position	No. Positions	Salary Range
Court Administrator	1	\$34,801 - \$52,202
Court Clerk	3	21,647 - 32,471
Judge	1	- - -
Probation Officer	1	24,797 - 37,196
Probation Officer Senior	<u>1</u>	31,118 - 46,677
Total	7	

2002 Program Highlights

- Provided impartial and timely adjudication of all court cases
- Continued to provide training to Judge and court staff
- Increased unsupervised probation to include curfews

2003 Departmental Priorities

- Completely upgrade computer system for Environmental and Civil/Small Claims
- Increase supervised probation fees
- Provide computer 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: \$419,311

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.

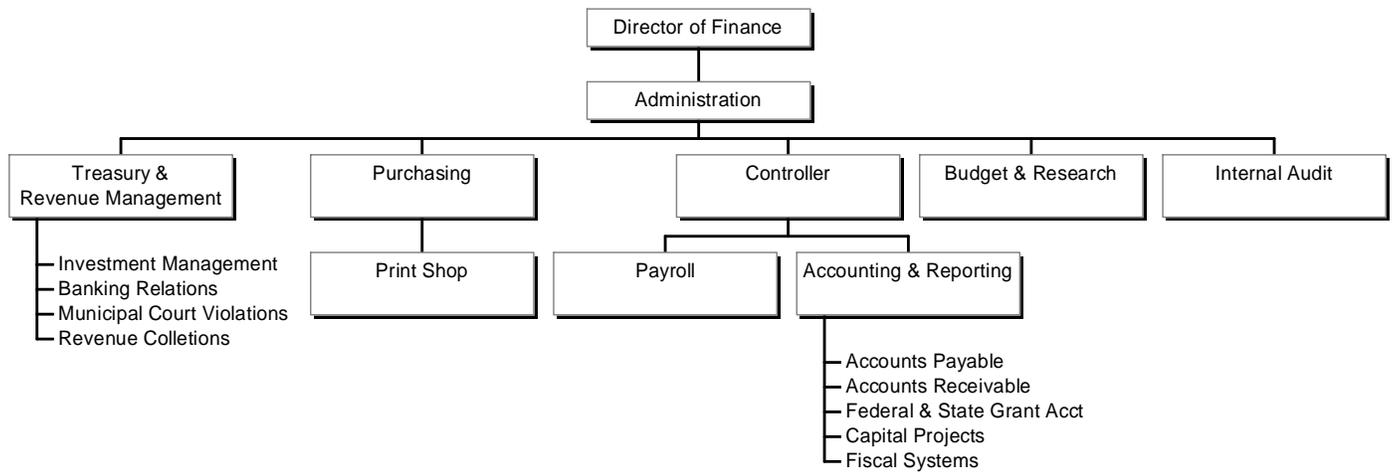
To provide clerical support inside and outside the courtroom by preparing and maintaining legal documents, courts records and respond to public inquiries.

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

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Percentage of life-threatening violations of housing codes heard within seven (7) days of the date the citation was issued			95%
Percentage of warrants issued within twenty-four (24) hours			95%
Percentage of dispositions recorded in the public safety system within twenty-four (24) hours			90%



Finance



Mission Statement

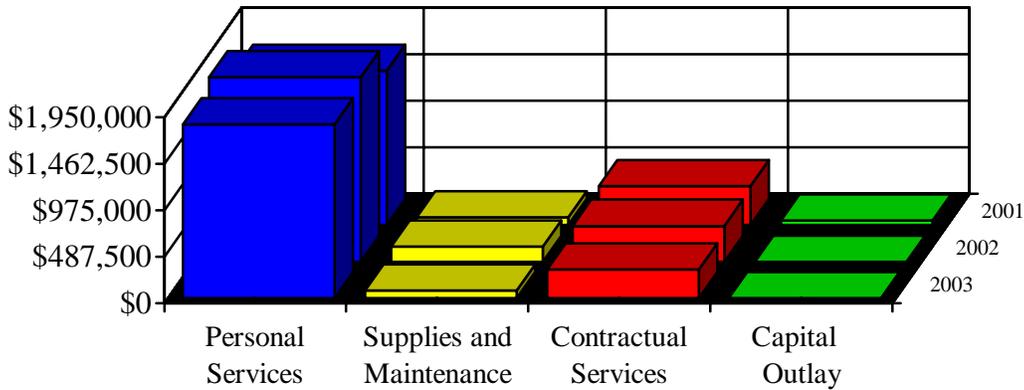
To manage the financial affairs of the City general government operations in accordance with all legal requirements in the highest standards of ethical and professional conduct; to aid economic development and recruiting efforts and administer any industrial financing that result; and to give advice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

Finance

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,614,038	\$1,932,914	\$1,823,110
Supplies and Maintenance	82,063	157,312	82,310
Contractual Services	409,759	374,889	300,489
Capital Outlay	47,331	0	0
Total	\$2,153,191	\$2,465,115	\$2,205,909

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,205,909	-10.51%



Finance

Authorized Personnel Summary

Position	No. Positions	Salary Range
Accountant	5	\$31,118 - \$46,677
Accountant - Grants	1	31,118 - 46,677
Accounting Clerk II	6	19,343 - 26,901
Accounting Clerk-Senior	2	21,647 - 32,471
Accounting Specialist	1	24,797 - 37,196
Assistant Purchasing Agent	1	31,118 - 46,677
Auditing Manager	1	40,829 - 61,244
Budget & Management Analyst	1	27,434 - 41,151
Budget Officer	1	40,829 - 61,244
City Controller	1	47,190 - 70,785
Collections Supervisor	1	27,434 - 41,151
Director of Finance & Administration	1	71,513 - 107,270
Fiscal Systems Administrator	1	31,118 - 46,677
Fixed Assets Specialist	1	24,797 - 37,196
Internal Auditor	1	31,118 - 46,677
Office Assistant II	2	17,701 - 24,506
Payroll Manager	1	40,829 - 61,244
Payroll Specialist	1	24,797 - 37,196
Pension Technician	1	21,672 - 29,822
Printing Services Supervisor	1	25,397 - 38,096
Printing Technician II	2	17,701 - 24,506
Purchasing Agent	1	40,829 - 61,244
Purchasing Assistant	1	21,647 - 32,471
Revenue Collector	3	21,647 - 32,471
Revenue Collector – Senior	1	24,797 - 37,196
Secretary-Executive	1	21,647 - 32,471
Treasury Analyst	1	31,118 - 46,677
Treasury Manager	<u>1</u>	47,190 - 70,785
Total	42	



2002 Program Highlights

- Improved financial reporting – internal and external
- GFOA Certificate of Achievement for Financial Reporting
- Improved collections on business licenses and outstanding receivables
- Improved internal controls and operations
- Removed from S&P Credit Watch
- Successfully completed three bond issues, including refund savings of \$1,176,000
- Prepared financial policies for Board consideration
- Improved budget process and quality of information

2003 Departmental Priorities

- Seek Certificate of Recognition for Annual Budget Document
- Improve efficiency of Printing Services division and Accounting division
- Business licenses – develop internet application and payment system, audit information provided and find all businesses
- Improve internal and external reporting
- Successfully complete River Market parking garage bond issue
- Present GASB 34 compliant FY02 audit report to Board by May 31, 2002



Finance

DEPARTMENT: Finance **FUND:** General
OBJECTIVES: Budget: \$2,205,909

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 inventory of equipment in the general fixed asset group.

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

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: 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 administer the City banking, investment, and borrowing activities on a sound secure basis in accordance with City policies; and to assist economic development efforts when industrial development financing results.



Finance

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.

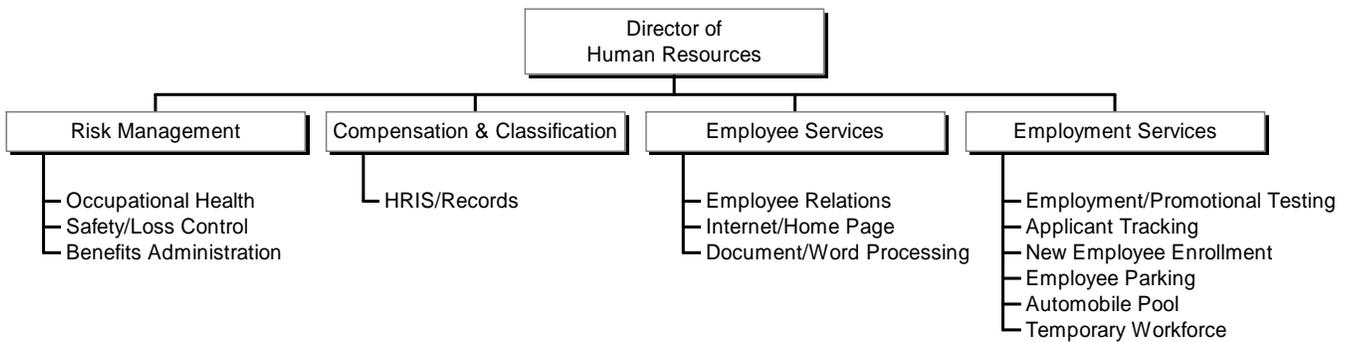
Organization: 1160 Print Shop

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

<u>Service Measures</u>	<u>Actual 2001</u>	<u>Budget 2002</u>	<u>Estimated 2003</u>
Budgets Prepared	1	1	1
Quarterly Reports Prepared	4	4	4
Monthly Reports Prepared	12	12	12
CAFR Prepared	1	1	1
Maintaining a re-bid rate			<3%
Maintain 1099 reporting to the Federal Government			100%
Employee records maintained for W-2 production	3240	3000	3000
Value of Payroll and Benefits	95.1 mil.	95.6 mil.	99.3 mil.
Number of days for completion of printing projects			4
GFOA/CAFR Awards	1		



Human Resources



Mission Statement

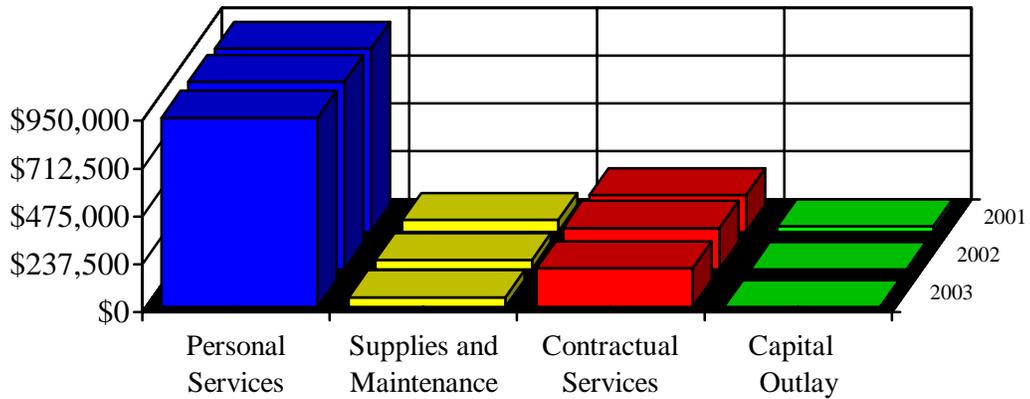
To provide managers, administrators, and other employees with services consistent with sound human resource principles, that contributes to an effective and efficient work force supportive of Little Rock Municipal Government operations.

Human Resources

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$905,582	\$928,235	\$937,601
Supplies and Maintenance	57,735	45,370	48,477
Contractual Services	181,395	205,141	191,641
Capital Outlay	26,047	0	0
Total	\$1,170,759	\$1,178,746	\$1,177,719

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,177,719	-0.09%



Human Resources

Authorized Personnel Summary

Position	No. Positions	Salary Range
Classification/Compensation Manager	1	\$40,829 - \$61,244
Director of Human Resources	1	68,614 - 102,921
Employee Services Manager	1	40,829 - 61,244
Employment Coordinator	1	27,434 - 41,151
Employment Services Manager	1	40,829 - 61,244
Human Resources Analyst I	2	27,434 - 41,151
Human Resources Analyst - Senior	2	34,801 - 52,202
Human Resources Document Specialist	1	24,797 - 37,196
Human Resources Systems Coordinator	1	27,434 - 41,151
Human Resources Technician II	2	21,647 - 32,471
Occupational Health Nurse	1	31,118 - 46,677
Office Assistant III	1	19,129 - 28,694
Risk Manager	1	47,190 - 70,785
Safety/Loss Control Specialist	1	31,118 - 46,677
Total	17	

2002 Program Highlights

- Completed a new video for employee orientation
- Trained 75 employees in timekeeping
- Offered Spanish classes to city employees
- Took over property liability coverage resulting in a more accurate and appropriate coverage
- Developed a new recruiting brochure
- Increased the number of placements of temporary workers using the in-house TempForce program
- Improved Firefighter recruitment and testing procedures
- Recipient of the International Personnel Management Association's Award of Excellence
- Improved customer service rating through internal survey



2003 Departmental Priorities

- Organize and hold a local HR conference in the Spring to establish a statewide local human resources association.
- Develop a Leadership Program for city employees
- Focus on health care coalition as a means for improving health care for employees
- Implement new 911 Dispatcher and Call Taker test
- Expand TempForce
- Implement new interactive telephone information and messaging system – to include services for applications, candidates and employees.
- Research use of Intranet for dissemination of confidential testing information for employees
- Complete electronic storage of all test development and validation files
- Research electronic referral of candidates and distribution of related application documents
- Improve department's imaging system – including the building of In-House Work Flow Product with assistance from OIT
- Research alternative storage mediums



Human Resources

DEPARTMENT: Human Resources

FUND: General

OBJECTIVES:

Budget: \$1,177,719

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.

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

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.

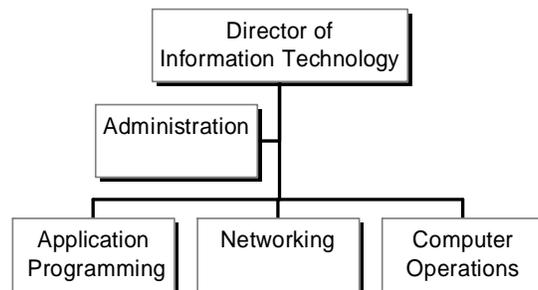
Meet the department's temporary support needs at cost below that of other temporary agencies; enhance recruiting for full-time clerical/administrative support positions by maintaining a large pool of potential applicants with documented performance with the City.

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.

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Percentage of employment forms verified within one working day.			95%
Increase in total TempForce administrative fee collections.			10%
Percentage of worker's compensation claims submitted to Worker's Compensation Commission within ten days of incident.			95%
Percentage of promotional list available for certification at the expiration of the preceding eligibility list.			95%



Information Technology



Mission Statement

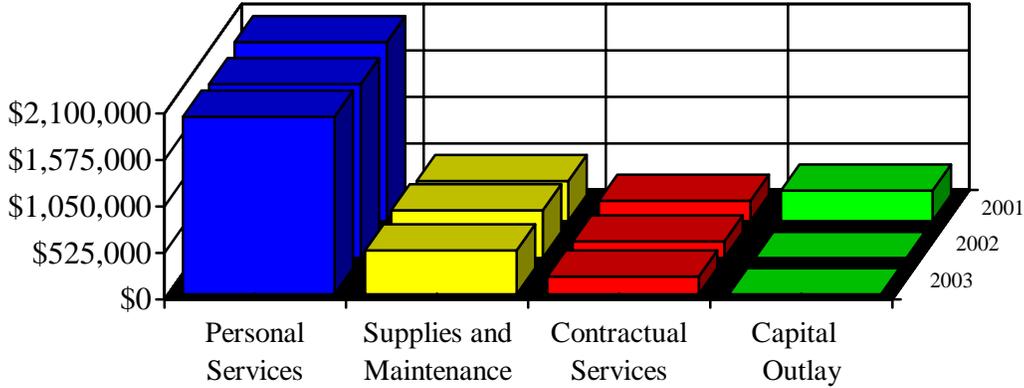
To provide mainframe based data processing services including systems design, computer programming, network services, telephone services, computer operations, and computer hardware maintenance to all city departments.

Information Technology

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,017,126	\$1,959,367	\$2,004,465
Supplies and Maintenance	455,806	533,675	500,268
Contractual Services	234,720	182,163	199,584
Capital Outlay	344,348	0	0
Total	\$3,052,000	\$2,675,205	\$2,704,317

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,704,317	1.09%



Authorized Personnel Summary

Position	No. Positions	Salary Range
Applications Development Manager	1	\$51,910 - \$77,865
Communications Equipment Supervisor	1	31,118 - 46,677
Communications Equipment Technician	1	24,322 - 34,935
Computer Operator	1	21,647 - 32,471
Computer Operator - Senior	3	24,797 - 37,196
Computer Programmer II	1	30,177 - 45,266
Director Of Information Technology	1	68,614 - 102,921
Information Support Specialist	6	27,277 - 40,916
Network Analyst	2	38,281 - 57,422
Network Coordinator	2	30,177 - 45,266
Network Coordinator - Senior	2	34,230 - 51,345
Programmer Analyst	5	38,281 - 57,422
Programmer Analyst - Senior	5	44,912 - 67,368
Secretary-Executive	1	21,647 - 32,471
Supervisor-Computer Operations	1	27,434 - 41,151
Systems Network Manager	1	44,912 - 67,368
Systems Programmer	1	44,912 - 67,368
Total	35	

2002 Program Highlights

- Updated and Expanded the Physical Network
 - Replaced higher-cost, dedicated lines with “private DSL”
 - Provided network connectivity to 20 Fire Stations
 - Replaced & expanded connectivity to 16 Park and Zoo facilities
 - Operating an experimental, high capacity wireless link for the Police Department in the Old VA Hospital
 - Connected Traffic Engineering to the City network
 - Provided network connectivity to three Alert Centers South
- Completed a long-range plan for Mainframe and Desktop Applications
- Continued support for existing Mainframe Software
 - Finance Systems
 - Human Resources Systems
 - Police Incident, Arrest and Warrant Systems



Information Technology

- Ability to move away from Mainframe Software when time is right
 - New Finance, HR and Police Systems
 - Open Systems Development
 - PC-Based SoftwareArch
- New Software Development
 - Accept and post job applications
 - Police cadet training and tracking for HR
 - Drug/Medical/Psych tracking system for HR
 - “Leave Purchase” module added to payroll system
 - Code Enforcement database
 - Two major enhancements to WtW program
 - Deployed Linux Server
 - Proved concept of using IBM z800 for Linux Server
 - Deployed Building Services Work Order System
 - Interface HVAC network controls

2003 Departmental Priorities

- Extend Network Services to Outlying Facilities
 - Utilize existing fiber from franchise agreements where available
 - Utilize secure wireless for high capacity, non-fiber locations
 - Replace expensive circuits with lower cost alternatives
- Staff Development
 - Participate in local e-government, security and vendor conferences
 - Individual training in open-source software and applications
 - Department visitation through “IT Walkabouts” and client meetings
- Provide first-rate client support
 - Un-interrupted computer network service
 - Examine and respond to survey results
 - Assist other departments to meet their goals
 - Reliable data backup for all critical data
- Mainframe Network Operations
 - Two full-time staff assigned to network security and integrity
 - Develop a disaster recovery plan
 - Upgrade physical support systems



DEPARTMENT: Information Technology **FUND:** General

OBJECTIVES: **Budget:** \$2,704,317

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

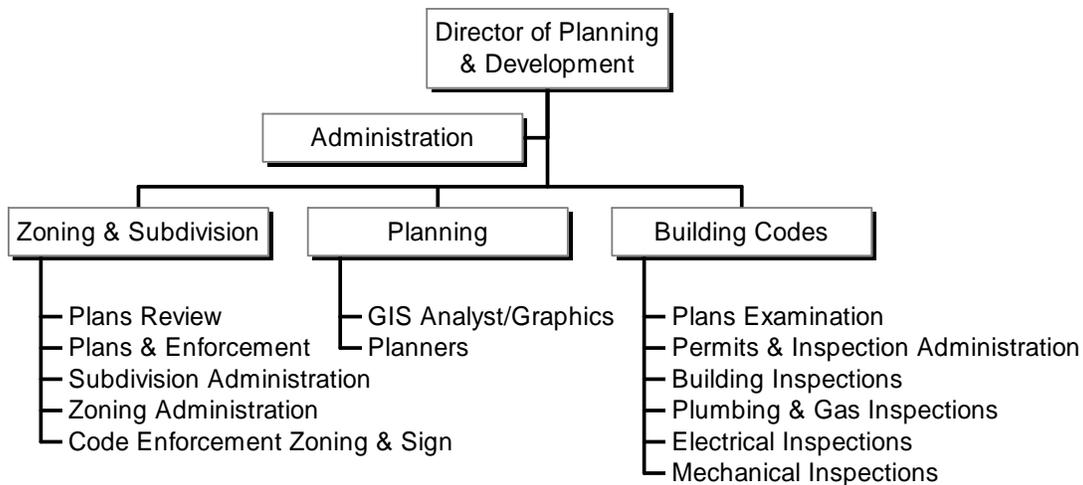
To operate mainframe systems in a manner that maximizes their on-line availability to user departments.



<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Maintain computer network availability			99.9%
Respond to mainframe network problems within 1 hour			90%
Mainframe network problems resolved within 24 hours			90%
Respond to pc network problems within 1 hour			90%
PC Network problems resolved within 24 hours			90%



Planning & Development



Mission Statement

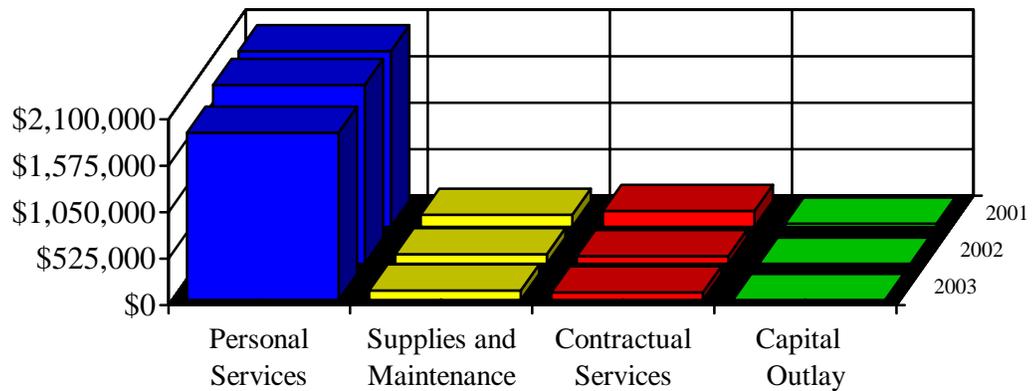
To enhance the quality of life for the citizens of Little Rock by providing a department, which encourages quality growth, development and redevelopment and stabilization of neighborhoods through a concentrated effort of planning, land use controls, permitting, and enforcement.

Planning and Development

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,985,172	\$2,015,435	\$1,891,504
Supplies and Maintenance	138,682	108,659	111,622
Contractual Services	184,336	87,050	87,324
Capital Outlay	38,200	0	0
Total	\$2,346,390	\$2,211,144	\$2,090,450

Total Allocations By Fiscal Year And Account Category



Resources for Budget
100 General Fund

FY 03 Proposed Budget	% Change from Prior Year
\$2,090,450	-5.46%



Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Assistant I	1	\$24,797 - \$37,196
Building Codes Manager	1	40,829 - 61,244
Building Inspection Supervisor	1	24,797 - 37,196
Building Inspector	2	22,847 - 34,271
Code Enforcement Coordinator	1	31,118 - 46,677
Code Enforcement Officer	7	22,847 - 34,271
Director Of Planning and Development	1	71,513 - 107,270
Electrical Inspection Supervisor	1	24,797 - 37,196
Electrical Inspector	2	22,847 - 34,271
GIS Analyst	1	30,177 - 45,266
Graphics Technician	1	23,841 - 32,864
Graphics Technician – Lead	1	24,850 - 34,324
Landscape Specialist	1	24,797 - 37,196
Mechanical Inspection Supervisor	1	24,797 - 37,196
Mechanical Inspector	1	22,847 - 34,271
Office Assistant II	2	17,701 - 24,506
Office Assistant III	1	19,129 - 28,694
Permit and Records Assistant	1	19,129 - 28,694
Permits and Records Supervisor	1	24,797 - 37,196
Planner I	1	24,797 - 37,196
Planner II	3	31,118 - 46,677
Planning Document Technician	1	21,647 - 32,471
Planning Manager	1	40,829 - 61,244
Plans Development Administrator	1	31,118 - 46,677
Plans Examination Administrator	1	34,801 - 52,202
Plans Examiner	2	31,118 - 46,677
Plumbing and Gas Inspector Supervisor	1	24,797 - 37,196
Plumbing and Gas Inspector	2	22,847 - 34,271
Subdivision Administrator	1	31,118 - 46,677
Zoning & Enforcement Administrator	1	34,801 - 52,202
Zoning & Subdivision Manager	<u>1</u>	40,829 - 61,244
Total	44	



2002 Program Highlights

Administration

- Worked with Planning Commission to implement recommendations made by the Urban Land Institute
- Completed final draft of the action plan for east of I-30 study area

Planning

- Completed two neighborhood plans and submitted to Planning Commission
- Held public meetings on possible extension of extraterritorial zoning
- Published Urban Development Report
- Participated on several committees addressing various planning issues

Zoning, Subdivision and Landscape

- Completed the review and adopted 25 Zoning Ordinance amendments
- Reviewed and processed approximately 230+ requests for rezoning conditional uses, special uses, tower use permits and variances
- Reviewed and processed 50+ requests for new plats, replats, planned developments and site plans and 65+ final plats
- Landscape Code Administration reviewed, assessed and responded to 300+ landscape plans and pursued to compliance 100+ violations
- Zoning Enforcement will have responded to 3000+ alleged land use violations and reviewed for compliance 2000 privilege licenses

Building Codes

- Adopted 2000 International Building and Fire codes
- Adopted 2002 National Electric Code
- Promoted Building Safety and Customer Appreciation Week
- Published Building Codes newsletter
- Continue effort with regard to securing, rehabilitation or demolition of substandard non-residential buildings
- Acxiom Building – Temporary Certificate of Occupancy
- Immanuel Baptist Church – Permit Issued
- Commerce Building – Completed
- Little Rock National Airport – Terminal renovation & Parking Deck
- Presidential Library – Foundation permit issued



2003 Departmental Priorities

Planning

- Complete two neighborhood plans and update two plans
- Complete East of I-30 Land Use Plan and Master Street Plan amendments
- Publish Annual Development Report
- Review and process Land Use Plan Amendments
- Complete review and update for River Market D.O.D. Ordinance
- Work with City and PAGIS staff
- Review 90 reclassifications

Zoning, Subdivision and Landscape

- Complete review and adopt 2002-2003 Zoning and Subdivision Ordinance Amendment package
- Conduct monthly in service training sessions
- Continue to provide timely response to citizen inquiries
- 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 permit and landscape plan review
- Expand inspection, review and enforcement activities into new extraterritorial jurisdiction
- Work with Little Rock National Airport on Airport Master Plan
- Continue to provide support for the Planning Commission, City Beautiful 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 process 90 requests for preliminary plats, replats, planned developments and site plans. Process 65 final plats
- Landscape and Code Administration Division – review, assess and respond to 300 requests

Building Codes

- Continue timely review of all applications for construction permits
- Continue to provide a high level of inspection services for the construction community
- Review, rewrite and strengthen enforcement of Little Rock Codes
- Update construction code
- Adopt 2003 International Plumbing Code
- Adopt 2003 International Mechanical Code
- Continue effort with regard to securing, rehabilitation or demolition of substandard commercial properties
- Publish and distribute newsletter two time per year
- Promote and expand Building Safety and Customer Appreciation Week



DEPARTMENT: Planning and Development

FUND: General

OBJECTIVES:

Budget: \$2,090,450

Organization: 1500 Administration

To establish and carry out various planning projects that implements 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 provide data, information and advice to citizens, neighborhood associations, homebuyers, developers, and investors.

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.

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



Organization: 1520 Zoning and Subdivision

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

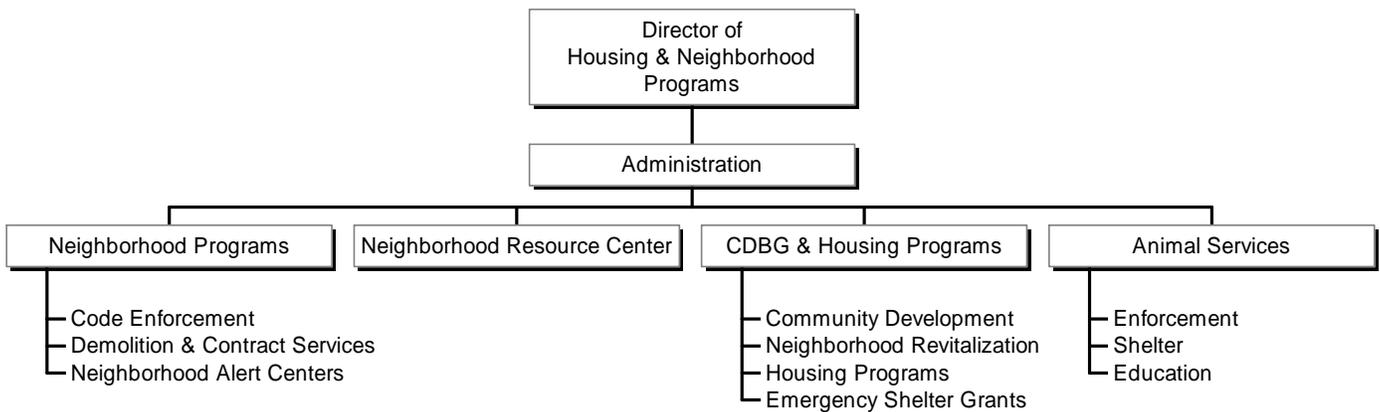
Organization: 1530 Building Codes

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.

<u>Service Measures</u>	Actual 2001	Budget 2002	Estimated 2003
Neighborhood Plans Completed/Updates	5	4	2
Special projects (Wards, ET)	3	2	2
Cases reviewed (LU & DOD)	43	40	40
Conditional Use Permit, Tower Use Permit, Rezoning, Special Use and Variance requests analyzed and processed	190	230	230
Preliminary Final Plats, Replats, Planned Developments and Site Plan requests analyzed and processed	165	190	190
Zoning, Subdivision and Sign Code Enforcement inspections and re-inspections	6,022	5,800	6,000
Review assess and respond to Landscape Plan submittals	250	300	310
Review permit and plan requests for various types of signs	582	875	900
Building Codes – Inspections	20,643	20,800	21,000



Housing & Neighborhood Programs



Mission Statement

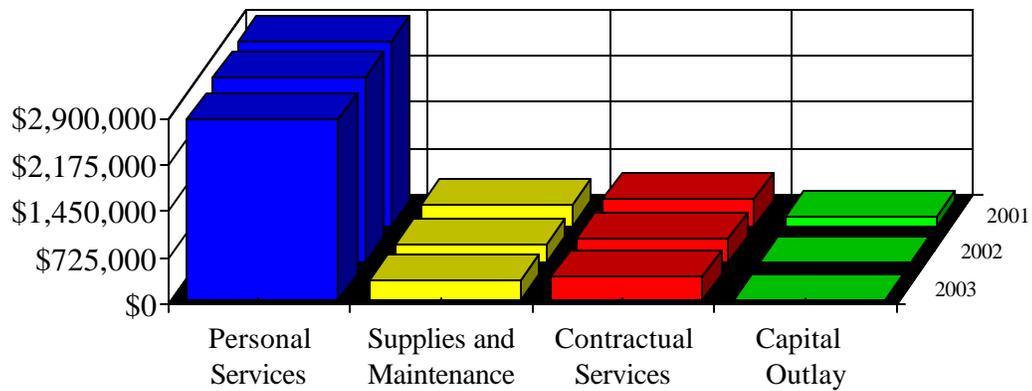
To enhance the quality of life for the citizens of Little Rock by encouraging quality affordable housing development and redevelopment, stabilizing neighborhoods by strengthening neighborhood organizations and citizen/resident planning, implementation and participation in neighborhood activities, historic preservation, code enforcement, and animal control, and community and economic development.

Housing and Neighborhood Programs

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,884,043	\$2,890,521	\$2,808,753
Supplies and Maintenance	327,575	292,921	293,423
Contractual Services	423,007	374,286	357,956
Capital Outlay	155,678	0	0
Total	\$3,790,303	\$3,557,728	\$3,460,132

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	\$3,460,132	-2.74%



Housing and Neighborhood Programs

Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Assistant I	3	\$24,797 - \$37,196
Alert Center Facilitator	14	19,129 - 32,471
Alert Center Operations Supervisor	1	27,434 - 41,151
Animal Care Technician	4	18,536 - 26,170
Animal Services Manager	1	40,829 - 61,244
Animal Services Officer	6	19,580 - 27,783
CDBG & Housing PGMS Manager	1	40,829 - 61,244
Code Enforcement Officer	35	22,847 - 34,271
Code Enforcement Officer Senior	6	25,997 - 38,996
Code Enforcement Supervisor	1	27,434 - 41,151
Community Dev. Programs Monitor	1	27,434 - 41,151
Community Development Administrator	1	34,801 - 52,202
Community Development Planner	1	34,801 - 52,202
Director Housing & Neighborhood Programs	1	68,614 - 102,921
Dispatcher	1	18,536 - 25,600
Foreman I / Field Operations	1	24,797 - 37,196
Foreman I / Shelter Operations	1	24,797 - 37,196
Home Ownership Program Coordinator	1	27,434 - 41,151
Home Rehabilitation Technician	2	19,129 - 28,694
Home Repair Inspector	3	22,847 - 34,271
Housing Administrative Coordinator	1	34,801 - 52,202
Housing Programs Administrator	1	34,801 - 52,202
Neighborhood Programs Manager	1	40,829 - 61,244
Neighborhood Revital. Specialist	1	24,797 - 37,196
Neighborhood Services. Coordinator	1	27,434 - 41,151
Office Assistant I	1	16,258 - 22,313
Office Assistant II	1	17,701 - 24,506
Office Assistant III	2	19,129 - 28,694
Word Processor	1	19,129 - 28,694
Total	95	



2002 Program Highlights

- Held twelve CARE Spay & Neuter Clinics
- 81 pet adoptions – January 26 Adoption Day and Four Summer Saturday Adoption Days
- Kennel Renovation Project Planning
- General provisions of Animal Ordinance
- Maintained Last Chance website
- Implemented Junior Volunteer Summer Youth Program
- Complaint system on-line
- Out-of-state property owners ordinance submitted to Board
- Aggressive Code Enforcement (ACE) program initiated
- Completed 224 city-wide environmental surveys
- Participated in and supported National Night Out
- Continued to provide Housing information
- Assisted with renovation of auditorium at the NRC
 - 5,118 citizens have utilized facility
 - 12 computers in Computer Center
 - 13 Youth Programming
- Twenty-One TNEP applications were approved
 - \$283,498
- Worked with Tornado Area Rebuild Committee
- Worked closely with CDC's to implement HOME funds
- Developed and submitted application to the Federal Home Loan Bank
- Implemented street reconstruction projects funded through Section 108 Loan
- Participated in the Certified Local Government (CLG) Program
- Administered the Little Rock Historic District Commission
- Adaptive reuse of Mosaic Templars
- Organized Neighborhood Connections Meetings
- Participated and planned five City Hall for a Day programs
- Important Numbers:
 - Enhancement Program – 25 owner occupied structures repaired
 - Neighborhood Beautification – 254 lots cut and cleaned
 - Weed Lot Program – 346 weed lots cut and cleaned
 - Complaints – 5,352 complaints received
 - Neighborhood Challenge Grant – 51 proposals funded



2003 Program Priorities

- Complete kennel renovation
- Reduce pet food cost
- Complete Animal Services Ordinance review
- Create city-based pet adoption website
- Under new ACE program, increase rental inspection by 40%
- Integrate additional improvements through new ACE program
- Increase enforcement for failure to pay nuisance abatement
- Further computerization of code enforcement activities
- Continue to focus on housing strategy with CHAB
- CHAB to work with State Land Commissioner
- Develop new outreach programs for the NRC
- Continue work on the Stephens Targeted Neighborhood Enhancement Program Area
- Continue work with the Central Little Rock CDC on use of revitalization funds
- Continue rehabilitation in the Tornado Rebuild Area
- Expand support for CDC's
- Complete significant infrastructure projects
- Implement Meals on Wheel Program
- Complete construction of affordable housing units
- Complete the first phase of the Mosaic Templars renovation
- Participate in the City's Certified Local Government Program
- Develop a historic preservation plan
- Encourage continued partnership with local, state and national preservation groups
- Continue to promote the Neighborhood Challenge Grant Program-maintain level of at least fifty neighborhoods



Housing and Neighborhood Programs

To coordinate effective programs and citizen-based supportive service programs to facilitate self-determined grass roots issue identification and program design/implementation by neighborhood organizations and residents. To facilitate private and public resources to improve living conditions and produce healthy, vibrant neighborhoods.

Organization: 1640 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.

<u>Service Measures</u>	Actual 2001	Budget 2002	Estimated 2003
Citizen complaints responded to within 48 hours	84%	95%	89%
Violations brought into compliance	63%	73%	68%
Average complaint responses per field officer	1080	764	1100
Animal adoption rate	8%	18%	20%
Animals transferred to Rescue Groups	18%	0%	20%
Rental inspections	4040	3400	4250
Neighborhood cleanups	147	155	165
Percentage of CDBG funds expended	78%	66%	78%
CDBG timeliness ratio	1.4	.87	1.0
Percentage of ESG funds expended	70%	67%	70%
Percentage of HOME funds expended	43%	100%	50%
Public/private leverage – CDBG Housing	\$1:\$6.87	\$1:\$7.25	\$1:\$7.00
Public/private leverage – ESG Projects	\$1:\$2.91	\$1:\$1.95	\$1:\$2.50

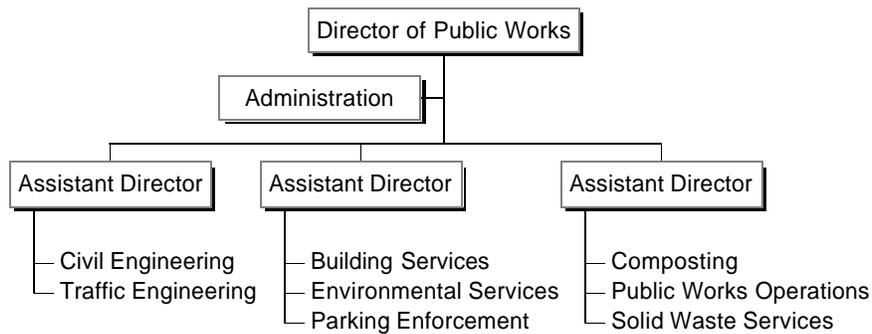


Housing and Neighborhood Programs

Public/private leverage – CDBG Housing	\$1:\$6.87	\$1:\$7.25	\$1:\$7.00
Public/private leverage – ESG Projects	\$1:\$2.91	\$1:\$1.95	\$1:\$2.50
Public/private leverage – HOME Housing	\$1:\$3.68	\$1:\$2.64	\$1:\$3.75
Nuisance inspections	19,467	18,000	22,500
Citations	540	700	875



Public Works



Mission Statement

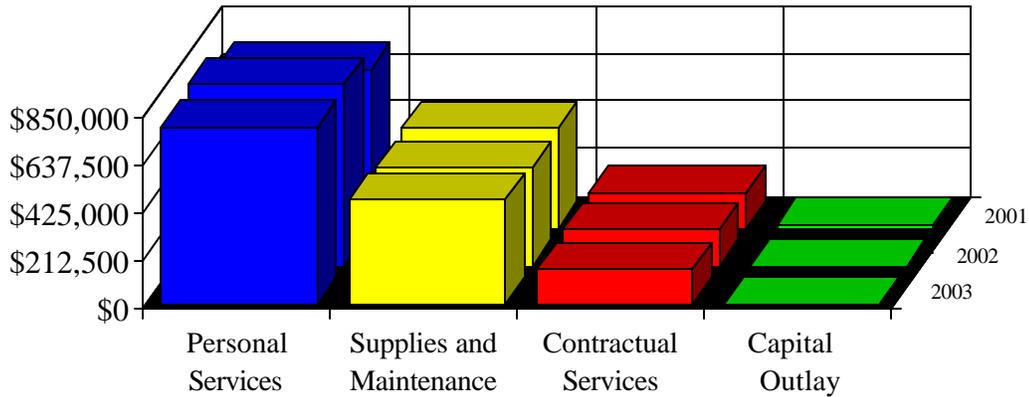
To provide an efficient and economical infrastructure for the City of Little Rock, provide quality management in all activities of the Public Works Department, and to provide professional service to our customers.

Public Works

Expenditure Budget - General Fund

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$710,060	\$809,533	\$786,046
Supplies and Maintenance	446,152	438,878	463,676
Contractual Services	160,114	165,700	154,780
Capital Outlay	20,197	0	0
Total	\$1,336,523	\$1,414,111	\$1,404,502

Total Allocations By Fiscal Year And Account Category



RESOURCES FOR BUDGET
100 General Fund

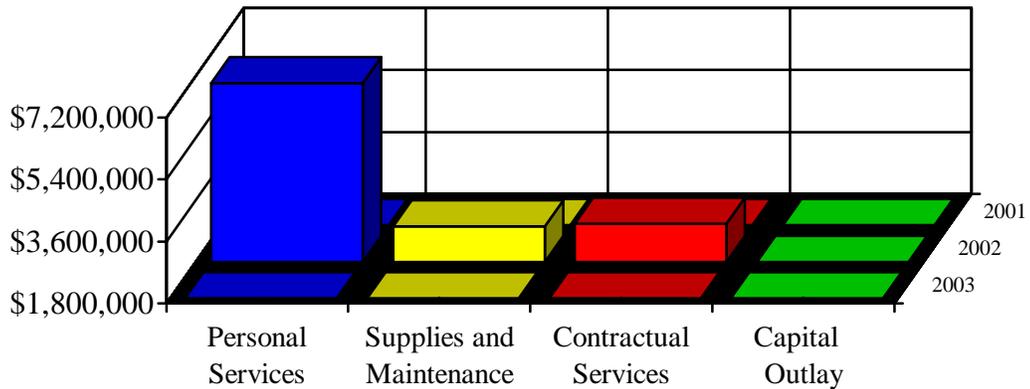
FY 03 Proposed Budget	% Change from Prior Year
\$1,404,502	-0.68%

Public Works

Expenditure Budget - Street Fund

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$7,260,248	\$6,977,474	\$7,380,908
Supplies and Maintenance	3,337,939	2,836,277	2,841,786
Contractual Services	2,656,786	2,895,394	2,596,971
Capital Outlay	1,184,302	762,905	533,425
Total	\$14,439,275	\$13,472,050	\$13,353,090

Total Allocations By Fiscal Year And Account Category



Resources for Budget
200 Street Fund

FY 03 Proposed Budget	% Change from Prior Year
\$13,353,090	-0.88%



Public Works

Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Assistant I	2	\$24,797 - \$37,196
Air Conditioning & Heating Mechanic	2	26,754 - 38,429
Asset Management Administrator	1	34,801 - 52,202
Asst. Director of Public Works Special Projects	1	60,600 - 90,900
Asst. Director of Public Works	2	66,660 - 99,990
Building Maintenance Mechanic - Senior	1	24,797 - 37,196
Building Maintenance Mechanic	2	22,654 - 32,429
Building Services Manager	1	40,829 - 61,244
Building Services Supervisor	1	31,118 - 46,677
Civil Engineer I	1	33,194 - 49,791
Civil Engineer II	1	42,109 - 63,164
Civil Engineer III	2	49,403 - 74,105
Civil Engineering Manager	1	57,966 - 86,949
Construction Project Administrator	1	31,118 - 46,677
Design Review Engineer	1	49,403 - 74,105
Director of Public Works	1	71,513 - 107,270
Dispatcher/Work Coordinator	1	19,343 - 26,901
Electrician	3	24,322 - 34,935
Engineering Specialist	9	25,997 - 38,996
Engineering Technician Senior	1	24,797 - 37,196
Environmental Compliance Engineer	1	42,109 - 63,164
Equipment Operator I	15	16,489 - 22,611
Equipment Operator III	9	18,536 - 26,170
Equipment Operator IV	9	19,580 - 27,783
Equipment Operator V	10	20,561 - 29,308
Foreman I	10	24,797 - 37,196
Foreman III	1	31,118 - 46,677
General Foreman	2	27,434 - 41,151
GIS Analyst Senior	1	34,230 - 51,345
Graphics Support Specialist	1	21,647 - 32,471
Laborer	35	15,480 - 21,084
Land Surveyor	1	30,177 - 45,266
Leader	24	19,580 - 27,783
Meter Repair Worker I	1	18,536 - 26,170
Meter Repair Worker II	1	19,580 - 27,783



Public Works

Authorized Personnel Summary

Position	No. Positions	Salary Range
Office Assistant II	3	17,701 - 24,506
Office Assistant III	3	19,129 - 28,694
Painter	1	21,582 - 30,833
Parking Enforcement Coordinator	1	27,434 - 41,151
Parking Enforcement Technician	5	17,749 - 26,624
Plumber	1	24,322 - 34,935
Projects & Addressing Specialist	1	24,797 - 37,196
Public Works Operations Manager	1	51,910 - 77,865
Public Works Operations Coordinator	1	34,801 - 52,202
Public Works Safety Technician	1	23,841 - 32,864
Public Works Service Representative	1	24,797 - 37,196
Public Works Utility Worker	3	18,536 - 26,170
Recycling Program Educator	1	27,434 - 41,151
Scheduler-Controller	3	25,997 - 38,996
Scheduler-Coordinator	1	31,118 - 46,677
Secretary-Executive	2	21,647 - 32,471
Semi-Skilled Laborer	7	18,536 - 26,170
Sign Maintenance Worker	3	16,489 - 22,611
Signal Repair Technician	3	26,754 - 38,429
Signal Repair Technician-Senior	1	28,454 - 39,397
Signal Technician I	5	23,740 - 33,916
Signal Technician II	2	26,754 - 38,429
Special Programs Coordinator	1	34,801 - 52,202
Special Programs Manager	1	47,190 - 70,785
Street Maintenance Superintendent	2	34,801 - 52,202
Street Repair Specialist	1	24,797 - 37,196
Traffic Engineer II	1	42,109 - 63,164
Traffic Engineering Manager	1	57,966 - 86,949
Traffic Operations Supervisor	1	27,434 - 41,151
Traffic Programs Supervisor	1	27,434 - 41,151
Traffic Sign Fabricator	1	18,536 - 26,170
Traffic Systems Manager	1	49,403 - 74,105
Traffic Systems Specialist	1	27,277 - 40,916
Traffic Technician II (OPS)	2	23,841 - 32,864
Traffic Technician II (SYS)	1	23,841 - 32,864
Work Release Coordinator	1	21,647 - 32,471

Total

222

Footnote: Personnel summary includes General, and Street Fund.



2002 Program Highlights

Operations Division

- Enhanced Management Information System (MIS)
- Coordinated over 4,250 right of way excavations
- Completed first year of ADA Concrete Ramp Program

Traffic Engineering Division

- Complete installation of new fiber optic network
- Installed new automated traffic signals downtown
- Continue training for Traffic Signal Technicians
- Received a grant from State Farm Insurance and completed Intersection Safety Studies of 5 intersections in Little Rock
- Received funding to perform 6 additional studies in 2003

Civil Engineering Division

- Began revisions on construction specifications
- Worked with City Attorney to develop guidelines for use of in-lieu funds
- Developed staged plan for ADA sidewalk ramps
- Began work to revise the City's Storm water detention ordinance

Building Services

- Completed renovations of auditorium at the Neighborhood Resource Center
- Continued *Rebuild America* partnership
- Continued apprenticeship programs

Special Programs Division

- Continued to provide support services to Public Works and other city departments
- Provided graphics, public information and GIS support
- Provided GIS support on new program in the Police and Fire Departments
- Provided public information support for solid waste collections
- Developed various computer based applications

Parking Enforcement Division

- Worked with Chamber of Commerce and River Market District to provide support on various parking issues
- Established a "ticket accountability standard"
- Acquired two new vehicles for parking enforcement staff

Environmental Services Division

- Increased number of community service personnel by 40%
- Resumed responsibility for LRPD work release program
- Improved procedures for reporting community service hours
- Cleaned illegal dumpsites and posted signage
- Surveyed staff for Environmental Services janitorial crews



2003 Departmental Priorities

Operations Division

- Evaluate programs and processes to improve service
- Develop *Infrastructure Inventory Program*
- Develop *Employee Recruitment and Retention Plan*
- Develop new teamwork model

Civil Engineering Division

- Monitor construction of ADA curb ramps
- Continue to review and revise storm water detention plan
- Complete revisions to standard construction specifications
- Monitor backlog of un-funded infrastructure needs

Building Services Division

- Continue energy efficiency retrofits
- Complete performance contract for energy savings
- Complete plans for renovation of west half of Police Annex
- Exhaust removal systems for fire stations

Special Programs Division

- Automate office applications
- Diffuse GIS applications in other city departments
- Complete site address database
- Develop web map server

Parking Enforcement Division

- Purchase two more vehicles for staff
- Increase percentage of fines collected
- Re-write parking enforcement software
- Develop GIS application for managing parking meters

Environmental Service Division

- Implement new programs to take advantage of community service personnel
- Purchase van for dedicated use



OBJECTIVES: **Budget:** **\$1,404,502**

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 HVACR, roof and other maintenance histories; project HVACR, 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 sales 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

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.

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

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.

Organization: 2250 Control Devices

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



Public Works

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.

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.

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 includes 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.



Public Works

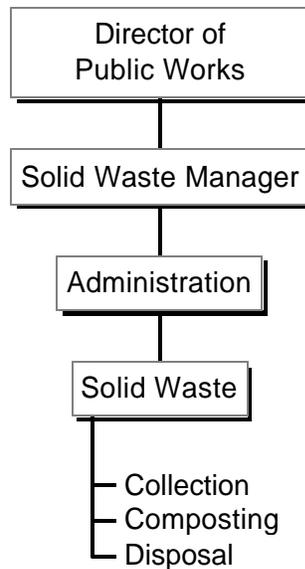
Organization: 2390 Parking Enforcement

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

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Increase in <i>Adopt-A-Street</i> mileage			10%
Ensure GIS work requests are completed by the due date			90%
Percentage of low bids for major projects within 15% of engineers estimates			80%
Percentage of potholes and road hazards repaired within two Days of notification			90%
Number of traffic operation requests completed			350
New traffic signal installations implemented			5
Number of traffic signal phasing and timing changes Implemented			5
Number of man-hours of safety training			3,000
Miles of street sweeping to be completed			28,500
Emergency work orders completed the same day			95%
Urgent work orders completed within 2 days			90%
Routine work orders completed within 15 days			80%



Waste Disposal



Mission Statement

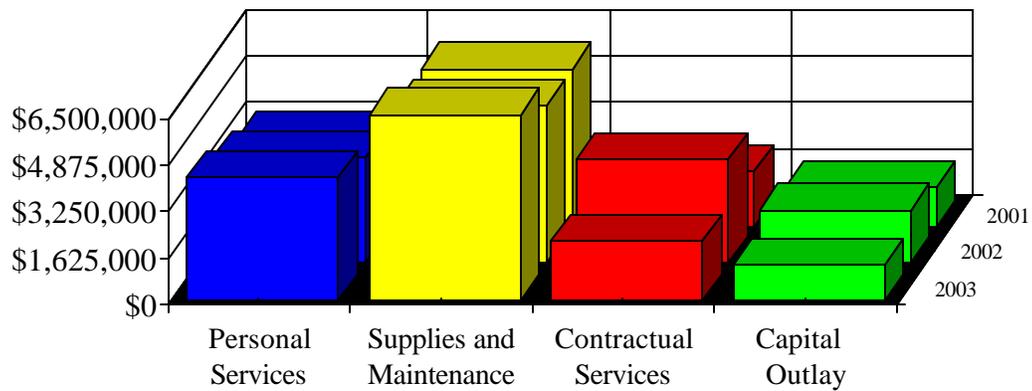
To enhance citywide aesthetics and improve the quality of life of our citizens by providing solid waste collection, recycling, composting, and disposal.

Waste Disposal

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$3,129,493	\$3,695,733	\$4,273,009
Supplies and Maintenance	5,525,421	5,514,215	6,461,300
Contractual Services	1,928,042	3,643,777	2,070,734
Capital Outlay	1,358,700	1,858,490	1,198,392
Total	\$11,941,656	\$14,712,215	\$14,003,435

Total Allocations By Fiscal Year And Account Category



Resources for Budget
603 Waste Disposal Fund

FY 03 Proposed Budget	% Change from Prior Year
\$14,003,435	-4.82%



Waste Disposal

Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Technician	1	\$21,647 - \$32,471
Collections Systems Specialist	1	24,797 - 37,196
Compost Equipment Operator	3	18,536 - 26,170
Customer Service Specialist	1	21,647 - 32,471
Environmental Services Coordinator	1	27,434 - 41,151
Foreman I	3	24,797 - 37,196
Landfill Laborer	3	16,489 - 22,611
Landfill Maintenance Repair Specialist	1	24,322 - 34,935
Landfill Operator - Leader	3	21,647 - 32,471
Landfill Operator - A	3	19,580 - 27,783
Landfill Operator - B	6	20,561 - 29,308
Landfill Operator - C	1	21,582 - 30,833
Landfill Service Worker	1	18,536 - 26,170
Landfill Supervisor	1	31,118 - 46,677
Office Assistant II	5	17,701 - 24,506
Office Assistant III	1	19,129 - 28,694
Refuse Collector	35	16,489 - 22,611
Scale House Operations Supervisor	1	27,434 - 41,151
Solid Waste Collection Foreman	1	31,118 - 46,677
Solid Waste Collection Supervisor	1	40,829 - 61,244
Solid Waste Engineer I	1	37,654 - 56,481
Solid Waste Equipment Operator I	9	17,529 - 24,075
Solid Waste Equipment Operator II	14	18,536 - 26,170
Solid Waste Equipment Operator III	19	19,580 - 27,783
Solid Waste Inspector	1	24,797 - 37,196
Solid Waste Services Manager	1	47,190 - 70,785
Total	118	



Waste Disposal

2002 Program Highlights

- Assumed composting operations at landfill
- Approval to construct Cell 4 in Class I landfill
- Continue assisting neighborhood cleanup and anti-litter programs
- Resumed collection of garbage and yard waste for entire City
- Responded to health issues surrounding West Nile outbreak

2003 Departmental Priorities

- Continue to refine procedures for collection of garbage and yard waste
- Develop marketing tool for compost and wood chips
- Complete plans for production and marketing of methane
- Expand mosquito abatement program



Waste Disposal

DEPARTMENT: Waste Disposal **FUND:** Waste Disposal
OBJECTIVES: **Budget:** \$14,003,435

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 his 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

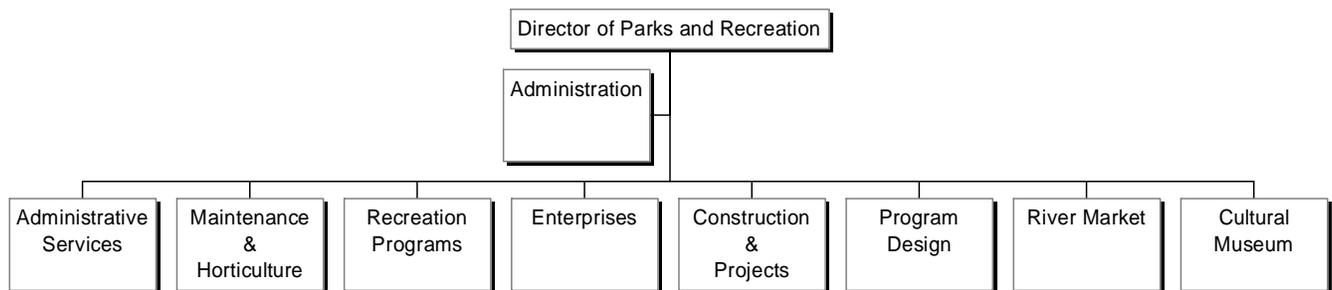
Organization: 2150 Waste Management

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

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Maintain annual valid missed collection service complaints			2%
Increase customers participating in curbside recycling			5%



Parks and Recreation



Mission Statement

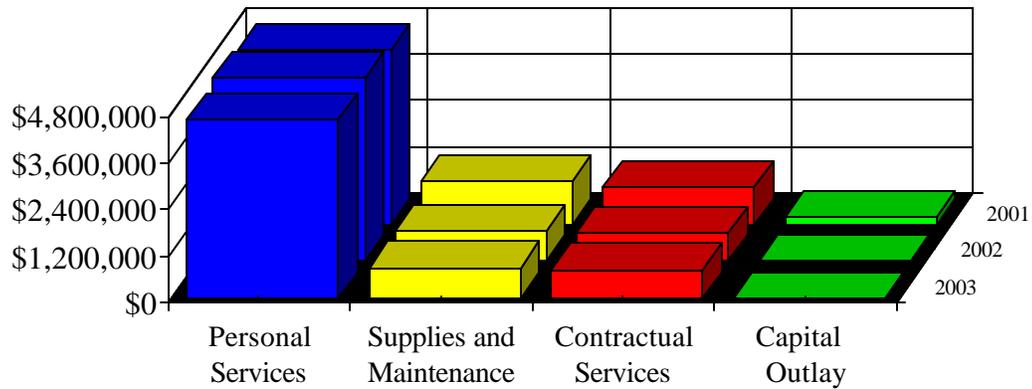
To create a meaningful parks and recreation system that provides quality leisure services, promotes the natural environment, local economy and health of the community and strengthens the diversity of a democratic society.

Parks and Recreation

Expenditure Budget - General Fund

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$4,519,017	\$4,717,453	\$4,581,916
Supplies and Maintenance	1,135,578	805,066	771,012
Contractual Services	951,006	744,741	733,553
Capital Outlay	205,470	0	0
Total	\$6,811,071	\$6,267,260	\$6,086,481

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	\$6,086,481	-2.88%



Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Assistant I - Resources	1	\$24,797 - \$37,196
Administrative Assistant I	3	24,797 - 37,196
Assistant Recreation Supervisor	1	27,434 - 41,151
Deputy Director Parks Administration	1	40,829 - 61,244
Director of Parks & Recreation	1	71,513 - 107,270
Equipment Operator IV	4	19,580 - 27,783
General Foreman	1	27,434 - 41,151
Horticulturist	1	31,118 - 46,677
Irrigation Specialist	1	19,580 - 27,783
Leader	2	19,580 - 27,783
Management Analyst	1	27,434 - 41,151
Museum Supervisor	1	31,118 - 46,677
Office Assistant II	1	17,701 - 24,506
Office Assistant III	1	19,129 - 28,694
Outdoor Recreation Coordinator	1	27,434 - 41,151
Parks Construction Worker I	1	20,561 - 29,308
Parks Construction Worker II	2	22,654 - 32,429
Parks Design Manager	1	40,829 - 61,244
Parks Enterprise Manager	1	40,829 - 61,244
Parks Landscape Worker	3	18,536 - 26,170
Parks Maintenance & Construction Manager	1	40,829 - 61,244
Parks Maintenance & Development. Foreman	8	24,797 - 37,196
Parks Maintenance Manager	1	40,829 - 61,244
Parks Maintenance Worker	26	17,529 - 24,075
Parks Maintenance Worker-Senior	14	18,536 - 26,170
Parks Planner II	2	31,118 - 46,677
Parks Welding Worker	1	22,654 - 32,429
Pro Assistant (Tennis)	1	21,647 - 32,471
Recreation Facility Supervisor	6	27,434 - 41,151
Recreation Programmer	11	19,129 - 28,694



Parks and Recreation

Authorized Personnel Summary

Position	No. Positions	Salary Range
Recreation Programmer - Senior	2	21,647 - 32,471
Recreation Programs Manager	1	40,829 - 61,244
Recreation Supervisor	3	31,118 - 46,677
Resources Coordinator	1	31,118 - 46,677
Resources Specialist	1	21,647 - 32,471
Resources Technician	1	21,647 - 32,471
Therapeutic Recreation Coordinator	1	27,434 - 41,151
Work Controller Technician	<u>1</u>	24,797 - 37,196
Total	111	

2002 Program Highlights

- Created the City in a Park Conservancy and Land Trust
- Received a \$500,000 Urban Park and Recovery Grant for Swaggerty Park
- Assisted the School District with enhancing two school grounds to focus on the “eight-block” playground strategy
- Completed a majority of a system-wide bathroom renovation – funded from a National Park Service grant and private donations
- Completed the next phase of the River Trail and completed the bike trail project at Boyle Park •
- Strengthened the Parks and Recreation Advisory Commission
- Received a \$200,000 grant to design and build floating boat docks
- Restructured the maintenance and development divisions
- Contracted the mowing and trimming services at a number of neighborhood parks
- Successfully implemented the urban forestry program; received Tree City USA designations; created a 500 tree nursery; received \$20,000 in forestry related grants
- Instituted a comprehensive Risk Management program within the department; developed a monthly facility inspection system; developed a risk management manual; placed bilingual safety signs in select parks
- Created the River Market kiosk as a new revenue source for Riverfront Park
- Hosted over 650 special events at community centers, the River Market and neighborhood and community parks
- Installed 18 hole irrigation system at Hindman Golf Course



2003 Departmental Priorities

- Continue implementing the Master Parks Plan
- Formalize the Parks and Recreation Commission
- Pursue legislation to create “regional” park districts
- Continue restructuring the Little Rock Parks and Recreation Department to streamline service delivery
- Implement a volunteer program and build a “member” support base
- Identify and bring to the City Board three to five new revenue sources for the Parks Department
- Develop plans, including finance options, for Phase I of the West Little Rock Park
- Develop a master plan for War Memorial Park, with input from the community
- Open additional sections of the River Trail; identify and design the preferred route for the “Extreme” Trail
- Update and enhance the existing Master Bike Plan; develop a strategy to improve biking opportunities within the City
- Establish the Parks Leadership Institute
- Finalize a PC-based maintenance work order system
- Produce a video drawing attention to the conditions of the existing park system and the benefits that would come from an improved parks system
- Host the Little Rock Marathon



Parks and Recreation

Recreation and Administration

Organization: 3300

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

Organization: 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 family – oriented; children programs concurrent with parent programs.

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 are available to all segments of the population. To provide adapted recreation opportunities for special interest groups.



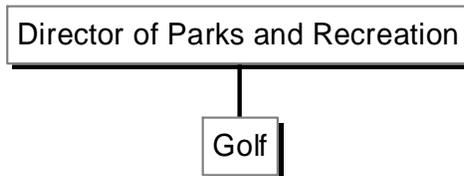
Parks and Recreation

- 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**
 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.

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Complaints from customers regarding programs, services and facilities			20
Participations in youth recreation programs			90,000
Mow and trim acres of parkland and predetermined schedule			697



Golf



Mission Statement

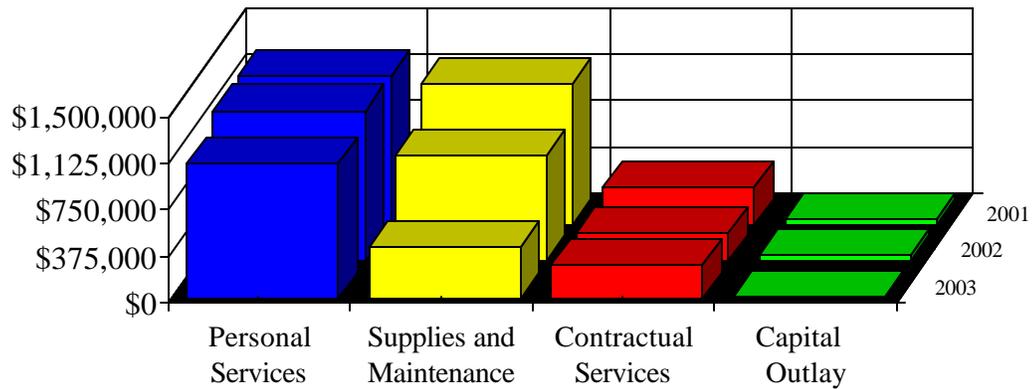
To provide the best golfing experience possible at an affordable price, featuring quality facilities and friendly service to all golfers.

Golf

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$1,202,549	\$1,215,867	\$1,078,391
Supplies and Maintenance	1,127,633	859,214	405,692
Contractual Services	303,401	223,181	272,025
Capital Outlay	49,258	49,000	5,198
Total	\$2,682,840	\$2,347,262	\$1,761,306

Total Allocations By Fiscal Year And Account Category



Resources for Budget
609 Golf Fund

FY 03 Proposed Budget	% Change from Prior Year
\$1,761,306	-24.96%



Golf

Authorized Personnel Summary

Position	No. Positions	Salary Range
Foreman	3	\$24,797 - \$37,196
Golf Course Superintendent	3	31,118 - 46,677
Leader	3	19,580 - 27,783
Parks Maintenance Worker	7	17,529 - 24,075
Parks Maintenance Worker - Senior	4	18,536 - 26,170
Pro Assistant	3	21,647 - 32,471
Pro Manager	4	34,801 - 52,202
Total	27	

2002 Program Highlights

- The irrigation system at Hindman Golf Course was started in 2001 and completed in 2002. Parks and Recreation staff installed the system and saved approximately \$300,00 in doing so
- Hole #13 at Rebsamen Golf Course was featured in the United States Golf Association's Golf Journal (a national publication) as one of the finest municipal golf holes in the Country
- Rebsamen and War Memorial Golf Courses were both finalists for Best Golf Course (Public) by the *Arkansas Democrat-Gazette* Readers Poll.
- The Concession Division introduced a new upgraded menu at Rebsamen Golf Courses "Mulligansrill". The new menu was a success generating more than \$10,000 in revenue than it did in 2001

2003 Departmental Priorities

- Develop age segmented golf programs, including such programs as youth golf, family golf, senior golf, singles golf, golf for physically challenged, fitness golf, etc.
- Increase attendance and revenue with creative advertising
- Develop a comprehensive RFP for food service (all facilities) and enter into a contract if feasible



Golf

DEPARTMENT: Golf

FUND: GOLF

OBJECTIVES:

Budget: \$1,761,306

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.

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Rounds of Golf			94,000
Golf Revenue			\$1,710,006
Golf Service & Facility Ratings			95%



War Memorial Fitness Center

Director of Parks and Recreation

War Memorial
Fitness Center

Mission Statement

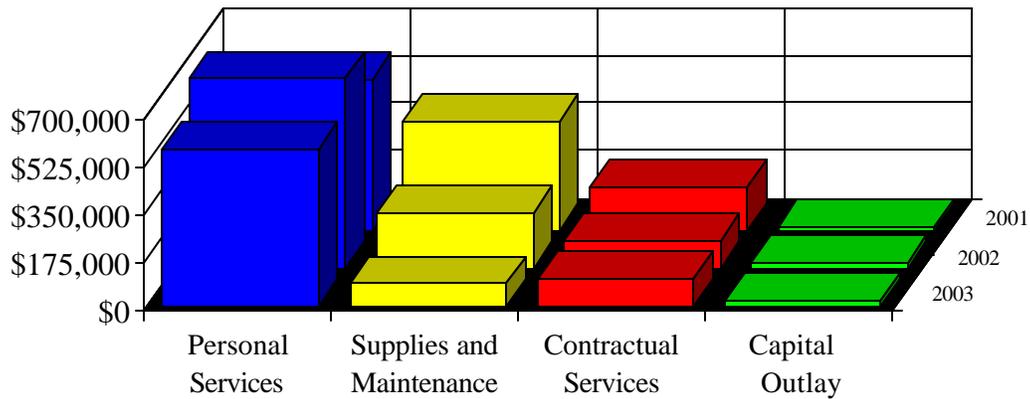
Our goal is to increase quality customer service; and to offer a variety of health and fitness programs to the citizens of Little Rock.

War Memorial Fitness Center

Expenditure Budget

Description	2001 Actual Expenditures	2001 Adopted Budget	2002 Adopted Budget
Personal Services	\$553,637	\$695,993	\$575,510
Supplies and Maintenance	399,446	202,598	83,306
Contractual Services	162,408	100,610	102,622
Capital Outlay	14,856	22,080	22,498
Total	\$1,130,347	\$1,021,281	\$783,936

Total Allocations By Fiscal Year And Account Category



Resources for Budget
610 War Memorial Fitness Fund

FY 03 Proposed Budget	% Change from Prior Year
\$783,936	-23.24%



War Memorial Fitness Center

Authorized Personnel Summary

Position	No. Positions	Salary Range
Aquatics Specialist	1	\$24,797 - \$37,196
Assistant Aquatics Specialist	1	21,647 - 32,471
Assistant Fitness Specialist	1	21,647 - 32,471
Assistant Fitness Center Supervisor	1	27,434 - 41,151
Fitness Center Supervisor	1	34,801 - 52,202
Fitness Specialist	1	24,797 - 37,196
Office Assistant II	2	17,701 - 24,506
Parks Maintenance Worker	3	17,529 - 24,075
Total	11	

2002 Program Highlights

- Implemented a holiday weight management program (100+ participants)
- Introduced a yoga program for a mixed-level fitness group

2003 Departmental Priorities

- Implement a pilot body conditioning exercise program from both Eastern and Western cultures
- Market the War Memorial Fitness Center by participating in various marketing strategies
- Replacement of the gym floor



War Memorial Fitness Center

DEPARTMENT: War Memorial

FUND: WAR MEMORIAL

OBJECTIVES:

Budget: \$783,936

Organization: 3500 War Memorial Fitness Center

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

<u>Service Measures</u>	<u>Actual 2001</u>	<u>Budget 2002</u>	<u>Estimated 2003</u>
Maintain corporate membership		15	17
Teach lifeguard training		2	4
Participate/promote health fairs		4	6
Membership promotion		4	6



Concessions

Director of Parks and Recreation

Concessions

Mission Statement

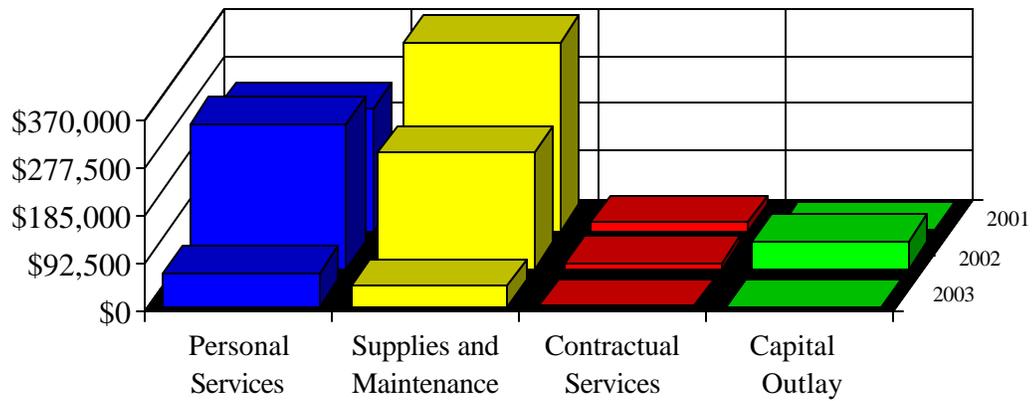
To Provide quality Concession Facilities, vending and catering services at an affordable price for the citizens of Little Rock and its guests, as well as quality food services for the summer playground program.

Concessions

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$237,429	\$280,920	\$64,145
Supplies and Maintenance	365,885	225,082	40,514
Contractual Services	18,171	11,900	2,375
Capital Outlay	5,000	55,163	0
Total	\$626,485	\$573,065	\$107,034

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03	% Change
611 Concessions Fund	Proposed Budget	from
	<u>\$107,034</u>	<u>Prior Year</u>
		-81.32%



Concessions

Authorized Personnel Summary

Position	No. Positions	Salary Range
Assistant Concession Operations Supervisor	<u>1</u>	\$21,647 - \$32,471
Total	1	

2002 Program Highlights

- The Concession Division introduced a new upgraded menu at Rebsamen Golf Courses “Mulligans Grill”. The new menu was a success generating more than \$10,000 in revenue than it did in 2001.

2003 Departmental Priorities

- Develop a comprehensive RFP for food service (all facilities) and enter into a contract if feasible.

DEPARTMENT: Concessions **FUND: CONCESSIONS**

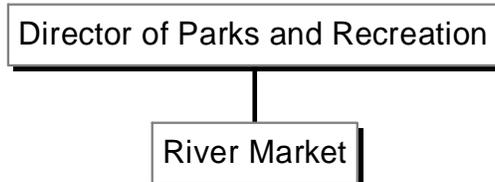
OBJECTIVES: **Budget: \$107,034**

Organization: 3600 To provide a high level of customer refreshment services to persons attending scheduled organized activities and special events at various Parks and Recreation sites and facilities.

<u>Service Measures</u>	<u>Actual 2001</u>	<u>Budget 2002</u>	<u>Estimated 2003</u>
Revenue collected			\$103,459



River Market



Mission Statement

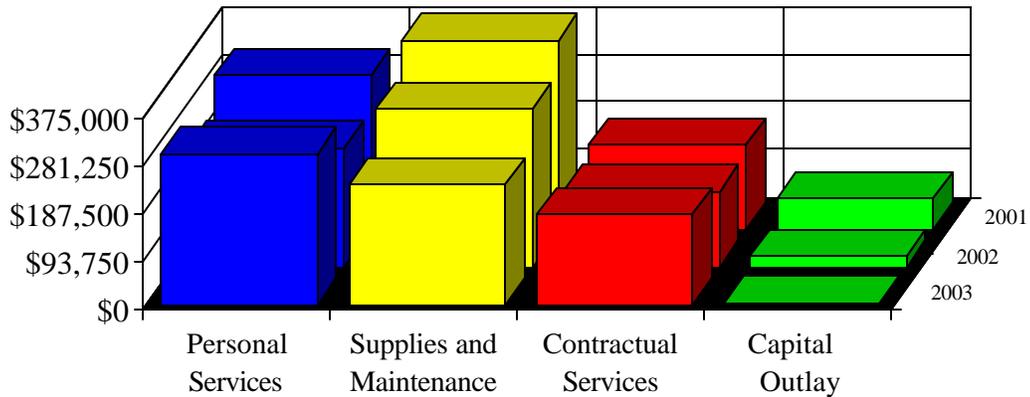
The River Market strives to be a carefully crafted, intentional, and diverse medley of owner-operated shops, stalls, and/or day tables existing to fill a public purpose and reflecting that which is distinctive about a community while meeting its everyday shopping needs.

River Market

Expenditure Budget - River Market

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$301,507	\$232,910	\$295,472
Supplies and Maintenance	370,369	309,402	234,681
Contractual Services	166,353	147,233	176,524
Capital Outlay	60,951	21,745	4,654
Total	\$899,180	\$711,290	\$711,331

Total Allocations By Fiscal Year And Account Category



Resources for Budget
604 River Market Fund

FY 03 Proposed Budget	% Change from Prior Year
\$711,331	0.01%



River Market

Authorized Personnel Summary

Position	No. Positions	Salary Range
Parks Maintenance & Dev. Foreman	1	\$24,797 - \$37,196
River Market Manager	1	34,801 - 52,202
Special Events Coordinator	2	27,434 - 41,151
Total	4	

2002 Program Highlights

- Over 320 special events held at the River Market
- Farmers' Market huge success with over 140 vendors participating
- Successfully opened the Riverfront Access Kiosk collecting access fees for riverfront park - monies collected go to park improvements

2003 Departmental Priorities

- Continue to link the River Market with Riverfront Park through development of Riverfest Plaza. Also renting this area and establishing it as an area for arts & craft overflow
- Maintain 95 % occupancy in the Market Hall
- Plan and implement a night market



River Market

DEPARTMENT: RIVER MARKET FUND: RIVERMARKET
OBJECTIVES: Budget: \$711,331

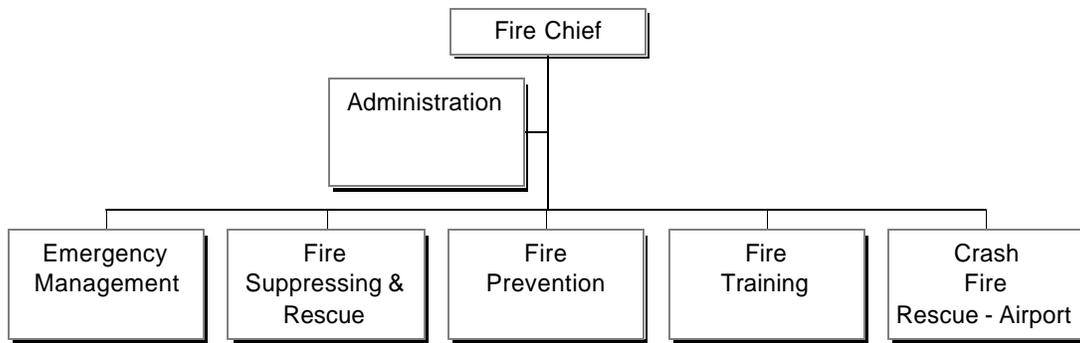
Organization: 3395 River District

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.

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Number of host events at the River Market and Riverfront Park			350
Tourisms revenue as a result of the Farmers Market			\$ 52,048
Contract promotions at amphitheater			\$150,000



Fire



Mission Statement

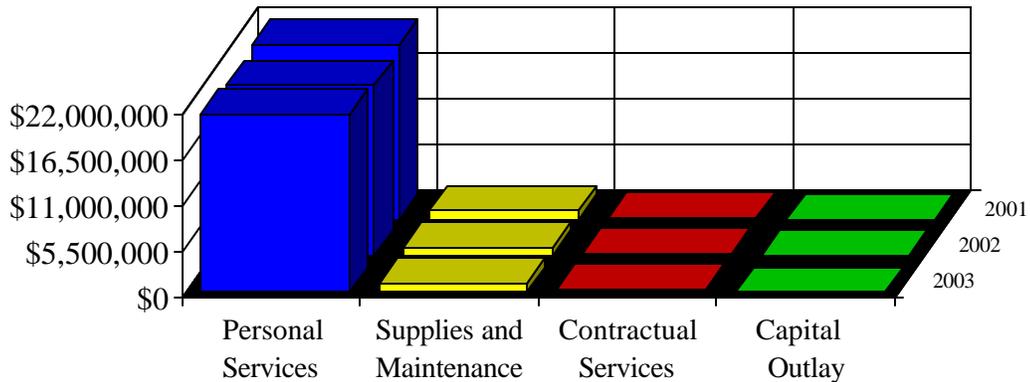
To provide an effective and well-trained fire and emergency organization able to protect the citizens of Little Rock, to the extent possible, from threats associated with fires, accidents, disasters, injuries or infirmities.

Fire

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$21,240,905	\$20,618,893	\$21,399,623
Supplies and Maintenance	1,133,727	1,011,093	1,082,191
Contractual Services	380,738	370,252	355,722
Capital Outlay	64,725	0	0
Total	\$22,820,095	\$22,000,238	\$22,837,536

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
100 General Fund	\$22,837,536	3.81%



Fire

Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Assistant I	2	\$24,797 - \$37,196
Assistant Fire Chief	3	52,696 - 79,042
Battalion Chief	14	50,315 - 62,442
Emergency Operations Admin.	1	34,801 - 52,202
Fire Apparatus Engineer	110	41,296 - 43,648
Fire Captain	103	45,018 - 49,846
Fire Chief	1	71,513 - 107,270
Fire Equipment Repair Technician	2	24,322 - 34,935
Firefighter	158	26,643 - 39,255
Firefighter Inspector	1	27,244 - 40,078
Secretary	1	21,647 - 32,471
Total	396	

2002 Program Highlights

- No civilian fire deaths or serious fire injuries (through 12/17/02)
- Continued efforts at reducing false alarms due to needlessly activated and/or malfunctioning fire alarms
- Conducted arson fire research and participated in the development of an arson awareness task force
- Administered the Federal Weapons of Mass Destruction grant awarded for the purchase of hazardous materials and bio-terrorism equipment and materials
- Administered the Federal Metropolitan Medical Response System grant awarded for the purchase of medical supplies and medicine
- Participated in numerous Homeland Security programs
- Conducted large-scale and table-top disaster training and evaluation exercises
- Placed into service two new fire engines (Engine 16 at Walton Heights & Engine 17 at Wakefield)
- Developed specifications for a new 100' aerial ladder truck that will be stationed at the Central Fire Station (bid awarded in 2002, and apparatus is scheduled to be delivered by 6/1/03)
- Placed into service two new Suburban battalion chief command vehicles (West LR - Battalion 9 & East LR - Battalion 2)
- No firefighter deaths or serious injuries (through 12/17/02)
- Completed testing of all ground and aerial ladders on fire apparatus



Fire

- No civilian fire deaths or serious fire injuries (through 12/17/02)
- Continued efforts at reducing false alarms due to needlessly activated and/or malfunctioning fire alarms
- Conducted arson fire research and participated in the development of an arson awareness task force
- Completed 2002 Firefighter Training Academy
- Completed Emergency Medical Technician refresher training course
- Completed Emergency Medical Technician recertification through AR Department of Health
- Conducted a city-wide wildland fire potential survey
- Conducted wear-test evaluations on new fire station uniforms
- Provided Rapid Intervention Team classes for all fire station personnel
- Airport fire station personnel completed annual aircraft fire rescue training
- Airport fire station personnel participated in annual FAA airport evaluation exercises
- Continued airport familiarization training for all assigned personnel and personnel in fire stations adjacent to the airport

2003 Departmental Priorities

- Complete work with ISO to maintain Class 2 fire rating
- Complete hiring process and conduct a recruit school
- Begin advanced level education and testing
- Conduct specialty training for ARFF, Haz-Mat, USAR, Confined Space, building collapse and trench rescue
- Pursue additional WMD grants for SCBA and communication needs
- Continue work on Officer's School
- Continue work on Engineer's School
- Implement new station uniform by February/March
- Continue recruiting effort
- Continue inspections program
- Expand prevention program
- Continue work with partner agencies: PCDEM, PCSO, ADEM, LRPD, NLRPD, AFA, DOJ and DOD
- Continue work on training site (former Daisy Bates Elementary)
- Complete wear test and write specifications for protective clothing
- Incorporate new ARFF training regimen
- Seek grant assistance for Bomb Squad vehicle
- Continue dialog with agencies on homeland security issues



Fire

DEPARTMENT: Fire

FUND: General

OBJECTIVES

Budget: \$22,837,536

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 Suppressing 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 Crash Fire Rescue - Airport

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

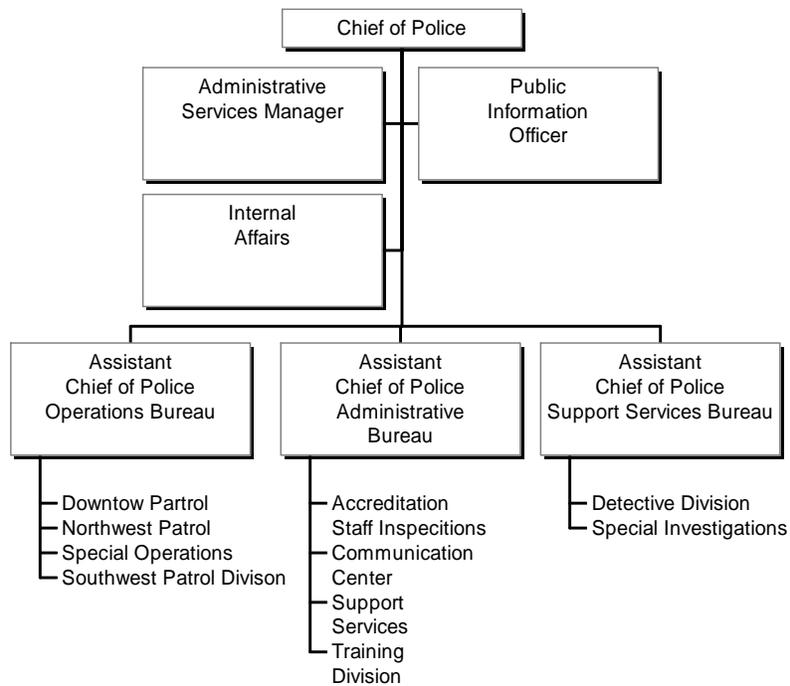


Fire

<u>Service Measures</u>	Actual 2001	Budget 2002	Estimated 2003
All Responses (3 Year Average) – Dispatch to Arrival Time	6:01	6:03	6:00
Overall Responses - Dispatch to Arrival Time	6:17	6:05	6:00
Medical Responses – Dispatch to Arrival Time	4:01	4:08	4:00
Fire & Other Responses – Dispatch to Arrival Time	4:19	4:11	4:00
Total Number of Structure Fires for Year	370	388	400
Percent of Structure Fires Confined to Area of Origin	20%	20%	20%
Total EMS Responses for Year	9164	10317	None
Total Fire & Other Responses for Year	6634	6247	None



Police



Mission Statement

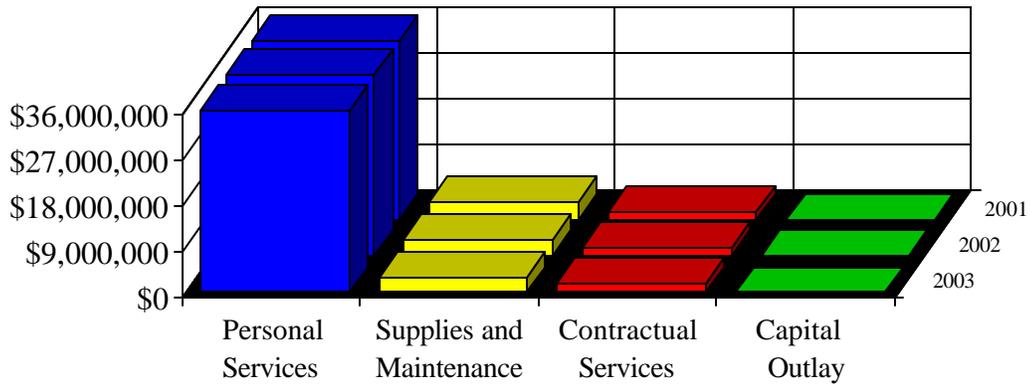
To provide essential law enforcement service to the residents of Little Rock by performing those tasks necessary to protect life and property and to preserve the peace.

Police

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$35,569,268	\$35,692,005	\$35,909,435
Supplies and Maintenance	3,770,389	3,256,378	2,978,662
Contractual Services	1,554,636	1,666,861	1,672,091
Capital Outlay	104,180	0	0
Total	\$40,998,473	\$40,615,244	\$40,560,188

Total Allocations By Fiscal Year And Account Category



Resources for Budget
100 General Fund

FY 03 Proposed Budget	% Change from Prior Year
<u>\$40,560,188</u>	<u>-0.14%</u>



Police

Authorized Personnel Summary

Position	No. Positions	Salary Range
Accounting Clerk I	2	\$18,536 - \$25,600
Administrative Assistant I	1	24,797 - 37,196
Administrative Services Manager	1	40,829 - 61,244
Administrative Technician	1	21,647 - 32,471
Assistant Police Chief	3	60,600 - 90,900
Assistant Records Supervisor	1	24,797 - 37,196
Automotive/Equip. Coordinator	1	19,129 - 28,694
Chief of Police	1	71,513 - 107,270
Communication Center Administrator	1	31,118 - 46,677
Communications Center Manager	1	40,829 - 61,244
Communications Shift Supervisor	6	24,797 - 37,196
Computer Systems Specialist	1	27,277 - 40,916
Crime Analyst	2	27,434 - 41,151
Crime Scene Specialist	10	25,997 - 38,996
Crime Scene Supervisor	1	31,118 - 46,677
Emergency Communication Trainer	1	22,247 - 33,371
File Clerk	1	17,701 - 24,506
Fingerprint Technician	1	15,493 - 23,240
Information. Systems Coordinator	1	31,118 - 46,677
Latent Fingerprint Examiner	2	33,194 - 49,791
Neighborhood Watch Coordinator	1	27,434 - 41,151
Office Assistant II	3	17,701 - 24,506
Payroll Clerk	1	19,129 - 28,694
Police Cadet	6	17,701 - 24,506
Police Captain	9	48,115 - 72,173
Police Citizen Liaison	1	24,797 - 37,196
Police Lieutenant	28	41,629 - 62,444
Police Officer	452	29,203 - 41,770
Police Sergeant	68	46,537 - 48,818
Property Management Supervisor	1	24,797 - 37,196
Property Technician	3	19,129 - 28,694



Police

Authorized Personnel Summary

Position	No. Positions	Salary Range
Records Supervisor	1	27,434 - 41,151
Records Technician	1	21,647 - 32,471
Secretary	9	17,701 - 24,506
Secretary - Executive	7	21,647 - 32,471
Traffic Accident Investigator	10	22,847 - 34,271
Transcriptionist	17	19,343 - 26,901
Warrants Clerk	2	16,982 - 23,409
Work Release Assistant	1	19,129 - 28,694
911 Call Taker	20	19,729 - 29,594
911 Dispatcher	<u>32</u>	22,247 - 33,371
Total	712	

2002 Program Highlights

- COMPSTAT
- IBLP Training Center
- SHAC Demonstrations
- Crisis Intervention Team (CIT)
- Outreach Programs: CPA, Teen CPA, Police Youth Live-In Camp, Explorers
- Spousal Academy
- Click It or Ticket Seatbelt Usage Campaign
- Internal Affairs to NRC
- Creation of Public Affairs Unit

2003 Departmental Priorities

- Reduce the number of crimes against persons and property
- Reaccreditation
- Reorganization of Investigative Units
- Reverse 911 (Mass Communication System)
- Ambassador Program



Police

- The Department will strive to reduce the number of vehicle crashes and the number of deaths and injuries associated with them through traffic violation enforcement, intensified seatbelt and DWI enforcement through the Selective Traffic Enforcement (STEP) Project, and the analysis of data in the identification of high incident intersections and locations that require special attention
- The Police Department will augment existing relationships and work to develop new partnerships with neighborhood associations, crime watches, community groups, and local organizations through measures such as quarterly neighborhood patrol meetings. The Department will also encourage volunteerism among our employees
- The Department will use COMPSTAT to ensure communications, productivity, accountability, and full utilization of all police resources to address crime and neighborhood concerns. This process integrates the Department-wide community policing philosophy to analyze and solve problems through the use of statistical analysis. The Department's Crime Prevention Officers serve as the COMPSTAT primary contact for each patrol division



Police

DEPARTMENT: Police **FUND:** General
OBJECTIVES: **Budget:** \$40,560,188

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 citizens communications with the Department.

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

Organization: 5100 Organized Crime-Intelligence

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.



Police

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.

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 young 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.

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 Northwest 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: 5600 Support Services Division

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.



Police

Organization 5600 Support Services Division

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.

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.

To afford inmates charged with misdemeanor offenses an 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: 5700 Emergency Services

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.

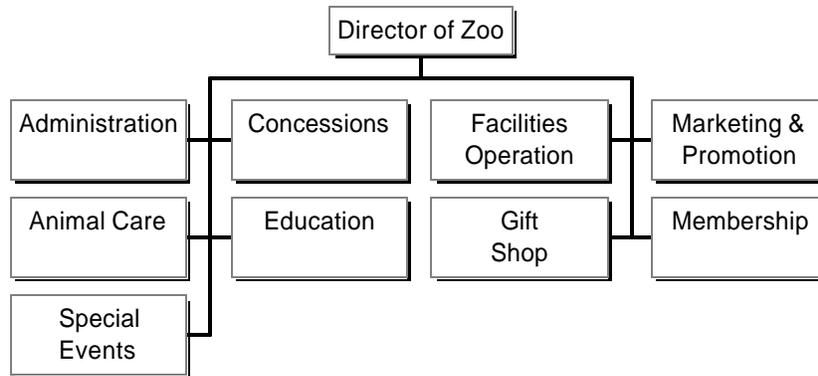


Police

<u>Service Measures</u>	Actual 2001	Budget 2002	Estimated 2003
Response time – High Priority Calls – Minutes from dispatch to arrival			9
Response time – High Priority Calls – Total response times in minutes			13
Response time – All Other Calls – Minutes from dispatch to arrival			10
Response time – All Other Calls – Total response times in minutes			19.5
Burglary clearance rate			15%
Burglaries cleared per detective assigned			6
Neighborhood meetings and presentations			270



Zoological Gardens



Mission Statement

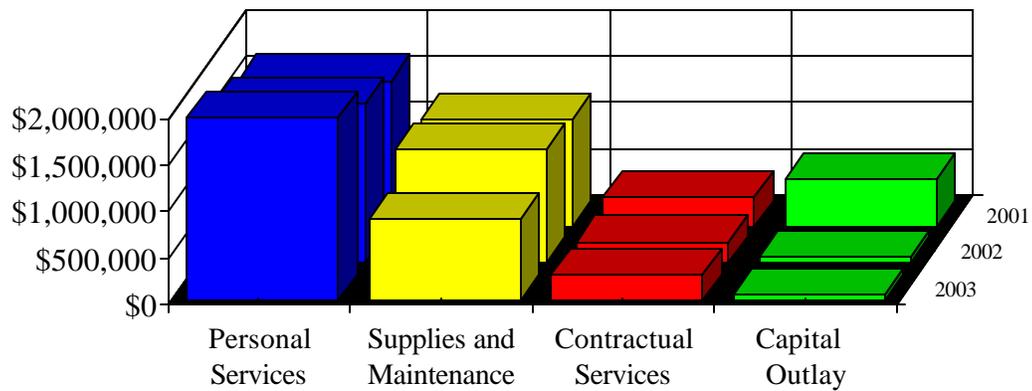
To create and maintain an outstanding zoological institution, which serves as a model for others in education, animal care and response to community needs; providing our visitors with recreational, educational and cultural experience and operating on a sound financial basis.

Zoo

Expenditure Budget

Description	2001 Actual Expenditures	2002 Adopted Budget	2003 Adopted Budget
Personal Services	\$1,568,722	\$1,719,115	\$1,947,765
Supplies and Maintenance	\$1,151,201	1,225,850	\$861,497
Contractual Services	\$307,856	233,298	\$261,632
Capital Outlay	\$500,518	64,204	\$48,900
Total	\$3,528,297	\$3,242,467	\$3,119,794

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
607 Zoo Fund	\$3,119,794	-3.78%



Zoo

Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Technician	1	\$21,647 - \$32,471
Animal Keeper	22	19,580 - 27,783
Area Supervisor	1	19,129 - 28,694
Assistant Education Coordinator	1	21,647 - 32,471
Curator	3	21,647 - 32,471
Director of The Zoo	1	68,614 - 102,921
Education Curator	1	31,118 - 46,677
Engineering Technician - Senior	1	24,797 - 37,196
General Curator	1	27,434 - 41,151
Laborer	3	15,480 - 21,084
Office Assistant I	1	16,258 - 22,313
Office Assistant II	1	17,701 - 24,506
Veterinary Technician	1	21,647 - 32,471
Zoo Café Supervisor	1	21,647 - 32,471
Zoo Construction Worker I	3	20,561 - 29,308
Zoo Construction Worker II	1	22,654 - 32,429
Zoo Facilities Operations Foreman	1	31,118 - 46,677
Zoo Fundraising/PR Coordinator	1	31,118 - 46,677
Zoo Landscape Worker	1	18,536 - 26,170
Zoo Visitor Services Assistant	1	21,647 - 32,471
Zoo Visitor Services Supervisor	1	27,434 - 41,151
Total	48	

2002 Program Highlights

- Established a foundation for the Little Rock Zoo
- Began construction of African Veldt Exhibit
- Initiated job classification changes for animal curatorial staff and visitor service managers
- Transferred Marketing/Promotions/Fund Raising position to regular Zoo payroll
- Initiated monthly staff training
- Sent several staff members to a variety of job related AZA seminars, schools and conferences
- Acquired two animal studbooks



Zoo

- Actively participated in many SSP's (Species Survival Plans) and TAG's (Taxon Advisory Group)
- Elephant Management Program established in 2000 has continued to improve
- Increased participation in AZA member activities
- Mike Blakely and Bill Baker presented papers at the AZA National Conference in Fort Worth, TX
- Participated in a variety of research projects
- Conservation is a top priority. During 2002, worked to incorporate our conservation message into every aspect of the Zoo's programs.
- Initiated several programs to improve staff morale
- Refined commissary staff duties
- Repaired sidewalks and drives throughout the Zoo
- Began the development of a service drive that will eventually completely surround the Zoo perimeter
- Completed upgrades on all electric and plumbing systems
- Completed renovation of the Prairie Dog Exhibit
- Completed renovation of giraffe exhibit visitors viewing deck
- Completed visitor barriers at rhino and bear exhibits
- Demolished old nursery building and completed site work for the new Kiwanis Education Gazebo and play area
- Enhanced the animal collection with the addition of several new species
- Notable births include maned wolves, bush dogs and a giant anteater
- Acquired companion animals for several species
- Created and implemented an Emergency Response Team
- Enhanced various primate cages
- Completed secondary containment for an additional section at the small carnivore area
- Continue improvement to elephant program
- Repaired tunnel hoof stock area into holding for new animals coming for the African Veldt
- Refined commissary to provide better nutritional care for the animals

2003 Departmental Priorities

- Increase number of participants at on-site and outreach programs by 10%
- Add an Office Assistant
- Develop and complete a uniform graphics program
- Develop an educational program for the Children's Farm
- Utilize new Kiwanis teaching gazebo and educational playground
- Increase catering program sales by 15%
- Market food service areas
- Increase sales at the Safari Trader Gift Shop by 10%



Zoo

- Market through promotions, sales and the addition of new gift items
- Begin “customer service” training for all visitor service employees •
- Complete formation of Zoo Foundation
- Actively promote zoo attendance, education programs and concessions
- Improve earned revenue by at least 15%
- Develop major fund raising program for implementation of Zoo Master Plan
- Complete and open the African Veldt Exhibit by April, 2003
- Complete site preparations for the “Over the Jumps” Carousel
- Complete expansion of elephant yard by Spring, 2003
- Complete shade structure at the Civitan Amphitheatre
- Complete nursery building expansion and Kiwanis Education Gazebo and play area
- Renovate old food court area
- Renovate Bear Exhibit
- Manage animals for new African Veldt exhibit and expanded elephant yard
- Enhance collection plan with new species
- Develop and enhance conservation message
- Continue higher level of participation in AZA by attending various schools, workshops and conferences
- Continue renovation of exhibits to present animals in a more aesthetic manner to the public
- Improve staff training to promote professional ideas and practices



Zoo

DEPARTMENT: Zoo FUND: Zoo
OBJECTIVES: Budget: \$3,119,794

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 the recently completed Master Plan, it is critical that certain goals be met during 2003 and future years to insure the Zoo's successful transformation. Completion of the African Veldt this year will not only provide a new and exciting visitor experience, but also highlight the vision for the future Zoo. Zoo management has established and staffed a Development Division. This new division, along with the formation of a zoological support foundation, will give the Little Rock Zoo the tools to raise the necessary funds to attain our goals.

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 menu items at reasonable prices. In addition, this division will actively increase the awareness of catering opportunities for large groups; therefore increasing the overall revenue for this division.

Organization: 3132 Education

The primary objective in 2002 for the Zoo Education Division is to redirect the focus of the Zoo Docent Council (volunteer teachers) toward education and conservation rather than special events; therefore, increasing education division programs and revenue.

Organization: 3133 Gift Shop

The Safari Gift Shop will provide quality gift items for resale, such as animal, conservation, and educational oriented items.

Organization: 3134 Membership

Increase memberships by offering a variety of categories that will fit every need.



Zoo

Organization: 3135 Special Events

Additional events will be added to the already existing annual events such as Zoo Days, Boo at the Zoo, and Wild Night Under the Stars Dinner. Through special event advertising and promotion, the Little Rock Zoo citizens will become more aware of the zoo as a vital part of the culture of Little Rock, and attendance will increase.

Organization: 3136 Marketing & Promotion

To develop and disseminate information to the public regarding Zoo activities and to promote awareness and interest in the Little Rock Zoo.

Organization: 3137 Facilities Operations

To 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.

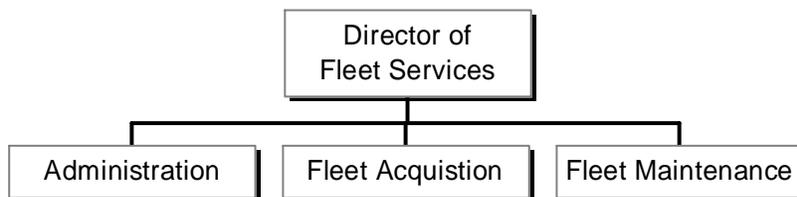
Organization: 3138 Animal Care

To provide proper husbandry and enrichment for the zoo collection of native and exotic animals in as naturalistic enclosures as possible, while meeting or exceeding United States Department of Agriculture and American Zoo and Aquarium Association guidelines.

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Attendance increase			10%
Outside revenue support increase from 2001			300%
Zoo rental revenue increase from 2002			90%
Increase on-site education program			10%



Fleet Services



Mission Statement

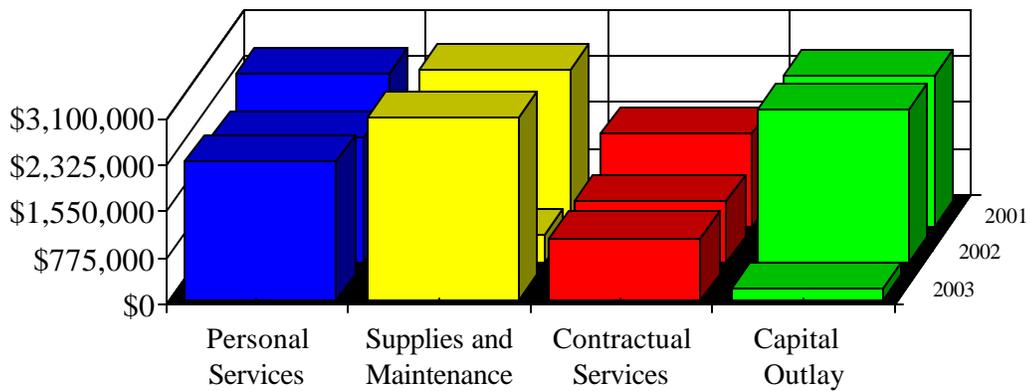
To provide City departments with the most reliable, cost-effective vehicle equipment support possible.

Fleet Services

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$2,541,939	\$2,107,553	\$2,311,895
Supplies and Maintenance	2,595,080	474,714	3,033,575
Contractual Services	1,536,013	1,033,806	1,030,746
Capital Outlay	2,508,958	2,555,850	190,638
Total	\$9,181,989	\$6,171,923	\$6,566,854

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
600 Fleet ServicesFund	\$6,566,854	6.40%



Fleet Services

Authorized Personnel Summary

Position	No. Positions	Salary Range
Administrative Assistant I	2	\$24,797 - \$37,196
Automotive Parts Clerk	3	17,701 - 24,506
Automotive Team Leader	7	28,454 - 39,397
Automotive Technician Assistant	2	16,489 - 22,611
Automotive Technician I	8	22,617 - 32,239
Automotive Technician II	20	24,919 - 35,672
Budget Analyst	1	27,434 - 41,151
Director of Fleet Services	1	68,614 - 102,921
Fleet Acquisition & Utilization Manager	1	34,801 - 52,202
Fleet Acquisition Specialist	1	24,797 - 37,196
Fleet Operations Manager	1	40,829 - 61,244
Fleet Service Delivery Driver	1	16,489 - 22,611
Fleet Supply Specialist	1	24,797 - 37,196
Fuel System Technician	1	21,647 - 32,471
Secretary - Executive	1	21,647 - 32,471
Service Coordinator I	3	27,434 - 41,151
Vehicle Service Writer	1	22,247 - 33,371
Welder	1	24,322 - 34,935
Total	56	



2002 Program Highlights

- Successful transition to City-wide solid waste collection
 - Achieved 95% collection equipment uptime with 7 ½ year old equipment
 - Five replacement collection trucks in service by 10/25/02
- Purchased composting equipment
 - Tub grinder re-powered and refurbished by Fleet staff
 - Burned articulated dump truck rebuilt by Fleet staff
- Developed specifications and purchased Tillerman Aerial Apparatus for Fire Department
 - Expected delivery – May, 2003
 - Last similar apparatus purchased 1985
- Police patrol car package redesigned to streamline installation
 - Radio and electronic gear installation time reduced using staff instead of contractor

2003 Departmental Priorities

- Contract with Wastewater/Central Arkansas Water for fleet management and maintenance
- Reduce costs for City departments and contract utilities through economies of scale
- Restructure Chapter 34 Transportation Code
 - New categories for Tour Service and Contract Group transport
 - Vehicle Operator permits required for specialized transportation
- Automate dispatch of City Hall and other remote motor pool operations
 - Improve fleet utilization through increased sharing of vehicles
- Complete installation of Automated Fuel Site as Roosevelt Road Downtown Headquarters
- Reduce backlog of over age vehicles and equipment
 - Equipment due for replacement in 2003 - \$16,600,000
 - Average annual replacement needs are - \$5,300,000
 - Police Department utilization has doubled since 1996 with same number of vehicles



Fleet Services

DEPARTMENT: Fleet Services **FUND:** Internal Service
OBJECTIVES: **Budget:** \$6,566,854

Organization: 6000 Administration

To monitor and measure performance of the City's vehicles and equipment against outside service alternatives.

Organization: 6020 Fleet Acquisition

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

To establish and operate a completely integrated Fleet Management Information System that will furnish the proper information to make major management decisions.

To distribute monthly billings to customers; internal audit; budget preparation; budget analysis and cash receipts.

To provide conveniently located fueling sites for City vehicles and is cost effective in service delivery.

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.

Safety person to safeguard the health and welfare of each employee through good orderly instructions, inspections and providing safety equipment and materials. Safety person to be point of contact in regard to OSHA, HAZMAT, EPA, NIOSH and other health and safety issues. Safety person to maintain file of each incident in order to provide records of safety related issues upon request.

Organization: 6040 Maintenance

To maintain all City vehicles

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

To centrally maintain all general City small engine and parks maintenance equipment in the most efficient manner through corrective and preventative maintenance.

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

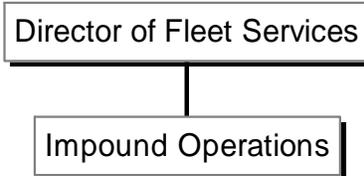


Fleet Services

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Percentage of shop jobs completed with the time established by national standards.			75%
Percentage of vehicle repairs complete within two workdays 75%			
Number of management employees with CAFM certification			1
Percentage of mechanic technicians enrolled in and progressing through ASE program			80%
Percentage of mechanic technicians with blanket AE small vehicle certification			75%



Impound Operations



Mission Statement

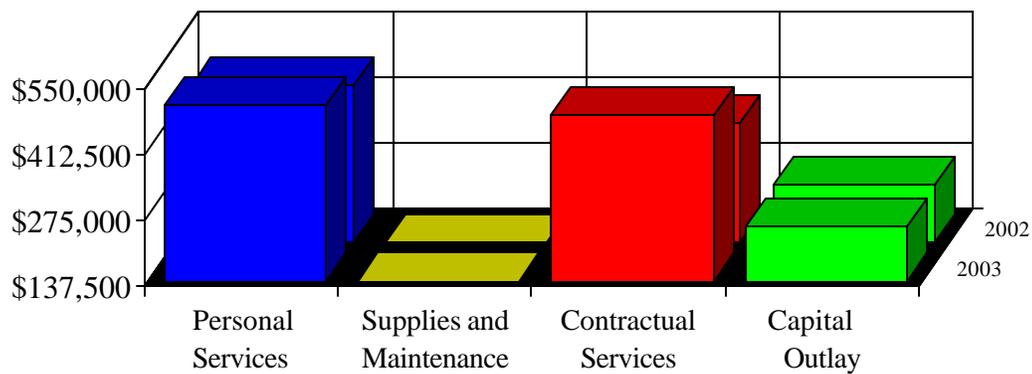
To provide professional storage services to the Little Rock Police, District Courts, Fleet Services and citizens.

Impound Operations

Expenditure Budget

Description	2001	2002	2003
	Actual Expenditures	Adopted Budget	Adopted Budget
Personal Services	\$0	\$465,604	\$505,167
Supplies and Maintenance	0	67,220	75,939
Contractual Services	0	385,498	485,098
Capital Outlay	0	257,000	250,000
Total	\$0	\$1,175,322	\$1,316,204

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 03 Proposed Budget	% Change from Prior Year
608 Impound Operations Fund	\$1,316,204	11.99%



Impound Operations

Authorized Personnel Summary

Position	No. Positions	Salary Range
Impound Attendant I	5	\$16,489 - \$22,611
Impound Attendant II	6	19,580 - 27,783
Impound Attendant - Lead	1	20,561 - 29,308
Impound Services Shift Supervisor	2	21,647 - 32,471
Impound Services Auction Technician	1	19,129 - 28,694
Impound Services Manager	1	34,801 - 52,202
Office Assistant II	1	19,129 - 28,694
Security Guard	1	17,529 - 24,075
Transportation Code Coordinator	1	24,797 - 37,196
Total	19	

2002 Program Highlights

- Impound Facility on tract to exceed \$250,000 net revenue goal

2003 Departmental Priorities

- Restructure Towing Service Contract



Impound Operations

DEPARTMENT: Impound Services

FUND:IMPOUND

OBJECTIVES:

Budget: \$1,316,204

Organization: 6050 Impound Services

To provide professional storage services to the Little Rock Police, District Courts, Fleet Services and citizens.

<u>Service Measures</u>	<u>Actual</u> <u>2001</u>	<u>Budget</u> <u>2002</u>	<u>Estimated</u> <u>2003</u>
Percentage of unclaimed vehicles auctioned within 60 days of impoundment			98%
Percentage of vehicle identification numbers correctly Processed within 72 hours			100%

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 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. The City Manager will compile two annual budgets for biennial fiscal periods beginning in even numbered years. The Board of Directors will amend as deemed necessary the budgets and adopt the even numbered year's budget by ordinance, while the odd numbered year will be considered a fiscal plan.

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 a reasonable time after month end close. A quarterly fund report will also be prepared and submitted to the Board of Directors. 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, 2005. Until the fund is fully funded, the City Manager should consider recommending expending funds from the restricted reserve fund only as a last resort and only that it is absolutely necessary to meet a serious and imminent situation facing the City.

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	2,375
Streets Graded and Surface Treatment	440
Paved - Permanent (Concrete and Asphalt)	1,935
Alleys	72
Drainage Ditches Maintained	750
Miles of Sewer:	
Storm	350
Sanitary	1,228

Building Permits:

<u>Year</u>	<u>Permits Issued</u>	<u>Estimated Cost</u>
1993	2,553	\$215,192,606
1994	3,505	265,406,495
1995	2,120	204,102,908
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

Fire Protection:

Number of Stations	20
Number of Uniformed Employees	374

Police Protection:

Number of Stations	4
Number of Uniformed Employees	532

Recreation:

Number of Parks, Including Park Development	52
Total Acres	5,745
Number of Playgrounds	48
Number of Tennis Courts	52
Number of Basketball Courts	36
Number of Museums	1
Number of Golf Courses	4
Number of Ball Fields	41
Number of Play Fields	12
Number of Community Centers	7
Number of Swimming Pools	4
Number of Adult Centers	1
Number of Soccer Fields	9
Number of Fitness Centers	1
Number of Pavilions	26
Number of Volleyball Courts	8
Total Recorded Park Attendance - 2002	1,612,678
Number of Zoos	1
Total Zoo Attendance – 2002	355,729

Education:

Number of School Buildings	50
Number of Teachers	1,958
Number of Registered Students, except Kindergarten	25,522
Number of Registered Students, Kindergarten	2,052

Average Daily Attendance:

Elementary Schools	10,370
High Schools	12,711
Special Schools	389
Kindergarten	2,052

LITTLE ROCK AND ENVIRONS

Per Capita Income	\$23,209
Median household income	37,572
U.S. Consumer Price Index	192.0
Percent inflation over past year	2%
Unemployment percentage rate	4.3%
Median Age	34.5

PULASKI COUNTY STATISTICSPercent of Population Age 25+

Education level in years of formal schooling:

High School or Equivalent:	85.9%
BA Degree or Higher:	35.5%
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
1989 Area Planning Commission Est.	187,500
1990 Census	175,795
1991 Revised Census	175,818
1992 U. S. Census Bureau Estimate	176,870
1996 Area Planning Commission Estimate	181,280
1997 Area Planning Commission Estimate	181,280
2000 Census	183,133

EMPLOYEES AS OF DECEMBER 31, 2002

<u>City Government</u>	<u>Total</u>	<u>Full-Time</u>	<u>Part-Time</u>
AFSCME	579	579	0
IAFF	374	374	0
FOP	532	532	0
Non-union	960	699	261
	<u>2,445</u>	<u>2,184</u>	<u>261</u>
<u>Commissions</u>			
Wastewater Utility	196	192	4
National Airport	136	134	2
Advertising & Promotion	221	145	76
Port Authority	8	8	0
Ambulance Authority	248	165	83
Central Arkansas Transit Authority	166	158	8
Museum of Discovery	22	16	6
Arkansas Arts Center	79	42	37
Central Arkansas Library	188	118	70
	<u>1,264</u>	<u>978</u>	<u>286</u>
Total Employment	<u><u>3,709</u></u>	<u><u>3,162</u></u>	<u><u>547</u></u>

MAJOR NONMANUFACTURING EMPLOYERS

<u>Employer</u>	<u>Product</u>	<u>No. of Employees</u>
State of Arkansas	Government	24,700
Federal Government	Government	10,000
Public School Districts (LR, NLR & Pulaski CO)	Education	8,000
Little Rock Air Force Base	Government	6,890
University of Arkansas For Medical Sciences	Education/Medical Services	5,392
Baptist Health	Medical Services	5,000
Alltel Corporation	Telecommunications	4,500
Veterans Administration Hospitals	Medical Services	3,600
Southwestern Bell Telephone	Utility (Telephone)	3,000
Union Pacific Railroad	Transportation (Railroad)	2,610
St. Vincent Infirmiry Medical Center	Medical Services	2,500
Arkansas Children's Hospital	Medical Services	2,496
Dillard Department Stores	Department Stores	2,029

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 City Manager is responsible for enforcing the spending limits established in this plan.

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.

Each year, the City publishes 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, prior to December 31, 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 a public hearing to receive citizen input, the Mayor and Board of Directors makes its decision on the final, or adopted budget. The budget must be adopted on or before December 31. A calendar of events for budget development activities for Fiscal Year 2003 is included in this document to more adequately describe the budget development process.

The 2003 Basic Budget is comprised of four major fund types: the General Fund, Street 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.
- Enterprise Funds - Payments for services provided to the City facilities by Enterprise Funds.

Enterprise Fund

- Enterprise Funds – Zoo, Golf, War Memorial Fitness Center, Concessions, River Market, Impound Operations and Waste Disposal Department.

General Fund, Enterprise Funds, and other user departments all make payments into Internal Service Funds to support administrative functions that are internal City Operations.

Internal Service Fund supports specific departments. An example is vehicle acquisition 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 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 holds a Bond Sale after one of the following:

- Approval by City Board to issue either Certification of Obligation or Revenue Bonds.
- Successful completion of a Bond Election.
- The Bonds are purchased and the funds generated from the sale are allocated to Bond Funds to support specific projects. The Bond Funds distribute moneys to the individual project accounts. 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 bond 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, 2002 Highlights and 2003 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.

Air Rights Lease - Reimbursement from Doubletree Hotel and MEMS Ambulance service for use of city radio system.

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.

Authorized Staffing Strength - An approved list of positions that may be filled by City agencies.

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 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, DP 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 Water Works 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.

Court Fees - Charge for use of criminal, environment, or traffic courts based on space, time and personnel involved.

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.

Dog Licenses - Licenses issued by animal control to dog owners residing within the City Limits.

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

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 outflows or the using up of assets – cost expiration such as the depreciation of fixed 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.

Fixed 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.

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 - Proceeds from sale of city owned property such as vehicles, landfill equipment, etc.

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

General Obligation Bonds - Bonds secured by a specific tax levy and the general 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 of 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).

Inmate Housing - Funds collected from Pulaski County for housing prisoners before new county jail was completed.

Insurance Cost Refund –Ext Agencies - Reimbursements for liability insurance.

Internal Service Fund - This fund operates like an Enterprise Fund to account for the citywide vehicle fleet acquisition 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, dividends or base payments.

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

Loading Zone Fees - Fee for downtown businesses to have zones for easy access. Fee is currently \$400 per 22 linear feet of metered space.

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 providing a service or maintaining an operation.

Other Reimbursements (Civil Defense) - Funds received from Civil Defense, Pulaski County 911 Maintenance, Pension Fund, Bond administration reimbursements, GIS Analysis, Project management, and PIT accountant salary.

Outside or Other Agency - These are local organizations that are not a part of City government, but that receive annual appropriations from the City. Examples are the Central Arkansas Transit Authority, the County Health Department, the Museum of Discovery, and the Arkansas Arts Center.

P.A.G.I.S. (Pulaski Area Geographic Information System) - A computerized recording and mapping system that will provide data by location. Information processed may include property records, police incidents, zoning, utilities, property assessments and other data.

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.

Police Reports - Fee charged for citizens to obtain reports and responses by fire department to alarms caused by faulty systems.

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 double A by two rating agencies, which indicates 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 and residual equity transfers, but does not include any general long-term debt proceeds and operating transfers in – which are classified as “other financing sources” – unless these constitute a reservation of fund balances for encumbrances carried forward from the prior year and the expenditures for which the fund balance was created has also been carried forward; or (2) Increases in the net total assets of a Proprietary Fund Type from other than expense refunds, capital contributions and residual equity transfers, but does not include operating transfer in which are classified separately from revenues unless these constitute a reservation of fund balances for encumbrances carried forward from the prior year and the expense for which the fund balance was created has also been carried forward.

Rezoning Fees - Planning and zoning charge to rezone a section of property from one class to another. Fee is based on the classification requested and size of property.

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.

Staff Services Bond Issues - Administrative fee for bond issues for companies such as Jacuzzi and Brandon House.

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.

Sundries Contra Account - Non-sufficient checks received for any fees, fines, and assessments.

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.

Traffic School - Tuition and fees from citizens who attend traffic school after driving violations.

Transfers In (Salaries) - Salary 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.