

2015 Annual Operating Budget



City of Little Rock, Arkansas

About the Cover: On September 25, 2014, the new 12th Street Station officially opened. This 44,000 square foot building houses various divisions of the Little Rock Police Department and has commercial space available. The station will become the City of Little Rock's first building to receive the LEED Silver designation, continuing the City's commitment to sustainability.

The 12th Street Station serves as an anchor in the revitalization efforts in Little Rock's central core. It is a symbol of the City's commitment to the 12th Street corridor and is spurring interest in increased commercial investment in the area.

Funding for the \$12.5 million project came from the City's 3/8-cent capital sales tax, the special projects fund, and a grant from the Arkansas Economic Development Commission. The 12th Street Station was designed by Roark Perkins Perry Yelvington Architects. It was constructed by a joint venture of ADEVCO Construction and East-Harding Construction.

Cover photo provided by Roark Perkins Perry Yelvington Architects.

City of Little Rock

2015 Annual Operating Budget

Bruce T. Moore
City Manager

Prepared by:
Department of Finance

Sara Lenehan, Finance Director

LaVerne DuVall, Budget Officer

The enclosed 2015 Annual Budget is presented for your use and reference. The annual budget is an appropriation document that authorizes spending for the current year. Additionally, the budget document provides information concerning the City's organization structure and the City's fiscal position.

The online version of the 2015 budget document and budget documents for previous years can be found on the City of Little Rock's website located at: www.littlerock.org.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Little Rock

Arkansas

For the Fiscal Year Beginning

January 1, 2014

A handwritten signature in cursive script, reading "Jeffrey R. Egan".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Little Rock, Arkansas for its annual budget document for the fiscal year beginning January 1, 2014.

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

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

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TABLE OF CONTENTS

INTRODUCTION	Page
Title Page	1
Budget Award	3
Table of Contents.....	5
Little Rock at a Glance.....	9
City of Little Rock Board of Directors.....	10
How to Use the Budget Document	11
Management Team.....	15
City of Little Rock Organizational Chart by Fund Responsibilities.....	17
City of Little Rock Operating Fund Structure	18
City Manager’s Transmittal Letter.....	21
Overall City Goals and Objectives.....	35
THE BUDGET PROCESS	
The General Government Budget Process	39
Amending the Budget	42
Budget Policies	43
Other Budget Procedures.....	44
FINANCIAL STRUCTURE	
Little Rock's Financial Structure.....	47
Funds Controlled by the Governing Body.....	47
Fiscal Policies	52
Other Agencies	58
BUDGET SUMMARIES	
Budget Summaries	61
2015 Operating Fund Budget Summaries Graph.....	62
General Fund Activity Graph	63
Budget Summary by Fund Type	64
General Government Summary.....	65
Special Revenue Funds.....	66
Capital Project Funds.	69

TABLE OF CONTENTS (CONTINUED)

Enterprise Funds	72
Internal Service Fund	74
Fiduciary Funds	75
Debt Service Funds	78
2015 Long Term Forecast	81
REVENUES	
All Funds Operating Revenue Sources Graph	85
All Funds Operating Revenue Summary	86
General Fund Summary of Revenue	87
All Funds Operating Revenue Detail	88
Revenue Trends	93
General Fund Revenue Sources and Trends Graph.....	108
EXPENDITURES	
All Funds Expenditures by Classification Graph.....	109
All Funds Department Budgets Summary	110
Summary of General Government Appropriations Graph	111
General Fund Summary Graph	112
Operating Budget Detail.....	113
Staffing Summaries.....	117
Other General Fund Budget Expenditures	120
Service Program Graph	121
Service Program Category	122
Public Safety Revenue and Expenditure Comparisons.....	124
Public Safety Operating Expenditures as a Percentage of General Fund	125
CAPITAL IMPROVEMENTS	
Capital Funding.....	127
Capital Project Funds Provided by Bond Issues	127
Capital Project Funds Provided by Other Sources	128
2015 Capital Improvements	133
2015 Major Capital Projects	134

TABLE OF CONTENTS (CONTINUED)

Significant Routine Capital Expenditures.....	134
Significant Non-Routine Capital Expenditures	134
Other Significant Non-Recurring Capital Improvements	135
Capital Funding Activity Graphs	152
DEBT MANAGEMENT	
Debt Management	153
City’s Legal Debt Margin	153
Debt Applicable to Debt Limit 2004 – 2014	155
Summary of Bond Indebtedness.....	155
Future Debt Service	156
GENERAL FUND DEPARTMENTS	
Mayor.....	159
General Administrative	163
Board of Directors.....	169
Community Programs.....	173
City Attorney	179
District Court First Division	185
District Court Second Division.....	191
District Court Third Division	197
Finance	203
Human Resources.....	211
Information Technology	217
Planning and Development	223
Housing and Neighborhood Programs	229
Public Works General.....	235
Parks and Recreation	241
River Market	247
Golf.....	251

TABLE OF CONTENTS (CONTINUED)

Jim Dailey Fitness and Aquatic Center	257
Zoo	263
Fire	269
Police	275
SPECIAL REVENUE FUND DEPARTMENT	
Public Works Street	281
INTERNAL SERVICE FUND DEPARTMENT	
Fleet Services	287
ENTERPRISE FUND DEPARTMENTS	
Vehicle Storage Facility	293
Waste Disposal	299
APPENDIX	
State and City Budget Statutes	305
Statistical Information	309
Glossary of Key Budget Terms	319
Glossary of Key Acronyms Terms	326

LITTLE ROCK AT A GLANCE

Two hundred years ago, the first permanent settlement was established in what is now known as Little Rock. Since 1812, Little Rock has grown from one person to become the Capital City of Arkansas with a population of 193,524. The metropolitan area population is 699,757 with more than 1 million people living within 70 miles of Little Rock.

The City is named for La Petite Roche, a rock formation on the banks of the Arkansas River. It created a natural harbor which made Little Rock an early center of business and commerce. Today, that tradition continues as Little Rock is home to several large corporations. Among the City's major industries are technology, healthcare, retail, manufacturing and government. The presence of these industries helps to explain the City's lower than average unemployment rate of approximately 5.9%.

New businesses and housing opportunities are bringing people back to the City's core to live, shop, work and play. The River Market district is home to many restaurants, shops and offices as well as attractions such as the Clinton Presidential Center and Park, several other museums, and an expanding nationally-recognized bike trail system. In addition, the Main Street Creative Corridor, MacArthur Park area, SoMA (South Main) and renovation of Robinson Center Music Hall are some of the other exciting projects in the City's core. Redevelopment continues in the City's older neighborhoods and the City is experiencing new growth in areas to the west and southwest.

Medical facilities in the Little Rock area provide efficient, comprehensive service to more than two million individuals throughout the state. The major area hospitals provide bed space for over 2,800 patients. Included are a large number of specialty clinics and outpatient surgery centers that are continuing to expand.

Diverse and quality educational opportunities are available in Little Rock. The University of Arkansas for Medical Sciences continues to garner international attention for ground breaking medical research and procedures. The University of Arkansas at Little Rock (UALR) is a metropolitan university educating 13,000 students. The University's five colleges, seven institutes with a wide range of degree offerings - graduate certificates, master's degrees, doctorates including the juris doctorate degree offered at the UALR Bowen School of Law. In addition, Little Rock is the home of Philander Smith College and Arkansas Baptist College, two historically black colleges that are leading exciting revitalization initiatives in their surrounding areas.

Situated along the southern bank of the Arkansas River, Little Rock is located where the Delta meets the Ouachita and Ozark mountain ranges. With lakes and streams inside the city limits and nearby, outdoor recreational options are almost unlimited. Residents and visitors alike enjoy hiking, camping, boating, hunting, fishing, golf, tennis, swimming, and soccer.

The Little Rock region offers wonderful opportunities for visitors: A City rich in history and culture; many recreational opportunities; downtown entertainment; an energetic business climate; and a major emphasis on quality of life initiatives for our citizens and visitors.



Board of Directors



Mayor Mark Stodola



Vice Mayor Lance Hines
Ward Five



Director Erma Hendrix
Ward One



Director Ken Richardson
Ward Two



Director Kathy Webb
Ward Three



Director Brad Cazort
Ward Four



Director Doris Wright
Ward Six



Director B. J. Wyrick
Ward Seven



Director Dean Kumpuris
Position Eight



Director Gene Fortson
Position Nine



Director Joan Adcock
Position Ten

HOW TO USE THE BUDGET DOCUMENT

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

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

Definition - What is a Budget Document?

The budget document presents the City's financial management plan for the coming fiscal year. The budget outlines the day-to-day functions of City departments for a one-year period and includes planned expenditures for major capital projects. The Mayor is responsible for enforcing the spending limits established in this plan.

Each year, the City establishes a budget for operations in the coming fiscal year, January 1 to December 31. The budget is based on estimates of projected revenues and other funding sources. Appropriations for City programs are recommended based on available resources and priorities set by the City Board of Directors.

As required by law, the Mayor submits a recommended budget to the Board of Directors. The Board of Directors conducts an extensive review of the recommended budget and holds several public hearings to receive citizen input. Once any necessary modifications are made, the Board of Directors adopts the Budget Ordinance. Upon completion, the Budget Document is published.

The budget must be adopted on or before December 30. A calendar of events for budget development activities for fiscal year 2015 is included in this document to more adequately describe the budget development process.

The 2015 Basic Budget is comprised of four major fund types: the General Fund, Special Revenue Funds, an Internal Service Fund and Enterprise Funds.

The General Fund is utilized to account for revenues and expenditures for the regular day-to-day operations of the City. The primary sources of revenue for the General Fund are local sales taxes, property taxes, and utility franchise fees.

Departments in the General Fund are organized as follows:

- General Administration
- Board of Directors
- Community Programs
- City Attorney
- District Court First Division
- District Court Second Division
- District Court Third Division
- Finance
- Human Resources
- Information Technology
- Planning & Development
- Housing & Neighborhood Programs
- Public Works
- Parks & Recreation
- River Market
- Golf
- Jim Dailey Fitness & Aquatics
- Zoo
- Fire
- Police

The other major fund types are described below:

1. Special Revenue Funds – These funds are utilized to account for revenues that are legally restricted to expenditures for specific purposes, e.g., street fund and grant funded programs.
2. Enterprise Funds – Proprietary funds in which the services provided are principally supported through charges to the users of the services, e.g., solid waste fund, vehicle storage facility and parking garages.
3. Internal Services Fund – Funds that provide services to other parts of the City organization, e.g., motor pool, vehicle maintenance and insurance.

Payments to the Internal Services Fund are not reflected as transfers, but are included as line items within the budgets of the departments in all operating funds.

Operating Flow of Funds

Revenues are deposited into the General Fund as a result of specific activities. For example:

General Fund	Enterprise Funds
Property Taxes	Service Rates
Sales Taxes	Sanitation Fees
Licenses & Permits	Compost Sales

Expenditures are made from the General Fund to support activities. For example:

General Fund

- General Fund Departments - Police, Fire, Parks & Recreation, etc.
- Personnel, supplies and materials, repairs and maintenance, contractual, capital outlay, debt service, and transfers out.

Enterprise Fund

- Enterprise Funds – Waste Disposal, Vehicle Storage Facility, and Parking Garages.
- Personnel, supplies and materials, repairs and maintenance, contractual, closure/post closure, depreciation, debt service, and transfers out.

Departments within the General Fund, Special Revenue Funds, and Enterprise Funds make payments into the Internal Service Fund for Fleet operations and vehicle and equipment maintenance.

Capital Budget

The Capital Budget consists of major capital projects, which often require more than one year to complete and place in service. Examples of capital projects include street and drainage construction, building construction, and park development. A description of the source of funding for capital projects is included in the Capital Improvements section of this document. In addition, this section includes the estimated funds required for the ongoing operation and maintenance of the assets resulting from the capital improvement projects.

The completion of certain capital projects may be delayed for a period of time if corresponding operating and maintenance funds are not available.

Debt Service Flow of Funds

The City issues debt after one of the following:

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

Funds generated from the sale of debt obligations are allocated to individual special projects within the capital project funds. When a project is completed and the project account closed, unused funds may be directed to retirement of the debt service obligation. The Debt Service Funds are primarily supported by property tax millages, which require voter approval, for the express purpose of debt retirement. Other revenue sources for debt retirement include franchise fees and system revenues. The Debt Service Funds initiate payments of principal and interest to the bond purchasers. A description of the source of funding for debt retirement and a discussion of the City's legal debt margin is included in the Debt Management section of this document.

Format for Budget Expenditures

A summary of budgeted operating expenditures and personnel is included in the Expenditure section of this document. Following the summary information, each Department's organizational chart, mission statement, expenditure budget, staffing summary, 2014 priorities and results, 2015 goals, and applicable service measures are presented.

Major Categories of expenditures include the following:

- Personnel (Salaries, Wages and Employee Fringe Benefits)
- Supplies and Materials
- Repairs and Maintenance
- Contractual Services
- Closure/Post Closure
- Capital Outlay
- Depreciation
- Debt Service
- Transfers Out

MANAGEMENT TEAM

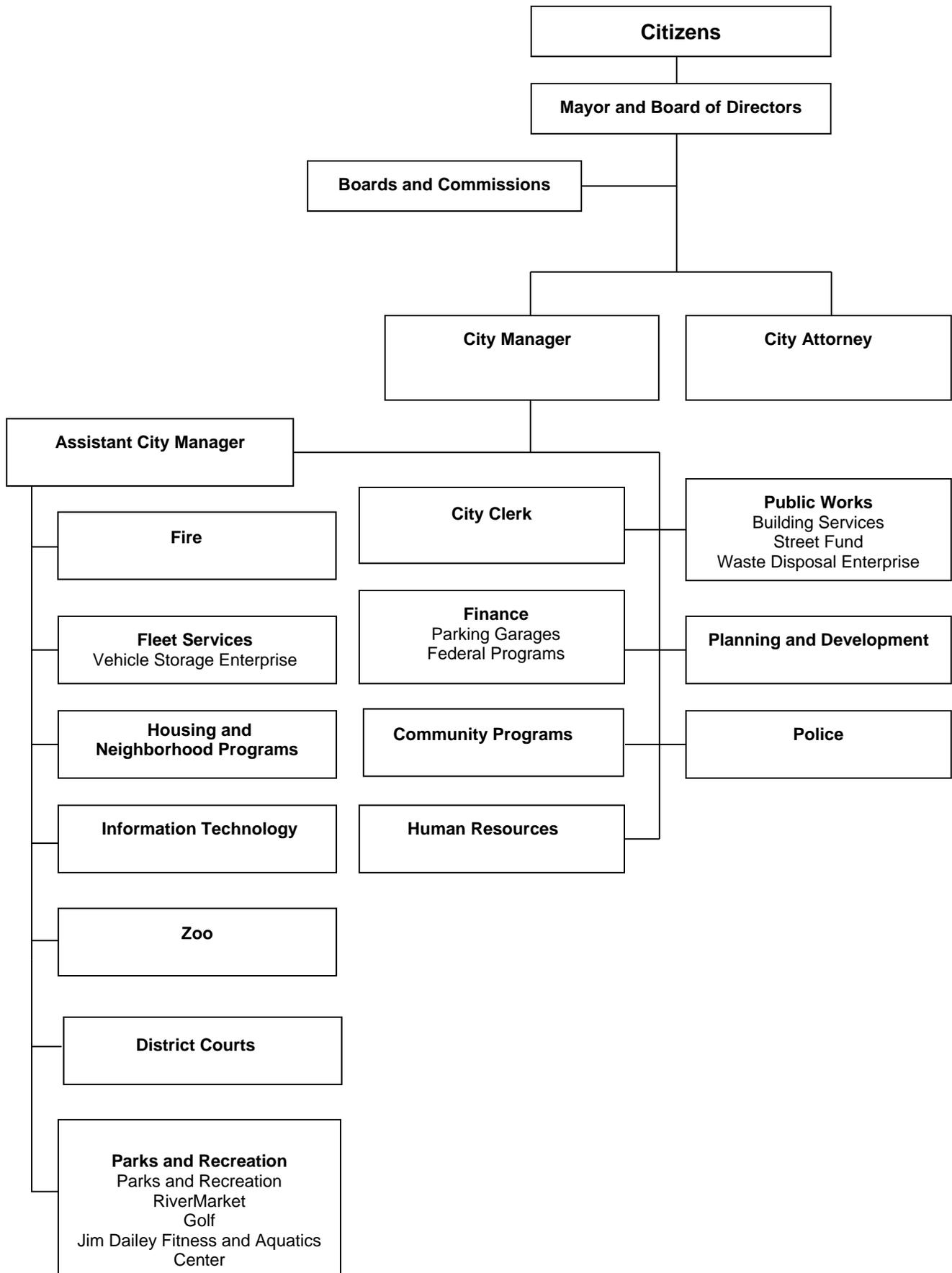
Mark Stodola	Mayor
Bruce T. Moore	City Manager
James E. Jones	Assistant City Manager
Dana Dossett	Director of Community Programs
Tom Carpenter	City Attorney
Alice Lightle	District Court First Division Judge
Victor Fleming	District Court Second Division Judge
Mark Leverett	District Court Third Division Judge
Sara Lenehan	Director of Finance
Stacey Witherell	Director of Human Resources
Randy Foshee	Director of Information Technology
Tony Bozynski	Director of Planning & Development
Andre Bernard	Director of Housing & Neighborhood Programs
Jon Honeywell	Director of Public Works
Truman Tolefree	Director of Parks & Recreation
Gregory Summers	Fire Chief
Kenton Buckner	Police Chief
Mike Blakely	Director of Zoo
Wendell Jones	Director of Fleet Services

Budget Report Production, Analyst, and Graphics

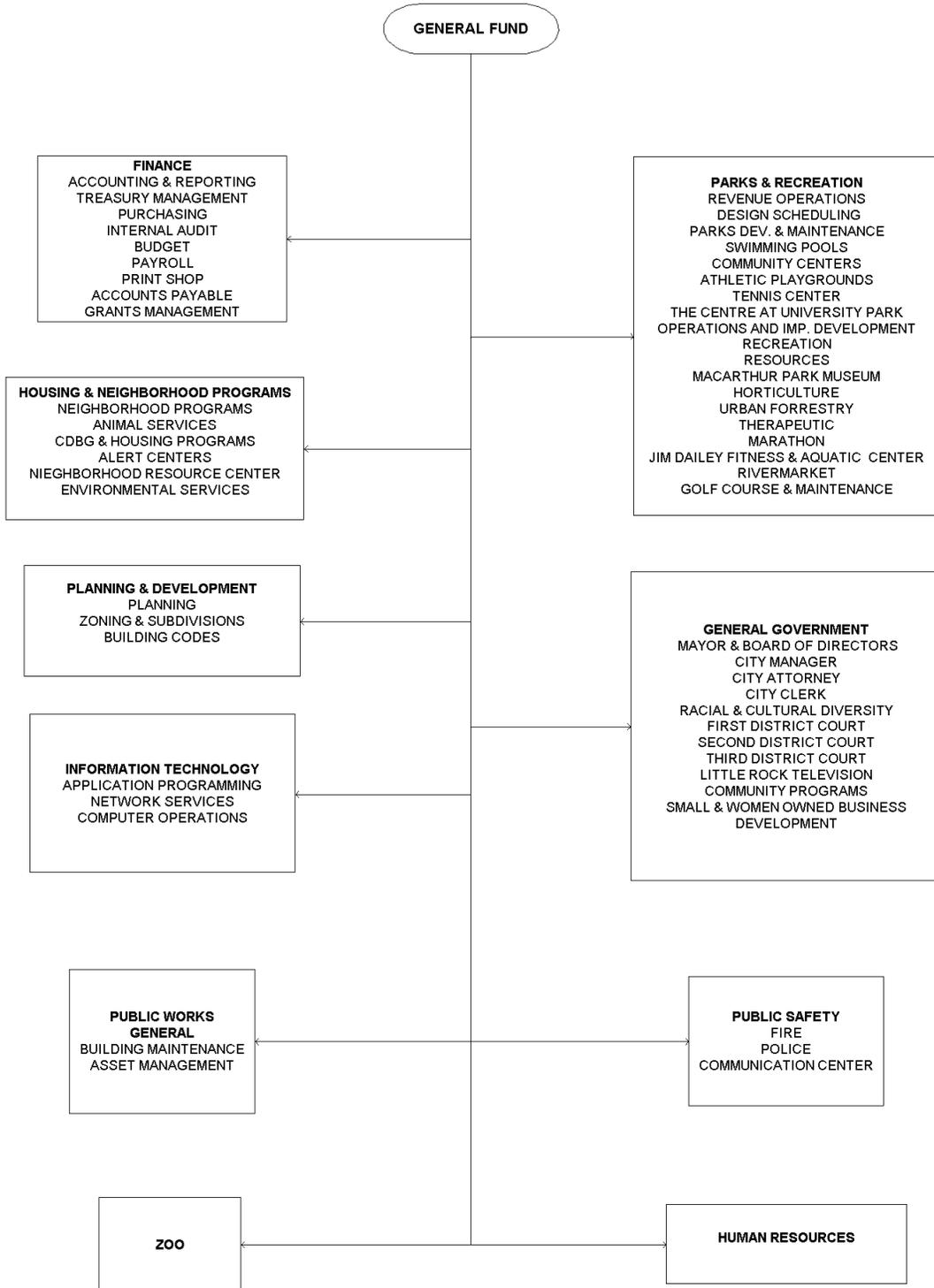
LaVerne DuVall	Budget Officer
Silas Roaf	Budget Management Analyst

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City of Little Rock Organizational Chart by Fund Responsibilities

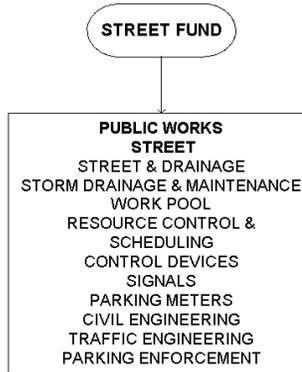
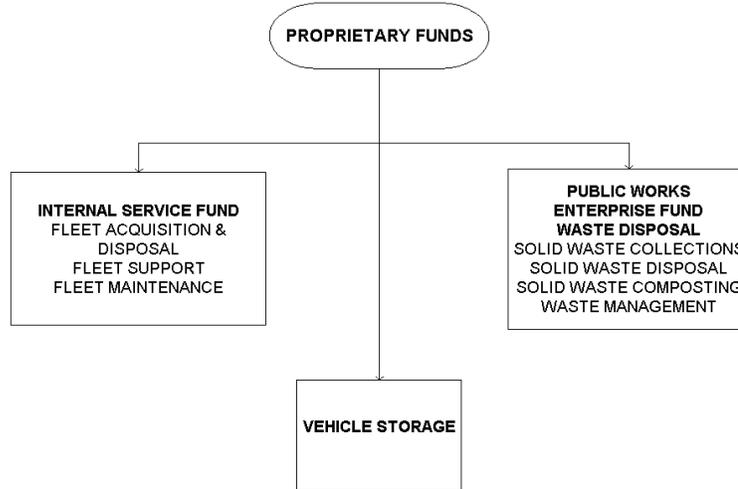


CITY OF LITTLE ROCK OPERATING FUND STRUCTURE



Note: All departments include an administration section

CITY OF LITTLE ROCK OPERATING FUND STRUCTURE



Note: All departments include an administration section

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City of Little Rock

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City Manager

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December 16, 2014

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

I respectfully submit the official Year 2015 Budget for the City of Little Rock that builds on the accomplishments and service improvement programs initiated during the last few years. While the economic downturn and slow recovery experienced in the past several years continues to create significant challenges for the City, the passage of the new one (1)-cent local sales tax, which became effective January 1, 2012, significantly enhances the operating and capital resources necessary to maintain and improve public safety and the City's infrastructure, stimulate economic development, and provide much needed funding for parks and programs that enhance the quality of life for Little Rock citizens. Overall operating expenditures total \$248,768,085, an increase of \$10,802,928, or 4.5% more than the 2014 Adopted Budget and \$5,076,928, or 2% more than the final 2014 Amended Budget. The Operating Budget changes for the 2015 Year are summarized below:

	<u>2015</u>	<u>2014</u>	<u>Change</u>	<u>% Change</u>
General Fund	\$194,740,211	\$184,264,530	\$10,475,681	5.7%
Street Fund	20,050,226	19,363,696	686,530	3.5%
Fleet Services Fund	13,294,275	13,135,688	158,587	1.2%
Waste Disposal Fund	17,127,479	17,655,926	(528,447)	-3.0%
Vehicle Storage Facility Fund	1,359,144	1,321,150	37,994	2.9%
Parking Garages	2,196,750	2,224,167	(27,417)	-1.2%
Total	<u>\$248,768,085</u>	<u>\$237,965,157</u>	<u>\$10,802,928</u>	<u>4.5%</u>

The 2015 Operating Budget has been developed around common themes from the Mayor and Board of Directors policy and priority areas. These strategic priority areas include: Public Safety; Economic Development; Infrastructure; Basic City Services; and Quality of Life Issues.

OVERVIEW

General Fund:

Little Rock citizens passed an additional one (1)-cent local sales tax in September 2011 that was effective on January 1, 2012. Faced with significant challenges with stagnant revenue in many areas due to the lingering effects of the economic downturn, and one of the lowest local tax rates in the State, citizens supported the new tax initiative. The City held several public hearings in each Ward to discuss priority needs associated with Public Safety, Public Works, Jobs and Economic Development, Parks and Recreation, Zoo and Tourism, and other priorities, including fleet replacement, information technology needs, pension funding, and public transportation. The priority needs were divided between on-going operating needs and capital needs. The five-eighths (5/8)-cent permanent increase in sales tax for operations is reflected in the FY15 Adopted Budget. The three-eighths (3/8)-cent sales tax for capital projects, which expires in ten (10) years (2021), is discussed in detail in the capital section of the budget document. In addition, in a special election held on September 11, 2012, Little Rock citizens approved the issuance of capital improvement bonds not to exceed \$105 million for street and drainage improvements. Up to \$73.5 million of the bonds are dedicated to street improvements with the remaining \$31.5 million available for drainage improvements throughout the City. The bonds are secured by a three (3)-mill ad valorem tax on taxable property located within the City of Little Rock. The City issued \$58,105,000 in bonds on July 24, 2013. A second series of bonds will likely be issued in 2016 or 2017.

The General Fund 2015 Operating Budget includes several significant changes from the original 2014 Operating Budget. The 2015 Budget and the 2014 Amended Budget include transfers in from the 2012-2021 Capital Improvements Fund (3/8-Cent Sales Tax) to fund the principal portion of debt service due on short-term notes that were issued to accelerate key capital projects funded by the sales tax. The transfer in for debt service was not included in the original 2014 Adopted Budget. This adjustment represents \$6,379,582 of the transfer in revenue and related debt service expense in the 2015 Operating Budget and accounts for \$5,155,851 of the increase from the original 2014 Adopted Budget to the 2014 Amended Budget. Debt service on the notes is included in the General Administrative Department of the General Fund.

Sales Tax continues to be the leading revenue source for the City at approximately 50% of general fund revenues. The City's sales tax is composed of a one and one-eighth (1-1/8)-cent local tax on gross receipts, which includes the half (1/2)-cent sales tax in effect since 1994, combined with the new five-eighths (5/8)-cent operating sales tax effective January 1, 2012, as well as a per capita allocation of a one (1)-cent County tax and State Turnback Funds. The three-eighths (3/8)-cent sales tax for capital projects is not reflected in the operating budget; however, it is reported in a separate capital projects fund. Revenue from the operating portion of

the new sales tax is committed primarily to filling vacant Police Officer positions, supporting the twelve (12) new Fire positions for the West Little Rock Fire Station that opened in 2012, maintaining grant-funded positions in the Police and Fire Departments and the addition of Code Enforcement Officers. Also included is funding for neighborhood-based/community initiatives of \$5.5 million, increased funding for building maintenance, expanded park maintenance, Zoo deferred maintenance, operations and staffing, annual fleet replacement, information technology staffing and maintenance, and new transit routes. Many of the initiatives supported by the new sales tax were implemented during 2012 and are maintained in 2015. Changes to the Arkansas Sales and Use Tax Law known as the "streamlined sales tax" took effect beginning January 1, 2008. Sales tax revenues are distributed based on where the purchaser takes receipt or delivery of the product or service. In addition, local tax caps on most single transactions are no longer applicable when City and County Sales and Use Taxes are collected. The local tax cap continues to apply to the first \$2,500 per item on the sale of motor vehicles, aircraft, watercraft, modular homes, manufactured homes, or mobile homes. Businesses, schools, governments and charitable organizations are able to recover the tax paid on single transactions over the previous cap amount through a rebate program. The program allows such tax payers a period of up to six (6) months from the date of the transaction in which to claim the rebate. The rebate period will expand to twelve (12) months under recently enacted State legislation. State Statute restricts the level of tax information available to municipalities which makes forecasting sales and use tax revenues very difficult. Growth in sales tax receipts compared to the same period a year ago were volatile throughout the year. Based on growth experienced in the first ten (10) months of 2014, combined with an anticipated reduction in the State sales turnback, the projected growth from the 2014 Amended Budget includes 0.55% for the City's portion of County sales tax revenue, 1.12% for the City's local sales tax, and a reduction of 15.2% in State turnback revenue, or a blended growth rate of 0.50%. Based on the final actual sales tax revenue for 2014, including strong results for December sales, the City will need to experience growth of 0.25% to achieve the 2015 Budget of \$96,684,815.

Franchise fees from local utilities comprise approximately 15% of general fund revenues. Franchise fees from Entergy Corporation, the electric utility, decreased approximately 3.43% in 2014 due to lower usage and the discontinuance of a rate adjustment associated with the utility's exit from a multi-state agreement in which it had operated for decades to equalize rates among member states. Entergy franchise fees are expected to increase by 3.9% in 2015, due to an announced rate increase of 3.4% and a return to normal weather patterns. Storm recovery charges passed on to customers and weather impact rates and usage. Franchise fees from Centerpoint Entergy, the gas utility, increased approximately 10.6% in 2014 with an increase in usage of approximately 6%. Revenues in 2015 from Centerpoint Entergy are expected to increase approximately 1% from the Amended 2014 Budget. Franchise fees from telecommunication companies and long-distance are expected to decrease approximately 3-5% after several years of decline due to on-going competition from wireless companies. There are no scheduled rate increases

included in the 2015 Budget for Central Arkansas Water and Little Rock Wastewater. Wastewater revenues increased approximately \$300,000 in 2014 due to a 7% rate increase, but are projected to be flat in 2015. Central Arkansas Water announced proposed rate increases for wholesale customers who sell to private utilities for the years 2016 and 2017. In addition, Little Rock Wastewater has rate increases scheduled in 2016, 2018 and 2019 to comply with the terms of the Sierra Club lawsuit to reduce sanitary sewer overflows in Little Rock.

Property Tax revenues account for approximately 14% of General Fund revenues. Little Rock recently received its Original Charge for 2014 Property Taxes to be collected in 2015. The Original Charge is approximately 3.4% over last year's value and represents the total amount assessed on real estate and personal property for the previous year. The 2015 Budget reflects an increase in Property Tax revenues of approximately 4% from the 2014 Budget. In addition, the 2015 Budget and the 2014 Amended Budget include separate 1-mill property tax levies dedicated for the Police and Fire Pension Plans. I am pleased that overall property values in Little Rock were maintained during the recent economic downturn and continue to experience reasonable growth. The City has not experienced the decline in values that were prevalent in other parts of the country.

City employees have demonstrated their dedication and professionalism by providing quality service to the citizens of Little Rock. The General Fund Budget supports 1,683 full-time equivalent (FTE) positions, a net increase of fourteen (14) FTEs compared to 2014 staffing levels. Staffing includes twenty-seven (27) Police positions previously funded by a grant award under the *American Recovery and Reinvestment Act* COPS Program and eighteen (18) Fire fighters previously funded by a SAFER grant. In addition, special projects and grant awards support forty-one (41) employees. However, approximately 100 of the budgeted General Fund positions were vacant during 2014. This represents a significant improvement over the 152 budgeted General Fund positions that were kept vacant in 2011. With the passage of the new sales tax, positions were filled and new positions have been added, particularly in the areas of Public Safety and Parks and Recreation. The 2015 Operating Budget expenditures include \$139,939,883 in personnel cost, net of an anticipated \$6 million in savings from authorized but vacant positions. The 2015 Budget does not include salary increases. One-time lump sum bonuses for full-time employees will be awarded based on salary ranges, providing the greatest benefit to employees with the lowest salaries. Employees with a salary of \$40,000 or below will receive a bonus of \$1,000. Employees with a salary from \$40,001 to \$60,000 will receive a \$750 bonus. Finally, employees with a salary of \$60,001 or greater will receive a \$500 bonus. Non-uniform employees currently on probation will receive the bonus after successful completion of their six (6)-month probationary period, and probationary uniform employees will receive their bonus after successful completion of their respective recruit school. The City Manager, the Assistant City Manager, and Department Directors were excluded from the bonus program. In addition, Police and Fire personnel covered by labor agreements will receive scheduled step and grade increases. The bonuses will be partially funded by the

carryover of \$550,000 in funds from the 2014 contingency allocation. Negotiations with the American Federation of State, County and Municipal Employees (AFSCME), the International Association of Fire Fighters and the Fraternal Order of Police were ongoing at year-end. In July 2015, revenue and expenditure trends will be reevaluated to determine if salary adjustments are possible. Health insurance costs will decrease approximately 11%, due to change in insurance programs. The City will join the Municipal League Health plan in 2015. Employee contributions for dependent coverage will decrease by approximately \$1,000 per year. In addition, the budget includes health insurance coverage for designated part-time employees in accordance with requirements of the Affordable Care Act. Benefit changes approved by the State Legislature increased pension costs for Fire and Police uniformed personnel. Pension costs increased from 19.58% to 20.58% of payroll for uniformed Fire personnel and from 16.23% to 17.23% of payroll for uniformed Police personnel. In addition, the City merged administration of the closed local Police Pension Fund with the LOPFI Plan which will require an additional contribution of 9.23% of payroll for uniformed Police personnel. However, the additional contribution will not result in any additional cost to the City. The dedicated 1-mill property tax levy, annual City sales tax contribution of \$500,000, and other dedicated fines and fees are expected to fund the 9.23% contribution. The City implemented a new Defined Benefit Pension Plan for non-uniform personnel on January 1, 2014. The plan resulted from a yearlong review of options to improve the retirement plan for non-uniform employees. There will be no change in 2015 to the City contribution of 9% of salary to the plan, matched by employee contributions of 4.5%. Pension costs for Court Clerks decreased slightly from 14.88% to 14.76%. Vacant positions are budgeted at the mid-range salary for the position's grade, providing some budget flexibility in the recruiting process. Overall, with the changes in salary, employee bonuses, benefits and the increased number of filled positions, the 2015 Budget for personnel cost will increase approximately 2% from the 2014 Budget.

Fleet and fuel costs are projected to increase approximately \$153,000 in 2015. The 2015 Fuel Budget is based on estimated unleaded and diesel fuel per gallon prices averaging \$3.25. The cost per gallon of fuel has decreased with the utilization of new fuel blends. In addition, the City opened a new Compressed Natural Gas Station (CNG) in 2014 and is converting some vehicles to CNG. While the fuel cost per gallon has decreased, the number of deployed vehicles has increased with additional staffing in Police and Code Enforcement. The budget for fleet parts increased due to the aging fleet; however, as the annual fleet replacement schedule is resumed with the passage of the sales tax, repair and maintenance cost will be reduced.

The City issued a \$5.9 million short-term financing note in 2014 to accelerate public safety projects associated with the three-eighths (3/8)-cent sales tax for capital projects. Short-term financing notes are authorized under Amendment No. 78 to the Arkansas Constitution for the acquisition, construction and installation of real and tangible personal property having an expected useful life of more than one (1)-

year. The notes are repaid over a period of five (5) years from general revenues. The principal portion of the new note will be funded by a transfer to the General Fund from the proceeds of the three-eighths (3/8)-cent sales tax for capital projects. Principal and interest payments are included in the General Fund Budget. Debt service payments will increase by approximately \$1,235,500 in 2015 due to the addition of the 2014 note.

Funding of the Pulaski County Jail was continued in order to provide space for prisoners in accordance with the City's primary focus on Public Safety. In addition, an extra allocation is available from a \$20 local jail fine to contribute toward operations for expanded Pulaski County Jail space. Combined, the funding for the jail will increase by 5% to \$1,854,576.

A Homeless Services Task Force was established in 2006 to end chronic homelessness within our community. The City of North Little Rock has partnered with Little Rock to financially fund the Jericho Way Day Resource Center. The services provided to homeless individuals and families are focused on finding housing, job referral, and case management services, medical, dental and psychiatric assistance. In addition, both municipalities are working with the various support groups in Central Arkansas as part of the on-going process to address the needs of homeless individuals and families.

The City is appropriating approximately \$5.5 million for Children, Youth and Family Programs, including youth employment, skills center funding, and re-entry programming in 2015 as part of City's emphasis to foster and enhance youth and community development. City Staff will continue to work with community groups, neighborhood associations, the faith-based community and other groups to ensure resources are targeted appropriately. In addition, the City implemented an in-house pilot program to train and utilize disadvantaged persons for the construction and maintenance of sidewalks in conjunction with the skills center and re-entry programming. The program was extremely successful and will be continued in 2015. In addition, the City has expanded the program to include additional entry-level positions available in other City Departments. Community Programs Staff is issuing a request for qualifications in 2015 for development of a Youth Master Plan.

The 2015 Budget includes a contingency allocation of \$1 million or .51% of General Fund revenues. The City of Little Rock's Management Team will continue to manage the City in a sound and fiscally prudent manner while striving to deliver the quality and level of service that the citizens of Little Rock expect with available resources.

2014 Accomplishments

Little Rock Police Department: The City hired Kenton Buckner as Chief of Police replacing Stuart Thomas. Construction was completed on the 12th Street Station with initial occupancy in July 2014 and complete occupancy scheduled for April 2015. An upgrade to the 311 System was commenced in late 2014, which will allow

citizens to request City services utilizing mobile technology which will greatly increase service delivery to the citizens of Little Rock. A total of 105,281 requests for City services were made utilizing the 311 System. A Recruit School began on June 25, 2014, with a scheduled graduation on February 6, 2015, with nineteen (19) recruits.

Little Rock Fire Department: The Little Rock Fire Department continued to provide quality services, responding to more than 28,474 fire and emergency calls during 2014. During the year, the Department developed a “Battalion Chief’s Academy”, completed a Correlation Development Task Book and implemented a web-based training program to enhance in-service training capabilities. No fire deaths were recorded during 2014 in the City of Little Rock due in part to the expanded community outreach programs and the intensified efforts of the department’s Prevention and Community Outreach Division. Other divisions within the Department attained significant goals and instituted numerous staff training during the year including participation in an Active-Shooter tabletop with the Little Rock Police Department and Metropolitan Emergency Medical Service (MEMS) and developed a “Pumping Manual” for the department. The Aircraft Rescue and Firefighting unit (ARFF) completed the FAA Safety Inspection with zero discrepancies. The Training Division provided 1,391 training instructor hours equating to 11,592 hours of student participation in training classes. Classes offered included EMT refresher classes for 415 firefighters, driver training, inflatable boat and swiftwater technical training along with numerous other classes, in addition to conducting a twenty (20)-week Recruit School. The Department continues to move forward with the accreditation process through the Center for Public Safety Excellence.

Public Works: In 2014, Public Works Operations Staff responded to 7,798 requests via the 311 service request system and swept 24,996 curb-miles of streets. In addition, staff administered a successful Sidewalk Program, utilizing disadvantaged citizens re-entering the workforce. Civil Engineering oversaw the second year of a three (3)-year cycle of Capital Sales Tax and 2013 Capital Bond Issuance projects.

Fleet Services: The City of Little Rock Fleet Services Department once again achieved national recognition as being among the 100 Best Fleets of North America. In addition, Fleet Services opened a fully-operational Compressed Natural Gas fueling station in April 2014.

Finance: The Finance Department obtained the Government Finance Officers Association (GFOA) Certification of Recognition for the 2014 Budget Presentation and the GFOA Certificate for Excellence in Financial Reporting for the 2013 Comprehensive Annual Financial Report. The Grants Division provided assistance to other Departments, component units, non-profit organizations, and neighborhood organizations of the City in training, writing, obtaining, monitoring and reporting on grant awards. In addition, the Department provided quarterly reporting to the Little

Rock Citizens Evaluation of New Tax (LRCent) Committee on the status of the new local sales tax and on progress toward completion of capital projects authorized under the three-eighths (3/8)-cent portion of the tax. In 2014, the Finance Department facilitated the issuance of a \$5.9 million short-term note to fund the final phase of the 12th Street Station, purchase six (6) Fire Trucks, and fund Information Technology improvements.

Information Technology: The Information Technology Department assisted the Police Department with the upgrading of the Computer Aided Dispatch (CAD); completed the implementation of the Active-Active Data Center project; and assisted the Police Department with all of the technology needs for the 12th Street Station.

Human Resources: The Human Resources Department conducted a Training Needs Assessment to determine areas to concentrate on in 2015. In addition, the Department researched and modified different onboarding processes to improve the new employee, new hire experience. The Department embarked on a major independent contractor compliance processes across the city, including providing training to City employees. Human Resources coordinated the annual flu vaccine and information program and conducted extensive training on revised policies and procedures.

Parks & Recreation: In 2014, Little Rock Parks and Recreation dedicated and opened the Natural Steps Athletic Complex which provides three (3) fields for soccer and two (2) fields for Lacrosse play. In addition, the Department celebrated the groundbreaking for the \$6 million West Central Community Center, located at the intersection of John Barrow and Colonel Glen Roads. When completed, the center will be a 22,000 square-foot state-of-the-art facility. In addition, the Department dedicated the newest pedestrian/bike trail in the City's parks system located at War Memorial Park. The nearly one (1)-mile trail loop runs parallel to the east side of Coleman Creek. The Little Rock Marathon had another successful race that saw an increase in both registrations and revenue. Parks were maintained at a Class "B" level, which indicates that each park is mowed one (1) time every ten (10) work days. In 2014, the Department's "Lights on After School" initiative was again successful, in that it continues to promote the critical importance of quality afterschool programs in the lives of children, their families and the community. Finally, a detailed inspection of every playground within the parks system was conducted.

Planning & Development: The Planning and Development Department, with the Planning Commission and the Board of Directors, coordinated the review and adoption of several Zoning and Subdivision Ordinance Amendments. Review of the City's future Land Use Plan for two (2) areas was completed and amendments were approved by the Planning Commission and Board of Directors. The 2012 Arkansas Fire Prevention Code, Volumes I, II Building and III Residential went into effect January 1, 2014. The 2014 Arkansas Energy Code and the 2014 National Electrical

Code were adopted. The Board of Directors approved an ordinance adopting a Design Overlay District for the John Barrow Road Corridor.

Little Rock Zoo: The Little Rock Zoo enjoyed a successful year in 2014. A capital upgrade to the chimpanzee exhibit was completed allowing for a new water feature and new climbing structures for the chimps that is also visually appealing for the guest. New shade structures were installed over both great ape visitor viewing areas. New animal identification graphics were installed throughout the Zoo. Baby capybaras, two (2) maned wolf pups, and two (2) penguin chicks were hatched contributing to the conservation of important animal species. A new miniature train ride, the Diamond Express, was donated to the Zoo by the Arkansas Zoological Foundation and began operation in June. In addition, the Zoo acquired a new zebra and new camels.

Housing & Neighborhood Programs: The Housing and Neighborhood Programs Department filled five (5) Code Officer positions during the 2014 year to complete the number of additional Officers proposed to be hired as part of the LR Cent Sales Tax Program. In addition, the Department implemented new code enforcement software that is currently being utilized to improve the effectiveness and efficiency of the Codes Division. Code Enforcement increased the number of Contract Teams from two (2) to four (4) teams to be more efficient in debris removal, cutting and cleaning of vacant properties. The Department implemented a quarterly newsletter that is distributed to elected officials, neighborhood associations, and other interested parties. At the Little Rock Animal Village, a donation of \$100,000 was received to assist in the construction of a Quarantine Area.

Community Programs: In 2014, the Community Programs Department fully implemented new technology software to monitor Prevention, Intervention, and Treatment Program performance and participation in all funded programs. A Tobacco Youth Council comprised of fourteen (14) students from across the City was established, completed orientation, and has begun discussions regarding tobacco issues affecting children, youth, and families. In collaboration with the Little Rock School District, implementation of the Evening Career Center, a skills training pilot project for eighteen (18) to twenty-four (24)-year olds, resulted in the completion of two (2) successful training cycles. In addition, the Department continues to expand the Re-Entry Employment Readiness Training Program throughout all City Departments with a focus on career areas that will assist those returning from a correctional facility to develop a skill that will lead to full-time, permanent employment.

Vehicle Storage Facility: The City of Little Vehicle Storage Facility partnered with the Little Rock Convention and Visitors Bureau to provide taxicab driver training. Training was completed in April 2014. Staff from the Vehicle Storage Facility attended the International Association for Transportation Regulators (ATR) conference. A back-up generator was purchased in 2013 and installed in 2014 for power outages.

Budget Polices and the Budget Process: The General Fund goal was to set aside the greater of \$10,000,000, or 10%, of General Fund revenues in the Restricted Reserve on or before December 31, 2005; however, due to economic conditions in the past few years, the City has been unable to meet this goal. The restricted reserve is currently \$9,418,000. The 2015 Budget includes a contingency allocation of an additional \$1 million. Following the completion of the 2014 audit, the City's management team will determine the amount of funds available to increase the reserve, with the intent of gradually increasing the Restricted Reserve to achieve 10% of General Fund revenues in the next few years.

2015 Goals

- In coordination with the Mayor and City Board, staff will have a major focus on completion of projects funded by the new sales tax. Staff will constantly track, monitor, and report on capital projects funded by the sales tax and will maintain a detailed tracking system on the City's web site, www.littlerock.org.
- Continue quarterly review meetings with the Little Rock Citizen Evaluation of New Tax (LRCent) Committee to review expenditures and progress toward initiatives supported by the new one (1)-cent sales tax. These meetings will provide an additional layer of accountability and transparency to tax payers.
- Continue to implement the street and drainage sales tax plan for the 2013 - 2015 infrastructure improvement cycle established per the Ward community meetings.
- Complete the Ward community meetings for the second three (3)-year cycle of street and drainage sales tax projects for 2016-2018.
- Continue progress on street and drainage improvement projects funded by the 2013 Capital Improvement Bonds.
- Complete construction and open the West Central Community Center.
- Update the Parks Master Plan.
- Provide \$5.5 million in funding for Children, Youth, and Family Programs, including youth employment, skills center funding, and reentry programming, to continue the program to train and employ disadvantaged persons for construction and maintenance of sidewalks, and to expand the program to include other entry level positions in other City Departments.
- Development of a Youth Master Plan.
- Continue the City's focus on economic development and sustainability.

Economic Outlook

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

The latest comparative figures for the City of Little Rock show unemployment at 5.9%, compared with a U.S. average of 6.2%, according to data from the United States Department of Labor, seasonally adjusted for local figures by Metroplan. Per Metroplan, the United States economy is gaining strength, the prospect for Central Arkansas is steady; however, local growth has lagged the U.S average during the four (4)-year period from 2011-2014. According to Metroplan, the City of Little Rock had approximately 6,300 unemployed residents as of December, 2012. This number had decreased to about 4,700 unemployed residents by December, 2014, representing a decline of 25% in two (2) years. Little Rock remains a vital employment center, accounting for approximately 53% of all jobs, by place of work, in the Little Rock-North Little Rock metropolitan areas. A large component of the City's workforce is in the areas of health care, education and public administration. These sectors are less vulnerable to national employment trends.

The Metroplan economic report for early 2015 states that figures from the Arkansas Department of Finance and Administration demonstrate that Little Rock's retail sales are diverse, spread across many sectors. The top three (3) sectors include "other general merchandise stores, full-service restaurants, and grocery stores, accounting for approximately 26% of all retail sales. However; at the same time, U.S. Internet sales continued rapid growth accounting for 6.6% of all retail sales. Internet sales have an advantage over local retailers in Arkansas and other states that are unable to collect Sales and Use Tax on online sales. The City is supportive of the Market Place Fairness Act before Congress, which would enable municipalities to collect sales tax from retailers that do not have a physical presence in the State. With sales tax as the primary revenue source for the City of Little Rock, this legislation is critical to retaining the resources required to sustain local services. While State Law requires that citizens prepare use tax returns for such purchases, this method is very ineffective.

The regional housing market has seen less growth than the U.S. average over the last several years; however, Little Rock has fared better than the regional average. Single-family housing permits began to rebound during 2012, moving to an average of thirty (30) monthly; the highest level since 2008, and were nearing an average of forty (40) units per month by the end of 2014. Multi-family housing construction has increased in relation to single-family permits, growing from a 32% share of new housing units to 57% of new housing units in 2014. On August 1, 2013, Moses Tucker Real Estate announced plans to redevelop the old Arkla Gas Building in Downtown Little Rock, converting it into upscale apartments by spring 2015. The \$13 million project will be called MacArthur Commons and will include eighty-four (84) units at the corner of East Capitol and River Market Avenues. In addition, a

new complex is coming to the South Main District in Downtown Little Rock. The South Village Apartments at Quapaw at 1301 Louisiana Street will feature sixteen (16), one (1) and two (2)-bedroom apartments. The \$2 million project will provide additional living units in downtown while retaining the historic architectural integrity of the area.

Commercial property construction continues to show strong growth. One of the most exciting developments is the new Bass Pro Shop that opened in Little Rock on November 13, 2013. The 120,000 square-foot location is at Little Rock's Gateway Town Center, a 169-acre project at the northwest corner of Interstates 30 and 430 in Southwest Little Rock. In addition, construction began on an outlet mall at the same location with approximately seventy-five (75) retail stores, bringing approximately 1,000 jobs to the area. Outlet shopping centers are unique and traditionally become destinations and magnets for retail activity. The grand opening is anticipated in October 2015. Recently, *Arkansas Business* reported that a thirty-three (33)-acre piece of the Gateway Town Center development is poised to add additional commercial construction in 2015. The Gateway's Grove Project is envisioned to become an entertainment district with hotels, restaurants and other attractions.

In July 2014, the Robinson Center Music Hall in Downtown Little Rock was temporarily closed for a \$68 million renovation project. The building will increase from 133,500 square-feet to 138,000 square-feet. The overhaul includes restoring the exterior, re-working audience entrances, improving performance hall acoustics and seating, upgrading the loading area and building a new conference center and grand hall on the north side of the performance hall. The upgrades are expected to be completed by 2016.

In September, Dassault Falcon Jet broke ground on a \$60 million expansion of its private jet finishing plant at the Little Rock airport. The expansion will retain 400 positions in Little Rock. The expansion will add 250,000 square-feet to Dassault's site and bring the plant's total area to 1.25 million square-feet.

In November 2014, Entergy Corporation broke ground on a new \$23 million center in Little Rock. The 25,000 square-foot building will be a transmission operations center in Southwest Little Rock, located at 13019 Vimy Ridge Road.

In December 2014, *Arkansas Business* reported a 311,684 square-foot FedEx Corporation Distribution Center to be located in Southwest Little Rock. The \$24.9 million project is forecast to take a year and will involve a new street, Industry Parkway, which will link with Alexander Road.

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

indicated above, economic projects are in development in all areas of the City – from Downtown, to Midtown, Southwest Little Rock and West Little Rock.

Little Rock's strong business environment and quality of life have been recognized by several national publications. In July 2013, Little Rock was named "#1 of America's 10 Great Places to Live" by *Kiplinger's Personal Finance*. The rankings place an emphasis on small and mid-size cities, considering metro areas with a population of one million or less that have good jobs, reasonably priced homes, decent schools and access to great health care. Little Rock is very proud of this ranking.

In January 2014, *Arkansas Business* reported that the University of Arkansas Fay Jones School of Architecture and Marlon Blackwell Architect of Fayetteville won a 2014 Honor Award from the American Institute of Architects for the Little Rock Main Street Creative Corridor Plan. The plan will retrofit a four (4)-block area of Main Street by utilizing economic development focused on cultural arts rather than a traditional retail base. The Arkansas Symphony Orchestra, Ballet Arkansas and the Arkansas Repertory Theatre plan to occupy rehearsal and creative space in the corridor.

In June 2014, *Arkansas Business* reported that the American Council for an Energy-Efficient Economy will bring its 2015 National Conference on Energy Efficiency as a Resource to the Statehouse Convention Center in September 2015. The biennial event, which the Arkansas Economic Development Commission (AEDC) calls one of the premier conferences on the role of energy efficiency as a utility system resource, was first held in 2001 and will be making its first trip to Arkansas.

In addition, Little Rock was recently listed as No. 3 Best State Capital by *USA Today Readers; Choice 10 Best*. The article had this to say about Little Rock, "A downtown renaissance has transformed Little Rock into a city with culture, cuisine and abundant outdoor activities. Visitors can rent a bike and pedal the sixteen (16)-mile loop along the Arkansas River Trail, visit the Clinton Presidential Center and the Little Rock Central National Historic Site, a National Park Service unit that interprets the crucial role played by the school in the civil rights struggle." The article may be found at (<http://www.10best.com/awards/travel/best-travel-worthy-state-capital/>)

The City will continue to identify economic development opportunities that result in the expansion, retention or start-up of businesses that create jobs and generate sales tax, property tax or other forms of revenue for the City. \$38,000,000, or 19.4%, of the revenue anticipated from the three-eighths (3/8)-cent sales tax for capital projects is dedicated to jobs and economic development over the next seven (7) years. The funds will be utilized for port expansion, development of a research park, and job recruitment and economic development infrastructure.

Closing: This budget is the financial and operating plan for the City of Little Rock for 2015. The appropriations included provide for quality municipal services.

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

The City of Little Rock has made great strides in the utilization of technology to communicate with local citizens and businesses. The City's website, www.littlerock.org, is among the best and will continue to improve communication efforts. In addition, the City is proud of our local government access channel LRTV, which broadcasts information regarding the activities of the Little Rock City Board of Directors through live and taped coverage of City Board Meetings and other official proceedings; and produces programming regarding municipal affairs. There is a mobile app to enable citizens to access City services available for download through the App Store or Google Play Store.

The City has seen great progress over the past years with more to come in 2015 and beyond as the Mayor, City Board of Directors and City Staff continue to offer vital services to the citizens of Little Rock. And finally, a very special "Thank You" to the citizens of Little Rock. We strive every day to serve you to the best of our collective abilities.

Respectively submitted,



Bruce T. Moore
City Manager

OVERALL CITY GOALS AND OBJECTIVES

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

Mission Statement

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

Must Do Policy Statement for a Safe City



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

This shall be accomplished by:

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

- Providing optimum service levels to the public as cost effectively as possible to maintain a safe, healthy community



Must Do
Policy Statement for Economic Development

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

To accomplish this policy, the City shall:

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



Must Do
Policy Statement for Basic City Services

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

The services provided to the citizenry will include:

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

Must Do
Policy Statement for Infrastructure



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

A comprehensive infrastructure system includes:

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

Should Do
Policy Statement for Quality of Life



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

This will be accomplished to:

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

Statement of Management Policy

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

The 2015 Statement of Management Policy includes these key principles:

Public Safety

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

Economic Development

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

Infrastructure

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

Quality of Life

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

Financial Reporting

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

The Budget Process



THE BUDGET PROCESS

The City's annual budget is the result of a thorough, public process. The budget projects all receipts and disbursements, the level of governmental services to be provided, and the method of distributing cost and services to the various segments of the community. The budget process includes an evaluation of community needs and reflects priorities established by the Mayor, the 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 Management Team had financial planning work sessions to facilitate budget and capital project planning. The work sessions focused on revenue outlook, trends, revenue issues, priority expenditures, expenditure issues, capital projects and debt for capital projects.

The financial guidelines and policies that serve as the framework for the financial operation of City government and the basis for budget development are contained in the financial section of the budget document.

The budget process begins with the City Manager's assessment of the goals and initiatives of the Mayor and the Board of Directors. A budget package prepared by the Finance Department is then distributed to the Department Heads. The package includes general guidelines from the City Manager with budget reports that include initial revenue projections, prior year expenditures, current year budgeted and actual year-to-date expenditures for all operating accounts, a listing of capital projects, and a budget preparation calendar. The Internal Services Fund provides projected vehicle maintenance, labor and fuel charges to each user Department. Budget staff provides training sessions on the budget process and budget monitoring throughout the year as needed. Departments submit their expenditure requests to the Finance Department for an initial review. The City Manager conducts internal budget hearings with each Department to review goals, projected revenues and expenditures, desired program initiatives, and capital needs. Budget requests are modified based on the results of the internal hearings. The Finance Department compiles all of the requests and recommends any additional modifications necessary in order for the City Manager to present a balanced budget recommendation to the Mayor for review. The City Manager reviews program funding recommendations with the Mayor and discusses associated revenue and expenditure assumptions in detail. The Mayor and City Manager make modifications to reflect any additional priorities. The Mayor and City Manager then conduct a budget workshop with the Board of Directors.

The Capital Budget is usually prepared to present the capital expenditures planned for each of the next five (5) fiscal years. In 2011, citizens passed a three-eighths (3/8)-cent sales tax for capital projects that went into effect on January 1, 2012. The sales tax is a temporary tax with a ten (10) year sunset, 2021. Planned capital expenditures from the sales tax are discussed in detail in the capital section of the budget document. In addition, capital needs funded by

grants or bond issues were considered. The total costs of each project and the sources of funding required to finance each project are estimated. The FY15 capital requests are considered separately by fund.

The Mayor and City Manager conduct public hearings to obtain input from citizens. The City utilizes a program-based budget approach for the funds under the direction of the City Manager.

Approved departmental expenditures are categorized by organizational service delivery unit, and then presented as costs associated with specific service programs. This approach allows citizens and their elected representatives to evaluate the costs of various services, to relate those costs to units of service delivered, and to set service priorities.

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

City Management monitors achievement of program service objectives as follows:

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

Employees are evaluated annually in relation to the performance of designated services.

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

- The 2015 Budget

The 2015 Basic Budget reflects estimated costs for those programs which were approved or received funding.

- Goals

Goals are clear statements of a department's mission, or purpose. Goals pinpoint the reasons for the department's existence and establish the

department's direction and responsibility(s). Each department's objectives are linked to the dollar figure budget needed to achieve the goal.

- Objectives

Objectives are the specific functions, which must be performed in order for a program to satisfy or fulfill a particular goal.

Objectives are typically expressed in measurable terms so that a program's level of accomplishment or performance can be evaluated at the end of the fiscal year.

The calendar for developing the 2015 budget follows:

August 5	Finance sends letters to Outside Agencies for 2015 funding requests. (Response deadline September 5)
August 15	Affordable Care Act look back period ends. Finance reviews final part-time report to determine which employees will have an additional health care benefit in 2015
August 22	Departments review special project balances. Finance Department sends out Personnel Model for verification.
August 29	Departments submit revenue estimates, proposed rate adjustments and new fee recommendations and dedicated grant match requests to Finance,
September 5	Departments complete review of 2015 Personnel Model with necessary changes reported to HR and Budget Office.
September 8 - 12	City Manager reviews Outside Agency Requests. HR provides 2015 new benefit rates to Finance.
September 19	2015 Budget instructions, departmental budgets and Personnel Model distributed. Assist departments with budget process.
September 26	Fleet Services submits 2015 budget to Finance and departments.
October 3	Departments submit 2015 operating and capital budget requests to Finance. Community Programs submits CYF/PIT recommendation to City Manager.
October 6 – 10	Finance verifies budget requests. Finance updates financial trends, revenue forecast, and reviews new revenue options.

October 10 – 20	City Manager reviews departmental budget requests and CYF/PIT recommendation. Budget meetings held with departments.
October 14	Board of Directors considers policy issues and revenue projections.
October 21	Board adopts 2015 mill levy Ordinance.
November	Budget preparation continues. Meetings held with Mayor to discuss preliminary budget.
Nov. – Dec.	Union Negotiations
December 2	Draft Budget distributed to Board of Directors. Board Budget Workshop held.
December	New Health Plan considered. Public Budget Information Meetings held.
December 16	Board of Directors adopts 2015 Budget Ordinance, utility franchise Ordinances, and revenue rate adjustments if applicable.
December 19	Finance submits 2015 Budget Document data request to departments.

AMENDING THE BUDGET

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

- Revenues are reviewed monthly and quarterly and the projections are adjusted if warranted.
- Adjustments to transfer approved expenditure budgets from one organization to another may be approved by the City Manager if less than \$50,000. Transfers in excess of \$50,000 must be submitted to the Mayor and Board of Directors for approval.
- Requests for new appropriations may be submitted by the City Manager or at the direction of the Mayor or Board of Directors and require authorization by Board Ordinance.

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 budget policies that are designed to accomplish specific objectives and enhance the budget process. These policies include:

- The 2015 budget does not include salary increases. One-time lump sum bonuses for full-time employees will be awarded based on salary ranges, providing the greatest benefit to employees with the lowest salaries. Employees with a salary of \$40,000 or below will receive a bonus of \$1,000. Employees with a salary from \$40,001 to \$60,000 will receive a \$750 bonus. Finally, employees with a salary of \$60,001 or greater will receive a \$500 bonus. Non-uniform employees currently on probation will receive the bonus after successful completion of their six (6) month probationary period, and probationary uniform employees will receive their bonus after successful completion of their respective recruit school. The City Manager, the Assistant City Manager, and Department Heads were excluded from the bonus program.
- The American Federation of State, County and Municipal Employees (AFSCME), the International Association of Fire Fighters and the Fraternal Order of Police positions will participate in the bonus program. In addition, step and grade increases are budgeted in accordance with union agreements. All three (3) union agreements were open for negotiation in 2014. Negotiations were on-going at year-end.
- In July of 2015, revenues trends will be reevaluated to determine if salary increases are possible.
- Positions that are vacant at the time the budget is adopted are budgeted at the mid-range salary based on grade, providing some budget flexibility in the recruiting process. In addition, an estimated annual savings generated from vacant positions is included in the budget as a reduction to personnel cost. As vacancies occur, the savings is utilized to reduce personnel budget allocations by department.

- The City utilized the in-house payroll system to aid in the development of the budget for the bonus and benefit costs for 2015. 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.
- The Fleet Services Internal Service Fund develops an expenditure budget for vehicle maintenance and fuel which is allocated to departments based on the number of assigned vehicles, service history, and prior fuel utilization. These allocations are not subject to change by the user departments.
- Departments are given specific budget parameters by the Mayor and City Manager. Departments are not allowed to alter calculated personnel cost or Internal Service Fund budget allocations, and are instructed not to make funding requests for new programs without the approval of the City Manager. For 2015, departments were authorized to implement priority needs and specific new positions supported by the new sales tax, which became effective in 2012, and to fill key vacant positions.

These policies are designed to ensure that operating departments have sufficient funds available to support programs and services, and to mitigate the need for budget reductions during the course of the fiscal year.

OTHER BUDGET PROCEDURES

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

Component Units develop separate budgets for approval by their respective 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 the associated boards of trustees regularly monitor the income and expenditures of the funds.

Annual budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

The basis of budgeting and the basis of accounting used in the City's audited financial statements are the same. Appropriations lapse at the end of the each year. With this measurement focus, only current assets and liabilities are generally included on the balance sheet. The statement of net assets presents increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in spendable resources. General capital asset acquisitions are reported as expenditures and proceeds of general long-term debt are reported as other financing sources. Under the modified accrual basis of accounting, revenues are recognized when both measurable and available. The City considers revenues reported in the governmental funds to be available if they are collectible within sixty days after year-end. Principal revenue sources considered susceptible to accrual include taxes, federal funds, local funds and investment earnings. Other revenues are considered to be measurable and available only when cash is received by the City. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, compensated absences and obligations for workers' compensation, which are recognized as expenditures when payment is due. Pension expenditures are recognized when amounts are due to a plan.

Operating revenues and expenditures are distinguished from non-operating items. Operating revenues and expenses generally result from providing services in connection with the principal ongoing operation of the fund. All revenues and expenses not meeting this definition are reported as non-operating items.

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

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Financial Structure



LITTLE ROCK'S FINANCIAL STRUCTURE

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

FUNDS CONTROLLED BY THE CITY GOVERNING BODY

GENERAL FUND OPERATIONS

General Fund – This fund is the primary operating fund of the City and receives all revenues not required to be accounted for separately. In addition to funding traditional government services, annual appropriations are made from this fund for various outside agencies that perform services on behalf of the City, for special projects, and for limited capital improvements.

SPECIAL REVENUE FUNDS

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

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

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

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

Grant Fund – Various Federal and State Grant awards are reported in this fund.

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

Neighborhood Housing Special Project Fund (NHSP) – This fund accounts for the proceeds of the Community Development Block Grant – Section 108 Guaranteed Loan Program and other City funds that are

utilized to provide housing and housing assistance to qualifying citizens and to improve neighborhood infrastructure.

Home Investment Partnership Fund (HIPP) – This fund accounts for funding received from the U.S. Department of Housing and Urban Development to provide housing or housing assistance to qualifying citizens, to improve neighborhood streets and drainage, and to operate community health and recreation facilities.

CAPITAL PROJECT AND RELATED DEBT SERVICE FUNDS

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

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

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

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

The remaining funds available from interest earnings on these bond funds have been allocated to the South Loop and Scott Hamilton Drive improvements.

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

2009A Capital Improvement Construction Revenue Bonds and 2009B Parks and Recreation Capital Improvement Refunding Bonds

– The 2009A Parks and Recreation Bonds were issued for the purposes of acquiring, constructing, equipping, renovating, expanding, and refurbishing certain zoo, parks, and recreation facilities of the City. The 2009B Bonds were issued for the purpose of refunding the City's outstanding Capital Improvement Revenue Bonds (Parks and Recreation Projects) Series 1998A. The 2009A and 2009B bonds are special obligations, payable solely from the revenues derived from the operation and ownership of the zoo, parks and recreation facilities.

2012 Library Construction and Refunding Bonds – 2012 Library Construction and Refunding Bonds are limited obligations payable through 2032. The Library Bonds were issued to finance the cost of acquiring, constructing, and equipping capital improvements to the public City libraries operated by the Central Arkansas Library System, to refund the City's outstanding Library Construction Bonds, Series 2004A, and to pay the cost of issuance of the bonds. The bonds are limited tax obligations payable solely from a 0.9 mill annual ad valorem tax.

2012 – 2021 Capital Project Fund – This fund is utilized to account for the proceeds of a 3/8 cent ten (10) year capital tax to fund new Fire and Police facilities, a new emergency communications system, economic development infrastructure, including improvements at the port and funding for a technology park, capital improvements for Park and Zoo facilities, information technology projects and vehicles and equipment. The tax went into effect on January 1, 2012 and expires on December 31, 2021.

2013 Limited Tax General Obligation Capital Improvement Bonds – On September 11, 2012, citizens of Little Rock approved the issuance of \$105 million in Capital Improvement Bonds for the purpose of Street and Drainage infrastructure improvements. The 2013 Limited Tax General Obligation Capital Improvement Bonds in the amount of \$58,105,000 issued July 24, 2013 were the first series of bonds issued for this purpose. These bonds are secured by all proceeds derived from a separate 3-mills annual ad valorem tax on all taxable real and personal property located within the City.

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

PROPRIETARY FUNDS

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

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

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

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

FIDUCIARY FUNDS CONTROLLED BY BOARDS OF TRUSTEES

An important benefit for City employees is a retirement plan. The City participates in the state Local Police and Fire Retirement System (LOPFI) for all uniformed employees hired after January 1, 1983. In addition, LOPFI administers the Policemen's Pension and Relief Fund. The following retirement funds are administered by the City and cover substantially all other employees:

- Firemen's Relief and Pension Fund
- Non Uniform Defined Contribution Pension Fund
- Non Uniform Defined Benefit
- New 2014 Non Uniform Defined Benefit Fund
- Pension Health Management Trust Fund

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

DISCRETE COMPONENT UNITS CONTROLLED BY INDEPENDENT BOARDS & COMMISSIONS

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

- Little Rock Wastewater Utility
- Little Rock National Airport
- Little Rock Advertising & Promotion Commission
- Little Rock Port Authority
- Metropolitan Emergency Medical Services (MEMS)

Central Arkansas Transit Authority
Arkansas Museum of Discovery
Arkansas Arts Center
Central Arkansas Library System
Oakland Fraternal Cemetery
Mt. Holly Cemetery

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

OTHER FUNDS NOT INCLUDED

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

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

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

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

B. CAPITAL MANAGEMENT

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

C. DEBT MANAGEMENT

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

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

D. RESERVES

1. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's five-year financial plan.
2. The General Fund goal is to set aside \$10,000,000 or 10% of General Fund revenues; whichever is greater, into a restricted reserve fund on or before December 31, 2005; however, due to economic conditions in the past several years, the City has not been able to meet this goal. The restricted reserve is currently \$9,418,000. The Board will consider increasing the restricted reserve based on annual audited financial results.

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

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

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

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

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

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

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

Jack Stephens Youth Golf Academy/First Tee of Central Arkansas has a nine (9)-hole regulation golf course, nine (9)-hole par three (3) golf course, full-service driving range, practice putting green, full-service pro shop and indoor teaching facilities. The purpose of this facility is to impact the lives of the young people of Central Arkansas by providing educational programs that build character, instill life-enhancing values and promote healthy choices through the game of golf. The facility provides an opportunity for Central Arkansas' young people to learn the game of golf regardless of their socio-economic status.

The Metro Little Rock Alliance (MLRA) is a twelve-county economic development organization representing a population of a million people including Little Rock. It was created to cultivate regional growth and prosperity throughout the area. The MLRA markets Little Rock and the region's strengths and advantages to prospective companies and the site location consultants for the purpose of attracting investment and creating jobs.

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

APPROPRIATIONS FOR OTHER AGENCIES

	2013 Budget	2014 Budget	2015 Budget
Central Arkansas Transit	\$8,208,468	\$8,534,663	\$8,686,869
County Regional Detention Center	1,050,000	1,050,000	1,063,313 (1)
Arkansas Arts Center	400,000	400,000	550,000 (2)
Museum of Discovery	200,000	200,000	200,000
Chamber of Commerce	200,000	200,000	200,000
Metroplan	178,042	178,042	178,042
Downtown Partnership	160,000	160,000	175,000
PAGIS	136,300	135,800	135,800
Metro Little Rock Alliance	100,000	100,000	100,000
First Tee	91,500	91,500	191,500
County Bond Payment	56,100	56,100	56,100
St. Vincent	25,381	25,381	25,381
LR City Beautiful Commission	2,500	2,500	2,500
Total	<u>\$10,808,291</u>	<u>\$11,133,986</u>	<u>\$11,564,505</u>

(2) The increase for the Pulaski County Jail support in combination with funds available from the local jail fine special project in the amount of \$791,263 will bring total Pulaski County Jail support to \$1,854,576. This represents a 5% increase over last year.

(2) The increase is primarily for building maintenance.

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Budget Summaries



BUDGET SUMMARIES

The following schedules summarize the audited 2013 operating results, the 2014 unaudited operating results, and the approved 2015 operating budget. The summaries are organized by fund type in a manner that is consistent with the fund organization in the City' audited Comprehensive Annual Financial Report.

The first summary is a recap of the entire six (6) fund types included in this section. Each of the fund types is summarized and individual fund budget schedules follow the summaries. The amounts reflected in this section are accumulated as follows: individual fund totals are included in the fund type summary; then the fund type summary totals are included in the recap of all fund types.

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

The Cities operating budget includes the following funds:

- General;
- Street;
- Fleet Services;
- Vehicle Storage Facility;
- Waste Disposal;
- Parking Garages;

The six types of funds included in the budget summaries are:

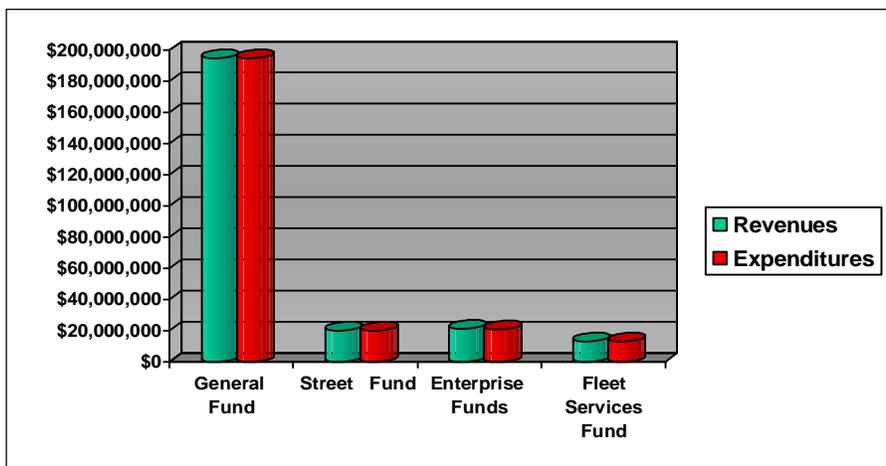
- General;
- Special Revenue;
- Capital;
- Proprietary;
- Fiduciary; and
- Debt Service.

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

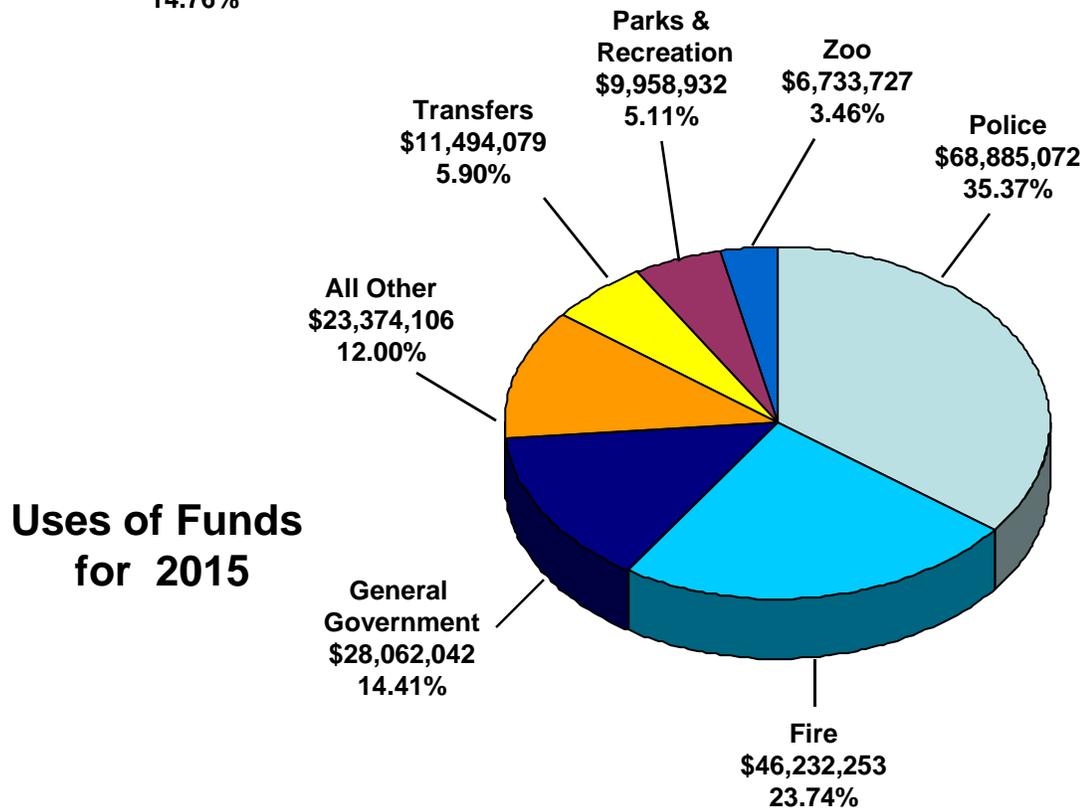
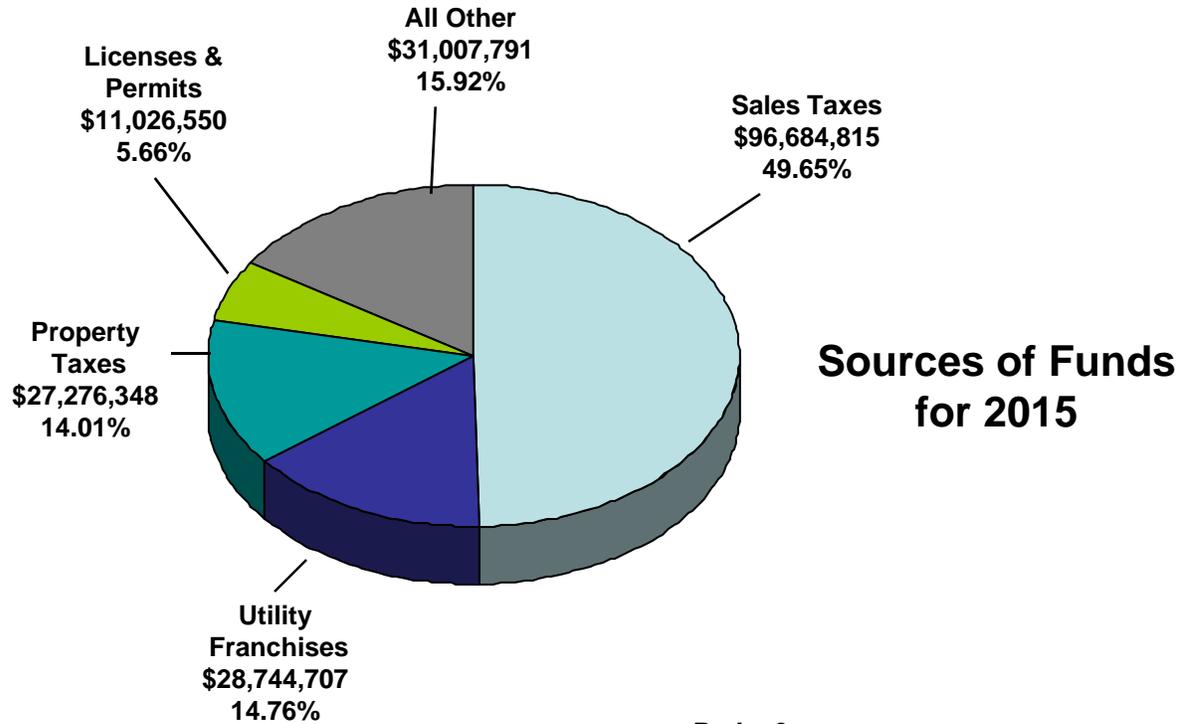
2015 Operating Funds Budget Summaries

	General	Street	Enterprise Funds	Fleet Services	Total
<u>Revenues</u>					
General Property Taxes	\$27,276,348	\$5,489,300			\$32,765,648
Sales Taxes	96,684,815				96,684,815
License and Permits	11,026,550		289,900		11,316,450
Intergovernmental	7,002,433	12,672,900			19,675,333
Charge for Service	11,332,650	14,700	20,805,010	13,345,076	45,497,436
Fines and Fees	3,161,210				3,161,210
Utility Franchise Fees	28,744,707				28,744,707
Investment Income	200,000	38,600	57,800		296,400
Miscellaneous	766,826	120,000	3,450		890,276
Transfers In	7,994,672	1,714,726			9,709,398
Carryover	550,000				550,000
Total Revenues	194,740,211	20,050,226	21,156,160	13,345,076	249,291,673
<u>Expenditures</u>					
Personnel	139,939,883	10,291,815	6,000,832	3,693,450	159,925,980
Supplies and Material	6,338,170	1,188,902	1,715,747	6,640,515	15,883,334
Repairs and Maintenance	7,093,723	2,826,578	3,242,297	254,450	13,417,048
Contractual	21,789,639	2,931,714	5,182,553	2,549,210	32,453,116
Closure/Post Closure			247,945		247,945
Capital Outlay	370,000	2,342,000		156,650	2,868,650
Depreciation and Amortization			1,735,400		1,735,400
Debt Service	7,714,717		742,501		8,457,218
Transfers Out	11,494,079	469,217	1,816,098		13,779,394
Total Expenditures	194,740,211	20,050,226	20,683,373	13,294,275	248,768,085
Net Change in Fund Balance			472,787	50,801	523,588
Fund Balances - Beginning	19,598,183	5,846,782	18,498,758	2,488,051	\$46,431,774
Fund Balances - Ending	\$19,598,183	\$5,846,782	\$18,971,545	\$2,538,852	\$46,955,362

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



FY 2015 GENERAL FUND



**CITY OF LITTLE ROCK
BUDGET SUMMARY BY FUND TYPE
FOR YEARS 2013 - 2015**

	GENERAL FUNDS	SPECIAL REVENUES	CAPITAL PROJECTS	ENTERPRISE FUNDS	INTERNAL SERVICE FUND	FIDUCIARY FUNDS	DEBT SERVICE FUNDS
2013							
REVENUES:	\$ 205,452,403	\$ 34,605,044	\$ 86,095,605	\$ 22,060,409	\$ 12,703,594	\$ 36,606,098	\$ 21,056,314
EXPENDITURES:	196,418,193	33,070,540	34,096,934	20,055,950	12,683,067	72,585,422	21,470,895
REVENUES OVER (UNDER) EXPENDITURES	9,034,210	1,534,504	51,998,671	2,004,459	20,527	(35,979,325)	(414,581)
BEGINNING FUND BAL.	26,490,499	9,817,809	47,046,723	16,559,535	2,582,681	177,820,596	20,581,721
ENDING FUND BAL.	<u>\$ 35,524,709</u>	<u>\$ 11,352,313</u>	<u>\$ 99,045,394</u>	<u>\$ 18,563,994</u>	<u>\$ 2,603,208</u>	<u>\$ 141,841,271</u>	<u>\$ 20,167,141</u>
2014							
REVENUES:	\$ 200,739,516	\$ 31,175,903	\$ 24,351,705	\$ 21,136,007	\$ 13,144,531	\$ 40,911,159	\$ 21,546,086
EXPENDITURES:	202,038,716	32,561,444	42,718,590	21,201,243	13,259,688	36,889,277	20,805,368
REVENUES OVER (UNDER) EXPENDITURES	(1,299,199)	(1,385,541)	(18,366,884)	(65,236)		4,021,882	740,717
BEGINNING FUND BAL.	35,524,709	11,352,313	99,045,395	18,563,994	2,603,208	141,841,271	20,167,141
ENDING FUND BAL.	<u>\$ 34,225,509</u>	<u>\$ 9,966,772</u>	<u>\$ 80,678,511</u>	<u>\$ 18,498,758</u>	<u>\$ 2,488,051</u>	<u>\$ 145,863,153</u>	<u>\$ 20,907,858</u>
2015							
REVENUES:	\$ 194,740,211	\$ 20,050,226		\$ 21,156,160	\$ 13,345,076		
EXPENDITURES:	194,740,211	20,050,226		20,683,373	13,294,275		
REVENUES OVER (UNDER) EXPENDITURES	-	-		472,787	50,801		
BEGINNING FUND BAL.	34,225,509	9,966,772	80,678,511	18,498,758	2,488,051	145,863,153	20,907,858
ENDING FUND BAL.	<u>\$ 34,225,509</u>	<u>\$ 9,966,772</u>	<u>\$ 80,678,511</u>	<u>\$ 18,971,545</u>	<u>\$ 2,538,852</u>	<u>\$ 145,863,153</u>	<u>\$ 20,907,858</u>

**GENERAL GOVERNMENT SUMMARY
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>GENERAL FUND</u>			
REVENUES:	\$ 185,532,008	\$ 189,866,530	\$ 194,740,211
EXPENDITURES:	<u>184,308,030</u>	<u>189,866,530</u>	<u>194,740,211</u>
REVENUES OVER (UNDER) EXPENDITURES	1,223,978	-	-
BEGINNING FUND BALANCE	<u>18,374,205</u>	<u>19,598,183</u>	<u>19,598,183</u>
ENDING FUND BALANCE	<u><u>\$ 19,598,183</u></u>	<u><u>\$ 19,598,183</u></u>	<u><u>\$ 19,598,183</u></u>
<u>SPECIAL PROJECTS & SEIZED MONEY FUND</u>			
REVENUES:	\$ 19,920,395	\$ 10,872,986	
EXPENDITURES:	<u>12,110,163</u>	<u>12,172,186</u>	
REVENUES OVER (UNDER) EXPENDITURES	7,810,232	(1,299,199)	
BEGINNING FUND BALANCE	<u>8,116,293</u>	<u>15,926,526</u>	<u>14,627,326</u>
ENDING FUND BALANCE	<u><u>\$ 15,926,526</u></u>	<u><u>\$ 14,627,326</u></u>	<u><u>\$ 14,627,326</u></u>
TOTAL BEGINNING FUND BALANCE	\$ 26,490,499	\$ 35,524,709	\$ 34,225,509
TOTAL REVENUES	205,452,403	200,739,516	194,740,211
TOTAL EXPENDITURES	<u>196,418,193</u>	<u>202,038,716</u>	<u>194,740,211</u>
TOTAL ENDING FUND BALANCE	<u><u>\$ 35,524,709</u></u>	<u><u>\$ 34,225,509</u></u>	<u><u>\$ 34,225,509</u></u>

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

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

**SPECIAL REVENUE FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>STREET</u>			
REVENUES:	\$ 17,582,631	\$ 19,363,696	\$ 20,050,226
EXPENDITURES:	<u>15,336,023</u>	<u>19,363,696</u>	<u>20,050,226</u>
REVENUES OVER (UNDER) EXPENDITURES	2,246,607	-	
BEGINNING FUND BALANCE	<u>3,600,174</u>	<u>5,846,782</u>	<u>5,846,782</u>
ENDING FUND BALANCE	<u><u>\$ 5,846,782</u></u>	<u><u>\$ 5,846,782</u></u>	<u><u>\$ 5,846,782</u></u>
<u>SPECIAL PROJECT - STREET</u>			
REVENUES:	\$ 608	\$ 914,044	
EXPENDITURES:	<u>31,955</u>	<u>671,532</u>	
REVENUES OVER (UNDER) EXPENDITURES	(31,347)	242,512	
BEGINNING FUND BALANCE	<u>172,984</u>	<u>141,636</u>	<u>384,148</u>
ENDING FUND BALANCE	<u><u>\$ 141,636</u></u>	<u><u>\$ 384,148</u></u>	<u><u>\$ 384,148</u></u>
<u>SPECIAL PROJECTS</u>			
REVENUES:	\$ 5,193,892	\$ 3,963,517	
EXPENDITURES:	<u>7,183,131</u>	<u>4,308,684</u>	
REVENUES OVER (UNDER) EXPENDITURES	(1,989,239)	(345,167)	
BEGINNING FUND BALANCE	<u>4,506,305</u>	<u>2,517,066</u>	<u>2,171,899</u>
ENDING FUND BALANCE	<u><u>\$ 2,517,066</u></u>	<u><u>\$ 2,171,899</u></u>	<u><u>\$ 2,171,899</u></u>

**SPECIAL REVENUE FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>INFRASTRUCTURE</u>			
REVENUES:	\$ 48	\$ 1,002	
EXPENDITURES:	<u>42,912</u>	<u>1,002</u>	
REVENUES OVER (UNDER) EXPENDITURES	(42,863)	-	
BEGINNING FUND BALANCE	<u>42,863</u>		-
ENDING FUND BALANCE	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ -</u>
<u>EMERGENCY 911</u>			
REVENUES:	\$ 1,346,610	\$ 1,306,869	
EXPENDITURES:	<u>1,264,798</u>	<u>1,306,869</u>	
REVENUES OVER (UNDER) EXPENDITURES	81,811	-	
BEGINNING FUND BALANCE	<u>2,823</u>	<u>84,634</u>	<u>84,634</u>
ENDING FUND BALANCE	<u>\$ 84,634</u>	<u>\$ 84,634</u>	<u>\$ 84,634</u>
<u>GRANTS</u>			
REVENUES:	\$ 7,638,665	\$ 3,611,890	
EXPENDITURES:	<u>6,607,395</u>	<u>3,887,473</u>	
REVENUES OVER (UNDER) EXPENDITURES	1,031,270	(275,583)	
BEGINNING FUND BALANCE	<u>(2,397)</u>	<u>1,028,873</u>	<u>753,290</u>
ENDING FUND BALANCE	<u>\$ 1,028,873</u>	<u>\$ 753,290</u>	<u>\$ 753,290</u>

**SPECIAL REVENUE FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>CDBG/HIPP/NHSP</u>			
REVENUES:	\$ 2,842,591	\$ 2,014,885	
EXPENDITURES:	<u>2,604,326</u>	<u>3,022,188</u>	
REVENUES OVER (UNDER) EXPENDITURES	238,265	(1,007,303)	
BEGINNING FUND BALANCE	<u>1,495,057</u>	<u>1,733,322</u>	<u>726,019</u>
ENDING FUND BALANCE	<u>\$ 1,733,322</u>	<u>\$ 726,019</u>	<u>\$ 726,019</u>
TOTAL BEGINNING FUND BALANCE	\$ 9,817,809	\$ 11,352,313	\$ 9,966,772
TOTAL REVENUES	34,605,044	31,175,903	20,050,226
TOTAL EXPENDITURES	<u>33,070,540</u>	<u>32,561,444</u>	<u>20,050,226</u>
TOTAL ENDING FUND BALANCE	<u>\$ 11,352,313</u>	<u>\$ 9,966,772</u>	<u>\$ 9,966,772</u>

**CAPITAL FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>1988 CAPITAL IMPROVEMENTS</u>			
REVENUES:	\$ 285	\$ -	
EXPENDITURES:	-	-	
REVENUES OVER (UNDER) EXPENDITURES	285	-	
BEGINNING FUND BALANCE	(285)	-	
ENDING FUND BALANCE	<u>\$ -</u>	<u>\$ -</u>	
<u>1998 CAPITAL IMPROVEMENTS</u>			
REVENUES:	\$ 428	\$ 5,234	
EXPENDITURES:	344,667	75,632	
REVENUES OVER (UNDER) EXPENDITURES	(344,240)	(70,399)	
BEGINNING FUND BALANCE	728,818	384,578	314,180
ENDING FUND BALANCE	<u>\$ 384,578</u>	<u>\$ 314,180</u>	<u>\$ 314,180</u>
<u>2009A PARKS AND RECREATION</u>			
REVENUES:	\$ 54	\$ 29	
EXPENDITURES:	71,431	479,663	
REVENUES OVER (UNDER) EXPENDITURES	(71,377)	(479,634)	
BEGINNING FUND BALANCE	551,011	479,634	(0)
ENDING FUND BALANCE	<u>\$ 479,634</u>	<u>\$ (0)</u>	<u>\$ (0)</u>

**CAPITAL FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>SHORT TERM FINANCING</u>			
REVENUES:	\$ 301,809	\$ 1,548	
EXPENDITURES:	468,051	96,268	
REVENUES OVER (UNDER) EXPENDITURES	(166,242)	(94,720)	
BEGINNING FUND BALANCE	288,217	121,975	27,255
ENDING FUND BALANCE	<u>\$ 121,975</u>	<u>\$ 27,255</u>	<u>\$ 27,255</u>
<u>2004 CAPITAL IMPROVEMENTS</u>			
REVENUES:	\$ 1	\$ 100	
EXPENDITURES:	3,636		
REVENUES OVER (UNDER) EXPENDITURES	(3,635)	100	
BEGINNING FUND BALANCE	10,323	6,689	6,789
ENDING FUND BALANCE	<u>\$ 6,689</u>	<u>\$ 6,789</u>	<u>\$ 6,789</u>
<u>2008 & 2009 LIBRARY IMPROVEMENT BOND</u>			
REVENUES:	\$ 11	\$ 1	
EXPENDITURES:	3,137	-	
REVENUES OVER (UNDER) EXPENDITURES	(3,126)	1	
BEGINNING FUND BALANCE	3,326	201	202
ENDING FUND BALANCE	<u>\$ 201</u>	<u>\$ 202</u>	<u>\$ 202</u>

**CAPITAL FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>2012 LIBRARY IMPROVEMENT BOND</u>			
REVENUES:	\$ 14,906	\$ 19,636	
EXPENDITURES:	11,357,071	6,500,416	
REVENUES OVER (UNDER) EXPENDITURES	(11,342,165)	(6,480,780)	
BEGINNING FUND BALANCE	23,019,916	11,677,751	5,196,971
ENDING FUND BALANCE	<u>\$ 11,677,751</u>	<u>\$ 5,196,971</u>	<u>\$ 5,196,971</u>
<u>2012-2021 CAPITAL IMPROVEMENTS FUND (3/8 CENT SALES TAX)</u>			
REVENUES:	\$ 25,219,666	\$ 24,128,647	
EXPENDITURES:	17,611,223	26,158,434	
REVENUES OVER (UNDER) EXPENDITURES	7,608,443	(2,029,787)	
BEGINNING FUND BALANCE	22,445,397	30,053,840	28,024,053
ENDING FUND BALANCE	<u>\$ 30,053,840</u>	<u>\$ 28,024,053</u>	<u>\$ 28,024,053</u>
<u>2013 CAPITAL IMPROVEMENT FUND (STREETS AND DRAINAGE)</u>			
REVENUES:	\$ 60,558,445	\$ 196,511	
EXPENDITURES:	4,237,718	9,408,176	
REVENUES OVER (UNDER) EXPENDITURES	56,320,727	(9,211,665)	
BEGINNING FUND BALANCE	-	56,320,727	47,109,062
ENDING FUND BALANCE	<u>\$ 56,320,727</u>	<u>\$ 47,109,062</u>	<u>\$ 47,109,062</u>
TOTAL CAPITAL BEGINNING BALANCE	\$ 47,046,723	\$ 99,045,395	\$ 80,678,511
TOTAL REVENUES	86,095,605	24,351,705	-
TOTAL EXPENDITURES	34,096,934	42,718,590	-
TOTAL CAPITAL ENDING FUND BALANCE	<u>\$ 99,045,394</u>	<u>\$ 80,678,511</u>	<u>\$ 80,678,511</u>

**ENTERPRISE FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>VEHICLE STORAGE FACILITY</u>			
REVENUES:	\$ 1,362,661	\$ 1,348,840	\$ 1,382,410
EXPENDITURES:	<u>1,333,661</u>	<u>1,321,150</u>	<u>1,359,144</u>
REVENUES OVER (UNDER) EXPENDITURES	29,001	27,690	23,266
BEGINNING NET POSITION	<u>(714,450)</u>	<u>(685,450)</u>	<u>(657,760)</u>
ENDING NET POSITION	<u><u>\$ (685,450)</u></u>	<u><u>\$ (657,760)</u></u>	<u><u>\$ (634,494)</u></u>
<u>WASTE DISPOSAL</u>			
REVENUES:	\$18,561,027	\$17,563,000	\$17,577,000
EXPENDITURES:	<u>16,617,509</u>	<u>17,655,926</u>	<u>17,127,479</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	1,943,518	(92,926)	449,521
BEGINNING NET POSITION	<u>16,836,423</u>	<u>18,779,941</u>	<u>18,687,015</u>
ENDING NET POSITION	<u><u>\$18,779,941</u></u>	<u><u>\$18,687,015</u></u>	<u><u>\$19,136,536</u></u>
<u>PARKING GARAGES</u>			
REVENUES:	\$ 2,136,721	\$ 2,224,167	\$ 2,196,750
EXPENDITURES:	<u>2,104,780</u>	<u>2,224,167</u>	<u>2,196,750</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	31,940	-	-
BEGINNING NET POSITION	<u>437,562</u>	<u>469,502</u>	<u>469,502</u>
ENDING NET POSITION	<u><u>\$ 469,502</u></u>	<u><u>\$ 469,502</u></u>	<u><u>\$ 469,502</u></u>

**ENTERPRISE FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
TOTAL ENTERPRISE BEGINNING NET POSITION	\$16,559,535	\$18,563,994	\$18,498,758
TOTAL REVENUES	22,060,409	21,136,007	21,156,160
TOTAL EXPENDITURES	20,055,950	21,201,243	20,683,373
TOTAL ENTERPRISE ENDING NET POSITION	<u>\$18,563,994</u>	<u>\$18,498,758</u>	<u>\$18,971,545</u>

**FLEET INTERNAL SERVICE FUND
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>FLEET INTERNAL SERVICE FUND</u>			
REVENUES:	\$12,703,594	\$13,144,531	\$ 13,345,076
EXPENDITURES:	<u>12,683,067</u>	<u>13,259,688</u>	<u>13,294,275</u>
REVENUES OVER (UNDER) EXPENDITURES	20,527	(115,157)	50,801
BEGINNING NET POSITION	<u>2,582,681</u>	<u>2,603,208</u>	<u>2,488,051</u>
ENDING NET POSITION	<u>\$ 2,603,208</u>	<u>\$ 2,488,051</u>	<u>\$ 2,538,852</u>

**FIDUCIARY FUNDS
OPERATING BUDGET
2013 - 2015**

	<u>ACTUAL 2013</u>	<u>AMENDED 2014</u>	<u>ADOPTED BUDGET 2015</u>
<u>POLICE PENSION & RELIEF FUND</u>			
ADDITIONS:	\$ 7,305,604		
DEDUCTIONS:	<u>54,890,497</u>		
NET INCREASE (DECREASE)	(47,584,893)	-	
NET POSITION HELD IN TRUST, BEGINNING	<u>47,584,893</u>	<u>(0)</u>	<u>(0)</u>
NET POSITION HELD IN TRUST, ENDING	<u>\$ (0)</u>	<u>\$ (0)</u>	<u>\$ (0)</u>

Administration of the Police Pension & Relief Fund was transferred to LOPFI at the end of 2013.

FIRE PENSION & RELIEF FUND

ADDITIONS:	\$ 13,768,307	\$ 8,600,144	
DEDUCTIONS:	<u>11,176,236</u>	<u>11,419,280</u>	
NET INCREASE (DECREASE)	2,592,071	(2,819,136)	
NET POSITION HELD IN TRUST, BEGINNING	<u>71,075,478</u>	<u>73,667,549</u>	<u>70,848,413</u>
NET POSITION HELD IN TRUST, ENDING	<u>\$ 73,667,549</u>	<u>\$ 70,848,413</u>	<u>\$ 70,848,413</u>

NON-UNIFORM DEFINED BENEFIT FUND

ADDITIONS:	\$ 3,633,030	\$ 2,310,897	
DEDUCTIONS:	<u>1,769,238</u>	<u>1,952,792</u>	
NET INCREASE (DECREASE)	1,863,792	358,105	
NET POSITION HELD IN TRUST, BEGINNING	<u>9,990,163</u>	<u>11,853,955</u>	<u>12,212,060</u>
NET POSITION HELD IN TRUST, ENDING	<u>\$ 11,853,955</u>	<u>\$ 12,212,060</u>	<u>\$ 12,212,060</u>

**FIDUCIARY FUNDS
OPERATING BUDGET
2013 - 2015**

	<u>ACTUAL 2013</u>	<u>AMENDED 2014</u>	<u>ADOPTED BUDGET 2015</u>
<u>NON-UNIFORM DEFINED CONTRIBUTION</u>			
ADDITIONS:	\$ 8,746,491	\$ (2,475,931)	
DEDUCTIONS:	<u>3,720,032</u>	<u>19,635,588</u>	
NET INCREASE (DECREASE)	5,026,460	(22,111,519)	
NET POSITION HELD IN TRUST, BEGINNING	<u>38,656,708</u>	<u>43,683,168</u>	<u>21,571,649</u>
NET POSITION HELD IN TRUST, ENDING	<u>\$ 43,683,168</u>	<u>\$ 21,571,649</u>	<u>\$ 21,571,649</u>

The City implemented a new defined benefit plan for non-uniform employees in 2014. Participants were allowed to utilize funds from the defined contribution plan to purchase years of service in the new defined benefit plan.

2014 NON-UNIFORM DEFINED BENEFIT FUND

ADDITIONS:		\$ 31,103,085	
DEDUCTIONS:		<u>294,158</u>	
NET INCREASE (DECREASE)	-	30,808,927	
NET POSITION HELD IN TRUST, BEGINNING	<u>-</u>	<u>-</u>	<u>30,808,927</u>
NET POSITION HELD IN TRUST, ENDING	<u>\$ -</u>	<u>\$ 30,808,927</u>	<u>\$ 30,808,927</u>

401 (A) PENSION FUND

ADDITIONS:	\$ 2,791,794	\$ 1,059,146	
DEDUCTIONS:	<u>1,010,136</u>	<u>3,566,368</u>	
NET INCREASE (DECREASE)	1,781,659	(2,507,222)	
NET POSITION HELD IN TRUST, BEGINNING	<u>8,758,230</u>	<u>10,539,889</u>	<u>8,032,667</u>
NET POSITION HELD IN TRUST, ENDING	<u>\$ 10,539,889</u>	<u>\$ 8,032,667</u>	<u>\$ 8,032,667</u>

**FIDUCIARY FUNDS
OPERATING BUDGET
2013 - 2015**

	<u>ACTUAL 2013</u>	<u>AMENDED 2014</u>	<u>ADOPTED BUDGET 2015</u>
<u>HEALTH MANAGEMENT TRUST FUND</u>			
ADDITIONS:	\$ 360,871	\$ 313,818	
DEDUCTIONS:	<u>19,284</u>	<u>21,091</u>	<u> </u>
NET INCREASE (DECREASE)	341,587	292,727	
NET POSITION HELD IN TRUST, BEGINNING	<u>1,755,124</u>	<u>2,096,711</u>	<u>2,389,438</u>
NET POSITION HELD IN TRUST, ENDING	<u>\$ 2,096,711</u>	<u>\$ 2,389,438</u>	<u>\$ 2,389,438</u>
TOTAL NET POSITION BEGINNING	\$ 177,820,596	\$ 141,841,271	\$ 145,863,153
TOTAL ADDITIONS	36,606,098	40,911,159	
TOTAL DEDUCTIONS	<u>72,585,422</u>	<u>36,889,277</u>	
TOTAL NET POSITION ENDING	<u>\$ 141,841,271</u>	<u>\$ 145,863,153</u>	<u>\$ 145,863,153</u>

**DEBT SERVICE FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>2002 CIP JUNIOR LIEN BONDS</u>			
REVENUE:	\$ 318,556	\$ 319,963	
EXPENDITURES:	<u>320,298</u>	<u>319,755</u>	
NET INCREASE (DECREASE)	(1,742)	208	
BEGINNING FUND BALANCE	19,831	18,089	18,297
ENDING FUND BALANCE	<u>\$ 18,089</u>	<u>\$ 18,297</u>	<u>\$ 18,297</u>
<u>2004 IMPROVEMENT BONDS DEBT SERVICE</u>			
REVENUE:	\$ 1,665		
EXPENDITURES:	<u>12,140,829</u>		
NET INCREASE (DECREASE)	(12,139,164)		
BEGINNING FUND BALANCE	12,139,164		-
ENDING FUND BALANCE	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ -</u>
<u>2007 CAPITAL IMP. REVENUE REFUNDING BOND</u>			
REVENUE:	\$ 1,436,390	\$ 1,447,667	
EXPENDITURES:	<u>1,436,300</u>	<u>1,441,088</u>	
NET INCREASE (DECREASE)	90	6,579	
BEGINNING FUND BALANCE	19,646	19,736	26,315
ENDING FUND BALANCE	<u>\$ 19,736</u>	<u>\$ 26,315</u>	<u>\$ 26,315</u>

**DEBT SERVICE FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>2008 LIBRARY IMPROVEMENT BOND</u>			
REVENUE:	\$ 3,595,478	\$ 3,746,758	
EXPENDITURES:	<u>3,912,055</u>	<u>3,735,180</u>	
NET INCREASE (DECREASE)	(316,576)	11,578	
BEGINNING FUND BALANCE	4,192,578	3,876,002	3,887,580
ENDING FUND BALANCE	<u>\$ 3,876,002</u>	<u>\$ 3,887,580</u>	<u>\$ 3,887,580</u>
<u>2009 PARKS & REC CAPITAL IMPROVEMENT BOND</u>			
REVENUE:	\$ 1,307,128	\$ 1,363,122	
EXPENDITURES:	<u>1,307,778</u>	<u>1,306,911</u>	
NET INCREASE (DECREASE)	(649)	56,211	
BEGINNING FUND BALANCE	2,121,671	2,121,021	2,177,232
ENDING FUND BALANCE	<u>\$ 2,121,021</u>	<u>\$ 2,177,232</u>	<u>\$ 2,177,232</u>
<u>2012 LIBRARY IMPROVEMENT BONDS</u>			
REVENUE:	\$ 3,498,679	\$ 3,418,732	
EXPENDITURES:	<u>2,042,898</u>	<u>3,441,205</u>	
NET INCREASE (DECREASE)	1,455,781	(22,473)	
BEGINNING FUND BALANCE	2,088,831	3,544,612	3,522,139
ENDING FUND BALANCE	<u>\$ 3,544,612</u>	<u>\$ 3,522,139</u>	<u>\$ 3,522,139</u>

**DEBT SERVICE FUNDS
OPERATING BUDGET
2013 - 2015**

	ACTUAL 2013	AMENDED 2014	ADOPTED BUDGET 2015
<u>2013 CAPITAL IMPROVEMENT BONDS</u>			
REVENUE:	\$ 10,898,418	\$ 11,249,844	
EXPENDITURES:	<u>310,738</u>	<u>10,561,230</u>	
NET INCREASE (DECREASE)	10,587,680	688,614	
BEGINNING FUND BALANCE	-	10,587,680	11,276,294
ENDING FUND BALANCE	<u>\$ 10,587,680</u>	<u>\$ 11,276,294</u>	<u>\$ 11,276,294</u>
TOTAL BEGINNING FUND BALANCE	\$ 20,581,721	\$ 20,167,141	\$ 20,907,858
TOTAL REVENUES	21,056,314	21,546,086	-
TOTAL EXPENDITURES	<u>21,470,895</u>	<u>20,805,368</u>	-
TOTAL ENDING FUND BALANCE	<u>\$ 20,167,140</u>	<u>\$ 20,907,858</u>	<u>\$ 20,907,858</u>

2015 Five Year Forecast

Little Rock Code Section 2-214 requires the Board of Directors to adopt an annual budget on or before December 30 of each year. A budget is balanced when appropriated expenses do not exceed the sum of estimated net revenues and available fund balances. The proposed 2015 budgets are balanced and fiscally responsible.

All fund designations and reserves are evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's five-year financial plan. A 10% reserve requirement is utilized for planning purposes for all funds with the exception of the Solid Waste Fund, which has a 15% unrestricted retained earnings reserve requirement. In addition, 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 0.5% of General Fund revenue for the current fiscal year. The contingency appropriation in the 2015 General Fund budget is \$1,000,000 or approximately 0.51% of estimated revenue, including transfers in.

Per the City's financial policy, the goal was to set aside \$10,000,000 or 10% of General Fund revenues, whichever is greater, into a restricted reserve fund on or before December 31, 2005. However, due to economic conditions in the past several years, the City has not met this goal. The restricted reserve is currently \$9,418,000. Contingency appropriations, which are not utilized during the fiscal year to meet unforeseen needs, will be added to the restricted reserve until the desired level is achieved. While, the City has not been able to increase the reserve to the desired level, the City has not drawn from the restricted reserve to balance the budget. The City anticipates an addition to the restricted reserve in 2015. The City Board of Directors will evaluate funds available following completion of the 2015 annual audit to determine the amount of the addition.

Citizen demand for services has outpaced revenue growth in the last few years. The citizens of Little Rock approved a one (1)-cent sales tax on September 13, 2011 to allow the City to fill critical positions that have remained vacant for many years and to provide the City the opportunity to move forward with much needed programs and capital projects. All of the services and projects funded by the tax increase support the City goals and objectives centered on public safety, economic development, basic City services, infrastructure, and quality of life.

The tax increase, which went into effect January 1, 2012, includes a permanent 5/8-cent operations tax and a 3/8-cent ten (10)-year capital tax, that will provide additional Police Officers, more Code Enforcement Officers, new Fire and Police facilities and a new emergency communications system. The capital projects supported by the new 3/8-cent tax are highlighted in the Capital Improvements section of the Budget Document. The ongoing operating expenses associated with the capital projects are supported by the 5/8-cent portion of the new sales

tax. These expenses are phased into the five year forecast based on the anticipated completion schedule of the capital projects. Consistent with the first “must do” goal of the Mayor and Board of Directors, the City plans to complete the majority of the public safety projects funded by the 3/8-cent ten (10)-year capital tax in the first five (5) years. In addition, emphasis is placed on completing infrastructure projects in each of the City’s seven (7) Wards, utilizing citizen input through community meetings to determine projects that will be completed in three (3)-year cycles.

The City has taken steps to plan for the future with the five-year forecast based on the estimated revenues and operating expenditures for 2015 – 2019. The forecast for 2015 – 2019 is a planning tool used for the projections. The Mayor and Board of Directors have only approved the 2015 budget. However, the Board is committed to providing financial stability in order to maintain critical programs.

**CITY OF LITTLE ROCK
2015 - 2019 FORECAST**

	FY15 <u>Adopted</u>	FY16 <u>Projected</u>	FY17 <u>Projected</u>	FY18 <u>Projected</u>	FY19 <u>Projected</u>
<u>General Fund</u>					
Beginning Fund Balance	\$19,598,183	\$20,598,183	\$21,598,183	\$22,618,183	\$23,648,183
Plus: Est. Revenue	194,740,211	199,416,448	203,240,733	204,282,545	207,703,168
Less: Est. Expenses					
General Administrative	28,062,042	28,469,469	27,916,185	24,468,912	23,394,193
Board of Directors	342,027	348,868	355,845	362,962	372,036
Community Programs	423,578	432,050	440,691	449,504	460,742
City Attorney	1,836,901	1,873,639	1,911,112	1,949,334	1,998,067
District Court - First Division	1,405,790	1,433,906	1,462,584	1,491,836	1,529,131
District Court - Second Division	1,248,245	1,273,210	1,298,674	1,324,648	1,357,764
District Court - Third Division	626,782	639,318	652,104	665,146	681,775
Finance	3,204,124	3,268,206	3,333,571	3,400,242	3,485,248
Human Resources	1,673,177	1,706,641	1,740,773	1,775,589	1,819,979
Information Technology	4,679,784	4,773,380	4,868,847	4,966,224	5,090,380
Planning and Development	2,564,192	2,615,476	2,667,785	2,721,141	2,789,170
Housing & Neighborhood Programs	5,790,389	5,916,197	6,034,521	6,155,211	6,309,091
Public Works	1,159,922	1,183,120	1,206,783	1,230,919	1,261,691
Parks & Recreation***	9,958,932	10,521,431	10,731,859	10,946,496	11,220,159
River Market	1,209,164	1,233,347	1,258,014	1,283,175	1,315,254
Golf	2,308,904	2,355,082	2,402,184	2,450,227	2,511,483
Jim Dailey Fitness & Aquatics	901,127	919,150	937,533	956,283	980,190
Zoo	6,733,727	6,868,402	7,005,770	7,145,885	7,324,532
Fire **	46,232,253	47,388,059	49,174,450	50,403,811	51,663,906
Police	68,885,072	70,473,539	71,883,010	73,937,392	75,742,314
Vacancy Reductions	(6,000,000)	(6,000,000)	(6,000,000)	(6,000,000)	(6,000,000)
Transfers Out (including contingency)	11,494,079	11,723,961	11,958,440	12,197,609	12,396,062
	194,740,211	199,416,448	203,240,733	204,282,546	207,703,168
Anticipated contingency/reserve	1,000,000	1,000,000	1,020,000	1,030,000	1,040,000
Ending Fund Balance *	\$20,598,183	\$21,598,183	\$22,618,183	\$23,648,183	\$24,688,183
Reserve Requirement (10% of Revenues)	\$19,474,021	\$19,941,645	\$20,324,073	\$20,428,255	\$20,770,317

* 2015 Ending Fund Balance includes an estimated restricted reserve of \$10,500,000.

** Includes the addition of 12 fire fighters in 2017 with the opening of the Southwest Little Rock Fire Station which is scheduled for completion in 2016.

***Includes the addition of the West Central Community Center personnel and operations.

<u>Street Fund</u>					
Beginning Balance	\$5,846,782	\$5,846,782	\$5,846,782	\$5,846,782	\$5,846,782
Plus: Est. Revenue	20,050,226	20,451,231	20,860,255	21,277,460	21,809,397
Less: Est. Expenses	20,050,226	20,451,231	20,860,255	21,277,460	21,809,397
Ending Balance	\$5,846,782	\$5,846,782	\$5,846,782	\$5,846,782	\$5,846,782
Reserve Requirement (10% of revenue)	\$2,005,023	\$2,045,123	\$2,086,026	\$2,127,746	\$2,180,940

**CITY OF LITTLE ROCK
2015 - 2019 FORECAST**

	FY15 <u>Adopted</u>	FY16 <u>Projected</u>	FY17 <u>Projected</u>	FY18 <u>Projected</u>	FY19 <u>Projected</u>
<u>Fleet Fund</u>					
Beginning Net Position	\$2,488,051	\$2,538,852	\$2,590,669	\$2,643,522	\$2,697,433
Plus: Est. Revenue	13,345,076	13,611,978	13,884,217	14,161,901	14,515,949
Less: Est. Expenses	13,294,275	13,560,161	13,831,364	14,107,991	14,460,691
Ending Net Position	\$2,538,852	\$2,590,669	\$2,643,522	\$2,697,433	\$2,752,691
Reserve Requirement (10% of revenues)	\$1,334,508	\$1,361,198	\$1,388,422	\$1,416,190	\$1,451,595

<u>Vehicle Storage Facility</u>					
Beginning Net Position	(\$657,760)	(\$634,494)	(\$610,763)	(\$586,557)	(\$561,867)
Plus: Est. Revenue	1,382,410	1,410,058	1,438,259	1,467,025	1,503,700
Less: Est. Expenses	1,359,144	1,386,327	1,414,053	1,442,334	1,478,393
Ending Net Position	(\$634,494)	(\$610,763)	(\$586,557)	(\$561,867)	(\$536,559)
Reserve Requirement (10% of revenues)	\$138,241	\$141,006	\$143,826	\$146,702	\$150,370

<u>Waste Disposal Fund</u>					
Beginning Net Position	\$18,687,015	\$19,136,536	\$18,952,048	\$19,292,605	\$19,292,186
Plus: Est. Revenue	17,577,000	17,577,036	17,645,334	17,714,278	17,767,421
Less: Est. Expenses	17,127,479	17,761,524	17,304,777	17,714,697	17,891,844
Ending Net Position	\$19,136,536	\$18,952,048	\$19,292,605	\$19,292,186	\$19,167,763
Reserve Requirement (15% of revenues)	\$2,636,550	\$2,636,555	\$2,646,800	\$2,657,142	\$2,665,113

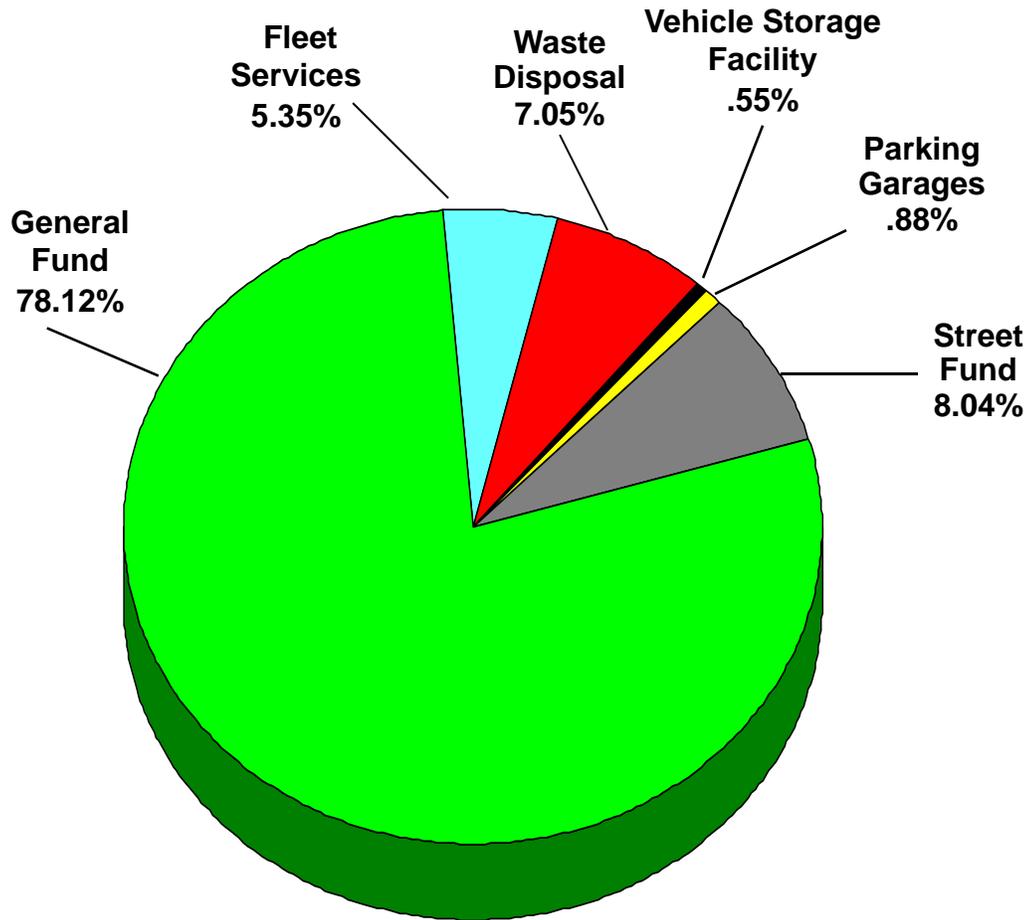
A rate increase of \$1.03 associated with recycling was implemented in 2013. No other rate increases are anticipated during the five year forecast. Expenses reflect the reduction of debt service as bonds are retired and the capital replacement needs.

<u>Parking Garages</u>					
Beginning Net Position	\$469,502	\$469,502	\$469,502	\$469,502	\$469,502
Plus: Est. Revenue	2,196,750	2,240,685	2,285,499	2,331,209	2,377,833
Less: Est. Expenses	2,196,750	2,240,685	2,285,499	2,331,209	2,377,833
Ending Net Position	\$469,502	\$469,502	\$469,502	\$469,502	\$469,502

Revenues



CITY OF LITTLE ROCK 2015 BUDGET SUMMARY ALL FUNDS RESOURCES



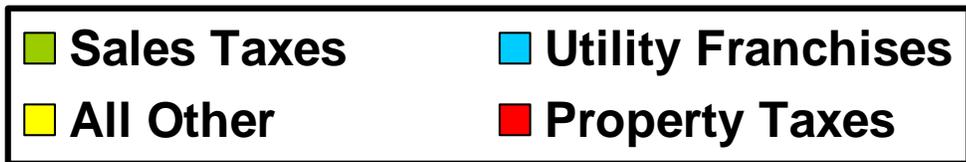
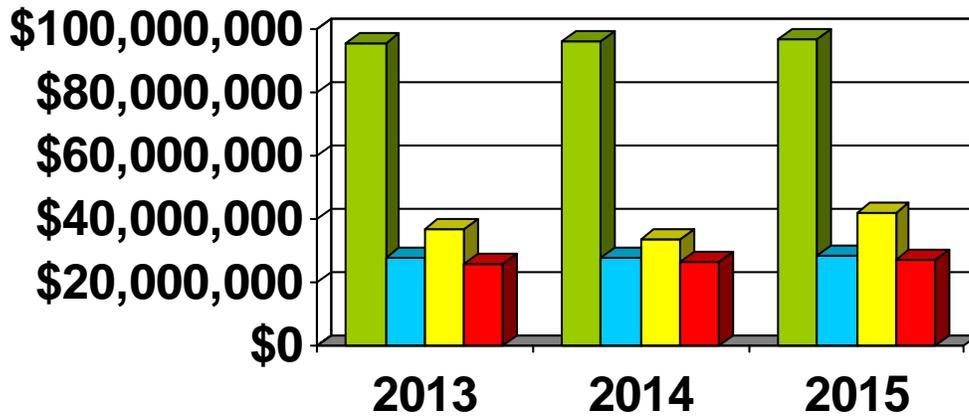
\$249,291,673

**CITY OF LITTLE ROCK
2015 OPERATING REVENUES**

REVENUES:	2013 ACTUAL	2014 ADOPTED	2014 AMENDED	2015 ADOPTED	14/15 DIFF	% CHANGE
Property Taxes *	\$25,833,875	\$26,548,180	\$26,248,180	\$27,276,348	\$1,028,168	3.92%
Sales Tax	95,175,603	96,123,400	95,383,886	96,684,815	1,300,929	1.36%
Business Licenses	6,304,434	6,363,000	6,388,000	6,451,900	63,900	1.00%
Mixed Drinks	2,158,210	2,205,000	2,219,000	2,285,600	66,600	3.00%
Building, Related Permits	2,103,180	1,941,200	2,409,200	2,289,050	(120,150)	-4.99%
Insurance Pension Turnback*	6,302,466	6,353,442	7,002,433	7,002,433	0	0.00%
Park Revenue	405,889	425,500	416,517	429,300	12,783	3.07%
River Market	547,110	607,000	607,000	607,000	0	0.00%
Golf	820,447	1,128,700	926,200	977,297	51,097	5.52%
Jim Dailey Fitness and Aquatic Center	475,883	540,300	540,300	428,844	(111,456)	-20.63%
Zoo	3,065,341	3,557,041	3,429,946	3,763,409	333,463	9.72%
Airport Reimbursement	3,145,985	3,194,900	3,152,200	3,183,700	31,500	1.00%
Salary Reimbursement 911	562,500	750,000	750,000	750,000	0	0.00%
Fines and Fees	3,232,544	3,199,875	3,009,875	3,161,210	151,335	5.03%
Utility Franchises	27,955,604	27,686,000	28,273,500	28,744,707	471,207	1.67%
Interest Earnings	(58,336)	50,000	200,000	200,000	0	0.00%
All Other	2,089,972	1,810,100	1,873,550	1,959,926	86,376	4.61%
Transfers In	5,411,301	1,780,892	7,036,743	7,994,672	957,929	13.61%
Carryover				550,000	550,000	n/a
Total General Fund	185,532,008	184,264,530	189,866,530	194,740,211	4,873,681	2.57%
Other Budgeted Funds						
Street	17,582,631	19,363,696	19,363,696	20,050,226	686,530	3.55%
Fleet Services	12,703,594	13,144,531	13,144,531	13,345,076	200,545	1.53%
Vehicle Storage Facility	1,362,661	1,348,840	1,348,840	1,382,410	33,570	2.49%
Waste Disposal	18,561,027	17,563,000	17,563,000	17,577,000	14,000	0.08%
Parking Garages	2,136,721	2,224,167	2,224,167	2,196,750	(27,417)	-1.23%
Total Other Budgeted Funds	52,346,634	53,644,234	53,644,234	54,551,462	907,228	1.69%
Total All Budgeted Funds	\$237,878,642	\$237,908,764	\$243,510,764	\$249,291,673	\$5,780,909	2.43%

* Includes Property Tax and Pension Turnback funds associated with the Police and Fire Pension.

General Government Summary of Revenues 2013-2015



**CITY OF LITTLE ROCK
2015 OPERATING REVENUE**

	<u>2013 ACTUAL</u>	<u>2014 ADOPTED</u>	<u>2015 ADOPTED</u>
GENERAL FUND			
PROPERTY TAX			
Property Taxes	\$ 17,027,827	\$ 17,567,560	\$ 18,270,300
Pension Property Taxes	1,067,074	7,510,200	1,125,900
Homestead Taxes	7,247,568	1,082,600	7,484,100
Act 9 Industry Payment	102,473	377,820	376,048
Property Taxes LR Port Authority	388,933	10,000	20,000
Total Property Taxes	<u>25,833,875</u>	<u>26,548,180</u>	<u>27,276,348</u>
SALES TAX			
County Sales & Use Tax	39,419,294	39,999,500	40,045,900
City Sales Tax	52,596,028	53,177,100	53,896,600
State Tax Turnback	3,160,281	2,946,800	2,742,315
Total Sales Taxes	<u>95,175,603</u>	<u>96,123,400</u>	<u>96,684,815</u>
BUSINESS LICENSES			
General Business Licenses	6,304,434	6,363,000	6,451,900
Mixed Drinks Licenses	2,158,210	2,205,000	2,285,600
Total Business Licenses	<u>8,462,644</u>	<u>8,568,000</u>	<u>8,737,500</u>
PERMITS			
Building & Excavation Permits	1,182,954	1,080,000	1,287,500
Electrical Permits	304,254	285,000	318,300
Plumbing Permits	267,227	255,000	317,250
HVAC Permits	264,793	244,000	267,800
Wrecker Franchise	81,879	75,000	96,000
Burn Permits	2,073	2,200	2,200
Total Permits	<u>2,103,180</u>	<u>1,941,200</u>	<u>2,289,050</u>
INTERGOVERNMENTAL			
Insurance Turnback	2,961,546	2,961,500	3,701,684
Police and Fire Pension Insurance Turnback	3,340,920	3,391,942	3,300,749
Total Intergovernmental	<u>6,302,466</u>	<u>6,353,442</u>	<u>7,002,433</u>
POLICE SERVICES			
Police Report	438,083	450,000	394,000
False Alarm	17,160	20,000	100,000
Airport - Security Guards	1,908,192	1,907,400	1,926,500
Total Police Services	<u>2,363,435</u>	<u>2,377,400</u>	<u>2,420,500</u>
FIRE SERVICES			
Airport-Fire Protection	1,237,793	1,287,500	1,257,200
Total Fire Services	<u>1,237,793</u>	<u>1,287,500</u>	<u>1,257,200</u>
PARK REVENUE			
SWLR Community Complex	97,607	100,000	95,000
Athletics Fees	103,533	97,800	108,400
Pavilion Rental	48,298	47,000	56,400
Community Center & Miscellaneous Fees	97,002	124,100	119,700
Admissions Revenue	40,086	35,000	35,000
Miscellaneous Revenue	19,363	21,600	14,800
Total Park Revenue	<u>405,889</u>	<u>425,500</u>	<u>429,300</u>

**CITY OF LITTLE ROCK
2015 OPERATING REVENUE**

	<u>2013 ACTUAL</u>	<u>2014 ADOPTED</u>	<u>2015 ADOPTED</u>
RIVER MARKET			
Admissions Revenue	195,179	220,000	220,000
Space Rental	351,931	387,000	387,000
Total River Market Revenue	<u>547,110</u>	<u>607,000</u>	<u>607,000</u>
GOLF			
Concessions Revenue	114,764	136,500	138,100
Green Fees	879,380	949,000	887,900
Equipment Rental	465,858	585,400	512,200
Merchandise Sales	17,373	94,400	95,000
Miscellaneous Revenue	19,452	24,200	4,900
Parks Contra Revenue (Debt Service)	(676,380)	(660,800)	(660,803)
Total Golf Revenue	<u>820,447</u>	<u>1,128,700</u>	<u>977,297</u>
JIM DAILEY FITNESS & AQUATIC CENTER			
Annual Membership	46,853	50,000	50,000
Monthly Membership	209,957	227,500	189,000
Daily Fees	91,123	106,000	82,100
Corporate Fees	211,479	229,000	190,400
Special Fees	5,302	6,100	4,800
Other	58,096	69,600	52,600
Miscellaneous	15,404	6,300	14,100
Parks Contra Revenue (Debt Svc)	(162,331)	(154,200)	(154,156)
Total Jim Dailey Fitness & Aquatic Center	<u>475,883</u>	<u>540,300</u>	<u>428,844</u>
ZOO			
Membership	418,932	440,000	510,000
Zoo Admissions	1,727,285	2,147,191	2,289,600
Concessions	519,948	580,000	564,600
Token Sales	185,163	146,150	213,200
Education	37,584	61,500	31,000
Special Events	280,626	200,000	195,700
Zoo Rentals	52,466	70,000	58,500
Merchandise Sales	330,309	370,000	368,200
Miscellaneous	27,078	35,300	25,700
Parks Contra Revenue (Debt Svc)	(514,050)	(493,100)	(493,091)
Total Zoo Revenue	<u>3,065,341</u>	<u>3,557,041</u>	<u>3,763,409</u>
MISCELLANEOUS CHARGES FOR SERVICES			
Crossing Guards-LRSD Reimbursement	630,159	572,200	699,100
911 Services Reimbursement	562,500	750,000	750,000
Total Miscellaneous Services	<u>1,192,659</u>	<u>1,322,200</u>	<u>1,449,100</u>
FINES			
Fines - Traffic	1,952,687	1,870,000	1,870,000
Fines - Criminal - Other	345,890	350,000	334,000
Probation Assessments	46,185	40,000	54,000
Additional Court Cost	19,420	19,500	19,500
Theft Diversion Class	100		
Fines - Parking	299,139	335,000	300,000
Fines - Child Passenger Protection	4,051	4,300	4,300
Fines - Environmental	19,633	16,000	16,000
Fines - Animal	277,986	290,000	20,000
Fines - Other	(23,934)	4,200	4,200
Drunk-O-Meter	3,934	4,000	4,000
Total Fines	<u>2,945,091</u>	<u>2,933,000</u>	<u>2,626,000</u>

**CITY OF LITTLE ROCK
2015 OPERATING REVENUE**

	<u>2013 ACTUAL</u>	<u>2014 ADOPTED</u>	<u>2015 ADOPTED</u>
FEES			
Rezoning Fees	52,861	50,000	50,000
Act 9 Admin Fees	2,500	4,000	4,510
Incident Report Fees	1,510		
Civil Court Fees	73,663	70,000	74,000
Booking & Admin Fee -Pulaski County Jail	30		
Community Service Fees	27,445	26,200	25,000
Miscellaneous Service Fees	105,627	101,675	101,700
Mobile Home Registration Fees	23,596	15,000	30,000
Animal Services	221		250,000
Total Fees	<u>287,453</u>	<u>266,875</u>	<u>535,210</u>
UTILITY FRANCHISE			
Entergy	13,151,262	12,482,000	13,194,900
S W Bell	800,269	710,000	683,200
Local Landline Franchise Fees	262,062	222,500	240,700
Long Dist. Franchise Fees	918,586	917,500	730,000
Centerpoint Energy	3,382,754	3,323,000	3,800,000
Central Ark Water	3,211,977	3,460,000	3,345,300
LR Waste Water	4,671,529	5,043,300	4,992,500
Fiber Optics	1,404,692	1,400,000	1,591,800
Cable TV	1,904,571	1,884,800	1,925,600
Franchise Fee Contra	<u>(1,752,098)</u>	<u>(1,757,100)</u>	<u>(1,759,293)</u>
Total Utility Franchises	27,955,604	27,686,000	28,744,707
INVESTMENT INCOME			
Interest Income	<u>(58,336)</u>	50,000	200,000
Total Investment Income	(58,336)	50,000	200,000
RENTS AND ROYALTIES			
Tower Lease	258,020	258,000	257,196
Ground Leases	6,031	6,600	6,030
Amusement Park Leases	<u>3,300</u>	<u>3,300</u>	<u>3,300</u>
Total Rents and Royalties	267,351	267,900	266,526
MISCELLANEOUS INCOME			
Security Deposit Rental Reimbursement			
Other Reimbursement	(3,125)		
Contributions/Donations	269,019	250,000	250,000
Miscellaneous Revenue	<u>471,325</u>	<u>250,000</u>	<u>250,300</u>
Total Miscellaneous Revenue	737,219	500,000	500,300
Transfers In	5,411,301	1,780,892	7,994,672
Carryover from 2014			<u>550,000</u>
TOTAL GENERAL FUND REVENUE	<u>185,532,008</u>	<u>184,264,530</u>	<u>194,740,211</u>

**CITY OF LITTLE ROCK
2015 OPERATING REVENUE**

	2013 ACTUAL	2014 ADOPTED	2015 ADOPTED
STREET FUND			
ST Homestead Tax	309,482	302,000	319,100
1/2 County Road Tax	4,938,010	5,171,400	5,170,200
State Gas Tax Turnback	10,542,380	12,100,000	12,672,900
Street Repair Reimbursement	13,355	10,000	14,700
Insurance Reimbursement	149,300	50,000	120,000
Interest On Investments	(8,922)	5,000	38,600
Transfer In	1,639,026	1,725,296	1,714,726
TOTAL STREET FUND	17,582,631	19,363,696	20,050,226
FLEET INTERNAL SERVICE FUND			
Fleet Labor	2,609,630	2,843,569	2,845,262
Fuel Fees	3,426,805	3,671,802	3,550,170
Compressed Natural Gas			168,920
Miscellaneous Sales	8,290	8,000	32,998
Motor Pool	10,142	8,932	8,932
Fleet Parts	3,315,656	3,372,450	3,378,090
Insurance	924,471	790,998	766,000
Fleet Management	730,356	1,138,780	1,153,623
Fleet Sublets	1,564,302	1,310,000	1,441,081
Interest on Investments	1,573		
Capital Contribution	112,369		
TOTAL FLEET INTERNAL SERVICE FUND	12,703,594	13,144,531	13,345,076
VEHICLE STORAGE FACILITY			
Licenses and Permits	11,745	21,240	16,300
Storage Fees	326,472	330,000	363,500
Wrecker Fees	413,965	420,000	426,610
Vehicle Auction Sale	345,945	448,000	446,400
Impound Administration	95,377	100,000	100,000
Vehicle Storage Miscellaneous	169,157	29,600	29,600
TOTAL VEHICLE STORAGE FACILITY	1,362,661	1,348,840	1,382,410
WASTE DISPOSAL ENTERPRISE FUND			
Sanitation Fees	16,055,563	15,910,000	16,016,000
Landfill Fees	1,934,579	1,300,000	1,250,000
Methane Gas Revenue	174,379	135,000	95,000
Yard Waste	124,738	100,000	75,000
Compost Sale	113,321	100,000	80,000
Interest On Investments	(27,144)	8,000	50,000
Miscellaneous Revenue	185,591	10,000	11,000
TOTAL WASTE DISPOSAL ENTERPRISE FUND	18,561,027	17,563,000	17,577,000

**CITY OF LITTLE ROCK
2015 OPERATING REVENUE**

	<u>2013 ACTUAL</u>	<u>2014 ADOPTED</u>	<u>2015 ADOPTED</u>
PARKING GARAGES			
Business License - Auto/Truck	267,378	270,000	273,600
Street Repair Reimbursement	153,039	180,000	244,500
Parking Meters	486,584	500,000	394,400
Surface Lot Parking	82,771	93,117	93,000
Parking Deck Monthly	908,711	870,000	881,000
Parking Deck Daily	172,157	248,500	253,800
Parking Peabody	67,382	60,000	48,200
Interest on Investments	(1,302)	2,100	7,800
Miscellaneous Income		450	450
TOTAL PARKING GARAGES	<u>2,136,721</u>	<u>2,224,167</u>	<u>2,196,750</u>
GRAND TOTAL ALL FUNDS	<u><u>\$ 237,878,642</u></u>	<u><u>\$ 237,908,764</u></u>	<u><u>\$ 249,291,673</u></u>

REVENUE TRENDS

OVERALL

The City’s General Fund revenues are primarily comprised of sales and use taxes, property taxes, utility franchise fees, fines and fees and revenues from various licenses and permits. The largest source of revenue in the City’s General Fund is sales and use tax, which contributes approximately 50% to the 2015 budget. The 2015 operating budget includes an increase in sales tax of only 0.25% over 2014 actual tax collections because of better than expected tax collections in December. In September 2011, voters approved an overall one (1)-cent sales tax increase, with 5/8-cent dedicated for ongoing operating expenses and 3/8-cent dedicated to capital projects over a ten (10) year period. The 2014 sales tax grew at a rate of 1.33% over 2013 actuals. Growth in monthly sales tax receipts compared to the same period a year ago continued to be volatile throughout the year without any definitive trends. Sales tax revenue for March, May and December sales grew at a rate of over 6% in comparison to the same periods a year ago, while revenues for January and April sales were more than 5% below the same period a year ago. Consumer confidence appears to be on the rise, but sales taxes generated by retail sales have remained relatively flat. The impact of increasing internet sales and rebates of local sales tax on business, governmental, and non-profit purchases in excess of \$2,500 have stifled local tax growth. State statute restricts the level of tax information available to municipalities which makes revenue forecasting very difficult.

The 2015 budget includes the revenue and expense associated with separate property tax millages and state turnback funds for the closed Police and Fire Pension and Relief Funds. The revenue is passed through the General Fund and contributed directly to the Police and Fire Pension Funds. In prior years, this revenue has been reflected as a year-end adjustment and has not been included in the annual budget. In 2015, the dedicated revenue of approximately \$11.2 million is included in the General Fund budget. The projected change in operating revenues is approximately 5.6% over the original 2014 operating budget and 2.6% above the final amended 2014 budget.

	<u>REVENUES</u>	<u>% CHANGE</u>
2011 Operating Revenues	150.5	
2012 Operating Revenues	180.2	19.73%
2013 Operating Revenues	185.5	2.94%
2014 Operating Revenues	184.3	-0.65%
2015 Operating Revenues	194.7	5.64%

Property taxes comprise approximately 14% of 2015 General Fund budgeted revenues. Assessments of real estate and personal property are levied in the current year and collectible in the following year. Little Rock is in Pulaski County which completed a real estate reappraisal in 2012. Historically, the reappraisal is on a three (3) year cycle, however; the Arkansas State Assessment Coordination Department altered the reappraisal to a five (5) year cycle with the next appraisal scheduled to occur in 2017. Personal property is reappraised annually by May 31. The original charge for 2014 property taxes to be collected in 2015 reflects a 3.43% increase over 2014.

Utility franchise fees comprise approximately 14.8% of 2015 General Fund budgeted revenues. 2014 utility franchise revenues were 0.66% above 2013. Overall, 2015 utility franchise fees are projected to be 2.14% higher than 2014 actual revenues and 1.67% over the final amended 2014 budget. Weather plays a significant role in the majority of the annual franchise fee revenues. The largest percentage changes experienced in 2014 were associated with Fiber Optics, Local Landline and Long Distance. Windstream and AT&T U-Verse contribute to Fiber Optics revenues. Fiber Optics continues to be an increasing franchise fee with increased revenue of 20.38% over prior year revenues. The trend towards households with only wireless phones gains in popularity. Local landline and long distance franchise fee revenues experienced double digit declines of over 12% and 13%, respectively. Telecommunication revenues are expected to further decrease as wireless communication continues to increase market share. The largest dollar changes experienced in 2014 were associated with Entergy (electric utility), CenterPoint Energy (gas utility), Wastewater, and Fiber Optics. Temperatures never exceeded 100 degrees in 2014. Entergy usage declined by 0.58% and revenues decreased 3.43% or approximately \$450,000 from 2013. The decline in revenue was primarily associated with a reduction in rates due to the expiration of the Federal Energy Regulatory Commission (FERC) rider associated with the utility's exit from a multi-state agreement in which it had operated for decades to equalize rates among member states. The relatively harsh winter of 2013/2014 and an increase in gas rates resulted in a significant increase in natural gas franchise fee revenues from 2014 levels. CenterPoint usage levels increased 6.23% with an increase to revenues of 10.56% and over \$350,000. Wastewater revenues increased \$300,000 due to a 7% rate increase in 2014. Wastewater Utility has no plans for a rate increase in 2015. Wastewater revenues are projected to be in line with 2014 revenues. Central Arkansas Water and the Wastewater utility have experienced significant reductions in water usage due to efficiencies in technology, conservation efforts, and significant rainfall in the spring and summer. Of the City's utility providers, only Entergy is anticipated to have a rate increase in 2015. Entergy Arkansas has announced a 3.4% increase in rates to address a recalculation of a payment that it made to its sister company. The recalculation resulted from a \$67.8 million shortfall that the new rate increase will address.

Licenses and permits comprise approximately 5.7% of 2015 General Fund revenues. 2014 revenues from licenses and permits increased 4.8% over 2013 and are expected to remain flat in 2015. Business licenses and mixed drink supplemental fees grew slightly at approximately 1%, but the majority of the

increase for 2014 is associated with building and related permits. Building and related permits increased approximately 20% or over \$411,000 due to an increase in commercial construction. Fines and fee revenues decreased approximately 7.9% compared to one year ago primarily from a decline of 10.5% in traffic fines and a decline of 7.0% in parking fines. Some of the decline in parking fines was associated with the closure of metered spaces due to the commercial construction projects in the downtown area.

PROPERTY TAXES

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

- Assessed value is an amount equal to twenty (20) percent of market value, and the levied millage is applied against the assessed value to determine the tax owed. With the passage of Amendment 79, the appraised value of residential property is limited to a maximum increase of 5% annually, regardless of the increase in market value of the property. A non-residential property or an investment property is limited to an annual increase of 10%.
- Any annual increase in the value of utility and carrier real property is limited to 10% of the assessed value for the previous year.
- Tax levies, expressed in terms of millage are passed by local governments and certified to the County Tax Collector, who bills and collects the tax. One mill equals \$1 in tax per \$1,000 in assessed value.
- A Little Rock resident living in the Little Rock School District is charged a millage rate of 70.10.
- Taxes are remitted to the City monthly by the Pulaski County Treasurer as payments are received throughout the year.

The City tax levies the past two years were as follows:

	<u>2013 Payable 2014</u>	<u>2014 Payable 2015</u>
General Operation	5.00	5.00
Bond Retirement	3.00	3.00
Library System	5.20	5.20
Police & Firemen’s Pension	<u>2.00</u>	<u>2.00</u>
	15.20	15.20

The General Assembly exercised its homestead exemption authority with the passage of Act 1598 of 2001 (Amendment 79). A homestead is a property which is an owner’s principal place of residence. Effective with the assessment year 2000 and thereafter, the amount of real property taxes assessed on the homestead of each property owner is reduced by \$350.

The City recently received notice of the original charge for 2014 property taxes to be collected in 2015 which reflects an overall increase of 3.43%. The original charge for the previous year increased 2.43%. The Pulaski County Treasurer's Office is experiencing a collection rate of approximately 96%, which includes collection of delinquent taxes from previous years.

The dedicated one mill property tax levies for the Police and Fire Pension plans are included in the General Fund budget. The revenue is collected in the General Fund and is contributed directly to the Police and Fire Pension Funds. Prior to 2013, this "pass-through" revenue was not included in the annual budget, but was included in actual revenues as a year-end adjustment. The dedicated pension property tax millage is expected to generate approximately \$7,484,100 in revenues.

In addition, the City receives approximately one-half of the collections from a 2.90 mill road tax levied by the County and restricted to use for street repair and maintenance. The 2015 budget anticipates \$5.49 million in property tax collections from this tax.

In addition to the City millage of 15.20 and the County road millage of 2.90, a Little Rock property owner's tax assessment for 2014 includes 5.60 mills levied by the County and 46.40 mills levied for the Little Rock School District. The total millage for a Little Rock property owner is 70.10 for 2014 property taxes payable in 2015.

The general operations 5.0 mill levy is the maximum rate allowable under state law for general city operations. Property tax revenues include Act 9 Payments which are payments in lieu of property taxes paid by certain industrial companies. Dillards, LM Wind Power Blades, Inc., Novus, Ringwood Container, Sage V Foods, AR Aerospace, Welspun Pipes, Inc., Jacuzzi and Windstream are companies which are scheduled to make Act 9 payments in 2015.

COUNTY SALES TAX

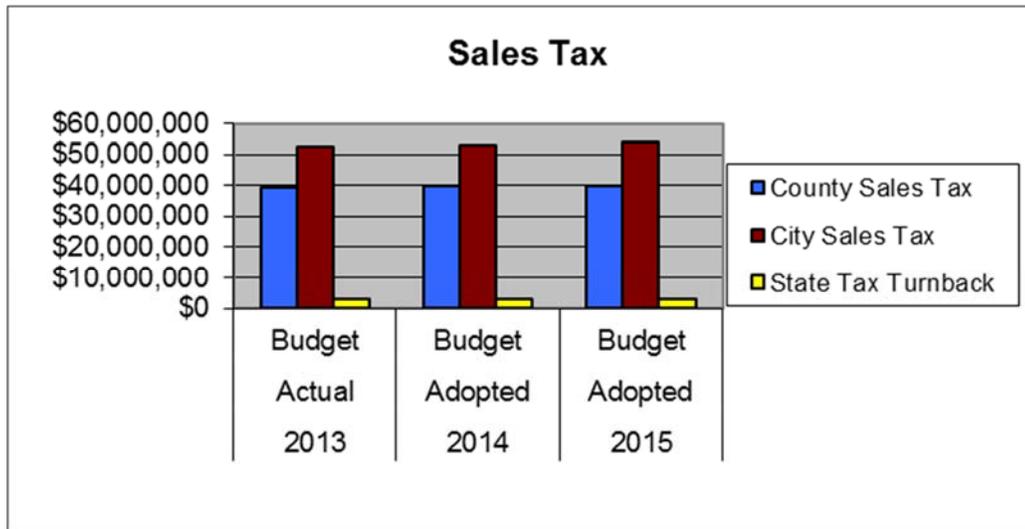
The City receives a pro-rata share of a one (1) cent countywide sales tax. Distribution is based on the Little Rock population as a percentage of Pulaski County's total population. According to the 2010 Census, Little Rock experienced a 5.0% growth in population from the 2000 Census. The City comprises approximately 50.56% of the County population and therefore receives this percentage of the County sales and use tax. The projected revenue for 2015 from this tax is \$40,045,900, which represents a 1.50% increase over the anticipated 2014 year-end results at the time the budget was adopted and only a 0.29% increase over 2014 actual sales tax receipts.

Use taxes, paid mostly by businesses, resemble sales taxes. They apply to goods purchased from out-of-state merchants such as catalog vendors. Use taxes included in the projection are approximately \$3,629,000 annually. On January 1, 2008, changes to Arkansas's state and local sales tax laws were implemented for purposes of compliance with the Streamlined Sales Tax Agreement. Including Arkansas, the sales tax laws of twenty-four (24) states have been amended to conform to the agreement.

LOCAL SALES TAX

Prior to 2012, the City of Little Rock levied one of the lowest sales tax rates in the State of Arkansas at 0.5%. In September 2011, voters approved an overall one (1) cent sales tax increase which is comprised of a permanent 5/8-cent dedicated for ongoing operations and a temporary 3/8-cent dedicated to capital projects over a ten (10) year period. The new tax went into effect on January 1, 2012. The existing 1/2-cent sales tax generated \$23,687,072. The new 5/8-cent tax dedicated to ongoing operations generated an additional \$29,608,840 in revenue in 2014 for a combined \$53,295,912 in local sales tax for operations.

The 3/8-cent tax for capital projects generated \$17,849,353 in 2014 and is expected to generate \$195.8 million over the ten (10) year period for capital projects. The capital tax increased 1.57% over 2014 levels. The 3/8-cent tax revenue is not reflected in General Fund revenues. Instead, it is reported in a separate capital projects fund.



There is a two-month delay from the time the actual sales tax revenues are collected by businesses and the time they are received by the City. Sales tax is remitted by businesses to the State, which disburses this amount to the City, less a 3% administrative charge. Prior to January 2014, local governments had limited information regarding sales tax receipts which made forecasting these revenues very difficult. As a result of concerted efforts by the Municipal League and sponsoring cities, the Arkansas Department of Finance and Administration now issues a statistical report which classifies and summarizes tax collection and adjustment information for businesses, reporting activity for the specific city or county by NAICS code. Over time, the reports are expected to better assist in sales tax forecasting. The report includes components that comprise negative adjustments, such as refunds, rebates and corrections.

The local sales tax of 1.5% grew at a slightly higher rate of 1.33% than the county’s sales tax growth rate of 1.29%. The projected revenue for 2015 from the local tax for the General Fund is approximately \$53,896,600 which represents a 1.5% increase from anticipated 2014 year-end results at the time the budget was adopted, and 1.13% over actual 2014 receipts.

STATE TAX TURNBACK

The State General Assembly, through the Office of Budget, appropriates and then distributes an amount for turnback to municipalities each July 1st, based on population. The General Fund turnback for 2015 was reduced from \$16.00 to \$14.90 per capita, or a 6.875% decrease. The Arkansas State Legislature appropriated monies to be disbursed to county and local governments from the surplus of the Property Tax Relief Fund. Historically, Little Rock has received approximately \$411,000 from this appropriation. A reduced surplus in the fund will result in a reduced appropriation to Little Rock of \$205,622. The 2015 legislature will have an option to appropriate the remaining \$205,622 during its session. State turnback funds are expected to generate approximately \$2.74 million dollars in General Fund revenue in 2015.

State Turnback

State Turnback Year-to-Date 2014 with 2013 Comparison (shaded blue)

Month	Street		Severance		General	
	2013	2014	2013	2014	2013	2014
January	\$6,083,989	\$9,666,249	\$567,572	\$594,574	\$5,890,046	\$3,671,283
February	6,402,534	8,610,433	728,037	908,314	1,897,309	1,889,235
March	5,816,498	8,864,931	742,998	838,838	1,889,913	1,889,914
April	6,019,069	9,090,103	646,154	1,005,050	1,890,084	1,889,914
May	6,643,763	9,684,676	589,734	1,108,430	1,884,772	1,889,593
June	6,880,560	9,380,094	671,509	1,151,947	1,889,911	1,889,914
July	6,750,810	10,386,237	803,621	1,049,503	5,424,973	7,436,193
August	7,684,016	9,310,017	865,190	1,153,167	2,586,804	2,056,571
September	9,473,120	9,483,760	817,319	1,084,170	1,889,910	2,052,581
October	9,422,856	9,763,094	742,984	1,042,826	1,889,910	2,056,449
November	8,234,597	9,282,963	686,467	923,264	1,889,429	2,056,540
December	8,433,441	9,054,076	685,869	755,209	1,889,910	2,054,946
Total	\$87,845,255	\$112,576,632	\$8,547,455	\$11,615,292	\$30,434,803	\$30,833,131

* Includes \$4 million appropriation from the Property Tax Relief Fund

** Includes \$3,516,786.65 supplemental in July 2012 and \$3,516,799.83 in July 2013

Local Option Sales and Use Tax in Arkansas

Sale and Use Tax Year-to-Date 2014 with 2013 Comparison (shaded blue)

Month	Municipal Tax		County Tax		Total Tax		Interest	
	2014	2013	2014	2013	2014	2013	2014	2013
January	\$44,899,051	\$43,764,256	\$41,135,484	\$39,379,372	\$86,034,535	\$83,143,628	\$4,805	\$12,329
February	51,556,660	51,585,273	46,326,186	44,215,215	97,882,846	95,800,488	5,765	26,338
March	41,142,676	42,875,487	37,596,230	38,040,827	78,738,906	80,916,314	5,571	8,508
April	44,819,678	44,204,032	41,824,879	39,707,294	86,644,557	83,911,326	6,185	24,953
May	48,373,032	47,315,206	43,431,803	42,055,467	91,804,835	89,370,673	6,011	5,611
June	45,121,494	46,455,658	40,770,568	41,846,373	85,892,061	88,302,031	7,080	27,062
July	50,985,699	47,227,642	45,660,838	42,580,665	96,646,537	89,808,307	7,291	7,773
August	48,591,520	47,615,222	44,364,160	43,352,547	92,955,680	90,967,768	7,038	25,210
September	48,279,490	45,850,267	43,224,258	43,479,764	91,503,748	89,330,031	9,120	9,433
October	50,649,942	46,540,715	45,482,360	44,208,889	96,132,302	90,749,603	8,604	26,911
November	48,903,456	45,245,392	44,043,654	42,367,542	92,947,110	87,612,934	19,648	8,718
December	49,348,276	45,359,946	44,623,076	41,645,364	93,971,352	87,005,310	14,221	29,399
Total	\$572,670,974	\$554,039,096	\$518,483,496	\$502,879,319	\$1,091,154,469	\$1,056,918,413	\$101,339	\$212,245
Averages	\$47,722,581	\$46,169,925	\$43,206,958	\$41,906,610	\$90,929,539	\$88,076,534	\$8,445	\$17,687

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

Source: Debbie Rogers, Office of State Treasurer

INTEREST EARNINGS

Interest earned on the investments and bank deposits of the General Fund, certain bond retirement funds, special projects and capital funds can legally be utilized for any municipal purpose. The Federal Funds rate has decreased to a target range of between 0.00% and 0.25% and has remained at historically low levels since January 1, 2009. The Discount Rate currently remains at 0.75%. Larger fund balances increased investment income approximately \$140,000 in 2014. Investment income before year-end fair market value adjustments was approximately \$218,000.

Securities held are short in duration, backed by the U.S. government and are among the safest securities in the world. Short term rates remained steady throughout 2014 but are forecasted to increase mid-year 2015. In November 2014, the Fed announced that it was ending a two year stimulus program (Quantitative Easing or QE3) designed to keep interest rates low and boost the economy. Slightly higher interest rates coupled with steady fund balances should increase investment earnings slightly in 2015. The City's bank deposits are expected to yield a favorable 0.45% in 2015.

UTILITY FRANCHISES

Utility franchise fees are charged to public utilities for the privilege of using the City's streets and rights-of-way. The public utilities paying franchise fees are listed below with the annual rate, which is typically based on the gross revenues of the utility:

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

Overall franchise fee revenues in 2014 were 0.66% higher than 2013 levels. CenterPoint Energy, the gas utility, experienced significant revenue increases totaling over \$350,000 (10.6%) due to the harsh winter of 2013/2014. The relative cold and wet winter increased usage levels by 6.23%. The winter of 2014/2015 is forecasted to be one of the coldest and wettest on record. Natural gas prices remain historically low.

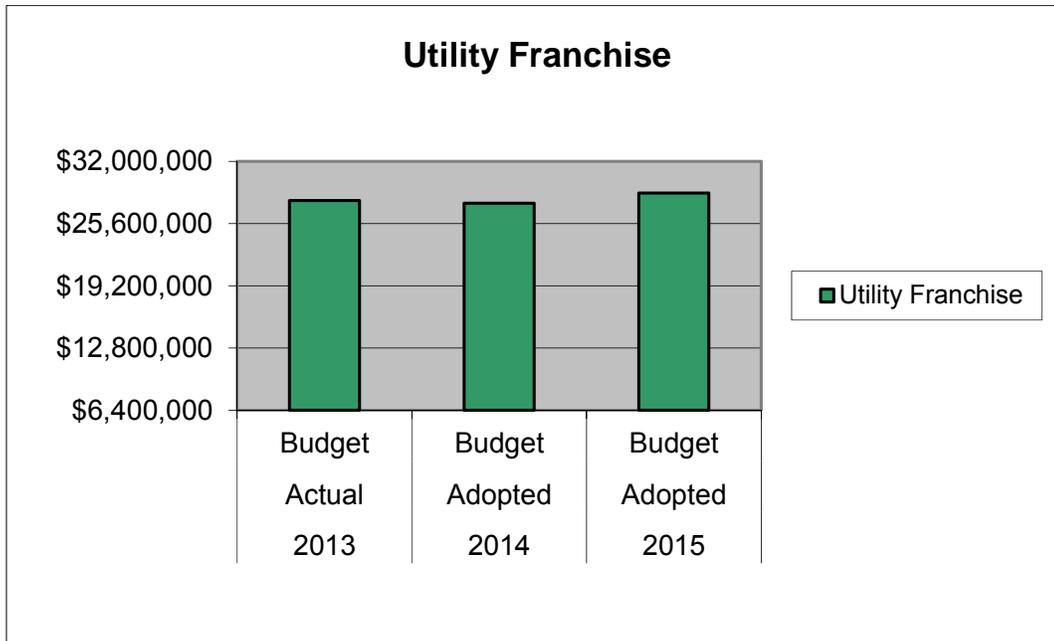
CenterPoint accumulates and stores natural gas for the next heating season. The cost of natural gas makes up between 70% and 80% of the typical bill. CenterPoint reports its natural gas costs to the Arkansas Public Service Commission at the end of October each year. Those rates are passed along to customers with no profit going to the utility. CenterPoint announced a 6.9% rate increase in the gas rate beginning in the summer of 2014. Natural gas reserves are at an eleven (11) year low, the result of a long winter and cold spring of 2014. Certain franchise fee revenues, such as Entergy, CenterPoint, and Central Arkansas Water are directly impacted by the weather.

A reduction in rates with the expiration of the FERC rider and an unseasonably mild 2014 summer, with no recorded days over 100 degrees, resulted in a decrease in Entergy franchise revenues of 3.43% and over \$450,000 while usage was slightly down by 0.58%. On January 13, 2015, the Arkansas Public Service Commission approved a 3.4% increase resulting from a recalculation in rates to address an earlier \$67.8 million shortfall. The recalculated adjustment will affect all monthly bills in 2015. The 2015 budgeted amount for Entergy is 3.90% higher than 2014 levels due to the stated rate increase and an expected warmer summer.

In October 2014, Central Arkansas Water (CAW) announced proposed rate increases for wholesale customers who sell to private utilities for the years 2016 and 2017. There are no plans for a rate increase in 2015. A very mild 2014 summer and ample rainfall decreased water consumption considerably, along with efficiencies in water conservation efforts. These factors led to a decline in water revenues of approximately \$45,000 or 1.4% from 2013 levels. An on-going national trend is that water consumption continues to decrease due to water saving appliances and conservation measures.

Little Rock Wastewater revenues increased 6.52% over the previous year. The majority of the increase was attributed to a 7% increase in the sewer rate. There is no announced rate increase for 2015, however, Little Rock Wastewater is expected to issue debt in 2015 to pay for expansion of storage facilities and a pump station upgrade. There are scheduled rate increases for 2016, 2018 and 2019. Scheduled rate increases were implemented to comply with the terms of the Sierra Club lawsuit to reduce sanitary sewer overflows in Little Rock.

Franchise fee revenues from local land line companies continue to decline from a peak in 1998. This trend is expected to continue in the foreseeable future, with more customers migrating from utilization of a home phone (land line) and a mobile



phone to only a mobile phone. Revenue from local land line providers declined 12.6% in 2014 and are expected to further decrease in 2015. The decline could be sharper but many alarm users still maintain a land line to operate their system.

The downward trend in traditional franchise fee revenues from long distance providers is a result of an increase in wireless or mobile phone usage for long distance calls. The franchise fee revenue from long distance decreased 13.8% in 2014. A one-time upward adjustment in 2013 skewed the decline in 2014. Long distance revenue is projected to further decline 3% to 5% in 2015.

Fiber optic companies, such as AT&T U-Verse and Windstream, are now in direct competition with Comcast Cable, which has historically been one of the City’s leading growth franchise customers. Overall, fiber optics and cable franchise revenues increased 7.63% in 2014. Windstream revenues for 2014 were only slightly lower than 2013, while AT&T U-Verse franchise fees increased by 28.5% and Comcast Cable declined 1.78%. Fiber optic companies rarely announce anticipated rate increases in advance of the actual rate change. Cell phone, alarm system revenues and Internet usage are not included in the franchise agreement. Fiber optic forecasted revenues should remain steady for 2015.

Franchise fee revenues for fiscal year 2015 are forecasted to be 2.14% above 2014 receipts and 1.67% higher than the amended 2014 budget. Utilities may adjust rates during the course of the year which affects revenues. In addition, severe weather or unusual weather patterns may impact franchise revenues.

Announced Utility Rate Increases for 2015	
SW Bel (AT&T)	0.00%
Entergy	3.40%
Long Distance	0.00%
Local Land Lines	0.00%
CenterPoint	0.00%
Central AR Water	0.00%
Fiber Optics	0.00%
Waste Water Utility	0.00%

BUSINESS LICENSES

Business licenses are required annually for every business operating within the City limits. License fees are billed, collected, and administered by the City's Treasury Management Division. Business licenses continue to be a stable revenue source with 2014 license fees increasing 1% to over \$6.37 million. The increase of approximately \$65,700 for 2014 is attributed to a steady local economy and aggressive collection of delinquent accounts. 2015 revenues are expected to remain at 2014 levels with no scheduled rate increases. A business license committee will review the fairness and equity of the business license fee structure periodically and provide recommendations to the Board of Directors.

MIXED DRINK PERMITS AND SUPPLEMENTAL TAX

Hotels, restaurants, and bars are required to have a permit in order to sell alcoholic beverages for on-premises consumption. In addition, a 10% supplemental tax is levied on public liquor sales and a 5% tax is levied on sales by private clubs within the City. 2014 mixed drink revenue was 1.4% above 2013. The City enjoys a strong working relationship with the State of Arkansas Alcohol Beverage Control Agency to ensure that every business in Little Rock with a state alcohol permit is also registered with the Treasury Management Office. The 2015 budget anticipates an increase of approximately 3% over the 2014 amended budget.

BUILDING AND RELATED PERMITS

Building and related permits, which include electrical permits, plumbing permits, and heating ventilation and air conditioning (hvac) permits, were approximately 20% above 2013 and approximately 30% over the 2014 original budget. The increase was primarily due to large one-time commercial construction projects such as the Gateway Mall, next to the Bass Pro Shop in Southwest Little Rock. All sectors of the city experienced increases in building activity in 2014. 2015 building permits are expected to drop from the elevated 2014 levels but are expected to be above 2013 levels. The City's Planning & Development Department projects construction to remain stagnant for residential permits. Continued favorable interest rates should continue to spur commercial construction activity in Little Rock.

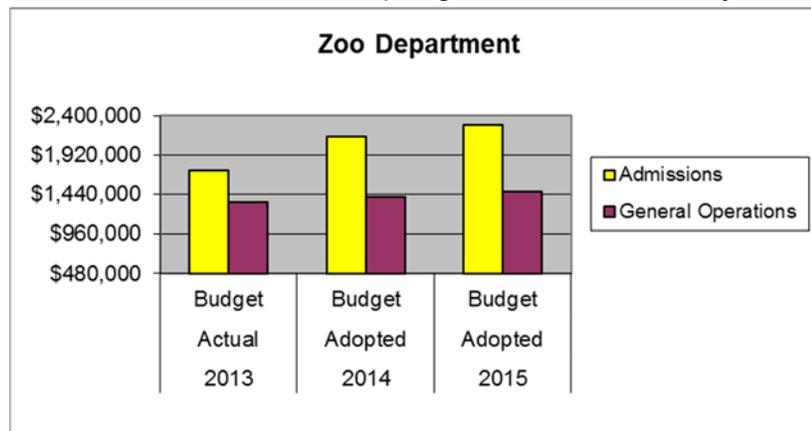
FINES

Fines and related fees comprise 1.63% of the 2015 budget. 2014 fines and fees were approximately \$255,300 or 7.9% below the previous year. Traffic and parking fine revenues were the main contributors to the decrease. Traffic fine revenues decreased 10.5% while parking fine revenues decreased 7.0% from one year ago. Parking fine revenue continues to suffer from construction along South Main which has caused temporary closure of metered spaces. Both traffic and parking fines are expected to increase in 2015 as additional Police officers funded by the new 5/8 cent sales tax are deployed and temporarily closed parking meters are reopened.

PARK & ZOO REVENUE

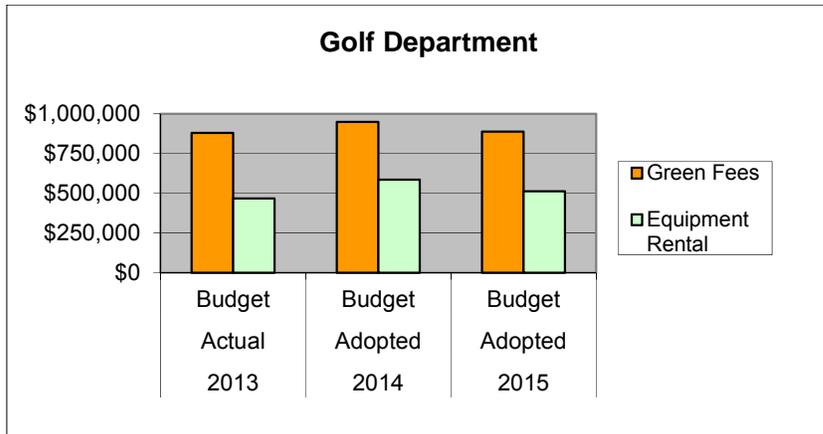
General Fund park revenues are generated by three (3) golf courses, tennis fees, community center fees, athletics fees, summer programs and pavilion rentals. Prior to 2013, the Zoo, Jim Dailey Fitness & Aquatic Center, and the municipal golf courses (Rebsamen, Hindman and War Memorial) were operated as separate enterprise funds. At the end of 2012, these activities were consolidated into the General Fund. The 2015 General Fund parks and Zoo budget includes an increase of 9.61% or \$676,000 from 2014 actuals. The majority of the increase for 2015 can be attributed to the anticipated increase in Zoo admissions and concessions. Green fee revenues from the three golf courses are also forecasted to increase. The Jim Dailey Fitness & Aquatic Center suffered a fire in 2014 which resulted in a decline in revenues.

Excluding transfers in and donations, Zoo revenues increased approximately 7.5% or \$267,193 from one year ago. However; the revenues were 5.7% below the original 2014 budget, which included a rate increase. Similar to park revenues, Zoo revenues are heavily dependent on weather conditions. There were similar weather patterns in 2013 and 2014 where the spring was unseasonably cold followed by a very wet summer. 2014 Zoo annual memberships increased 18.21%, Zoo admissions increased 11.50% and Zoo concessions increased 7.29%. Zoo admissions account for approximately \$409,000 of the increase to parks &



Zoo revenue. In 2014, the Zoo purchased a new train and renovated the train tracks. Overall, 2015 Zoo revenues are projected to be approximately 12% higher than 2014 actual revenues. Zoo rate adjustments in 2015 include 95¢ increases in fees for adult and child admission, and an increase of \$4 in annual membership fees. In addition, parking fees will increase from \$2 to \$3 per vehicle. No change in group rates is anticipated.

The City operates three (3) public golf courses and relies heavily on greens fees and concession revenues to operate these courses. Historically, March is the start of the busy season for golf courses. Similar to Zoo revenues, the cold spring months coupled with the wet summer months reduced the number of patrons on each course in 2014, with the exception of Hindman. Excluding the debt service



contribution, overall golf revenues were 5.6% above 2013 levels. 2014 Rebsamen Golf revenues decreased approximately 3%. War Memorial revenues decreased 13.72% from one year ago and Hindman Golf Course increased

almost 85%. The sharp increase in Hindman revenues were the result of a full year of operations at the course. In 2013, Hindman Golf Course was temporary closed for the purpose of resurfacing all eighteen holes, including the practice putting greens, and for renovations to the pro shop. The improvements and new renovations at Hindman increased revenues 2.68% from 2013 levels. All three golf courses are projected to maintain consistent revenues for 2015.

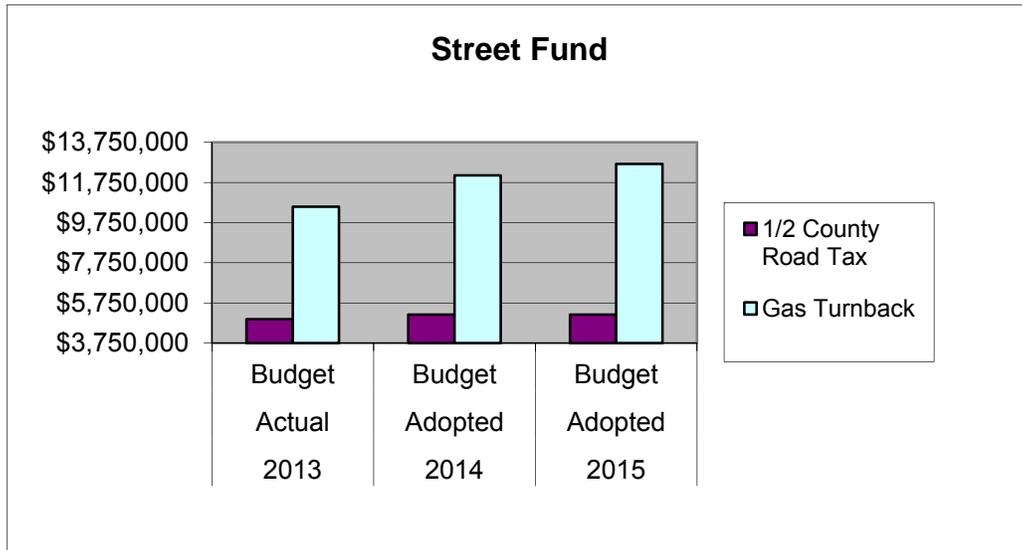
AIRPORT REIMBURSEMENT

The Little Rock National Airport reimburses the City for expenses related to police and fire protection. In 2014, airport police reimbursements decreased 1.7% to \$1.876 million and airport fire reimbursements increased 3% to \$1.276 million. Staffing levels and 2015 airport reimbursements should be consistent with 2014.

STREET GAS TAX TURNBACK

The City receives state turnback funds directed to the Street Department. The gas tax turnback is allocated based on the latest census and gallons of fuel consumed. Basically, 15% of the tax on gasoline consumption goes toward municipal aid or gas turnback. The passage of Constitutional Amendment No. 1 in the general election of 2012 provided additional funding for State, County and City streets and bridges with a temporary one-half percent (0.5%) sales and use tax for road construction and maintenance. The ten (10)-year sales tax is effective from July 1, 2013 through December 2022. 2014 revenues were 21.65% higher than 2013, which is attributed to a full year of the new tax. Gas turnback funds have been trending downward as a result of lower gas consumption associated with more fuel efficient automobiles. The State Highway Department’s turnback projection for 2015, including gas tax, severance tax and sales tax is \$12.67 million. The 2015 Street Fund turnback appropriation increased from \$65.00 to \$65.10 per capita, a 0.15% increase. The 2015 street turnback estimate includes proceeds from the

new highway 1/2-cent sales tax and severance tax on natural-gas. Currently, approximately 7% of the turnback is attributed to the natural gas severance tax.



BOND & INTEREST FUND

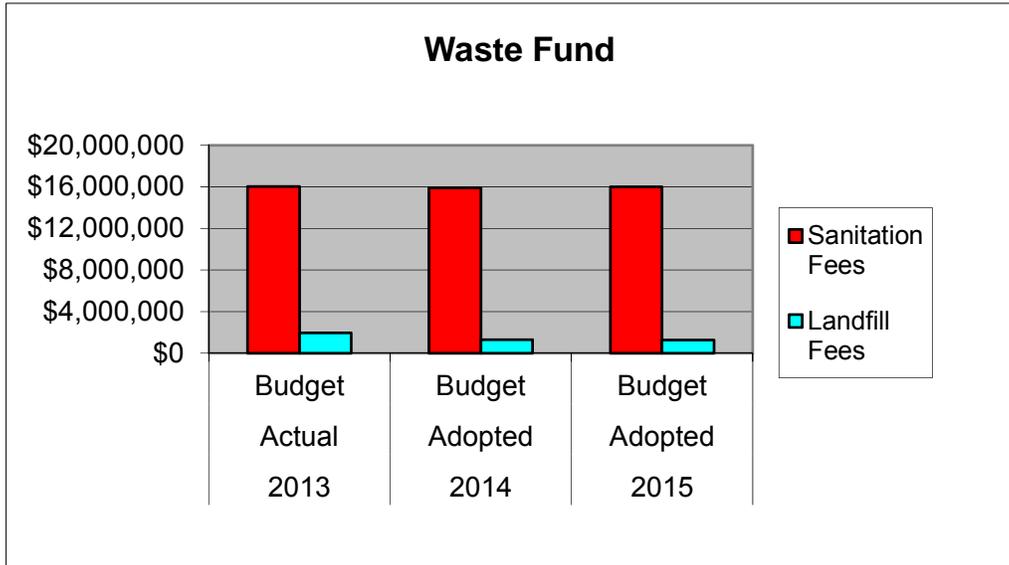
Revenues from this fund were utilized to finance the debt service on the \$70,635,000 Limited Tax Bond Issue, Series 2004. In November 2003, voters approved the continuance of a 3.3 annual property tax millage for debt service on the bonds. The bonds were fully redeemed on April 1, 2013. The voters of Little Rock approved a new annual ad valorem tax at a lesser rate of 3.0 mills at a special election on September 11, 2012. The reduced millage replaces the previous 3.3 mill tax and is pledged for the financing of \$105 million in street and drainage improvements. On July 15, 2013, the City issued \$58,105,000 of general obligation debt (\$42,000,000 for street improvements and \$18,000,000 for drainage improvements). The millage, along with the Homestead Credit, which is monies generated from a state-wide half-cent sales tax, produced approximately \$11 million toward 2014 debt service on the outstanding bonds.

WASTE DISPOSAL

The 2014 Waste Disposal charges for services revenues decreased 4.8% compared to 2013. Landfill fees decreased almost 37% from 2013 levels. In 2013, Waste Disposal had an exclusive one year agreement with Waste Management and Waste Corporation for dumping fees. Revenues from methane gas dropped 26%, the result of an exclusive vendor experiencing equipment issues.

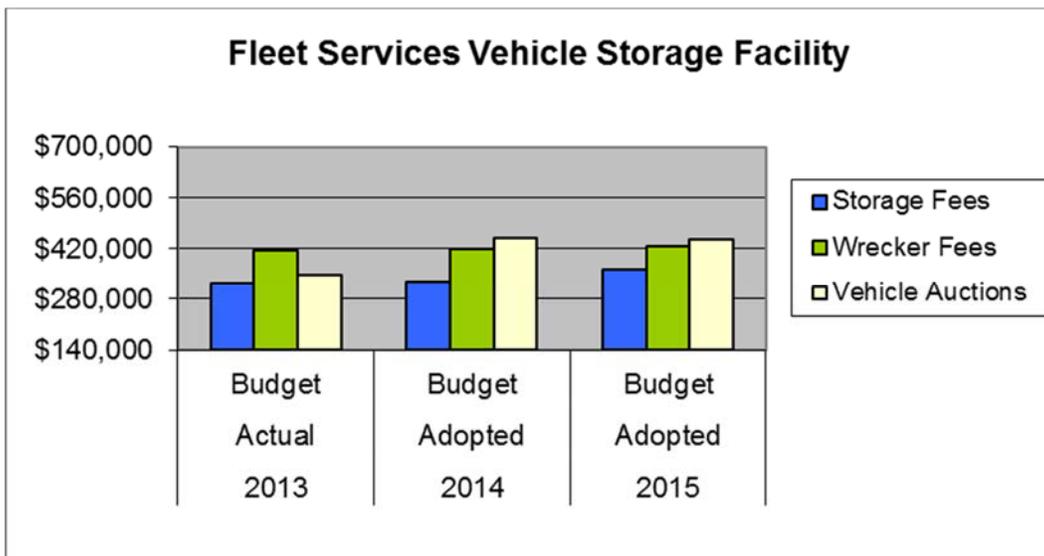
The monthly residential rate for sanitation pickup remained at \$22.02. There are approximately 58,000 households currently receiving garbage collection services. No rate increases are scheduled for 2015. In addition, approximately 280 commercial vendors pay an average rate of \$33.37 a month for waste disposal services. The 2015 budget for sanitation fees of over \$16 million is slightly lower than 2014 actuals because it contains no anticipated delinquent collections. Landfill fees are expected to generate approximately \$1,250,000 in 2015 which is

an increase of 2.47%. Methane gas captured by the landfill is piped to a single vendor and is expected to generate \$95,000 in annual revenues.



VEHICLE STORAGE

Vehicle Storage revenues are generated from storage fees, wrecker fees, and auction sales. These revenue sources contributed approximately 87% of total 2014 revenues which was a decrease of 10.2% from one year ago. Overall Vehicle Storage revenues increased 1.0%. 2013 had some one-time reimbursements that skewed revenues up for that year. The largest increase in 2014 was associated with vehicle auctions which increased over \$104,000 from one year ago, primarily from an increase in available vehicles. The 2015 overall revenue budget remains flat compared to 2014 actuals. There were 3,138 tows to the Little Rock Vehicle Storage facility in 2014 compared to 3,257 in 2013. The average sales price per vehicle auctioned in 2014 was \$561.67.

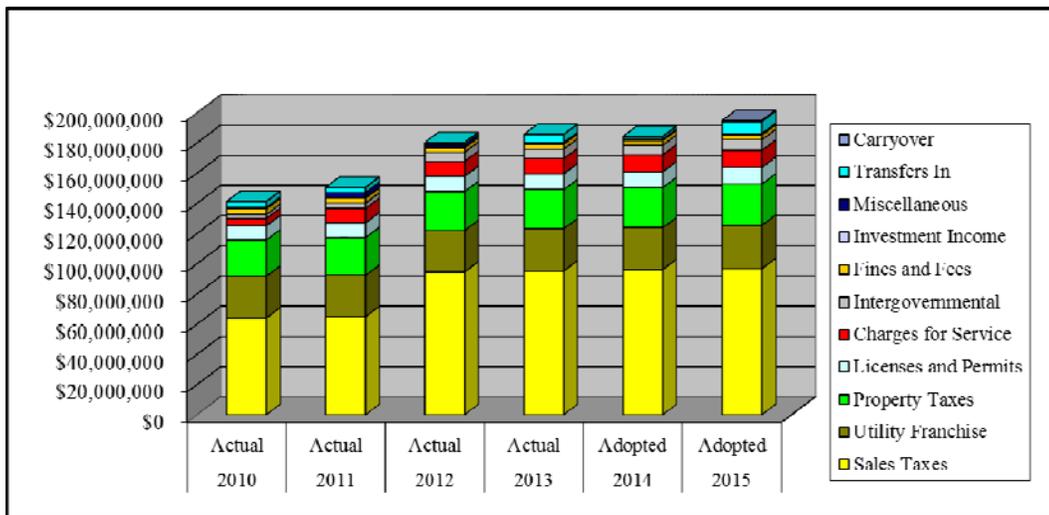


PARKING GARAGE FUND

The City of Little Rock operates two downtown parking garages. Garage revenues are generated by daily and monthly parking fees at the Second and Main Street Parking Facility and the RiverMarket Parking Garage. In addition to garage fees, annual business license fees received from the rental and/or leasing of automobiles and trucks, parking meter revenues, and street repair fees collected from utility companies are pledged to debt service on the bonds issued to construct the parking garages. Overall parking garage revenues were less than 1.00% higher in 2014 than 2013. Monthly revenues from the Statehouse and the RiverMarket Garages were 3.88% lower in 2014 but slightly above budget. Daily revenues from both garages increased 29.10% with the majority of that increase attributed to the RiverMarket Garage which has experienced increased parking due to the growing popularity of the RiverMarket district and an overall reduction in available parking spaces downtown.

Street cut revenues increased approximately \$48,600 with the majority of this increase coming from CenterPoint repairs and maintenance in the city's right-of-way. Overall parking Garage Fund revenues are expected to increase approximately 2% compared to one year ago.

General Fund Revenues Sources and Trends 2010-2015



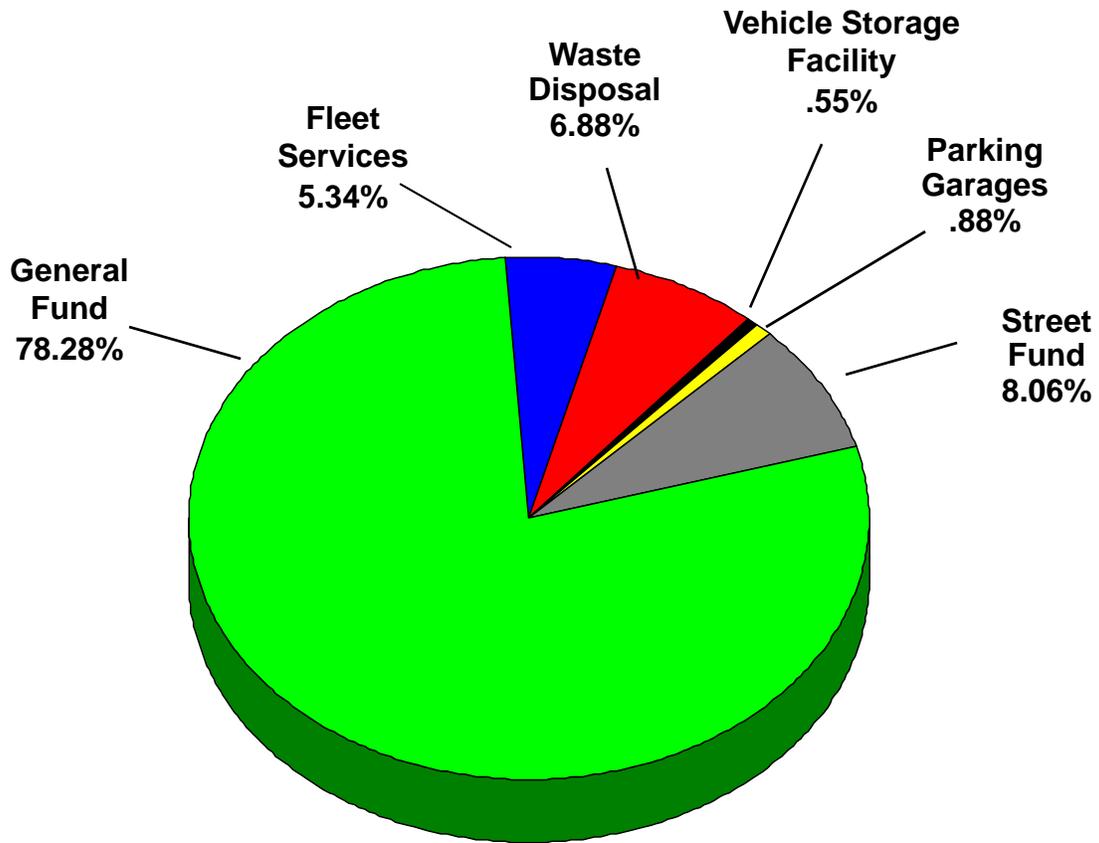
Revenues increased significantly with the implementation of a new sales tax in 2012. The 5/8-cent portion of the tax for on-going operations increased the existing 1/2-cent tax to a total of 1.125%.

Note: 2011 and 2012 Actual revenues have been adjusted to reflect the consolidation of the River Market, Golf, Jim Dailey Fitness & Aquatic Center, and Zoo Funds with the General Fund.

Expenditures



CITY OF LITTLE ROCK 2015 BUDGET SUMMARY ALL FUNDS EXPENSES



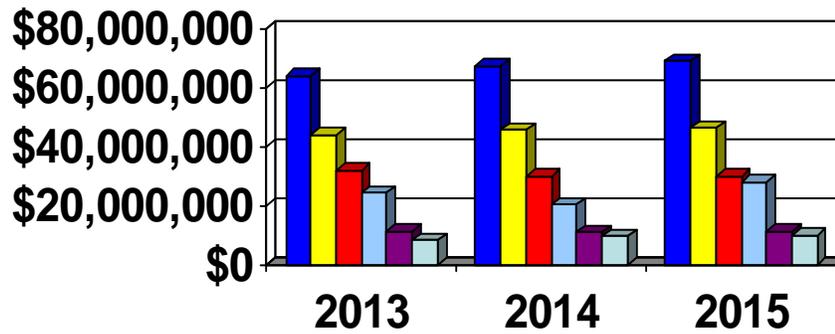
\$248,768,085

CITY OF LITTLE ROCK
2015 OPERATING & OTHER BUDGETED EXPENDITURES

GENERAL FUND	2013 ACTUAL	2014 ADOPTED	2014 AMENDED*	2015 ADOPTED	14/15 DIFF	% CHANGE
General Administrative	\$24,518,576	\$20,296,290	\$25,661,788	\$28,062,042	\$2,400,254	9.35%
Board of Directors	276,766	338,527	338,527	342,027	3,500	1.03%
Community Programs	372,737	388,081	490,370	423,578	(66,792)	-13.62%
City Attorney	1,565,809	1,769,774	1,692,254	1,836,901	144,647	8.55%
District Court First Division	1,179,375	1,392,505	1,375,750	1,405,790	30,040	2.18%
District Court Second Division	1,186,390	1,247,286	1,247,286	1,248,245	959	0.08%
District Court Third Division	583,991	627,185	621,029	626,782	5,753	0.93%
Finance	2,900,097	3,136,992	3,088,125	3,204,124	115,999	3.76%
Human Resources	1,519,584	1,632,677	1,677,692	1,673,177	(4,515)	-0.27%
Information Technology	3,788,479	4,358,322	4,183,585	4,679,784	496,199	11.86%
Planning Development	2,052,072	2,583,968	2,250,412	2,564,192	313,780	13.94%
Housing & Neighborhood Programs	5,129,094	5,673,839	4,710,980	5,790,389	1,079,409	22.91%
Public Works	974,942	1,166,482	1,050,592	1,159,922	109,330	10.41%
Parks & Recreation	8,575,043	9,739,691	9,231,574	9,958,932	727,358	7.88%
River Market	1,188,197	1,208,675	1,208,675	1,209,164	489	0.04%
Golf	2,386,862	2,187,165	2,187,165	2,308,904	121,739	5.57%
Jim Dailey Fitness and Aquatic Center	847,286	896,565	897,168	901,127	3,959	0.44%
Zoo	6,056,684	6,488,801	6,143,673	6,733,727	590,054	9.60%
Fire	43,859,037	45,774,586	45,497,791	46,232,253	734,462	1.61%
Police	63,934,472	67,200,859	65,487,491	68,885,072	3,397,581	5.19%
Vacancy Savings		(5,000,000)		(6,000,000)	(6,000,000)	
Sub-total General Operating	172,895,492	173,108,270	179,041,927	183,246,132	4,204,205	2.35%
TRANSFERS OUT/OTHER EXPENSES						
Transfer out to Street Fund	1,282,000	1,082,000	1,282,000	1,082,000	(200,000)	-15.60%
Special Projects/PIT	10,130,538	9,074,260	9,542,603	9,412,079	(130,524)	-1.37%
Contingency/Reserve		1,000,000		1,000,000	1,000,000	
Sub-total of Transfers Out	11,412,538	11,156,260	10,824,603	11,494,079	669,476	6.18%
TOTAL GENERAL FUND	184,308,030	184,264,530	189,866,530	194,740,211	4,873,681	2.57%
OTHER FUNDS						
Public Works - Street	15,336,023	19,363,696	19,363,696	20,050,226	686,530	3.55%
Fleet Services	12,683,067	13,135,688	13,259,688	13,294,275	34,587	0.26%
Vehicle Storage Facility	1,333,661	1,321,150	1,321,150	1,359,144	37,994	2.88%
Waste Disposal	16,617,509	17,655,926	17,655,926	17,127,479	(528,447)	-2.99%
Parking Garages	2,104,780	2,224,167	2,224,167	2,196,750	(27,417)	-1.23%
Sub-total Other Operating Funds	48,075,040	53,700,627	53,824,627	54,027,874	203,247	0.38%
TOTAL ALL FUNDS	\$ 232,383,070	\$ 237,965,157	\$ 243,691,157	\$ 248,768,085	\$ 5,076,928	2.08%

* The 2014 Amended Budget includes a reduction in departmental budgets for vacancy savings achieved throughout the year. Vacancy savings represents savings from authorized but unfilled positions. The 2014 vacancy savings goal was fully realized.

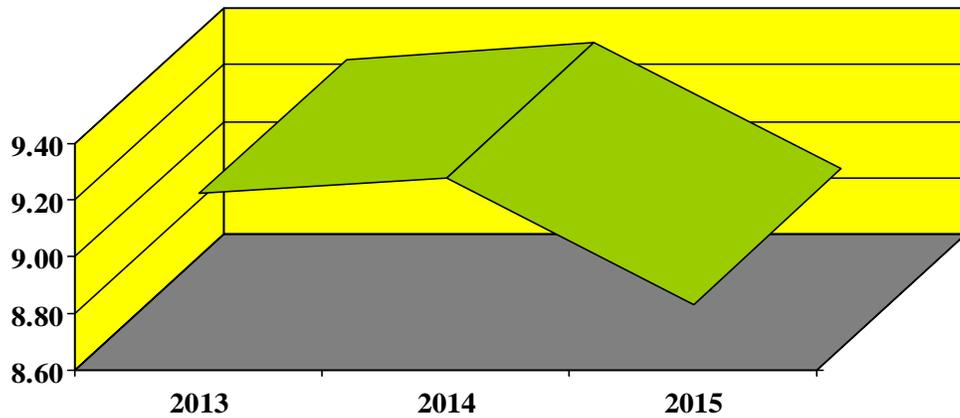
General Government Summary of Appropriations 2013-2015



**GENERAL FUND SUMMARY
EXPENDITURES BY CATEGORY**

CATEGORY	2013 Actual	2014 Budget	2015 Budget
Salaries Wages and Employee Benefits	\$133,090,473	\$137,290,586	\$139,939,883
Supplies and Materials	6,188,960	6,403,155	6,338,170
Repairs and Maintenance	6,485,281	6,796,658	7,093,723
Contractual	20,887,311	20,914,528	21,789,639
Capital Outlay		380,000	370,000
Debt Service	5,993,200	1,323,343	7,714,717
Transfers	<u>11,662,806</u>	<u>11,156,260</u>	<u>11,494,079</u>
Net City Expenditures	<u>\$184,308,030</u>	<u>\$184,264,530</u>	<u>\$194,740,211</u>
<i>Staffing Level</i>	<i>1,696</i>	<i>1,708</i>	<i>1,722</i>
<i>Ratio</i>	<i>9.22</i>	<i>9.28</i>	<i>8.83</i>

STAFFING LEVEL PER MILLION DOLLARS BUDGETED



**CITY OF LITTLE ROCK
2015 OPERATING EXPENSES**

	2013 Actual Expend.	2014 Adopted Budget	2015 Adopted Budget
GENERAL FUND			
GENERAL ADMINISTRATIVE			
101001 City Clerk	\$ 207,125	\$ 189,276	\$ 190,541
101002 Administrative & General	18,471,416	14,763,384	21,480,968
101003 Employee Benefits	3,954,029	3,468,472	4,514,550
101004 Racial and Cultural Diversity	158,273	150,368	154,688
101006 Mayor & City Manager Administration	1,343,573	1,374,533	1,361,815
101007 Emergency Management	65,637	59,668	64,162
101008 Small & Minority Women Owned Bus. Dev.	62,180	55,061	53,443
101009 Little Rock Television	256,343	235,528	241,875
Total General Administrative	<u>24,518,576</u>	<u>20,296,290</u>	<u>28,062,042</u>
BOARD OF DIRECTORS			
101111 Board of Directors	276,766	338,527	342,027
COMMUNITY PROGRAMS			
101501 Administration	288,975	299,358	334,441
101503 Operations	83,763	88,723	89,137
Total Community Programs	<u>372,737</u>	<u>388,081</u>	<u>423,578</u>
CITY ATTORNEY			
101801 City Attorney	1,565,809	1,769,774	1,836,901
LITTLE ROCK DISTRICT COURT			
102101 District Court First Division	1,179,375	1,392,505	1,405,790
LITTLE ROCK DISTRICT COURT			
102201 District Court Second Division	1,186,390	1,247,286	1,248,245
LITTLE ROCK DISTRICT COURT			
102301 District Court Third Division	583,991	627,185	626,782
FINANCE			
102501 Administration	533,535	576,786	579,508
102515 Budget	164,528	173,999	175,177
102520 Internal Audit	163,026	169,346	170,225
102530 Accounting and Reporting	477,150	499,843	539,657
102531 Accounts Payable	312,880	331,036	341,316
102535 Payroll	203,615	212,873	212,409
102540 Treasury Management	533,397	573,309	609,081
102550 Purchasing	217,986	262,640	240,909
102555 Print Shop	36,661	68,673	65,517
102560 Grants Management	257,319	268,487	270,325
Total Finance	<u>2,900,097</u>	<u>3,136,992</u>	<u>3,204,124</u>
HUMAN RESOURCES			
102701 Human Resources	1,519,584	1,632,677	1,673,177
INFORMATION TECHNOLOGY			
103001 Administration	636,053	1,011,402	1,010,105
103010 Application Programming	1,092,868	1,205,301	1,376,331
103030 Networking	2,059,559	2,141,619	2,293,348
Total Information Technology	<u>3,788,479</u>	<u>4,358,322</u>	<u>4,679,784</u>

**CITY OF LITTLE ROCK
2015 OPERATING EXPENSES**

	2013 Actual Expend.	2014 Adopted Budget	2015 Adopted Budget
PLANNING AND DEVELOPMENT			
103301 Administration & Budget	247,781	309,532	305,083
103310 Planning	295,069	430,229	440,589
103320 Zoning & Subdivision	687,127	856,908	850,885
103330 Building Codes	822,095	987,299	967,635
Total Planning and Development	2,052,072	2,583,968	2,564,192
HOUSING AND NEIGHBORHOOD PROGRAMS			
103501 Administration	509,313	356,306	369,781
103510 Animal Services	951,756	1,162,608	1,209,089
103520 CDBG - Housing Programs	7,872	5,157	14,367
103530 Neighborhood Programs	2,382,845	2,936,213	2,936,131
103539 Neighborhood Alert Centers	710,451	744,129	791,325
103540 Neighborhood Resource Center	358,115	230,755	231,506
103550 Environmental Services	208,742	238,671	238,190
Total Housing and Neighborhood Programs	5,129,094	5,673,839	5,790,389
PUBLIC WORKS			
104010 Building Services	974,942	1,095,023	1,088,666
104020 Asset Management		71,459	71,256
Total Public Works	974,942	1,166,482	1,159,922
PARKS AND RECREATION			
104501 Administration	383,416	448,055	448,472
104503 Design Scheduling	339,932	308,473	312,062
104510 Resources Administration	359,877	464,904	455,154
104511 Cultural Museum	183,235	198,913	199,896
104512 Therapeutic	134,435	173,329	174,482
104521 Development and Maintenance	124,725	126,258	99,794
104522 Operations and Improvement Development	1,001,940	1,148,078	1,119,932
104523 Park Maintenance	2,234,435	2,407,313	2,472,819
104524 Horticulture	762,861	929,517	950,727
104525 Urban Forestry	334,632	449,953	509,081
104530 Recreation Administration	152,568	160,733	155,774
104531 Community Center Administration	86,477	113,169	113,418
104532 Dunbar Community Center	459,674	441,096	447,420
104533 East Little Rock Recreation Center	74,264	79,241	79,852
104534 Senior Programs	75,945	102,900	102,900
104536 Southwest Community Center	558,989	640,472	647,196
104537 Stephens Community Center	236,939	252,724	256,282
104538 The Centre at University Park	182,330	327,231	297,195
104539 West Central Community Center			136,680
104556 Athletics/Playgrounds	566,083	596,296	606,794
104557 Tennis Center Operations	268,401	287,969	289,935
104558 N.W. Hill Community Complex	53,886	83,067	83,067
Total Parks and Recreation	8,575,043	9,739,691	9,958,932
RiverMarket	1,188,197	1,208,675	1,209,164
Golf			
104701 Administration	91,022	94,495	94,927
104710 Rebsamen Golf Pro	453,129	391,941	433,183
104711 Rebsamen Golf Maintenance	591,473	521,777	519,608
104712 Rebsamen Pro Golf Concessions	97,397	58,533	77,520
104720 War Memorial Golf Pro	280,572	257,262	284,502
104721 War Memorial Golf Maintenance	281,041	314,459	315,714
104740 Hindman Pro Golf	301,979	292,934	324,015
104741 Hindman Golf Maintenance	290,249	255,764	259,435
Total Golf Fund	2,386,862	2,187,165	2,308,904

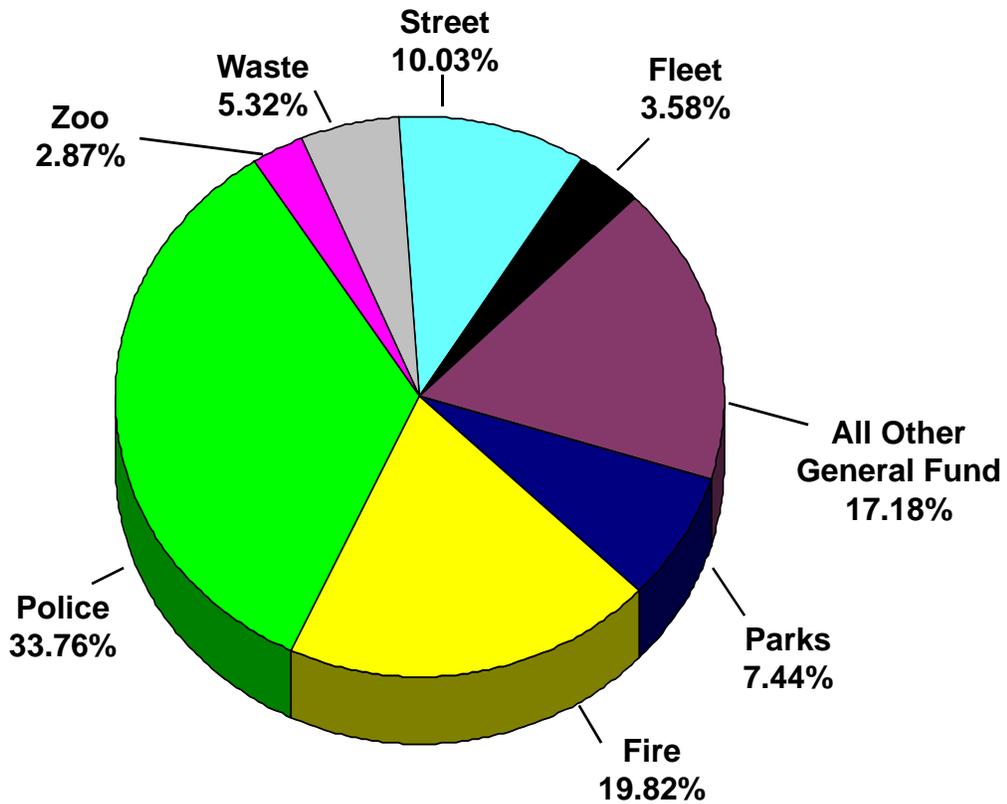
**CITY OF LITTLE ROCK
2015 OPERATING EXPENSES**

	2013 Actual Expend.	2014 Adopted Budget	2015 Adopted Budget
Jim Dailey Fitness and Aquatic Center	847,286	896,565	901,127
ZOO			
106501 Zoo Administration	337,705	322,369	381,953
106510 Zoo Concessions	373,527	306,769	368,343
106520 Zoo Education	317,540	350,311	384,918
106530 Zoo Gift Shop	155,970	243,680	270,077
106540 Zoo Membership	35,623	57,966	68,215
106550 Zoo Special Events	179,360	103,430	108,297
106560 Zoo Marketing & Promotions	482,137	498,097	449,970
106570 Zoo Facilities Operation	1,698,718	1,989,065	2,051,227
106580 Animal Management	1,988,817	2,206,573	2,312,555
106590 Visitor Service Administration	487,287	410,541	338,172
Total Zoo Fund	<u>6,056,684</u>	<u>6,488,801</u>	<u>6,733,727</u>
FIRE			
105101 Administration	1,039,751	1,082,358	1,069,476
105102 Fire Pension	5,346,879	5,556,595	5,581,664
105120 Fire Suppressing and Rescue	35,490,421	37,144,014	37,664,970
105130 Fire Prevention - Investigation	488,570	512,823	515,932
105140 Fire Training	574,396	579,130	490,762
105150 Crash Fire Rescue - Airport	919,020	899,666	909,449
Total Fire	<u>43,859,037</u>	<u>45,774,586</u>	<u>46,232,253</u>
POLICE			
105201 Administration	2,789,549	3,184,485	3,238,656
105202 Police Pension	6,394,938	6,345,547	6,203,185
105215 Organized Crime - Intelligence	5,515,388	5,744,576	4,867,077
105220 Training and Crime Prevention	3,380,340	2,233,737	4,254,310
105225 Detectives	5,522,638	5,666,861	5,783,778
105230 Downtown Patrol	10,564,098	11,291,529	11,058,451
105235 Southwest Patrol	8,273,696	8,354,085	9,321,418
105245 WW Willams Northwest Substation	8,991,895	9,979,196	10,633,826
105250 Airport Police	2,063,714	1,929,214	1,751,517
105255 Police Records Support Service	6,986,535	8,360,054	7,684,011
105260 Communication Center	3,451,681	4,111,575	4,088,843
Total Police	<u>63,934,472</u>	<u>67,200,859</u>	<u>68,885,072</u>
Less Vacancy Reduction		(5,000,000)	(6,000,000)
General Fund Operating Total	<u>172,895,492</u>	<u>173,108,270</u>	<u>183,246,132</u>
TRANSFER/OUT OTHER EXPENSES			
Transfer out to Street Fund	1,282,000	1,082,000	1,082,000
Special Projects/PIT	10,130,538	9,074,260	9,412,079
Contingency/Reserve		1,000,000	1,000,000
Sub-total	<u>11,412,538</u>	<u>11,156,260</u>	<u>11,494,079</u>
GENERAL FUND TOTAL	<u>184,308,030</u>	<u>184,264,530</u>	<u>194,740,211</u>

**CITY OF LITTLE ROCK
2015 OPERATING EXPENSES**

	2013 Actual Expend.	2014 Adopted Budget	2015 Adopted Budget
PUBLIC WORKS - STREET			
204001 Administration	759,294	1,058,292	1,116,215
204002 Operations Administration	526,884	1,229,701	892,662
204003 Street and Drainage Maintenance	6,076,025	8,586,915	9,385,249
204005 Storm Drain Maintenance	831,054	925,032	970,330
204006 Work Pool	121,048	170,122	188,669
204007 Resource Control and Scheduling	393,203	406,340	399,335
204008 Control Devices	832,037	912,809	912,765
204010 Signals	841,052	917,220	1,048,178
204015 Parking Meters	98,144	106,689	107,143
204020 Civil Engineering	1,259,144	1,486,133	1,472,255
204025 Traffic Engineering	3,379,342	3,277,281	3,280,654
204030 Parking Enforcement	218,796	287,162	276,771
Total Street Fund	15,336,023	19,363,696	20,050,226
FLEET SERVICES			
600001 Administration	851,563	825,640	676,715
600011 Acquisition & Disposal	7,421,279	7,823,780	8,109,464
600020 Financial Management	261,889	308,520	729,618
600031 Maintenance Administration	4,148,335	4,177,748	3,778,478
Total Fleet Services	12,683,067	13,135,688	13,294,275
VEHICLE STORAGE FACILITY	1,333,661	1,321,150	1,359,144
WASTE DISPOSAL			
603101 Administration	1,878,738	1,907,192	1,638,137
603110 Collection	10,432,022	11,357,804	11,079,966
603120 Disposal	3,321,968	3,608,284	3,594,424
603125 Composting	558,489	563,746	591,402
603130 Waste Management	426,291	218,900	223,550
Total Waste Disposal Fund	16,617,509	17,655,926	17,127,479
PARKING GARAGES	2,104,780	2,224,167	2,196,750
GRAND TOTAL ALL FUNDS	\$ 232,383,070	\$ 237,965,157	\$ 248,768,085

CITY OF LITTLE ROCK 2015 ALLOCATION OF FULL TIME PERSONNEL



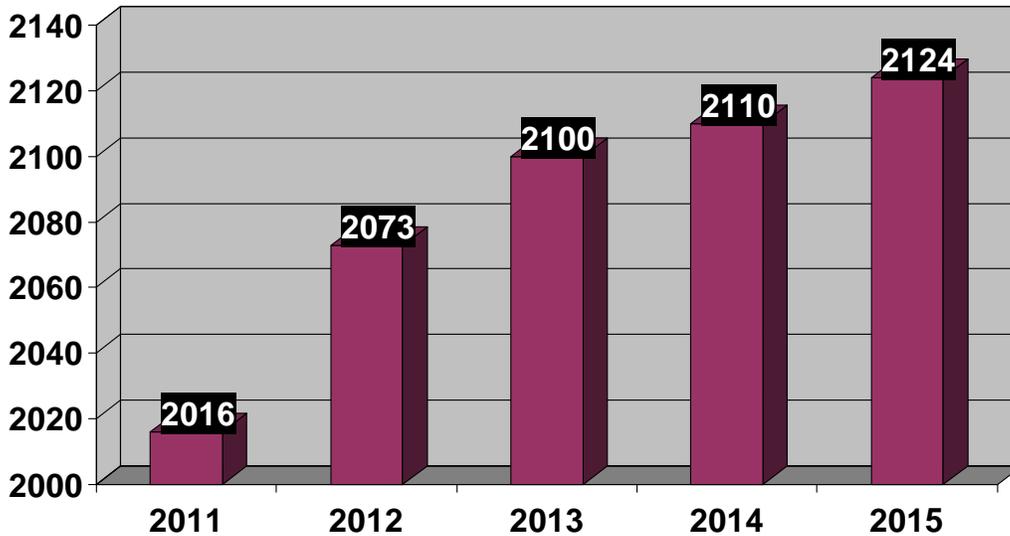
■ Police	717	■ Fire	421	■ Street	213
■ Waste	113	■ Zoo	61	■ All Other General Fund	365
■ Fleet & Vehicle Storage Facility	76	■ Parks	158		

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

	2013 Adopted Budget	2014 Adopted Budget	2015 Adopted Budget
<u>General Fund</u>			
General Administrative	26	31	31
Board of Directors	1	1	1
Community Programs	10	10	11
City Attorney	18	18	19
District Court First Division	21	21	21
District Court Second Division	17	17	17
District Court Third Division	7	8	8
Finance	41	41	42
Human Resources	19	19	20
Information Technology	39	39	39
Planning & Development	39	39	39
Housing & Neighborhood Programs	103	103	104
Public Works - General	13	13	13
Parks & Recreation	119	122	127
Golf	21	21	22
Jim Dailey Fitness Center	9	9	9
Zoo	57	59	61
Fire	421	421	421
Police	715	716	717
Subtotal General Fund	<u>1,696</u>	<u>1,708</u>	<u>1,722</u>
<u>Other Funds</u>			
Public Works - Street	215	213	213
Fleet Services	61	61	61
Vehicle Storage Facility	15	15	15
Waste Disposal	113	113	113
Subtotal Other Funds	<u>404</u>	<u>402</u>	<u>402</u>
Total Personnel	<u>2,100</u>	<u>2,110</u>	<u>2,124</u>

CITY OF LITTLE ROCK FULL-TIME PERSONNEL AUTHORIZATIONS 2011 - 2015

EMPLOYEES



The net change in personnel between 2014 and 2015 total positions are as indicated in the chart below.

2014 Adopted Budget	2,110
Community Programs	1
City Attorney	1
Finance	1
Information Technology	1
Housing & Neighborhood Programs	1
Parks and Recreation	5
Golf	1
Zoo	2
Police	1
2015 Adopted Budget	<u><u>2,124</u></u>

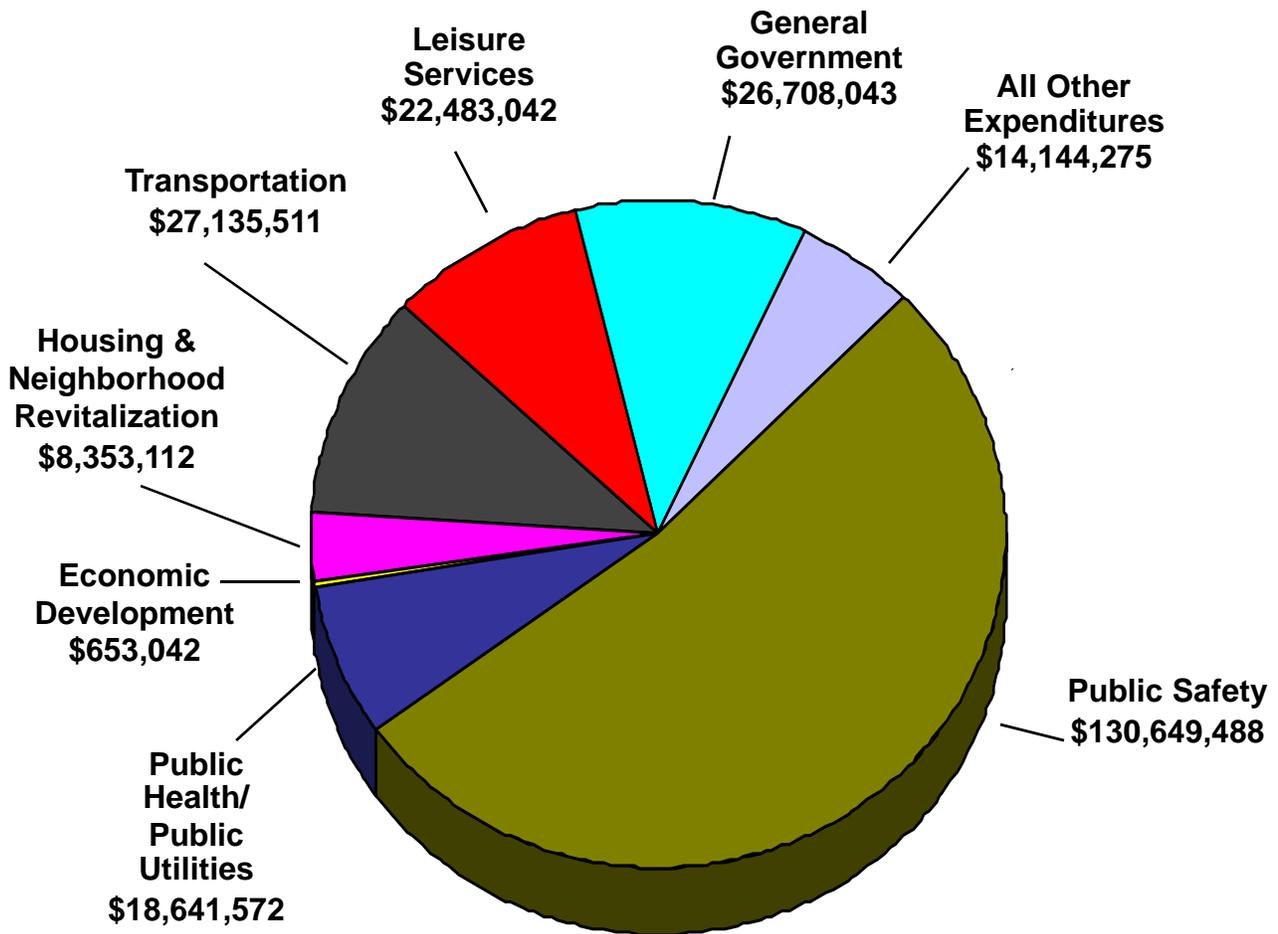
**CITY OF LITTLE ROCK
2015 OTHER GENERAL FUND EXPENDITURES**

	<u>2013 Budget</u>	<u>2014 Budget</u>	<u>2015 Budget</u>	<u>Increase (Decrease)</u>
SPECIAL PROJECTS				
Children, Youth, & Families (CYF)	\$5,500,000	\$5,500,000	\$5,500,000	
Facility Improvements	975,000	975,000	975,000	
Annual Fleet Replacement	850,000	850,000	850,000	
Homelessness Outreach	250,000	350,000	350,000	
Land Bank	168,420	84,210	168,420	84,210
Demolition (Residential & Commercial) (1)	300,000			
Demolition (Residential) (1)		250,000	250,000	
Demolition (Commercial) (1)		100,000	100,000	
Parks Master Plan (2)			150,000	150,000
Board & Secure	100,000	50,000	50,000	
Weed Lot Maintenance (1)	150,000	150,000	200,000	50,000
Curran Hall	35,000	35,000	35,000	
State Legislative Consulting	45,000	45,000	45,000	
Environmental Youth (Parks)	37,500	37,500	37,500	
American Disability Act (ADA)	30,000	30,000	30,000	
Work Boots	25,000	25,000	25,000	
Junction Bridge	25,000	25,000	25,000	
Sister Cities	30,000	30,000	40,000	10,000
Sustainability Summit	20,000	20,000	20,000	
Neighborhood Challenge Grant	30,000	30,000	30,000	
National Night Out	10,000	10,000	10,000	
Worldfest	10,000	10,000	10,000	
Neighborhood Connection	2,400	2,400	2,400	
Total General Fund Projects	<u>8,593,320</u>	<u>8,609,110</u>	<u>8,903,320</u>	<u>294,210</u>
GRANT MATCH				
Undesignated	150,000	150,000	150,000	
AEDC-CNG Station Grant	400,000			
EPA Main Street Water	165,150	160,150		(160,150)
Cities of Service	140,601	20,000	137,695	117,695
AmeriCorps Housing Rehabilitation Program			75,000	75,000
Rockefeller Foundation			45,000	45,000
Outdoor Grant - Parks			60,000	60,000
Museum of Discovery			35,706	35,706
Juvenile Accountability Block Grant (JABG)			5,358	5,358
JARC DOT Van/Drivers for Homeless Center	56,276			
Fire Grant Match:				
Rescue Truck (20%)		75,000		(75,000)
Expanded Fire Program (20%)		10,000		(10,000)
Jumpstart (Metroplan)		50,000		(50,000)
Total Grant Match Requirement	<u>912,027</u>	<u>465,150</u>	<u>508,759</u>	<u>43,609</u>
GRAND TOTAL	<u><u>\$9,505,347</u></u>	<u><u>\$9,074,260</u></u>	<u><u>\$9,412,079</u></u>	<u><u>\$337,819</u></u>

(1) The General Fund increased funding for demolition and weed lot maintenance to accommodate the reduction in funding from Waste Disposal. In addition, the demolition budget was separated.

(2) Funding to update the Parks Master Plan for accreditation purposes was added to the 2015 budget.

CITY OF LITTLE ROCK 2015 OPERATING BUDGETS BY SERVICE PROGRAM CATEGORY



\$248,768,085

CITY OF LITTLE ROCK
ADOPTED OPERATING BUDGETS BY SERVICE PROGRAM CATEGORY
2014 - 2015

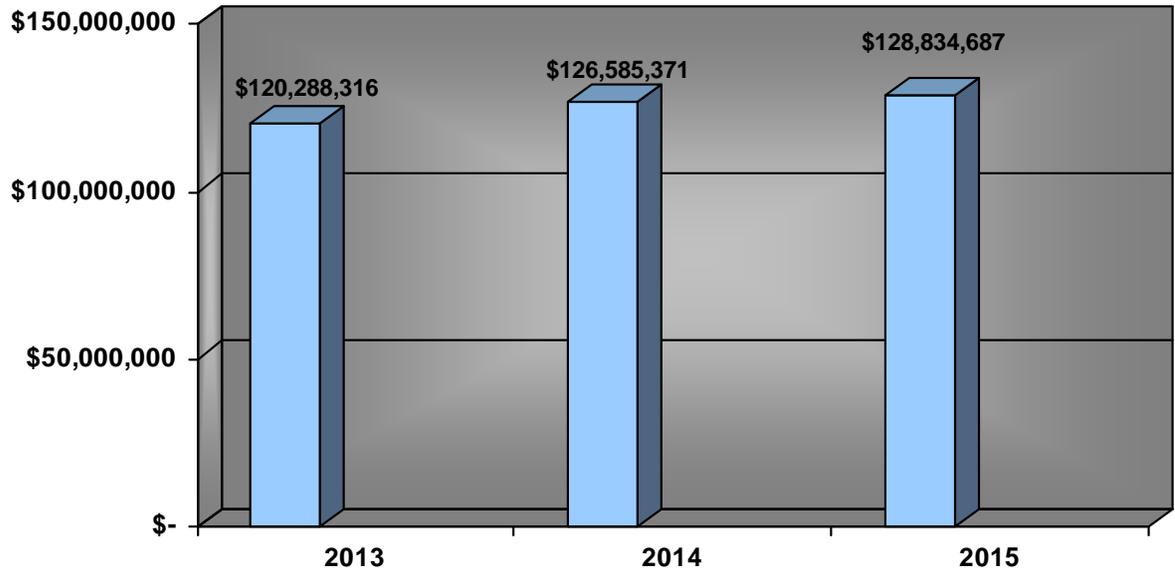
<u>Service/Program Category</u>	<u>2014 Budget</u>	<u>% to Total</u>	<u>2015 Budget</u>	<u>% to Total</u>
<u>Public Safety</u>				
Police	\$67,200,859		\$68,885,072	
Fire	44,874,920		45,322,804	
Street Lights, Traffic Signals & Signs	5,107,310		5,241,597	
Little Rock District Court First Division	1,392,505		1,405,790	
Animal Services	1,162,608		1,209,089	
Little Rock District Court Second Division	1,247,286		1,248,245	
Children, Youth & Families	5,500,000		5,500,000	
Community Programs	738,081		773,578	
Pulaski County Regional Detention Facility (1)	1,050,000		1,063,313	
Total Public Safety	128,273,569	53.90%	130,649,488	52.52%
<u>Public Health/Public Utilities</u>				
Waste Disposal	17,455,426		16,926,979	
Little Rock District Court Third Division	627,185		626,782	
Arkansas Emergency Physician Foundation	36,000		36,000	
Saint Vincent's	25,381		25,381	
Storm Drainage	925,032		970,330	
Pulaski County Health Department	56,100		56,100	
Total Public Health/Public Utilities	19,125,124	8.04%	18,641,572	7.49%
<u>Economic Development/Employment</u>				
Little Rock Chamber of Commerce	200,000		200,000	
Metroplan	178,042		178,042	
Downtown Partnership/Empowerment Zone	160,000		175,000	
Metro Little Rock Alliance	100,000		100,000	
Total Economic Development/Employment	638,042	0.27%	653,042	0.26%
<u>Housing and Neighborhood & Waste Disposal Revitalization, Growth & Development</u>				
Planning & Development Department	2,719,768		2,699,992	
Alert Centers	744,129		791,325	
Neighborhood Resource Center	230,755		231,506	
Demolition, Weed Lot Maintenance, Board/Secure	937,610		1,071,820	
Housing & Neighborhood Prog. Admin.	3,536,347		3,558,469	
Total Housing & Neighborhood Revitalization, Growth	8,168,609	3.43%	8,353,112	3.36%

(1) Supplemental jail funding is provided by a \$20 local jail fine.

City of Little Rock
Adopted Operating Budgets by Service Program Category
2014 - 2015

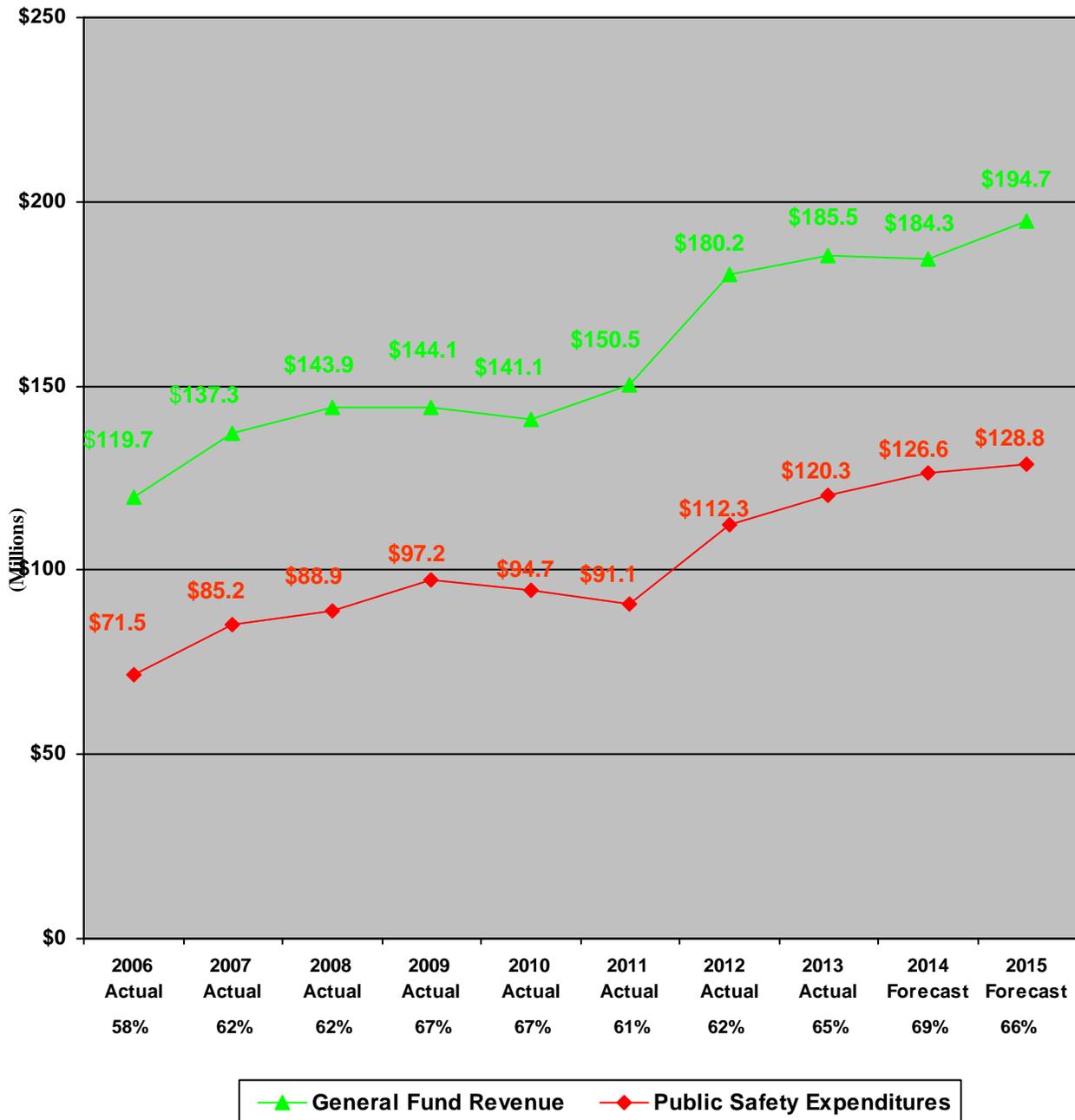
<u>Service/Program Category</u>	<u>2014 Budget</u>	<u>% to Total</u>	<u>2013 Budget</u>	<u>% to Total</u>
<u>Transportation Services</u>				
Central Arkansas Transit Authority	8,922,333		8,686,869	
Streets	12,694,833		13,599,385	
Parking	393,851		383,914	
Parking Garages	2,224,167		2,196,750	
Vehicle Storage Facility	1,321,150		1,359,144	
Airport Rescue	899,666		909,449	
Total Transportation Services	26,456,000	11.12%	27,135,511	10.91%
<u>Leisure Services/Cultural Support/ Conventions & Tourism</u>				
Parks & Recreation	9,615,778		9,984,036	
Golf	2,278,665		2,500,404	
Jim Dailey Fitness Aquatic Center	896,565		901,127	
River Market	1,208,675		1,209,164	
Zoo	6,488,801		6,733,727	
Cultural Institutes:				
Arts Center	400,000		550,000	
Museum of Discovery	200,000		200,000	
MacArthur Military Museum	198,913		199,896	
Sister Cities Commission	30,000		40,000	
Racial & Cultural Diversity Commission	160,368		164,688	
Total Leisure Services/Cultural Support/Conventions	21,477,765	9.03%	22,483,042	9.04%
<u>General Government Support</u>				
Board of Directors	338,527		342,027	
General Administrative	6,437,586		12,812,108	
Finance	3,136,992		3,204,124	
Human Resources	1,657,677		1,698,177	
City Attorney	1,769,774		1,836,901	
Information Technology	4,358,322		4,679,784	
Building Services/Asset Management	2,141,482		2,134,922	
Total General Government Support	19,840,360	8.34%	26,708,043	10.74%
<u>All Other Expenditures</u>				
Fleet Services	13,985,688		14,144,275	
Total Other Expenditures	13,985,688	5.88%	14,144,275	5.69%
Grand Total	\$237,965,157	100%	\$248,768,085	100%

CITY OF LITTLE ROCK PUBLIC SAFETY REVENUES & EXPENDITURES COMPARISONS



	<u>2013</u>	<u>2014</u>	<u>2015</u>
Fire	\$43,859,037	\$45,774,586	\$46,232,253
Police	63,934,472	67,200,859	68,885,072
District Court First Division	1,179,375	1,392,505	1,405,790
District Court Second Division	1,186,390	1,247,286	1,248,245
District Court Third Division	583,991	627,185	626,782
Alert Centers	710,451	744,129	791,325
Neighborhood Programs (Rental Inspection)	2,382,845	2,936,213	2,936,131
Animal Services	951,756	1,162,608	1,209,089
Prevention Intervention & Treatment	5,500,000	5,500,000	5,500,000
Public Safety Expenditures	\$120,288,316	\$126,585,371	\$128,834,687
General Fund Revenue	\$185,532,008	\$184,264,530	\$194,740,211
Percentage of General Fund Expenditures Devoted to Public Safety	65%	69%	66%

CITY OF LITTLE ROCK PUBLIC SAFETY OPERATING EXPENDITURES AS A PERCENTAGE OF GENERAL FUND REVENUE 2006-2015



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Capital Improvements



CAPITAL FUNDING

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

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

The purpose of the CIP is to fund capital projects and capital acquisitions that will be of a long-term benefit to the citizens of Little Rock. The CIP is financed over a period of time due to the long-term benefit of the projects. For program purposes, the City defines a capital improvement as a major improvement or acquisition that results in a capital asset costing more than \$5,000 and having a useful life (depreciable life) of two years or more. Exceptions are for infrastructure assets which are defined as having a constructed cost greater than \$250,000.

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

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

CAPITAL PROJECT FUNDS PROVIDED BY BOND ISSUES

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

2007 Capital Improvements – The 2007 Capital Improvements were issued to finance the advance refunding of the City's Capital Improvement Revenue Bonds 1998A and to pay the cost associated with the issuance of the Series 2007 Bonds. The Series 2007 bonds are not a general obligation of the City but are a special obligation payable solely from the revenue received by the City from all franchise fees charged to public utilities for the privilege of using the City's streets and right-of-way. The remaining funds available from interest earnings on these bond funds have been allocated to the South Loop and Scott Hamilton Drive improvements described in the Other Significant Non-recurring Capital Improvements section.

2012 Library Construction and Refunding Bonds – The 2012 Library Construction and Refunding Bonds are limited obligations payable through 2032. The Library Bonds were issued to finance the cost of acquiring, constructing, and equipping capital improvements to the City’s public libraries operated by the Central Library System, to refund the City’s outstanding Library Construction Bonds, Series 2004A, and to pay the cost of issuance of the bonds. The bonds are limited tax obligations payable solely from a 0.9 mill annual ad valorem tax.

2013 Capital Improvement Bonds – On September 11, 2012, citizens of Little Rock approved the issuance of \$105 million in Capital Improvement Bonds for the purpose of Street and Drainage infrastructure improvements. The bonds are limited tax general obligations secured by all proceeds derived from a separate 3.0 mills annual ad valorem tax on real and personal property located within the City. The first series of bonds were issued in July 2013 in the amount of \$58,105,000. A second series will likely be issued around 2016. Overall, a maximum of \$73,500,000 will be issued to finance street improvements and a maximum of \$31,500,000 will be issued to finance drainage projects throughout the City.

CAPITAL PROJECT FUNDS PROVIDED BY OTHER SOURCES

2012 – 2021 Capital Project Fund – Accounts for the proceeds of a three eighths (3/8)-cent local sales tax, implemented on January 1, 2012 for the purpose of funding capital projects over a ten (10) year period. The temporary sales tax will sunset in 2021 and is expected to raise approximately \$196 million over the ten (10) year period for the following projects:

3/8-Cent Sales Tax Capital Project Description		Project Cost Estimate
Public Safety:		
Police:		
	Police Equipment	\$303,000
	Public Safety Radio System Upgrade	9,000,000
	911 / 311 Communications Software	2,600,000
	12 th Street Mid-Town Police Station	9,970,000
	Main Police Headquarters & Courts Building	9,000,000
	West Little Rock Police Station	1,000,000
Fire:		
	West Little Rock Fire Station	800,000
	Southwest Fire Station	4,050,000

	Housing and Neighborhood Programs:	
	Code Enforcement Vehicles and Equipment	397,000
	Animal Village Expansion	602,000
	Fleet for New Public Safety Initiatives:	
	Fleet for new Police Staffing and Fire Stations	3,567,000
	Total Public Safety	\$41,289,000
	Public Works:	
	Street Resurfacing and Maintenance, and Street and Drainage Reconstruction and Traffic Signals	\$67,500,000
	Sidewalks	4,500,000
	Total Public Works	\$72,000,000
	Jobs/Economic Development:	
	Port Expansion: land acquisition, utilities, streets	\$10,000,000
	Research Park: land acquisition, utilities, streets	22,000,000
	Economic Development Infrastructure	6,000,000
	Total Jobs/Economic Development	\$38,000,000
	Parks and Recreation, Zoo and Tourism:	
	Parks and Recreation:	
	Equipment for Expanded Maintenance	\$250,000
	Park Upgrades	4,500,000
	West Central Community Center	6,000,000
	Senior Center	980,000
	Ottenheimer Center	54,000
	War Memorial Park	500,000
	MacAuthur Park & Museum	500,000
	Otter Creek Park	500,000
	Crump Park	1,000,000
	Natural Steps Ball Complex	500,000
	Western Hills Park	1,000,000
	Trails	1,500,000

	Zoo:	
	Capital Upgrades	8,000,000
	Tourism:	
	State Fair Infrastructure	3,000,000
	Total Parks and Recreation, Zoo and Tourism	\$28,284,000
	Other Priorities:	
	Fleet Replacement	\$9,250,000
	Information Technology Capital	7,020,000
	Total Other Priorities	\$16,270,000
	Grand Total	\$195,843,000

Short-term Financing – Accounts for proceeds of Short-term Financing, five year notes, issued for the purpose of acquiring, constructing, installing, or renting real property or tangible personal property having an expected useful life of more than one year under and pursuant to and in full compliance with the Constitution and laws of the State of Arkansas, including particularly Section 2 of Amendment 78 to the Constitution of the State of Arkansas, and pursuant to an ordinance of the Board of Directors of the City.

The City issued short-term financing notes in 2012, 2013, and 2014 in the amount of \$18,850,000, \$7.7 million, and \$5,916,000, respectively, to accelerate the completion of projects that will ultimately be funded by 2012 – 2021 Capital Project Fund (3/8)-cent sales tax. Proceeds of the three-eighths (3/8)-cent sales tax will be utilized to fund principal payments on the notes, with transfers to the General Fund. Principal and interest payments on the notes will be appropriated from General Fund revenues. In addition, the City may consider the issuance of additional short-term notes to further accelerate projects funded by the sales tax.

The 2012 note included funding for the following projects:**Land and Buildings**

12th Street Mid-town Police Station	\$7,976,000
West Little Rock Police Station	1,000,000
West Little Rock Fire Station	543,000
Southwest Fire Station - Land Acquisition	366,000
	<u>9,885,000</u>

Equipment and Vehicles

Public Safety Radio Communication System Upgrade	6,109,000
Fleet - Police vehicles for new officers and Fire Truck for West Little Rock Station	2,189,000
Code Enforcement Vehicles and Equipment	397,000
	<u>8,695,000</u>
	<u>\$18,580,000</u>

The 2013 note included funding for the following projects:**Land and Buildings**

Southwest Fire Station	\$459,000
	<u>459,000</u>

Equipment and Vehicles

Public Safety Radio System Upgrade	2,891,000
311/911 Communications Software	2,350,000
Information Technology Capital	2,000,000
	<u>7,241,000</u>
	<u>\$7,700,000</u>

The 2014 note included funding for the following projects:**Land and Buildings**

12th Street Police Station - Final Phase	\$1,994,000
	<u>1,994,000</u>

Equipment and Vehicles

Information Technology Capital	1,000,000
Fire Vehicles and Equipment	2,922,000
	<u>3,922,000</u>
	<u>\$5,916,000</u>

A 2015 Short-term note is anticipated to fund the following:

Land and Buildings

West Central Community Center	\$4,371,812
	<u>4,371,812</u>

Equipment and Vehicles

Thirty (30) Police Vehicles	1,338,000
One hundred (100) Police Tasers	200,000
	<u>1,538,000</u>
	<u><u>\$5,909,812</u></u>

2015 CAPITAL IMPROVEMENTS

In September 2012, citizens authorized the issuance of up to \$105 million in limited tax general obligation bonds for street and drainage improvements. The City issued the first series of bonds for this purpose in the amount of \$58,105,000 in July 2013.

In September 2011, citizens approved a new three-eighths (3/8)-cent sales tax dedicated to capital improvements. The sales tax became effective on January 1, 2012. The tax is temporary, with a ten (10) year sunset. Several short-term notes have been issued to advance key capital projects funded by the tax.

In addition, limited funding for capital improvements has been available from capital grant awards or from the remaining unspent proceeds and interest in the 2007 Capital Improvements Bond fund, and other short-term financing. The remaining balances are authorized primarily for street and drainage improvements, waste collection and disposal vehicles and equipment, and fire and police buildings and equipment.

The injection of new capital provided by the three-eighths (3/8)-cent sales tax, bond issues, grant funds, and short-term financing, and the future impact of completed projects on ongoing operations is considered in preparation of annual departmental operating budgets.

Projects in the CIP can include:

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

When both restricted and unrestricted resources are available for use, it is generally the City's policy to utilize restricted resources first. For projects funded by tax-exempt debt proceeds and other sources, the debt proceeds are utilized first.

Purchased or constructed capital assets are reported at cost or estimated historical cost. Donated capital assets are recorded at their estimated fair value at the date of donation.

MAJOR CAPITAL PROJECTS

Capital expenditures in the amount of approximately \$38,155,000 are planned in 2015 and are funded by a variety of sources as described in detail below.

CIP – Significant Routine Capital Expenditures:

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

Department	Quantity	Estimated Cost	Estimated Useful Life	Funding Source
Zoning/Planning				
Crew Trucks for Codes	3	\$70,000	6 - 8yrs	3/8-cent Sales Tax - Capital Project
Housing & Neighborhood Programs				
Dodge Ram Tradesman	4	96,000	6 - 8yrs	5/8-cent Sales Tax - Special Project
Ford Fiesta	2	30,000	6 - 8yrs	5/8-cent Sales Tax - Special Project
Kubota Mowers	2	14,000	6 - 8yrs	5/8-cent Sales Tax - Special Project
Parks & Recreation				
Grapale Truck	1	225,334	8 - 10yrs	5/8-cent Sales Tax - Special Project
Golf Equipment	Var.	239,666	6 - 8yrs	5/8-cent Sales Tax - Special Project
Fire Administration				
Sedans	2	50,000	6 yrs	5/8-cent Sales Tax - Special Project
Police Patrol				
Various Patrol & Detective Cars	TBD	156,000	6yrs	5/8-cent Sales Tax - Special Project
Zoo				
Sky Lift	1	65,000	6-8yrs	3/8-cent Sales Tax - Capital Project
Carts	3	37,000	6 yrs	3/8-cent Sales Tax - Capital Project
Fleet				
Conversion of CNG vehicles	5	30,000	8-10yrs	3/8-cent Sales Tax - Capital Project
Other		\$21,600		
		<u>\$1,034,600</u>		

CNG=Compressed Natural Gas

CIP – Significant Non-Routine Capital Expenditures and Projects:

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

Department	Quantity	Estimated Cost	Estimated Useful Life	Funding Source
Fire				
Fire Trucks (Lease Program)	TBD	610,244	15-20yrs	3/8-cent Sales Tax - Capital Project
		<u>\$610,244</u>		
TBD=To be determined				

CIP - Other Significant Non-recurring Capital Improvements:

These projects are unusual, non-recurring capital improvement projects funded by the new 3/8-cent sales tax, grant awards, short term financing, private donations and other sources.

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

- **Estimated Total Project Cost:** \$13,152,028
- **Funding Sources:** Short Term Financing allocations, Justice Assistance Grant funds, CDBG Disaster Grant funds, Seized Money funds, and 3/8 cent sales tax
- **2015 Estimated Expenditures:** \$600,052
- **Estimated Completion Date:** April, 2015. Partial occupancy took place in July, 2014. Full occupancy is expected by April, 2015
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$150,000 is projected for utilities, maintenance, and supplies, which is included in the 2015 Police Department general fund budget allocation. Existing personnel and equipment will be reassigned to the new station.

West Little Rock Police Station Renovation – The City plans to acquire and renovate an existing structure in West Little Rock along the Highway 10 corridor. The station will provide an additional fueling location and mini-substation for officers assigned to the far west area of Little Rock.

- **Estimated Total Project Cost:** \$1,000,000
- **Funding Sources:** Short Term Financing allocation, 3/8-cent sales tax
- **2015 Estimated Expenditures:** \$995,000
- **Estimated Completion Date:** December 2015
- **Estimated Increase to Operating Expenditures:** Increased operating expense of approximately \$150,000 is projected for fuel, utilities, and supplies, which will be included in the 2015 Police Department budget allocation.

911/311 Communications Software – Upgrade of the existing telephone and recording systems in the Communications Center; upgrade of the 9-1-1 Computer Assisted Dispatch (CAD) software; upgrade of the existing 3-1-1 Customer Service Request (CSR) software; upgrade of consoles, furnishing and hardware support environment in the Communications Center to accommodate new systems.

- **Estimated Total Project Cost:** \$2,600,000
- **Funding Sources:** Short Term Financing allocation, 3/8-cent sales tax

- **2015 Estimated Expenditures:** \$895,000
- **Estimated Completion Date:** December, 2015
- **Estimated Increase to Operating Expenditures:** There should not be any additional operating expense associated with this upgrade, as the anticipated maintenance expense is expected to be comparable to or less than current maintenance requirements.

Southwest Little Rock Fire Station – The Little Rock Fire Department is beginning plans for a new fire station in Southwest Little Rock, which will be funded with proceeds of the 3/8-cent sales tax. The City completed the purchase of land for the new station in 2014 and begin architectural plans. Construction of the station has been delayed until 2016.

- **Estimated Total Project Cost:** \$4,050,000
- **Funding Sources:** Short-term financing allocation; 3/8-cent sales tax proceeds
- **2015 Estimated Expenditures:** \$0
- **Estimated Completion Date:** December, 2016
- **Estimated Increase to Operating Expenditures:** Twenty-four (24) new fire fighters will be added to staff the new station at an estimated first year cost of approximately \$1.6 million. The fire firefighters may be phased in with initial staffing of twelve (12). In addition, increased operating expense of \$50,000 is projected for utilities and supplies, which will be included in the Fire Department budget allocation upon completion of the new facility.

Animal Village Expansions – Animal Village expansion includes an animal intake area that will allow staff to assess, treat and clean animals. In addition, a cat communal display area for citizens to view and interact with adoptable cats is planned, along with a volunteer prep area, animal control officer quarters, and a vehicle bay. 2015 expansion is dedicated to a new crematorium and euthanasia area.

- **Estimated Total Project Cost:** \$602,000
- **Funding Sources:** 3/8-cent sales tax proceeds
- **2015 Estimated Expenditures:** \$160,000
- **Estimated Completion Date:** October, 2015 (crematorium and euthanasia); 2021 for other phases of the project.
- **Estimated Increase to Operating Expenditures:** An increase in operating expenses of \$10,000 is anticipated for utilities to be included in the Housing and Neighborhood Programs – Animal Village budget.

AR Heritage Farm Project – Little Rock received Federal Parks Grant funding to assist with the renovation of the Zoo Farm Exhibit. The construction will include a new barn, poultry buildings and interactive animal feeding area. This project will be ADA accessible for all guests.

- **Estimated Total Project Cost:** \$756,000

- **Funding Sources:** 3/8-cent sales tax \$631,000, Federal Parks Grant \$125,000.
- **2015 Estimated Expenditures:** \$742,050
- **Estimated Completion Date:** July 2015 (2014-2015 Project)
- **Estimated Increase to Operating Expenditures:** Increased operating expenses of \$87,400 are projected for utilities, maintenance, animal food, supplies and staffing, which will be included in the 2015 Zoo general fund budget allocation.

AR Heritage Farm Graphics Project – All area signage including, interpretive educational and animal ID signage for new exhibit. This signage is to identify each species and interpretation to teach guests and school groups need for conservation, necessity of AR farming and how it affects our economy.

- **Estimated Total Project Cost:** \$75,000
- **Funding Sources:** 3/8-cent sales tax \$75,000,
- **2015 Estimated Expenditures:** \$75,000
- **Estimated Completion Date:** July 2015 (2014-2015 Project)
- **Estimated Increase to Operating Expenditures:** There should not be any additional operating expenses associated with this exhibit other than routine maintenance covered by Zoo operating budget.

Reticulated Python Project – To meet AZA accreditation requirements the Zoo will convert the existing Animal Enrichment Display to the reticulated python exhibit for holding of a very large snake.

- **Estimated Total Project Cost:** \$25,000
- **Funding Sources:** 3/8-cent sales tax \$25,000
- **2015 Estimated Expenditures:** \$25,000
- **Estimated Completion Date:** June 2015
- **Estimated Increase to Operating Expenditures:** There should not be any additional operating expenses associated with this exhibit other than routine maintenance covered by Zoo operating budget.

Train Pit Renovation – To meet AR OSHA requirements an expanded pit must be constructed for use to service the new train at the Zoo. This pit is used for fluid changes and other routine maintenance.

- **Estimated Total Project Cost:** \$25,000
- **Funding Sources:** 3/8-cent sales tax \$25,000
- **2015 Estimated Expenditures:** \$25,000
- **Estimated Completion Date:** May 2015
- **Estimated Increase to Operating Expenditures:** There should not be any additional operating expenses associated with this exhibit other than routine maintenance covered by Zoo operating budget.

Gray Water Treatment Plant – In partnership with the Parks Department to promote conservation and to reduce Zoo water consumption. This plant will also catch the water run-off from the War Memorial Water Park repurposing to gray water for use at the Bear/Otter/Bush Dog Exhibits.

- **Estimated Total Project Cost:** \$46,000
- **Funding Sources:** Zoo General Deferred Maintenance Fund, Special Project Fund from Sale of Ray Winder Field
- **2015 Estimated Expenditures:** \$23,860
- **Estimated Completion Date:** July 2015 (2014-2015 Project)
- **Estimated Increase to Operating Expenditures:** The only additional costs for this project are utilities and chemicals (approximately \$1200 per year) to operate the plant, which will be covered by the savings from reduction in water expenses.

Bush Dog & Otter Exhibit Renovation – To upgrade the exhibit to meet current AZA, USDA and AR OSHA requirements. The open moats will be filled in, secondary containments built and adequate shading to protect the animals along with visitor viewing areas for better guests experiences.

- **Estimated Total Project Cost:** \$550,000
- **Funding Sources:** 3/8-cent sales tax \$550,000
- **2015 Estimated Expenditures:** \$550,000
- **Estimated Completion Date:** May 2015
- **Estimated Increase to Operating Expenditures:** There should not be any additional operating expenses associated with this exhibit other than routine maintenance covered by Zoo operating budget.

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

- **Estimated Total Project Cost:** \$1,375,000
- **Funding Sources:** 2009 Parks and Recreation bonds funded the first \$1,225,000 of the project. Additional improvements including the stream restoration will be funded by the 3/8-cent sales tax.
- **2015 Estimated Expenditures:** \$150,000
- **Estimated Completion Date:** December, 2015
- **Estimated Increase to Operating Expenditures:** Increased operating expense of \$162,690 is projected for staffing, utilities, maintenance, and supplies based on the acreage of the Park.

West Central Community Center – The West Central Community Center and Pool will be constructed over the next few years with proceeds from the new 3/8-cent sales tax. The community center will be an approximately 24,000 square feet facility to provide life style leisure and educational choices for family members.

Estimated Total Project Cost: \$6,200,000

- **Funding Sources:** 3/8-cent sales tax proceeds
- **2015 Estimated Expenditures:** \$5,500,000
- **Estimated Completion Date:** April, 2016
- **Estimated Increase to Operating Expenditures:** The operating expense for staffing, utilities, maintenance, and supplies is expected to be approximately \$565,000 in the first full year of operation. Parks staff will determine costs in preparation for the 2016 operating budget.

Information Technology – The City will be upgrading various technology infrastructure, hardware and software over the next ten (10) years with proceeds from the temporary 3/8-cent sales tax. The total estimated allocation of proceeds for technology expenditures from 2012 – 2021 is \$7,020,000. The primary expenditure for 2015 will be City website upgrade and Voice over Internet Protocol (VoIP) phone system.

- **Estimated Total Project Cost:** \$7,020,000
- **Funding Sources:** 3/8-cent sales tax proceeds
- **2015 Estimated Expenditures:** \$400,000
- **Estimated Completion Date:** December, 2015
- **Estimated Increase to Operating Expenditures:** Ongoing maintenance expenditures will be phased in with the completion of various projects and will be included in the repairs and maintenance budget for the Information Technology Department operations each year. The repairs and maintenance for the VoIP phone system will be cost allocated across all City departments based on the number of phones in use.

Cantrell Road (Mississippi Street to the Perryville Road) – The City of Little Rock has agreed to partner with the Arkansas State Highway Department, providing a local match for approximately a \$10 million project to improve State Highway 10, Cantrell Road from Mississippi Street to Perryville Road. The AHTD will handle construction.

- **Estimated Total Project Cost:** Includes engineering, land acquisition, utility relocation and construction cost.
- **Funding Sources:** Federal Highway Administration \$9,540,000. City share: 2013 Infrastructure Bonds – \$954,000;
- **2015 Estimated Expenditures:** \$10,000 (possible ROW)
- **Estimated Completion Date:** December, 2015
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

Scott Hamilton Drive – The City of Little Rock expects to receive approximately \$2.25 million from federal highway grants and the Arkansas State Highway Department’s Transportation Improvement Program for improvement to the street from Baseline Road to JE Davis Drive. The AHTD will handle the land acquisition process and construction for the City.

- **Estimated Total Project Cost:** \$2,885,000; Includes engineering and construction cost of \$2,249,000 and right-of-way and utility relocation cost of \$636,000.
- **Funding Sources:** Federal Highway Administration Discretionary Allocation through Metroplan for Local Urban Projects (LUZA) - \$2,250,000; 1998 Infrastructure Bonds - \$635,000;
- **2015 Estimated Expenditures:** \$20,000 (change orders)
- **Estimated Completion Date:** December, 2015
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

South Loop Grade Separation – The City of Little Rock received approximately \$6.82 million from federal highway administration grants and the Arkansas State Highway Department’s Transportation Improvement Program for construction of a new street and railroad overpass connecting Mabelvale West Road to Alexander Road. The initial right-of-way acquisition process was completed in 2011 and construction was substantially completed in 2013.

- **Estimated Total Project Cost:** \$8.53 million; Includes engineering and construction cost of \$6.88 million and right-of-way and utility relocation cost of \$1.65 million.
- **Funding Sources:** Federal Highway Administration Grants - High Priority Project Funding \$6,822,000; 1988 Capital Improvement Bonds - \$1,147,000; Street Fund \$469,700.
- **Estimated Completion Date:** The project was placed in service in 2013 and is now pending final inspection and payment by the AHTD in 2015.
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

Arkansas River Trail Western Termini of the River Bluffs Section – Little Rock received funding from the Department of Transportation, Transportation Alternative Program (TAP) to complete another section of the trail. The new construction will start from the eastern end of the North Cantrell Road at the Gill Street Bridge and run along the river of the Dillard Department Store Headquarters’ western property line. The City of Little Rock funded an eight foot connector trail that will tie trail to the sidewalk on the north side of Cantrell Road.

- **Estimated Total Project Cost:** \$960,000
- **Funding Sources:** TAP Grant \$590,000; match amount of \$97,500 from the General fund; and capital improvement funds of \$272,500

- **2015 Estimated Expenditures:** \$750,000
- **Estimated Completion Date:** 2015
- **Estimated Increase to Operating Expenditures:** Not Applicable. Trail maintenance will be performed with the current allocation included in the Parks & Recreation budget.

North Cantrell at Gill Street Bridge Replacement – Little Rock expects to receive a State Aid Bridge Replacement grant from the Arkansas Highway and Transportation Department. The project will replace an obsolete and deteriorating bridge over Rose Bayou (Capitol Drain) with a new two lane bridge that will include dedicated bike lanes for the River Trail.

- **Estimated Total Project Cost:** \$650,000
- **Funding Sources:** Metroplan (Federal Highway Administration) \$520,000; and City matching funds \$130,000.
- **2015 Estimated Expenditures:** \$350,000
- **Estimated Completion Date** December, 2016
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual allocations for street maintenance in the Street Fund budget and from the Parks and Recreation maintenance budget.

Arkansas River Trail Union Pacific Bridge – Little Rock received General Improvement funds from Act 1210 of 2005 and the State of Arkansas to build a pedestrian/bike bridge over the Union Pacific Rail Road Bridge as part of the Arkansas River Trail.

- **Estimated Total Project Cost:** \$1,033,000
- **Funding Sources:** State of Arkansas General Improvement Fund in the amount of \$1,033,000.
- **2015 Estimated Expenditures:** \$750,000
- **Estimated Completion Date:** August, 2016
- **Estimated Increase to Operating Expenditures:** The operating expenses are included in the Parks & Recreation budget.

University Avenue Signal System Optimization – Little Rock received notice from Metroplan that funding would be available to construct an adaptive traffic signal control system in the University Avenue corridor from Cantrell Road (State Highway 10) to Interstate 30. This system would reduce delay at signalized intersection and improve traffic flow through the corridor.

- **Estimated Total Project Cost:** \$1,152,000
- **Funding Sources:** Transportation Improvement Project Funds \$921,600; Street Fund \$230,400
- **2015 Estimated Expenditures:** \$200,000
- **Estimated Completion Date:** December, 2016

- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

Geyer Springs Railroad Overpass – Little Rock received notice from Metroplan and the Arkansas Highway and Transportation Department that funding would be available to construct a long-planned street railroad on Geyer Springs just north of 65th.

- **Estimated Total Project Cost:** \$10 million
- **Funding Sources:** Transportation Improvement Project Funds \$8 million; 2013 Bond Funds \$2 million
- **2015 Estimated Expenditures:** \$750,000
- **Estimated Completion Date:** September, 2016
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

Main Street Water Quality Grant – Little Rock has received a grant from the Arkansas Natural Resources Commission (ANRC) and the Environmental Protection Agency to construct low impact development improvements on Main Street from Markham to Capitol Avenue. The project includes a partnership with the E-Stem School for water quality education.

- **Estimated Total Project Cost:** \$2.42 million
- **Funding Sources:** ANRC Grant \$900,000 million; Designated Grant Match \$478,000; 3/8-cent Sales Tax Funds \$555,000; and 2013 Bond Funds \$487,000.
- **2015 Estimated Expenditures:** \$1 million
- **Estimated Completion Date:** August, 2015
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

Public Works 3/8-Cent Sales Tax Street Resurfacing and Drainage Projects

The new 3/8-cent sales tax will provide funding for approximately \$72 million in street resurfacing and maintenance, street drainage reconstruction, traffic signals, traffic calming, and sidewalks over the next ten (10) years. The Board specified projects for the 2012 improvement program and all those projects are substantially complete. Following a series of community meetings, the Board has specified projects for the 2013 - 2015 improvement program. Additional community meetings will be held beginning in 2015 to determine the 2016-2018 program and in 2018 for the 2019-2021 program.

- **Estimated Total Project Cost:** \$72,000,000
- **Funding Sources:** 3/8-cent sales tax
- **2015 Estimated Expenditures:** \$6.0 million
- **Estimated Completion Date:** December, 2016 (2012-2015 projects)

- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

Public Works 3/8-Cent Sales Tax			
Street and Drainage Projects (2012-2015 Projects)			
Ward	Project	Location	Project Cost
1	23rd Street Drainage	Drainage Pettaway Park to 23rd St.	\$80,000
1	26th Street	Fair Park to Harrison	525,000
1	8th & Brown St	Drainage improvements	500,000
1	Daisy L Gatson Bates	Drainage improvements 2400 block	100,000
1	Elm Street	West 26th south to West 27th.	150,000
1	MLK Blvd	Drainage improvements 28th to 30th.	100,000
1	N Gaines	Connect north end of Gaines to River Trail	25,000
1	Schiller St	Drainage improvements 23rd to Roosevelt	100,000
1	South Tyler	West 30th to West 32nd.	370,000
1	Valmar	Repair drainage at 2209 Valmar.	110,000
1	Woodlane St	Drainage improvemetns Victory to Capitol Drain	400,000
1	Ward 1 Sidewalk	Miscellaneous Sidewalk	140,000
1 Total			2,600,000
2	Abigail St	8th to 10th	370,000
2	Adams St	12th St north to I-630.	1,000,000
2	Butler Rd	Butler Road at Allyson Circle	15,000
2	Lancaster Drainage	5900 block Lancaster Rd and Lyndell Dr.	150,000
2	Tamela Dr	Drainage improvements Valley to Ramona Dr.	45,000
2	Westminister Dr	Street and drainage improvements at #45	20,000
2	Windamere Phase 2	Continuation of drainage work Windamere to Carlyle	100,000
2	Woodson Rd	Young Road to Hallifax	900,000
2 Total			2,600,000
3	Clarkson St	C Street to H Street	300,000
3	Florida Street	L Street to M Street	280,000
3	Hawthorne / Tyler	Drainage improvements at Tyler Street	170,000
3	N Pine St	Lee to Kavanaugh	375,000
3	Overlook Drive	Drainage Rebsamen to Greathouse	120,000
3	P St	Peirce to Taylor	430,000
3	Sherrill Road	Rebsamen Park to N Sherrill	650,000
3	W Street	Grant to University	275,000
3 Total			2,600,000
4	Breckenridge Drive	Drainage improvements 2600 block	95,000
4	Echo Valley Ct	Drainage improvements 9900 block	100,000
4	Gristmill Rd	Drainage improvements	190,000
4	Longlea Ct	Drainage improvements at #63	105,000
4	Northbrook Circle	Drainage improvemetns Northbrook to Brookhaven	100,000
4	Pleasant Valley	Drainage improvements near Fulbright School	120,000
4	Pleasant Valley	Roundabout at Pleasant Valley and Arkansas Valley	600,000
4	River Mtn Rd	Corrugated metal pipe rehabilitation	175,000
4	Rodney Parham	Bike lanes markings Valley Club north to Cantrell	470,000
4	Rodney Parham at Buff	Drainage improvements at Buff Lane	175,000
4	Russ St	Cantrell to Pankey Park	250,000
4	White Willow Ct	Drainage improvements	120,000
4	Ward 4 Sidewalk	Miscellaneous Sidewalk	100,000
4 Total			2,600,000

Public Works 3/8-Cent Sales Tax			
Street and Drainage Projects (2012-2015 Projects)			
Ward	Project	Location	Project Cost
5	Bradberry Dr	Drainage improvements Bradberry to Sawgrass	60,000
5	Dorado Beach Dr	Replace culvert 1600 block	120,000
5	Dorado Beach Dr	Drainage improvements 1400 block	40,000
5	Gamble Rd	Arthur north to mid 200 block	960,000
5	Heatherbrae/Glenn Valley	Culvert crossing Glenn Valley at Stone Creek	60,000
5	LaMarche Drive	New roadway LaMarche Dr north to Taylor Loop	900,000
5	Ledgelawn Dr	Replace culvert at #7	80,000
5	Maywood Subdivision	Drainage improvements Aberdeen to Cantrell	200,000
5	Taylor Loop	Drainage Improvements on Taylor at Gooch	150,000
5	Traffic Calming	Miscellaneous	30,000
5 Total			2,600,000
6	36th St & Schackleford	Shackleford to Dartmoth w/sidewalk on Shackford	515,000
6	Broadmoor Subdivision	Repair curb and gutter at multiple locations	20,000
6	Malloy St	42nd St to Col. Glenn	1,100,000
6	Potter St	Colonel Glenn to 40th St.	800,000
6	Ward 6 Sidewalk	Miscellaneous Sidewalk	165,000
6 Total			2,600,000
7	Dartmoor at Mann Rd	Drainage improvements	20,000
7	Marlborough St	Young Road to Halifax	600,000
7	Meadowcliff Sidewalk	Meadowcliff School on Sheraton Dr. and Edgemont	330,000
7	Sandy Lane / Shady Brook	Drainage improvements	150,000
7	Shelia Lane & Meyer Rd	Drainage improvemetns Shelia Lane at Meyer	220,000
7	Thompson Rd	Drainage improvements	85,000
7	Victoria / Woodford	Install underground drainage system.	250,000
7	Ward 7 Sidewalk	Miscellaneous Sidewalk	50,000
7	Yarberry Lane	Chicot to Deer Meadow	895,000
7 Total			2,600,000
Grand Total			\$18,200,000
		Estimated 2015 Expenditure	\$6 million

2015 STREET RESURFACING PROGRAM				
WARD	STREET NAME	STREET		Length
		FROM	TO	
1	W. 22nd St	Harrison St	Cedar Street	4,212
1	S. Van Buren St	W. 21st St	W. 22nd St	316
1	Battery St	Roosevelt Rd	W. 29th St	1,300
1	W. 30th St	Wolfe St	Martin Luther King Jr	1,050
1	3-M Rd	HWY 365 S.	Rangel Rd	2,670
1	W. 28th St	Martin Luther King Jr	Wolfe St	1,000
1	W. 17th St	Main St	Broadway St	1,400
1	Wright Ave	Chester St	Martin Luther King Jr	1,500
1	Joshua St	Asher Ave	S. to end at gate	170
1	Ventura Ave	E. 9th St	S. to end at gate	495
1	S. Cross St	W. 2nd St	W. Capitol Ave	960

2015 STREET RESURFACING PROGRAM				
WARD	STREET NAME	STREET		Length
		FROM	TO	
1	Wolfe St	Roosevelt Rd	Wright Ave	2,580
1	W. 33rd ST	Center St	Arch St	1,105
1	Broadway St	W. 33rd St	W. 34th St	500
1	Baltimore St	Springer Blvd	Detroit St	1,450
1	Spring St	W. 18th	W. 23rd	1,876
1	Park St	Wright Ave	24th Street	2,160
1	Center Street (conc 23rd to 20th)	Charles Bussey	Roosevelt Rd	2,111
1	Chester Street	I-630	Roosevelt Rd	5,960
1	W. 6th Street	Main Street	Chester Street	3,170
1	East 6th Street	I-30	Rock Street	1,380
1	W. 30th Street	Wolfe Street	Martin Luther King Jr	1,050
1	Battery Street	Roosevelt Road	W. 29th Street	1,300
1	W. 28th Street	Martin Luther King Jr	Wolfe Street	1,000
1	Marshall Street	Roosevelt Road	end south of W. 33rd	3,160
1	Gaines Street	W. 17th Street	Roosevelt Road	3,210
1	Summit Street	W. 29th Street	Valliere Street	1,315
1	Valliere Street	Battery Street	Summit Street and	323
1	Valentine Street	W. 25th Street	Asher Avenue	340
1	Brown Street	W. 23rd Street	Asher Avenue	310
1	Daisey Bates Drive	Martin Luther King Jr	Woodrow Street	4,260
1	Daisey Bates Drive	Martin Luther King Jr	Commerce Street	6,360
1	Sherman Street	E. Capitol Avenue	E. 9th Street	1,290
1	Rock Street	East 21st Street	East 24th Street	1,030
1	W. 35th Street	Chester Street	Martin Luther King Jr	1,190
1	Minor Street	W. 18th Street	Charles Bussey Avenue	655
1	W. 23rd Street	Main Street	Broadway Street	1,415
1	Short Spring Street	W. 33rd Street	south to end	340
1	W. 22nd Street	Wolfe Street	Park Street	1,300
1	W. 29th Street	Asher Ave	Fair Park Boulevard	4,487
1	E. 4th Street	Main Street	Ferry Street	2,220
1	W. Roosevelt Road (AHTD ROW)	Battery Street	Woodrow Street	2,975
1	7th Street	Broadway Street	Ferry Street	3,640
1	W. 15th Street	Woodrow Street	Brown Street	1,365
1	State Street	W. 28th Street	Short W. 32nd Street	1,575
1	Main Street (AHTD grant - bike lanes, full mill)	17th Street	Roosevelt Road	2,900
1	Main Street (AHTD grant - bike lanes, full mill)	I-630	17th Street	1,870
1	Main Street (overlaps AHTD grant project)	Roosevelt Road	W. 24th Street	525

2015 STREET RESURFACING PROGRAM				
WARD	STREET NAME	STREET		Length
		FROM	TO	
2	Hendrix Ave	W. 14th St	South to End	600
2	Scott Hamilton Dr (MILLING/civil project?)	I:30 R.O.W.	W. 65th St	3,100
2	Lovett Dr	Sunset Lane	East to end of pavement	665
2	Margie Cir	Loetscher Lane, South to 90° turn to the East	Sunset Ln	1,428
2	South Heights Rd	Baseline Rd, South to begin private section @ entrance to Southern Pines Mobil Home Park	Entrance to Southern Pine Mobile Park	1,226
2	Community Rd	Baseline Rd	Dead End	2,034
2	Christian Dr	Scott Hamilton Rd	Community Rd	647
2	Republic Lane	Valley Drive	Rinke Road	2,100
2	Palo Alto Dr	Geyer Spring Road	East to end	740
2	Trenton Lane	Geyer Spring Road	Republic Lane	1,100
2	Elmore Rd	Warren Rd	Stillman Dr	1,465
2	Arnold St	Baseline Rd	N. to end	627
2	Redwood Dr	Warren Dr	Oakgrove Ln	1,375
2	Valley Dr	Mabelvale Cutoff	Valley Dr	2,534
2	W. 28th St	S. University Ave	S. Fillmore St	1,270
2	Geyer Springs Rd	Valley Drive	Mabelvale Cutoff	2,375
2	Knollwood Rd	Warren Dr	Oakgrove Ln	1,375
2	Woodfield Rd	Warren Dr	Stillman Dr	1,485
2	Warren Dr	Valley Drive N.	Dead end @ Fairfield Dr	1,345
2	Sunnydale Dr	Mabelvale Pike	Mabelvale Pike	1,580
2	Primrose Ln	Mabelvale Pike	W. 51st St	664
2	W. 51st St	Maureen Dr	Mabelvale Pike	1,585
2	Hinkson Rd	Geyer Spring Rd	Oman Rd	1,950
2	Windamere Drive	Geyer Springs Road	east to end incl culdesac	1,233
2	S.University Ave (East half)	Asher Avenue	W. 19th Street	6,300
2	Saxony Circle	Queensboro Drive	Queensboro Drive	3,650
2	Shelly Drive	Baseline Road	Keats Drive	1,422
2	Kipling Lane	Dickens Lane	Dreher Lane	665
2	Kipling Court	Kipling Lane	east to end	250
2	Dickens Lane	Keats Drive	Dreher Lane	980
2	Wordsworth Drive	Dreher Lane	east to end	150
2	Dreher Court	Dreher Lane	east to end	85
2	Worton Drive	Dreher Lane	north to end	135
2	Chaucer Lane	Keats Drive	Carlyle Drive	1,630
2	Carlyle Drive	Geyer Springs Road	Chaucer Lane	1,340
2	Terryson Drive	Chaucer Lane	Walpole Drive	210
2	Queensboro Drive	Geyer Spring Road	Saxony Circle	840
2	Wemberly Drive	Saxony Circle	Saxony Circle	1,040

2015 STREET RESURFACING PROGRAM				
WARD	STREET NAME	STREET		Length
		FROM	TO	
2	Northcliff Drive	Saxony Circle	Susanne Drive	290
2	Susanne Drive	Fairfield Drive	South to End	1,130
2	Fairfield Drive	Susanne Drive	Oakgrove Lane	2,200
2	Jacques Road	Fairfield Drive	Tena Lane	985
2	Tena Lane	Jacques Road	Susanne Drive	510
2	Delilah Lane	Jacques Road	Susanne Drive	530
2	Ricky Lane	Lara Lane	Malabri Drive	840
2	Reck Road	Baseline Road	9216 Reck Road	1,170
2	Rinke Road	Geyer Springs Road	east to end	2,040
2	W. 8th Street	Peyton Street	Elm Street	980
2	Lewis Street	W. 12th Street	W. 8th Street	1,300
2	W. 24th Street	Fairpark Boulevard	Fillmore Street	600
2	W. 26th Street	Fairpark Boulevard	Fillmore Street	600
2	W. 26th Street	Harrison Street	Fairpark Boulevard	625
2	Loetscher Lane	Baseline Road	Valley Drive	2,330
2	Loetscher Lane	Valley Drive	Sunset Lane	635
2	Stanton Road	Baseline Road	I-30 Frontage Road	3,430
2	Adams Street (Civil project?)	W. 12th Street	I-630	1,200
2	Maryland Avenue	Washington Street	Elm Street	1,400
2	W. 10th Street	Abigail Street	Washington Street	700
2	Baseline Road (AHTD HWY)	Geyer Springs Road	Hilaro Springs Road	7,950
2	Baseline Road (AHTD HWY)	Hilaro Springs Road	Arch Street	3,550
2	Doyle Springs Road	Baseline Road	I-30 Frontage Road	3,615
2	Butler Road	W. 65th Street	Ballinger Road	2,290
2	Patterson Road	65th Street	Ballinger Road	3,700
2	Eva Lane	Valley Drive	south of Milford Drive	2,160
2	Milford Drive	Chicot Road	Eva Lane	1,360
3	Ridgecrest	"H" Street	N. University Ave	1,670
3	Cleveland Street	"H" Street	Ridecrest Dr	485
3	Garfield Circle	"H" Street	South to end plus cul de	265
3	Arthur Street	"H" Street	Ridgecrest Dr	485
3	S. Scenic Dr	N. Grandview St 5200	5500 Grandview	1,196
3	N. Plaza Dr	W. Markham St	N. McKinley	1,478
3	Blue Ridge Cir	N. Grandview St	Scenic Dr	1,410
3	Amherst Dr	Mcadoo St	Auburn Dr	765
3	Cedar Hill Rd	Rebsamen Park Rd	Riverfront Dr	1,352
3	W. 2nd St	S. Summit St	Dead End	330
3	Battery St	W. 2nd St	W. Markham	300
3	"C" St	N. Pierce St	east to end at guardrail	700
3	N. Oak St	Kavanaugh Blvd	Hill Rd	285

2015 STREET RESURFACING PROGRAM				
WARD	STREET NAME	STREET		Length
		FROM	TO	
3	N. Pierce St	Lee Ave	B St	700
3	Walnut St	S. Lookout Rd	Kenyon St	298
3	Oriole Cir	Sandpiper Dr	N. to end (Inc Cul-De-	164
3	Stonewall Rd	Newton St east	Dead End east of N. Jackson St	1,190
3	Pine Manor Drive	Shannon Drive	Ranch Valley Drive	1,450
3	Overlook Drive (civil project?)	Rebsamen Park Rd	Rockwood Road	5,900
3	"P" Street	University Avenue	Polk Street	1,710
3	W. 4th Street	Booker Street	Johnson Street	320
3	McAdoo Street (civil project?)	Markham Street	"H" Street	2,590
3	Cantrell Road (AHTD ROW)	N. Grant Street	Normandy Drive	600
3	Cantrell Road (AHTD ROW)	Georgia Avenue	"T" Street	1,260
3	Marham/Boone/3rd	Bridge near Wolfe Street	Pine Street	7,400
3	Normandy Road	Cantrell Road	Cantrell Road	1,400
3	Normandy Lane	Shannon Drive	Normandy Road	550
3	Pine Manor Drive	Ranch Valley Road	Ranch Valley Road	2,405
3	W. 7th Street	Woodrow Street	Pine Street	3,140
4	Woodberry Road	Pebble Beach Dr	South to Hinson Road	1,350
4	Edgemond Dr	Woodberry Rd	Hinson Road	950
4	Longlea Court	Pebble Beach Dr	North to end plus Cul-de-	830
4	Valley View Dr	Pleasant Forest Dr	4216 Valley View Dr	1,362
4	Sugar Maple Lane	4224 Sugar Maple Ln	Sam Peck Road	1,250
4	White Fir Cove	White Fir Lane	North to end plus Cul-de-	300
4	Sierra Forest Dr	Pleasant Forest Dr	Pleasant Ridge Rd	1,165
4	Agate Cove	Garnet Ct	East to end plus cul-de-	500
4	Christopher Cove	Sugar Maple Ln	Northeast to end plus cul-de-sac	465
4	Christopher Drive	Sugar Maple Ln	Sugar Maple Ln	1,400
4	Valley View Dr	4216 Valley View Dr	North to end plus Cul-de-	875
4	Sugar Maple Lane	Valley View Dr	4224 Sugar Maple Ln	2,175
4	Forest Maple Court	Sam Peck Rd	East to end plus cul-de-	450
4	Forestwood Cove	Sugar Maple Ln	south to end plus cul-de-	425
4	Shadywood Court	Sugar Maple Ln	south to end plus cul-de-	610
4	Sam's Cove	Sugar Maple Ln	East to end plus cul-de-	310
4	Sugar Maple Court	Sugar Maple Ln	North to end plus Cul-de-	400
4	White Fir Lane	Pleasant Forest Dr	N. & W. to end	1,400
4	Longview Rd	Hinson Rd	Pleasant Forest Drive	1,325
4	Cherry Creek Cove	Pleasant Forest Dr	North to end plus Cul-de-	768
4	Summerdale Ln	Butterfield @ Piedmont Cir.,	N.E. thru Piedmont Ln. to end, including Cul de	750

2015 STREET RESURFACING PROGRAM				
WARD	STREET NAME	STREET		Length
		FROM	TO	
4	River Ridge Ct	River Ridge Cir	E. to end (Inc Cul-De-Sac)	391
4	Painted Valley Dr	Hidden Valley Dr	Cocono Valley Dr	1,160
4	Gristmill Rd	Old Forge Dr	Old Forge Dr	3,553
4	Pamela Dr	Loretta Ln	Biscayne Drive	2,190
4	Hinson Loop Rd	Hinson Rd	Rainwood Rd	1,270
4	Rocky Valley Drive	Rodney Parham Road	East to end	2,345
4	Pleasant Valley Drive	Platte Valley Drive	Rodney Parham Drive	2,870
5	Point West Dr	Kanis Rd	Point West Cir	320
5	Point West Cir	Point West Dr	Point West Dr	3,284
5	Point West Cv	Point West Cir west	end (inc Cul-De-Sac)	636
5	Woodcreek Dr	Cherrybark Dr	Pride Valley Dr	1,705
5	Patriot Ct	Pebble Beach Dr S.	end (inc Cul-De-Sac)	170
5	Cape Cod Ct	Pebble Beach Dr S.	end (inc Cul-De-Sac)	258
5	Turtle Creek Ct	Saint Charles Blvd	N. to end (Inc Cul-De-	880
5	Loyola Drive at Wellington Roundabout	Traffic Circle	Traffic Circle	
5	Chenal Parkway	Kanis Road (east)	Gamble Road	9,500
6	Oak Lane	W. Markham St,	South to end	1,254
6	Meadowbrook Dr	Markham, S. thru Meadowbrook Ln.,	then W. then N. back to Meadowbrook Ln.	1,995
6	Meadowbrook Ln	E. Intersection w/ Meadowbrook Dr.,	West thru W. Inter. MeadowbrookDr(End	430
6	Longcoy St	W. 40th St	W. 42nd St	600
6	Leander Dr	Parham Pointe Dr	Boyle Park entrance	3,040
6	Karon Ct	Labette Dr	N. to end (Inc Cul-De-	660
6	S. Shackleford Rd	Shackleford Pass	W. 36th St	1,560
6	S. Shackleford Rd	W. 36th St	Colonel Glenn Rd	3,410
6	Shackleford Drive	N. Shackleford Rd	W. Markham St	1,475
6	Pride Valley Drive	14400 Pride Valley Dr	South then West to end	745
6	Point West Drive	Kanis Rd	1600 Point West Dr	1,400
6	Zion St	W. 38th St	W. 39th St	335
6	W. 20th St	Aldersgate Rd	Jr. Deputy Rd	1,255
6	Nichols Rd	2317 Nichols Rd	1601 Nichols Rd	2,575
6	Wilson St	1600 Wilson St	W. 24th St	2,644
6	Perry St	W. 24th St	1522 Perry St	2,475
6	Vista Dr	Cooper Orbit Rd	Misty Ln PVT	1,820
6	W. Markham St	S. Shackleford Rd	Shackleford Dr	1,400
6	Monette Dr	Jr. Deputy RD	Glenda Dr	210
6	Glenda Dr	Marlyn Dr	E. Twin Lakes Dr	2,465
6	Barbara Dr	Berkshire dr	Broadmoor Dr	1,500
6	Barbara Cir	Broadmoor Dr	Broadmoor Dr	1,010
6	Bellemeade Drive	Lakeshore Dr	W. 32nd Street	1,092
7	Nash Ln	Sibley Hole Rd	Mabelvale West Rd	2,610
7	Sophia Dr	Edwina Dr;	N. to end	436

2015 STREET RESURFACING PROGRAM				
WARD	STREET NAME	STREET		Length
		FROM	TO	
7	Boydston Rd	Herndon Rd	N. to private Dr; Fonda LN	978
7	Eagle Nest Ct	Davis Cup Ln	W. to end Inc Cul-De-	1,008
7	Mallard Cove	Hunters Woods Drive	Quail Run Drive	1,430
7	Hunters Woods Drive	Quail Run Drive	end	900
7	Eagle Nest Court	Davis Cup Lane	end including cul-de-sac	960
7	Tedburn Drive	Merrivale Drive	Dartmoor Drive	870
7	Merrivale Drive	Baseline Road	Woodford Drive	1,700
7	Goldleaf Dr	Crystal Valley Rd	Redleaf Cir	1,145
7	Redleaf Cir	Crystal Valley Rd	Goldleaf Dr	2,100
7	Silverleaf Ct	Crystal Valley Rd	E. to end Inc Cul-De-Sac	840
7	Greencrest Drive	Oak Park Drive	W. to end Inc Cul-De-	300
7	Greencrest Drive	Greencrest Drive	W. 43rd Street	1,010
7	Holy Springs Boulevard	Geyer Springs Road	Hilaro Springs Road	2,640
7	Eagle Drive	Chicot Road	west to end	1,125
7	Distribution Drive	Baseline Road	I-30 Access Road	3,610
7	Production Drive	Baseline Road	I-30 Access Road	1,640
7	Crystal Valley Road	Stagecoach Rd	13805 Crystal Valley	3,760

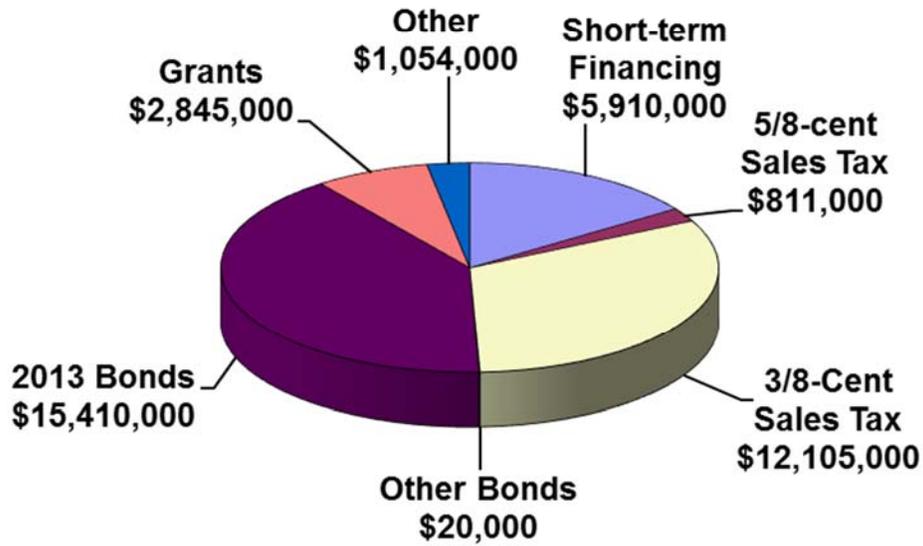
Public Works 2013 Capital Improvement Bond Street Resurfacing, Street and Drainage Projects – Following a series of community meetings, the Board approved \$60 million in projects to be completed for street resurfacing, street and drainage reconstruction projects, traffic signals, traffic calming, and sidewalks.

- **Estimated Total Project Cost:** \$60,000,000
- **Funding Sources:** 2013 Capital Improvement Bond Issue
- **2015 Estimated Expenditures:** \$15 million
- **Estimated Completion Date:** December, 2016
- **Estimated Increase to Operating Expenditures:** Not applicable. Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget.

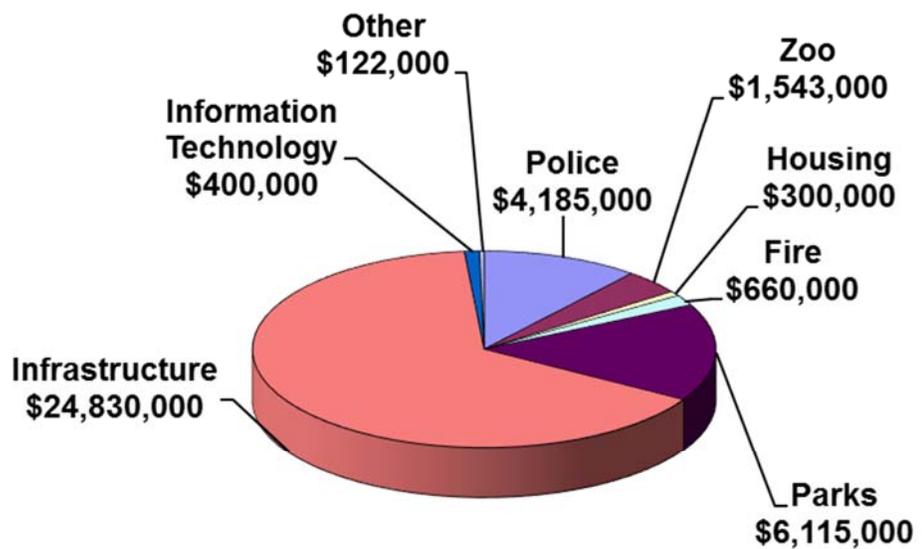
Public Works 2013 Capital Improvement Bonds			
Street and Drainage Projects (2014-2016)			
Ward	Project	Location	Total
1	Asphalt Overlay Program	Asphalt Overlay - Ward 1	\$3,000,000
1	17th St.	Woodrow St to Brown St	1,000,000
1	Asher Ave	Oak to Woodrow	3,000,000
1	Plantation Pickett	Plantation Dr at Pickett Dr	200,000
1	Wright Avenue Viaduct	Grant match, bridge at the railroad	500,000
1 Total			7,700,000

Public Works 2013 Capital Improvement Bonds			
Street and Drainage Projects (2014-2016)			
Ward	Project	Location	Total
2	Asphalt Overlay Program	Asphalt Overlay - Ward 2	3,000,000
2	Dailey Drive Sidewalk	Baseline south to the Health Clinic	50,000
2	Elm St and Maryland St	8th to Maryland to Lewis	500,000
2	Fair Park Traffic Calming	12th to Asher	400,000
2	Geyer Springs Railroad Overpass	58th St to 65th St Grant Match	500,000
2	Scott Hamilton	I-30 to 65th St	3,800,000
2	West 10th St	Abigail St to Washington St	550,000
2 Total			8,800,000
3	Asphalt Overlay Program	Asphalt Overlay - Ward 3	3,000,000
3	Cedar Hill Bridge Repair	Riverdale	600,000
3	Coleman Creek	Buchanon to H St.	50,000
3	Kingsrow Drive	200 Block of Kingsrow	510,000
3	McAdoo Drainage	Markham to Amherst, Pinnacle to H	1,050,000
3	Pine Manor Drainage	Ranch Valley	500,000
3	Pine Valley Roundabout	Pine Valley at Mckinley	400,000
3	Polk Street Improvements	Lee Ave. to A St.	690,000
3	Scenic Drive Drainage	Grant St. to N. Taylor St.	500,000
3	Zoo Dr. Roundabout	Zoo Dr at Fairpark	400,000
3 Total			7,700,000
4	Asphalt Overlay Program	Asphalt Overlay - Ward 4	3,000,000
4	Cecil Drive Drainage	Cecil Drive and Shephards Drive	500,000
4	El Dorado / Hinson Drainage	Hinson Rd at Eldorado Dr	250,000
4	Ellis / Steven Drainage	Intersection of Ellis and Steven Dr	500,000
4	Hinson / Pebble Beach Intersection	Hinson Rd at Pebble Beach Dr	250,000
4	Pinnacle Valley	Cantrell to City Limits	1,500,000
4	Rodney Parham / 430 Interchange	Rodney Parham	700,000
4 Total			6,700,000
5	Asphalt Overlay Program	Asphalt Overlay - Ward 5	3,000,000
5	El Dorado / Hinson Drainage	Hinson Rd at Eldorado Dr	250,000
5	Hinson / Pebble Beach Intersection	Hinson Rd at Pebble Beach Dr	250,000
5	Kanis Road	Bowman to Point West	1,850,000
5	Pinnacle Valley	Cantrell to City Limits	1,500,000
5	Ranch Blvd Signal	Ranch Blvd at Cantrell Rd	150,000
5	Taylor Loop Road	Rahling to LaMarche Dr.	1,300,000
5 Total			8,300,000
6	36th Street Roundabout	36th Street and Romine Rd	300,000
6	44th St	44th Street West of Potter	700,000
6	Asphalt Overlay Program	Asphalt Overlay - Ward 6	3,000,000
6	Barrow Road Streetscape	Kanis to 36th St.	2,000,000
6	Kanis Road	Shackleford to Embassy Suites Dr.	1,000,000
6 Total			7,000,000
7	Asphalt Overlay Program	Asphalt Overlay - Ward 7	3,000,000
7	Chicot Rd & Mabelvale Pike	Mabelvale Pike south to Chicot to Shetland	2,000,000
7	Mabelvale Cutoff	Shiloh to Sardis	2,800,000
7 Total			7,800,000
	City-wide Projects	Projects of city-wide significance	6,000,000
Grand Total			\$60,000,000
		Estimated 2015 Expenditures:	\$15,000,000

2015 City of Little Rock Capital Funding Sources



2015 City of Little Rock Capital Funding Uses



Debt Management



DEBT MANAGEMENT

The City of Little Rock is authorized to issue General Obligation Bonds payable from ad valorem taxes to finance capital improvements. These bonds require majority voter approval prior to issuance. The Arkansas State constitution provides that the amount payable out of property taxes shall not exceed 20% of the City's assessed valuation. The City of Little Rock falls well below this statutory requirement. As of 12/31/14, the net amount of debt outstanding was \$101,657,006. The legal debt margin allows the City flexibility to issue up to an additional \$897,304,020.

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 \$525.31 well below \$1,200 per capita which would be a warning trend. This has allowed the City to enjoy favorable bond ratings on its General Obligation Bonds. The City has received an AA bond rating from Standard & Poor's and an Aa2 rating from Moody's Investor Services. An AA rating from Standard & Poor's indicates that the bonds are high quality with a very strong capacity to pay principal and interest.

City of Little Rock, Arkansas
Computation of Legal Debt Margin
December 31, 2014

	Amount
2014 Assessed Value (2014 Assessment to be Collected in 2015)	
Real Property	\$2,926,034,180
Personal Property	794,678,602
Utility:	
Personal Property	275,131,322
 Total Assessment	 3,995,844,104
 Debt Limit (20% of assessment)	 799,168,821
Short-Term Financing Debt Limit (5% of assessment)	199,792,205
 Sub-Total Debt Limit	 998,961,026
 G.O. & Short Term Bonds Outstanding @ 12/31/14	 122,502,871
Less:	
Amt avail. In Debt Service (at 12/31/14)	20,845,865
Outstanding Bonds, Net of Debt Service	101,657,006
 Legal Debt Margin	 \$897,304,020

The legal debt limit is the maximum issuance of general obligation bonds. The debt limit is determined by combining the twenty percent (20%) of the assessed value of real estate in the Little Rock city limits for General Obligation Bonds with five percent (5%) of the assessed value of real estate in the Little Rock city limits for Short-Term Financing. For 2014, the legal debt limit is \$998,961,026 based on a total assessment of \$3,995,844,104.

Debt Applicable to Debt Limit 2004 - 2014

	Legal Debt Margin	Legal Debt Limit
2004	556,368,641	664,883,347
2005	611,096,546	713,061,578
2006	659,726,412	761,730,525
2007	725,407,499	820,379,036
2008	800,758,307	887,078,087
2009	807,405,018	899,996,683
2010	824,122,887	902,775,323
2011	869,712,492	931,761,237
2012	876,979,992	942,877,678
2013	845,829,289	965,793,157
2014	897,304,020	998,961,026

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, 2014 is \$97,190,000. The current revenue bond level is \$38,000,000. The short-term debt level is \$25,312,872 for an overall current debt level of \$160,502,872.

Although the City may increase the general obligation and the short-term debt levels to \$998,961,026, resources to repay the bonds would require an increase in the value of existing and new property and/or an increase in millage. For the City of Little Rock, the millage required to fund \$999 million in debt is approximately 15.74 mills. Currently, the property tax millage for the retirement of general obligation debt is 4.9 mills. The millage may be increased to provide funds up to the legal debt limit with voter approval. The City of Little Rock issued the \$70,635,000 Limited Tax General Obligation Bonds Series in 2004, secured with a property tax millage of 3.3 mills, to finance capital improvements within the City of Little Rock. In April 2013, the \$70,635,000 bonds were redeemed in full and the bonds were defeased. The citizens of Little Rock approved a new annual ad valorem tax at a lesser rate of 3.0 mills at a special election held on September 11, 2012. As a result of the new millage, the City's master plan is to issue up to \$105,000,000 in general obligation debt to fund \$73,500,000 in street

improvements and \$31,500,000 in drainage Improvements. In July 2013, the City of Little Rock issued the first series of Limited Tax General Obligation Bonds for streets and drainage in the amount of \$58,105,000. The City does not plan to issue a second series of bonds until the 2016 – 2017 timeframe.

To issue additional general obligation debt without a dedicated revenue stream would negatively impact the General Fund. The City will not issue such debt without a voter approved millage increase to fund the retirement. By law, five (5) mills is the maximum allowed to fund General Fund operations. The City's current operating millage is the maximum.

SUMMARY OF BOND INDEBTEDNESS
For the month ended December 31, 2014

GENERAL OBLIGATION DEBT	TRUSTEE	ORIGINAL AMOUNT	MATURITY DATE	INTEREST RATE	PRINCIPAL BALANCE AT 12/31/13	BONDS ISSUED	PRINCIPAL PAID IN 2014	BONDS RETIRED 2014	PRINCIPAL BALANCE AT 12/31/2014	INTEREST PAID IN 2014
2008 Library Construction and Imp. Bonds	Regions Bank	4,000,000	3/1/2028	3.00% - 4.75%	2,775,000	0	165,000	175,000	2,435,000	112,878
2009 Library Construction and Imp. Bonds	Regions Bank	28,000,000	3/1/2028	3.00% - 5.00%	20,590,000	0	1,175,000	1,295,000	18,120,000	809,803
2012 Library Construction and Imp. Bonds	Regions Bank	31,015,000	3/1/2032	2.00% - 4.00%	29,945,000	0	1,185,000	1,295,000	27,465,000	940,430
2013 Limited Tax Capital Improvement	First Security Bank	58,105,000	4/1/2033	1.00% - 5.00%	58,105,000	0	5,230,000	3,705,000	49,170,000	1,620,330
REVENUE BONDS										
2007 Infrastructure Refunding	U.S. Bank	13,350,000	10/1/2019	4.00% - 5.00%	7,390,000	0	1,105,000	0	6,285,000	334,213
2002 Junior Lien Revenue Bonds	U.S. Bank	3,630,000	10/1/2018	3.50% - 4.65%	1,410,000	0	255,000	0	1,155,000	62,880
2009A Parks & Rec Revenue Bonds	Bank of the Ozarks	7,830,000	1/1/2039	2.00% - 5.50%	7,120,000	0	140,000	0	6,980,000	351,063
2003 Capital Imp. and Refunding Projects	U.S. Bank	11,855,000	7/1/2028	1.50% - 5.30%	9,080,000	0	425,000	0	8,655,000	464,535
2007 Waste Disposal Revenue Bond	Citizens Bank	3,400,000	5/1/2022	5.30% - 5.87%	2,360,000	0	210,000	0	2,150,000	128,770
2009B Parks & Rec	Bank of the Ozarks	12,120,000	1/1/2039	2.00% - 5.375%	11,345,000	0	220,000	0	11,125,000	575,148
2010 Waste Disposal Revenue Bonds	BancorpSouth	6,570,000	5/1/2016	1.90% - 3.77%	2,435,000	0	785,000	0	1,650,000	70,338
TEMPORARY NOTE										
2011 Temporary Note	Pinnacle Public Finance	4,600,000	12/22/2016	1.75%	2,807,737	0	919,723	0	1,888,014	49,135
2012 Temporary Note	Banc of America Public Capital Corp.	18,580,000	3/28/2017	1.38%	14,964,709	0	3,664,647	0	11,300,062	206,513
2013 Temporary Note	U.S. Bank	7,700,000	7/30/2018	1.61%	7,700,000	0	1,491,204	0	6,208,796	123,970
2014 Temporary Note	SunTrust Finance & Leasing Corp.	5,916,000	6/27/2019	1.46%	0	5,916,000	0	0	5,916,000	0
Grand Total		\$216,671,000			\$178,027,446	\$5,916,000	\$16,970,574	\$6,470,000	\$160,502,872	\$5,860,006

SUMMARY OF BOND INDEBTEDNESS
For the month ended December 31, 2015

GENERAL OBLIGATION DEBT	TRUSTEE	ORIGINAL AMOUNT	MATURITY DATE	INTEREST RATE	PRINCIPAL BALANCE AT 12/31/14	BONDS ISSUED	PRINCIPAL PAID IN 2015	BONDS RETIRED 2015	PRINCIPAL BALANCE AT 12/31/2015	INTEREST PAID IN 2015
2008 Library Construction and Imp. Bonds	Regions Bank	4,000,000	3/1/2028	3.00% - 4.75%	2,435,000	0	175,000	0	2,260,000	102,343
2009 Library Construction and Imp. Bonds	Regions Bank	28,000,000	3/1/2028	3.00% - 5.00%	18,120,000	0	1,210,000	0	16,910,000	741,853
2012 Library Construction and Imp. Bonds	Regions Bank	31,015,000	3/1/2032	2.00% - 4.00%	27,465,000	0	1,215,000	0	26,250,000	871,457
2013 Limited Tax Capital Improvement	First Security Bank	58,105,000	4/1/2033	1.00% - 5.00%	49,170,000	0	4,200,000	4,965,000	40,005,000	1,508,022
REVENUE BONDS										
2007 Infrastructure Refunding	U.S. Bank	13,350,000	10/1/2019	4.00% - 5.00%	6,285,000	0	1,150,000	0	5,135,000	287,250
2002 Junior Lien Revenue Bonds	U.S. Bank	3,630,000	10/1/2018	3.50% - 4.65%	1,155,000	0	270,000	0	885,000	52,042
2009A Parks & Rec Revenue Bonds	Bank of the Ozarks	7,830,000	1/1/2039	2.00% - 5.50%	6,980,000	0	140,000	0	6,840,000	356,564
2003 Capital Imp. and Refunding Projects	U.S. Bank	11,855,000	7/1/2028	1.50% - 5.30%	8,655,000	0	440,000	0	8,215,000	445,835
2007 Waste Disposal Revenue Bond	Citizens Bank	3,400,000	5/1/2022	5.30% - 5.87%	2,150,000	0	220,000	0	1,930,000	116,782
2009B Parks & Rec	Bank of the Ozarks	12,120,000	1/1/2039	2.00% - 5.375%	11,125,000	0	230,000	0	10,895,000	567,915
2010 Waste Disposal Revenue Bonds	BancorpSouth	6,570,000	5/1/2016	1.90% - 3.77%	1,650,000	0	810,000	0	840,000	45,154
TEMPORARY NOTE										
2011 Temporary Note	Pinnacle Public Finance	4,600,000	12/22/2016	1.75%	1,888,014	0	935,819	0	952,195	33,040
2012 Temporary Note	Banc of America Public Capital Corp.	18,580,000	3/28/2017	1.38%	11,300,062	0	3,715,219	0	7,584,843	155,941
2013 Temporary Note	U.S. Bank	7,700,000	7/30/2018	1.61%	6,208,796	0	1,515,212	0	4,693,584	99,962
2014 Temporary Note	SunTrust Finance & Leasing Corp.	5,916,000	6/27/2019	1.46%	5,916,000	0	1,149,151	0	4,766,849	86,374
Grand Total		\$216,671,000			\$160,502,872	\$0	\$17,375,401	\$4,965,000	\$138,162,471	\$5,470,534

FUTURE DEBT SERVICE**OVERALL FUTURE DEBT SERVICE**

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2015	\$17,375,400.66	\$5,507,588.39	\$22,882,989.05
2016	\$17,114,001.43	\$5,058,598.36	\$22,172,599.79
2017	\$13,925,919.71	\$4,621,373.78	\$18,547,293.49
2018	\$10,469,804.21	\$4,209,226.54	\$14,679,030.75
2019	\$8,892,745.80	\$3,825,910.39	\$12,718,656.19
2020	\$6,605,000.00	\$3,456,291.29	\$10,061,291.29
2021	\$6,910,000.00	\$3,149,421.91	\$10,059,421.91
2022	\$7,235,000.00	\$2,825,237.53	\$10,060,237.53
2023	\$7,240,000.00	\$2,491,345.03	\$9,731,345.03
2024	\$7,550,000.00	\$2,170,835.03	\$9,720,835.03

GENERAL OBLIGATION FUTURE DEBT SERVICE

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2015	\$14,115,400.66	\$3,636,043.85	\$17,751,444.51
2016	\$13,714,001.43	\$3,323,174.32	\$17,037,175.75
2017	\$11,245,919.71	\$3,023,722.49	\$14,269,642.20
2018	\$7,654,804.21	\$2,740,856.50	\$10,395,660.71
2019	\$6,302,745.80	\$2,484,687.86	\$8,787,433.66
2020	\$5,310,000.00	\$2,237,010.02	\$7,547,010.02
2021	\$5,550,000.00	\$1,996,497.52	\$7,546,497.52
2022	\$5,805,000.00	\$1,742,727.52	\$7,547,727.52
2023	\$6,075,000.00	\$1,473,996.27	\$7,548,996.27
2024	\$6,330,000.00	\$1,213,361.27	\$7,543,361.27

REVENUE BOND FUTURE DEBT SERVICE

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2015	\$3,260,000.00	\$1,871,544.54	\$5,131,544.54
2016	\$3,400,000.00	\$1,735,424.04	\$5,135,424.04
2017	\$2,680,000.00	\$1,597,651.29	\$4,277,651.29
2018	\$2,815,000.00	\$1,468,370.04	\$4,283,370.04
2019	\$2,590,000.00	\$1,341,222.53	\$3,931,222.53
2020	\$1,295,000.00	\$1,219,281.27	\$2,514,281.27
2021	\$1,360,000.00	\$1,152,924.39	\$2,512,924.39
2022	\$1,430,000.00	\$1,082,510.01	\$2,512,510.01
2023	\$1,165,000.00	\$1,017,348.76	\$2,182,348.76
2024	\$1,220,000.00	\$957,473.76	\$2,177,473.76

City of Little Rock, Arkansas
Direct and Overlapping Governmental Activities Debt
As of December 31, 2014

<u>Governmental Unit</u>	<u>Debt Available for Retirement</u>	<u>Percentage Applicable</u>	<u>Little Rock's Share of Overlapping Debt</u>
City of Little Rock, Arkansas	\$122,502,871	100%	\$122,502,871
Little Rock Public School District	<u>191,076,454</u>	100%	<u>191,076,454</u>
Total direct and overlapping debt	<u><u>\$313,579,325</u></u>		<u><u>\$313,579,325</u></u>

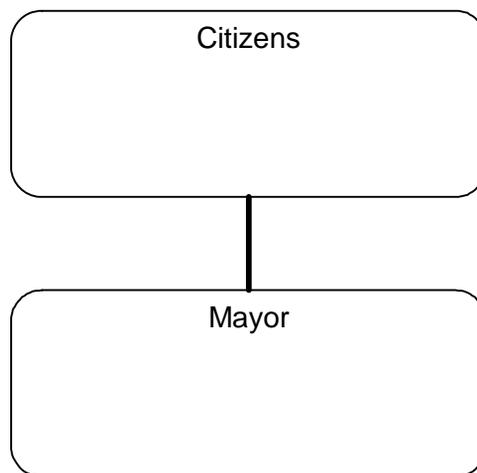
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Departmental Information





Mayor



Mission Statement

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



Mayor

2014 Department Priorities	Status
City of Little Rock opened the 12th Street Police Station.	Completed
Implement an apartment safety/crime free diagram.	Ongoing
Continue the Neighborhood Stabilization Program for the redevelopment of neighborhoods in the Midtown Neighborhoods south of Interstate 630.	Ongoing
Finalize the 12th Street Corridor Plan through the Metroplan Jump Start Grant; work with partners to identify development opportunities along the corridor.	Ongoing
Continue to develop, with private sector investment, the Creative Corridor; concentrating on art, culture, science and technology.	Ongoing
Complete the "Low Impact Development" Project along Main Street; working with the development community to further invest along the Main Street Corridor.	Ongoing
Developed and implemented an ordinance to provide recycling at the City's various multi-family housing complexes.	Completed
Improve programming and operations of the Homeless Day Resource Center.	Ongoing
Begin the analysis on the revitalization of the residential areas east of Interstate 30.	Ongoing
Begin the implementation of a Master Plan for Western Hills, Hindman parks and First Tee recreational areas.	Ongoing



Mayor

2015 Department Goals
Open the West Little Rock Police Substation on Highway 10.
Continue to fund and complete the Arkansas River Trail.
Continue to support the Mayor's Commission on Sustainability to promote sustainable initiatives and continue to host an annual summit on sustainability.
Continue with the City's 'Love Your School' initiative focused on the childhood obesity epidemic by promoting healthy living, eating and exercising while reducing the City's food deserts.
Ensure that the local sales tax increased, which was approved by voters in 2011, is spent responsibly and according to the plan laid out to the citizens before the election.
Work with the various economic development organizations to attract and retain jobs for the community.

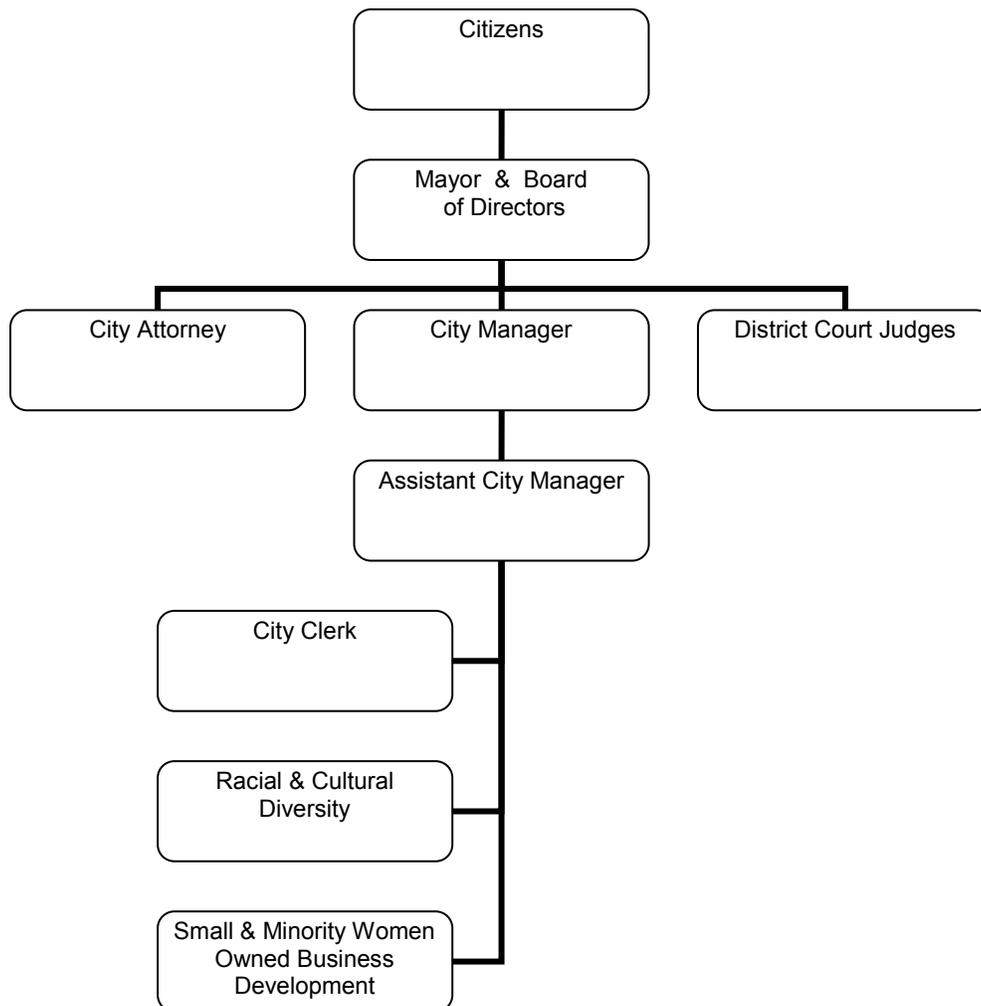
The departmental goals and objectives link with the **Overall City Goals and Objectives.**

The collage consists of five small images arranged in two rows. The top row contains three images: a firefighter in full gear standing next to a fire truck, a construction crane against a cloudy sky, and a person in a white shirt and shorts swinging a golf club on a green field. The bottom row contains two images: a close-up of a steel bridge structure and a traffic light.

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General Administrative



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.

General Administrative

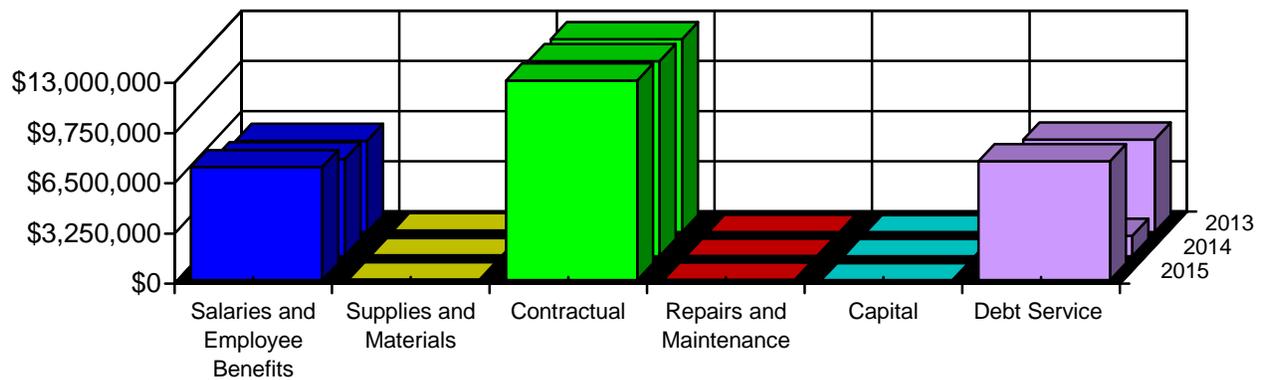
Expenditure Budget

Description	2013	2014	2015
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$5,908,554	\$6,274,458	\$7,324,779
Supplies and Materials	115,582	60,665	53,804
Contractual	12,488,284	12,620,896	12,932,401
Repairs and Maintenance	12,956	16,928	36,341
Capital			
Debt Service	5,993,200	1,323,343	7,714,717
	<u>\$24,518,576</u>	<u>\$20,296,290</u>	<u>\$28,062,042</u>

Staffing	26	31	31
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General Government includes Mayor and City Manager, City Clerk, Racial and Cultural Diversity, Emergency Management, Small and Women Owned Business Development, and LRTV. The personnel cost in the Employee Benefits Division is primarily for General Fund workers compensation, retiree benefits, and actuarially determined pension contributions. Debt service will increase by approximately \$1.2 million in 2015 due to the addition of debt service on the 2014 Short-term note. Approximately \$6.4 million will be transferred in from the 3/8-cent sales tax fund to fund principal payments on debt issued from 2012 - 2014 to accelerate 3/8-cent capital projects.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$28,062,042	38.26%



2014 Department Priorities	Status
Completed construction of the 12th Street Station and developed a schedule for occupancy.	Completed
Improved and expanded Police Officer and Fire Fighter recruiting efforts and conducting at least one (1) Recruit School for Police and Fire in 2014.	Completed
Acquire suitable facility for additional Northwest Patrol Substation along Cantrell Road corridor and begin rehabilitation of the structure.	Ongoing
Completed construction of Cell 5 in the Class 1 landfill and Cell 3 in the Class 4 landfill.	Completed
Developed web applications for staff to better utilize Geographical Information System (GIS) and moved the current City of Little Rock web page zoning and land use applications from Pulaski Area Geographical Information System (PAGIS) maintenance and storage to the Department.	Completed
Continue the development of a Re-Entry Employment Readiness Training Program throughout all City Departments and fully implement the pre-release process and programming for returning Little Rock residents.	Ongoing
In collaboration with the Little Rock School District, implemented a Skills Training Pilot Project for eighteen (18) to twenty-four (24) year-old youth who are out of school	Completed
Opened the City's new Compressed Natural Gas (CNG) fueling station at 501 Ferry Street.	Completed
Initiated an eighteen (18) month plan and converted 20% of the City's current late model pick-up trucks to (CNG).	Completed
Initiated Quiet Title Actions on sixteen Land Bank properties to spur redevelopment in targeted neighborhoods; utilized Federal Funds to outsource and provide a more efficient turn-around for obtaining those actions.	Completed
Completed the first phase construction of Natural Steps Athletic Complex to include four (4) athletic fields, entrance road and parking.	Completed



2014 Department Priorities (Continued)	Status
Begin construction on a new Arkansas Farm exhibit set for a grand opening in 2015.	Ongoing
Continue making improvements to the Animal Village Dog Park to include the addition of water fountains for individuals and the installation of a water play area for dogs.	Ongoing
Continue providing support and making regular reports to the LR Cent Committee and the Board of Directors regarding the status of the one (1) Cent Local Sales Tax revenues and the progress toward the completion of capital projects authorized under the 3/8 Cent portion of the tax.	Ongoing
Increase the utilization of social media to market City programs and services. Inform and educate the public regarding activities and issues within the community to broaden the constituency base.	Ongoing
Develop a Request for Proposal to conduct a Disparity Study for the City of Little Rock.	Ongoing

2015 Department Goals
Continue to improve and expand Police Officer and Fire Fighter recruiting efforts and conduct at least one (1) Recruit School for Police and Fire.
Continue to utilize and make improvements to crime analysis driven enforcement programs.
Complete the design of all infrastructure bond projects currently approved and move 90% of the remaining bond projects to bidding, contract award and construction phase. Complete the design of all sales tax projects currently approved and move 75% of the remaining sales tax projects to bidding, contract award and construction phase.
To become Industry Certified through Fleet Consulting Services and Government Fleet Management Alliance as recognition for having met or exceeded all twenty (20) Mission Critical Factors of Fleet Management, verifying that the City of Little Rock Fleet Services Department is industry competitive and cost-efficient.
Upgrade the hardware and software of the 311 System, which is used to log and dispatch citizen request across multiple City Departments.
Explore the feasibility and cost of placing kiosk in the Neighborhood Resource Centers to provide access to other City services and information.
Provide on-going training to improve the accuracy of code violation notices, citations, affidavits and condemnation files.



2015 Department Goals (Continued)

Develop and implement a community-oriented process to determine the needs/interest of the 12th Street area for approximately 4,400 square-feet of unoccupied space in the 12th Street Station.

Complete construction of the West Central Community Center.

Update the 2001 Little Rock Parks & Recreation Master Plan that is more than ten (10) years old, and needs to be updated to reflect progress and maintain accreditation.

Continue the refinement and implementation of the War Memorial Redevelopment Plan, which will include properties south of Interstate 630 that were purchased in 2013.

Update walkways, rails and graphics to enhance American Disability Act (ADA) accessibility at the Zoo.

Develop a loan program utilizing Home Investment Partnership Program (HOME) Funds that can be utilized to further development activities with limited funds from HUD.

Explore additional funding sources for the Elderly Home Repair Program (EHP) through a possible partnership with a local bank to create and develop a loan program to assist recipients of EHP Grants to cover costs over the \$25,000 grant maximum.

Complete the construction of a quarantine area at the Little Rock Animal Village to segregate incoming dogs to reduce exposure to healthy animals.

Monitor and report on infrastructure projects funded by the issuance of the 2013 Capital Improvement Bonds for Street and Drainage Projects.

Develop and implement a strategy to increase minority and women-owned business procurement opportunities within the City.



City Manager

Department: City Manager
Funding Source: General Fund
Budget: \$28,062,042

Department Description:

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

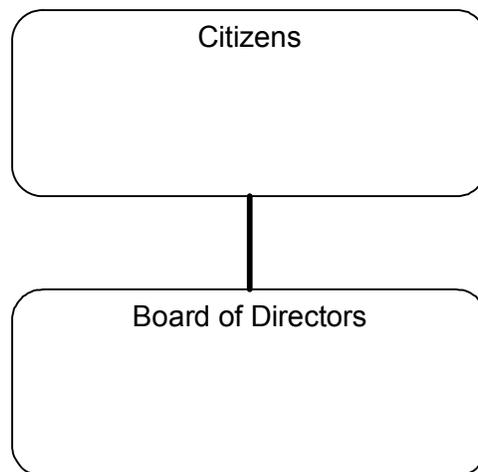
	2013 Actual	2014 Budget	2015 Budget
Objective: Provide responses to City Board of Director requests in a timely manner.			
Demand: Number of City Board of Director requests.	250	250	275
Workload: Number of City Board of Director requests completed.	225	225	273
Efficiency: Number of City Board of Director requests completed in a timely manner.	225	225	273
Effect/Outcome: Percentage of City Board of Director requests completed in a timely manner.	100%	100%	100%
Objective: Provide responses to citizen requests within a timely manner.			
Demand: Number of citizens requests for information.	200	200	225
Workload: Number of citizen requests for information completed.	200	200	225
Efficiency: Number of citizen requests for information completed in a timely manner.	180	180	210
Effect/Outcome: Percentage of total citizen requests completed a timely manner.	90%	90%	93%

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





Board of Directors



Mission Statement

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

Board of Directors

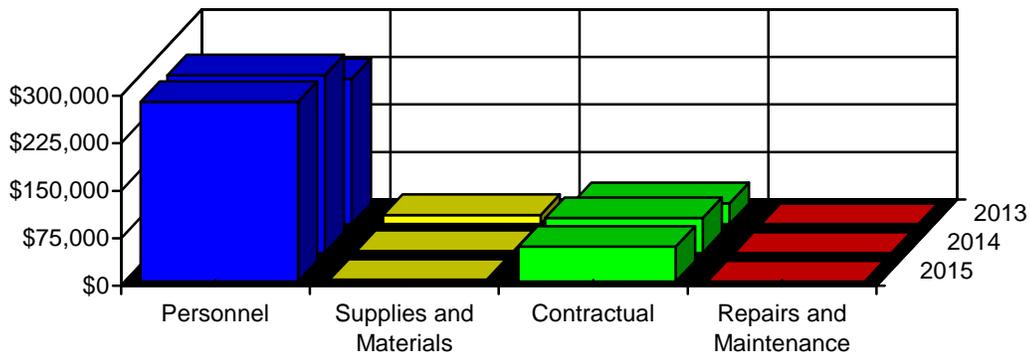
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$229,349	\$280,348	\$283,848
Supplies and Materials	14,420	2,990	2,990
Contractual	32,996	55,097	55,097
Repairs and Maintenance		92	92
Total	\$276,766	\$338,527	\$342,027

Staffing	1	1	1
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Board staffing reflects the one (1) full time assistant dedicated to the Board of Directors. The Board consists of ten (10) part-time elected officials representing the City’s seven (7) Wards with three (3) at large positions. The increase in expenditures is attributed to salary, health care, and benefit cost changes for non-uniform employees.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$342,027	1.03%



Board of Directors

2014 Department Priorities	Status
Participate in professional development opportunities offered by the U.S. Conference of Mayors, the National League of Cities, the Arkansas Municipal League and other professional organizations.	Ongoing
Develop policies and programs to improve the City of Little Rock; focus on the priority areas of public safety, economic development, infrastructure, basic City services and quality of life.	Ongoing
Meet with neighborhoods and community groups to discuss and resolve issues of concern.	Ongoing
Ensure the successful implementation of the City's 3/8-Cent Capital Projects and the 5/8-Cent Operating Sales Tax Funds.	Ongoing

2015 Department Goals
Participate in professional development opportunities offered by the U.S. Conference of Mayors, the National League of Cities, the Arkansas Municipal League and other professional organizations.
Develop policies and programs to improve the City of Little Rock; focus on the priority areas of public safety, economic development, infrastructure, basic City services and quality of life.
Meet with neighborhoods and community groups to discuss and resolve issues of concern.
Ensure the successful implementation of the City's 3/8-Cent Capital Projects and the 5/8-Cent Operating Sales Tax Fund.



Department: Board of Directors
Funding Source: General Fund
Budget: \$342,027

Department Description:

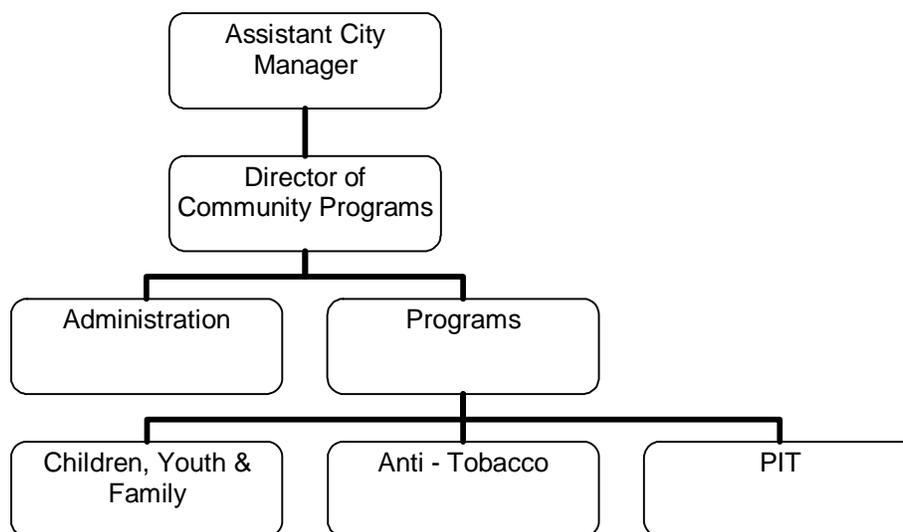
To provide executive management and administration of City affairs; provide legal advice and representation for the city; serve as official recorder and custodian of public documents.

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





Community Programs



Mission Statement

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

Community Programs

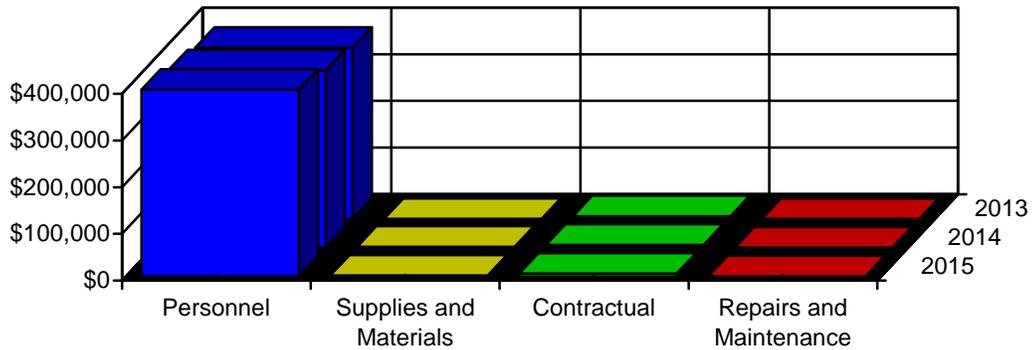
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$366,924	\$380,059	\$415,556
Supplies and Materials	11	1,874	1,874
Contractual	5,803	6,000	6,000
Repairs and Maintenance		148	148
Total	\$372,737	\$388,081	\$423,578

Staffing	10	10	11
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The majority of changes to the Community Programs budget is included in programs funded by the \$5.5 million contribution to Children Youth and Family prevention, intervention and treatment, and re-entry programs. An office assistant position was added to the 2015 budget.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$423,578	9.15%



Community Programs

2014 Department Priorities	Status
Continued development of the Re-entry Employment Readiness Training Program.	Completed
Developed specifications for an evidence based mentoring component for the Re-entry program.	Completed
Implemented tracking software to monitor program performance.	Completed
Revised contracting process so that all contracts are executed within six weeks following board action.	Completed
Worked with community youth council to address Tobacco ordinance revisions.	Completed
Implemented a skills training pilot project in collaboration with the Little Rock School District for 18-24 year old citizens who are out of school.	Completed



Community Programs

2015 Department Goals
Create a comprehensive, sustainable, long-term Master Plan that will serve as a comprehensive Action Plan to directly improve and enhance the overall quality of life for the children, youth, and families of Little Rock, Arkansas while building and strengthening the entire community.
Secure the full utilization of the Management Information System (MIS) with all funded programs.
Create targeted tobacco cessation programs for Little Rock Police Department (LRPD) and Little Rock Fire Department (LRFD).
Expand Re-Entry services to provide support services to juveniles and young adults through partnerships with Division of Youth Services (DYS) and the Little Rock School District.



Community Programs

Department: Community Programs
Funding Source: General Fund
Budget: \$423,578

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To recruit youth, provide orientation, and approve youth to hire for summer employment.			
Demand: Youth available for recruitment and orientation.	750	750	750
Workload: Youth recruited and processed through orientation.	500	600	600
Efficiency: Youth processed and available for employment in June.	500	600	600
Effect/Outcome: Percentage of youth processed and available for work in June.	67%	80%	80%

Objective: To audit, approve, and process all reimbursement requests for payment within 14 days.			
Demand: Requests available for process and reimbursement.	570	756	756
Workload: Requests processed for reimbursement.	570	710	725
Efficiency: Requests processed per month.	48	59	60
Effect/Outcome: Percentage of total requests processed.	100%	94%	100%

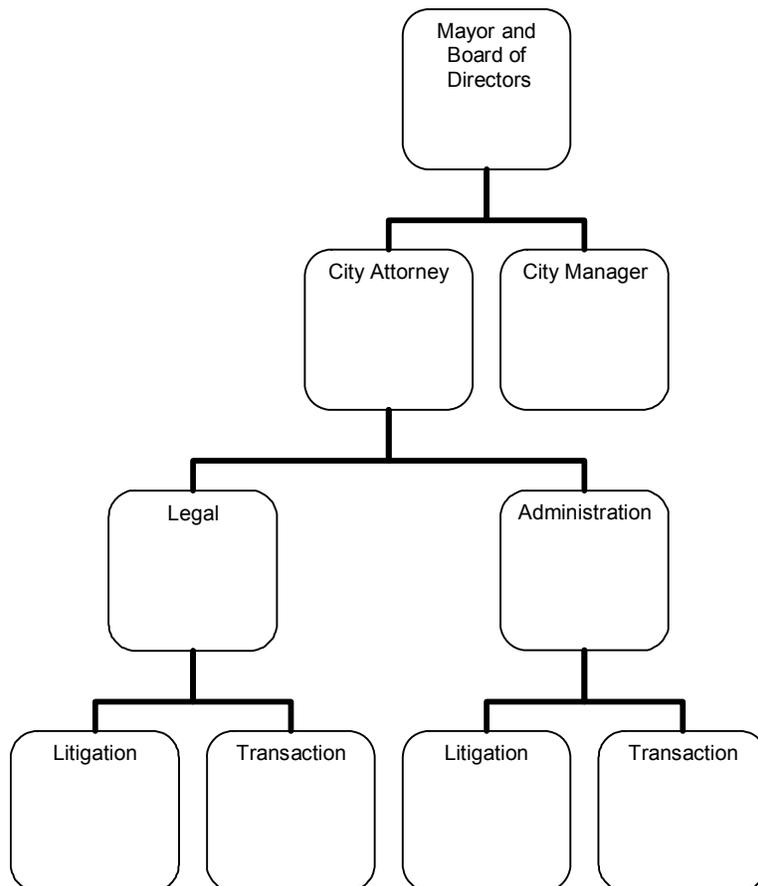
The departmental goals and objectives link with the
**Board of Directors Statement of Management Policy for a
 Safe City and Quality of Life.**



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City Attorney



Mission Statement

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

City Attorney

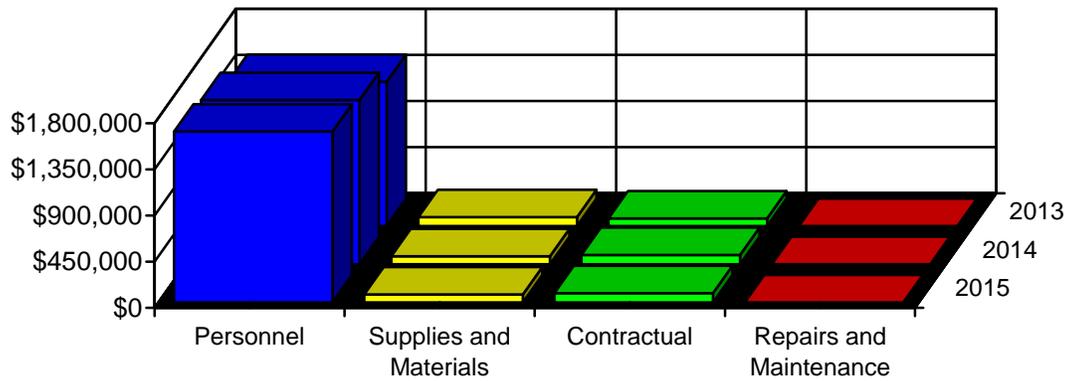
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$1,404,865	\$1,600,553	\$1,667,680
Supplies and Materials	86,781	77,202	77,202
Contractual	74,163	90,953	90,953
Repairs and Maintenance		1,066	1,066
Total	\$1,565,809	\$1,769,774	\$1,836,901

Staffing	18	18	19
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Approximately \$55,000 of the personnel increase is attributed to salary, health care, and pension contribution increases for non-uniform employees, including the cost of a new Real Estate Attorney position.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	Proposed Budget	from Prior Year
100 General Fund	\$1,836,901	3.79%



City Attorney

2014 Department Priorities	Status
Continue transparent communication methods through reports, alerts and various updates.	Ongoing
Continue providing legal advice on the Criminal Abatement Program.	Ongoing
Continue to prepare legal research memoranda in a timely manner.	Ongoing
Maintain awareness of recent changes in Federal law and regulations that may impact Little Rock government.	Ongoing
Assist City departments with the drafting of proposed ordinances and resolutions.	Ongoing
Continue to review, research and draft contracts for City departments and commissions.	Ongoing
Implemented Concourse software program.	Completed
Continue to handle litigation cases.	Ongoing
Continue to prosecute traffic, truancy and code violations.	Ongoing



City Attorney

Department: City Attorney
Funding Source: General Fund
Budget: \$1,836,901

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To litigate cases.			
Demand: Cases to be litigated.	82	63	70
Workload: Cases litigated.	82	63	70
Efficiency: Cases litigated per year.	82	63	70
Effect/Outcome: Percentage of litigated cases closed per year.	n/a	n/a	n/a
Objective: To prosecute health and safety code Violations.			
Demand: Violations presented for final judgment.	2,738	2,475	2,500
Workload: Violations prosecuted for final judgment.	2,738	2,475	2,500
Efficiency: Violations convictions.	1,695	815	1,000
Effect/Outcome: Conviction rate.	62%	33%	40%
Objective: To prosecute DUI/DWI violations.			
Demand: DUI/DWI pleas and trials.	357	324	340
Workload: Court appearances for DUI/DWI pleas and trials.	357	324	340
Efficiency: Guilty DUI/DWI pleas and convictions	250	192	221
Effect/Outcome: Percentage guilty.	70%	59%	65%
Objective: Prepare contract and legal memoranda in a timely manner.			
Demand: Request for contracts and legal research.	212	194	200
Workload: Contracts and research memoranda prepared.	212	194	200
Efficiency: Contracts and memoranda prepared in a timely manner.	212	194	200
Effect/Outcome: Percentage of contracts and memoranda prepared in a timely manner.	100%	100%	100%

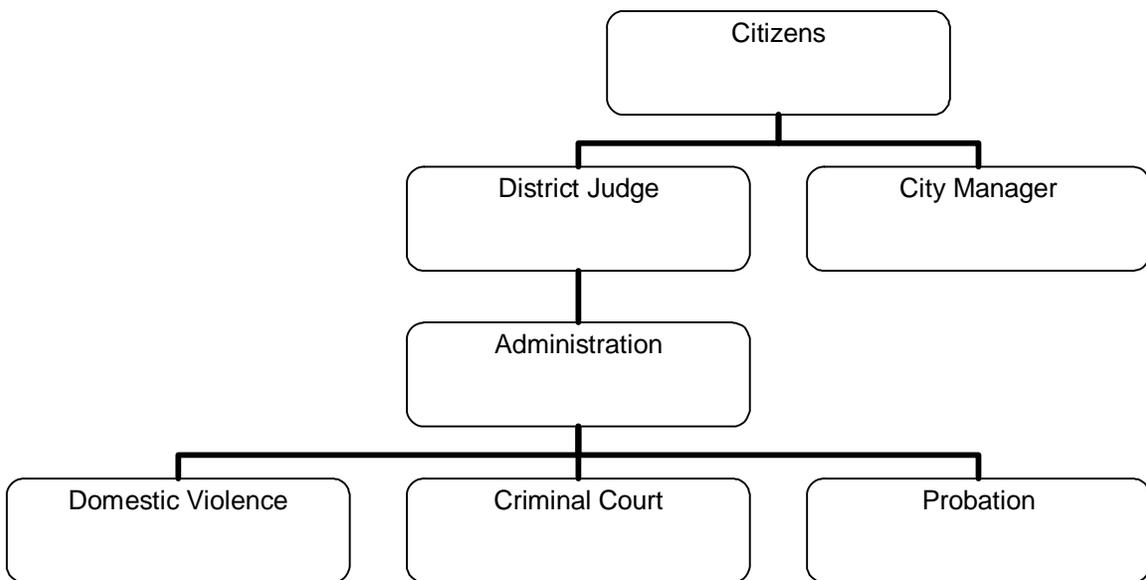
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**



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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

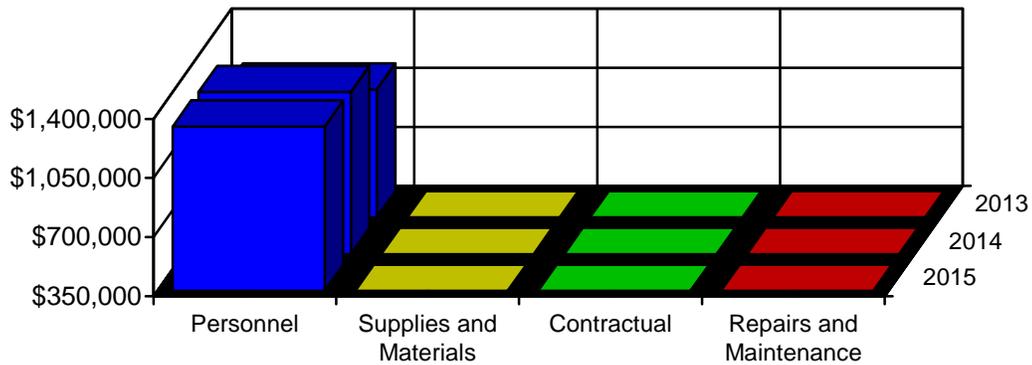
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$1,108,014	\$1,310,333	\$1,323,617
Supplies and Materials	38,565	42,100	42,100
Contractual	25,146	38,350	38,350
Repairs and Maintenance	7,650	1,722	1,723
Total	\$1,179,375	\$1,392,505	\$1,405,790

Staffing	21	21	21
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There is an increase of approximately \$13,300 attributed to employee bonuses, health care, and benefit cost changes for non-uniform employees.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,405,790	0.95%



District Court First Division

2014 Department Priorities	Status
Provide a new court building for all three (3) District Courts, adding space for employees, a security for the Judge, public, staff, and attorneys.	Ongoing
Provide a more user friendly workplace.	Ongoing
Administer and provide justice to all in an equitable, professional manner.	Ongoing
Continue to direct the overall operations of the court within the laws and policies of the State of Arkansas and the City of Little Rock.	Ongoing
Provide management direction to staff to ensure accountability, accessibility and professional courteous customer service to citizens.	Ongoing



District Court First Division

Department: District Court Criminal
Funding Source: General Fund
Budget: \$1,405,790

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To process Criminal Bond information on a daily basis.			
Demand: Bonds to be processed.	100	100	100
Workload: Bonds actually processed.	100	100	100
Efficiency: Bonds processed per court session.	100	100	100
Effect/Outcome: Percentage of Bonds processed daily.	100%	100%	100%

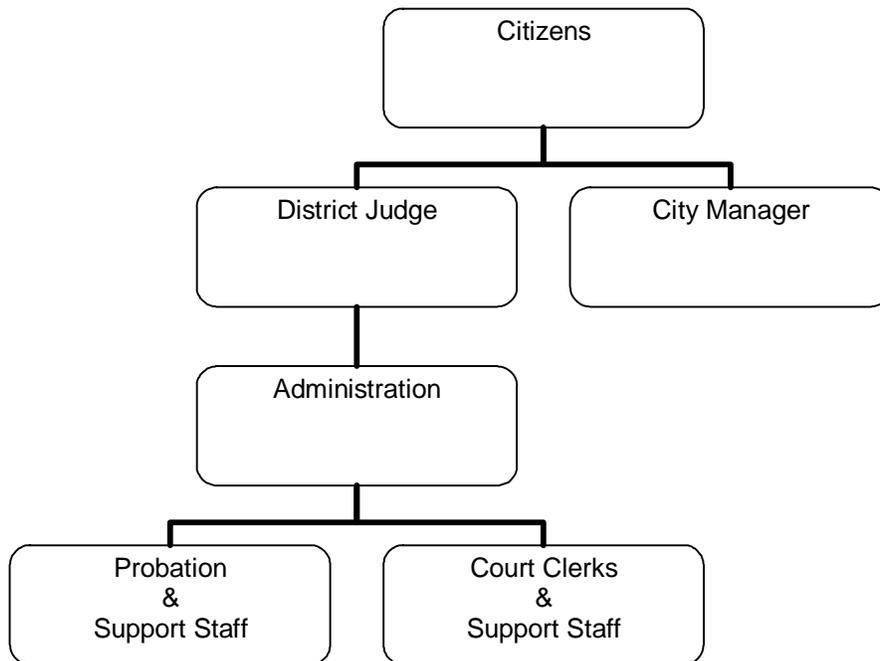
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**



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District Court Second Division



Mission Statement

We seek to administer justice and equity.

District Court Second Division

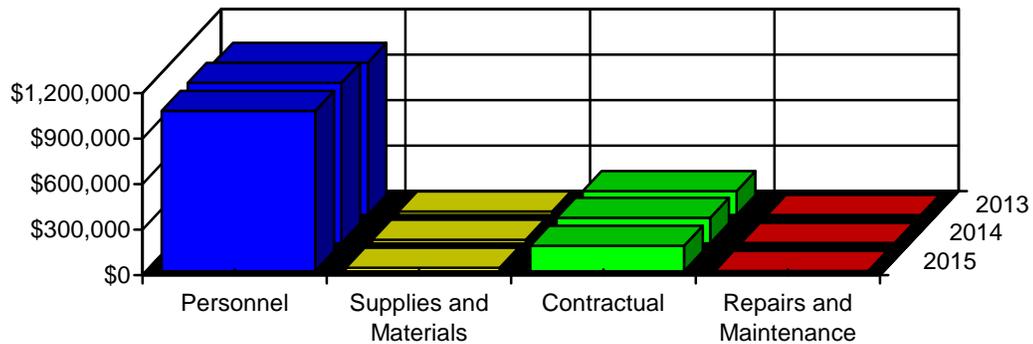
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$1,003,756	\$1,055,621	\$1,056,580
Supplies and Materials	23,380	22,200	22,200
Contractual	157,729	167,369	167,369
Repairs and Maintenance	1,524	2,096	2,096
Total	\$1,186,390	\$1,247,286	\$1,248,245

Staffing	2013	2014	2015
	17	17	17

There is an increase of approximately \$950 attributed to salary, health care, and benefit cost changes for non-uniform employees. There are no other changes anticipated in the 2015 budget.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,248,245	0.08%



District Court Second Division

2014 Department Priorities	Status
Second District Court processed 32,432 traffic violations.	Completed
Second District Court disposed 66,200 traffic violations.	Completed
Second District Court processed 387 "Driving While Intoxicated" (DWI) violations.	Completed



Department: District Court Traffic
Funding Source: General Fund
Budget: \$1,248,245

Department Description:

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.

	2013 Actual	2014 Budget	2015 Budget
Objective: To enter violations into the public safety system the same day received.			
Demand: Violations to be entered.	31,019	32,432	32,000
Workload: Violations entered and processed.	31,019	32,432	32,000
Efficiency: Violations entered and processed per month.	2,584	2,702	2,666
Effect/Outcome: Percentage of violations processed same day received.	99%	99%	99%
Objective: To update dispositions into the public safety system within 24 hours.			
Demand: Violations to be disposed.	34,455	66,200	34,000
Workload: Violations disposed.	34,455	66,200	34,000
Efficiency: Violations disposed of per month.	2,871	5,516	2,833
Effect/Outcome: Percentage of dispositions processed within 24 hours.	99%	99%	99%

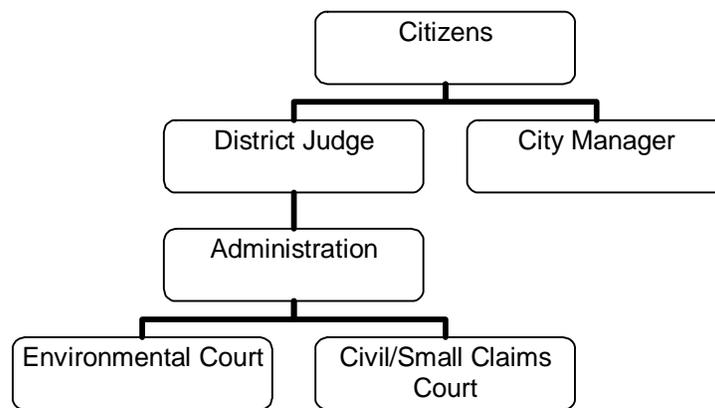
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**



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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

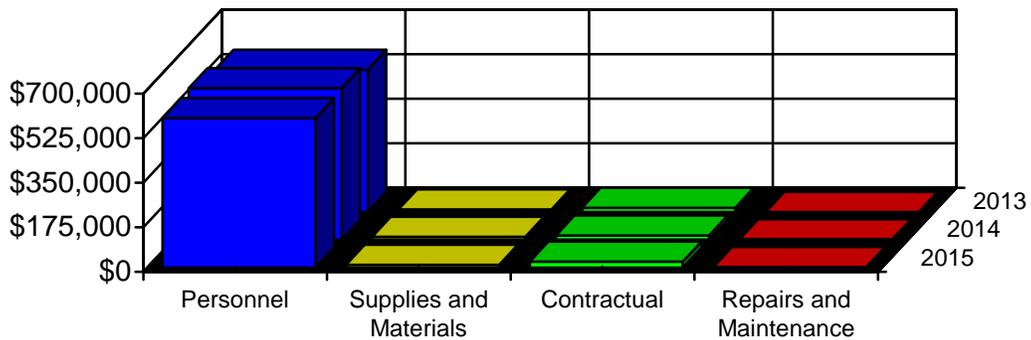
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$558,611	\$595,856	\$587,984
Supplies and Materials	9,271	11,813	11,813
Contractual	16,110	17,016	24,485
Repairs and Maintenance	0	2,500	2,500
Total	\$583,991	\$627,185	\$626,782

Staffing	7	8	8
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There is a decrease of approximately \$7,900 attributed to salary, health care, and benefit cost changes for non-uniform employees.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$626,782	-0.06%



2014 Department Priorities	Status
Continue to find substantive programming for youth who are under our jurisdiction for day and night time curfew violations.	Ongoing
Continue to seek ways to improve neighborhood conditions to comply with the city code standards.	Ongoing
Continue to provide educational training to court staff relating to their jobs.	Ongoing
Continue to improve and update court security.	Ongoing
Upgraded computer and scanning system.	Completed



2015 Department Goals
Continue to provide training and certification for the Judges, Probation Officers and Clerks.
Implement the new Administrative Office of the Courts' (AOC) Contexte computer program system.
Implement prevention, intervention and treatment programs for juvenile offenders.
Convert our Civil/Small Claims forms and filing information to Spanish.
Provide and administer justice and equity in a professional manner in the courtroom and work place.
Continue to pursue getting truancy petitions filed in Environmental Court.



Department: District Court Environmental
Funding Source: General Fund
Budget: \$626,782

Department Description:

To direct the overall operation of the Court to ensure legal compliance, provide management direction, public accountability, impartial and timely adjudication and the imposition of sanctions for code violations ensuring that neighborhood conditions are improved to comply with accepted health and safety standards.

	2013 Actual	2014 Budget	2015 Budget
Objective: To process 100% of life-threatening violations within seven (7) days of the date citation is written.			
Demand: Citations to be processed.	85	90	95
Workload: Citations processed, recorded, and entered into computer.	95	95	100
Efficiency: Citations processed.	95	95	100
Effect/Outcome: Percentage of Citations processed within thirty (30) days.	99%	99%	100%
Objective: Issue Warrants within twenty-four (24) hours of failure to appear in court.			
Demand: Warrants to be processed.	60	60	50
Workload: Warrants issued, recorded and Entered into computer.	60	60	50
Efficiency: Warrants issued per court session.	6	5	5
Effect/Outcome: Percentage of Warrants processed.	100%	100%	100%

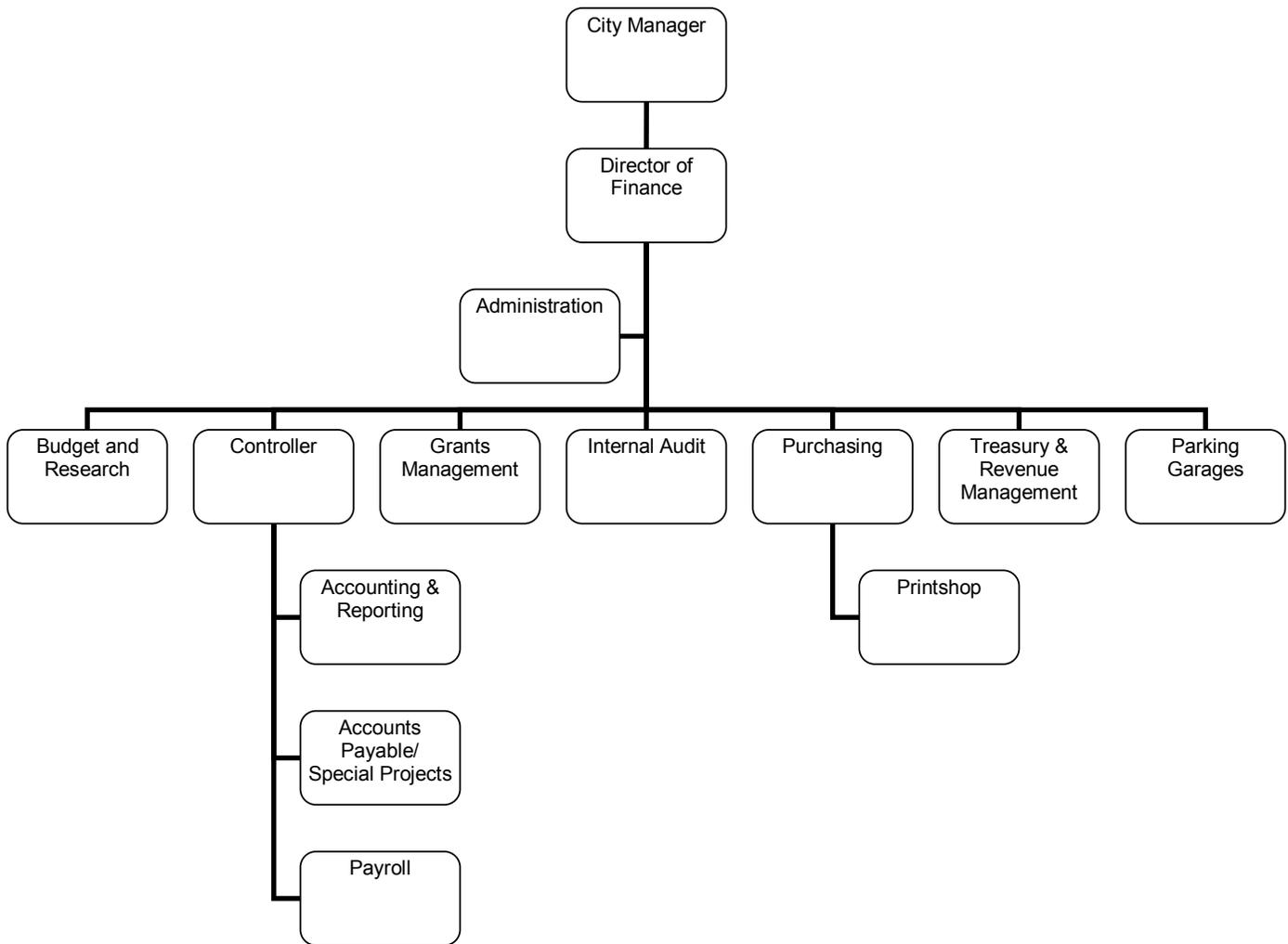
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**



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Finance



Mission Statement

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

Finance

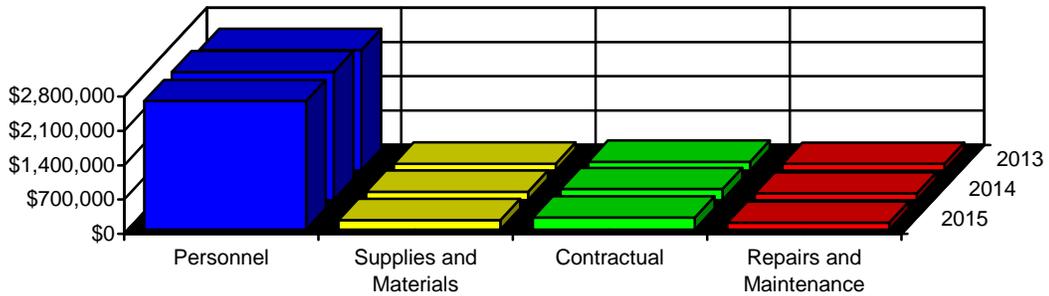
Expenditure Budget

Description	2013	2014	2015
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$2,453,952	\$2,607,924	\$2,620,056
Supplies and Materials	137,495	169,713	194,713
Contractual	174,921	225,677	249,177
Repairs and Maintenance	133,729	133,678	140,178
Capital	0	0	0
Total	\$2,900,097	\$3,136,992	\$3,204,124

Staffing	40	41	41
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The change in the personnel budget is attributed to employee bonuses and changes in health care and other benefit cost. The supplies budget has been increased to accommodate new software for electronic submission of bids and minority vendor tracking. Other increases reflect software maintenance contract increases.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$3,204,124	2.14%



Finance

2014 Department Priorities	Status
Obtained Government Finance Officers (GFOA) Certificate of Recognition for Budget Preparation.	Completed
Obtained GFOA Certificate of Achievement for Excellence in Financial Reporting for FY13 Comprehensive Annual Financial Report (CAFR).	Completed
Provided support and quarterly reporting to the LRCent Committee and the Board of Directors on the status of the one (1) cent local sales tax revenues and on progress toward completion of capital projects authorized under the 3/8 cent portion of the tax.	Ongoing
Developed 3/8-Cent Capital Project financing plan, issued short-term financing note, and ensured timely purchase of items.	Completed
Staff will monitor and report on infrastructure projects funded by the issuance of the 2013 Capital Improvement Bonds for Street and Drainage Projects.	Ongoing
Continued on-going employee training program for all Lawson financial applications.	Ongoing
Continue efforts to implement an integrated budget module for the City's Financial system.	Ongoing
Continued the aggressive pursuit of Federal, State, Local and private grant opportunities.	Completed
Updated the Grant Compliance Manual to include requirements of new OMB circulars as they are released.	Completed
Review the current bid process and explore the possibility of alternatives for implementation of a process that allows acceptance of electronic bids.	Ongoing
Performed quarterly review and maintenance of outstanding purchase orders.	Completed
Staff will work with Information Technology to replace the current mainframe false alarm system and implement a web-based application to process false alarm payments.	Ongoing
Continued to capture e-mail addresses for business license holders and continued efforts to improve and promote the utilization of e-commerce for assessment forms, statements and license applications.	Ongoing



Finance

2015 Department Goals
Staff will work to obtain the Government Finance Officers Association (GFOA) Certificate of Recognition for the 2015 Budget Preparation and the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2014 Comprehensive Annual Financial Report (CAFR).
Finance Staff will continue to offer training to Departmental users on grants, purchasing, and all financial applications.
Continue efforts to implement an Integrated Budget Module for the City's financial system. Evaluate whether the Infor Budgeting and Financial Planning module will be available in 2015. Issue an RFQ for other budget software if the Info solution will not be available.
The Finance budget includes an allocation for software and maintenance to implement an electronic bid solution. In addition, the solution chosen will be utilized for minority vendor participation tracking.
Evaluate and potentially expand the range of services to reduce operating costs from the print shop
Continue the aggressive pursuit of Federal, State, Local and private grant opportunities.
Issue an RFP for the City's banking services. The new contract will go into effect January 1, 2016.
Staff will work with Information Technology to complete the replacement of the current mainframe false alarm system and implement a web-based application to process false alarm payments.
Treasury Staff will complete the transition to the Contexte Court Management System mandated by the Administration of the Courts. The new system will be integrated with the City's financial software.
Review the current bid process and explore the possibility of alternatives for implementation of a process that allows acceptance of electronic bids.
Perform quarterly review and maintenance of outstanding purchase orders.
Staff will research opportunities to partner with a vendor to send email notifications to business license holders to inform them of due dates, overdue balances, and other pertinent information.
Staff will obtain training and continue to update the Grant Compliance Manual to include requirements of new OMB circulars and policies as they are released.



2015 Department Goals
Fill the Internal Audit Manager position that will be vacated in March and implement new programs to perform periodic reviews and testing of the City's internal controls, perform random cash counts, and provide regular reports on the status of the City's internal control system, with recommendations for improvements as needed.
Provide support and quarterly reporting to the LR Cent Committee and the Board of Directors regarding the status of the new one (1)-cent local sales tax revenues and the progress toward completion of capital projects authorized under the 3/8-cent portion of the tax.
Staff will monitor and report on infrastructure projects funded by the issuance of the 2013 Capital Improvement Bonds for Street and Drainage Projects.
Development of a 3/8-Cent Capital Project Financing Plan, issue short-term financing note if required, and ensure timely purchase of items.



City of Little Rock, Arkansas

Finance

Department: Finance
Funding Source: General Fund
Budget: \$3,204,124

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To monitor compliance with the annual adopted budget.			
Demand: To prepare consolidated monthly variance reports for department variances > \$50,000 and 5% of budget.	12	12	12
Workload: Prepared consolidated monthly variance reports for department variances > \$50,000 and 5% of budget.	12	12	12
Efficiency: Consolidated variance reports prepared monthly.	1	1	1
Effect/Outcome: Percentage of consolidated monthly variance reports for department variances > \$50,000 and 5% of budget completed.	100%	100%	100%
Objective: To provide accurate and efficient accounting and reporting for all public funds received for the City and maintained by the Finance Department.			
Demand: Number of journal entries to be processed and completed.	1,531	1,500	1,500
Workload: Number of journal entries processed and completed.	1,531	1,500	1,500
Efficiency: Average number of journal entries processed and reviewed per month.	128	125	125
Effect/Outcome: Percentage of journal entries completed per year.	100%	100%	100%
Objective: To provide accurate and timely payment of all invoices properly submitted according to policy and procedure guidelines. Payments should be issued within 30 days.			
Demand: Number of invoices to be processed and recorded.	101,225	75,000	100,000
Workload: Number of invoices processed, recorded, and completed.	101,225	75,000	100,000
Efficiency: Number of invoices processed per hour.	49	36	49
Effect/Outcome: Percentage of invoice payments issued within 30 days.	95%	95%	95%



City of Little Rock, Arkansas

Finance

	2013 Actual	2014 Budget	2015 Budget
Objective: To provide and maintain a systematic method of accounting for and controlling City's assets.			
Demand: Number of departmental annual asset inventory counts scheduled.	41	41	41
Workload: Number of addition, retirement, and depreciation, transfer, and adjustment transactions processed.	33,880	30,000	30,000
Efficiency: Number of departmental asset inventory counts completed.	41	41	41
Efficiency: Transactions processed per month.	2,823	2,500	2,500
Effect/Outcome: Percentage of departmental annual asset inventory counts conducted.	100%	100%	100%

Objective: To produce accurate and timely payroll service to the employees of the City.			
Demand/Workload: Number of Payroll transactions lines processed and recorded.	2,184,000	2,500,000	2,500,000
Efficiency: Payroll transaction lines processed and posted per month.	182,000	208,333	208,333
Effect/Outcome: Percentage of payroll transactions processed in the regular bi-weekly cycle.	98%	98%	98%

Objective: To achieve a current business license fee collection rate of 99%.			
Demand/Workload: Net amount billed annually for business licenses.	\$6,433,095	\$6,490,260	\$6,583,571
Efficiency: Revenue collected from business license fees.	\$6,304,434	\$6,363,000	\$6,451,900
Effect/Outcome: Percentage of business license fees collected.	98%	98%	98%

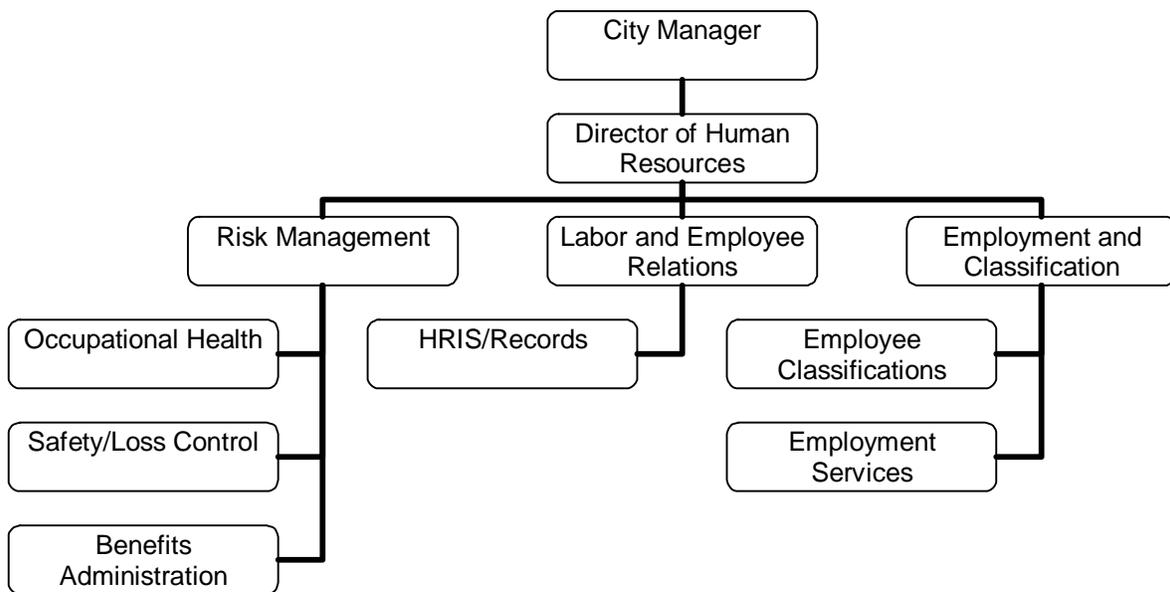
The departmental goals and objectives link with the
Statement of Management Policy for Financial Reporting.



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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

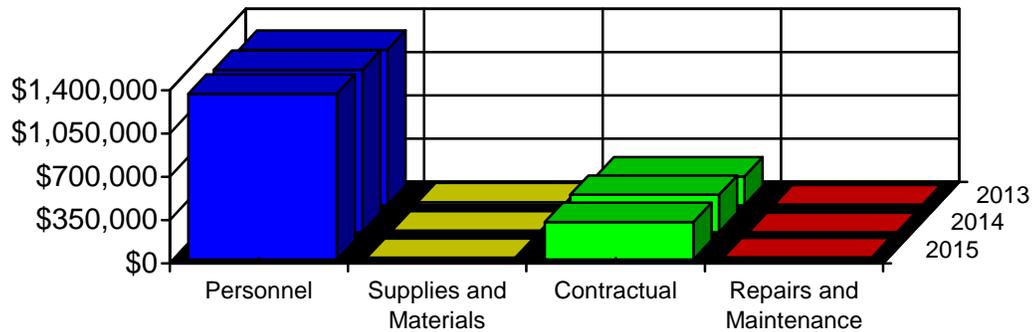
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$1,257,373	\$1,315,171	\$1,341,071
Supplies and Materials	24,518	13,200	13,200
Contractual	232,377	302,514	302,514
Repairs and Maintenance	5,317	1,792	16,392
Total	\$1,519,584	\$1,632,677	\$1,673,177

Staffing	19	19	20
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The increase in personnel cost is associated with the addition of a benefits analyst in 2015. The increase in repairs and maintenance reflects the annual software maintenance contract cost for the Human Resource personnel management system, Neogov.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,673,177	2.48%



Human Resources

2014 Department Priorities	Status
Review onboarding procedures and implement changes to enhance City processes.	Ongoing
Conducted an audit and reviewed all current department independent contractors to ensure compliance with Internal Revenue Service (IRS) regulations.	Completed
Conducted a self-audit of all overtime exempt classifications to ensure compliance with Fair Labor Standards Act (FLSA) regulations.	Completed
Reviewed Health Care Insurance renewal proposal and additional impacts from the Patient Protection and Affordable Health Care Act (PPACA).	Completed
Conducted training on the Employment Section of the Administrative Policies and Procedures Manual.	Completed



2015 Department Goals
Analyze results of training survey to determine employee training needs identifying additional training that can be developed in-house and published on intranet.
Develop quarterly division training calendar to be published on intranet, in the newsletter, and email to announcements.
Create leadership/supervisory equivalents for City employees who do not possess the one or two years of supervision, which is required for promotional opportunities.
Implementation of a review and monitoring process for licenses and certifications required of City employees for specific classifications.
Review and update the uniformed Police Officer job descriptions.



Human Resources

Department: Human Resources
Funding Source: General Fund
Budget: \$1,673,177

Department Description:

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

	<u>2013 Actual</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
Objective: To administer benefit programs provided for city employees, including insurance coverage and to ensure that quality benefits are provided within financial and legal parameters.			
Demand: Total Enrollment meetings.	44	46	40
Workload: Number of enrollment meetings conducted.	44	46	40
Efficiency: Completed enrollment meeting materials by contract and or payroll deadlines.	100%	100%	99%
Effect/Outcome: Percentage of enrollment meeting materials completed by payroll and Contract targets.	100%	100%	99%
Objective: To process and maintain job descriptions and job specifications.			
Demand: Number of active job classifications.	417	430	440
Workload: Number of classifications requests or new position requests per year (includes LRCVB).	155	301	331
Efficiency: Complete research and submit completed documents for review by requesting department within 60 days.	26	34	60
Effect/Outcome: Average number of days to complete research and submit proposed job descriptions/specification.	26	34	60
Objective: To receive, process and maintain applications and related documents for all City Positions; to recruit applicants for all City positions needed (including Civil Service, non-Civil Service, and Part-time positions).			
Demand: The average number of days required to announce, screen/test and refer applicants.	25	23	23
Workload: The number of actual positions which were processed (i.e. posted, screened/tested, and referred).	148	139	145
Efficiency: Number of all applicants for posted full-time positions.	21,928	15,735	17,500
Effect/Outcome: Average number of days to submit/refer a list (from the receipt of a requisition to the referral of a list).	16.27	15.46	20



Human Resources

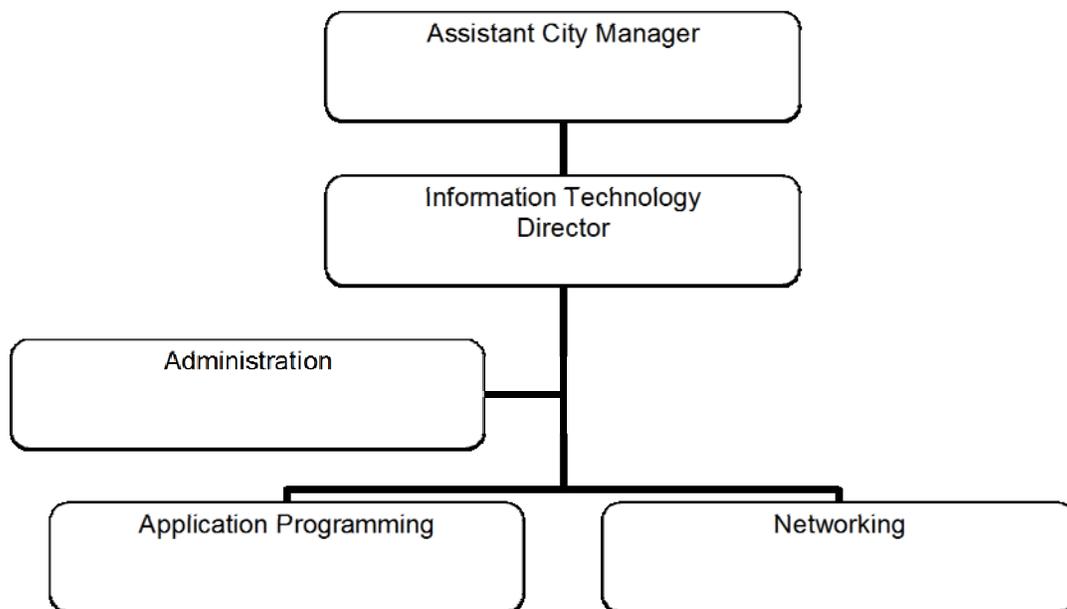
Objective: Provide a cost-effective self-funded Workers' Compensation program which meets legal requirements and to reduce the City's risk of loss due to accidents.			
Demand: Year to date cost per claim.	3,946	3,635	3,750
Workload: Number of claims.	347	375	375
Efficiency: Percentage of claims properly reported to the Workers' Compensation Commission within the ten (10) day requirement.			
	100%	99%	99%
Effect/Outcome: Proper claim management driven by on time reporting percentages.			
	95%	95%	95%
Objective: 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.			
Demand: Approximate building valuation (in millions).	335	350	365
Workload: Actual Value.	335	350	365
Efficiency: Maintain or improve coverage without Unnecessary increase in premium rates.			
	0%	7%	5%
Effect/Outcome: Percent increase in premium rates.			
	0%	7%	5%

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





Information Technology



Mission Statement

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

Information Technology

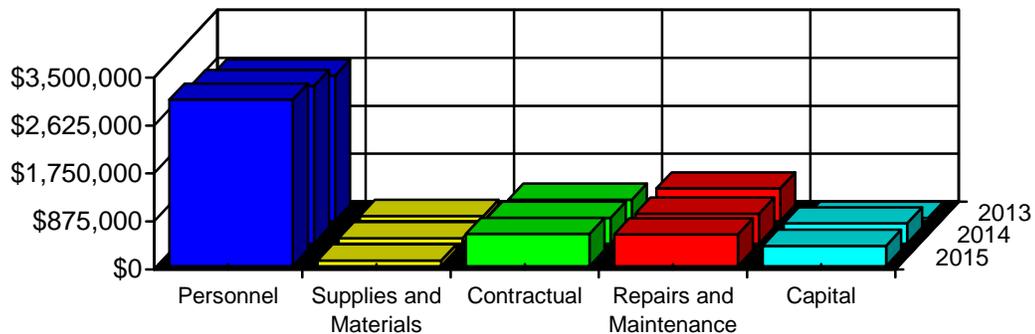
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$2,654,676	\$2,876,466	\$3,038,713
Supplies and Materials	91,470	105,375	104,720
Contractual	388,507	468,119	588,119
Repairs and Maintenance	594,557	539,362	579,232
Capital	59,270	369,000	369,000
Total	\$3,788,479	\$4,358,322	\$4,679,784

Staffing	39	39	39
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The 2015 Personnel Budget for IT is approximately \$162,000 more than the original 2014 Personnel Budget, reflecting funding for two (2) vacant positions that were not included in the 2014 budget. The increases in repairs and maintenance and contracts reflect Cyber Security training, consumer credit card security compliance software and training, and Internet security. Many of these increases are a direct result of recent security breaches at major retailers.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$4,679,784	7.38%



2014 Department Priorities	Status
Active-Active Data Center: Project provided the City with an active-active high availability data center environment with enterprise grade storage located in two separate facilities.	Completed
Dell KACE Patch Management & Software Distribution System: Added functionality to KACE system which included patch management, software distribution, software and hardware inventory and enhanced service desk system.	Completed
Microsoft Office Upgrade: Moved users to the latest version of Microsoft Office that their respective machine could handle and provided user training on Office 2013.	Completed
Develop Graphical Information System (GIS) for Public Safety: Developed a GIS system utilizing open source software providing better graphical information for the Police and Fire departments.	Completed
John Barrow – West Central Community Center: Assist Parks Department with technical requirements for this new facility. Work with Parks staff to identify technology needs for the facility.	Ongoing
Predictive policing: Assisted the Little Rock Police Department in implementing a crime prediction and analysis system.	Completed
Management Information System (MIS) for Community Programs (cloud-based) –Assisted the Community Programs Department in implementing a contract management and service tracking system.	Completed
Administrative Office of the Courts System (AOC): Assist the Little Rock District Courts with conversion to the State of Arkansas (AOC) system by develop interfaces to Little Rock Police Department information required by the Little Rock District Courts.	Ongoing
Police Incident Module project: Upgrade and replace the current Little Rock Police Department Incident System on the mainframe.	Ongoing
False Alarm: Assist Finance with the upgrade of the False Alarm billing system.	Ongoing



2014 Department Priorities (Continued)	Status
Apartment Complex Billing System: Create an Apartment Complex Billings to track the police responses, billing, and payments.	Ongoing
Police Arrest – Warrant – Citations Module: Upgrade and replace Little Rock Police Department's "Person's World System".	Ongoing
311 Upgrade: Assist Little Rock Police Department with the upgrade of the 311 System, both hardware and software.	Ongoing
911 Computer Aided Dispatch (CAD) System: Assist Little Rock Police Department with the upgrading of the CAD system.	Ongoing



Information Technology

2015 Department Goals
Predictive Analytic System: Build in house predictive analytic system using information from existing Police, Fire and Housing City data sets.
911 Computer-Aided Dispatch (CAD) System Hardware Upgrade: Upgrade 911 (CAD) hardware in two locations for redundancy.
AOC Web Services: Implement all available web services and receive all necessary arrest and adjudication information to update our local database.
Citywide Website Upgrade: Work with vendor to upgrade City's website to more mobile friendly version.
Payment Card Industry Compliance (PCI) Audit Training: Research, purchase and implement a PCI Training program.
Security Awareness Training: Research, purchase and implement a Security Awareness Training program.
Pankey Police Substation: Assist Police Department with technical requirements for this new facility.
John Barrow West Central Community Center: Assist Parks Department with technical requirements for this new facility.
911 Personal Computer (PC) replacement: All Windows XP (911) clients will be replaced with Windows 7 clients to insure the security of the CAD System.
Management Information System (MIS) for Community Programs (Cloud-Based) 2nd Phase: Implementation of the Grants Management module provided by nFocus.
Open Data System: Implement an Open Data Portal System that can publish data sets for the citizens of Little Rock utilizing standard views, mapping tools, and file formats.
Cartegraph: Implement Code Enforcement Application for the Housing Department.
Replace City Windows XP Computers: Continue to work with departments to identify workstations that need to be replaced.
311 Upgrade: Implement a new 311 solution.
Broadband Firewalls: Configure and install the firewalls purchased for the locations that connect to City network via broadband connection.
Two-Way Interface from Cartegraph to 311: Work with Housing Department to create an interface.
LRFD Records Management System Update: Work with Fire Department to update the Fire Departments Records Management System.



Department: Information Technology
Funding Source: General Fund
Budget: \$4,679,784

Department Description:

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

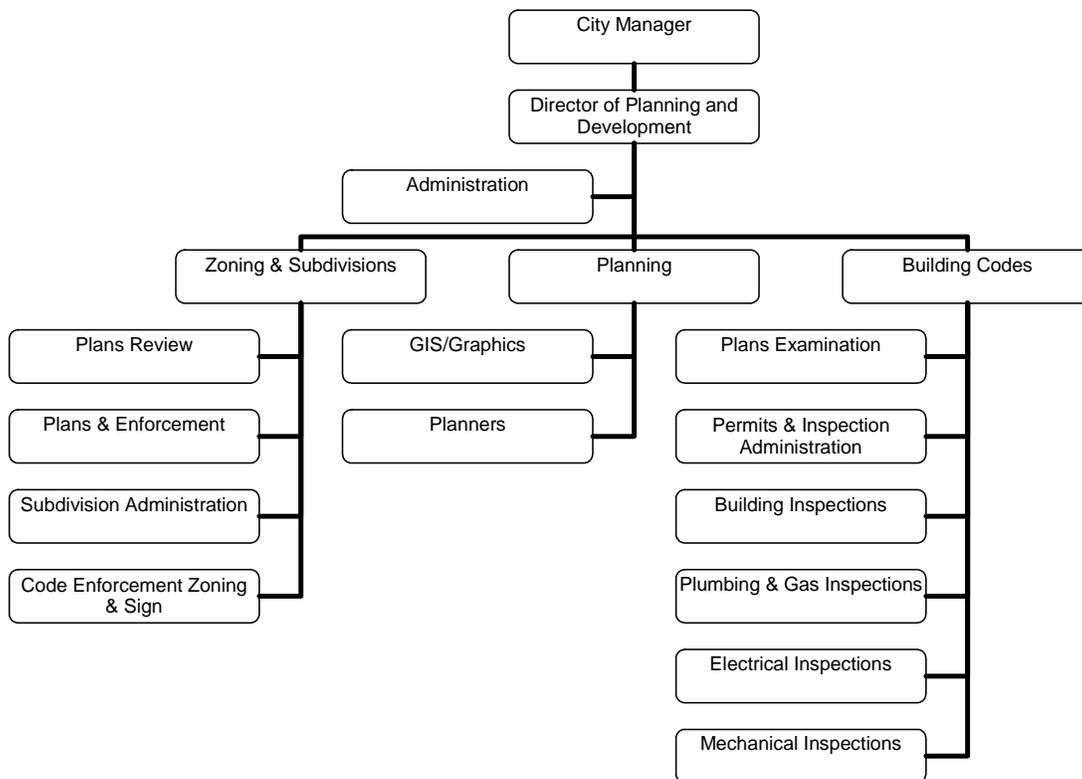
	<u>2013 Actual</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
Objective: To insure that the City's local area computer network is available 99% of the available work hours.			
Demand: Hours available in the work year.	8,760	8,760	8,760
Workload: Hours available for use per year.	8,760	8,760	8,760
Efficiency: Actual hours available for use per year.	8,685	8,730	8,672
Effect/Outcome: Percentage network is available during work hours.	99%	99%	99%
Objective: To insure that the City's Mainframe is available 99% of the available work hours.			
Demand: Hours available in the work year.	8,760	8,760	8,760
Workload: Hours available for use per year.	8,760	8,760	8,760
Efficiency: Actual hours available for use per year.	8,720	8,745	8,672
Effect/Outcome: Percentage of available work hours.	99%	99%	99%
Objective: To insure that 97% of the city staff trouble tickets receive a satisfactory or better rating.			
Demand: Number of trouble ticket per year.	8,333	7,274	8,300
Workload: Number of ticket processed within the year.	8,333	7,199	8,300
Efficiency: Number of satisfactory or better tickets.	8,166	7,127	8,247
Effect/Outcome: Percent of satisfactory or better rated tickets.	97%	98%	98%

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





Planning & Development



Mission Statement

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

Planning and Development

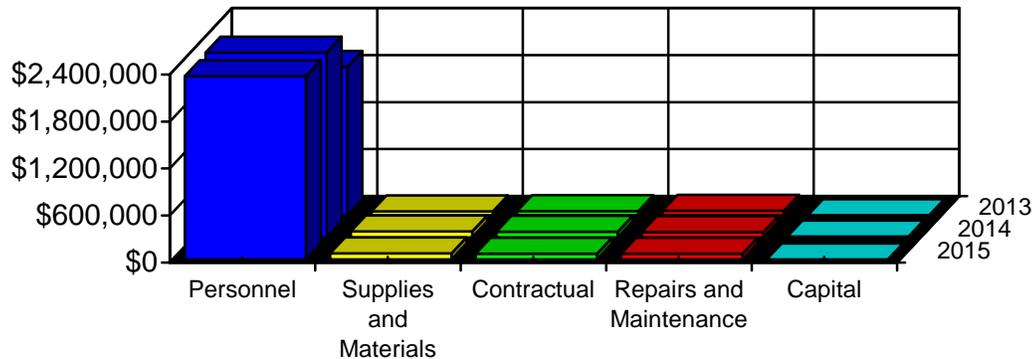
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$1,892,499	\$2,356,928	\$2,339,473
Supplies and Materials	48,896	75,132	77,665
Contractual	52,406	72,357	73,057
Repairs and Maintenance	58,271	68,551	73,997
Capital		11,000	
Total	\$2,052,072	\$2,583,968	\$2,564,192

Staffing	2013	2014	2015
	39	39	39

There is a decrease of approximately \$17,500 attributed to salary, health care, and benefit cost changes for non-uniform employees. The increase in repairs and maintenance and supplies includes funding for replacement of office furniture and ARCGIS software licensing. This increase was funded by other decreases from the 2014 budget.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,564,192	-0.77%



2014 Department Priorities	Status
Continue to provide staff support for various boards, commissions and committees including Planning Commission, Board of Adjustment, City Beautiful Commission, Historic District Commission, Bicycle Friendly Community Committee and the Board of Directors.	Ongoing
Continue to work on the implementation of the Historic Preservation plan and begin the process to review areas for creation of a local ordinance district.	Ongoing
Completed the review and update for the area west of I-430 and south of Chenal Parkway/Kanis Road and begin the review process for the final area, the northwest part of the City.	Completed
Coordinated with Planning Commission, City Beautiful Commission and Board of Directors needed review of the ordinances.	Completed
Staff reviewed and processed approximately 150 requests for rezoning, conditional uses, variances, preliminary plats and planned developments.	Completed
Adopted the 2012 Arkansas Fire Prevention Code, Building and Residential Code, the 2014 International Energy Conservation Code (subject to State of Arkansas action) and the 2014 National Electrical Code.	Completed
Continue effort to address the issue of unsafe structures.	Ongoing
Continue to be involved with the Main Street Revitalization Committee and Subcommittees (Downtown Little Rock Partnership).	Ongoing
Completed the John Barrow Neighborhood, design overlay district.	Completed
Developed web applications for staff to better use Geographic Information System (GIS) and moved the current City of Little Rock web page zoning and land use applications from Pulaski Area Geographic Information System (Pagis) maintenance and storage to the department.	Completed



2015 Department Goals
Continue to provide staff support for various boards, commissions and committees including Planning Commission, Board of Adjustment, City Beautiful Commission, Historic District commission, Bicycle Friendly Community Committee and the Board of Directors.
Continue to work on the implementation of the Historic Preservation plan.
Complete the review of the MacArthur Park Design Guidelines with a consultant and work on a local ordinance district around Central High School.
Complete the review of the area east of I-540/Union Pacific Railroad and initiate a second land use plan area review. Review of the land use classifications for possible consolidations.
Coordinate with Planning Commission, City Beautiful Commission and Board of Directors any needed review of the ordinances, relating to the Cedar Pine Design Overlay regulations (Jump Start 12th Street core area).
Staff will review and process 230 requests for rezoning, conditional uses, variances, preliminary plats and planned developments.
Adopt the 2015 International Property Maintenance Code, the Arkansas Mechanical Code and Arkansas Plumbing and Gas Codes.
Continue to work on various planning efforts or groups, including a design overlay district for Kanis Road, a neighborhood action plan for the Wright Avenue area and the Jump Start Action Plan.
Continue to be involved with the Main Street Revitalization Committee and Subcommittees (Downtown Little Rock Partnership).
Continue to work on the development of possible design overlay districts for Main Street and Kanis Road. Review the River Market Design Overlay District for possible changes to the signage section.
Complete software update of the GIS for Desktop to the current version for the department and data clean-up of zoning GIS data to improve accuracy.



Department: Planning and Development
Funding Source: General Fund
Budget: \$2,564,192

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To process 95% of all applications within forty-five (45) days.			
Demand: Land Use, Historic District, and River Market District cases to be processed.	24	23	26
Workload: Land Use, Historic District, and River Market District cases processed.	24	23	26
Efficiency: Cases reviewed/completed per month.	2	2	2
Effect/Outcome: Completion of cases	100%	100%	100%
Objective: To process all inspection request within one (1) day.			
Demand: Building, Plumbing Mechanical, and Electrical inspection requests possible.	14,000	14,000	14,250
Workload: Building, Plumbing Mechanical, and Electrical inspection requests completed.	14,000	14,000	14,250
Efficiency: Inspection requests completed per year.	14,000	14,000	14,250
Effect/Outcome: Percentage of requests completed.	100%	100%	100%
Objective: To complete zoning, subdivision, and sign code enforcement inspections, and re-inspections within policy-directed time frames.			
Demand: Zoning, subdivision and sign code inspections and re-inspections to be completed.	6,000	6,000	5,000
Workload: Zoning, subdivision and sign code inspections, and re-inspections completed.	6,000	6,000	5,000
Efficiency: Cases processed per year.	6,000	6,000	5,000
Effect/Outcome: Compliance and completion of cases.	100%	100%	100%
Objective: To process 85% of all applications within forty-five (45) days of fling for Board of Adjustment and Planning Commission and within ninety (90) days of filing for final Board action.			
Demand: Processing of Conditional Use, Tower Use, Special Use, Variances, Preliminary or Final Plats, Planned Developments and Site Plan Reviews.	280	275	265
Workload: Total Cases available per year.	280	275	265
Efficiency: Cases processed per year.	280	275	265
Effect/Outcome: Compliance and completion of cases.	100%	100%	100%

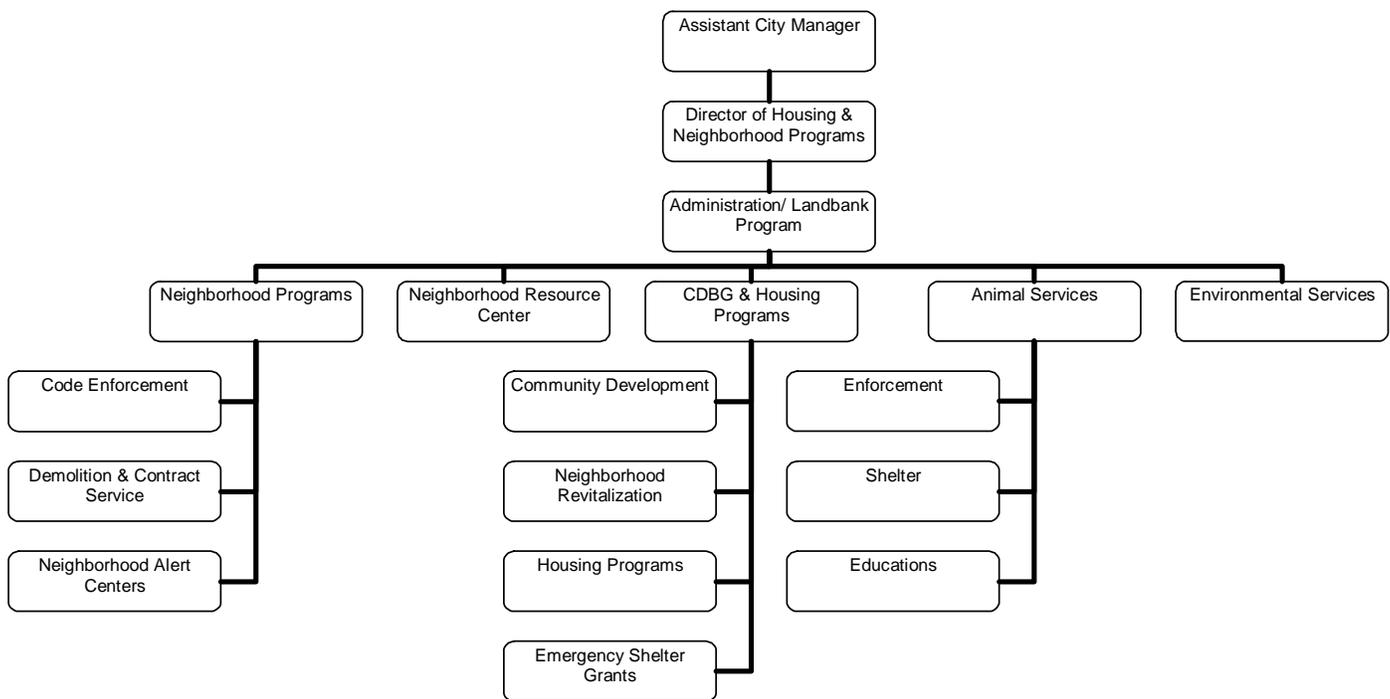
The departmental goals and objectives link with the
**Board of Directors Statement of Management Policy for
 Basic City Services.**



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Housing & Neighborhood Programs



Mission Statement

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

Housing and Neighborhood Programs

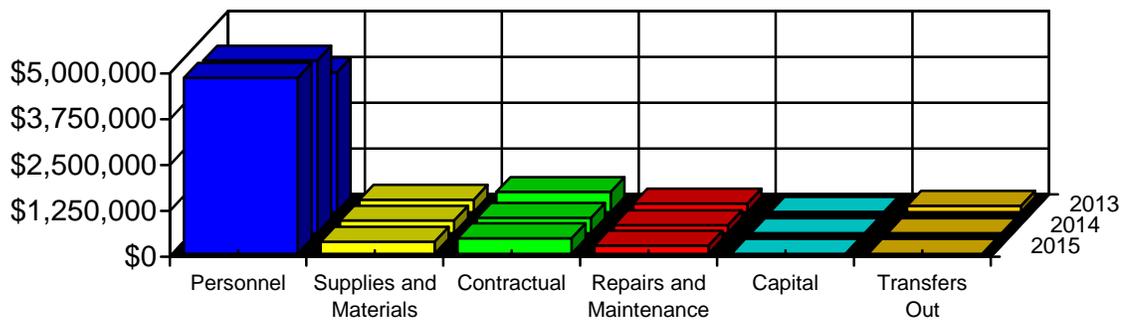
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$3,813,011	\$4,702,178	\$4,796,086
Supplies and Materials	340,595	339,930	334,671
Contractual	553,883	414,866	429,866
Repairs and Maintenance	239,263	216,865	229,766
Capital	9,075		
Transfers Out	173,268		
Total	\$5,129,094	\$5,673,839	\$5,790,389

Staffing	103	103	104
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Approximately \$93,900 of the personnel increase is attributed to salary, health care, and pension contribution changes for non-uniform employees, including the cost of an Alert Center Facilitator position added during 2014. Other changes reflect the additional fleet charges for code and animal service officers.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$5,790,389	2.05%



Housing and Neighborhood Programs

2013 Department Priorities	Status
Housing developed a quarterly news letter.	Completed
Housing will implement a "Neighborhood of the Year" program.	Ongoing
Developed divisional brochures for the entire department.	Completed
To increase public awareness, Housing will develop Public Service Announcements for each division.	Ongoing
Provide ongoing Code Officer training.	Ongoing
Continue to acquire Land Bank properties through donations, lien foreclosures and purchases for future development.	Ongoing
Expand the capacity at the dog park and animal village.	Ongoing
Increased the number of animal adoptions exceeding 1,500 annually.	Completed



Housing and Neighborhood Programs

Department: Housing and Neighborhood Programs
Funding Source: General Fund
Budget: \$5,790,389

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To inspect neighborhood rental property.			
Demand: Rental property to be inspected.	1,500	1,500	1,500
Workload: Rental property inspected.	944	1,293	1,500
Efficiency: Average Rental property inspected per month.	79	107	125
Effect/Outcome: Percentage of rental inspections completed yearly.	63%	86%	100%
Objective: To enforce nuisance codes through property inspections.			
Demand: Nuisance code inspections to be performed.	24,000	22,000	18,000
Workload: Nuisance code inspections performed.	16,358	16,198	18,000
Efficiency: Average nuisance code inspections done per month.	1,363	1,349	1,500
Effect/Outcome: Percentage of nuisance code inspections completed annually.	68%	74%	100%

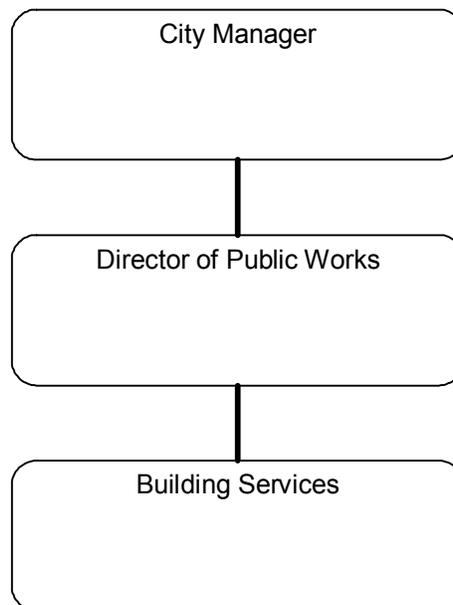
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City and Basic City Services.**



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Public Works General Fund



Mission Statement

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

Public Works General Fund

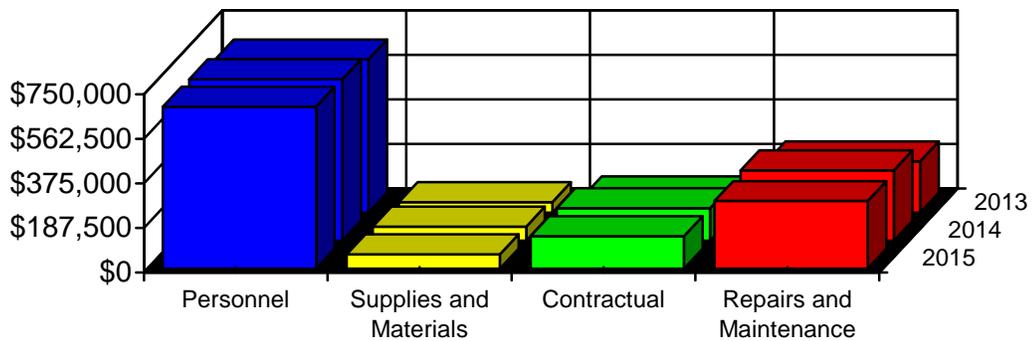
Expenditure Budget - General Fund

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$643,970	\$677,498	\$680,608
Supplies and Materials	44,231	58,248	59,758
Contractual	68,151	135,690	135,690
Repairs and Maintenance	214,891	295,046	283,866
Capital	3,700	0	0
Total	\$974,942	\$1,166,482	\$1,159,922

Staffing	13	13	13
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There is an increase of approximately \$3,100 attributed to salary, health care, and benefit cost changes for non-uniform employees. The Fleet allocation has been reduced based on actual usage.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,159,922	-0.56%



Public Works General Fund

2014 Department Priorities	Status
Energy Efficient Building Maintenance: Continue to support maintenance and construction that will make buildings more energy efficient, less expensive to maintain and environmentally friendly.	Ongoing
Installation of Motion Sensors: Continue to install motion sensors on lighting to conserve energy as funds become available.	Ongoing



Public Works General Fund

Department: Public Works
Funding Source: General Fund
Budget: \$1,159,922

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To complete all building-related service work orders in a timely fashion.			
Demand: Work orders to be completed from City departments.	1,709	1,350	1,600
Workload: Work orders completed.	1,709	1,350	1,600
Efficiency: Work orders completed per month.	142.41	112.50	133.33
Effect/Outcome: Total percentage of work orders completed.	100%	100%	100%

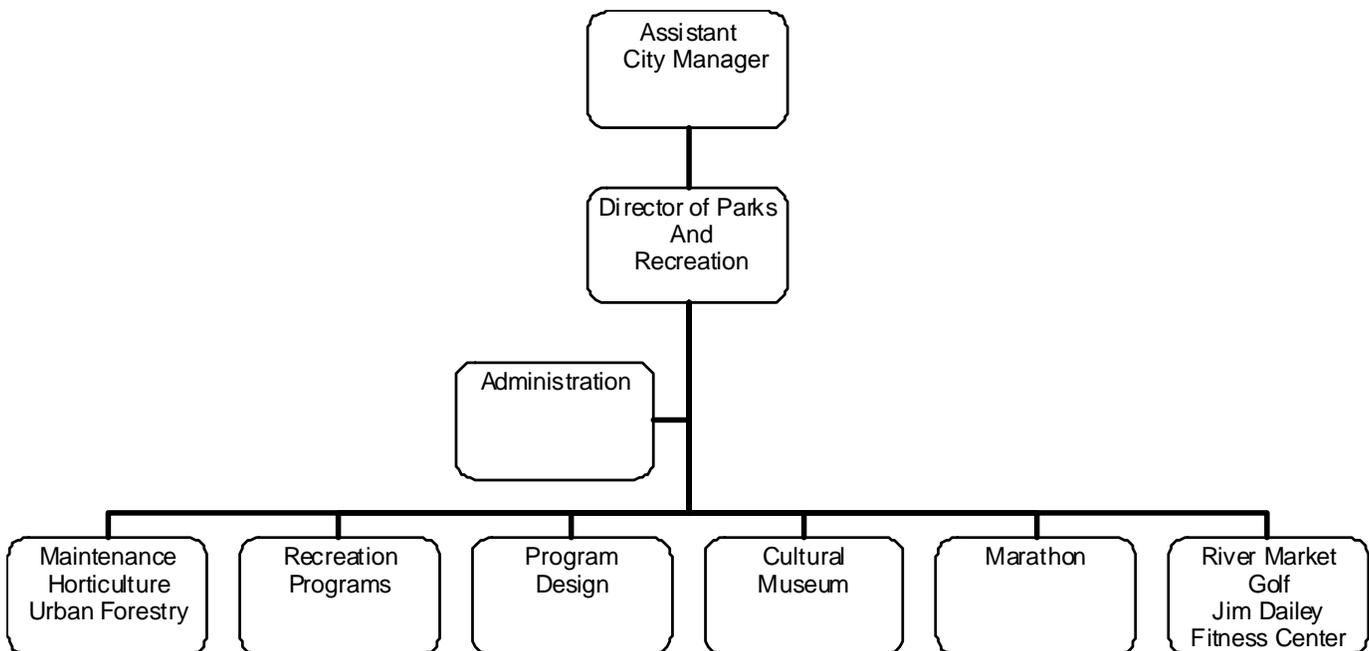
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Parks and Recreation



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

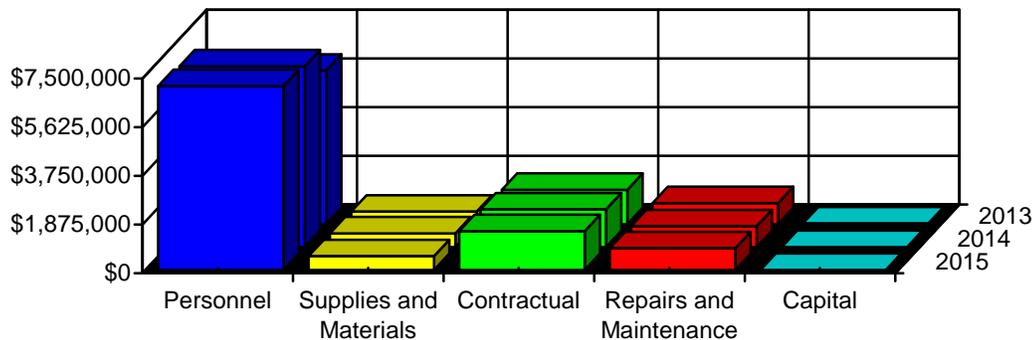
Expenditure Budget - General Fund

Description	2013	2014	2015
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$5,915,363	\$6,957,661	\$7,084,495
Supplies and Materials	486,007	529,592	535,475
Contractual	1,325,874	1,451,465	1,495,340
Repairs and Maintenance	811,538	800,973	842,622
Capital	6,261	0	1,000
Transfers	30,000		
Total	\$8,575,043	\$9,739,691	\$9,958,932

Staffing	2013	2014	2015
	117	119	122

The increases in the Parks Department reflect the continuation of the new sales tax allocation to provide enhanced park maintenance and support. In addition, funding has been added for the new West Central Community Center and five (5) new positions for the last quarter of the year. Approximately \$126,800 of the personnel cost increase is attributed to salary, health care, and benefit changes for non-uniform employees, including the new positions. Funding for an update of the Parks Master Plan in the amount of \$150,000 will be included in Special Project allocations.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$9,958,932	2.25%



Parks and Recreation

2014 Department Priorities	Status
Arkansas River Trail - Continue to seek solutions to complete the construction of the Arkansas River Trail while working with City management and Bicycle Friendly Community Committee to design and develop trail where there are gaps.	Ongoing
Parks Maintenance Upgrade -Continue to maintain our parks system at a class "B" level which has as its goal to mow parks one (1) time every ten (10) days.	Ongoing
Parks Sustainable Margins: Continue researching the feasibility of developing sustainable margins adjacent to woodlands in order to reduce mowing time and enhance wildlife habitats.	Ongoing
Parks Revenue Bond Projects - Complete the Coleman Creek restoration within War Memorial Park.	Ongoing
Natural Steps Complex - Completed first phase construction of Natural Steps athletic complex including four (4) athletic fields, entrance road and parking.	Completed
Little Rock Parks and Recreation Master Plan - Update the 2001 Little Rock Parks and Recreation Master Plan that is more than ten (10) years old. Plan needs to be updated to reflect progress and maintain accreditation.	Ongoing
MacArthur Park Master Plan - Continue the implementation of the MacArthur Park Master Plan.	Ongoing
War Memorial Redevelopment Plan - Continue the refinement and implementation of the War Memorial Redevelopment Plan. Redevelopment plan to include properties purchased south of I-630 in 2013.	Ongoing
Little Rock Marathon Improvements - Increased Little Rock Marathon participation and revenue by 10% in 2014.	Completed
Parks & Recreation Playground Inspection Program - Conducted a thorough and detailed annual inspection of every playground within Parks and Recreation inventory.	Completed
Step Up to Health Initiative - Continue promotion of the Step Up to Health Initiative, which will inspire citizens to pursue healthier lifestyles, creating a more livable community.	Ongoing



Parks and Recreation

2015 Department Goals
Little Rock Parks and Recreation Master Plan: Update the 2001 Little Rock Parks and Recreation Master that is more than ten (10) years old. Plan needs to be updated to reflect progress and maintain accreditation. \$150,000 dollars was appropriated during the 2015 budget process to update the plan. Projected completion of the updated plan is late 2015.
Park Maintenance Upgrade: Continue to maintain our park system at a class "B" level which has as its goal to mow parks one (1) time every ten (10) days.
Arkansas River Trail: Continue to seek solutions to complete the construction of the Arkansas River Trail. Staff will continue to work with City management and Bicycle Friendly Community Committee to design and develop trail where there are gaps.
West Central Community Center: Begin construction of West Central Community Center in early 2015.
Little Rock Parks and Recreation Accreditation: Begin process for 2016 re-accreditation.
Park Master Plan. Staff will continue to work with the MacArthur Group to implement the plan.
Western Hills Park Master Plan: Complete the Western Hills Park Master Plan.
Little Rock Marathon Improvements: Increase Little Rock Marathon participation and revenue by 10% in 2015.
Summer Playground Program: Operate an eight (8) week Summer Playground Program at seven (7) sites around the City for youth between the ages of six (6) and fifteen (15).
Parks and Recreation Playground Inspection Program: Continue to conduct a thorough and detailed annual inspection of every playground within Parks and Recreation inventory.
Lights on After School: Continuation of the "Lights on After School" initiative, which will continue to promote the critical importance of quality after-school programs within the lives of children, their families and community.
Coleman Creek Restoration: Complete the Coleman Creek restoration within War Memorial Park in 2015.
Park Master Plan. Staff will continue to work with the MacArthur Park Group.



Parks and Recreation

Department: Parks and Recreation
Funding Source: General Fund
Budget: \$9,958,932

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: Provide the citizens and visitors of Little Rock accessible recreational program opportunities, experiences and activities which promote active living, health and wellness, socialization, self-esteem, growth and achievement.			
Demand: Total recreational opportunities available.	337,687	336,797	346,901
Workload: Recreational opportunities attended.	309,058	289,697	310,500
Efficiency: Average seasonal attendance.	77,264	84,199	86,725
Effect/Outcome: Percentage of attendance versus opportunities available.	92%	86%	90%
Objective: Evaluate and upgrade existing capital projects based on need and fund availability.			
Demand: Capital projects to be managed annually.	97	82	90
Workload: Actual projects managed annually.	92	66	50
Efficiency: Projects actively managed monthly.	66	49	45
Effect/Outcome: Percentage of capital projects managed.	95%	80%	56%
Objective: Mow each park every ten (10) days during the mowing season.			
Demand: Number of desired mowing cycles.	3	3	3
Workload: Number of mowing cycles.	2	3	3
Efficiency: Number of monthly mowing cycles completed.	2	3	3
Effect/Outcome: Percentage of annual mowing cycles completed	67%	100%	100%

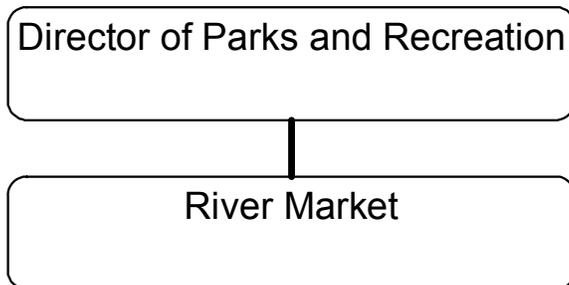
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Quality of Life.**



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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

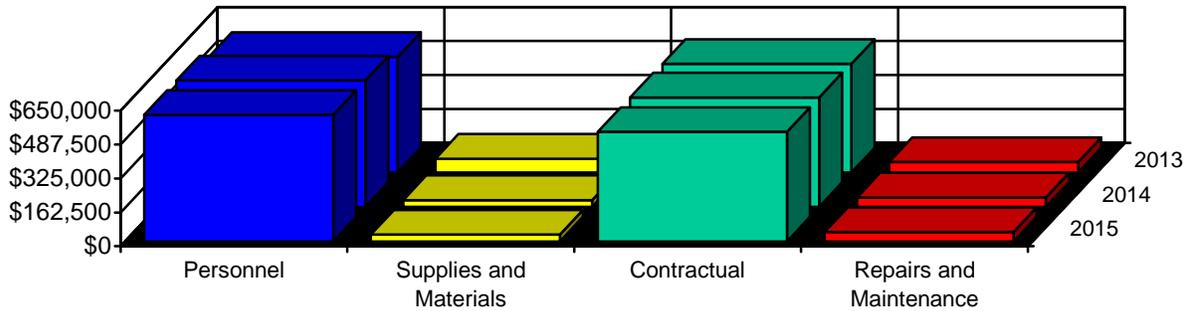
Expenditure Budget - River Market

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$553,116	\$605,930	\$606,419
Supplies and Materials	65,605	33,000	33,000
Contractual	519,551	524,300	524,300
Repairs and Maintenance	49,925	45,445	45,445
Total	\$1,188,197	\$1,208,675	\$1,209,164

Staffing	0	0	0
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The Little Rock Convention and Visitor's Bureau will continue to operate the River Market on behalf of the City in 2015.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$1,209,164	0.04%



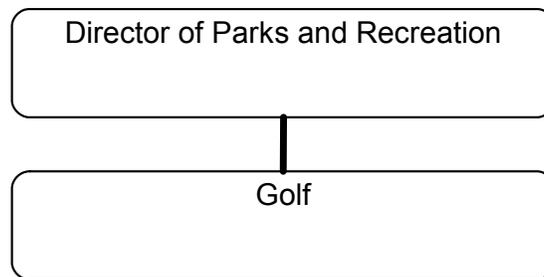
River Market

2015 Department Goals
Little Rock Convention and Visitors Bureau (LRCVB) will continue management of River Market operations on behalf of the City for 2015.
The City will continue to provide support to the River Market at the level of \$250,000.

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Golf



Mission Statement

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

Golf

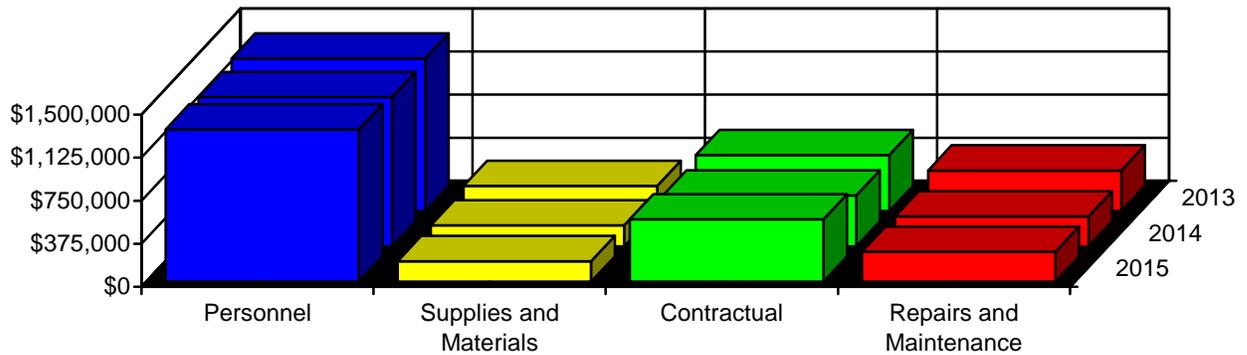
Expenditure Budget

Description	2013	2014	2015
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$1,329,268	\$1,301,109	1,326,977
Supplies and Materials	217,829	183,091	178,443
Contractual	487,083	443,384	543,384
Repairs and Maintenance	352,681	259,581	260,100
Total	\$2,386,862	\$2,187,165	\$2,308,904

Staffing	21	21	22
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The 2015 budget reflects the conversion of a part-time concessionaire position at Rebsamen Golf to a full-time position. In addition, the contribution to support First Tee operations will be increased by \$100,000.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$2,308,904	5.57%



Golf

2015 Department Goals
Generate a minimum of \$943,600 in revenue at Rebsamen Golf Course, while keeping expenditures within budget.
Generate a minimum of \$340,500 in revenue at War Memorial Golf Course, while keeping expenditures within budget.
Generate a minimum of \$347,300 in revenue at Hindman Golf Course, while keeping expenditures within budget.
Maintain Rebsamen, Hindman and War Memorial Golf Courses to established maintenance standards.



Department: Golf
Funding Source: General Fund
Budget: \$2,308,904

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To provide affordable golfing experiences for the citizens of Little Rock.			
Demand: Projected golf rounds.	67,500	70,000	63,000
Workload: Actual golf rounds.	55,963	55,808	63,000
Efficiency: Average rounds per month.	4,664	4,651	5,250
Effect/Outcome: Percentage of actual rounds of golf.	83%	80%	100%

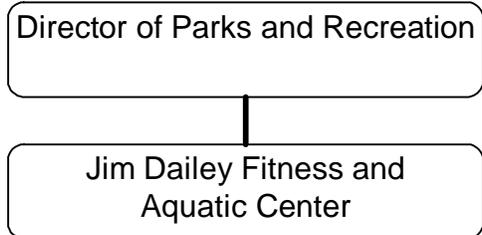
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Quality of Life.**



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Jim Dailey Fitness and Aquatic Center



Mission Statement

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

Jim Dailey Fitness and Aquatic Center

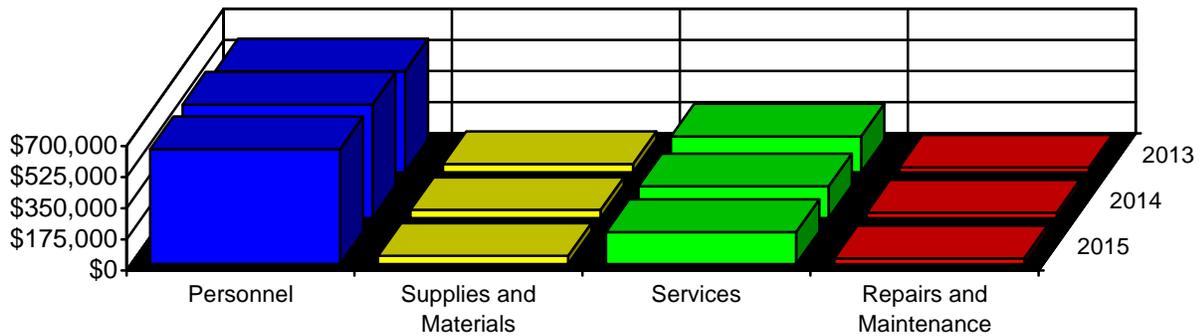
Expenditure Budget

Description	2013	2014	2015
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$568,951	\$639,032	\$645,220
Supplies and Materials	47,005	46,293	44,885
Contractual	203,279	179,307	179,307
Repairs and Maintenance	28,050	31,933	31,715
Total	\$847,286	\$896,565	\$901,127

Staffing	9	9	9
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The Fitness & Aquatics budget is consistent with 2014. However, funding will be allocated from the Building Services special project to replace four (4) sand filters and the pump system for the pool.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$901,127	0.51%



Jim Dailey Fitness and Aquatic Center

Department: Jim Dailey Fitness Center
Funding Source: General Fund
Budget: \$901,127

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To provide a safe, healthy, and clean environment that offers a variety of aquatic, fitness and sport activities that will improve the health and fitness of the citizens of Little Rock at the Jim Dailey Aquatic and Fitness Center.			
Demand: Potential Program attendance capacity.	154,524	113,668	163,933
Workload: Actual program attendance.	99,253	81,000	105,296
Efficiency: Attendance per month.	14,166	10,367	11,381
Effect/Outcome: Percentage of actual attendance over potential attendance.	64%	71%	64%

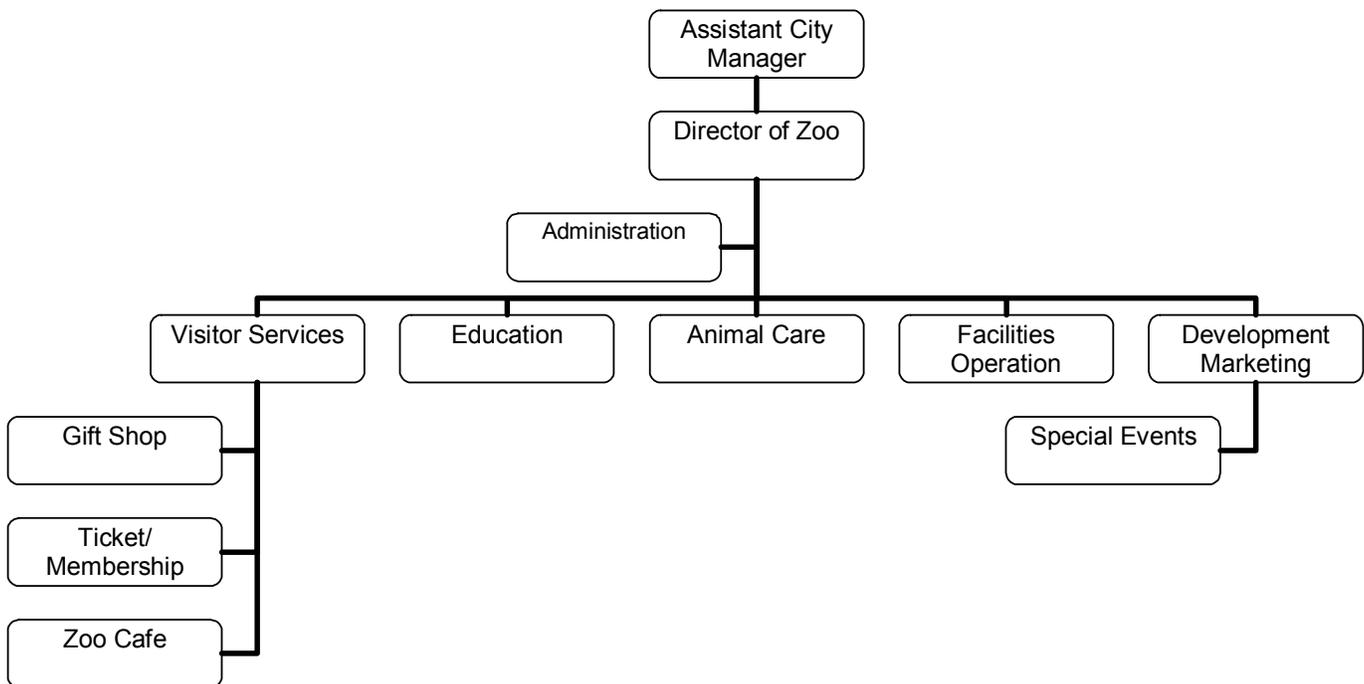
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Quality of Life.**



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Zoo



Mission Statement

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

Zoo

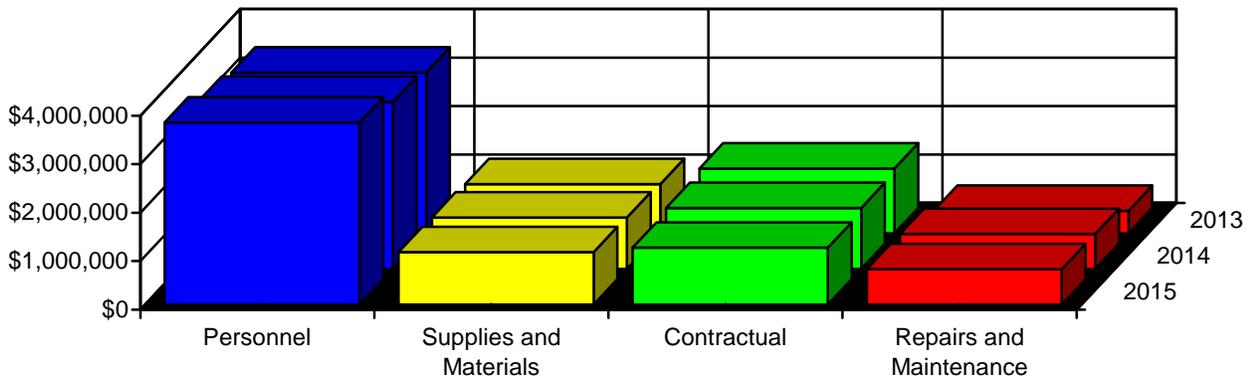
Expenditure Budget

Description	2013	2014	2015
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$3,317,842	\$3,447,038	\$3,754,832
Supplies and Materials	1,015,635	1,081,353	1,078,267
Contractual	1,340,907	1,260,648	1,170,648
Repairs and Maintenance	463,333	699,762	729,980
Total	\$6,056,684	\$6,488,801	\$6,733,727

Staffing	57	59	61
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Approximately \$307000 of the increased personnel cost is associated with salary, health care and benefit changes for non-uniform employees. This includes approximately \$100,000 for health care for several part-time positions, increased funding for part-time positions in animal management, and the conversion of two (2) part-time positions to full-time. Funding for new positions and deferred maintenance supported by the 5/8-cent sales tax have been continued in 2015.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$6,733,727	3.77%



Zoo

2014 Department Priorities	Status
Begin Implementation of the Zoo's Master Plan.	Ongoing
Continue to Implement Recommendations of the Zoo's Strategic Plan.	Ongoing
Installed new train tracks & train owned & operated by the Zoo.	Completed
Upgrade the Zoo's Chimpanzee, Elephant, Bear, & Otter Exhibits.	Ongoing
Break ground on the Zoo's new Arkansas Farm Exhibit.	Not Completed
Implement engaging educational experiences throughout the Zoo.	Ongoing
Establish new events & outreach programs to underserved communities.	Ongoing
Replaced & updated animal Identification graphics.	Completed
Updated walkways, rails, and graphics to enhance Americans with Disabilities Act (ADA) accessibility.	Completed



Zoo

Department: Zoo
Funding Source: General Fund
Budget: \$6,733,727

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To track annual gate attendance.			
Demand: Anticipated annual attendance.	214,468	222,487	215,000
Workload: Actual annual attendance.	211,766	203,256	215,000
Efficiency: Average attendance per month.	17,647	14,394	17,917
Effect/Outcome: Percentage of workload over demand.	99%	91%	100%

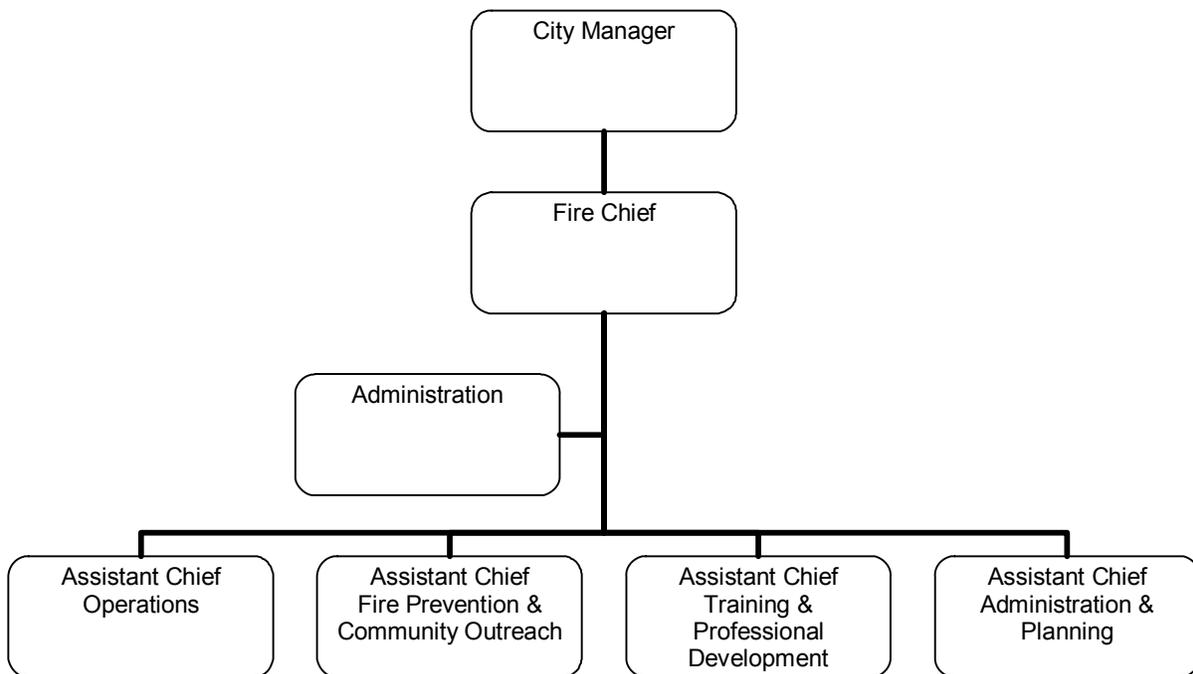
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Fire



Mission Statement

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

Fire

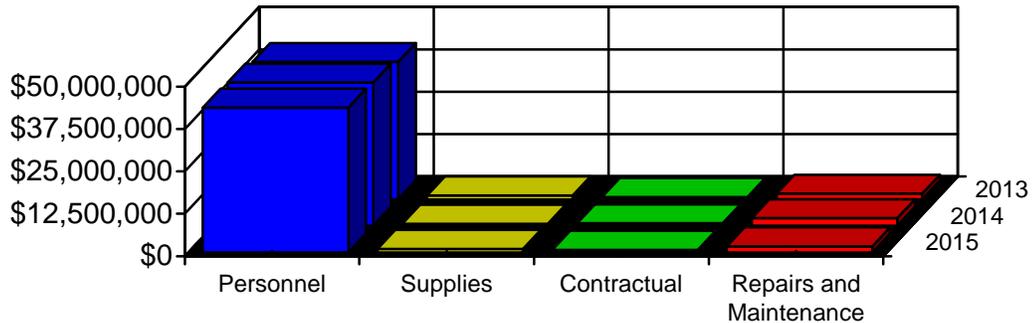
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$40,502,272	\$42,231,299	\$42,680,541
Supplies and Materials	1,131,196	1,035,644	1,032,706
Contractual	611,551	743,250	739,250
Repairs and Maintenance	1,614,019	1,764,393	1,779,756
Total	\$43,859,037	\$45,774,586	\$46,232,253

Staffing	2013	2014	2015
	421	421	421

The Fire Department increases reflect funding for step and grade salary increases for existing staff including the twelve (12) new positions for the West Little Rock Fire Station added during 2012 and the full cost of previously funded SAFER grant positions. In addition, the LOPFI contribution rate will increase by 1%.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	Proposed Budget	% Change from Prior Year
100 General Fund	\$46,232,253	1.00%



Fire

2014 Department Priorities	Status
Continue the process of Accreditation as we embark on Step II of the accreditation process.	Ongoing
Implemented a web-based training curriculum.	Completed
Transition Little Rock School District/Little Rock Fire Department Fire Cadet Program to the Senior Fire Cadet Program.	Ongoing
Collaborate with Fire Service agencies within Central Arkansas to create and support a comprehensive Crisis Intervention Team to better serve first responders.	Ongoing
Developed a Battalion Chief's Academy and completed a correlation developmental task book.	Completed
Establish a partnership with Central Arkansas Transit Authority (CATA) to develop strategies to equip each CATA bus with an Automatic Electronic Defibrillator (AED).	Ongoing
Enhance public awareness of departmental activities.	Ongoing
Collaborate with Emergency Management to ensure department knowledge of: The Hazard Mitigation Plan; Little Rock's Emergency Response Plan and Emergency Support Functions.	Ongoing
Upgrade and utilize technology to better communicate and deploy resources.	Ongoing



Fire

Department: Fire
Funding Source: General Fund
Budget: \$46,232,253

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: Train certified personnel to meet the individual training hours required by Insurance Services Organization (ISO) and improve the competence level of the workforce.			
Demand: Total number of hours of training completed.	91,440	88,356	88,356
Workload: Total number of hours of individual training required per year.	138,383	144,878	144,878
Efficiency: Average number of training hours per person.	349	364	364
Effect/Outcome: Percentage of training hours vs. required hours.	151%	164%	164%
Objective: Perform inspections of commercial structures including schools, daycare centers, nursing homes, high-rise buildings, and hospitals.			
Demand: Number of inspections on commercial structures required annually.	2,430	2,673	2,940
Workload: Commercial Building and Structures inspected annually.	6,304	6,988	7,756
Efficiency: Commercial Building and Structures inspected per month.	525	582	646
Effect/Outcome: Percentage of inspections completed annually.	259%	261%	264%

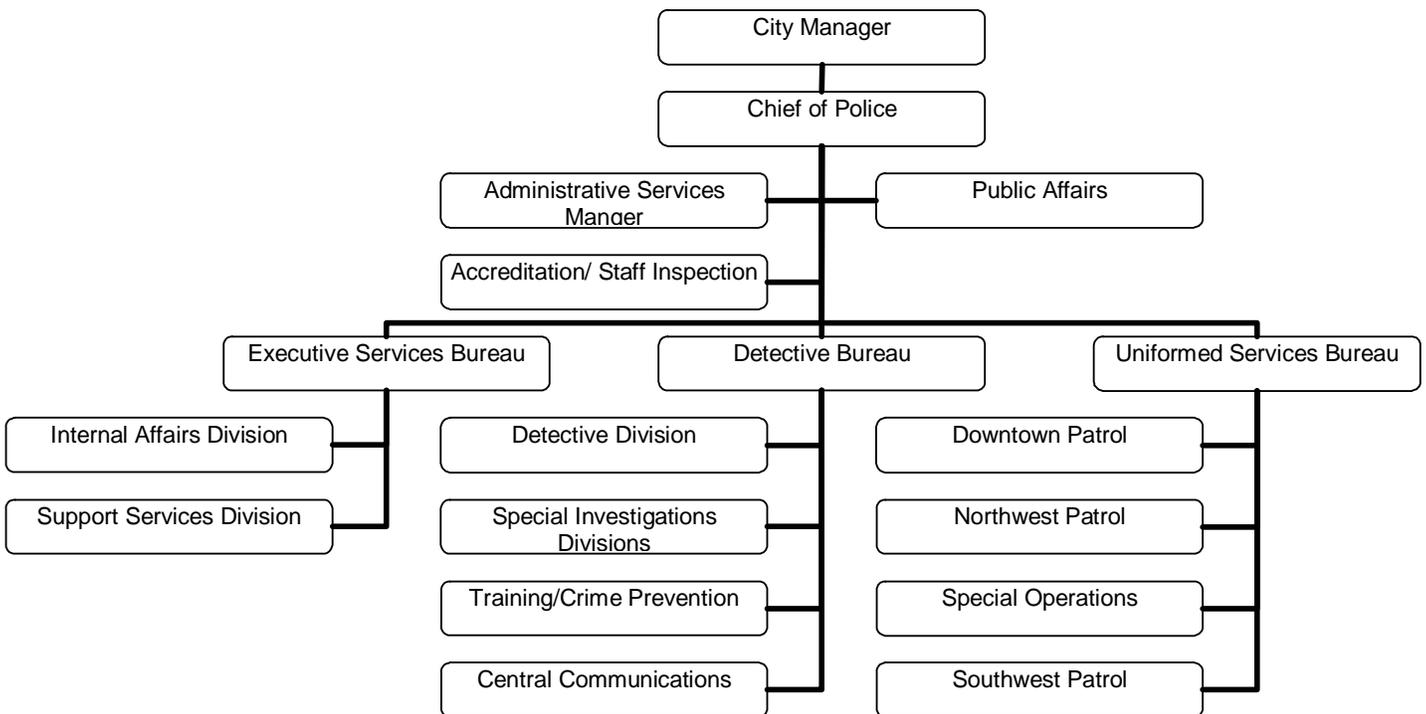
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**



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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

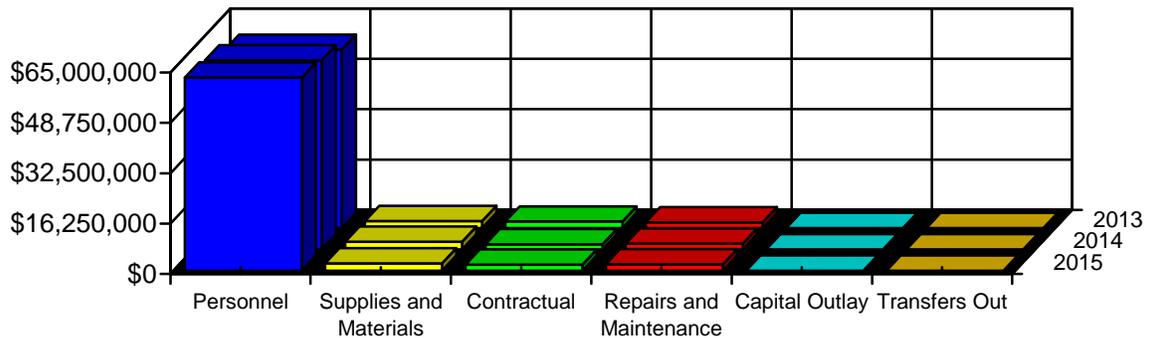
Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$57,608,109	\$61,075,124	\$62,365,348
Supplies and Materials	2,250,467	2,513,740	2,422,392
Contractual	2,128,889	1,697,270	2,044,332
Repairs and Maintenance	1,897,576	1,914,725	2,053,000
Capital Outlay	2,432		
Transfers Out	47,000		
Total	\$63,934,472	\$67,200,859	\$68,885,072

Staffing	715	716	717
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Police Department increases reflect the continued effort to fill vacant uniform and 911/311 call taker positions. In addition, the full cost of twenty-seven (27) officer positions previously funded by grants are included in the 2015 budget. The budget includes scheduled step and grade salary increases and an increase of 1% in the LOPFI contribution rate. In addition, operating cost for the 12th Street Station has been added to the budget. The overtime allocation has been increased by approximately \$254,000.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
100 General Fund	\$68,885,072	2.51%



Police

2014 Department Priorities	Status
Continue the "Click It or Ticket" seatbelt usage campaign.	Ongoing
Reduce the number of crimes against persons and property.	Ongoing
Continue Partnership with the State Highway Safety Project for DWI/DUI enforcement.	Ongoing
Continue Command Staff development.	Ongoing
Conduct at least one (1) Recruit School for new officers.	Ongoing
Complete construction of the 12th Street Police Station.	Ongoing



Police

2015 Department Goals
Complete the 12th Street Police Station.
Continue to improve and expand Police Officer recruiting efforts and conduct at least one (1) Recruit School during 2015.
Continue to emphasize the utilization of the Criminal Abatement Program and maintain coordination with the City Attorney's Office.
Reduce the overall incidents of violent and property crime by 3.0%.
Enhance the supervisory skills and abilities of mid-level and Command Staff by increased attendance at management schools and training seminars.



Police

Department: Police
Funding Source: General Fund
Budget: \$68,885,072

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To respond to high priority calls.			
Demand: Calls to respond.	155,525	155,687	155,785
Workload: Calls responded.	155,525	155,687	155,785
Efficiency: Total minutes from dispatch to arrival.	9.3	9.1	8.9
Effect/Outcome: Percentage of calls with response time under 14 minutes.	98%	98%	98%

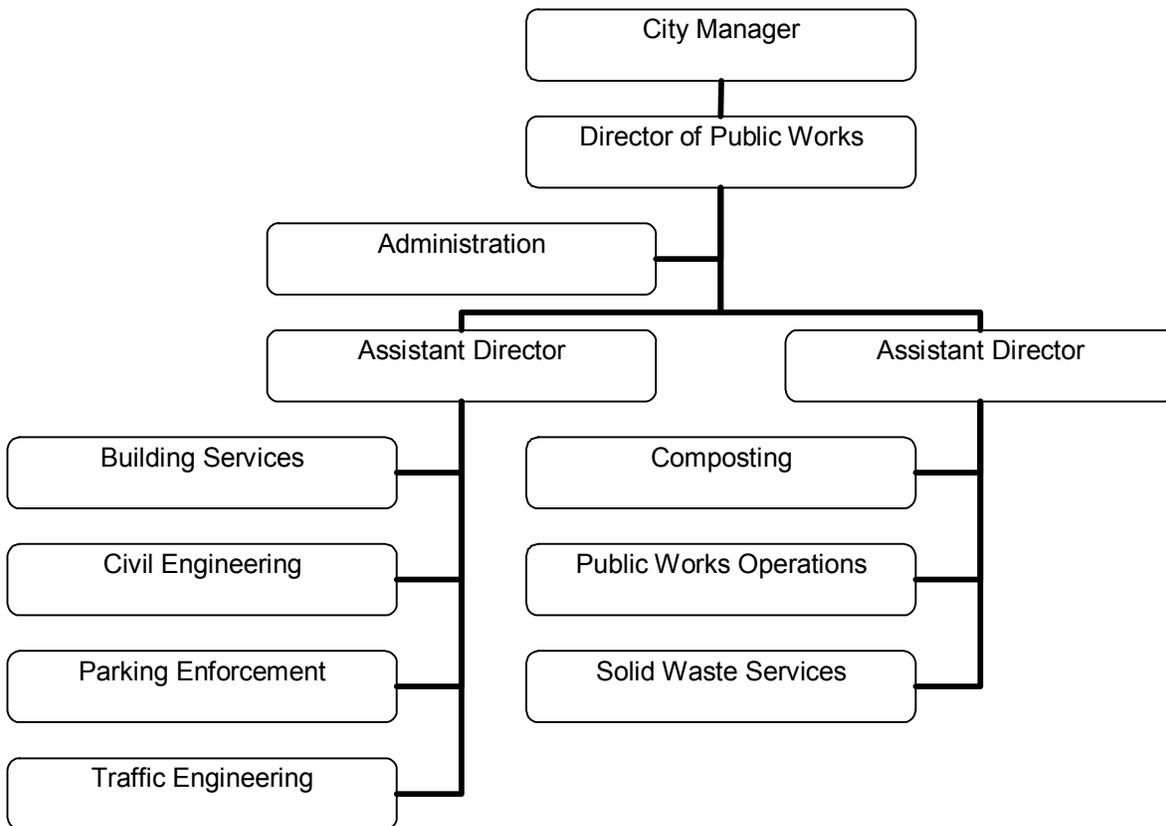
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for a Safe City.**



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Public Works Street Fund



Mission Statement

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

Public Works Street Fund

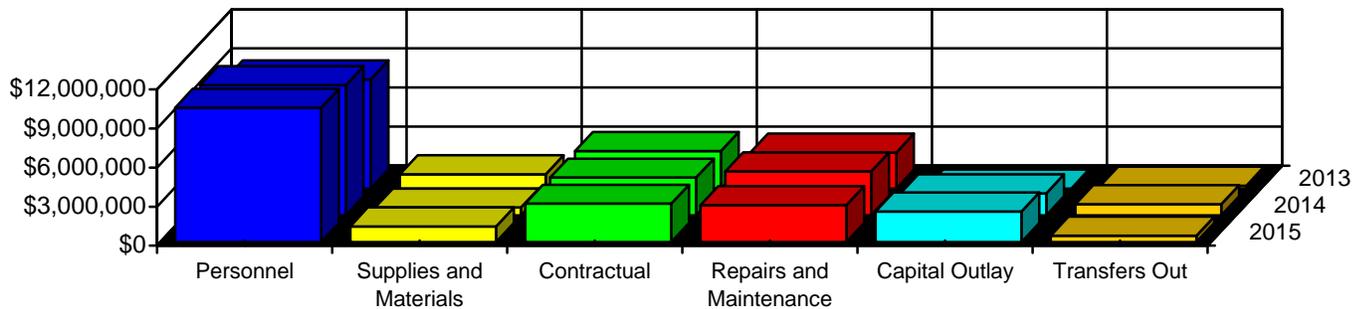
Expenditure Budget - Street Fund

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$8,379,047	\$9,983,570	\$10,291,815
Supplies and Materials	1,100,482	1,176,055	1,188,902
Contractual	2,876,167	2,890,856	2,931,714
Repairs and Maintenance	2,752,577	2,784,328	2,826,578
Capital Outlay	11,247	1,680,000	2,342,000
Transfers Out	216,217	848,887	469,217
Total	\$15,336,023	\$19,363,696	\$20,050,226

Staffing	215	213	213
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Expenditure changes include an additional allocation for infrastructure from the 1/2-cent sales tax. In addition, vacancy savings has been reduced to enable positions to be filled to support a crew for street light repairs.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
200 Street Fund	\$20,050,226	3.55%



Public Works Street Fund

2014 Department Priorities	Status
2013-2015 Infrastructure Program: Begin to transition projects from design to right-of-way acquisition to utility relocation work to construction during 2014.	Ongoing
Scott Hamilton: Assist Arkansas Highway and Transportation Department (AHTD) in contract award and construction with a goal of construction completion in 2014.	Ongoing
City Stormwater Drainage System Mapping: Completed initial process of data collection and updated maps of City's stormwater drainage system.	Completed
2014 Street Resurfacing Program: Complete the street resurfacing for the 2014 Program.	Ongoing
Installed street lights along Stagecoach Road.	Completed



Public Works Street Fund

Department: Public Works
Funding Source: Street Fund
Budget: \$20,050,226

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To review and approve commercial building permits for consistency with Code requirements for streets, drainage, and environmental programs.			
Demand: Permits for review	89	90	92
Workload: Permits reviewed	89	90	92
Efficiency: Permits processed per month.	7.42	7.5	7.6
Effect/Outcome: Percentage of permits completed.	100%	100%	100%
Objective: Administer Street Sweeping Program to clean the streets, remove debris, and prevent interference with the City's drainage system and providing a clean and aesthetically pleasing environment.			
Demand: Annual Street Sweeping Program miles.	30,000	30,000	30,000
Workload: Sweeping Program Street Lane miles.	20,773	24,996	30,000
Efficiency: Program Miles Completed per month.	1,731	2,083	2,500
Effect/Outcome: Percentage of miles completed.	69%	83%	100%
Objective: To respond to citizen requests/complaints regarding Traffic Issues affecting neighborhoods and/or other parts of the City.			
Demand: Requests for review.	360	321	350
Workload: Requests reviewed	360	321	350
Efficiency: Requests completed per month.	30	26.75	29.17
Effect/Outcome: Percentage of requests submitted/completed.	100%	100%	100%

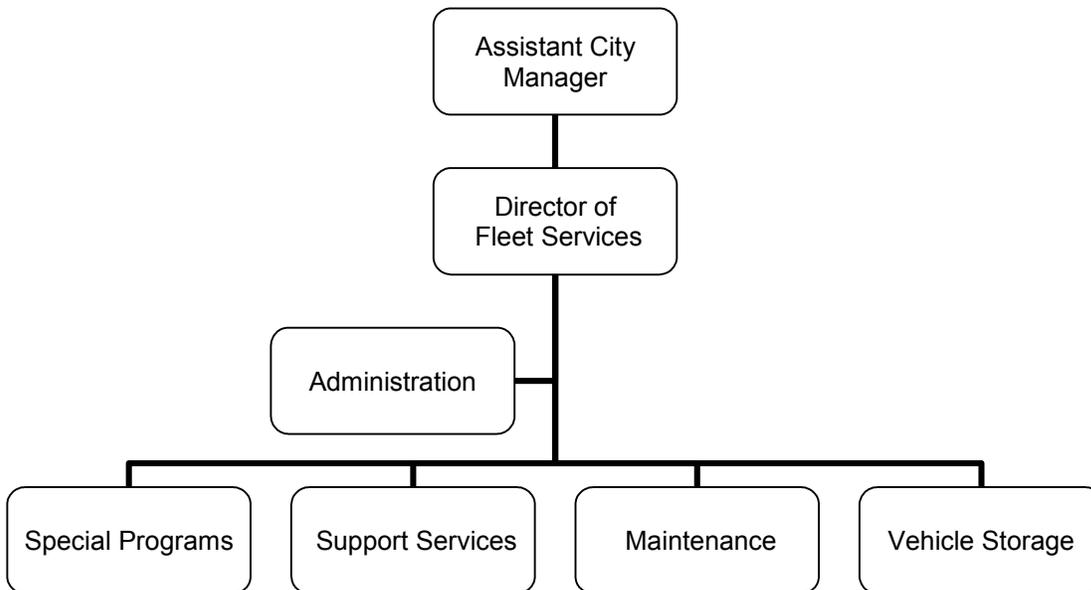
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Infrastructure and Quality of Life.**



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Fleet Services



Mission Statement

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

Fleet Services

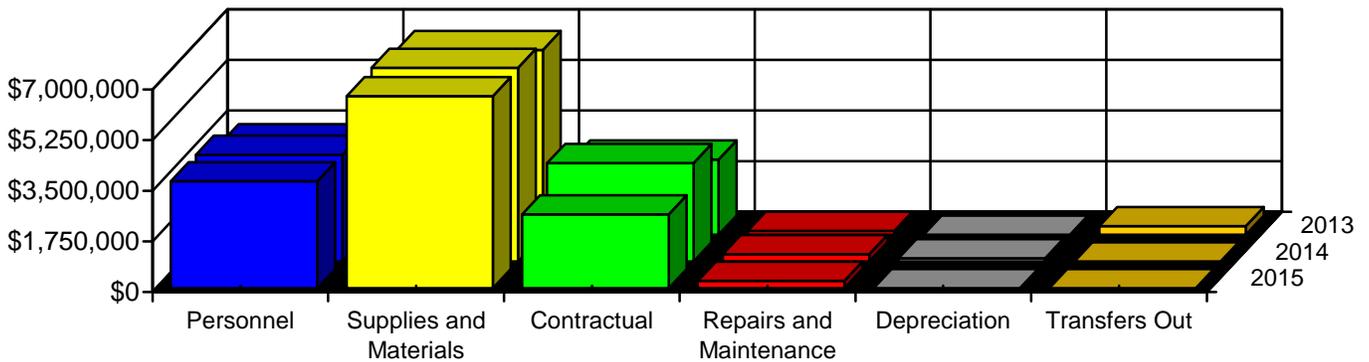
Expenditure Budget

Description	2013	2014	2015
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$3,156,553	\$3,686,321	\$3,693,450
Supplies and Materials	6,388,377	6,694,650	6,640,515
Contractual	2,595,038	2,399,642	2,549,210
Repairs and Maintenance	126,231	249,875	254,450
Depreciation		105,200	156,650
Transfers Out	296,000		
Total	\$12,683,067	\$13,135,688	\$13,294,275

Staffing	61	61	61
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The Fleet Services budget is balanced with projected net income of approximately \$107,850. The decrease in transfers is associated with a one-time allocation for the CNG station included in the 2014 budget amendment.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
All Operating Departments	\$13,294,275	1.21%



Fleet Services

2014 Department Priorities	Status
Opened a new fueling station at 501 Ferry Street, with diesel, unleaded, and compressed natural gas (CNG).	Completed
Developed and implemented a fleet unit pool program.	Completed
Continued effects to established and maintain a Fleet Replacement fund and investigate creative financing options.	Ongoing
Convert 20% of the late model pick-up trucks to compressed natural gas (CNG) and convert small engine lawn equipment to propane power.	Ongoing
Continue to acquire alternative fueled vehicles, including idle mitigation and CNG conversions.	Ongoing
Continue effects to become industry Certified through Fleet Consulting Services (aka Fleet Sentinel), and Government Fleet Management Alliance (GFMA).	Ongoing
Assist in locating and applying for Clear Air grants for purchasing alternatively fueled vehicles, vehicle retrofitting, etc.	Ongoing
Investigate the feasibility of upgrading to a web-based fleet management software system, which would enable Automotive Technicians to order parts without leaving the work station.	Ongoing
Conduct, execute and complete the annual Nation Fire Protection Association(NFPA) inspectors of all Fire Department apparatus.	Ongoing
Continue to provide staff the opportunity to attend Emergency Vehicle Technician (EVT), Automotive Service Excellence (ASE) and Compressed Natural Gas (CNG) training classes; to achieve Automotive Service Excellence (ASE) and Blue Seal shop certification status.	Ongoing



2015 Department Goals
Establish an Apprentice Program to train assistants who are hired through the City's Re-entry Program in various divisions. These assistants will be in the program for nine (9) months.
Purchase and install an additional CNG compressor for increased capacity and reliability.
Upgrade our barcode Scanner System by purchasing new scanners and computers that will operate Windows 7 Professional operating system.
Upgrade and add additional surveillance cameras to provide more surveillance coverage of the facility thereby controlling property theft and monitoring employees activities on the facility.
Install an addition (pre-engineered steel building) to the existing Landfill Maintenance Shop and add a walk-through side door in the Small Engine Shop for cross ventilation and emergency access.
Fleet plans to convert five (5) existing City vehicles to Compressed Natural Gas (CNG). Also, continue to acquire alternative fueled vehicles, including idle mitigation and CNG conversions.
Conduct a Citywide hands on Fleet inventory. A hands on inventory is scheduled every two (2) years to maintain the integrity of the fleet count.
Establish and maintain a Fleet Replacement Fund. Initiate plans for creative financing that will lessen the strain on the Fleet budget while increasing purchasing power for the City's fleet.
Locate, acquire or write a database for vehicles and equipment insurance files. Research and implement plans to reduce the City's expense for vehicle and equipment insurance coverage.
Continue effects to achieve the certificates for one of the "100 Best Fleets" and the "Leading Fleet" for the top fleets in the country.
Seek industry certification through Fleet Consulting Services (aka Fleet Sentinel), and Government Fleet Management Alliance; as recognition for having met or exceeded all 20 Mission Critical Factors of Fleet Management, verifying that the City of Little Rock Fleet Services Department is industry competitive and cost efficient.
Review individual staff expectations for professional growth and development in 2015.
Continue to participate in the "GO Red" grant program. This grant provides additional funding for the conversion of a diesel fueled unit to a greener fuel.



Fleet Services

Department: Fleet Services
Funding Source: Fleet Services Internal Service Fund
Budget: \$13,294,275

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

	<u>2013 Actual</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
Objective: To complete 95% of fleet unit preventative maintenance before or on the due date, as per Fleet Sentinel standards.			
Demand: Preventative work orders scheduled.	2,895	3,168	3,263
Workload: Preventative work orders opened and closed.	2,655	2,909	3,100
Efficiency: Preventative work orders closed on or before due date.	910	1,169	2,945
Effect/Outcome: Percentage of work orders closed on or before due date vs. total scheduled work orders.	31%	37%	90%
Objective: To increase the number of direct shop hours to 85% of total shop hours.			
Demand: Total number of shop hours.	82,396	83,613	84,500
Workload: Shop hours categorized as direct shop hours.	57,964	60,933	68,000
Efficiency: Average direct shop hours per month.	4,830	5,078	5,667
Effect/Outcome: Percentage of direct shop hours /total available shop hours.	70%	73%	80%

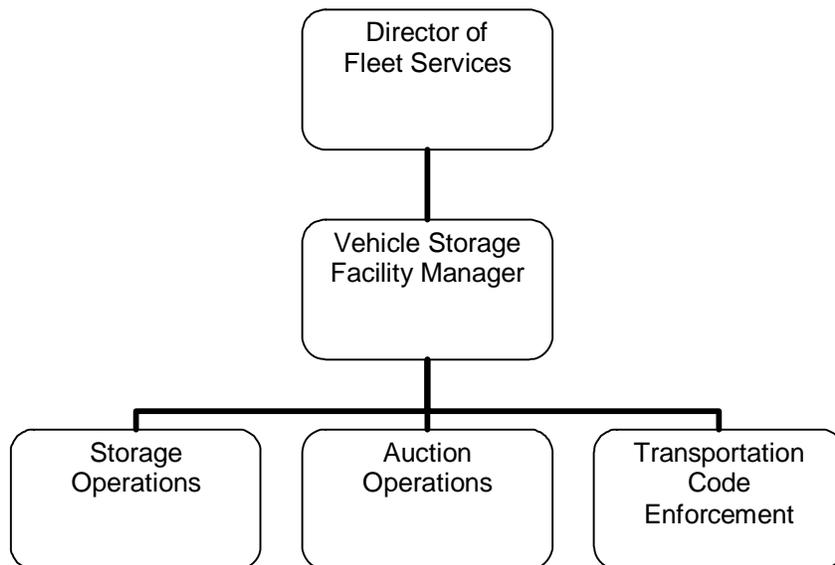
The departmental goals and objectives link with the
**Board of Directors Statement of Management Policy for Basic City
 Services and Infrastructure.**




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Vehicle Storage Facility



Mission Statement

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

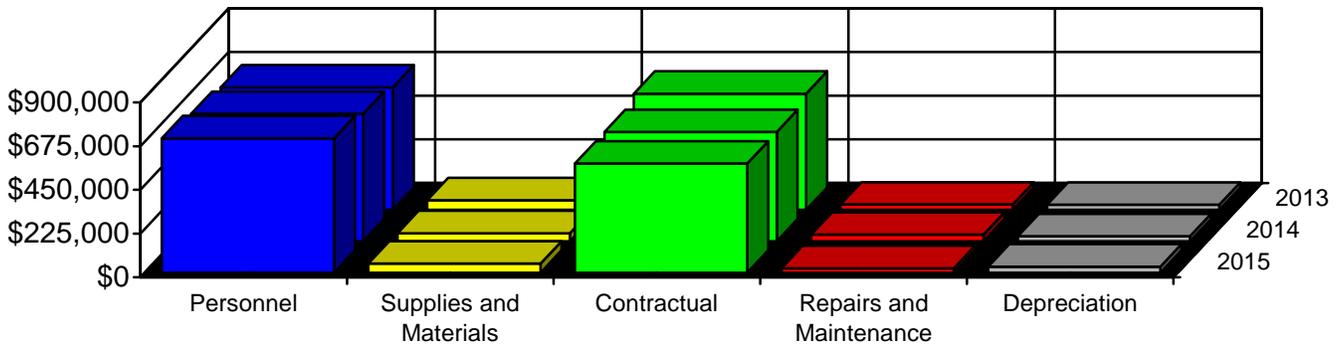
Vehicle Storage Facility

Expenditure Budget

Description	2013 Actual Expenditures	2014 Adopted Budget	2015 Adopted Budget
Salaries and Employee Benefits	\$630,921	\$656,232	\$693,048
Supplies and Materials	50,402	47,750	47,384
Contractual	598,524	562,980	562,980
Repairs and Maintenance	27,779	28,188	23,832
Depreciation	26,034	26,000	31,900
Total	\$1,333,661	\$1,321,150	\$1,359,144

Staffing	15	15	15
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Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
601 Vehicle Storage Facility Fund	\$1,359,144	2.88%



Vehicle Storage Facility

2015 Department Goals

Collaborate with Little Rock Police Department to relocate the crime scene bay from it's current location to an area located on the Vehicle Storage lot where a vehicles are stored.

Pave the auction parking lot.



Vehicle Storage Facility

Department: Vehicle Storage Facility
Funding Source: Vehicle Storage Enterprise Fund
Budget: \$1,359,144

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To release 100% of eligible vehicles within 60 days of impoundment.			
Demand: Impounded vehicles.	3,241	3,000	3,000
Workload: Impounded vehicles eligible for release.	2,460	2,950	2,950
Efficiency: Eligible vehicles released within 60 days.	2,460	2,950	2,950
Effect/Outcome: Percentage of eligible vehicles released within 60 days.	76%	98%	98%

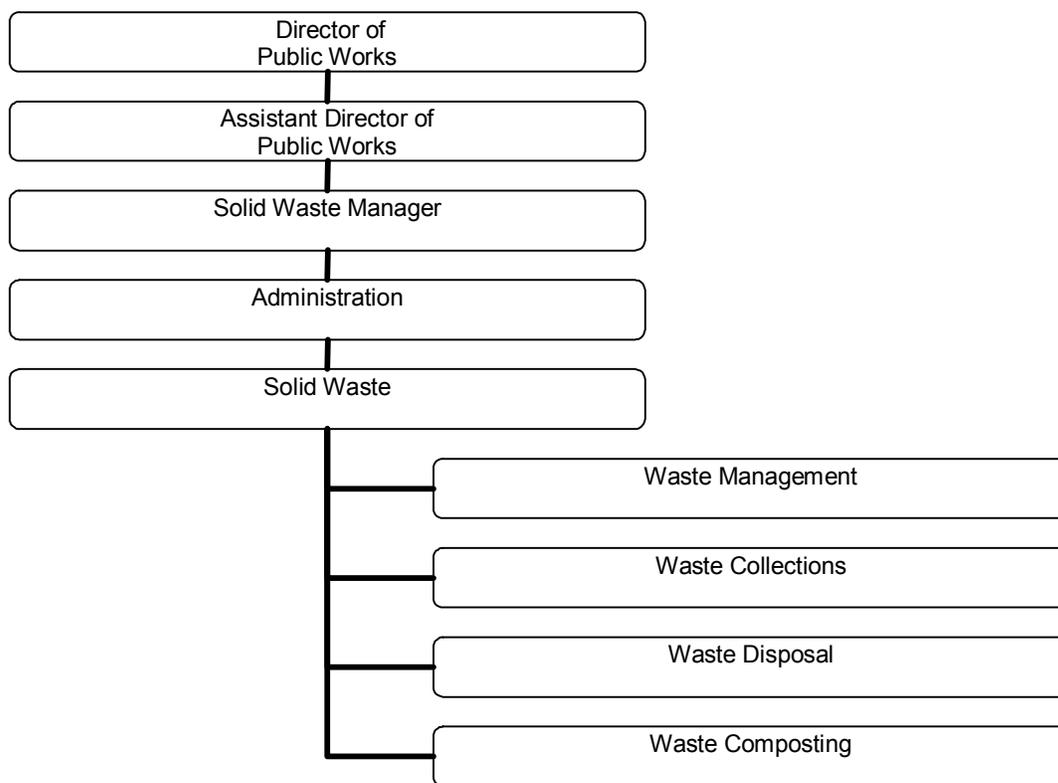
The departmental goals and objectives link with the **Board of Directors Statement of Management Policy for Basic City Services and Infrastructure.**



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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

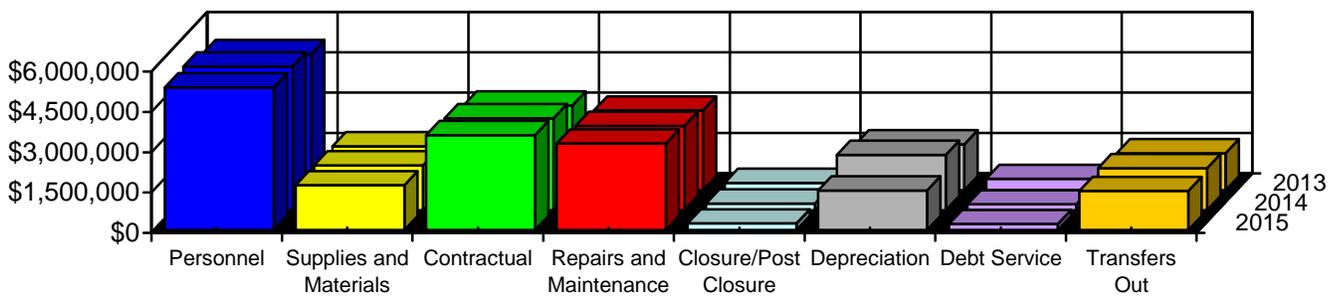
Expenditure Budget

Description	2013	2014	2015
	Actual Expenditures	Adopted Budget	Adopted Budget
Salaries and Employee Benefits	\$5,056,615	\$5,338,107	\$5,307,784
Supplies and Materials	1,641,053	1,666,100	1,668,363
Contractual	3,157,658	3,422,715	3,529,400
Repairs and Maintenance	2,970,146	3,137,296	3,218,465
Closure/Post Closure	280,105	247,945	247,945
Depreciation	1,707,387	2,060,000	1,474,900
Debt Service	426,291	218,900	223,550
Transfers Out	1,378,254	1,564,863	1,457,072
Total	\$16,617,509	\$17,655,926	\$17,127,479

Staffing	113	113	113
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The budget for depreciation and amortization is approximately \$445,000 greater than cash requirements forecast for principal payments. In addition to the operating expenses presented above, approximately \$750,000 in capital expenditures for garbage trucks and replacement of a track hoe are planned.

Total Allocations By Fiscal Year And Account Category



Resources for Budget	FY 15 Proposed Budget	% Change from Prior Year
603 Waste Disposal Fund	\$17,127,479	-2.99%



Waste Disposal

2015 Department Goals
Conduct geophysical study of Cells 3, 6, and western half of 5 Class 1 landfill with intent of designing future half of Cell 5.
Implement recycling for multi-family complexes of 100 units or more.



Waste Disposal

Department: Waste Disposal
Funding Source: Waste Fund
Budget: \$17,127,479

Department Description:

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

	2013 Actual	2014 Budget	2015 Budget
Objective: To promote recycling and increase annual tonnage collected.			
Demand: Curbside recycling tonnage to be collected	10,800	10,000	10,200
Workload: Curbside recycling tonnage collected.	10,287	10,219	10,200
Efficiency: Curbside recycling tonnage collected/month.	857	852	850
Effect/Outcome: Percentage of tonnage collected annually.	95%	102%	100%
Objective: To monitor incoming tonnage to the Class I and Class IV Landfill Cells.			
Demand: Class 1 & Class 4 tonnage to be disposed.	104,000	130,000	125,000
Workload: Class 1 & Class 4 tonnage received.	131,773	119,013	125,000
Efficiency: Average monthly tonnage disposed of in Class 1 and Class 4 landfills.	10,981	9,918	10,417
Effect/Outcome: Percentage of tonnage collected annually.	127%	92%	100%

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



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Appendix



State and City Budget Statutes

State Statutes

Arkansas statutory law grants the City of Little Rock the authority to operate under the City Manager form of government pursuant to the City's form of government.

1. The Mayor and City Manager shall prepare the municipal budget annually and submit it to the Board for its approval or disapproval. The City Manager is responsible for its administration after adoption.
2. The City Manager shall prepare and submit to the Board, within sixty (60) days after the end of each fiscal year, a complete report on the finances and administrative activities of the City during the fiscal year.
3. The City Manager shall keep the Mayor and Board advised of the financial condition and future needs of the City and make such recommendations as to him may seem desirable.

The City complies with item 1 above in its budget process. It complies with items 2 and 3 by submitting monthly, quarterly, and annual financial reports to the Board.

City Ordinances

Sections 2-211 through 2-218, of the Code of Ordinances establish budget requirements for preparation, administration and financial reporting. Sections 2-222 and 2-226 also pertain to the budget.

Sec. 2-211. Nature and Scope.

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

Sec. 2-212. Preparation.

The City Manager shall submit to the Board of Directors a budget and an explanatory budget message for the ensuing year. The City Manager shall compile the budget with the assistance of the Finance Department and other

departments or agencies, estimating all revenues and expenditures detailed by organization unit, service program, or object or expenditure, as appropriate.

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

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

Sec. 2-214. Adoption. *

On or before December 30 of each year the Mayor and Board of Directors shall adopt a budget for the ensuing year.

Sec. 2-214. Budget document – Generally.

The budget document, setting forth the financial plan of the city for the ensuing fiscal period, shall include the following:

- (1) Any explanatory budget message;
- (2) A summary of the budget by fiscal year;
- (3) A detail of the revenue projections upon which the budget is based; and
- (4) The detailed budget plan.

Sec. 2-216. Budget message.

- (a) The budget message submitted by the City Manager to the Mayor and Board of Directors shall be explanatory of the budget, shall contain an outline of the proposed financial policies of the city for the budget year and shall describe in connection therewith the important features of the budget plan. It shall set forth the reasons for salient changes from the previous year in cost and revenue items and shall explain any major changes in financial policy.
- (b) Attached to the budget message shall be such supporting schedules, exhibits and other explanatory material in respect to both current operations and capital improvements, as the City Manager shall believe useful to the Mayor and Board of Directors.

* Little Rock, Arkansas, Code of Ordinances

Sec. 2-217. Summary.

At the head of the budget, there shall appear a summary of the budget, which need not be itemized further than by principal sources of anticipated revenue and total proposed expenditures of each department, in such a manner as to present to taxpayers a simple and clear summary of the estimates of the budget.

Sec. 2-218. Complete budget plan.

The budget shall provide a complete plan for the operation of all City Departments and offices for the ensuing budget year. It shall contain in tabular form:

Detailed estimates of all anticipated revenues.

All proposed expenditures.

Sec. 2-222. Emergency appropriations.

At any time in any budget year, the Mayor and Board of Directors may make emergency appropriations to meet a pressing public need.

Sec. 2-248 – 2-251. Financial reporting.

Fund balance reports shall be prepared and submitted to the Mayor and Board of Directors by the City Manager and Director of Finance within 20 business days after month end close. A quarterly fund report will also be prepared and widely distributed. Semi annual reports will be prepared published in the newspaper and made available to the public within 30 calendar days after the month end close for June and December of each fiscal year.

Sec. 2-258 – 260.1. Restricted reserve fund.

Restricted reserve fund means a portion of the governmental fund type's net assets that are accounted for in a restricted fund balance that is not available for appropriation without special actions of the Mayor and Board of Directors. This fund shall be considered to be fully funded as a part of the annual City budget when the restricted fund balance shows an amount equal to \$10,000,000, or 10% of the annual General Fund revenues for a budgeted year, whichever is greater. Revenues shall be deposited in this fund in such amounts determined by the Mayor and Board of Directors to assure that the fund shall be fully funded by December 31, 2005.

Sec. 2-260.2. Notice of downward economic trends.

The City Manager and Director of Finance shall notify the Mayor and Board of Directors in writing at the first available opportunity if economic trends indicate that the revenues projected as a part of the annual City budget are not meeting projections and require the Board to consider reduction in force, city services or the use of restricted reserve fund monies to meet the City's obligations funded in the annual City budget.

STATISTICAL INFORMATION

Date of Incorporation	November 7, 1831
Date of Adoption of Charter	November 2, 1835
Form of Government	City Manager
Date of City Manager Government	July 27, 1993

Area - Square Miles 122.36

Miles of Streets and Alley:

Total Streets	2,464.63
Streets Graded and Surface Treatment	422.25
Paved - Permanent (Concrete and Asphalt)	2,046.03
Alleys Maintained	62.96
Drainage Ditches Maintained	1,578.55
Storm Sewers Maintained	361.35
Miles of Water Lines	1,396.60
Sanitary Miles	1,368.00

Traffic Controls:

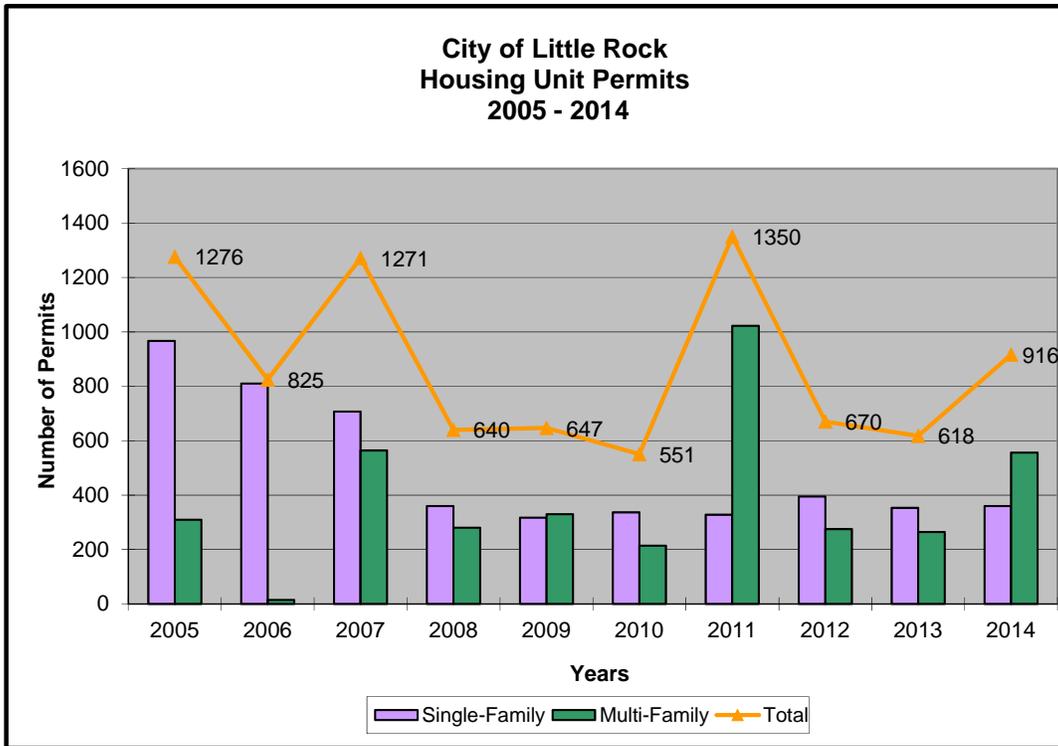
Signals Malfunctions 2,288

Solid Waste/Garbage Collection:

Class I and IV tonnage	119,013
Curbside/Drop-off recycling	10,664
Yard Waste	30,562
On-call Service	28,148
Knuckleboom truck pick-ups	6,864
Number of Residential Users	58,145
Number of Commercial Users	415

Building Permits:

<u>Year</u>	<u>Permits Issued</u>	<u>Estimated Cost</u>
2005	5,330	\$ 620,819,782
2006	4,694	\$ 531,752,025
2007	2,734	\$ 614,588,257
2008	1,957	\$ 433,788,975
2009	3,690	\$ 394,776,760
2010	2,832	\$ 343,976,010
2011	3,304	\$ 356,450,894
2012	2,011	\$ 391,789,405
2013	2,000	\$ 385,865,486
2014	2,024	\$ 593,559,207



Central Arkansas Real Estate Values

	Pulaski Overall	Heights/Hillcrest	Northwest Little Rock	Maumelle	West LR North	W. Pulaski/Far W LR	SW LR South	Little Rock Downtown
2013	\$191,423	\$303,664	\$239,918	\$224,313	\$184,669	\$390,111	\$53,600	\$171,802
2012	\$187,078	\$282,953	\$245,866	\$217,908	\$189,924	\$379,035	\$67,868	\$161,603
2011	\$172,195	\$305,893	\$243,774	\$211,311	\$187,157	\$377,467	\$60,771	\$142,711
2010	\$175,794	\$289,156	\$230,183	\$204,687	\$183,438	\$401,310	\$69,816	\$132,243
2009	\$172,051	\$259,219	\$231,557	\$206,126	\$174,101	\$372,225	\$72,202	\$163,358
2008	\$174,018	\$274,978	\$236,749	\$211,212	\$189,401	\$443,600	\$83,413	\$108,183
2007	\$174,742	\$283,178	\$243,150	\$208,178	\$184,178	\$403,413	\$89,522	\$236,286
2006	\$172,907	\$256,815	\$240,033	\$212,078	\$176,725	\$398,395	\$82,000	\$114,990
2005	\$169,000	\$288,489	\$225,499	\$209,970	\$175,104	\$397,294	\$72,396	
2004	\$154,805	\$223,637	\$211,786	\$190,552	\$162,870	\$370,972	\$67,065	
2003	\$142,278	\$196,602	\$189,760	\$180,773	\$151,508	\$317,548	\$66,669	
Chg 12-13	\$4,345 2.5%	\$20,711 7.2%	-\$5,948 -2.6%	\$6,405 3.1%	-\$5,255 -2.9%	\$11,076 2.8%	-\$14,268 -20.4%	\$10,199 7.7%
Chg 03-13	34.5%	54.5%	26.4%	24.1%	21.9%	22.9%	-19.6%	

All prices represent average sales price.
Compiled by Metroplan

Sales Tax Rate:	
Local	1.5%
County	1.0%
State	5.9%
Bond Rating:	
General Obligation Bonds	
Standard and Poor's	AA
Moody's	Aa2
Fire Protection:	
Number of Stations	21
Number of Uniformed Employees	415
Number of Calls	28,474
Insurance Rating for Insurance Service Office (ISO)	
City of Little Rock	Class II
Police Protection:	
Number of Stations	8
Number of Uniformed Employees	574
Calls for Service	150,367
Recreation:	
Number of Parks, Including Park Development	62
Total Acres (developed & undeveloped)	6,467
Number of Playgrounds	46
Number of Tennis Courts	48
Number of Basketball Courts	37
Number of Museums	1
Number of Golf Courses	3
Number of Ball Fields	25
Number of Play Fields	17
Number of Community Centers	4
Number of Swimming Pools	2
Number of Adult Centers	3
Number of Soccer Fields	12
Number of Fitness Centers	1
River Market	1
Riverfest Amphitheatre	1
Number of Pavilions	280
Number of Volleyball Courts	8
Total Recorded Park Attendance - 2014	613,042
Number of Zoos	1
Total Zoo Attendance – 2014	307,046
Total Zoo Outreach Program	44,070

Medical Facilities Number of beds (private occupancy rooms):	
Arkansas Children’s	370
Arkansas Heart Hospital	112
Baptist – Little Rock	827
Baptist Rehabilitation Institute	120
Baptist Health Extended Care	37
Select Specialty Hospital	43
St. Vincent Infirmary Medical Center	615
University of Arkansas Medical Center	484
Veteran Health Care System	195
Total Number of Beds	<u>2,803</u>
Estimated Total Beds per 1,000 Population:	14.1

POPULATION

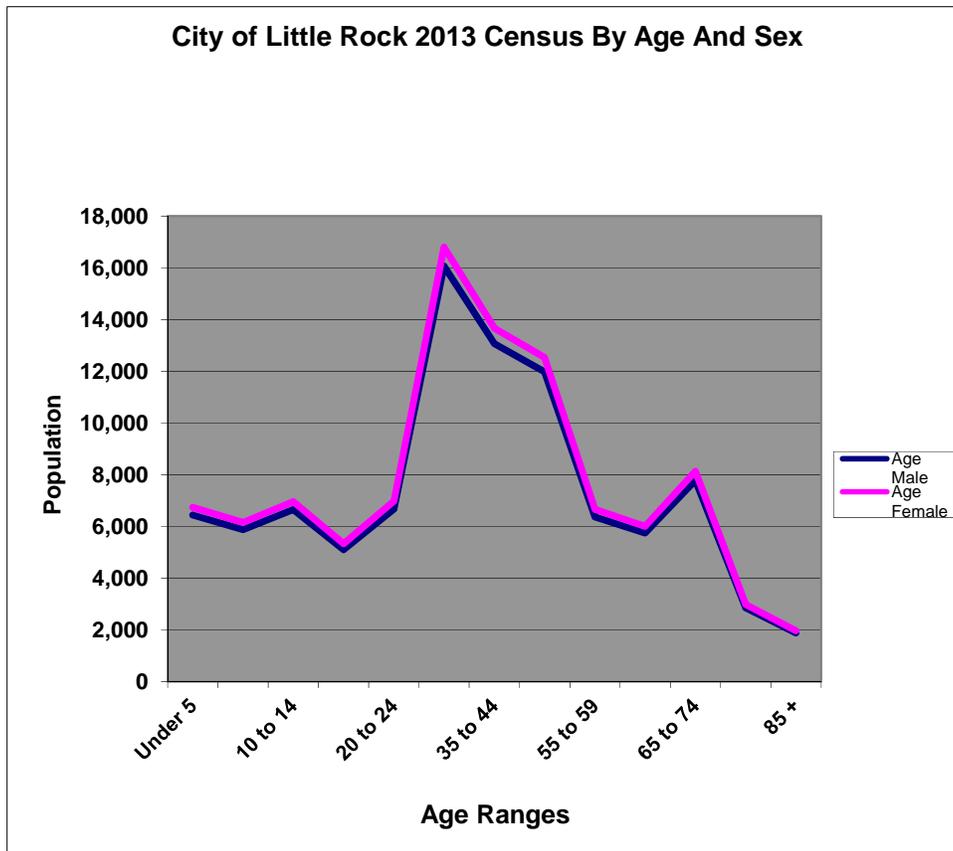
<u>Year</u>		<u>Number</u>
1910		45,941
1920		65,142
1930		81,657
1940		88,039
1950		102,310
1960		107,813
1962	Special Census	125,671
1964	Special Census	128,929
1970	Census	144,824
1974	Special Census	139,703
1978	Special Census	144,824
1980	Census	159,024
1985	Special Census	178,134
1990	Census	175,795
1992	U.S. Census Bureau Estimate	176,870
2000	Census	183,133
2010	Census	193,524
2011	Special Census*	195,310
2012	Special Census**	194,439
2013	Special Census**	196,814
2014	Estimate	198,704

* Source: Arkansas Business 2015 Book of List

** Source: Metroplan

City of Little Rock 2013 Population By Age and Sex

Age Ranges	Male	Female
Under 5	6,442	6,737
5 to 9	5,879	6,148
10 to 14	6,652	6,956
15 to 19	5,092	5,326
20 to 24	6,672	6,977
25 to 34	16,070	16,807
35 to 44	13,065	13,664
45 to 54	11,979	12,529
55 to 59	6,367	6,658
60 to 64	5,743	6,006
65 to 74	7,777	8,133
75 to 84	2,848	2,979
85 +	1,882	1,969



Gender:

Male

48.9%

Female

51.1%

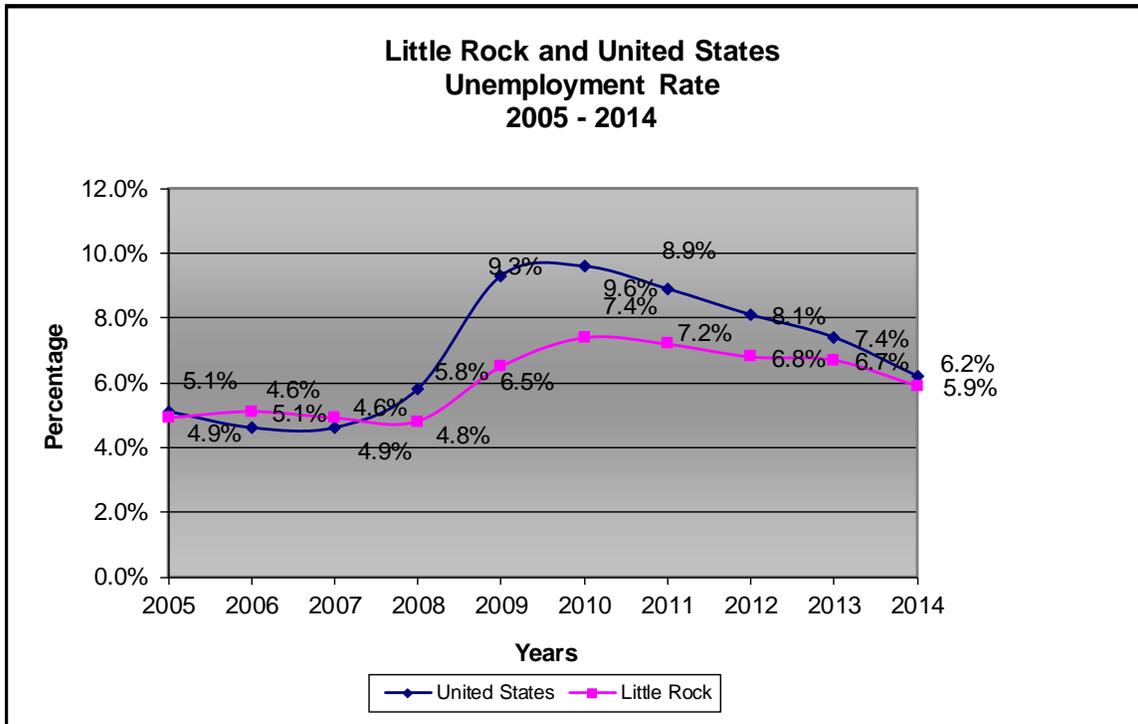
LITTLE ROCK AND ENVIRONS

Per Capita Income (2013)	\$29,382
Median household income (2013)	\$44,546
U.S. Consumer Price Index (November 2014)	236.1
Percent inflation over past year	0.7%
Average unemployment percentage rate	5.9%
Median Age (2013 special census)	36.1%

Race (2013):

White	51.8%
Black or African American	41.4%
Hispanic or Latino *	5.4%
American Indian and Alaska Native	0.1%
Other	1.3%

*Hispanic is an overlay category that includes multiples races.



Source: Metroplan

Education (Little Rock School District):

Number of School Buildings	48
Number of Teachers/including Principals, Supervisors	2,205
Number of Registered Students	24,738
Number of Kindergarten Students	2,047
Average Daily Attendance - Elementary Schools	9,983
Average Daily Attendance - High/ Middle Schools	10,826
Average Daily Attendance - Kindergarten	2,014
Tax Rate: (Mills)	
Real	46.4
Personal	46.4

PULASKI COUNTY STATISTICS

Population 25 years and over	131,125
Percent of Population Age 25+	67%
Education level in years of formal schooling:	
High School or Equivalent	24.4%
Some college, no degree	21.3%
Bachelor's degree	23.3%
MA/Professional degree or higher	15.8%

LITTLE ROCK INSTITUTIONS OF HIGER EDUCATION

2005 - 2013

Enrollment

<u>Institution</u>	<u>2005</u>	<u>Fall 2013</u>
University of Arkansas at Little Rock	11,896	12,377 *
University of Arkansas for Medical Sciences	2,328	2,867
Philander-Smith College	785	556
Arkansas Baptist College	278	1,003
Webster University	448	159
Totals	15,735	16,962

1. Sources: Arkansas Business Book of Lists 2015, 22nd Edition
2. Arkansas Business Book of Lists, 2007 edition.

* Fall 2013 latest, as shown in 2015 Arkansas Book of Lists

EMPLOYEES AS OF DECEMBER 31, 2014

<u>City Government</u>	<u>Total</u>	<u>Full-Time</u>	<u>Part-Time</u>
AFSCME	390	390	
IAFF	415	415	
FOP	574	574	
Non-union	1,215	745	470
	<u>2,594</u>	<u>2,124</u>	<u>470</u>
 <u>Commissions</u>			
Wastewater Utility	209	208	1
Bill & Hillary Clinton National Airport	163	161	2
LR Convention & Visitors Bureau	181	112	69
Port Authority	8	8	0
Metropolitan Emergency Medical Services	335	289	46
Central Arkansas Transit Authority	196	195	1
Arkansas Museum of Discovery	27	14	13
Arkansas Arts Center	95	47	48
Central Arkansas Library	298	200	98 *
	<u>1,512</u>	<u>1,234</u>	<u>278</u>
Total Employment	<u>4,106</u>	<u>3,358</u>	<u>748</u>

* Includes 48 temporary

**Little Rock Area Major Employers
2014**

<u>Company</u>	<u>Industry</u>	<u>Employees</u>
1 State Government – within the MSA	Government	32,200
2 Local Government – within the MSA	Government	28,800
3 Federal Government – within the MSA	Government	9,200
4 University of Arkansas for Medical Sciences	Education/Medical Services	8,500
5 Baptist Health	Medical Services	7,000
6 Little Rock Air Force Base	Government	4,500
7 Acxiom	Data Processing	4,380
8 Little Rock School District	Schools/Colleges/Education	3,500
9 Central Arkansas Veterans HealthCare	Medical Services	3,500
10 Entergy Arkansas	Utility (Electric)	2,740
11 Pulaski County Special School District	Schools/Colleges/Education	2,700
12 AT&T	Utility (Telephone)	2,600
13 St. Vincent Health System	Medical Services	2,600
14 Arkansas Children's Hospital	Medical Services	2,470
15 Dillard's Inc.	Department Store	2,400
16 Verizon Wireless	Communications/Telecommunications	2,000
17 Union Pacific Railroad	Transportation (Railroad)	2,000
18 Arkansas Blue Cross Blue Shield	Insurance	1,800
19 Dassault Falcon Jet Corp.	Falcon Aircraft Models	1,700
20 CenterPoint Energy	Utility (Natural Gas)	1,600

Source: Greater Little Rock Chamber of Commerce
Compiled by Metroplan 02/09/2015

City of Little Rock, Arkansas
Principal Sales Taxpayers
December 31, 2014

The City of Little Rock, Arkansas's largest own-source revenue is sale taxes. Sale taxes revenues consist of a local 1.5% tax, with 1.125% dedicated to ongoing operations and the remaining 0.375% dedicated to capital projects. The capital portion of the tax is a temporary tax that will sunset on December 31, 2021. In 2014, the combined 1.5% local sales tax generated revenue of \$71,145,264. In addition, the City receives a share of the county's 1% tax based on population. The City of Little Rock makes up approximately 51% of the county population.

According to Arkansas State Statutes, the City is required to keep the identity of individual tax payers confidential. Therefore, the City of Little Rock is not able to identify the top 10 payers. However, Little Rock enjoys a diverse economic sales tax base.

Little Rock Top Ten 1 1/2 Cent Sales Taxpayers	Tax	
Industry	Collected	% of Total
All Other General Merchandise	6,837,060	9.61%
Full Service Restaurants	5,698,736	8.01%
Grocery Stores	4,375,434	6.15%
Electric Power Generation, Transmission and Distribution	3,543,034	4.98%
Building Materials and Supplies Dealers	2,781,780	3.91%
Electronics and Appliance Stores	2,767,551	3.89%
Clothing Stores	2,703,520	3.80%
Sporting Goods, Hobby, and Musical Instrument Stores	2,632,375	3.70%
Electrical Goods Wholesalers	2,575,459	3.62%
Department Stores	2,041,869	2.87%
	<u>35,956,816</u>	<u>50.54%</u>
Totals	35,956,816	50.54%

Little Rock Top Ten 1 Cent County Sales Taxpayers	Tax	
Industry	Collected	% of Total
All Other General Merchandise	4,759,608	11.92%
Full Service Restaurants	3,254,262	8.15%
Grocery Stores	2,443,692	6.12%
Electric Power Generation, Transmission and Distribution	2,168,177	5.43%
Building Materials and Supplies Dealers	1,553,261	3.89%
Electronics and Appliance Stores	1,497,360	3.75%
Sporting Goods, Hobby, and Musical Instrument Stores	1,321,670	3.31%
Telecommunications	1,277,747	3.20%
Clothing Stores	1,153,965	2.89%
Department Stores	1,098,064	2.75%
	<u>20,527,807</u>	<u>51.41%</u>
Totals	20,527,807	51.41%

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Glossary



GLOSSARY OF KEY BUDGET TERMS

Accrual Basis of Accounting - A basis of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flow.

Agency - A division of City government commonly referred to as a City department. Examples are Police, Fire, Parks and Recreation, and Public Works departments. The term "other agencies" is used to identify entities outside of but related to City operations. These include the County Health Department, Library, Arts Center, Museum, and others.

Amusement Park Lease - Share of revenue from train rides at Civitan House at the Little Rock Zoo.

Appropriation - An amount of money authorized by the Board of Directors to incur obligations and to make expenditures/expenses of resources.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FUTURE-Little Rock - A community goal setting process utilized to assess the City's problems and needs and deliver recommended solutions to the Board of Directors. The process which involved hundreds of citizens over an eighteen-month period resulted in the City's half cent local sales tax.

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

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

Gain/Loss Sale of Fixed Assets – The amount of proceeds from the sale or disposal of an asset after deduction of the cost of the asset net of depreciation.

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

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

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

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

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

Grant Match - City funds, private funds, or in-kind services required to be contributed or raised by the receiving entity for the purpose of matching funds obtained from Federal and State grant programs.

Industrial Development Revenue Bonds - Bonds issued by the City to finance construction or expansion of an industrial facility. The City is in no way obligated to repay these bonds; rather they are the sole obligation of the industry that benefits from the financing.

Infrastructure – Infrastructure includes the basic public works of a city, such as roads, bridges, sewer and water systems, drainage systems, and essential public utilities.

Internal Service Fund - This fund operates like an Enterprise Fund to account for citywide vehicle and maintenance costs and the revenue from charge-backs to user departments. It provides a mechanism for identifying vehicle costs and charging them to the property budget program.

Investment - Securities purchased and held for the production of revenues in the form of interest.

Lapsing Appropriation – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or ends, unless otherwise provided by law. Most operating funds are lapsing funds.

Maintenance - Maintenance encompasses a variety of materials and services for land and equipment of a permanent or semi-permanent nature or for software for the renewal, replacement, repair, minor renovation, and other cost associated with keeping an asset in proper condition or working order.

Millage - The tax rate(s) levied on real and personal property. One mill equals \$1 per \$1,000 of assessed property value.

Modified Accrual Basis of Accounting - A basis of Accounting according to which (1) revenues are recognized in the accounting period in which they become available and measurable and (2) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Net Position – The residual of all other elements presented in a statement of financial position. The term incorporates deferred outflows of resources and deferred inflows of resources as defined by GASB Statement No. 63 into the definitions of the required components of the residual measure and by renaming that measure as net position, rather than net assets.

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 non-lapsing funds.

Non-Operating Fund - A fund established to account for revenue and expenditures that are not recurring and, therefore, not part of the annual operating budget. Examples of these revenues are sales taxes set aside for special items, and one-time revenue collections such as litigation settlements. Examples of expenditures are those for special programs and projects, and for capital projects.

Non-Operating Income or Expense - A non-recurring, unusual type of revenue or expense that would distort financial results if presented as an operating item. These items are reflected below the operating income line on statements of income and expense.

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

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

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

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

Program - A division or sub-unit of an agency budget, which identifies a specific service activity to be performed. For example, a snow and ice removal program is funded in the Public Works Street Maintenance Budget.

Proprietary Fund Type - Funds that focus on the determination of operating income, changes in net assets – or cost recovery – financial position, and cash flows. There are two different types of proprietary funds: Enterprise Funds and Internal Service Funds.

Rating - Ratings are issued by several institutions as an indication of the likelihood that an obligation will be repaid. The highest rating is triple A, which is awarded to debt securities of the U. S. Government. Little Rock's general obligation bonds are rated AA by two rating agencies, which indicate a high level of confidence in the City's ability to repay its obligations.

Recycling - Share of proceeds from the sale of newspaper, metal, and glass collected by a private company from sanitation routes.

Redemption - The repayment of a bonded indebtedness. Redemption can occur at a specified date, or can be subject to early retirement, should funds be available to do so.

Reserve - The Board of Directors may set aside moneys into an account called a reserve to provide for future needs or to meet unknown obligations. For example, the City self-insures for workers' compensation claims and maintains a reserve to meet any unforeseen future claims. The City also maintains a general working capital reserve to meet unknown emergency needs.

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

Retained Earnings - The excess of revenue or expenditures that has accumulated since the inception of a Proprietary Fund.

Revenue(s) - Increases in the net current assets of a Governmental Fund Type from other than expenditure refunds, general long-term debt proceeds and operating transfers in.

Risk Management - A program to effectively deal with the varied risks faced by the City. This includes protecting the public and City employees by providing commercial or self-insurance coverage for fire, vehicle, and public official and other liabilities, developing and maintaining safe driving programs, and maintaining a safe working environment.

Salaries Wages and Employee Benefits - All costs associated with providing personnel for an agency or program including salaries, wages, social security and Medicare tax payments, retirement contributions, health, dental, life, disability, unemployment insurance and Workers' Compensation coverage.

Special Project - Generally, a project funded for a specific purpose. Special projects may be for capital improvements or other non-operating items, or for specific programs such as Children, Youth, and Family initiatives.

State Tax Turnback - The State of Arkansas returns a portion of its tax receipts to incorporated cities within the state. Certain turnback revenues may be used for general purposes, while other turnback funds are restricted to street improvements.

Sundries - Revenue received from miscellaneous sources.

Supplies - Supplies are articles that when consumed or used, show a material change in their physical condition. These items generally last less than one year. Examples of supplies are office supplies, clothing, cleaning and janitorial supplies, petroleum products and chemicals, medical & laboratory expenses.

Transfers In - Reimbursements or allocations 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 Fee - A City fee levied upon the gross receipts of local privately owned utilities (power, gas, and telephone). Under State law, this fee may be passed on to the utility user.

Vehicle Storage Fees - Charges for release from the impound lot of vehicles that have been abandoned on the street, towed from illegal parking zones, or seized after violation of vehicular laws.

GLOSSARY OF KEY ACRONYMS

ADA – American Disability Act prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation. It also mandates the establishment of TDD/telephone relay services.

AFSCME – American Federation of State, County and Municipal Employees Union

ARNRC – Arkansas Natural Resource Commission.

ARRA – American Recovery and Reinvestment Act of 2009

AZA – Association of Zoos and Aquariums

CAFR – Comprehensive Annual Finance Report

CATA – Central Arkansas Transit Authority

CDBG – Community Development Block Grant representing federal block grants used primarily for street improvements, community services and community center operations.

CIP – Capital Improvement Program is a multi-year plan for capital expenditures to replace and expand the City's infrastructure, vehicles and equipment.

COBRA/Retiree – Omnibus Budget Reconciliation Act of 1985 is an insurance premium reduction plan for retired employees.

COPS – Community Oriented Policing Services funded by a federal grant.

CYF – Children, Youth and Families promotes a comprehensive and holistic approach that reaches out to families and children that are most at risk of losing a safe, nurturing, self-determining, drug-free and violence-free environment. The Program requires the full partnership of City and government agencies, local educational agencies, public and private business community, and dedicated organizations working directly in the neighborhoods.

DWI/DUI – Driving while intoxicated/Driving under the influence.

FEMA – Federal Emergency Management Administration

FCC – Federal Communications Commission is an independent United States government agency. The FCC was established by the Communications Act of 1934 and is charged with regulating interstate and international communications by radio, television, wire, satellite and cable. The FCC's jurisdiction covers the 50 states, the District of Columbia, and U.S. possessions.

FULR – Future Little Rock initiatives paid from a half cent sales tax initiated in 1994.

FOP – Fraternal Order of Police Union

GAAP – Generally Accepted Accounting Principles are accounting rules used to prepare, present, and report financial statements for a wide variety of entities, including publicly traded and privately-held companies, non-profit organizations and governments.

GASB – Government Accounting Standards Board is currently the source of generally accepted accounting principles used by State and Local governments in the United States of America. It was established to improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GFOA – Government Finance Officers Association promotes the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

IAFF – International Association of Fire Fighters

HIPP – Home Investment Partnership Funds are expended to provide housing or housing assistance to qualifying citizens, to improve neighborhood streets and drainage and to operate community health and recreation facilities.

LR Cent Committee – Little Rock Citizens for Evaluation of New Tax is a committee of citizens, which is made up of two (2) Co-Chairs, individuals from each of the City's seven (7) Wards, and three (3) At-Large Members. The LR Cent Committee meets on a quarterly basis to evaluate the spending of the additional revenue generated by the one (1)-cent sales tax increase approved by voters in September 2011 that went into effect on January 1, 2012.

LUZA – Local Urban Projects is a program for land redevelopment in areas of moderate to high density urban land use. Urban renewal may involve relocation of businesses, the demolition of historic structures, the relocation of people, and the use of eminent domain (government purchase of property for public use) as a legal instrument to take private property for city-initiated development projects.

MBE – Minority Business Enterprise is an American term which is defined as a business which is at least 51% owned (male and female), operated and controlled on a daily basis by one or more (in combination) American citizens of the following ethnic minority classifications: African American, Asian American (includes West Asian Americans (India etc.) and East Asian Americans (Japan Korea etc.), Hispanic American – not of the Iberian peninsula and Native American including Aleuts.

NHSP – Neighborhood Housing Special Project Fund - Section 108 Guaranteed Loan Program to provide housing and housing assistance to qualifying citizens and to improve neighborhood infrastructure.

NUSA – Neighborhoods, USA is a national non-profit organization committed to building and strengthening neighborhood organizations. Created in 1975 to share information and experiences toward building stronger communities, NUSA now continues to encourage networking and information sharing to facilitate the development of partnerships between neighborhood organizations, government and the private sector.

PIT – Prevention, Intervention and Treatment Programs actively promote collaborations between public and private organizations, citizen groups, and other community-based organizations with its youth-oriented programming. Through a multi-faceted approach, PIT programs seek to reduce crime levels over time while encouraging the potential of local youth. The wide range of PIT programming encompasses services for education, health, safety, and employment for young people.

RFP/RFQ – Request for Proposal is a method of bidding used when there are subjective qualifications which must be met before you consider pricing. A RFP gives the buyer a chance to evaluate subjective offerings such as the sellers approach to a project, references, personnel assigned to the task and history with similar projects. The City typically uses the Two-Step RFP Method in which qualifications are submitted in one envelope and evaluated and pricing is included in another envelope for comparison with those qualified. A RFQ – Request for Qualifications is a bid where qualifications are all that is submitted and price is determined by negotiation with the selected vendor.

STF – Short Term Financing accounts for proceeds issued to acquire capital equipment, building improvements and vehicles for the City.

UALR – University of Arkansas at Little Rock

WBE – Women Business Enterprise – a classification of business enterprises wherein at least 51% of the business is women owned.