



**2020 Annual Operating Budget  
City of Little Rock, Arkansas**

**On the Cover:** The Little Rock Fire Department's Station 24 opened in February 2020. Located at 8801 Stagecoach Road, it services a portion of Southwest Little Rock. Ground was broken in October 2018 for this project, which was funded by the LR CENT Sales Tax approved by voters in 2011. The building was designed by Jackson Brown Palculict Architects; Baldwin & Shell Construction Company served as the contractor for the project.

(Photo by: Scott Whiteley Carter)

# City of Little Rock

## 2020 Annual Operating Budget

Frank Scott, Jr.  
Mayor

Bruce T. Moore  
City Manager

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Department of Finance

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The enclosed 2020 Annual Budget is presented for your use and reference. The annual budget is the City's appropriation document that discloses authorized spending for the current year. Additionally, the budget document provides information regarding the City's organization structure and fiscal position.

The online version of the 2020 budget document and budget documents for previous years can be found on the City of Little Rock's website located at: [www.littlerock.gov](http://www.littlerock.gov).

If you have any comments, suggestions for improvements or questions concerning the City's annual budget, please contact the Budget Office at (501) 371-4557. Thank you for your interest in the City of Little Rock.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**City of Little Rock  
Arkansas**

For the Fiscal Year Beginning

**January 1, 2019**

*Christopher P. Morill*

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, 2019.

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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## LITTLE ROCK AT A GLANCE

On April 9, 1722, French explorer Benard de La Harpe noticed an outcropping of rock on the southern bank of the Arkansas River and dubbed it “La Petite Roche.” Eighty years later, the first residence was built for a fur trader. Since 1812, Little Rock has grown from that one person to become the Capital City of Arkansas with a population of 203,600. The metropolitan area population is 744,149 with more than 1.26 million people living within 70 miles of Little Rock.

The La Petite Roche rock formation created a natural harbor making Little Rock an early center of commerce for the region. Today, that business-friendly tradition continues as Little Rock is home to several large corporations. Among the City’s major industries are technology, healthcare, manufacturing, government, and retail. The presence of these industries helps to explain the City’s lower than average unemployment rate of approximately 3.4%.

New businesses and housing opportunities are bringing people back to the City’s core to live, shop, work and play. Downtown 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, Dunbar Historic Neighborhood, SoMA (South Main), the renovation of Robinson Center Performance Hall, as well as the redesign and expansion of the Arkansas Arts Center 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 approximately 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 is a metropolitan university educating 10,000 students in undergraduate and graduate programs, including the William H. Bowen School of Law. In addition, Little Rock is the home of the University of Arkansas Clinton School of Public Service as well as 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 region 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 City offers over sixty parks featuring a variety of landscapes and recreational opportunities. In Riverfront Park, not only can you see La Petite Roche, from which the City gets its name, but also view over 80 sculptures in the Vogel Schwartz Sculpture Garden. The Little Rock Zoo welcomes over 250,000 visitors each year and features the Arkansas Carousel, which is the only functioning over-the-jumps style of carousel in operation in the world.

In September 1957, the eyes of the world were on Little Rock as nine African American children tried to integrate Little Rock Central High. Governor Orval Faubus attempted to delay the start, first through the courts and then by the National Guard. Eventually, President Dwight Eisenhower intervened. On September 25, escorted by members of the Army's 101st Airborne Division, the nine African American students entered the school and began their school year. Today, Central High School continues to educate over 2,000 students of many races and nationalities. The school is the only functioning high school that is also part of the National Park Service.

Throughout the 1950s and 1960s, Little Rock undertook efforts to attract more businesses to the area. During this period, the Little Rock Air Force Base and Little Rock Port were established. Both continue to be major contributors to Little Rock's economic vitality to this day. They have been joined more recently by the Little Rock Technology Park and its partners as an innovator and incubator of businesses.

In the 1990s, Little Rock engaged in community-wide goal-setting programs which led to the creation of many initiatives including the establishment of innovative Prevention, Intervention & Treatment programs; neighborhood resource centers; and the River Market district. The city also worked to expand citizen engagement through enhanced participation in neighborhood associations.

As the 2000s dawned, Little Rock welcomed thousands of visitors for the opening of the William Jefferson Clinton Presidential Center and Park. In 2013, Little Rock was named #1 on the Kiplinger's list of Best Places to Live. It has also received recognition by Forbes as both a great place to do business and to retire.

Today, Little Rock offers wonderful opportunities for visitors: a City rich in history and culture; many recreational opportunities; downtown entertainment; an energetic business climate; and a major emphasis on quality of life initiatives for residents and visitors alike.



**Board of Directors**



**Mayor Frank Scott, Jr.**



**Vice Mayor B. J. Wyrick**  
Ward Seven



**Director Erma Hendrix**  
Ward One



**Director Ken Richardson**  
Ward Two



**Director Kathy Webb**  
Ward Three



**Director Capi Peck**  
Ward Four



**Director Lance Hines**  
Ward Five



**Director Doris Wright**  
Ward Six



**Director Dean Kumpuris**  
Position Eight



**Director Gene Fortson**  
Position Nine



**Director Joan Adcock**  
Position Ten

## HOW TO USE THE BUDGET DOCUMENT

The **Introduction** section is designed to acquaint you with our City, its Government, operating style and the overall goals and objectives. The Mayor's Transmittal Letter formally introduce the document and give insight to significant plans for the upcoming year as well as major changes from the previous year. This section also introduces the Mayor's Executive Administration team and the City's Board of Directors.

**The Budget Process** reviews the annual process relating to the 2020 budget, including amendment process, and relevant policies and procedures. [\[hyperlink\]](#)

**Financial Structure** describes the agencies and governing bodies who control the City's funds, the type of funds utilized by the City, specific capital projects and related debt service funds, and a full list of funds controlled by other agencies for which the City is financially accountable. This section also include relevant fiscal policies. [\[hyperlink\]](#)

**Budget Summaries** provide a graphic chart of revenues and expenditures, a high level view of the Operating Budget for 2018-2020 revenues, expenditures and fund balance - broken out by fund type. This section also includes a 5 year forecast. [\[hyperlink\]](#)

**Revenues** present a chart of operating revenues from all funds sources for 2020, as well as detailed revenue data by source and fund from 2018 - 2020. A summary of revenue trends is provided also. [\[hyperlink\]](#)

**Expenditures** present a chart of operating expenses from all funds sources for 2020, provide a summary of expenses by agency, fund type, program categories and accounting unit for 2018-2020, along with a chart of appropriations. Included also are charts showing allocation, budget and authorization of full-time personnel. Additionally, operating budgets by service category are provided along with charts further detailing public safety expenditures. [\[hyperlink\]](#)

**Capital Improvements** describes the City's capital improvement program, including capital funding provided by bonds, short-term notes and other financing sources. This section also presents all major projects planned and in progress for 2020 that meet the City's requirements for capitalization. A chart is provided at the end of the section displaying the City's sources and uses of capital funding. [\[hyperlink\]](#)

**Debt Management** provides an overview of the City's debt status, including debt limit and current outstanding debt. [\[hyperlink\]](#)

**Departmental Information** describes the City's fund types, and other agencies for which the City is financially accountable. [\[hyperlink\]](#)

**Appendix** provides references to relevant state statutes, city ordinances, and fiscal policies, as well as statistical information and demographics for the City of Little Rock and its citizens. [\[hyperlink\]](#)

**Glossary** defines key terms and acronyms used throughout the Budget Book. [\[hyperlink\]](#)

## **What is the 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 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 2020 is included in this document to more adequately describe the budget development process.

The 2020 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 and use taxes, property taxes, and utility franchise fees. Departments in the General Fund are organized as follows:

- Executive 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

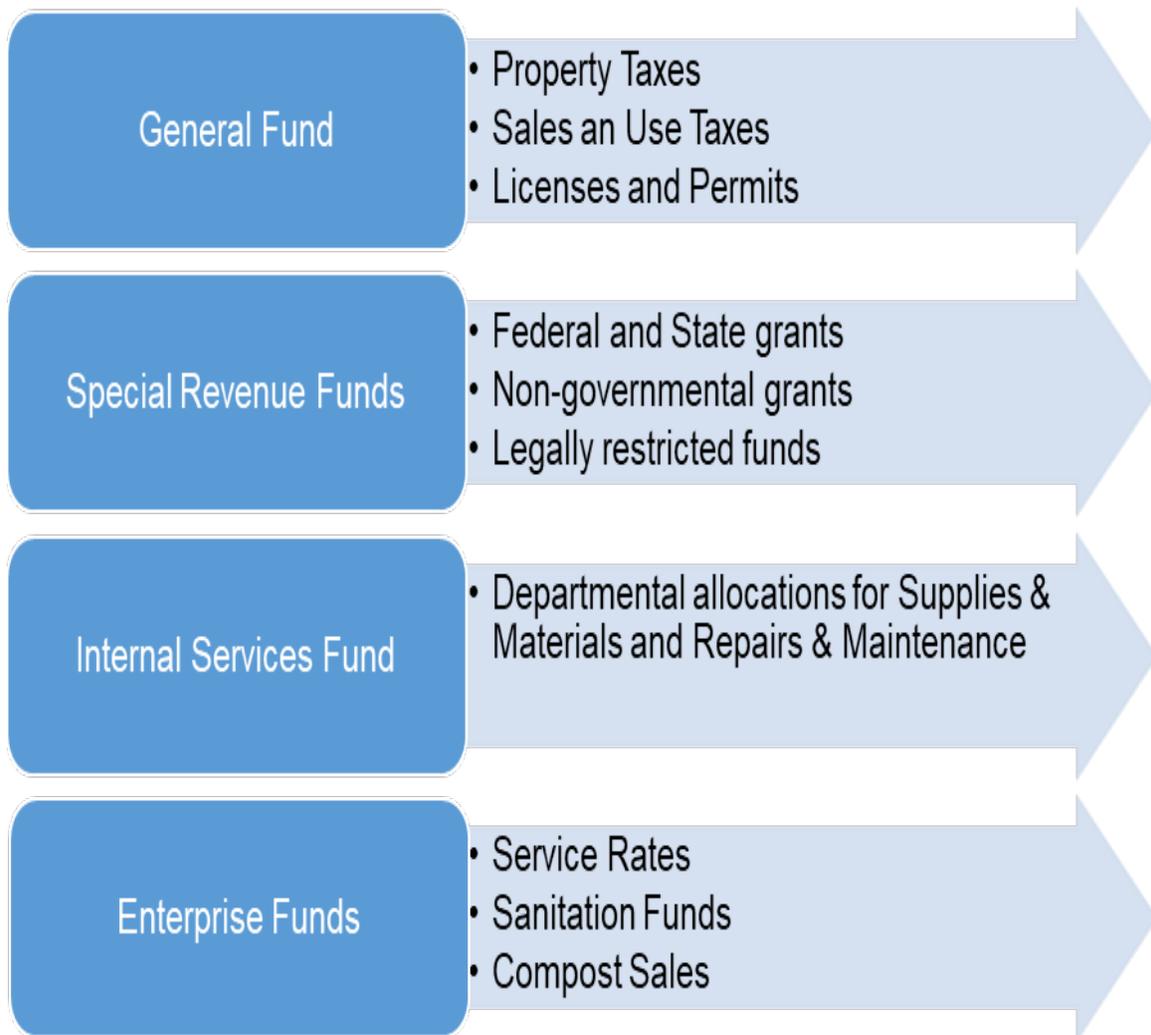
The other major fund types are described below:

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 garage fund.
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.

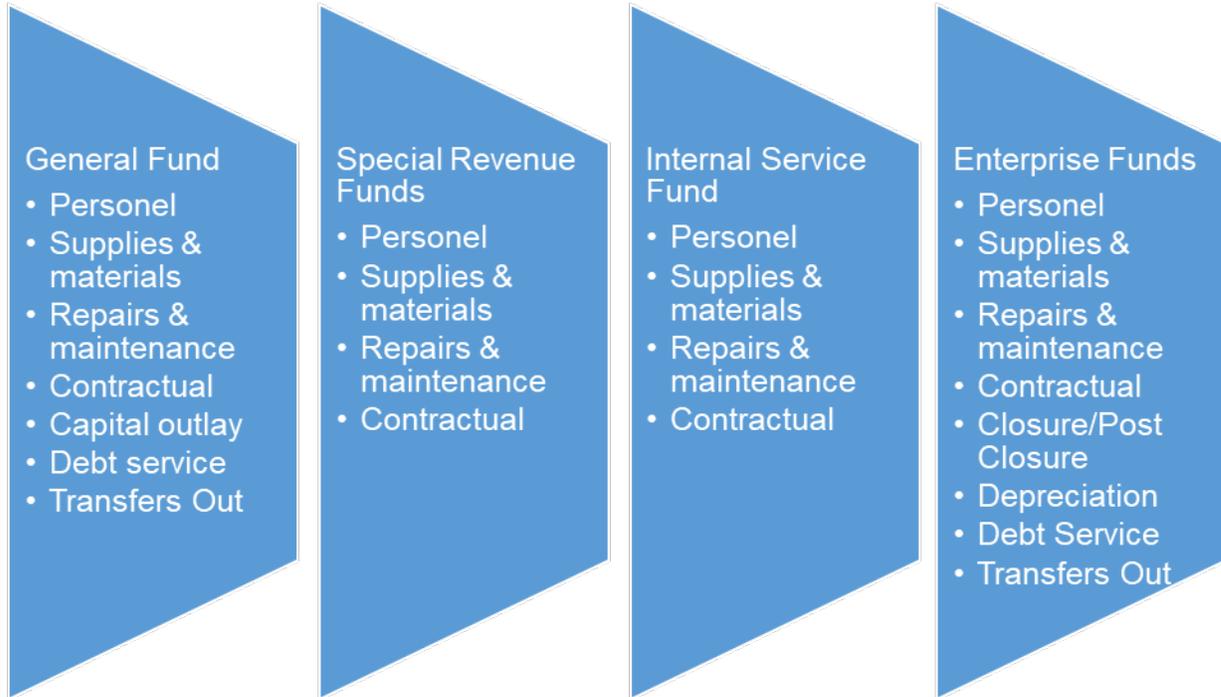
## Operating Flow of Funds

Revenues are deposited into General and Enterprise Funds as a result of specific activities. Special Revenue Funds are created and funded based legally restricted monies. 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.



## **Fund Expense Categories**

Expenditures are made from the Funds for costs categorized by the following categories:



## **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, 2019 priorities and results, 2020 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**

Frank Scott, Jr.  
Bruce T. Moore

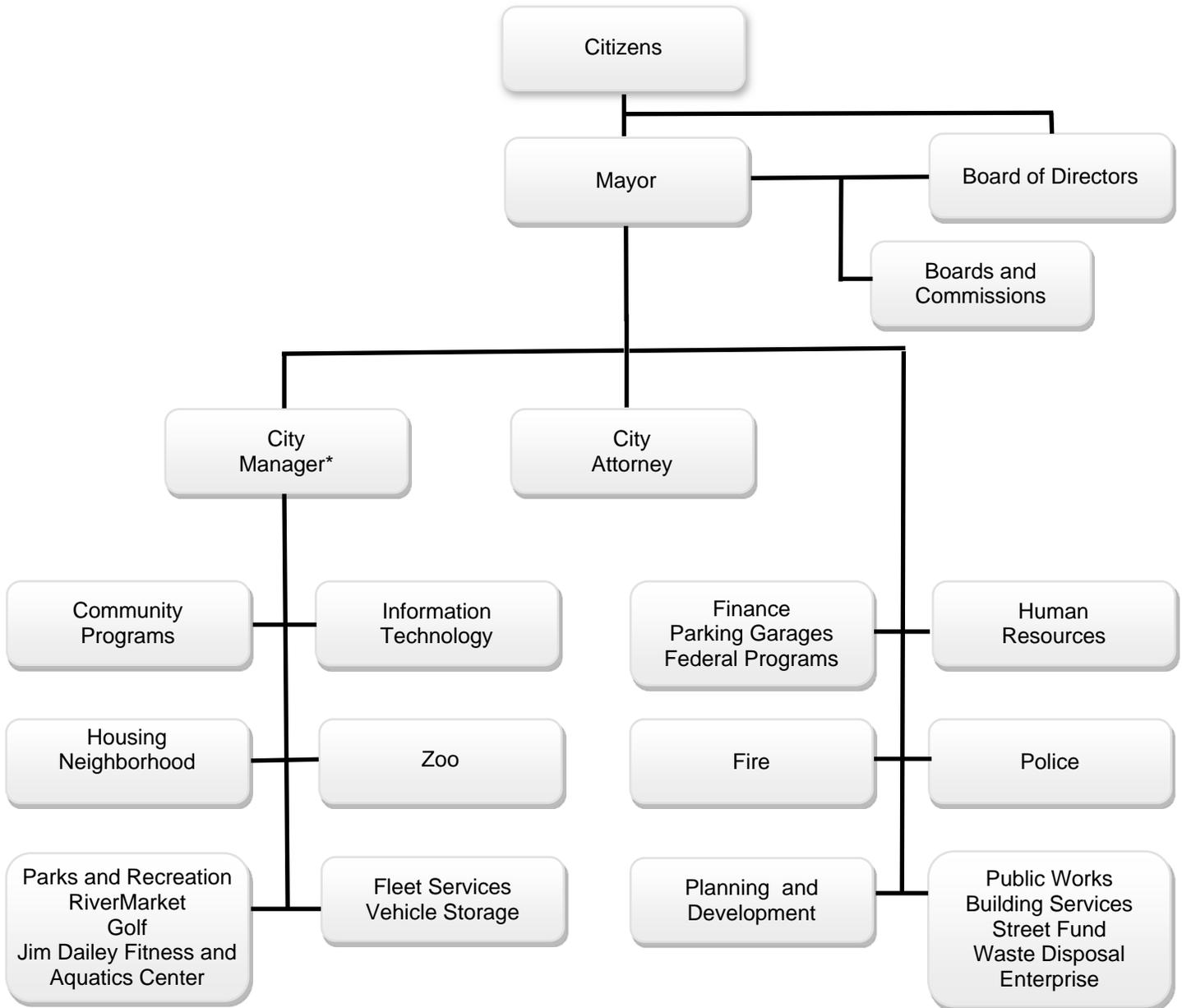
Mayor  
City Manager

Dana Dossett  
Tom Carpenter  
Sara Lenehan  
Stacey Witherell  
Randy Foshee  
Gilbert Collins  
Kevin Howard  
Jon Honeywell  
John Eckart  
Delphone Hubbard  
Keith Humphrey  
Susan Altrui  
Willie Hinton

Director of Community Programs  
City Attorney  
Director of Finance  
Director of Human Resources  
Director of Information Technology  
Director of Planning & Development  
Director of Housing & Neighborhood Programs  
Director of Public Works  
Director of Parks & Recreation  
Fire Chief  
Police Chief  
Director of Zoo  
Director of Fleet Services



# City of Little Rock



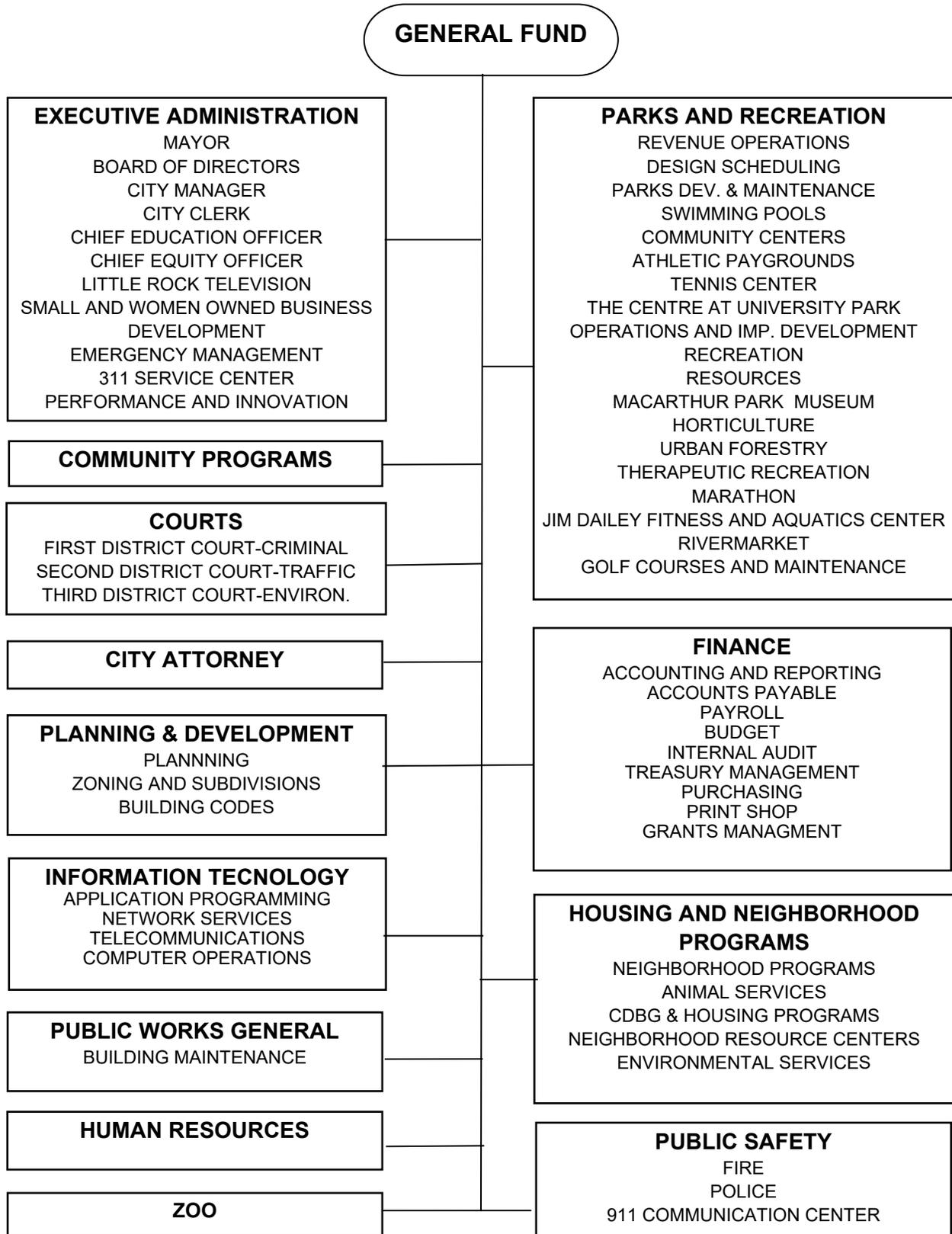
**\* City Manager**

At the direction of the Mayor, the City Manager provides oversight to the departments of Finance, Police, Fire, Planning and Development, Public Works, and Human Resources; however those department leaders report directly to the Mayor.

The City Manager provides day-to-day direction to the remaining six departments: Information Technology, Zoo, Parks and Recreation, Housing and Neighborhood Programs, Community Programs, and Fleet Services.

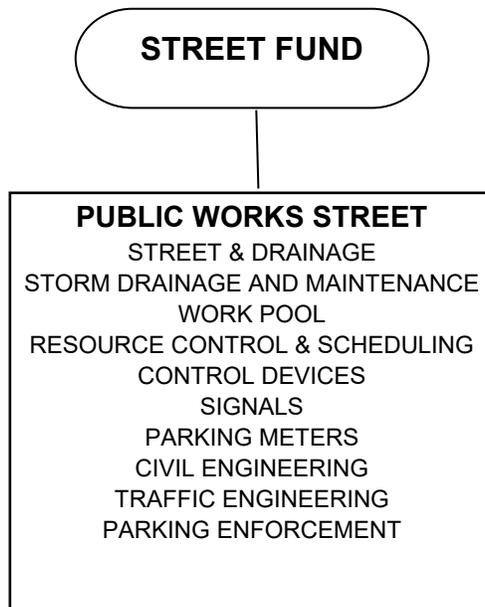
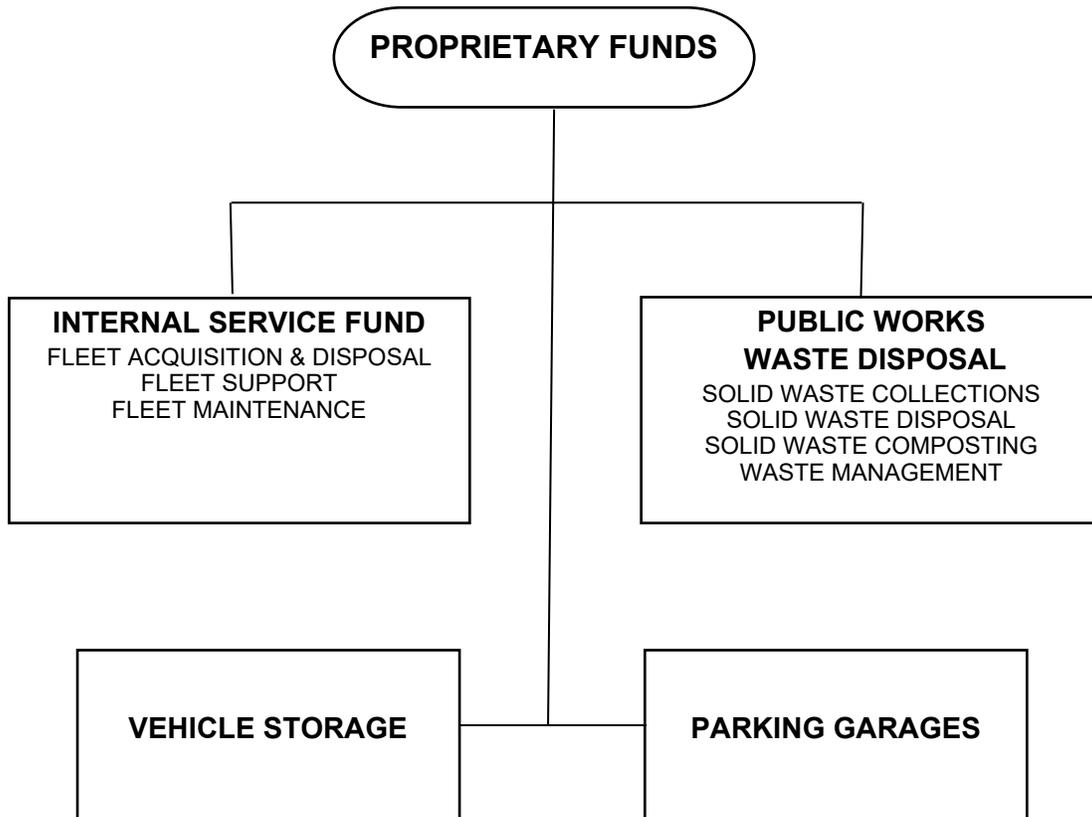
# CITY OF LITTLE ROCK

## OPERATING FUND STRUCTURE



# CITY OF LITTLE ROCK

## OPERATING FUND STRUCTURE





FROM THE DESK OF  
MAYOR FRANK SCOTT, JR.

December 3, 2019

To the Members of the Little Rock City Board of Directors  
And the Residents of Little Rock:

I respectfully submit the official 2020 Annual Operating Budget for the City of Little Rock developed around priorities including quality of life, housing, public safety, infrastructure, education, and economic development. Overall operating expenditures total \$275,640,849, an increase of \$3,144,045, or 1.15% more than the final 2019 Amended Budget. The Operating Budget changes for the 2020 Year are summarized below:

	2019	2019 Amended	2020	Change	% Change
General Fund	\$210,623,272	\$211,841,268	\$212,125,253	\$283,985	0.13%
Street Fund	21,599,158	21,566,158	21,339,903	(226,255)	-1.05%
Fleet Services Fund	15,419,298	14,216,048	14,333,041	116,993	0.82%
Waste Disposal Fund	21,436,769	21,436,769	23,938,605	2,501,836	11.67%
Vehicle Storage Facility	1,344,955	1,344,955	1,735,627	390,672	29.05%
Parking Garage Fund	2,091,606	2,091,606	2,168,420	76,814	3.67%
	<u>\$272,515,058</u>	<u>\$272,496,804</u>	<u>\$275,640,849</u>	<u>\$3,144,045</u>	<u>1.15%</u>

## OVERVIEW

### General Fund:

Little Rock citizens passed an additional One (1)-Cent Local Sales Tax in September 2011, which became effective on January 1, 2012. The 5/8-Cent permanent increase in sales tax for operations is reflected in the FY20 Adopted Budget. The 3/8-Cent Sales Tax for capital projects, which expires ten (10) years from implementation (2021), is discussed in detail in the *Capital Improvements Section* of the 2020 Budget. The City held several public hearings in each Ward to discuss priority needs associated with Public Safety, Public Works, Jobs and Economic Development, Parks & 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 City has kept its promise to tax payers in accordance with the spending plan outlined in Resolution No. 13,343 (July 11, 2011) and is well on its way to completing the designated capital projects. I am pleased to announce that the grand opening for Fire Station #24 in Southwest Little Rock is scheduled for February 26, 2020. In addition, the construction of the new Police Headquarters at 615 West Markham Street is set to begin in 2020.

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. On July 24, 2013, the City issued the first series of Bonds in the amount of \$58,105,000 and has completed all of the related street and drainage projects. The second series of bonds in the amount of \$43,475,000 was issued on November 28, 2018. Projects funded by the bonds are discussed in the *Capital Improvements Section* of the 2020 Budget. The estimated completion date for the second series of projects is December 22, 2022.

The General Fund 2020 Operating Budget includes several significant changes from the original 2019 Operating Budget and the final Amended 2019 Budget. The 2020 Budget includes 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 debt service transfer represents \$1.84 million of the transfer in revenue and related debt service expense in the 2020 Operating Budget. Total debt service of \$5,505,534 is included in the Executive Administration Department of the General Fund.

Sales Tax continues to be the leading revenue source for the City at approximately 51% of General Fund revenues, representing estimated growth of 2.2% from the Amended 2019 Budget. Changes to the Arkansas Sales and Use Tax Law known as the "Streamlined Sales Tax" took effect beginning January 1, 2008. Sales tax revenues are distributed based on where the purchaser takes receipt or delivery of the product or service. In addition, local tax caps on most single transactions are no longer applicable when City and County Sales and Use Taxes are collected. The local tax cap continues to apply to the first \$2,500 per item on the sale of motor vehicles, aircraft, watercraft, modular homes, manufactured homes or mobile homes. Businesses, schools, governments and charitable organizations are allowed up to 12 months to recover the tax paid on single transactions over the previous cap amount through a rebate program. After average revenue growth of only 1.36% over the previous six (6) years, 2019 growth in sales tax receipts improved significantly. Overall results for 2019 are expected to exceed 2018 by over 5%. One of the primary drivers of the increased revenue is Act 822 – *To Reform the Tax Laws Concerning the Levy and Collection of Sales and Use Tax, the Apportionment*

*and allocation of Income for Tax Purposes, Corporate Income Tax Rates, and Net Operating Losses; and to Declare an Emergency* – enacted during the 2019 regular session of the Arkansas General Assembly. The provisions of Act 822 relating to collection of sales and use tax are consistent with the Supreme Court ruling on *South Dakota v. Wayfair, Inc.* in which the court held that states may charge tax on purchases made from out-of-state sellers, even if the seller does not have a physical presence in the taxing state. Act 822 became effective in July 2019. Since the effective date, the City has experienced positive revenue growth in every month, ranging from 4% to 8.5%.

Franchise Fees from local utilities comprise approximately 14% of General Fund revenues. Overall, 2020 utility franchise fees are projected to be 1.2% higher than 2019 actual revenues and 0.91% higher than the final amended 2019 budget. Franchise fee revenues in 2019 were approximately 4.1% above 2018 levels, and 0.50% above the original projection by the utility providers.

Property taxes comprise approximately \$31.2 million or 14.7% of the 2020 General Fund revenues. Little Rock recently received its Original Charge for 2019 Property Taxes to be collected in 2020. The Original Charge reflects a 4% increase in property taxes based on the most recent appraisal, compared to an increase of 3.8% a year ago. Overall property values in Little Rock continue to experience reasonable growth and have maintained consistent levels through previous periods of economic downturn. The City has not experienced the decline in values that have been prevalent in other parts of the country. Information on the City's various revenue sources is discussed in greater detail in the **Revenue Trends** section of the 2020 Budget Book.

In June 2019, the City adopted the first of two (2) Budget Amendments, resulting in the elimination of 50 positions. Over half of the eliminated positions were in Parks and Golf, with the remainder spread throughout other General Fund Departments. The purpose of the amendment was to bring ongoing operating expenses in line with recurring revenues. While the 2019 Adopted Budget was balanced, one-time sources of revenue were utilized that would not be available for future periods. Nearly all of the affected employees were reassigned to positions available in the Street and Waste Disposal Funds. The General Fund Budget supports 1,725 full-time equivalent (FTE) positions – 1,691 serving in General Fund Departments and 34 special positions funded through grants or special project allocations. This represents a net decrease of 47 FTEs compared to 2019 Adopted Budget staffing levels. The General Fund Operating Budget expenditures include \$158,717,007 in personnel cost, net of an anticipated \$5.5 million in savings. A Summary Detail of Allocations of Personnel Positions is presented in the **Expenditures** section of the 2020 Budget Book.

Fleet services and fuel costs are projected to increase slightly in 2020 in comparison to the 2019 Adopted Budget. The 2020 Fuel Budget is based on estimated unleaded and diesel fuel per gallon prices averaging \$2.30 and \$2.60 per gallon, respectively, in comparison to \$2.50 and \$2.60 per gallon, respectively in 2019.

While the cost of fuel has decreased, the number of deployed vehicles has increased with additional staffing in Police and Code Enforcement. The budget for fleet maintenance increased slightly; however, as the annual fleet replacement schedule progresses with funding from the passage of the sales tax, repair and maintenance costs will be reduced.

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 from general revenues over a period of five (5) years. Principal and interest payments are included in the General Fund Budget for notes issued from 2015 to 2019. The City did not issue short-term financing in 2018. The 2020 Budget reflects a net decrease in debt service of \$630,793 associated with the 2019 retirement of the 2014, \$5.9 million note issued to advance initiatives included in the 3/8-Cent Sales Tax program, and the retirement of the 2016, \$2.85 million note for the Cromwell Building, partially offset by the addition of a \$5.65 million note utilized for the purchase of a new computer aided dispatch system, and other equipment for Police and Fire.

Funding of the Pulaski County Jail was continued in order to provide space for inmates in accordance with the City's primary focus on Public Safety. Funding for the detention center increased \$495,952 (25%). The City is working with the County and other cities that utilize the County detention center to determine a new funding formula that is fair to all parties. 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 is budgeted at approximately \$2.5 million. Other outside agency funding increases include approximately \$800,000 for Rock Region Metro, to a total of \$10.2 million, of which \$2 million is allocated to the Street Fund. In addition, funding for operation and maintenance of the Arts Center returned to the General Fund in the amount of \$700,000. The 2019 contribution was funded by a hotel gross receipts tax that is now committed to debt service on bonds issued to expand and enhance the Arts Center.

A Homeless Services Task Force was established in 2006 to address chronic homelessness within our community. The City has partnered with North 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 \$4.75 million for Children, Youth and Family Programs, including youth employment, skills center funding and re-entry programming in 2020 as part of the City's emphasis to foster and enhance youth and community development. At the direction of the Board of Directors, a minimum of 10% or \$475,000 of this allocation is to be used for the Community Schools

Model, including targeted wrap-around services for students and their families. In addition, Community Programs Staff continued implementation of the Youth Master Plan following a series of community forums with Little Rock residents. 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 continued an in-house 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 has been extremely successful and will be continued in 2020. In addition, the City has expanded the program to include additional entry-level positions available in other City Departments.

The 2020 Budget includes a contingency allocation of \$1 million or approximately 0.5% of General Fund revenues. The City of Little Rock's Management Team is committed to managing the City in a sound and fiscally prudent manner while striving to deliver the quality and level of service that the residents of Little Rock expect with available resources.

### **Other Fund Highlights:**

Little Rock Board of Directors approved a new rate structure for sanitation and landfill fees for the Waste Disposal Fund on September 17, 2019 to be effective January 1, 2020. This is the first rate increase since 2004. The monthly residential rate for sanitation pickup increased from \$20.02 to \$28.90 per month. Class 1 landfill fees increased from \$30 to \$33 per ton, while Class 4 landfill fees increased from \$25 to \$27.50, representing a 10% increase. Compost fees also increased from \$30 to \$33 per ton. The 2020 budget for sanitation fees is approximately \$21.36 million which is a 27% increase over 2019 actuals. Landfill fees are expected to generate approximately \$2.2 million in 2020 which is approximately 11.4% over 2019. The rate increases will fund additional collection crews, vehicles and equipment, and landfill expansion needs anticipated for the next ten (10) years. Detailed information regarding the Waste Disposal Fund can be found in the **Departmental Information** section of the 2020 Budget Book.

## **2019 Accomplishments**

**Little Rock Police Department:** In April 2019, the City of Little Rock hired a new Chief of Police, Keith L. Humphrey. The Little Rock Police Department (LRPD) served the Little Rock community by responding to 140,669 calls for service (through November 2019). During 2019, the LRPD completed the reaccreditation process through the Commission on Law Enforcement Agencies. LRPD's Training Division successfully conducted Recruit Schools and Certified Officer Advanced Training (COAT) Classes during 2019, and forty-six (46) recruits graduated from these schools during the year. (The COAT class is for officers recruited from other agencies who have already met minimum certification requirements but need training on LRPD policies and procedures.) Additionally, Recruit School #95 began in the second half of 2019, and those recruits will graduate in January 2020. During

2019, the Headquarter Division's Wellness Unit conducted an officer wellness survey and utilized the information to expand the services provided to officers involved in critical incidents to ensure effective support. During 2019, the LRPD received numerous grants to support initiatives such as the expansion of victim services and the implementation of a body-worn camera program. Grant funds enabled LRPD to hire five (5) new victim services specialists in 2019.

**Little Rock Fire Department:** The Little Rock Fire Department (LRFD) became the 57<sup>th</sup> Fire Department, of roughly 30,000 Departments in the United States in 2017, to have an Insurance Services Office (ISO) Class 1 Rating and International Accreditation. These highly acclaimed designations place the Department in the top 0.19% of all Fire Departments in the United States. In 2019, the Little Rock Fire Department (LRFD) began construction on Station #24. Station #24 is scheduled to open February 26, 2020 and will serve the Southwest community. The 2019 recruit class was the largest in LRFD history. LRFD began a four (4) year plan to purchase a second (2nd) set of turnouts. The additional turnouts will help decrease the chances of contracting cancer due to toxic chemicals and gases found in turnout gear. LRFD received a \$50,000 grant from the Federal Emergency Management Agency (FEMA) to purchase smoke alarms and multi-sensory smoke alarms for the hearing and visually impaired. The Hartford Insurance Company managing the Junior Fire Marshal program awarded LRFD with a Fire Safety grant for \$10,000 that funded the purchase of an inflatable fire education house. An aggressive fire prevention program was created to increase the visibility of LRFD Fire Prevention, which includes Fire Inspections, Fire Investigations, and Community Affairs through fire prevention and public education.

**Community Programs:** In 2019, the Department of Community Programs (DCP) completed the third year of the three-year comprehensive Master Plan for Children, Youth & Families which is focused on updating and improving the programs and services that Little Rock's residents need to thrive. Twelve (12) Summer Academic Enrichment & Recreation programs served additional youth and new this year were five (5) sites featuring the "Frankly Reading" Summer Reading Program aimed at helping students in grades 1-3 achieve grade-level reading. In terms of career readiness training, another flagship program, the Summer Youth Employment Opportunity (SYEO), continued its mission to provide Little Rock youth with meaningful, professional experiences to increase employment-related experiences and alleviate the potential for negative developmental outcomes. More than 1,250 students applied for jobs and 592 were trained in career readiness skills and actually placed in jobs. SYEO culminated with a full day Youth Empowerment Summit co-sponsored by Inclusion Magazine. A third flagship program, Reentry Opportunities, processed more than 275 clients who received assistance with finding jobs. This included more than 15 who were hired full-time into City departments and 14 hired by outside partners. Approximately 25 clients also received additional career support through a 2-week specialized leadership training course. DCP also offered two Career & Life Skills trainings: one four-week session focusing on the Hospitality and Customer Service industry for "Disconnected Youth in Transition" (18-30) on March 4-29, 2019 in partnership with the West Central Community Center. More

than 35 students enrolled and participated, 19 successfully completed the course and received CLR certificates, and 10 successfully passed the SafeServ test and became certified. The course ended with a Job Fair at the West Central Community Center that was open to the public; and Career Crash Course for students at Hall High School April 15-26, 2019. More than 25 students participated and 23 successfully completed the course and received certificates. The program ended with interviews with local employers including Sam's Club, Walmart, and Dollar General, and several students were hired on the spot. Throughout the entire year, DCP intensified the focus on building community. Activities included hosting two CommUNITY Block Parties, at Southwest and West Central Community Centers; the annual National Merit Reception which recognizes the scholastic achievement of Little Rock's top students; and the 2nd Annual 501(C)3 Arkansas Capital Campaign Conference, a three-day training geared toward assisting non-profits with gaining the capacity they need to succeed. The Department maintained participation in the Network for Southern Economic Mobility, the Juvenile Detention Alternatives Initiative, and the National League of Cities. The Department also partnered with the Central Arkansas Development Council to host "Super Tax Day" to assist low-income residents with free tax preparation and Rock Region Metro to help constituents learn how to utilize the bus system and bus apps. Visit [www.LRDCPcares.org](http://www.LRDCPcares.org) for additional department information.

**Little Rock District Court, First Division (Criminal):** Little Rock District Court, First Division, implemented a Mental Health Court to provide better services to persons with mental health issues with a goal of providing counseling and community services rather than focusing on punishment. The Court continued to provide justice in an equitable and professional manner. The Department continued to work with Second and Third Division Courts, LRPD, and the Administrative Office of the Courts to provide better accounting and reporting on all criminal charges brought before this court. Little Rock District Court, First Division worked in coordination with a Homeless Court Initiative to better serve the homeless in our community from a legal standpoint. A successful Warrant Leniency program was completed in February of 2019.

**Little Rock District Court, Third Division (Environmental):** Environmental Court continued the process of scanning files in the civil/small claims office to the Contexte case management system. In addition, citations, warrants, pay plans, orders to appear, and other documents are being scanned into the system to eliminate paper filing. Throughout the last few years, Staff has encouraged defendants to make their pay plan payments online. The effort has increased on-line payments from \$9,250 in 2017 to over \$45,800 in 2019. In addition, Environmental Court began collaborating with the Pulaski County Special School District to create a school-based Teen Court program. The program is comprised of student volunteers to act as the prosecutor, defense attorney, jury, and bailiff. It is designed to divert the juvenile offenders from the juvenile court system while holding them accountable for their actions. Studies have shown that participants in teen court programs are less likely to reoffend versus those who are processed in the juvenile justice system. We

will begin a pilot program in the spring of 2020 with the actual Teen Court kicking off in the 2020-2021 school year.

**Finance:** The Finance Department obtained the Government Finance Officers Association (GFOA) Certification of Recognition for the 2019 Distinguished Budget Presentation and the GFOA Certificate for Excellence in Financial Reporting for the 2018 Comprehensive Annual Financial Report. Finance staff provided quarterly reporting to the Little Rock Citizens Evaluation of New Tax (LRCent) Committee regarding the status of the one (1)-Cent local sales tax and on progress toward completion of capital projects authorized under the 3/8-Cent portion of the tax. The City maintained a General Obligation Limited Tax Bond rating by Standard and Poor's of AA and by Moody's of Aa1. The Purchasing Division implemented Infor's Strategic Sourcing Contract Management software (SSCM) which now houses nearly all of the recently established procurement contracts. Payments against the contracts are systematically tracked and reviewed. Purchasing made significant progress toward achieving Certification for What Works Cities Results Driven Contracting. Currently 14% of criteria is met. The City of Little Rock is ahead of both the national average (8%) and that of cities our size (4%). The Purchasing Division recently met several additional requirements and is awaiting official validation. Validation should propel the City's Procurement to a silver certification (over 50% completion rate). Staff believes the validation will actually place the City's procurement near 70% of the requirements. The Finance Department facilitated preparation of the 2020 Budget and in coordination with my office, hosted community budget sessions throughout the City. The 2020 Budget was adopted on December 3, 2019, the earliest our City's budget has been adopted since 1988. The Grants Division secured more than \$2 million in grants that will be utilized for park equipment, body-worn cameras, crime-fighting technology, and crime victims' services.

**Human Resources:** The Human Resources Department continued 2019 with large increases in workload in every Division of the Department. The Employment Services Division saw an increase in recruitment and hiring across the City. The change to bi-weekly orientation sessions for new employees has proven successful with attendance and improved on-boarding efforts. The Labor and Employee Relations Division saw record numbers of requests for Family Medical Leave Act requests and accommodations under the American's with Disabilities Act. The Administration Operations Division, now responsible for requests for information under the Arkansas Freedom of Information Act for all City Departments, except Police, has been developing internal procedures for the receipt and response to these requests and saw the number of requests double since this process was created. The Classification Division continued with creation of new jobs in addition to the modification of existing jobs as positions were eliminated and absorbed by current employees. The Benefits Division had a successful open enrollment period with multiple opportunities in which employees could obtain updated information on their benefits and were given an opportunity to ask questions.

**Information Technology:** The Information Technology Department completed the upgrade of the server and storage systems that service the Active-Active Data Centers which encompass 250 servers that support all City Departments, including critical public safety and financial applications. The new Planning online portal was activated providing assistance in expediting the electronic processing for new development and construction. This year, the City replaced the McAfee anti-virus with a more robust application. The Zoo's website was upgraded presenting a more modern, user friendly site. The final phase of the City's migration from the old Nortel phone system to the new Voice over Internet Protocol system was completed.

**Planning & Development:** The Planning and Development Department accomplished several of the major goals set for 2019. Staff finished the first phase survey of the Broadmoor neighborhood, and completed the review of the area between Interstate 30, I-630, I-430 and Downtown. In addition Board action on the East Plan area (east of Interstate 30/Interstate 530) was completed. The Department began the initial work for the review of the area Interstate 30 to I-630 and I-430 to Union Pacific Railroad. In addition, Staff completed the Local Update of Census Addresses 2020 Pre-Census update of new structures.

**Housing & Neighborhood Programs:** In 2019 the Department of Housing and Neighborhood Programs Code Enforcement Division completed 30,833 service requests which included the following: 2,352 weed lots were cut and maintained; 113 properties were boarded and secured; thirty-five (35) structures were demolished; 6,283 on-call bulky items were entered; and 1,077 knuckle boom items for pickup were reported. Code Enforcement Division is a member of the American Association of Code Enforcement. The Division hosted its first Arkansas Regional conference on March 13, 2019. In addition, seven (7) officers graduated from Code Enforcement Academy on October 24, 2019. The Animal Services Division took 3,725 animals into the shelter, and of those 1,553 were adopted. Animal Services transferred 871 animals and kept a Live Release Rate of 74%. Animal Services has continued to partner with American Society for the Prevention of Cruelty to Animals and a number of other rescue organizations to save nearly 900 animals to date. Intake is slightly down again this year. Our mission is to continue to lower the intake of animals. The enforcement division of Animal Services received 4,304 requests for service. 98.65% (4246) were completed, on average, in just under six (6) days. Of the remaining open requests, 60% of these are open trap requests which have been held because of staffing issues. Animal Services staff has issued 213 citations to appear for 1,522 violation counts, and \$20,625 in fines have been ordered by the court. This year a quarantine area was constructed for dogs preparing for transport. Shelter improvements at the Animal Village included the addition of interchangeable kennels that can be arranged to create up to twenty (20) separate kennel spaces. This area was completely paid for with donations. The Community Development Division developed four (4) new single-family dwellings and two (2) of those units were sold to low-to-moderate income families who were assisted with federal funds. In addition, 7,311 citizens were provided healthcare services through the Department's partnership with CHI St. Vincent Medical Clinic-East. The Department's partnership with CareLink provided Meals on Wheels to 123 persons.

Also, there were fifty-six (56) units improved through the Owner Occupied Rehabilitation Programs, and 86 residents were assisted through *Housing Opportunities for Persons with AIDS*. The Land Bank currently has a total of seventy-six (76) properties, including six (6) with structures. In 2019 the Land Bank sold nineteen (19) lots and one (1) structure. The neighborhood resource specialists held over 300 meetings and assisted 17,133 residents with varying needs and requests. Other accomplishments include presenting the Neighborhood USA Love Your Block Awards banquet, and participating in the Dr. Martin Luther King Day of Service, the Mass Flu Clinic at the Arkansas State Fairgrounds, and the West Central Appreciation Day for Little Rock Police Officers and Fire Fighters. We partnered with Delta Airlines for its Health and Wellness workshop, and participated in National Reading Day, and National Night Out, which saw 2,400 participants throughout the City.

**Public Works:** In 2019, Public Works Operations Staff responded to 11,094 service requests via the 311 Service Request System. Public Works swept 43,842 curb miles of city streets. In addition, staff administrated a successful Sidewalk Replacement Program, utilizing disadvantaged residents re-entering the workforce. In 2019, this program constructed 45,550 square-feet, or 9,110 linear-feet, of sidewalks in Little Rock. Public Works Staff coordinated the asphalt resurfacing of seventy-three (73) street segments totaling 129,289 feet, or 24.49 miles, of streets. The solid waste services rate study was completed, and an increase of \$6.88 was approved by the Board of Directors, effective January 1, 2020.

**Parks & Recreation:** 2019 was another successful year for Little Rock Parks and Recreation. Most notably, my office and the Board of Directors created the Age-Friendly Little Rock Commission and directed that the Commission fall under the oversight of the Parks and Recreation Department. The Age-Friendly Little Rock Commission was established to ascertain the current level of services for residents (55) years and older and to make recommendations to my office and the Board to improve the level of service provided. The Department continued to emphasize maintenance of existing facilities and accomplished many improvements throughout the Parks System. Fourteen (14) tennis courts were resurfaced at Allsopp, Reservoir, Dunbar, and East Little Rock parks and at the Rebsamen Tennis Center. The Rebsamen Tennis center also received a new entry plaza and a remodeled locker room. New scoreboards were installed at each of our community centers and 27 locations throughout the City. Otter Creek Park received new LED field lighting while both Dunbar and Southwest Community Centers received brand new fitness equipment. Additionally, four new playgrounds were installed at Hanger Hill, Ottenheimer, Kanis and Reservoir parks. The Parks and Recreation Department oversaw various trail improvements throughout the Parks System. A much needed restroom facility was installed at the trail head of Two Rivers Park. The trail at Ottenheimer Park was completely replaced, and a new trail connector was constructed between MacArthur Park and Main Street. The Parks and Recreation development crew was able to accommodate several major sculpture installation projects that had a high level of project design. The two most notable installation projects included the Zoo roundabout on Fair Park Boulevard and the Suffragette

plaza in the Vogel-Schwartz Sculpture Garden. The Summer Playground program completed a very successful 99<sup>th</sup> year of operation and was able to offer more than 1,200 youth a safe and constructive summer camp. The Little Rock Marathon, in its seventeenth year, continues to grow in participation. Upwards of 20,000 participants, representing all 50 states and 33 countries, visited Little Rock in 2019. In addition to the Marathon race, staff oversaw and sold out the second running of the Creep and Crawl 5k & 10k and the Ugly Sweater Race 5k. The revenue that was generated from all of these continues to serve the programs and services provided by Little Rock Parks and Recreation.

**Little Rock Zoo:** The Little Rock Zoo provides engaging experiences that inspire people to value and conserve our natural world. The Zoo is a key component of the quality of life in Little Rock and provides meaningful programs and activities that enhance the community and the area we serve. The Zoo enjoyed many successes in 2019 by enhancing its reach to underserved communities, successfully promoting conservation and continuing to improve the Zoo facility to enhance the guest experience. Corporate partners allowed the Zoo to engage in the first ever Dream Night where children with special needs and their families were able to enjoy a special night at the Zoo. A Dollar Day in the summer allowed access to families who otherwise might not be able to afford regular Zoo admission and corporate sponsorship also provided scholarships for children to attend the Zoo's summer Zoofari camp. The Zoo also saw success in its conservation efforts with the Species Survival Plan breeding program. A baby orangutan, baby gibbon and baby penguin were all born at the recommendation of this prestigious breeding program designed to ensure the long-term survival of endangered species. The Zoo also completed construction on a new Sensory Garden that provided a fun new play area for children and also added a new education classroom that expanded the ability to offer more education programming. As a result, the Zoo more than tripled attendance for its popular Zoofari summer camp. The Zoo continues to make advances in other areas and advanced its long-term vision for success as it partnered with the Zoo Foundation and my office on a Task Force to develop a vision for future growth and development.

**Fleet Services:** The vehicle accident/incident process has been streamlined to shorten the time between the date of loss and the initiation of the claim and to manage any related items (managed in EAM-Case Management). A tire shop has been opened at the Fleet-Landfill Maintenance Facility and employees there have been trained to make and manage their own tires for the landfill equipment. In addition, other areas of the Landfill Maintenance Facility have been renovated and updated, resulting in improved workflow and increased productivity. Fleet continues to remarket some of the City's retired and surplus property to help purchase new assets while decreasing the amount of landfill waste that the City produces. These sustainability efforts result in safer, more efficient units that produce less pollution. This also decreases repair expenses and downtime. Fleet was able to roll out the third year of the revised five (5) year replacement plan for LRPD, replacing another 45 unmarked vehicles. 60 unmarked vehicles were replaced for the 2<sup>nd</sup> year of the plan and sixty (60) patrol units were purchased in the 1<sup>st</sup> year. Automotive Service

Excellence and Emergency Vehicle Technician preparatory testing and sessions have increased to promote overall professional development for Fleet employees.

**Budget Policies 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. The restricted reserve is currently \$10,000,000. The 2020 Budget includes a contingency allocation of an additional \$1 million. Following the completion of the annual audit each year, the City's Management Team will determine whether funds are available to increase the reserve, with the intent of gradually increasing the Restricted Reserve to achieve 10% of General Fund revenues.

### **2020 Mayor's Goals**

- Develop and execute a successful Census 2020 awareness campaign
- Pass the "Lift Little Rock" 1-cent sales tax initiative
- Create Little Rock's Office of Diversity, Equity, and Inclusion and rebranding of the Little Rock Racial and Cultural Diversity Commission as the Little Rock Human Rights Commission, incorporating the concerns of Little Rock's LGBTQIA+ community
- Execute Little Rock's Opportunity Zones strategy
- Expand the Frankly Reading Summer Series
- Re-vamp and prioritize the Mayor's Youth Council
- Launch the Little Rock Residents Academy, allowing residents to learn about and engage their city government
- Partner with the Little Rock School District to create and implement a Community Schools Model
- Expand the Bridge to Work Program
- Work with LRPD leadership to onboard a LGBTQIA+ liaison within the LRPD Community Policing Unit
- Open Fire Station 24 in Southwest Little Rock
- Continue implementation of Little Rock's Master Plan for Children, Youth, and Families
- Conduct a full review of the City of Little Rock's compensation and leave policies

### **Economic Outlook**

The primary challenge facing the City of Little Rock remains providing a full complement of services that satisfy the needs of residents, balanced with the resources available to the City, in an efficient, cost-effective, and transparent manner.

The comparative figures for the City of Little Rock as of December 31, 2019 show unemployment at 3.4%, compared with a U.S. average of 3.7%, according to data from the Arkansas Department of Workforce Services.

U.S. internet sales, or e-commerce, continued rapid growth and accounted for approximately 11.4% of total sales. Internet sales have more than doubled in a decade, from less than 3% in 2006. According to Metroplan, which cited “Special Report: E-commerce,” in *Economist* on October 28, 2017, “a Euromonitor projection suggests e-commerce may account for one-sixth of all retail sales by 2021.” As noted in the overview above, after the Supreme Court decision on *South Dakota v. Wayfair, Inc.*, in which the court held that states may charge tax on purchases made from out-of-state sellers, even if the seller does not have a physical presence in the taxing state, Act 822 – *To Reform the Tax Laws Concerning the Levy and Collection of Sales and Use Tax, the Apportionment and allocation of Income for Tax Purposes, Corporate Income Tax Rates, and Net Operating Losses; and to Declare an Emergency* – was enacted during the 2019 regular session of the Arkansas General Assembly. With sales tax as the primary revenue source for the City of Little Rock, this legislation was very important to the City’s continued growth. According to a spokesperson for the Department of Finance and Administration, 2020 sales and use tax collections on internet sales are expected to be around \$32 million for the State of Arkansas but exact estimates are difficult to ascertain. Act 822 became effective in July 2019. 2020 will be the first full year of tax collection associated with internet sales.

The December 2019 issue of *Metrotrends Economic Review and Outlook* reports the best summary of the region’s economy today is, once again, “slow and stable.” While there was a decline in job growth for the local business and professional services sector, the Central Arkansas region’s financial sector grew jobs at nearly twice the U.S. average from 2017-2019. With a net deposit growth of 144% from 2005 to 2019, the Little Rock region outperformed every comparable metro area, including Oklahoma City, Nashville, Baton Rouge, and even the super-fast growing Northwest Arkansas urban region.

The December 2019 *Metrotrends Economic Review and Outlook* reports that in the first six (6) months of 2019, housing construction moved up a bit: steady overall in single-family, while ticking up in multi-family. Little Rock led the pack with \$154 million in residential construction for 2018. Multi-family construction rose by 137%, led by Little Rock, with 410 new units. The multi-family construction consisted of duplexes and small projects, with 176 units in the East Village area, as well as 180 new units on South Bowman Road. 2018 ranked as the best year for residential construction since 2007 and marked two consecutive years of rising value. In addition, 2018 nonresidential construction surpassed all previous records, including the 2004-2007 boom period. Little Rock contributed more than half, 52%, of the new, nonresidential construction in the four-county region.

Little Rock is experiencing growth in all sectors of the city. The new headquarters and campus of Bank OZK in west Little Rock will be Phase 1 of a phased master, mixed-use development that sits on 33.5 total acres. The new headquarters is scheduled to open in February 2020 and is expected to spur additional economic activity in western Little Rock. The investment is anticipated to be in excess of \$100 million. Approximately 500 employees currently working in three (3) locations are

expected to move into the building when construction is complete. The building will be able to support up to 900 employees. Phase 2 is to build a solar power plant that will provide enough renewable energy to power the new corporate headquarters and up to 40 other Arkansas locations.

Mid-town Little Rock has exciting developments underway with the growth of the University of Arkansas Medical Sciences (UAMS) campus. In November 2019, UAMS broke ground on a more than \$150 million energy project that includes a new \$49 million electrical power plant.

In 2019 ground was broken on a major new mixed use development at the northwest corner of Interstate 630 and University Avenue. The project is called The District in Midtown. It is envisioned as an eleven (11) building, 57,120-square foot array of restaurant dominated retailers and two (2) hotels with 197 rooms. Nine (9) proposed building sites are marked along the perimeter bordering the interstate right of way and University Avenue. Two (2) more are planned to the north of a traffic circle at the heart of the site plan, where Sears now stands. A 107-room hotel is penciled in where Doctors Plaza now sits.

In April 2019, the Arkansas Economic Development Commission announced that CZ-USA, the U.S. based affiliate of Czech firearms manufacturer Česká zbrojovka a.s. Uherský Brod (CZUB), had chosen Little Rock for their North American Headquarters and plans to build a new manufacturing facility on approximately 73 acres at the Port of Little Rock. CZ-USA intends to implement a two-phase approach with an investment of up to \$90 million and the creation of approximately 565 jobs over a six-year period.

Due to the success of the Fidelity Information Services (FIS) FinTech Accelerator, a rigorous twelve (12)-week program designed to accelerate the growth of early stage financial technology ventures, Little Rock is now known globally for its role in electronic banking. According to the December 2019 *Metrotrends Economic Review and Outlook*, the success of the FinTech Accelerator in partnership with the Venture Center has spurred another financial client, the Independent Community Bankers of America (ICBA) to join the roster. The ICBA ThinkTECH Accelerator 2.0 will launch in January 2020, helping advance initiatives from the nation's nearly 5,000 community banks.

The Little Rock Technology Park moved to its current location in March 2017. The development consists of two (2) renovated nearly 100 year-old buildings designed to form an integrated environment for start-up and mature technology companies. The facility opened with twelve (12) initial companies and as of December 2019, fifty-two (52) companies call the Little Rock Technology Park home. In December 2018, *Arkansas Business* reported the unveiling of renderings for the second phase of the six-phase Little Rock Technology Park. Phase II will be built on the empty lot between the park's current home at 417 Main St. and the KATV building at the corner of Main and Fourth streets. Phase II plans include wet/dry laboratories on the third, fourth and fifth floors; offices in front of the building; meeting spaces; locker

rooms; indoor bicycle storage; and a small catering space. The building would be LEED-certified as energy efficient. In addition, Phase II would also feature a restaurant type space with an outdoor patio on the first floor and a meeting/conference room that could seat about 180 people.

As Little Rock continues to invest in education, the City is proud of the accomplishments of the Little Rock School District students who amassed a total of \$23 million in scholarships. In 2020, the City will open Little Rock Southwest High School, which will be one of the largest state-of-the-art secondary campuses in Arkansas.

In 2020, the Bill and Hillary Clinton National Airport plans to construct a new \$6.9 million gate as part of the Dassault Falcon expansion. The project is part of a multi-year effort to increase the airport's surface system to handle the higher weights of bigger business jets.

The Little Rock Convention and Visitors Bureau (LRCVB) continues to showcase the City to visitors from all over the world. LRCVB hosted nearly 360 events and conventions that brought in more than 330,000 attendees, which translated to over \$75 million dollars in direct spending in Little Rock. In August 2019, the City worked with LRCVB to launch the River Market Entertainment District, which provides patrons with another recreational option in Little Rock.

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 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, East Little Rock and West Little Rock.

The City will continue to identify economic development opportunities that result in the expansion, retention, or launching 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 3/8-Cent Sales Tax for capital projects is dedicated to jobs and economic development through 2021. The funds are being utilized for port expansion, development of a research park, and job recruitment and economic development infrastructure.

Little Rock is a city on the rise, and the nation is taking notice. In 2019, Little Rock was recognized for the Nation's first LEED Zero Energy building at the company, Entegry. We ranked #7 of "America's Top 10 Small Cities for Prosperity" and were included in the "Top 12 Places to Live," "10 U.S. Cities to Watch in 2020," and "Top 100 Places to Live in the U.S."

**Closing:** This budget is the financial and operating plan for the City of Little Rock for 2020. The appropriations included provide for quality municipal services.

The City of Little Rock has made great strides in the utilization of technology to communicate with local residents and businesses. The City's website, [littlerock.gov](http://littlerock.gov), is designed to improve communication efforts. In addition, the City is proud of its government access channel, LRTV, which broadcasts information regarding the activities of the Little Rock City Board of Directors through live and taped coverage of Board Meetings and other official proceedings. It also produces programming regarding municipal affairs. The City launched a LR 311 Mobile App to better enable residents to access City services. The app is available for download through the Apple App Store or Google Play Store. In March 2016, City Officials announced that Little Rock was one of only twenty-seven (27) municipalities around the U.S. participating in the What Works Cities Initiative through Bloomberg Philanthropies, part of an effort to embrace open data, create a framework for its usage, and make it readily available to residents. The City unveiled an Open Data Portal that includes several data sets covering such topics as planning and permitting, public safety statistics, 311 Requests, and the location of Police, Fire and Neighborhood Resource Centers. The data sets are live on the main data portal located at [data.littlerock.gov](http://data.littlerock.gov).

The City has seen great progress over the past years with more to come in 2020 and beyond as the Board of Directors, City Staff, and I continue to offer vital services to the residents of Little Rock. It is time to chart a course for a bright, bold future for our City, and we need each of our residents to pitch in to make Little Rock's potential a reality. Together, we can lift our parks, our neighborhoods, our economy, and lift our children. It's time we lift Little Rock to a better tomorrow for us all. And finally, a very special thank you to the residents of Little Rock. We appreciate each of you and are dedicated to improving quality of life by providing exceptional service, in an efficient and equitable manner.

Respectfully submitted,

  
Mayor Frank Scott, Jr.

## Highlights of Service Level Changes (A Quick Reference Guide)

### *Excerpts from the Mayor's Transmittal Letter*

- Fire Station #24 in Southwest Little Rock is scheduled for February 26, 2020.
  - 
- Construction of the new Police Headquarters at 615 West Markham Street is set to begin in 2020
  - 
- Several street and drainage improvements are planned or continued for 2020
  - 
- 2020 staffing levels decreased by a net of 47 full time equivalent positions compared to 2019.
  - 
- Fleet services and fuel costs are projected to increase slightly in 2020. the number of deployed vehicles has increased with additional staffing in Police and Code Enforcement
  - 
- 2020 funding for outside agencies increased, including Rock Region Metro, the Pulaski County Regional Detention Center, and the Arkansas Arts Center.
  - 
- The City has partnered with North Little Rock to financially fund the Jericho Way Day Resource Center to address chronic homelessness within our community.
  - 
- The City is appropriating approximately \$4.75 million for Children, Youth and Family Programs, including youth employment, skills center funding and re-entry programming in 2020 as part of the City's emphasis to foster and enhance youth and community development.
  - 
- A new rate structure for sanitation and landfill fees for the Waste Disposal Fund will be effective January 1, 2020.
  - 

## 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

The City of Little Rock is dedicated to improving our residents' quality of life by providing exceptional service in efficient and equitable manner.

### Vision Statement

The City of Little Rock is a leading southern city – vibrant, safe, and innovative – that provides an excellent and sustainable quality of life where all families, individuals, and business can thrive

### 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

The Mayor and 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 Mayor's and 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 2020 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



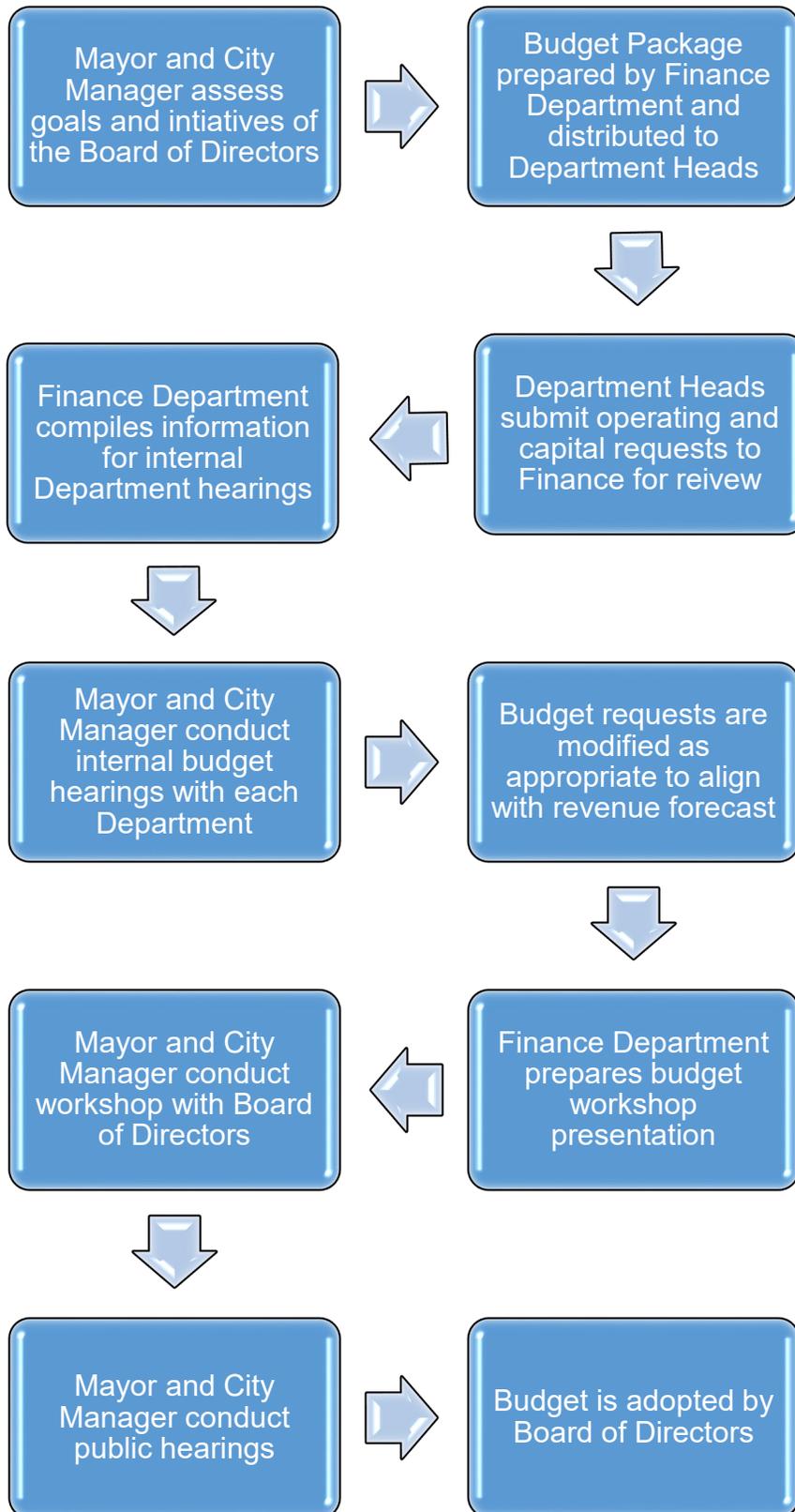


Figure 1: Illustration of Budget Process

## **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 residents and other interested parties of the City's service plans and overall financial condition.

The City's management team conducted 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 Structure section of the budget document.

The budget process begins with the Mayor's and City Manager's assessment of the goals and initiatives of 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 Mayor and 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 Mayor and City Manager conduct 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 Mayor and City Manager to present a balanced budget recommendation to the Board of Directors. 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 and conduct public hearings to obtain input from residents.

The City utilizes a program-based budget approach for evaluation of the revenues, costs, and taxpayer support required for various services. 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 Mayor, City Manager and their staff;
- In quarterly reports to the Mayor and 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 on performance annually in relation to the delivery of designated services. Staffing levels are evaluated annually in relation to available budget.

Following adoption of the budget, revenue and expenditure budget accounts are established based on the organizational structure of the City's financial system. Monthly and quarterly reports of 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.

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. Budget procedures are carefully followed to ensure funds are available before encumbrance or expenditure of funds occur.

- The 2020 Budget

The 2020 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 2020 budget follows:

August	Affordable Care Act look back period ends. Finance reviews part-time report to determine which part-time employees will have a health care benefit in 2020.
August	Departments submit revenue estimates, proposed rate adjustments and new fee recommendations and dedicated grant match requests to Finance.
August	Departments review special project balances.
September	Finance Department sends out Personnel Model for verification.
September/October	Departments prepare program inventory worksheets for review and discussion with the Board of Directors in a preliminary budget workshop.
September/October	Departments complete review of 2020 Personnel Model with necessary changes reported to HR and Budget Office.
September/October	Mayor, City Manager, and Finance Director conduct budget policy discussions with the Board of Directors following bi-weekly Board Agenda Meetings.
October	Mayor and City Manager review Outside Agency Requests. HR provides 2020 new benefit rates to Finance.
October	2020 Budget instructions, departmental budgets and Personnel Model distributed. Finance assists departments with budget process.
October	Fleet Services submits 2020 budget to Finance and departments.
October/November	Departments submit 2020 operating and capital budget requests to Finance.
October/November	Finance verifies budget requests. Finance updates financial trends, revenue forecast, and reviews new revenue options.

October	Board adopts 2019 mill levy Ordinance for collection in 2020.
October/November	Mayor and City Manager review departmental budget requests. Budget meetings held with Department Directors.
October/November	Draft Budget distributed to Board of Directors. Board Budget Workshop held to review revenue and expenditure forecasts in detail.
October/November	Public Budget Information Meetings held
October - December	Union Negotiations continue until agreements are reached.
November/December	Board of Directors adopts 2020 Budget Ordinance, utility franchise Ordinances, and revenue rate adjustments if applicable. Budget must be adopted by December 30 each year.
December	Finance submits 2020 Budget Document data requests to departments.
90 Days after Adoption of Budget	Finance Department submits the Budget Document to the Government Finance Officers Association (GFOA) for consideration for the Distinguished Budget Presentation Award.

### **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 Mayor or City Manager if less than \$50,000. Transfers of \$50,000 or greater must be submitted to the 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.

## **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 Mayor and 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.

# 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'S 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 reimbursements 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.

**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 and revenue 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. The bonds were refunded in 2017 with the issuance of the Capital Improvements Refunding Revenue Bonds, Series 2017.

**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 bonds were refunded in 2017 with the issuance of the Capital Improvements Refunding Revenue Bonds, Series 2017.

**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. The bonds were refunded in 2017 with the issuance of the 2017 Library Refunding Bonds.

**2015 Library Construction and Refunding Bonds** – The Library Construction and Refunding Bonds, Series 2015 are limited obligations of the City of Little Rock payable solely from the collections of the Library tax, payable through 2030. The Library bonds were issued to (ii) finance the cost of acquiring, constructing and equipping the land and additional capital

improvements to the public City libraries owned and operated by Central AR Library Systems; (ii) refund the City's outstanding Library Construction and Improvement Bonds, Series 2008 and Series 2009, and the City of Little Rock Residential Housing and Public Facilities Board Capital Improvement Revenue Bonds, Series 2007; and (iii) pay the costs of issuing the Bonds. The bonds are limited tax obligations payable solely from a 0.9 mill annual ad valorem tax.

**2017 Library Refunding Bonds** – The Library Refunding Bonds, Series 2017 are limited obligations of the City of Little Rock payable solely from the collections of the Library tax, payable through 2027. The Library bonds were issued to (i) refund the City's outstanding Library Construction and Improvement Bonds, Series 2012; and (ii) pay the costs of issuing 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.

**Tax Incremental Financing 2014 Capital Improvement Bonds** – Tax Incremental Financing Capital Improvement Bonds in the amount of \$2,615,000 were issued in April 2014. The bonds are special obligations of the City secured by and payable solely by a pledge of the incremental ad valorem tax receipts derived with respect to the real property within the City's Redevelopment District No. 1. The bond proceeds were used to finance the cost of acquisition, construction and equipping of a major street system within Development District No. 1.

**Tax Increment Financing Port** – The Tax Incremental Financing Development District established within the Port of the City of Little Rock was set up in order to levy taxes on property located within the redevelopment district and to the school board of any school district which includes property located within the redevelopment district. Funds from this levy are to be used for public infrastructure projects within the redevelopment district.

**Capital Improvements Refunding Revenue Bonds, Series 2017** – The Capital Improvements Refunding Revenue Bonds, Series 2017 were issued (i) to advance refund the Series 2009A Bonds and the Series 2009B Bonds, (ii) to current refund the Series 2007 Bonds and the Series 2002 Bonds, (iii) to pay a premium for a municipal bond debt service reserve insurance policy, and (iv) to pay expenses of issuing the Bonds. The Series 2017 bonds are not general obligations of the City but are special obligations secured solely by a pledge of revenues 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.

**Limited Tax General Obligation Capital Improvement Bonds, Series 2018** – The Series 2018 Bonds in the amount of \$43,475,000, issued on November 28, 2018, are limited tax general obligations of the City, 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. The pledge of special tax collections in favor of the Series 2018 Bonds is on a parity with the pledge in favor of the City's Limited Tax General Obligation Capital Improvement Bonds, Series 2013. The issuance of the Series 2018 Bonds was approved at the special election held September 11, 2012 for the purpose of street and drainage infrastructure improvements.

**City of Little Rock, Arkansas Hotel Gross Receipts Tax Bonds, Series 2018** - On December 13, 2018, the City issued the \$32,570,000 Hotel Gross Receipts Tax Bonds, Series 2018. The Bonds are not general obligations of the City, but are special obligations payable solely from collections of existing taxes levied by the City at an aggregate rate of 2% on the gross receipts derived and received from the renting, leasing or otherwise furnishing of hotel, motel, bed and breakfast or short-term condominium or apartment rental accommodations in the City. The issuance of the bonds and the pledging of collections of the tax for debt service were approved at a special election held February 8, 2016. The bonds were issued to finance a portion of the cost of improvements to MacArthur Park, a municipal park operated by the City's Parks and Recreation Department. Such improvements include particularly, without limitation, renovations and additions to, and furnishings and equipment for, the Arkansas Arts Center and renovations and equipment for the MacArthur Museum of Arkansas Military History, including any necessary parking, landscaping, signage, drainage, lighting, road and utility improvements in MacArthur Park.

**Short Term Financing** – This fund accounts for proceeds of Short Term Financing notes issued to acquire capital equipment, buildings, building and land 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
- 401(A) Pension Fund
- Health Management Trust Fund

All pension funds receive contributions from both employees and the City. The Firemen and Policemen's funds also receive 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 Water Reclamation Authority
- Little Rock Advertising & Promotion Commission
- Little Rock Port Authority
- Metropolitan Emergency Medical Services (MEMS)
- Rock Region Metro
- Arkansas Museum of Discovery
- Arkansas Arts Center
- Bill and Hillary Clinton National Airport
- Central Arkansas Library System
- Oakland Fraternal Cemetery

Mt. Holly Cemetery  
Little Rock Workforce Development Board

These funds receive income from service charges that are used to operate their respective facilities and to retire revenue bonds. In addition, a Hotel, Motel, and Restaurant Sales Tax provides the main source of income to operate the Advertising and Promotion Commission and retire its bonds. The tax is 4% for lodging and 2% for restaurants. 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. Little Rock Code §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 2020 budgets are balanced in accordance with the legal definition.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. User fees and charges will be examined annually to ensure that all direct and indirect costs of providing 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.

8. 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.
9. 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.
10. 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.
11. 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.
12. 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, and special projects will be evaluated.
13. 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.
14. The City will follow an aggressive and professional policy of collecting revenues.
15. 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.

16. 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 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 (2) years or greater. Exceptions are for infrastructure assets which are defined as having a constructed cost greater than \$250,000.
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. CONTINUING DISCLOSURE COMPLIANCE PROCEDURE**

1. In December 2015, the City Board of Directors adopted Resolution No. 14,250 adopting policies and procedures related to the issuance of municipal bonds and to adopt and implement the policies and procedures contained in the Continuing Disclosure Compliance Procedure Policy attached to the resolution.
2. The purpose of the compliance procedure includes:
  - a. Disclosure Responsibilities. The Issuer recognizes that the issuance of Bonds often involves accessing the public capital markets and involves certain obligations arising out of the federal securities laws,

- including entering into a Continuing Disclosure Undertaking and properly communicating with investors.
- b. Issuer Commitment. The Issuer is committed to full compliance with applicable securities law requirements for all of its outstanding and future financings that must comply with such requirements. This Compliance Procedure is adopted by the Governing Body to improve and promote securities law compliance and documentation.
3. The contents of the Compliance Procedure include:
- a. Definitions
  - b. Purpose and Scope
  - c. Disclosure Compliance Officer; Training
    - i. Disclosure Compliance Officer Duties
    - ii. Assistance and Cooperation from Other Officials and Employees
    - iii. Training
  - d. Continuing Disclosure Compliance File
    - i. Compilation and Maintenance of Continuing Disclosure Compliance File
    - ii. Annual Continuing Disclosure Compliance Checklist
    - iii. Remediating Non-compliance
  - e. Issuance of New Bonds
    - i. Review Primary Offering Documents
    - ii. Review Continuing Disclosure Undertakings
    - iii. Update Continuing Disclosure Compliance File
    - iv. Update List of Bonds
  - f. Annual Report and Event Notice Filing
    - i. Annual Report Preparation and Submission
    - ii. Event Notice Submissions

## **E. 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 \$10,000,000. The Board will consider increasing the restricted reserve based on the 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.).

#### **F. 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.

#### **G. 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.

### **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 2020 budget includes salary step and grade progression for Police, Fire, and Emergency Communications positions. In addition, step and grade progression is included for American Federation of State, County and Municipal Employees (AFSCME) union-eligible positions. The twenty (20)-step system provides annual adjustments of approximately 1.8%. To ensure ongoing expenses were in alignment with recurring revenues, other salary increases were not awarded in the 2020 budget with the following exceptions. To be competitive with surrounding cities, Code Enforcement and Animal Service Officers were awarded annual increases of \$2,500. In addition, positions in the Waste Disposal Fund were awarded \$2 per hour increases, excluding the Solid Waste Services Manager, Solid Waste Collections Supervisor, Sustainability Officer, and the Recycling and Sustainability Program Educator. Street Fund front line personnel were awarded \$1 per hour salary increases. AFSCME positions not covered by Waste Disposal or Street Fund salary increases noted previously will receive a lump sum payment of \$500 to help offset the increase in health insurance cost. With the exception of uniform step and grade progression, the salary increases were targeted to the lowest compensated

employees and paid with dedicated funding outside of General Fund tax revenues.

- Positions that are vacant at the time the budget is adopted are budgeted at the mid-range salary based on grade, providing 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 enterprise resource planning system to aid in the development of the budget for personnel cost. Salary changes are budgeted for each employee group to occur at the appropriate time, in accordance with personnel policies. Examples include the employee's anniversary date, assignment 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 without prior approval by the Fleet Services Department Head and the Mayor or City Manager.
- 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 Mayor or City Manager. For 2020, departments were authorized to implement priority needs and specific new positions supported by the sales tax, which became effective in 2012, and to fill key vacant positions, primarily associated with public safety. Expenditure reductions were required in departmental budgets to align expenditures with recurring revenues for a sustainable operating budget.
- A minimum contingency allocation of 0.5% of revenues is included the annual budget to provide for unanticipated fluctuations in revenues or expenditures.

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.

### **BASIS OF BUDGETING**

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. Proprietary funds are accounted for using the accrual basis of accounting. Revenues are recognized when they are earned and expenses are recognized when they are incurred.

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 each year. With the current financial resources 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.

## 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.

**Rock Region Metro**, formerly the **Central Arkansas Transit Authority** provides vital public transportation services to much of the metropolitan area.

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.

**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.

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

**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** is 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 City owns the First Tee golf course and took over day to day operation of the facility and golf course in July, 2019. Contributions to the First Tee of Central Arkansas for operation of the course were discontinued at that time.

**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.

**GENERAL FUND APPROPRIATIONS FOR OTHER AGENCIES**

	2018 Budget	2019 Budget	2019 Amended	2020 Budget
Rock Region Metro	\$9,190,757	\$8,398,757	\$7,898,757	\$8,195,734 (a)
County Regional Detention Center	1,550,000	1,726,000	1,726,000	2,222,000 (b)
Arkansas Arts Center	700,000	0	0	700,000 (c)
Museum of Discovery	230,000	230,000	211,000	192,000 (e)
Metroplan	178,042	178,042	178,042	178,042
Downtown Partnership	195,000	195,000	170,000	145,000 (e)
PAGIS	134,850	134,850	134,850	134,850
First Tee	246,500	120,000	280,000	0 (d)
County Bond Payment	56,100	56,100	56,100	56,100
St. Vincent	25,381	25,381	25,381	25,381
LR City Beautiful Commission	2,500	2,500	2,500	2,500
Total	<u>\$12,509,130</u>	<u>\$11,066,630</u>	<u>\$10,682,630</u>	<u>\$11,851,607</u>

(a) Total Rock Region Metro funding for 2020 is \$10,195,734, an increase of \$796,977. \$2,000,000 of this funding is provided in the Street Fund, with the remaining \$8,195,734 noted above. In 2019, the Street Fund initially provided \$1,000,000 in funding. The Amended 2019 Budget reclassified an additional \$500,000 to the Street Fund.

(b) Additional funding is provided in the local jail fine special project in the amount of \$257,760 to bring support for the Pulaski County Regional Detention Center to \$2,479,760, representing a 25% increase.

(c) Funding from the one (1)-Cent Lodging Tax for parks provided \$350,000 for the Arts Center in the 2019 Adopted Budget. The 2019 Amended Budget increased the funding from the (1)-Cent Lodging Tax to \$700,000. The Arts Center minimum funding of \$700,000 returned to the General Fund in 2020. The Lodging Tax is now committed to debt service on the bonds issued to expand and renovate the Arts Center.

(d) Funding for the First Tee was initially provided for the first quarter only in the 2019 Adopted Budget, pending the outcome of a golf study. The 2019 Amendment reflects the results of the study, which recommended the reduction from four (4) to two (2) City owned and operated golf facilities. The City closed two (2) courses and War Memorial and Hindman, and took over day to day operation of the First Tee Facility in July, 2019. An additional allocation of \$160,000 was provided in the Amended 2019 Budget for operation and management of the facility in the second quarter of 2019. Operation of the First Tee Course is now reflected in the Golf Department operating budget.

(e) The 2019 Amended Budget included a reduction in funding for the Museum of Discovery and the Downtown Partnership, along with budget reductions for most General Fund Departments. The annualized impact of the 2019 Amended Budget was carried forward to 2020. The purpose of the 2019 Budget Amendment was to realign ongoing operating expenses to match available recurring revenues to ensure sustainability.

# Budget Summaries



## BUDGET SUMMARIES

The following schedules summarize the audited 2018 operating results, the 2019 unaudited operating results, and the approved 2020 operating budget. The summaries are organized by fund type in a manner that is consistent with the fund organization in the City's audited Comprehensive Annual Financial Report.

The Budget Summary by Fund Type is a recap of the seven (7) fund types included in this section. This recap is followed by a budget summary for each of the individual funds included in each fund type. 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 City's operating budget includes the following funds:

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

The seven (7) types of funds included in the budget summaries are:

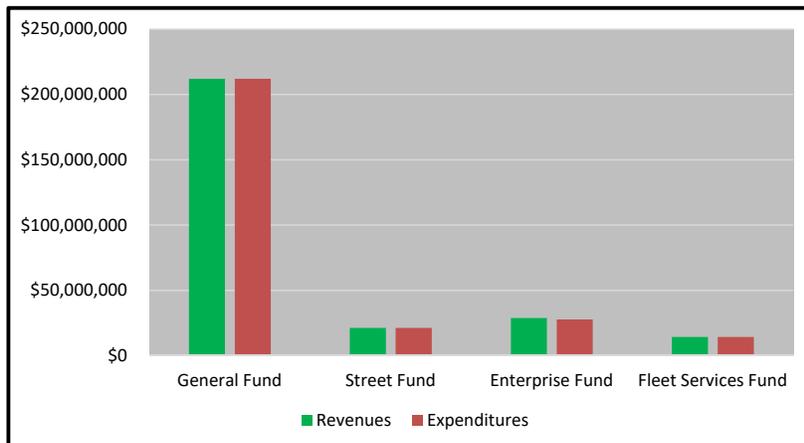
- General
- Special Revenue
- Capital
- Enterprise
- Internal Service
- Fiduciary
- Debt Service

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

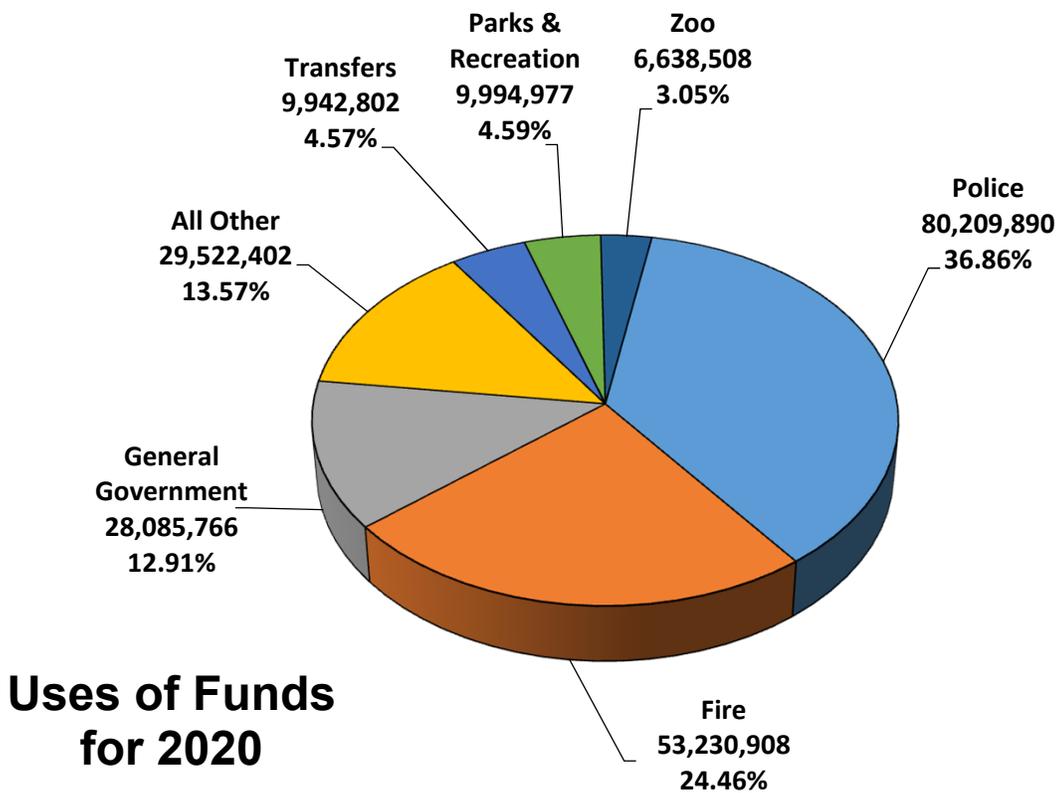
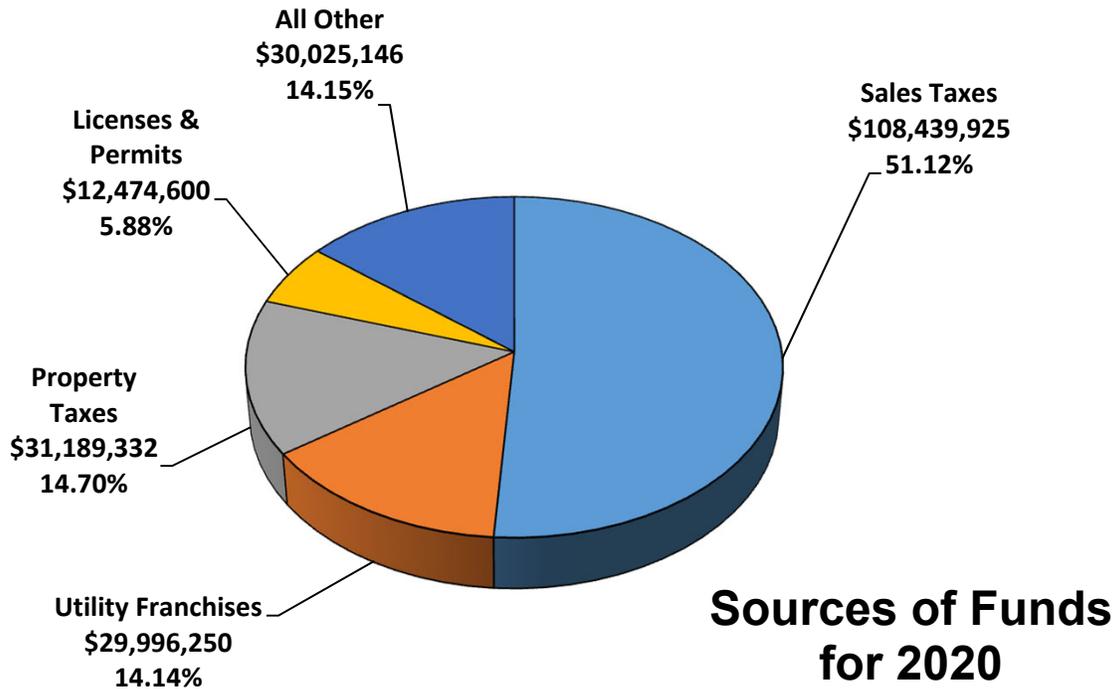
## 2020 Operating Funds Budget Summaries

	General	Street	Enterprise Funds	Fleet Services	Total
<b>Revenues</b>					
General Property Taxes	\$ 31,189,332	\$ 6,446,103	\$ -	\$ -	\$ 37,635,435
Sales Taxes	108,439,925	-	-	-	108,439,925
License and Permits	12,474,600	14,400	328,700	-	12,817,700
Intergovernmental	10,561,800	14,113,000	-	-	24,674,800
Charge for Service	11,405,605	16,700	28,332,121	14,322,291	54,076,717
Fines and Fees	2,339,900	-	-	-	2,339,900
Utility Franchise Fees	29,996,250	-	-	-	29,996,250
Investment Income	350,000	250,000	226,250	10,750	837,000
Miscellaneous	1,132,007	32,000	80,500	-	1,244,507
Transfers In	4,235,834	467,700	-	-	4,703,534
<b>Total Revenues</b>	<b>212,125,253</b>	<b>21,339,903</b>	<b>28,967,571</b>	<b>14,333,041</b>	<b>276,765,768</b>
<b>Expenditures</b>					
Personnel	158,717,007	10,859,983	8,158,949	3,953,191	181,689,130
Supplies and Material	5,676,360	1,036,800	1,681,870	5,316,365	13,711,395
Repairs and Maintenance	9,778,829	2,570,302	4,679,898	973,365	18,002,394
Contractual	22,504,721	4,925,601	6,540,756	3,759,817	37,730,895
Closure/Post Closure	-	-	444,500	-	444,500
Capital Outlay	-	-	21,799	-	21,799
Depreciation and Amortization	-	-	4,078,618	330,303	4,408,921
Debt Service	5,505,534	-	392,051	-	5,897,585
Transfers Out	9,942,802	1,947,217	1,844,211	-	13,734,230
<b>Total Expenditures</b>	<b>212,125,253</b>	<b>21,339,903</b>	<b>27,842,652</b>	<b>14,333,041</b>	<b>275,640,849</b>
<b>Net Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>1,124,919</b>	<b>-</b>	<b>1,124,919</b>
<b>Fund Balances - Beginning</b>	<b>19,486,967</b>	<b>17,733,790</b>	<b>26,869,932</b>	<b>4,202,132</b>	<b>68,292,821</b>
<b>Fund Balances - Ending</b>	<b>\$ 19,486,967</b>	<b>\$ 17,733,790</b>	<b>\$ 27,994,851</b>	<b>\$ 4,202,132</b>	<b>\$ 69,417,740</b>

This presentation includes restricted reserves of \$10,000,000 in the General Fund.



# FY 2020 GENERAL FUND



**CITY OF LITTLE ROCK  
BUDGET SUMMARY BY FUND TYPE  
FOR YEARS 2018 - 2020**

	<b>GENERAL FUNDS</b>	<b>SPECIAL REVENUES</b>	<b>CAPITAL PROJECTS</b>	<b>DEBT SERVICE FUNDS</b>	<b>ENTERPRISE FUNDS</b>	<b>INTERNAL SERVICE FUND</b>	<b>FIDUCIARY FUNDS</b>
<b>2018</b>							
REVENUES:	\$ 222,150,694	\$ 36,190,207	\$ 97,314,453	\$ 22,708,444	\$ 23,457,621	\$ 13,170,524	\$ 7,084,855
EXPENDITURES:	228,995,716	33,411,074	31,823,565	18,601,274	22,345,862	13,379,223	66,492,286
REVENUES OVER (UNDER) EXPENDITURES	(6,845,022)	2,779,133	65,490,888	4,107,170	1,111,759	(208,699)	(59,407,431)
BEGINNING NET POSITION	40,594,518	25,678,852	39,378,224	17,777,185	26,605,553	5,837,389	156,931,255
ENDING FUND BALANCE	<u>\$ 33,749,496</u>	<u>\$ 28,457,985</u>	<u>\$ 104,869,112</u>	<u>\$ 21,884,355</u>	<u>\$ 27,717,312</u>	<u>\$ 5,628,690</u>	<u>\$ 97,523,824</u>
<b>2019</b>							
REVENUES:	\$ 224,536,985	\$ 38,134,379	\$ 28,814,593	\$ 24,824,747	\$ 24,025,950	\$ 12,789,490	\$ 24,134,710
EXPENDITURES:	223,573,361	38,613,772	33,669,615	23,835,167	24,873,330	14,216,048	6,677,735
REVENUES OVER (UNDER) EXPENDITURES	963,624	(479,393)	(4,855,022)	989,580	(847,380)	(1,426,558)	17,456,975
BEGINNING FUND BALANCE	33,749,496	28,457,985	104,869,112	21,884,355	27,717,312	5,628,690	97,523,824
ENDING FUND BALANCE	<u>\$ 34,713,120</u>	<u>\$ 27,978,592</u>	<u>\$ 100,014,090</u>	<u>\$ 22,873,935</u>	<u>\$ 26,869,932</u>	<u>\$ 4,202,132</u>	<u>\$ 114,980,799</u>
<b>2020</b>							
REVENUES:	\$ 212,125,253	\$ 21,339,903	\$ -	\$ -	\$ 28,967,571	\$ 14,333,041	\$ -
EXPENDITURES:	212,125,253	21,339,903	-	-	27,842,652	14,333,041	-
REVENUES OVER (UNDER) EXPENDITURES	-	-	-	-	1,124,919	-	-
BEGINNING FUND BALANCE	34,713,120	27,978,592	100,014,090	22,873,935	26,869,932	4,202,132	114,980,799
ENDING FUND BALANCE	<u>\$ 34,713,120</u>	<u>\$ 27,978,592</u>	<u>\$ 100,014,090</u>	<u>\$ 22,873,935</u>	<u>\$ 27,994,851</u>	<u>\$ 4,202,132</u>	<u>\$ 114,980,799</u>

**GENERAL GOVERNMENT SUMMARY  
OPERATING BUDGET  
2018-2020**

<b>GENERAL FUNDS:</b>	ACTUAL 2018	AMENDED 2019	ADOPTED BUDGET 2020
<b><u>GENERAL FUND</u></b>			
REVENUES:	\$ 209,214,346	\$ 214,115,363	\$ 212,125,253
EXPENDITURES:	212,600,152	211,841,268	212,125,253
REVENUES OVER (UNDER) EXPENDITURES	(3,385,806)	2,274,095	-
BEGINNING FUND BALANCE	20,598,678	17,212,872	19,486,967
ENDING FUND BALANCE	<u>\$ 17,212,872</u>	<u>\$ 19,486,967</u>	<u>\$ 19,486,967</u>
% CHANGE IN FUND BALANCE		13.2%	0.0%

The change in fund balance from 2018 to the 2019 Amended Budget is primarily associated with the 2019 budget amendments that reflected increased sales tax revenues, described in detail in the Revenue Trends Section of the Budget Document, and a reduction in expenditures to bring them into alignment with recurring revenues.

**SPECIAL PROJECTS FUND**

REVENUES:	\$ 12,764,532	\$ 10,367,390	
EXPENDITURES:	16,303,364	11,632,642	
REVENUES OVER (UNDER) EXPENDITURES	(3,538,832)	(1,265,252)	-
BEGINNING FUND BALANCE	19,959,731	16,420,899	15,155,647
ENDING FUND BALANCE	<u>\$ 16,420,899</u>	<u>\$ 15,155,647</u>	<u>\$ 15,155,647</u>
% CHANGE IN FUND BALANCE		-7.7%	0.0%

**SEIZED MONEY FUND**

REVENUES:	\$ 171,816	\$ 54,232	
EXPENDITURES:	92,200	99,451	
REVENUES OVER (UNDER) EXPENDITURES	79,616	(45,219)	-
BEGINNING FUND BALANCE	36,109	115,725	70,506
ENDING FUND BALANCE	<u>\$ 115,725</u>	<u>\$ 70,506</u>	<u>\$ 70,506</u>
% CHANGE IN FUND BALANCE		-39.1%	0.0%

Seized Fund revenues vary significantly from year to year. The decline in fund balance from 2018 to 2019 is due to the unusual proceeds in 2018.

<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 40,594,518</b>	<b>\$ 33,749,496</b>	<b>\$ 34,713,120</b>
<b>TOTAL REVENUES</b>	<b>222,150,694</b>	<b>224,536,985</b>	<b>212,125,253</b>
<b>TOTAL EXPENDITURES</b>	<b>228,995,716</b>	<b>223,573,361</b>	<b>212,125,253</b>
<b>TOTAL ENDING FUND BALANCE</b>	<b><u>\$ 33,749,496</u></b>	<b><u>\$ 34,713,120</u></b>	<b><u>\$ 34,713,120</u></b>

The sources and trends of operating revenue 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 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  
2018-2020**

<b>SPECIAL REVENUE FUNDS:</b>	ACTUAL 2018	AMENDED 2019	ADOPTED BUDGET 2020
<b><u>STREET</u></b>			
REVENUES:	\$ 20,402,782	\$ 20,989,230	\$ 21,339,903
EXPENDITURES:	<u>18,946,012</u>	<u>21,566,158</u>	<u>21,339,903</u>
REVENUES OVER (UNDER) EXPENDITURES	1,456,770	(576,928)	-
BEGINNING FUND BALANCE	<u>16,853,948</u>	<u>18,310,718</u>	<u>17,733,790</u>
ENDING FUND BALANCE	<u>\$ 18,310,718</u>	<u>\$ 17,733,790</u>	<u>\$ 17,733,790</u>
% CHANGE IN FUND BALANCE		-3.2%	0.0%

**SPECIAL PROJECT - STREET**

REVENUES:	\$ 3,420,205	\$ 2,463,634	\$ -
EXPENDITURES:	<u>1,867,740</u>	<u>2,955,308</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	1,552,465	(491,674)	-
BEGINNING FUND BALANCE	<u>2,640,792</u>	<u>4,193,257</u>	<u>3,701,583</u>
ENDING FUND BALANCE	<u>\$ 4,193,257</u>	<u>\$ 3,701,583</u>	<u>\$ 3,701,583</u>
% CHANGE IN FUND BALANCE		-11.7%	0.0%

The change in fund balance is due to the expenditure of funds in 2019 that were set aside for specific infrastructure projects in 2018.

**SPECIAL PROJECTS**

REVENUES:	\$ 3,553,177	\$ 3,970,443	\$ -
EXPENDITURES:	<u>3,785,070</u>	<u>3,618,415</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(231,893)	352,028	-
BEGINNING FUND BALANCE	<u>3,867,312</u>	<u>3,635,419</u>	<u>3,987,447</u>
ENDING FUND BALANCE	<u>\$ 3,635,419</u>	<u>\$ 3,987,447</u>	<u>\$ 3,987,447</u>
% CHANGE IN FUND BALANCE		9.7%	0.0%

**SPECIAL REVENUE FUNDS  
OPERATING BUDGET  
2018-2020**

<b>SPECIAL REVENUE FUNDS: <u>EMERGENCY 911</u></b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
REVENUES:	\$ 1,265,028	\$ 1,089,142	\$ -
EXPENDITURES:	<u>924,051</u>	<u>813,071</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	340,977	276,071	-
BEGINNING FUND BALANCE	<u>70,643</u>	<u>411,620</u>	<u>687,691</u>
ENDING FUND BALANCE	<u>\$ 411,620</u>	<u>\$ 687,691</u>	<u>\$ 687,691</u>
% CHANGE IN FUND BALANCE		67.1%	0.0%

The change in fund balance is primarily due to a reduction in maintenance cost in 2018 and 2019.

**GRANTS**

REVENUES:	\$ 4,520,838	\$ 6,347,478	\$ -
EXPENDITURES:	<u>5,221,396</u>	<u>6,973,083</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(700,558)	(625,605)	-
BEGINNING FUND BALANCE	<u>798,572</u>	<u>98,014</u>	<u>(527,591)</u>
ENDING FUND BALANCE	<u>\$ 98,014</u>	<u>\$ (527,591)</u>	<u>\$ (527,591)</u>
% CHANGE IN FUND BALANCE*		-638.3%	0.0%

**CDBG**

REVENUES:	\$ 994,584	\$ 1,626,745	\$ -
EXPENDITURES:	<u>944,997</u>	<u>1,546,496</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	49,587	80,249	-
BEGINNING FUND BALANCE	<u>829,180</u>	<u>878,767</u>	<u>959,016</u>
ENDING FUND BALANCE	<u>\$ 878,767</u>	<u>\$ 959,016</u>	<u>\$ 959,016</u>
% CHANGE IN FUND BALANCE*		9.1%	0.0%

**SPECIAL REVENUE FUNDS  
OPERATING BUDGET  
2018-2020**

<b>SPECIAL REVENUE FUNDS:</b>	<b>ACTUAL 2018</b>	<b>AMENDED 2019</b>	<b>ADOPTED BUDGET 2020</b>
<b><u>HIPP</u></b>			
REVENUES:	\$ 2,033,226	\$ 1,647,308	\$ -
EXPENDITURES:	<u>1,720,540</u>	<u>1,129,554</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	312,686	517,754	-
BEGINNING FUND BALANCE	<u>589,125</u>	<u>901,811</u>	<u>1,419,565</u>
ENDING FUND BALANCE	<u>\$ 901,811</u>	<u>\$ 1,419,565</u>	<u>\$ 1,419,565</u>
% CHANGE IN FUND BALANCE *		57.4%	0.0%
<b><u>NHSP</u></b>			
REVENUES:	\$ 367	\$ 399	\$ -
EXPENDITURES:	<u>1,268</u>	<u>11,687</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(901)	(11,288)	-
BEGINNING FUND BALANCE	<u>29,280</u>	<u>28,379</u>	<u>17,091</u>
ENDING FUND BALANCE	<u>\$ 28,379</u>	<u>\$ 17,091</u>	<u>\$ 17,091</u>
% CHANGE IN FUND BALANCE *		-39.8%	0.0%
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 25,678,852</b>	<b>\$ 28,457,985</b>	<b>\$ 27,978,592</b>
<b>TOTAL REVENUES</b>	<b>36,190,207</b>	<b>38,134,379</b>	<b>21,339,903</b>
<b>TOTAL EXPENDITURES</b>	<b><u>33,411,074</u></b>	<b><u>38,613,772</u></b>	<b><u>21,339,903</u></b>
<b>TOTAL ENDING FUND BALANCE</b>	<b><u>\$ 28,457,985</u></b>	<b><u>\$ 27,978,592</u></b>	<b><u>\$ 27,978,592</u></b>

\*Changes in fund balance are attributed to the receipt and timing of the expenditure of grant awards.

**CAPITAL FUNDS  
OPERATING BUDGET  
2018-2020**

<b>CAPITAL PROJECT FUNDS:</b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b><u>2015 LIBRARY IMPROVEMENT BOND</u></b>			
REVENUES:	\$ 19,220	\$ 15,324	\$ -
EXPENDITURES:	<u>2,501,134</u>	<u>763,493</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(2,481,914)	(748,169)	-
BEGINNING FUND BALANCE	<u>3,658,556</u>	<u>1,176,642</u>	<u>428,473</u>
ENDING FUND BALANCE	<u>\$ 1,176,642</u>	<u>\$ 428,473</u>	<u>\$ 428,473</u>
% CHANGE IN FUND BALANCE ^		-63.6%	0.0%
<b><u>2013 CAPITAL IMPROVEMENT FUND (STREETS AND DRAINAGE)</u></b>			
REVENUES:	\$ 39,151	\$ 5,770	\$ -
EXPENDITURES:	<u>3,435,086</u>	<u>259,445</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(3,395,935)	(253,675)	-
BEGINNING FUND BALANCE	<u>3,651,095</u>	<u>255,160</u>	<u>1,485</u>
ENDING FUND BALANCE	<u>\$ 255,160</u>	<u>\$ 1,485</u>	<u>\$ 1,485</u>
% CHANGE IN FUND BALANCE ^		-99.4%	0.0%
<b><u>2018 CAPITAL IMPROVEMENT FUND (STREETS AND DRAINAGE)</u></b>			
REVENUES:	\$ 44,591,545	\$ 1,351,455	\$ -
EXPENDITURES:	<u>1,764,524</u>	<u>7,389,751</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	42,827,022	(6,038,296)	-
BEGINNING FUND BALANCE	<u>-</u>	<u>42,827,022</u>	<u>36,788,726</u>
ENDING FUND BALANCE	<u>\$ 42,827,022</u>	<u>\$ 36,788,726</u>	<u>\$ 36,788,726</u>
% CHANGE IN FUND BALANCE ^		-14.1%	0.0%

**CAPITAL FUNDS  
OPERATING BUDGET  
2018-2020**

<b>CAPITAL PROJECT FUNDS:</b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b><u>TIF #1 2014 CAPITAL IMPROVEMENT BOND</u></b>			
REVENUES:	\$ -	\$ -	\$ -
EXPENDITURES:	<u>194</u>	<u>-</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(194)	-	-
BEGINNING FUND BALANCE	<u>194</u>	<u>-</u>	<u>-</u>
ENDING FUND BALANCE	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>
% CHANGE IN FUND BALANCE ^			
<b><u>PORT TIF</u></b>			
REVENUES:	\$ 171,210	\$ 190,486	\$ -
EXPENDITURES:	<u>250,000</u>	<u>200,000</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(78,790)	(9,514)	-
BEGINNING FUND BALANCE	<u>322,027</u>	<u>243,237</u>	<u>233,723</u>
ENDING FUND BALANCE	<u>\$ 243,237</u>	<u>\$ 233,723</u>	<u>\$ 233,723</u>
% CHANGE IN FUND BALANCE ^		-3.9%	0.0%
<b><u>SHORT TERM FINANCING</u></b>			
REVENUES:	\$ 63,844	\$ 5,686,123	\$ -
EXPENDITURES:	<u>2,156,986</u>	<u>2,647,992</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(2,093,142)	3,038,131	-
BEGINNING FUND BALANCE	<u>2,345,999</u>	<u>252,858</u>	<u>3,290,989</u>
ENDING FUND BALANCE	<u>\$ 252,858</u>	<u>\$ 3,290,989</u>	<u>\$ 3,290,989</u>
% CHANGE IN FUND BALANCE ^		1201.5%	0.0%

**CAPITAL FUNDS  
OPERATING BUDGET  
2018-2020**

<b>CAPITAL PROJECT FUNDS:</b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b><u>2012-2021 CAPITAL IMPROVEMENTS FUND (3/8 CENT SALES TAX)</u></b>			
REVENUES:	\$ 19,408,707	\$ 20,913,219	\$ -
EXPENDITURES:	<u>19,934,846</u>	<u>19,513,283</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	(526,139)	1,399,936	-
BEGINNING FUND BALANCE	<u>29,400,353</u>	<u>28,874,214</u>	<u>30,274,150</u>
ENDING FUND BALANCE	<u>\$ 28,874,214</u>	<u>30,274,150</u>	<u>\$ 30,274,150</u>
% CHANGE IN FUND BALANCE ^		4.8%	0.0%
<b><u>2018 HOTEL GROSS RECEIPTS TAX BONDS (ARTS CENTER)</u></b>			
REVENUES:	\$ 33,020,776	\$ 652,216	\$ -
EXPENDITURES:	<u>1,780,796</u>	<u>2,895,651</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	31,239,980	(2,243,435)	-
BEGINNING FUND BALANCE	<u>-</u>	<u>31,239,980</u>	<u>28,996,545</u>
ENDING FUND BALANCE	<u>\$ 31,239,980</u>	<u>\$ 28,996,545</u>	<u>\$ 28,996,545</u>
% CHANGE IN FUND BALANCE ^		-7.2%	0.0%
<b>TOTAL CAPITAL BEGINNING BALANCE</b>	<b>\$ 39,378,224</b>	<b>\$ 104,869,112</b>	<b>\$ 100,014,090</b>
<b>TOTAL REVENUES</b>	<b>97,314,453</b>	<b>28,814,593</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<u><b>31,823,565</b></u>	<u><b>33,669,615</b></u>	<u><b>-</b></u>
<b>TOTAL CAPITAL ENDING FUND BALANCE</b>	<u><b>\$ 104,869,112</b></u>	<u><b>\$ 100,014,090</b></u>	<u><b>\$ 100,014,090</b></u>

^Changes in fund balance are associated with the issuance of new debt resulting in proceeds for capital expenditures and with the expenditure of proceeds for capital improvement projects.

**DEBT SERVICE FUNDS  
OPERATING BUDGET  
2018-2020**

<b>DEBT SERVICE FUNDS:</b>	ACTUAL 2018	AMENDED 2019	ADOPTED BUDGET 2020
<b><u>2002 CIP JUNIOR LIEN BONDS</u></b>			
REVENUE:	\$ -	\$ -	\$ -
EXPENDITURES:	41	-	-
NET INCREASE (DECREASE)	(41)	-	-
BEGINNING FUND BALANCE	41	-	-
ENDING FUND BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
% CHANGE IN FUND BALANCE #		n/a	n/a
<b><u>2007 CAPITAL IMPROVEMENT REVENUE REFUNDING BOND</u></b>			
REVENUE:	\$ -	\$ -	\$ -
EXPENDITURES:	327	-	-
NET INCREASE (DECREASE)	(327)	-	-
BEGINNING FUND BALANCE	327	-	-
ENDING FUND BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
% CHANGE IN FUND BALANCE #		n/a	n/a
<b><u>2012 LIBRARY IMPROVEMENT BONDS</u></b>			
REVENUE:	\$ 2,483	\$ -	\$ -
EXPENDITURES:	425,557	-	-
NET INCREASE (DECREASE)	(423,074)	-	-
BEGINNING FUND BALANCE	423,074	-	-
ENDING FUND BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
% CHANGE IN FUND BALANCE #		n/a	n/a

**DEBT SERVICE FUNDS  
OPERATING BUDGET  
2018-2020**

<b>DEBT SERVICE FUNDS:</b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b><u>2015 LIBRARY IMPROVEMENT BONDS</u></b>			
REVENUE:	\$ 3,814,040	\$ 3,825,647	\$ -
EXPENDITURES:	<u>3,686,513</u>	<u>3,623,063</u>	<u>-</u>
NET INCREASE (DECREASE)	127,527	202,584	-
BEGINNING FUND BALANCE	3,658,340	3,785,867	3,988,451
ENDING FUND BALANCE	<u>\$ 3,785,867</u>	<u>\$ 3,988,451</u>	<u>\$ 3,988,451</u>
% CHANGE IN FUND BALANCE #		5.4%	0.0%
<b><u>2013 &amp; 2018 CAPITAL IMPROVEMENT BONDS</u></b>			
REVENUE:	\$ 12,728,153	\$ 12,815,159	\$ -
EXPENDITURES:	<u>12,210,838</u>	<u>12,736,462</u>	<u>-</u>
NET INCREASE (DECREASE)	517,316	78,697	-
BEGINNING FUND BALANCE	13,029,423	13,546,739	13,625,436
ENDING FUND BALANCE	<u>\$ 13,546,739</u>	<u>\$ 13,625,436</u>	<u>\$ 13,625,436</u>
% CHANGE IN FUND BALANCE #		0.6%	0.0%
<b><u>TIF #1 2014 CAPITAL IMPROVEMENT</u></b>			
REVENUE:	\$ 409,054	\$ 539,964	\$ -
EXPENDITURES:	<u>158,513</u>	<u>473,413</u>	<u>-</u>
NET INCREASE (DECREASE)	250,542	66,551	-
BEGINNING FUND BALANCE	377,087	627,629	694,180
ENDING FUND BALANCE	<u>\$ 627,629</u>	<u>\$ 694,180</u>	<u>\$ 694,180</u>
% CHANGE IN FUND BALANCE #		10.6%	0.0%

**DEBT SERVICE FUNDS  
OPERATING BUDGET  
2018-2020**

<b>DEBT SERVICE FUNDS:</b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b><u>2017 CAPITAL IMPROVEMENT REFUNDING BOND</u></b>			
REVENUE:	\$ 1,519,465	\$ 1,514,696	\$ -
EXPENDITURES:	<u>1,505,962</u>	<u>1,508,850</u>	<u>-</u>
NET INCREASE (DECREASE)	13,503	5,846	-
BEGINNING FUND BALANCE	1,569	15,072	20,918
ENDING FUND BALANCE	<u>\$ 15,072</u>	<u>\$ 20,918</u>	<u>\$ 20,918</u>
% CHANGE IN FUND BALANCE #		38.8%	0.0%
<b><u>2017 LIBRARY REFUNDING BONDS</u></b>			
REVENUE:	\$ 4,235,249	\$ 3,832,212	\$ -
EXPENDITURES:	<u>613,524</u>	<u>3,441,338</u>	<u>-</u>
NET INCREASE (DECREASE)	3,621,725	390,874	-
BEGINNING FUND BALANCE	287,324	3,909,049	4,299,923
ENDING FUND BALANCE	<u>\$ 3,909,049</u>	<u>\$ 4,299,923</u>	<u>\$ 4,299,923</u>
% CHANGE IN FUND BALANCE #		10.0%	0.0%
<b><u>2018 HOTEL GROSS RECEIPTS TAX BONDS</u></b>			
REVENUE:	\$ -	\$ 2,297,069	\$ -
EXPENDITURES:	<u>-</u>	<u>2,052,041</u>	<u>-</u>
NET INCREASE (DECREASE)	-	245,028	-
BEGINNING FUND BALANCE	-	-	245,028
ENDING FUND BALANCE	<u>\$ -</u>	<u>\$ 245,028</u>	<u>\$ 245,028</u>
% CHANGE IN FUND BALANCE #		n/a	0.0%
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 17,777,185</b>	<b>\$ 21,884,355</b>	<b>\$ 22,873,935</b>
<b>TOTAL REVENUES</b>	<b>22,708,444</b>	<b>24,824,747</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b><u>18,601,274</u></b>	<b><u>23,835,167</u></b>	<b><u>-</u></b>
<b>TOTAL ENDING FUND BALANCE</b>	<b><u>\$ 21,884,355</u></b>	<b><u>\$ 22,873,935</u></b>	<b><u>\$ 22,873,935</u></b>

# The change in fund balance is due to the retirement of debt and the timing of scheduled bond calls and required debt service expenditures.

**ENTERPRISE FUNDS  
OPERATING BUDGET  
2018-2020**

<b>ENTERPRISE FUNDS:</b>	ACTUAL 2018	AMENDED 2019	ADOPTED BUDGET 2020
<b><u>VEHICLE STORAGE FACILITY</u></b>			
REVENUES:	\$ 2,000,823	\$ 1,842,900	\$ 2,066,800
EXPENDITURES:	<u>1,586,109</u>	<u>1,344,955</u>	<u>1,735,627</u>
REVENUES OVER (UNDER) EXPENDITURES	414,714	497,945	331,173
BEGINNING NET POSITION	<u>(861,445)</u>	<u>(446,731)</u>	<u>51,214</u>
ENDING NET POSITION	<u>\$ (446,731)</u>	<u>\$ 51,214</u>	<u>\$ 382,387</u>
% CHANGE IN FUND BALANCE #		111.5%	646.6%

The change in fund balance is due to increased revenue in 2018 and 2019 associated with storage fees and vehicle auctions.

**WASTE DISPOSAL**

REVENUES:	\$18,833,497	\$19,176,900	\$23,938,605
EXPENDITURES:	<u>18,567,788</u>	<u>21,436,769</u>	<u>23,938,605</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	265,709	(2,259,869)	-
BEGINNING NET POSITION	<u>26,092,296</u>	<u>26,358,005</u>	<u>24,098,136</u>
ENDING NET POSITION	<u>\$26,358,005</u>	<u>\$24,098,136</u>	<u>\$24,098,136</u>
% CHANGE IN FUND BALANCE #		-8.6%	0.0%

**PARKING GARAGES**

REVENUES:	\$ 2,623,301	\$ 3,006,150	\$ 2,962,166
EXPENDITURES:	<u>2,191,965</u>	<u>2,091,606</u>	<u>2,168,420</u>
REVENUES OVER (UNDER) NET INCOME (LOSS)	431,336	914,544	793,746
BEGINNING NET POSITION	<u>1,374,702</u>	<u>1,806,038</u>	<u>2,720,582</u>
ENDING NET POSITION	<u>\$ 1,806,038</u>	<u>\$ 2,720,582</u>	<u>\$ 3,514,328</u>
% CHANGE IN FUND BALANCE #		50.6%	29.2%

The change in fund balance is due to a significant increase in 2019 revenues associated with street cut reimbursements from utility companies which are dedicated to debt service on the parking garage bonds. The increased reimbursements are primarily associated with a change in Board policy which includes penalties if repairs are not made in a timely manner.

<b>TOTAL ENTERPRISE BEGINNING NET POSITION</b>	<b>\$26,605,553</b>	<b>\$27,717,312</b>	<b>\$26,869,932</b>
<b>TOTAL REVENUES</b>	<b>23,457,621</b>	<b>24,025,950</b>	<b>28,967,571</b>
<b>TOTAL EXPENDITURES</b>	<b><u>22,345,862</u></b>	<b><u>24,873,330</u></b>	<b><u>27,842,652</u></b>
<b>TOTAL ENTERPRISE ENDING NET POSITION</b>	<b><u>\$27,717,312</u></b>	<b><u>\$26,869,932</u></b>	<b><u>\$27,994,851</u></b>

**FLEET INTERNAL SERVICE FUND  
OPERATING BUDGET  
2018-2020**

<b>INTERNAL SERVICE FUND:</b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b><u>FLEET INTERNAL SERVICE FUND</u></b>			
REVENUES:	\$13,170,524	\$12,789,490	\$ 14,333,041
EXPENDITURES:	<u>13,379,223</u>	<u>14,216,048</u>	<u>14,333,041</u>
REVENUES OVER (UNDER) EXPENDITURES	(208,699)	(1,426,558)	-
BEGINNING NET POSITION	<u>5,837,389</u>	<u>5,628,690</u>	<u>4,202,132</u>
ENDING NET POSITION	<u>\$ 5,628,690</u>	<u>\$ 4,202,132</u>	<u>\$ 4,202,132</u>
% CHANGE IN FUND BALANCE #		-25.3%	0.0%

The decrease in fund balance in 2019 is primarily due to the one-time transfer of accumulated earnings from internal billings to the General Fund.

**FIDUCIARY FUNDS  
OPERATING BUDGET  
2018-2020**

<b>FIDUCIARY FUNDS:</b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b><u>POLICE PENSION &amp; RELIEF FUND</u></b>			
ADDITIONS:	\$ (195,359)	\$ -	\$ -
DEDUCTIONS:	<u>-</u>	<u>98,831</u>	<u>-</u>
NET INCREASE (DECREASE)	(195,359)	(98,831)	-
NET POSITION HELD IN TRUST, BEGINNING	<u>1,574,058</u>	<u>1,378,699</u>	<u>1,279,868</u>
NET POSITION HELD IN TRUST, ENDING	<u><u>1,378,699</u></u>	<u><u>\$ 1,279,868</u></u>	<u><u>\$ 1,279,868</u></u>
<b><u>FIRE PENSION &amp; RELIEF FUND</u></b>			
ADDITIONS:	\$ 2,651,359	\$ -	
DEDUCTIONS:	<u>59,067,381</u>	<u>98,831</u>	
NET INCREASE (DECREASE)	(56,416,022)	(98,831)	-
NET POSITION HELD IN TRUST, BEGINNING	<u>58,037,245</u>	<u>1,621,223</u>	<u>1,522,392</u>
NET POSITION HELD IN TRUST, ENDING	<u><u>1,621,223</u></u>	<u><u>\$ 1,522,392</u></u>	<u><u>\$ 1,522,392</u></u>
<b><u>NON-UNIFORM DEFINED BENEFIT FUND</u></b>			
ADDITIONS:	\$ 246,702	\$ 2,201,300	
DEDUCTIONS:	<u>1,769,773</u>	<u>1,776,391</u>	
NET INCREASE (DECREASE)	(1,523,071)	424,909	-
NET POSITION HELD IN TRUST, BEGINNING	<u>12,837,971</u>	<u>11,314,900</u>	<u>11,739,809</u>
NET POSITION HELD IN TRUST, ENDING	<u><u>11,314,900</u></u>	<u><u>\$ 11,739,809</u></u>	<u><u>\$ 11,739,809</u></u>

**FIDUCIARY FUNDS  
OPERATING BUDGET  
2018-2020**

<b>FIDUCIARY FUNDS:</b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b><u>NON-UNIFORM DEFINED CONTRIBUTION</u></b>			
ADDITIONS:	\$ (939,894)	\$ 3,061,605	
DEDUCTIONS:	<u>1,801,950</u>	<u>2,689,848</u>	
NET INCREASE (DECREASE)	(2,741,844)	371,757	-
NET POSITION HELD IN TRUST, BEGINNING	<u>18,795,267</u>	<u>16,053,423</u>	<u>16,425,180</u>
NET POSITION HELD IN TRUST, ENDING	<u><u>16,053,423</u></u>	<u><u>\$ 16,425,180</u></u>	<u><u>\$ 16,425,180</u></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:	\$ 4,273,674	\$ 15,006,506	\$ -
DEDUCTIONS:	<u>1,247,408</u>	<u>1,548,835</u>	<u>-</u>
NET INCREASE (DECREASE)	3,026,266	13,457,671	-
NET POSITION HELD IN TRUST, BEGINNING	<u>53,127,792</u>	<u>56,154,058</u>	<u>69,611,729</u>
NET POSITION HELD IN TRUST, ENDING	<u><u>56,154,058</u></u>	<u><u>\$ 69,611,729</u></u>	<u><u>\$ 69,611,729</u></u>

**401 (A) PENSION FUND**

ADDITIONS:	\$ 88,118	\$ 1,937,082	\$ -
DEDUCTIONS:	<u>1,770,019</u>	<u>415,980</u>	<u>-</u>
NET INCREASE (DECREASE)	(1,681,901)	1,521,102	-
NET POSITION HELD IN TRUST, BEGINNING	<u>8,208,243</u>	<u>6,526,342</u>	<u>8,047,444</u>
NET POSITION HELD IN TRUST, ENDING	<u><u>6,526,342</u></u>	<u><u>\$ 8,047,444</u></u>	<u><u>\$ 8,047,444</u></u>

**FIDUCIARY FUNDS  
OPERATING BUDGET  
2018-2020**

<b>FIDUCIARY FUNDS:</b>	<u>ACTUAL 2018</u>	<u>AMENDED 2019</u>	<u>ADOPTED BUDGET 2020</u>
<b><u>HEALTH MANAGEMENT TRUST FUND</u></b>			
ADDITIONS:	\$ 960,255	\$ 1,928,217	
DEDUCTIONS:	<u>835,755</u>	<u>49,019</u>	
NET INCREASE (DECREASE)	124,500	1,879,198	-
NET POSITION HELD IN TRUST, BEGINNING	<u>4,350,679</u>	<u>4,475,179</u>	<u>6,354,377</u>
NET POSITION HELD IN TRUST, ENDING	<u><u>4,475,179</u></u>	<u><u>\$ 6,354,377</u></u>	<u><u>\$ 6,354,377</u></u>
 <b>TOTAL NET POSITION BEGINNING</b>	 <b>\$ 156,931,255</b>	 <b>\$ 97,523,824</b>	 <b>\$ 114,980,799</b>
<b>TOTAL ADDITIONS</b>	<b>7,084,855</b>	<b>24,134,710</b>	<b>-</b>
<b>TOTAL DEDUCTIONS</b>	<b><u>66,492,286</u></b>	<b><u>6,677,735</u></b>	<b>-</b>
<b>TOTAL NET POSITION ENDING</b>	<b><u><u>\$ 97,523,824</u></u></b>	<b><u><u>\$ 114,980,799</u></u></b>	<b><u><u>\$ 114,980,799</u></u></b>

## 2020 Five Year Forecast

All fund designations and reserves are evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's five-year financial plan. A 10% reserve requirement 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 2020 General Fund budget is \$1,000,000 or approximately 0.5% of estimated revenue, excluding 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. The restricted reserve is currently \$10,000,000. 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 Board of Directors evaluates funds available following completion of each year's annual audit to determine whether an addition is appropriate. The City anticipates an addition to the restricted reserve in 2020 based on 2019 actual financial results.

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 had 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 tax for general operations and a 3/8-cent ten (10)-year capital tax which sunsets on December 31, 2021. The combined tax proceeds provided resources for construction of new Fire and Police facilities, a new emergency communications system, infrastructure improvements and other capital projects, and provided for additional Police Officers, more Code Enforcement Officers, economic development activities, and park and zoo operations. The capital projects supported by the 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 sales tax, reflected in the City's General Fund. These expenses are phased into the five-year forecast based on the anticipated completion schedule of the related capital projects. Consistent with the first "must do" goal of the Mayor and Board of

Directors, the City completed the majority of the designated public safety projects funded by the 3/8-cent ten (10)-year capital tax by the end of 2017. 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 the final (3)-year cycle (2019 – 2021).

The 2020 forecast includes the twelve (12) fire fighters required for Fire Station #24 in Southwest Little Rock. Fire Station #24, featured on the cover of this Budget Document, is scheduled to open on February 26, 2020. The City acquired 615 West Markham Street in November 2017 in order to construct a new Police Headquarters. A construction manager and architect have been selected and construction is planned during 2020. This is the last major public safety facility to be funded with the 3/8-cent tax. No additional staffing or operating expenditure increase is anticipated, as the current Police Headquarters building will be demolished. Debt service expenditures have been adjusted to include the timing of short-term note payments for various capital projects. In addition, Transfers In revenue in the General Fund has been adjusted to reflect contributions from the 3/8-cent tax proceeds, collected in the 2012-2021 Capital Improvements Fund, to offset the principal portion of payments on short-term notes issued to advance capital improvement projects.

Although voters approved the sales tax noted above in 2011, Little Rock's sales tax rate still trails that of several neighboring Arkansas cities. During the Mayor's recent State of the City address, he announced his desire to "*Lift Little Rock*" and asked residents to help him by voting for a new penny sales tax initiative that will raise approximately \$50 million annually for specific quality of life initiatives. He said, "It's time for us to learn from our neighbors and invest in our future so we, too, can thrive." If successful, the "*Lift Little Rock*" tax would improve our City's quality of life by reinvesting in our parks, enhancing our Zoo, fostering public safety, improving infrastructure, investing in early childhood education, and bolstering our economic development efforts. There would not be an effort to renew the 3/8-cent sales tax beyond the sunset period if the "*Lift Little Rock*" campaign is successful. The Board will begin having discussions about the new tax proposal in the coming months. With their support, a special election would be called in the second half of 2020. The five-year forecast does not currently include the potential impact of the "*Lift Little Rock*" campaign. The Mayor and Board of Directors have only approved the 2020 budget.

The five-year forecast for 2020 – 2024 is a planning tool. Mayor Frank Scott, Jr. has made public safety and financial stability his primary focus. At the direction of Mayor Scott, the 2020 budget includes grant match funding for body worn cameras for all uniformed officers. In addition, the forecast includes matching funds for a Community Oriented Policing Services (COPS) Federal grant for the addition of twenty (20) police officers beginning in 2021. Making Little Rock the safest city in the South is a primary goal of his administration.

**CITY OF LITTLE ROCK  
2020-2024 FORECAST**

	FY20 <u>Adopted</u>	FY21 <u>Projected</u>	FY22 <u>Projected</u>	FY23 <u>Projected</u>	FY24 <u>Projected</u>
<b><u>General Fund</u></b>					
Beginning Fund Balance	\$19,486,967	\$19,486,967	\$19,486,967	\$21,342,552	\$23,307,021
Plus: Est. Revenue	212,125,253	215,154,297	218,483,633	222,853,305	227,310,372
Less: Est. Expenses					
Executive Administration	22,580,232	22,475,066	22,924,567	23,383,059	23,690,195
Board of Directors	338,411	345,179	352,083	359,124	366,307
Community Programs	462,179	471,423	480,851	490,468	500,277
City Attorney	1,585,138	1,616,841	1,649,178	1,682,161	1,715,804
District Court - First Division	1,348,842	1,375,819	1,403,335	1,431,402	1,460,030
District Court - Second Division	1,246,377	1,271,305	1,296,731	1,322,665	1,349,119
District Court - Third Division	537,099	547,841	558,798	569,974	581,373
Finance	3,588,285	3,660,051	3,733,252	3,807,917	3,884,075
Human Resources	1,860,866	1,898,083	1,936,045	1,974,766	2,014,261
Information Technology	5,538,495	5,649,265	5,762,250	5,877,495	5,995,045
Planning and Development	2,601,213	2,653,237	2,706,302	2,760,428	2,815,637
Housing & Neighborhood Programs	5,566,012	5,677,332	5,790,879	5,906,696	6,024,830
Public Works	1,074,107	1,095,589	1,117,501	1,139,851	1,162,648
Parks & Recreation	9,994,977	10,194,877	10,398,774	10,606,750	10,818,885
River Market	1,356,920	1,384,058	1,411,740	1,439,974	1,468,774
Golf	1,532,166	1,562,809	1,594,066	1,625,947	1,658,466
Jim Dailey Fitness & Aquatics	886,292	904,018	922,098	940,540	959,351
Zoo	6,638,508	6,771,278	6,906,704	7,044,838	7,185,735
Fire (a)	53,230,908	54,401,988	55,762,038	57,156,089	58,584,991
Police (b)	80,209,890	82,587,020	84,354,209	86,957,365	89,776,723
Vacancy Reductions (c)	(5,500,000)	(5,666,000)	(5,780,000)	(5,895,000)	(6,013,000)
Debt Service - short-term notes (d)	5,505,534	4,258,645	2,239,221	1,231,493	1,231,493
Transfers Out (including contingency)	9,942,802	10,018,573	10,035,220	10,057,069	10,079,354
	<u>212,125,253</u>	<u>215,154,297</u>	<u>217,555,840</u>	<u>221,871,071</u>	<u>227,310,372</u>
Net Income	-	-	927,792	982,235	-
Ending Fund Balance (e)	<u>\$19,486,967</u>	<u>\$19,486,967</u>	<u>\$21,342,552</u>	<u>\$23,307,021</u>	<u>\$23,307,021</u>
Reserve Requirement (10% of Revenues)	<u>\$21,212,525</u>	<u>\$21,515,430</u>	<u>\$21,848,363</u>	<u>\$22,285,331</u>	<u>\$22,731,037</u>

(a) Includes the cost of 12 fire fighters and operating expenses for the opening of the Fire Station #24 in southwest Little Rock in 2020.

(b) Includes maintenance for body worn cameras in 2020 and COPS grant match for 20 additional Police officers beginning in 2021.

(c) The amount reflects approximately 3.5% of the cost of full staffing, representing savings associated with temporary unfilled positions due to turnover and retirements.

(d) Reflects annual changes in estimated short-term financing debt service requirements

(e) Ending Fund Balance includes an estimated restricted reserve of \$10,000,000, and gradually achieves the "10% of revenue" reserve requirement.

<b><u>Street Fund</u></b>					
Beginning Balance	\$17,733,790	\$17,733,790	\$17,733,790	\$17,733,790	\$17,733,790
Plus: Est. Revenue	21,339,903	21,766,701	22,202,035	22,646,076	23,098,997
Less: Est. Expenses	21,339,903	21,766,701	22,202,035	22,646,076	23,098,997
Ending Balance	<u>\$17,733,790</u>	<u>\$17,733,790</u>	<u>\$17,733,790</u>	<u>\$17,733,790</u>	<u>\$17,733,790</u>
Reserve Requirement (10% of revenue)	<u>\$2,133,990</u>	<u>\$2,176,670</u>	<u>\$2,220,204</u>	<u>\$2,264,608</u>	<u>\$2,309,900</u>

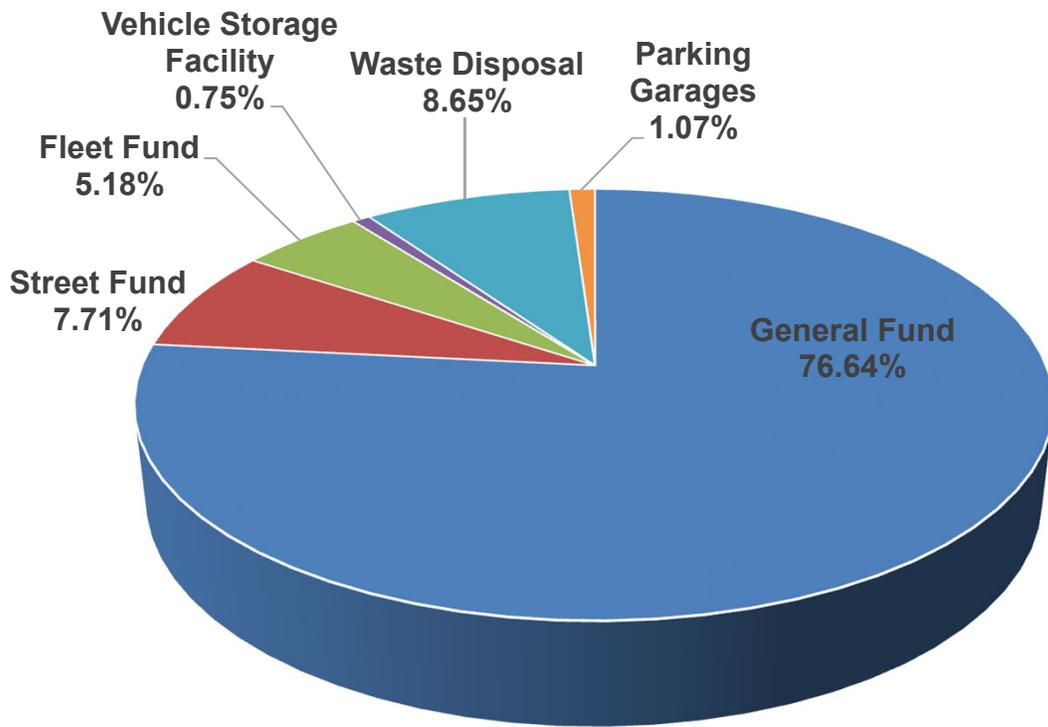
**CITY OF LITTLE ROCK  
2020-2024 FORECAST**

	<u>FY20</u> <u>Adopted</u>	<u>FY21</u> <u>Projected</u>	<u>FY22</u> <u>Projected</u>	<u>FY23</u> <u>Projected</u>	<u>FY24</u> <u>Projected</u>
<b><u>Fleet Fund</u></b>					
Beginning Net Position	\$4,202,132	\$4,202,132	\$4,202,132	\$4,202,132	\$4,202,132
Plus: Est. Revenue	14,333,041	14,619,702	14,912,096	15,210,338	15,514,545
Less: Est. Expenses	14,333,041	14,619,702	14,912,096	15,210,338	15,514,545
Ending Net Position	\$4,202,132	\$4,202,132	\$4,202,132	\$4,202,132	\$4,202,132
Reserve Requirement (10% of revenues)	\$1,433,304	\$1,461,970	\$1,491,210	\$1,521,034	\$1,551,454
<b><u>Vehicle Storage Facility</u></b>					
Beginning Net Position	\$51,214	\$382,387	\$709,849	\$1,033,372	\$1,352,719
Plus: Est. Revenue	2,066,800	2,097,802	2,129,269	2,161,208	2,193,626
Less: Est. Expenses	1,735,627	1,770,340	1,805,746	1,841,861	1,878,698
Ending Net Position	\$382,387	\$709,849	\$1,033,372	\$1,352,719	\$1,667,647
Reserve Requirement (10% of revenues)	\$206,680	\$209,780	\$212,927	\$216,121	\$219,363
<b><u>Waste Disposal Fund</u></b>					
Beginning Net Position	\$24,098,136	\$24,098,136	\$24,098,136	\$24,098,136	\$24,098,136
Plus: Est. Revenue (g)	23,938,605	24,417,377	24,905,725	25,403,839	25,911,916
Less: Est. Expenses	23,938,605	24,417,377	24,905,725	25,403,839	25,911,916
Ending Net Position	\$24,098,136	\$24,098,136	\$24,098,136	\$24,098,136	\$24,098,136
Reserve Requirement (15% of revenues)	\$3,590,791	\$3,662,607	\$3,735,859	\$3,810,576	\$3,886,787
<p>(g) A rate study in 2019 resulted in a new rate structure beginning January 1, 2020 that is intended to cover the cost of services in the Waste Disposal fund and expansion of the landfill. Costs include the addition of 14 positions for new crews.</p>					
<b><u>Parking Garages</u></b>					
Beginning Net Position	\$2,720,582	\$3,514,328	\$3,864,328	\$4,114,328	\$4,364,328
Plus: Est. Revenue	2,962,166	2,671,409	2,724,838	2,779,334	2,834,921
Less: Est. Expenses	2,168,420	2,321,409	2,474,838	2,529,334	2,584,921
Ending Net Position	\$3,514,328	\$3,864,328	\$4,114,328	\$4,364,328	\$4,614,328

# Revenues



# CITY OF LITTLE ROCK 2020 REVENUE PROFILE



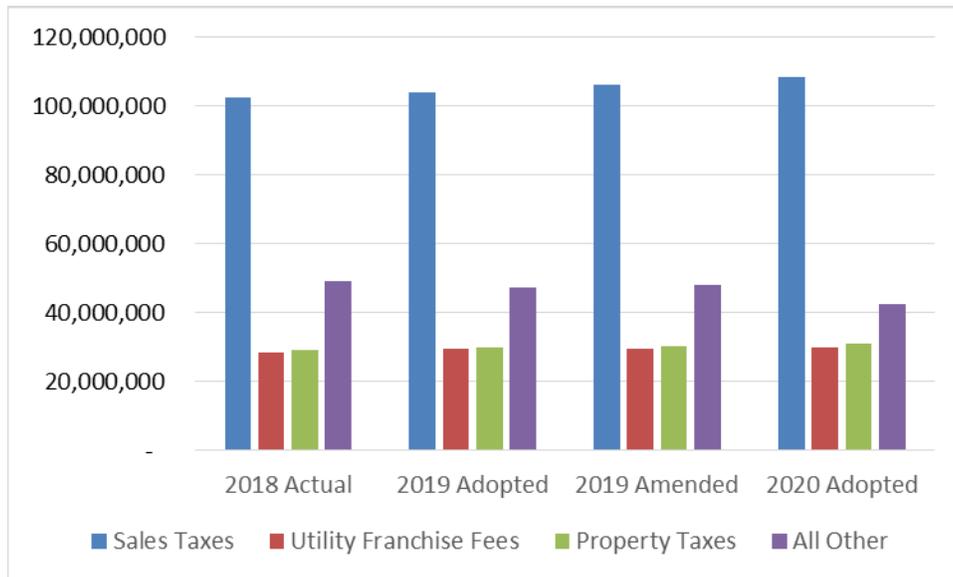
**\$276,765,768**

**CITY OF LITTLE ROCK  
2020 OPERATING REVENUES**

<b>REVENUES:</b>	<b>2018 ACTUAL</b>	<b>2019 ADOPTED</b>	<b>2019 AMENDED</b>	<b>2020 ADOPTED</b>	<b>19/20 DIFF</b>	<b>% CHANGE</b>
Property Taxes *	\$29,315,097	\$29,982,418	\$30,212,772	\$31,189,332	\$976,560	3.23%
Sales Tax	102,466,908	104,027,600	106,087,300	108,439,925	2,352,625	2.22%
Business Licenses	6,805,370	6,886,000	6,801,000	6,895,700	94,700	1.39%
Mixed Drinks	2,709,376	2,790,800	2,919,000	2,933,300	14,300	0.49%
Building, Related Permits	2,725,289	2,899,400	2,442,300	2,645,600	203,300	8.32%
Intergovernmental*	9,747,003	9,830,188	10,561,590	10,561,800	210	0.00%
Park Revenue	505,608	481,775	475,775	516,200	40,425	8.50%
River Market	485,414	610,000	480,000	500,000	20,000	4.17%
Golf	1,261,910	1,379,860	986,647	1,016,900	30,253	3.07%
Jim Dailey Fitness and Aquatic Center	454,455	444,500	553,500	526,280	(27,220)	-4.92%
Zoo	3,381,034	3,715,237	3,383,997	3,544,325	160,328	4.74%
Airport Reimbursement	3,013,756	3,166,000	3,218,300	3,117,500	(100,800)	-3.13%
Salary Reimbursement 911	300,000	550,000	550,000	800,000	250,000	45.45%
Fines and Fees	2,261,922	2,350,880	2,250,220	2,339,900	89,680	3.99%
Utility Franchises	28,461,092	29,494,250	29,726,750	29,996,250	269,500	0.91%
Police Pension	266,478	343,100	343,100	276,400	(66,700)	-19.44%
Investment Income	478,933	391,200	391,200	350,000	(41,200)	-10.53%
All Other	3,019,530	2,897,915	4,152,099	2,240,007	(1,912,092)	-46.05%
Transfers In	10,775,172	8,382,149	8,579,813	4,235,834	(4,343,979)	-50.63%
Carryover	780,000	-	-	-	-	0.00%
<b>Total General Fund</b>	<b>209,214,346</b>	<b>210,623,272</b>	<b>214,115,363</b>	<b>212,125,253</b>	<b>(1,990,110)</b>	<b>-0.93%</b>
<b>Other Budgeted Funds</b>						
Street	20,402,782	20,144,330	20,989,230	21,339,903	350,673	1.67%
Fleet Services	13,170,524	14,666,490	12,789,490	14,333,041	1,543,551	12.07%
Vehicle Storage Facility	2,000,822	1,842,900	1,842,900	2,066,800	223,900	12.15%
Waste Disposal	18,833,496	19,176,900	19,176,900	23,938,605	4,761,705	24.83%
Parking Garages	2,623,301	2,699,750	3,006,150	2,962,166	(43,984)	-1.46%
<b>Total Other Budgeted Funds</b>	<b>57,030,925</b>	<b>58,530,370</b>	<b>57,804,670</b>	<b>64,640,515</b>	<b>6,835,845</b>	<b>11.83%</b>
<b>Total All Budgeted Funds</b>	<b>\$266,245,272</b>	<b>\$269,153,642</b>	<b>\$271,920,033</b>	<b>\$276,765,768</b>	<b>\$4,845,735</b>	<b>1.80%</b>

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

# General Fund Summary of Revenues 2018-2020



**CITY OF LITTLE ROCK  
2020 OPERATING REVENUE**

	<b>2018 ACTUAL</b>	<b>2019 ADOPTED</b>	<b>2019 AMENDED</b>	<b>2020 ADOPTED</b>
<b>GENERAL FUND</b>				
<b>PROPERTY TAX</b>				
Property Taxes	\$ 19,592,237	\$ 20,171,700	\$ 20,369,522	\$ 21,011,700
Pension Property Taxes	8,352,732	8,585,700	8,628,432	8,958,500
Homestead Taxes	1,158,928	1,047,700	1,037,500	1,037,600
Act 9 Industry Payment	211,200	177,318	177,318	181,532
Total Property Taxes	<u>29,315,097</u>	<u>29,982,418</u>	<u>30,212,772</u>	<u>31,189,332</u>
<b>SALES TAX</b>				
County Sales & Use Tax	42,380,735	43,107,300	43,692,000	44,572,100
City Sales Tax	57,021,467	57,854,300	59,335,800	60,808,525
State Tax Turnback	3,064,706	3,066,000	3,059,500	3,059,300
Total Sales Taxes	<u>102,466,908</u>	<u>104,027,600</u>	<u>106,087,300</u>	<u>108,439,925</u>
<b>BUSINESS LICENSES</b>				
General Business Licenses	6,805,370	6,886,000	6,801,000	6,895,700
Mixed Drinks Licenses	2,709,376	2,790,800	2,919,000	2,933,300
Total Business Licenses	<u>9,514,746</u>	<u>9,676,800</u>	<u>9,720,000</u>	<u>9,829,000</u>
<b>PERMITS</b>				
Building & Excavation Permits	1,715,589	1,786,900	1,393,500	1,600,000
Electrical Permits	340,836	385,700	344,500	350,000
Plumbing Permits	275,217	296,200	279,000	270,000
HVAC Permits	337,027	376,600	376,600	375,000
Wrecker Franchise	56,620	54,000	48,700	50,600
Total Permits	<u>2,725,289</u>	<u>2,899,400</u>	<u>2,442,300</u>	<u>2,645,600</u>
<b>INTERGOVERNMENTAL</b>				
Insurance Turnback	5,732,318	5,904,288	6,243,184	6,243,200
Police and Fire Pension Insurance Turnback	2,879,745	2,790,900	3,139,766	3,139,900
Police Supplement	165,300	165,300	156,600	156,600
Future Supplement (ACT 1373)	969,640	969,700	1,022,040	1,022,100
Total Intergovernmental	<u>9,747,003</u>	<u>9,830,188</u>	<u>10,561,590</u>	<u>10,561,800</u>
<b>POLICE SERVICES</b>				
Police Report	351,247	327,000	360,000	373,700
False Alarm	204,986	199,000	199,000	142,300
Airport - Security Guards	1,613,667	1,925,000	1,806,500	1,705,500
Total Police Services	<u>2,169,900</u>	<u>2,451,000</u>	<u>2,365,500</u>	<u>2,221,500</u>
<b>FIRE SERVICES</b>				
Fire Alarm Inspection	50			
Airport-Fire Protection	1,400,089	1,241,000	1,411,800	1,412,000
Total Fire Services	<u>1,400,139</u>	<u>1,241,000</u>	<u>1,411,800</u>	<u>1,412,000</u>
<b>PARK REVENUE</b>				
SWLR Community Complex	79,761	78,000	85,000	75,000
Dunbar Community Center	50,397	51,000	59,300	54,500
The Centre at University Park	45,667	45,000	43,550	46,000
Stephens Community Center	26,570	29,600	29,600	25,000
West Central Community Center	51,328	64,000	55,650	54,100
Athletics Fees	115,796	119,000	111,200	113,050
Pavilion Rental	44,248	45,000	45,000	46,000
Rental Revenue	30,268	-	-	30,800
Concessions-Food	17,570	-	-	16,500
Community Center & Miscellaneous Fees	2,836	1,375	1,375	3,050
Admissions Revenue	23,069	30,000	26,300	33,000
Miscellaneous Revenue	18,098	18,800	18,800	19,200
Total Park Revenue	<u>505,608</u>	<u>481,775</u>	<u>475,775</u>	<u>516,200</u>

**CITY OF LITTLE ROCK  
2020 OPERATING REVENUE**

	<u>2018 ACTUAL</u>	<u>2019 ADOPTED</u>	<u>2019 AMENDED</u>	<u>2020 ADOPTED</u>
<b>RIVER MARKET</b>				
Admissions Revenue	173,234	180,000	180,000	190,000
Space Rental	312,180	430,000	300,000	310,000
Total River Market Revenue	<u>485,414</u>	<u>610,000</u>	<u>480,000</u>	<u>500,000</u>
<b>GOLF</b>				
Concessions Revenue	101,402	117,600	80,442	109,500
Green Fees	671,983	730,800	526,438	568,450
Equipment Rental	409,340	451,660	313,332	276,450
Merchandise Sales	79,163	78,800	66,435	61,500
Miscellaneous Revenue	22	1,000		1,000
Total Golf Revenue	<u>1,261,910</u>	<u>1,379,860</u>	<u>986,647</u>	<u>1,016,900</u>
<b>JIM DAILEY FITNESS &amp; AQUATIC CENTER</b>				
Annual Membership	35,314	34,500	43,250	44,000
Monthly Membership	138,163	110,000	289,750	260,000
Daily Fees	82,975	75,000	86,650	88,000
Corporate Fees	143,999	165,900	107,150	105,000
Special Fees	2,407	3,300	10,300	10,300
Instructional Fees and Special Events	27,879	43,800	6,300	7,080
Miscellaneous	23,718	12,000	10,100	11,900
Total Jim Dailey Fitness & Aquatic Center	<u>454,455</u>	<u>444,500</u>	<u>553,500</u>	<u>526,280</u>
<b>ZOO</b>				
Membership	478,494	510,000	510,000	500,000
Zoo Admissions	1,596,515	1,780,000	1,535,000	1,634,000
Concessions	474,594	520,000	510,000	510,000
Token Sales	152,078	165,000	190,760	200,000
Education	105,317	110,000	90,000	110,000
Special Events	241,200	250,000	239,500	250,000
Zoo Rentals	57,741	62,000	54,000	58,225
Merchandise Sales	244,285	286,237	224,737	250,000
Miscellaneous	30,810	32,000	30,000	32,100
Total Zoo Revenue	<u>3,381,034</u>	<u>3,715,237</u>	<u>3,383,997</u>	<u>3,544,325</u>
<b>MISCELLANEOUS CHARGES FOR SERVICES</b>				
Crossing Guards-LRSD Reimbursement	742,416	829,300	829,300	854,200
911 Services Reimbursement	300,000	550,000	550,000	800,000
Housing Rental Revenue	20,387	43,900	43,900	14,200
Total Miscellaneous Services	<u>1,062,803</u>	<u>1,423,200</u>	<u>1,423,200</u>	<u>1,668,400</u>
<b>FINES</b>				
General Fines	1,176,277	1,227,800	1,227,800	1,300,000
Probation Assessments	21,033	22,600	22,600	19,000
Fines - Parking	374,017	357,000	357,000	380,000
Fines - Other	6,305	7,950	7,950	7,400
Total Fines	<u>1,577,632</u>	<u>1,615,350</u>	<u>1,615,350</u>	<u>1,706,400</u>
<b>FEES</b>				
Uniform Filing Fees/Court Costs	180,680	181,000	181,000	181,000
Rezoning Fees	44,003	50,300	59,300	55,000
Act 9 Admin Fees	23,822	26,500	4,600	2,100
Copy Fees	2,171	2,600	2,600	2,200
Booking & Admin Fee - Pulaski County Jail	10,917	10,300	10,300	11,800
Warrant Service Police	31,655	47,600	24,300	30,000
Writ Garnishment Fees	2,670	2,700	2,700	2,300
Community Service Fees	11,897	14,000	14,000	7,800
Miscellaneous Service Fees	78,045	107,530	53,070	66,200
Mobile Home Registration Fees	44,675	45,400	45,400	45,100
Animal Services	253,755	247,600	237,600	230,000
Total Fees	<u>684,290</u>	<u>735,530</u>	<u>634,870</u>	<u>633,500</u>

**CITY OF LITTLE ROCK  
2020 OPERATING REVENUE**

	<b>2018 ACTUAL</b>	<b>2019 ADOPTED</b>	<b>2019 AMENDED</b>	<b>2020 ADOPTED</b>
<b>UTILITY FRANCHISE</b>				
Entergy	12,514,397	14,000,000	14,273,500	14,500,000
S W Bell	434,259	389,000	389,000	355,900
Local Landline Franchise Fees	228,704	215,000	277,000	270,700
Long Dist. Franchise Fees	722,365	677,000	680,000	646,100
CenterPoint Energy	3,461,931	3,157,000	3,285,000	3,300,500
Central Ark Water	3,661,577	3,769,000	3,692,600	3,586,600
LR Waste Water	6,149,079	5,950,000	5,903,100	6,132,000
Fiber Optics	1,259,103	1,291,000	1,170,300	1,127,100
Cable TV	1,534,138	1,552,100	1,562,100	1,582,100
Franchise Fee Contra	(1,504,462)	(1,505,850)	(1,505,850)	(1,504,750)
Total Utility Franchises	<u>28,461,092</u>	<u>29,494,250</u>	<u>29,726,750</u>	<u>29,996,250</u>
<b>POLICE PENSION</b>				
Suspended Employee Contributions		-		-
Police 10% Parking	40,839	38,000	38,000	40,300
LRPD Retirement	143,165	139,000	139,000	143,600
Income-Police Clearing	61,977	62,300	62,300	74,400
Pension Miscellaneous	20,497	103,800	103,800	18,100
	<u>266,478</u>	<u>343,100</u>	<u>343,100</u>	<u>276,400</u>
<b>INVESTMENT INCOME</b>				
Interest Income	392,412	391,200	391,200	350,000
Change in Fair Market Value	86,521			
Total Investment Income	<u>478,933</u>	<u>391,200</u>	<u>391,200</u>	<u>350,000</u>
<b>RENTS AND ROYALTIES</b>				
Tower Lease	273,939	305,885	305,885	305,868
Ground Leases	9,350	10,200	10,200	10,200
Amusement Park Leases	3,300	2,500	2,500	3,300
Total Rents and Royalties	<u>286,589</u>	<u>318,585</u>	<u>318,585</u>	<u>319,368</u>
<b>MISCELLANEOUS INCOME</b>				
Contributions/Donations	1,022,412	920,130	2,141,314	317,408
Insurance and Other Reimbursement	128,478	-	-	-
Miscellaneous Revenue	262,965	260,000	260,000	218,831
Total Miscellaneous Revenue	<u>1,413,855</u>	<u>1,180,130</u>	<u>2,401,314</u>	<u>536,239</u>
Transfers In	10,775,172	8,382,149	8,579,813	4,235,834
Carryover from Prior Year	780,000	-	-	-
<b>TOTAL GENERAL FUND REVENUE</b>	<b><u>209,214,346</u></b>	<b><u>210,623,272</u></b>	<b><u>214,115,363</u></b>	<b><u>212,125,253</u></b>
<b>STREET FUND</b>				
ST Homestead Tax	336,085	300,200	300,200	336,100
1/2 County Road Tax	5,681,716	5,909,000	5,849,000	6,072,400
ACT 9 Revenue	36,730	36,730	36,730	37,603
State Gas Tax Turnback	13,593,645	13,168,100	13,923,000	14,113,000
Street Repair Reimbursement	13,308	18,000	18,000	16,700
Loading Zone Permits	13,600	17,600	17,600	14,400
Insurance and Other Reimbursement	26,899	27,000	27,000	32,000
Interest and Change in Fair Market Value	233,100	200,000	350,000	250,000
Transfer In	467,700	467,700	467,700	467,700
<b>TOTAL STREET FUND</b>	<b><u>20,402,782</u></b>	<b><u>20,144,330</u></b>	<b><u>20,989,230</u></b>	<b><u>21,339,903</u></b>

**CITY OF LITTLE ROCK  
2020 OPERATING REVENUE**

	<b>2018 ACTUAL</b>	<b>2019 ADOPTED</b>	<b>2019 AMENDED</b>	<b>2020 ADOPTED</b>
<b>FLEET INTERNAL SERVICE FUND</b>				
Fleet Labor	2,876,295	3,328,972	3,328,972	3,691,481
Fuel Fees	2,211,716	2,851,054	2,006,054	2,320,000
Compressed Natural Gas	672,900	484,010	159,010	-
Miscellaneous Sales	96,703	90,000	90,000	90,000
Motor Pool	15,736	11,000	11,000	13,000
Fleet Parts	3,305,287	3,370,979	2,939,979	3,488,900
Insurance	807,789	1,275,311	1,182,311	1,254,078
Fleet Management	1,268,405	1,409,009	1,409,009	1,425,432
Fleet Sublets	1,844,574	1,824,400	1,641,400	2,039,400
Interest and Change in Fair Market Value	42,644	21,755	21,755	10,750
Capital Contribution	28,475	-	-	-
<b>TOTAL FLEET INTERNAL SERVICE FUND</b>	<b>13,170,524</b>	<b>14,666,490</b>	<b>12,789,490</b>	<b>14,333,041</b>
<b>VEHICLE STORAGE FACILITY</b>				
Licenses and Permits	10,000	10,000	10,000	16,600
Storage Fees	583,868	541,300	541,300	637,100
Wrecker Fees	519,410	494,200	494,200	514,900
Vehicle Auction Sale	718,188	658,200	658,200	731,100
Impound Administration	129,246	124,900	124,900	130,100
Vehicle Storage Miscellaneous	40,110	14,300	14,300	37,000
<b>TOTAL VEHICLE STORAGE FACILITY</b>	<b>2,000,822</b>	<b>1,842,900</b>	<b>1,842,900</b>	<b>2,066,800</b>
<b>WASTE DISPOSAL ENTERPRISE FUND</b>				
Sanitation Fees	16,358,160	16,933,000	16,933,000	21,360,000
Landfill Fees	1,822,376	1,800,000	1,800,000	2,191,900
Yard Waste	67,331	65,000	65,000	67,300
Compost Sale	30,740	35,000	35,000	34,405
Recycling Revenue	8,933	8,900	8,900	6,300
Interest and Change in Fair Market Value	196,303	185,000	185,000	198,200
Miscellaneous Revenue	349,653	150,000	150,000	80,500
<b>TOTAL WASTE DISPOSAL ENTERPRISE FUND</b>	<b>18,833,496</b>	<b>19,176,900</b>	<b>19,176,900</b>	<b>23,938,605</b>
<b>PARKING GARAGES</b>				
Business License - Auto/Truck	311,443	311,900	311,900	312,100
Street Repair Reimbursement	273,169	243,600	640,000	400,000
Parking Meters	441,540	431,700	431,700	422,600
Surface Lot Parking	89,626	115,000	115,000	115,000
Parking Deck Monthly	936,690	970,000	970,000	970,000
Parking Deck Daily	537,800	610,000	520,000	715,216
Interest and Change in Fair Market Value	33,118	16,800	16,800	27,250
Miscellaneous Income	(85)	750	750	-
<b>TOTAL PARKING GARAGES</b>	<b>2,623,301</b>	<b>2,699,750</b>	<b>3,006,150</b>	<b>2,962,166</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>\$ 266,245,272</b>	<b>\$ 269,153,642</b>	<b>\$ 271,920,033</b>	<b>\$ 276,765,768</b>

## REVENUE TRENDS

### OVERALL

The City of Little Rock experienced strong revenue growth in 2019 with revenues, excluding transfers in, increasing approximately 4% from a year ago. Per Metroplan, the Little Rock region continues its trend of steady economic growth, at a bit slower pace than the United States average, with most of the local economic signals positive over the past year. In addition, there was a sharp uptick in Little Rock retail sales during 2019. In Metroplan's analysis of the 2020 Little Rock Economy, the star performer in recent years is its financial sector. "Little Rock in particular seems to be regaining clout as a city of banking. Not only are local financial institutions thriving, the region's financial technology ("fintech") sector shows signs of dynamism. A number of small but promising fintech start-up firms call Little Rock home, and the local system's success at marrying venture capital with promising fintech entrepreneurs suggest there could be more coming."

In Mayor Frank Scott, Jr.'s State of the City address on January 30, 2020, he stated, "In 2019, working with the Chamber of Commerce and the State, we announced over 1,000 jobs will be coming to our city, which is \$54 million in new payroll, and \$174 million in new capital expenditures." "To further leverage economic development and growth in our City's center, the City of Little Rock hosted our Opportunity Zone Roundtable with guests from the White House and other federal agencies, and later convened the #LittleRockOZ Task Force, that has been meeting since October. I am proud to announce the Task Force is wrapping up its work and will provide recommendations for Little Rock's Opportunity Zone strategy, which includes hosting an Investor Conference this year to display our City to investors across the country." Little Rock continues to add new manufacturing companies to the Port of Little Rock with the addition of CZ-USA, a gun manufacturing operation that will employ over 565 people. The Bill and Hillary Clinton National Airport has plans in 2020 to construct a new \$6.9 million gate as part of the Dassault Falcon expansion. The project is part of a multi-year effort to increase the airport's surface system to handle the higher weights of bigger business jets.

In 2019, Little Rock Convention and Visitors Bureau hosted nearly 360 events and conventions that brought more than 330,000 attendees to the City, and more than \$75 million in direct spending. In addition, Little Rock created its first "entertainment district" which opened in the downtown River Market area in August 2019. There are also plans for a \$3.6 million redesign of the downtown Ottenheimer Market Hall which is already a tourist attraction.

Sales taxes increased over 5% in 2019 with only six (6) months of tax collections from internet retailers. Unemployment remains very low at 3.4%. Little Rock's regional labor force was 50.6% of the total population, its highest level since 2012. Detail information on the City's key revenue sources follows.

**GENERAL FUND REVENUES**

The City’s General Fund revenues are primarily comprised of sales and use taxes, property or ad valorem taxes, utility franchise fees, fines and fees, parks and zoo charges for services, and revenues from various licenses and permits. Each of these revenue sources are discussed in detail below. The projected net increase in operating revenues in 2020 is \$212,125,253 which is approximately 0.71% above the original 2019 operating budget but 0.93% below the final amended 2019 budget. Sales tax growth has exceeded the 2019 Amended Budget, with results associated with December 2019 sales still outstanding. Sales tax growth for sales occurring in April of 2019 sharply increased at a rate of over 14.5%. The increase was driven by growth in revenue from Electric Goods Wholesalers, which could be subject to rebate for a twelve month period. Due to taxpayer confidentiality laws in the State, there is no additional information available to the City regarding the unusual growth. Therefore, this revenue is not included in growth projections for 2020.

	<b>Revenues in Millions</b>	<b>% Change</b>
2016 Actual Revenues	\$200.3	1.73%
2017 Actual Revenues	\$204.7	2.19%
2018 Actual Revenues	\$209.2	2.21%
2019 Amended Budget	\$214.1	2.34%
2020 Adopted Budget	\$212.1	-0.93%

**PROPERTY TAXES**

Property taxes comprise approximately \$31.2 million or 14.7% of the 2020 General Fund budget. Assessments of real estate and personal property are levied in the current year and collectible in the following year. The Arkansas State Assessment Coordination Department established a five (5) year cycle for real estate appraisal. Personal property is appraised annually by May 31. 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 20% 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. The appraised value of 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 approved 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.

- The total millage rate for a Little Rock resident residing in the Little Rock School District is 70.00 mills.
- Taxes are remitted to the City monthly by the Pulaski County Treasurer as payments are received throughout the year.

The City of Little Rock tax levies in the past two (2) years were as follows:

	<u>2018 Payable 2019</u>	<u>2019 Payable 2020</u>
General Operation	5.00	5.00
Bond Retirement	3.00	3.00
Library System	5.10	5.10
Police & Firemen’s Pension	<u>2.00</u>	<u>2.00</u>
	15.10	15.10

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, the amount of real property taxes assessed on the homestead of each property owner was reduced by \$300. In 2007, the homestead credit amount was adjusted to \$350. Following the passage of Amendment 79, the Arkansas General Assembly increased the state sales and use tax from 4.625% to 5.125%. The proceeds of this one half of one percent (0.5%) increase are paid into the State’s Property Tax Relief Trust Fund ("PTRTF"). Act 1544 of 2001, implementing the homestead exemption, also provided for annual distributions to each county treasurer from the PTRTF in accordance with the county’s proportionate share of the total statewide property tax reduction for that calendar year resulting from the \$350 homestead exemption. County treasurers, in turn, are required to distribute these payments to the taxing entities in the county in proportion to each taxing entity’s millage rate. Beginning January 1, 2020, the homestead tax credit will be adjusted to \$375 for qualifying properties.

Little Rock is in Pulaski County which completed a real estate reappraisal in 2017. At the end of February 2020, the Pulaski County Assessor’s Office provided the City with the original charge for 2019, which will be reflected in the property tax collections made in 2020. The original charge reflects a 4.0% increase in property taxes based on the most recent appraisal, compared to an increase of 3.8% a year ago. Real estate valuations increased 4.24%, personal property valuations increased 3.76%, and utility property valuations increased 2.4% from one year ago. The annual valuation increase caps noted above slow the speed of growth, but mitigate sudden declines experienced by other parts of the country during an economic downturn. In addition, assessments are frozen for persons owning property who are 65 years of age or older, and certain disabled veterans are exempt from property taxes. There are no limits or caps placed on declines in annual assessed valuations. The Pulaski County Treasurer’s Office is experiencing a collection rate of approximately 96%, which includes collection of

delinquent taxes from previous years. The 5.0 mill levy for general operations is the maximum rate allowable under state law.

The 2020 budget for property taxes includes the revenue and expense associated with separate tax levies dedicated for funding of the closed Police and Fire Pension and Relief Funds. The levies of 1.0 mill for each of the closed pension funds is passed through the General Fund and contributed directly to the Police and Fire Pension Funds. The dedicated pension property tax millage is expected to generate approximately \$9 million in revenues.

Other revenues generated by property tax levies that are not available for General Fund expenditures include 3.0 mills approved by voters restricted for debt service on the City's 2013 and 2018 Street and Drainage Capital Improvement Bonds, and a total of 5.1 mills restricted for debt service on bonds issued for Library improvements (1.8 mills) and for operation of the Central Arkansas Library System (3.3 mills).

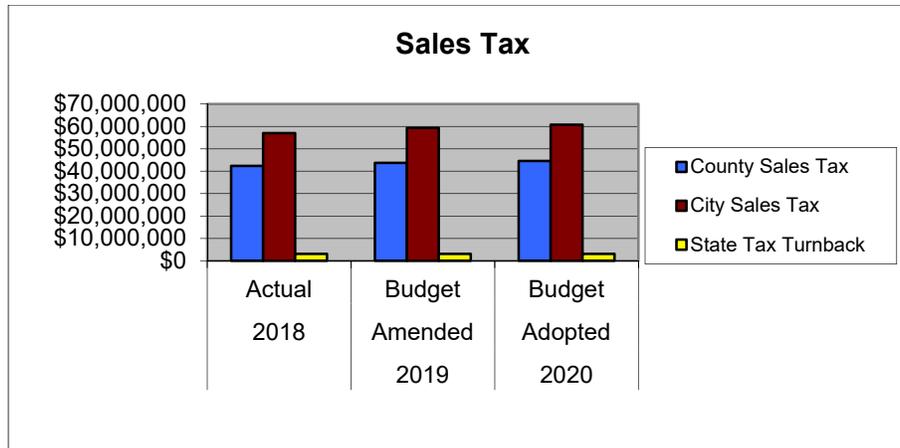
The City's Street Fund receives approximately one-half of the collections from a 2.9 mill road tax levied by the County which is restricted to use for street repair and maintenance. The 2020 budget anticipates \$6.4 million in property tax collections from this tax.

In addition to the City millage of 15.1 and the County road millage of 2.9, a Little Rock property owner's tax assessment includes 5.60 mills levied by the County and 46.4 mills levied for the Little Rock School District. The total millage for a Little Rock property owner is 70 mills for 2019 property taxes payable in 2020.

Act 9 Payments associated with the issuance of Industrial Development Bonds, otherwise referred to as payments in lieu of taxes (Pilot agreements), are classified as additional property tax revenues in the City's various funds, in proportion to the millage that would have been collected had the Act 9 Pilot agreements not been in place. Cameron Valve, Dassault Falcon Jet, Dillard's, Jacuzzi, LM Wind Power Blades, Inc., Novus, Ringwood Containers, Sage V Foods, Welspun Pipes, Inc., and Windstream are companies which are scheduled to make Act 9 Pilot payments in 2020.

### **SALES AND USE TAX**

The largest source of revenue in the City's General Fund is sales and use tax which contributes approximately 51% or \$108.4 million to the 2020 budget. This revenue category includes an allocation of the County's 1% sales tax, the City's local operating tax of 1.125%, and an allocation from State Tax Turnback. Further discussion on each of these components appears below. Overall, the 2020 operating budget includes an increase in sales and use taxes of 2.22% from the final amended 2019 budget and an increase of approximately 0.70% from estimated 2019 actual tax collections. Tax results for sales occurring in December 2019 are still outstanding. The City will receive results notification from the State at the end of February 2020.



Forecasting sales and use tax receipts with accuracy remains challenging. 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 the proportionate share of the County tax and the local tax amount to the City, less a 3% administrative charge. Arkansas state law requires tax payer confidentiality which prohibits releasing information regarding taxes generated from a specific company. Every company is classified by an industry code or NAICS code. There must be a minimum of three (3) companies included in an industry code for reporting purposes. If that threshold is not achieved, results are grouped in an all-inclusive, “other” category. The top ten industries reported by the state, generate approximately 44% of the total local sales and use tax revenue. The Arkansas Department of Finance and Administration (DFA) issues a statistical report of activity for the specific city or county by NAICS code each month. The report includes components that comprise negative adjustments, such as refunds, rebates, audits, and corrections. Arkansas state law allows local sales and use tax rebates and the exemption of certain purchases from any sales or use tax. The rebates of local sales tax on business, governmental, and non-profit purchases in excess of \$2,500 on a single invoice, stifle local tax growth in comparison to that of the State. In addition, the local tax rebates may be claimed for a period of up to twelve (12) months following the date of sale, making forecasting revenue trends even more difficult.

Arkansas’s state and local sales tax laws were implemented for purposes of compliance with the Streamlined Sales Tax Agreement on January 1, 2008. Including Arkansas, the sales tax laws of twenty-four (24) states have been amended to conform to the agreement.

Following the favorable Supreme Court ruling on *South Dakota v. Wayfair, Inc.* in which the court held that states may charge tax on purchases made from out-of-state sellers, even if the seller does not have a physical presence in the taxing state, Act 822 – *To Reform the Tax Laws Concerning the Levy and Collection of Sales and Use Tax, the Apportionment and allocation of Income for Tax Purposes, Corporate Income Tax Rates, and Net Operating Losses; and to Declare an Emergency* – was enacted during the 2019 regular session of the Arkansas General Assembly, and became effective in July 2019. The provisions of Act 822

relating to collection of sales and use tax are consistent with *South Dakota v. Wayfair, Inc.* and apply to those companies that meet at least one of two conditions: 1) the law is limited to those that have gross revenue from any sales of products and services delivered into Arkansas that exceeds \$100,000 per year, and 2) the law will apply to retailers that have sold goods and services for delivery into Arkansas in at least 200 separate transactions per year. On June 4, 2019, the Little Rock Board of Directors adopted a budget amendment that increased projected sales tax revenues by \$360,000, representing the anticipated increase in internet sales tax revenue associated with Act 822 for the remainder of the year. Sales and use tax revenues in the first half of 2019 were 4.3% above the same time period in 2018. This includes April sales tax results which were uncharacteristically up 14.56% from one year ago. Additional analysis revealed that the majority of the April increase was associated with the NAICS category “Electrical Goods Wholesalers”. This unusual increase could be associated with the filing of amended sales tax returns for multiple periods, or could be subject to rebate for a period of up to twelve (12) months, ending in May of 2020. The Arkansas State Department of Finance has recommended caution in utilizing unusual increases such as this until the rebate period has expired. Sales and use tax revenues in the second half of 2019 are expected to increase 5.9% above the same period in 2018, primarily due to the increase in tax collection associated with internet sales. As a result of the increase in revenues in the second half of 2019, the Board of Directors adopted a second budget amendment on December 17, 2019 which increased projected sales tax revenues by \$1,699,700. Anticipated year-end results of \$107,683,000 are above the amended budget of \$106,087,300 by 1.5% or approximately \$1.6 million. Excluding March 2019 revenues, the monthly change in sales and use tax revenues in 2019 in comparison to the same period a year ago demonstrated growth in every month. Revenues for the month of March 2019 decreased 3.36% in comparison to March 2018. All other months experienced positive growth varying from a low of 2.58% for May 2019 to a high of 14.56% for April 2019, described above. Since the effective date of Act 822, the City has experienced positive revenue growth in every month, ranging from 4% to 8.5%. In the six (6) years prior to 2019, sales and use tax revenues grew an average of only 1.36% per year. If December sales and use tax results are consistent with the previous eleven (11) months, 2019 sales and uses tax revenues should exceed 2018 results by 5.10%.

### **COUNTY SALES TAX**

The City receives a pro-rata share of a one (1)-cent countywide sales and use 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 5% population growth 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 county tax collected in 2019 is approximately 4.54% above 2018 results. This growth includes the unusual results in April in the “Electric Goods Wholesalers” category described above, which have been excluded from the 2020 sales tax forecast. The 2020 projected revenue from the

City's share of the County sales tax is approximately \$44.6 million which represents a 0.6% increase over anticipated 2019 actual results.

Use taxes, paid mostly by businesses, resemble sales taxes. They apply to goods purchased from out-of-state merchants such as Internet or catalog vendors. Use taxes included in the County sales tax projection are approximately \$5.3 million, or 12% of the annual total.

### **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, with 5/8-cent dedicated for ongoing operating expenses and 3/8-cent dedicated to capital projects over a ten (10) year period. The tax became effective on January 1, 2012. The combined operating sales tax of 1.125% is anticipated to generate approximately \$60.3 million for the year ended December 31, 2019 which is approximately 5.8% higher than the previous year. Final results are pending receipt of December 2019 revenues in February 2020. The large increase is primarily attributed to the taxation of internet sales during the last six (6) months of the year. The projected 2020 General Fund revenue from the local tax is approximately \$60.8 million which represents an increase of approximately 0.8% from 2019 year-end results. As discussed above, the unusual April 2019 sales tax revenues have been excluded from the trend data utilized to forecast 2020 revenues. The 3/8-cent tax for capital projects is anticipated to be approximately \$20 million at year-end 2019. If December 2019 revenues meet the forecast, the annual capital tax results will be 5.62% above 2018 results. The 3/8-cent tax revenue is not reflected in General Fund revenues. Instead, it is reported in a separate capital projects fund. The 3/8-cent capital tax is currently scheduled to sunset on December 31, 2021.

The local sales tax rebate to businesses, governmental entities, and non-profits on purchases in excess of \$2,500 was approximately \$4,567,000 in 2019, representing an 8.85% decrease from the previous year. The largest rebates, in excess of \$1 million, were returned to electric power companies. Audits performed by DFA reduced sales tax collections by only \$9,560 in 2019 compared to a reduction of \$348,347 in 2018.

For 2019, the industries generating the largest dollar increases in sales and use tax revenues were electronic shopping and mail-order houses, electrical power generation, electrical goods wholesale, general merchandise stores, food services and drinking places, commercial and industrial machinery, and department stores. The largest dollar decreases in sales and use tax revenues were associated with telecommunications, manufacturing, computer systems design, full service restaurants, general purpose machinery manufacturing, and printing activities. According to the NAICS report, the largest Little Rock sales tax payers continue to be general merchandise stores, grocery stores, full-service restaurants, and building material and supplier dealers.

**STATE TAX TURNBACK**

The State General Assembly, through the Office of Budget, appropriates and then distributes an amount for turnback to municipalities each July 1<sup>st</sup>, based on population. The General Fund turnback for 2020 remains at \$15.50 per capita. State turnback funds are expected to contribute approximately \$3 million to General Fund revenues in 2020, consistent with 2019. In addition, the Arkansas State Legislature appropriates monies to be disbursed to county and local governments from the surplus of the Property Tax Relief Fund. The appropriation is determined each legislative session and can increase or decrease dependent upon available surplus funds. Prior to 2014, Little Rock received an annual appropriation of approximately \$411,000. A reduced surplus in the fund has resulted in a reduced appropriation to Little Rock of \$204,465.

**State Turnback**

State Turnback Year-to-Date 2019 with 2018 Comparison (shaded blue)

Month	Street		Severance		General	
	2019	2018	2019	2018	2019	2018
January	\$10,702,465	\$10,171,403	\$464,102	\$437,462	\$4,054,868 *	\$4,056,771 *
February	10,728,532	10,797,905	181,469	412,277	2,055,502	2,054,333
March	9,611,592	9,372,913	828,851	463,496	2,055,055	2,054,888
April	10,209,401	10,133,934	638,096	442,747	2,051,915	2,051,743
May	10,985,547	10,750,635	428,651	447,756	2,052,767	2,052,679
June	11,374,227	10,665,833	395,730	337,582	2,056,915	2,055,168
July	10,966,524	11,162,170	343,610	307,247	5,592,769 ***	5,593,456 **
August	11,322,294	10,484,657	214,617	284,348	1,746,589	1,770,843
September	11,150,912	10,584,484	292,391	377,800	2,055,100	2,055,387
October	10,687,834	10,833,618	235,241	330,016	2,055,035	2,054,972
November	10,684,885	9,991,023	121,345	438,041	2,055,035	2,054,703
December	10,916,905	10,329,323	130,060	474,599	2,054,709	2,054,975
<b>Total</b>	<b>\$129,341,117</b>	<b>\$125,277,895</b>	<b>\$4,274,162</b>	<b>\$4,753,372</b>	<b>\$29,886,260</b>	<b>\$29,909,918</b>

\* Includes \$2 million appropriation from the Property Tax Relief Fund

\*\*\* Includes \$3,513,475.89 supplemental for July 2019

\*\* Includes \$3,514,066.32 supplemental for July 2018

Source: City and Town Magazine published by the Arkansas Municipal League

**Local Option Sales and Use Tax in Arkansas**

Sales and Use Tax Year-to-Date 2019 with 2018 Comparison (shaded blue)

Month	Municipal Tax		County Tax		Total Tax		Interest	
	2019	2018	2019	2018	2019	2018	2019	2018
January	\$59,187,541	\$59,272,899	\$49,660,885	\$50,925,990	\$108,848,426	\$110,198,889	\$188,294	\$68,417
February	66,363,636	63,961,892	55,082,773	56,034,012	121,446,409	119,995,904	265,350	76,180
March	55,016,953	51,260,662	49,926,480	44,932,987	104,943,433	96,193,649	241,046	79,235
April	53,915,385	51,354,831	45,679,915	45,689,403	99,595,300	97,044,234	239,875	79,564
May	61,136,496	60,844,519	51,962,168	53,613,192	113,098,664	114,457,711	233,250	75,253
June	63,455,242	56,373,987	53,477,656	48,955,855	116,932,898	105,329,842	199,380	71,501
July	62,196,778	59,973,977	52,242,795	52,379,093	114,439,573	112,353,070	239,855	84,551
August	63,103,397	60,174,400	53,989,906	52,922,077	117,093,303	113,096,477	229,107	79,558
September	63,071,625	58,128,177	54,693,037	51,260,076	117,764,662	109,388,254	213,728	111,033
October	64,934,499	60,197,608	55,729,333	52,310,178	120,663,832	112,507,786	214,922	174,353
November	62,765,968	57,456,746	54,501,529	50,423,804	117,267,497	107,880,550	182,403	202,659
December	62,102,384	59,269,564	54,327,357	50,277,652	116,429,741	109,547,216	184,380	208,901
<b>Total</b>	<b>\$737,249,904</b>	<b>\$698,269,263</b>	<b>\$631,273,834</b>	<b>\$609,724,320</b>	<b>\$1,368,523,738</b>	<b>\$1,307,993,583</b>	<b>\$2,631,590</b>	<b>\$1,311,205</b>
Averages	\$61,437,491	\$58,189,104	\$52,606,153	\$50,810,360	\$114,043,645	\$108,999,465	\$219,299	\$109,267

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. Averages are based on 12 months.

Source: Rachel Garrett, Office of State Treasurer

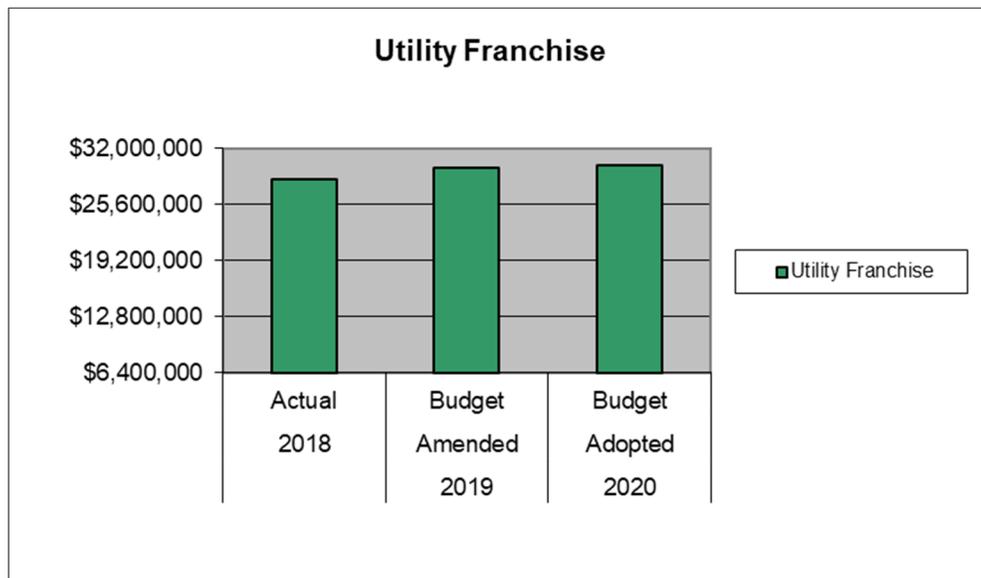
**UTILITY FRANCHISE FEES**

Utility franchise fees comprise approximately 14% and \$29,996,250 of the 2020 General Fund budget. 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
Little Rock Water Reclamation Authority	10.00% of gross revenues
Fiber Optics	5.00% of gross revenues
Long Distance Franchise	\$0.004 per minute of toll calls

Announced Utility Rate Increases/Decreases for 2020	
SW Bel (AT&T)	0.00%
Entergy	0.00%
Long Distance	0.00%
Local Land Lines	0.00%
CenterPoint	-2.50%
Central AR Water	
Residential	0.00%
Commercial	0.00%
Industrial	0.00%
Fiber Optics	0.00%
Little Rock Water Reclamation Authority	4.75%

Overall, 2020 utility franchise fees are projected to be 1.2% higher than 2019 actual revenues and 0.91% higher than the final amended 2019 budget. Franchise fee revenues in 2019 were approximately 4.1% above 2018 levels, and 0.50% above the original projection by the utility providers. A major factor affecting annual franchise fee revenues is the weather. In 2018 and the first half of 2019, the City was also impacted by the implementation of the Federal Tax Cut and Jobs Act of 2017. The resulting federal tax reduction realized by the utilities eliminated the need for rate increases associated with cost recovery, which had previously been approved by the Public Service Commission (PSC). In 2018, the Governor of Arkansas directed the PSC to review the rates and reconsider the approved rate increases. As a result, in 2018 and early 2019 utility rates increases were reversed by Entergy and CenterPoint Energy. In addition to the rate reductions, credits were provided on customer bills for the impact of the federal tax cuts prior to the rate adjustment.



In 2019, Entergy rate credits were still being applied for residential accounts, but the credits for commercial and industrial customers expired in December 2018. The reduced credits resulted in an annual increase in 2019 Entergy franchise fees of 13.6% to \$14.2 million with only a 2% decline in usage. Entergy officials have provided a 2020 projection of \$14.5 million, which represents a 2% increase over 2019 actual results. Potential rider impacts are driven by ECR (fuel and purchased power) and GGR (Grand Gulf Rider). These two riders are anticipated to decrease in 2020 but the full extent is unknown. It will more likely be the first quarter of 2020 before any additional information is available. Entergy has filed a request to the PSC that would increase rates by approximately \$135 million for reimbursements the company made to its affiliates in Louisiana, Mississippi and Texas. The company is proposing to recover the amount over a two (2)-year period. The PSC is expected to rule on the case in 2020. Also, ACT 464 or Solar Access Act could reduce revenues by requiring electric utilities to credit the net-metering customer with any accumulated new excess generation. The accumulated excess generation would result in a credit on the next month's bill.

Franchise fee revenues from CenterPoint Energy, the gas utility, decreased approximately 8% or (\$275,937) in comparison to 2018, with decreased usage of approximately 3% due to a warmer winter and the lingering effects of the Tax Cuts and Job Act of 2017 through the first two months of 2019. Customer credits associated with the federal tax reduction expired at the end of February 2019. CenterPoint Energy accumulates and stores natural gas for the next heating season. The cost of natural gas makes up between 70% and 80% of the typical customer bill. CenterPoint Energy reports its natural gas costs to the PSC at the end of October each year. Fuel rates are passed along to customers with no profit going to the utility. Based on information received from the utility, gas franchise fees in 2020 are expected to be approximately \$3.3 million, which is 3.6% higher than 2019 actual results, primarily due to the expiration of the credits associated with the federal tax cuts. The increased revenue is despite a 4% reduction in the Formula Rate Plan (FRP) beginning in October 2020. In addition, natural gas supply is outpacing demand resulting in lower prices which will have downward pressure on the franchise payments. Estimated sales volumes, which are affected by weather, customer counts, and projected gas prices are the primary factors affecting gas revenues.

Central Arkansas Water (CAW) 2019 franchise fees increased 2% from 2018 levels. There were no scheduled rate increases in 2019 after a series of annual rate increases; however, a watershed fee increased from \$0.60 cents to \$0.75 cents. In addition, CAW instituted a new \$1.92 billing fee on June 1, 2019 that increased overall revenues. In addition to usage, the current base rate is \$7.85 for the average customer. An average customer is one that uses approximately 750 cubic feet of water per month. An on-going national trend is a decrease in water consumption due to water-saving appliances and conservation measures, but weather is still one of the most significant factors in projecting CAW franchise revenues. Excessive precipitation in the spring of 2019 reduced usage. CAW has forecasted a decrease in franchise fees of approximately 2% in 2020, primarily due to decreased usage. Estimated revenues from CAW total \$3,586,600. The utility approved financing of \$37 million for capital improvement at its Ozark point water-treatment plant in Little Rock's Hillcrest neighborhood. The utility serves about 450,000 customers in central Arkansas.

2019 franchise fee revenues from Little Rock Water Reclamation Authority decreased approximately 3.5% in comparison to 2018 due to a large one-time accrual of approximately \$443,000 in 2018 for revenue received in 2019. Excluding the impact of the one-time adjustment, Little Rock Water Reclamation Authority franchise fees increased 4% from 2018. According to the utility, customer usage was down 4.4% in 2019, but a 4.75% rate increase in 2019 offset the impact of the decline in usage. 2020 will mark the fourth of five annual scheduled rate increases. Scheduled rate increases were implemented to comply with the terms of the Sierra Club lawsuit to reduce sanitary sewer overflows in Little Rock and to fund the expansion of storage facilities and a pump station upgrade. The utility, with 69,410 customers received a \$4.4 million loan for improvements designed to reduce energy costs. The wastewater utility plans to improve lighting, build solar panels, and upgrade power generation at its facilities to save

approximately \$100,000 in energy costs annually. The 2020 revenue forecast totals \$6,132,000. Although, a 4.75% rate increase is scheduled for 2020, overall franchise fees are projected to increase only 3.3% due to the continued decline in water usage. Sewer usage billings are based on average winter water consumption. The utility considers an average residential customer to be one with a monthly wastewater output of 550 cubic feet. The average customer pays \$39.44 per month for service, which includes a \$1 per month sewer line replacement fee, and the 10% franchise fee.

Franchise fee revenues from AT&T local land line companies continue to decline 8% to 10% annually from a peak in 1998. For example, AT&T franchise fees were \$2.6 million in 1996 and were less than \$400,000 in 2019, representing a decline of 8.3% from a year ago. This trend is expected to continue in the foreseeable future, with customers migrating from utilization of a home phone (land line) and a mobile phone to only a mobile phone. It is estimated that 54% of U.S. households now forgo landline phones with the majority of landline customers being older households with some landlines associated with the operation of security systems. 2020 revenues from AT&T are expected to be \$355,900, with an additional \$270,700 from all other local land line providers, representing a decline of 10% from 2019 actual results.

The decline 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. 2020 revenues are forecast at \$646,100, representing a 5% decrease from the 2019 amended budget.

Fiber Optic revenue continued to decline in 2019 with a 7.2% decrease from one year ago. Fiber optic companies, such as AT&T U-Verse and Windstream, are in direct competition with Comcast Cable. Overall, fiber optics and cable franchise revenues decreased 5% in 2019 following an 8.3% decrease in 2018. Windstream revenues for 2019 decreased 17.2%, while AT&T U-Verse franchise fees decreased by approximately 4%, and Comcast Cable declined approximately 3.3%. Windstream Holdings continues to report substantial net losses as it tries to emerge from Chapter 11 bankruptcy reorganization. Fiber optic companies rarely announce anticipated rate increases in advance of the actual rate change. Cell phone, alarm system revenues, and Internet services are not assessed franchise fees. Fiber optic forecasted revenues are projected to decrease approximately 3.6% in 2020 to \$1,127,100.

The advance refunding of several existing bond issues with the issuance of the \$17,875,000 Capital Improvement and Refunding Bonds, Series 2017, reduced annual debt service, secured by franchise fees, by approximately \$212,000. The bonds are secured by a pledge of revenues derived from all franchise fees collected from public utilities, excluding fees attributed to the Little Rock Water Reclamation Authority and Central Arkansas Water. The annual debt service transfer of franchise fee revenues pledged to the bonds is approximately \$1.5 million.

**BUSINESS LICENSES**

Licenses and permits comprise approximately 3.25% and \$6.9 million of 2020 General Fund revenues. 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 2019 license fees at \$6.8 million. Business license and alcohol permit revenue decreased slightly in 2019 (0.25%). This slight decrease was the first decrease in business license revenue since 2001. This consistent revenue source can be attributed to a steady local economy and aggressive collection of delinquent accounts. Various programs are in place to locate businesses operating without a license and cross-referencing businesses with other governmental entities. The Treasury Management Division implemented an electronic notification system that reminds business owners of upcoming deadlines such as assessments, due dates, and the like via email notifications. The email reminders increase collections on delinquent accounts. A business license committee periodically reviews the fairness and equity of the business license fee structure and provides recommendations to the Board of Directors. The 2020 business license budget anticipates growth of 1.6% with no scheduled rate increases.

**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. A 10% supplemental tax is levied on public liquor sales, and a 5% tax is levied on sales by private clubs within the City. 2019 mixed drink revenue was 9.1% higher than 2018 which translates to an increase of over \$247,000. The City enjoys a strong working relationship with the State of Arkansas Alcohol Beverage Control Agency (ABC) to ensure that every business in Little Rock with a state alcohol permit is also registered with the Treasury Management Office. As a result of possible revocation of their alcohol permits by the ABC board, there are few mixed drink delinquencies. Staff will implement an audit program in 2020 to further ensure that reporting of mixed drink collections are accurate. The 2020 budget forecast for mixed drink supplemental payments is approximately \$2.9 million annually.

**BUILDING AND RELATED PERMITS**

Building and related permits, which include electrical permits, plumbing permits, and heating ventilation and air conditioning (HVAC) permits totaled \$2.5 million in 2019, which was approximately 7% below the prior year. Overall construction activity slowed in comparison to 2018, which was a record year with large permits pulled. There continues to be commercial development near the I-30/I-430 interchange as well as a multimillion-dollar redevelopment of the District at Midtown with the construction of several new restaurants and businesses set to begin. Redevelopment of a former Kmart shopping center in the west Little Rock into a medical complex will be a \$68 million project. The first Trader Joe's in the state was permitted in 2019 as well. However, residential construction is projected

to remain stagnant. 2020 building and related permit fees are projected to be 4.5% higher than actual 2019 results.

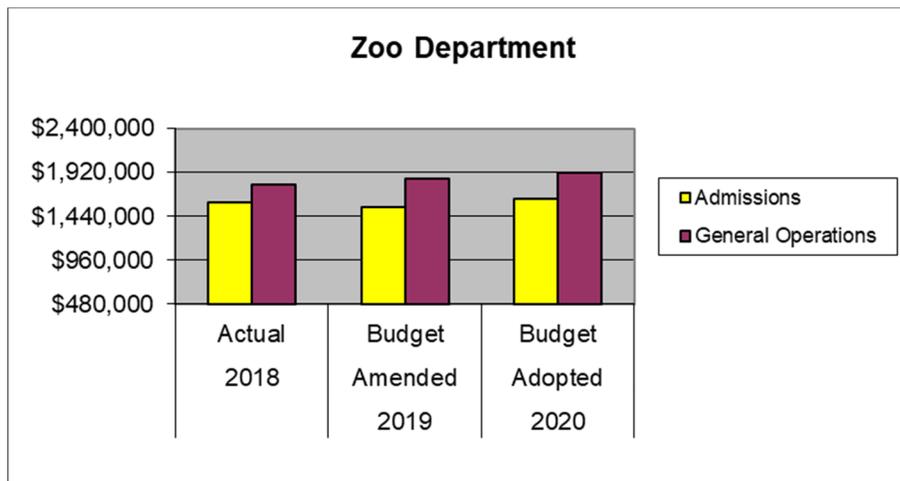
**FINES AND FEES**

Fines and fee revenues continue to decline but at a lesser rate than prior years. Fines and fee revenue were 2.7% lower than 2018. The number of citations written continue to decrease with amnesty programs further reducing fines. Minimum installment fees and increased community service further reduce fines and fee revenues. Parking fine revenue decreased 7% from a year ago but the city passed a new ordinance in 2019 that allows parking attendants to “boot” or apply a device on a tire to make it immobile. The ability to boot should increase revenues from parking fines in 2020. Overall, 2020 fines and fees are projected to be \$2,339,900, an increase of 4% from the 2019 amended budget.

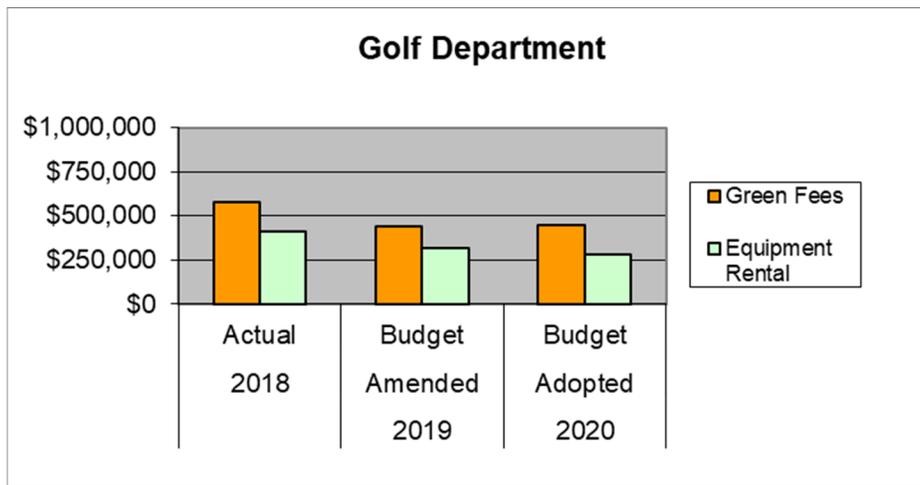
**PARK AND ZOO REVENUE**

General Fund park revenues have historically been generated by four (4) public golf courses, tennis fees, community center fees, athletics fees, summer programs, and pavilion rentals. The 2020 General Fund Parks and Zoo budget includes a 5% increase from 2019 actuals.

2019 Zoo revenues were consistent with 2018 levels, but trailed the original budget by more than 9%. Similar to park revenues, Zoo revenues are heavily dependent on weather conditions. The early spring months of April, May, and June are the peak months for the Zoo because of the mild temperatures. Above average rainfall in the peak months reduced daily admissions. 2019 Zoo admission revenue decreased 3.8% from one year ago. Annual Zoo memberships are less dependent on weather and increased over 10% from 2018 to 2019. 2020 Zoo revenues are projected to be almost 5% over 2019 actuals, with the opening of a new colobus monkey and serval cat exhibit. An increase in daily admissions also positively affects concessions, token rides and merchandise sales. The Zoo is planning to contract with a third party vendor the gift shop and café in 2020 in hopes to increase revenues in both concessions and merchandise.



Historically, the City has operated four (4) public golf courses. Amid a decline in the number of rounds of golf being played locally and nationwide, and the expense of operating the courses, the Board of Directors requested a golf study. After a thorough review of the study, the Mayor and Board of Directors made the decision to cease golf operations at War Memorial and Hindman in mid-summer 2019, and to continue golf operations at Rebsamen and First Tee. As a result of the repurposing of the two courses in July 2019, overall golf revenues were 20% below 2018 levels, but resulted in net savings to the City of approximately \$642,500. 2019 Rebsamen Golf revenues decreased 10.7% because of record flooding along the Arkansas River in the second quarter, and subsequent temporary closure of the course for repairs in June 2019. The Rebsamen and First Tee golf courses are projected to generate over \$1,000,000 in revenues in 2020 with normal weather patterns.



The repurposing of the War Memorial and Hindman golf courses provides an opportunity to spur exciting quality of life initiatives and open up green spaces for redevelopment. A task force appointed by Mayor Frank Scott, Jr. conducted a study of potential uses for the former golf courses and recently presented recommendations to the Board of Directors. Some of the recommendations include exploring the feasibility of an indoor sports complex in the City. Other considerations include soccer fields, baseball fields and disc golf.

**AIRPORT REIMBURSEMENT**

The Little Rock National Airport reimburses the City for expenses related to police and fire protection. In 2019, airport police reimbursements increased over 12% to \$1.8 million, while the airport fire reimbursements increased slightly to \$1.41. Airport police experienced fewer vacancies in 2019 than in 2018, accounting for the increase in reimbursement. 2020 staffing levels are expected to be consistent with 2019 levels, adjusted only for salary and benefit cost increases. Annually, fluctuations can be attributed to changes in negotiated minimum staffing.

**INTEREST EARNINGS**

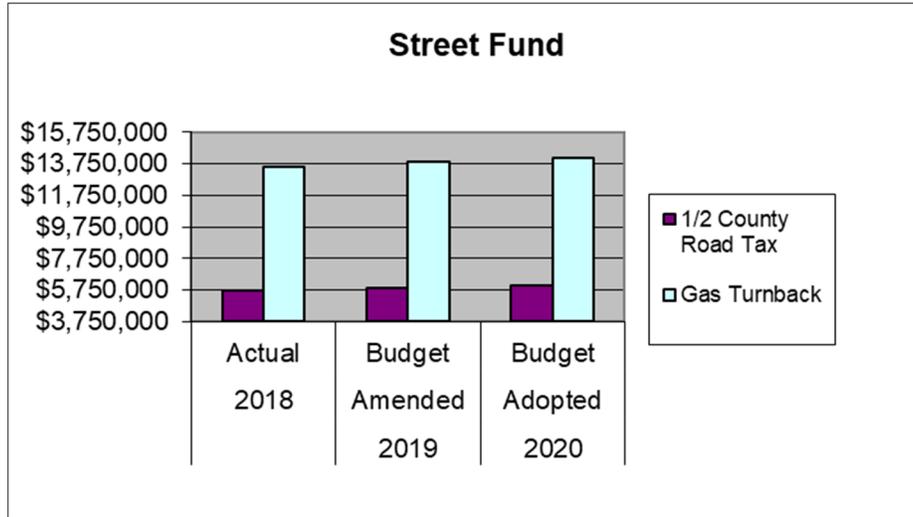
Interest earned on the investments and bank deposits of the General Fund, certain bond retirement funds, special projects, and capital funds can legally be utilized

for any municipal purpose. The target federal funds rate is currently 1.50% - 1.75%. The Arkansas State Board of Finance lowered the target rate for its investment portfolio for 2020 to 2% from 2.5%. After raising rates nine times in roughly three years previously, including four times in 2018, the Fed cut rates three times during 2019. The current discount rate decreased from 3.00% in 2018 to 2.25% at the end of 2019. The Federal Open Market Committee lowered rates in 2019 because of the perceived increased risk of a recession. Investment income for the General Fund before year-end fair market value adjustments is approximately \$387,300. Decreased short term interest rates and a lower fund balance have decreased interest income by roughly 7% in 2019 but there were no losses on any fixed income investment. Securities held are short in duration, backed by the United States government, and are among the safest securities in the world. The Fed has signaled no change in interest rates in 2020. Steady interest rates coupled with consistent fund balances should increase investment earnings in 2020. The City's bank deposits are expected to yield 1.65% in 2020 which is slightly higher than the current three-month Treasury bill rate of 1.55%.

### **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 1/2-cent sales and use tax for road construction and maintenance. The ten (10)-year sales tax is effective from July 1, 2013, through December 2022. Act 416, enacted by the Arkansas Legislature in 2019 added a new wholesale sales tax on gasoline and diesel. The Act also increased the excise tax on gasoline by 3 cents to 24.5 cents a gallon and the state's excise tax on diesel increased 6 cents to 28.5 cents per gallon. The average wholesale sales price for regular grade gasoline during the year (\$1.864) is multiplied by one and six-tenths percent (1.6%) as established by Act 416 to derive at the \$0.03 per gallon tax. The new and additional fuel taxes are expected to raise \$13 million more a year for cities and counties to spend on roads. 2019 gas turnback revenues were \$14,179,869, an increase of 4.3% from 2018. Gas turnback funds had been trending downward as a result of lower gas consumption associated with more fuel efficient automobiles, but usage has increased in the last four (4) years with historically low fuel prices. The State Highway Department's turnback projection for Little Rock in 2020, including the increased gas tax, natural gas severance tax, new wholesale fuel tax and sales tax, is \$13.9 million which is approximately 5.6% above their projection for 2019, but more than \$200,000 below 2019 actual results. The 2020 adopted budget is in line with actual results at approximately \$14.1 million. The 2019 Street Fund turnback appropriation remained unchanged at \$65.50 per capita. The 2019 Street Fund turnback estimate includes proceeds from the state 1/2-cent sales tax and severance tax on natural gas. Currently, approximately 1.5% of the turnback is attributed to the natural gas severance tax. The new wholesale tax is currently comprising 8% of the total turnback received. 2020 revenues will include a full year of the new wholesale fuel tax. Interest

earnings were up significantly due to a larger average fund balance. Excluding transfers in, overall, Street fund revenues in 2019 were approximately 5% higher than 2018 revenues. The 2020 revenue budget of \$21,339,903 for the Street Fund is consistent with 2019 actual results.



**BOND & INTEREST FUND**

Revenues from this fund are utilized to finance the debt service on the Capital Improvement Bonds issued in 2013 and 2018. The voters of Little Rock approved an annual ad valorem tax at a rate of 3.0 mills at a special election on September 11, 2012. The millage 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). In November 2018, the City of Little Rock issued the second series of Limited Tax General Obligation bonds for streets and drainage in the amount of \$43,475,000. The millage, along with the Homestead Credit, which is monies generated from a state-wide half-cent sales tax, produced approximately \$12.7 million (including anticipated Excess Commissions) toward 2019 debt service on the outstanding bonds.

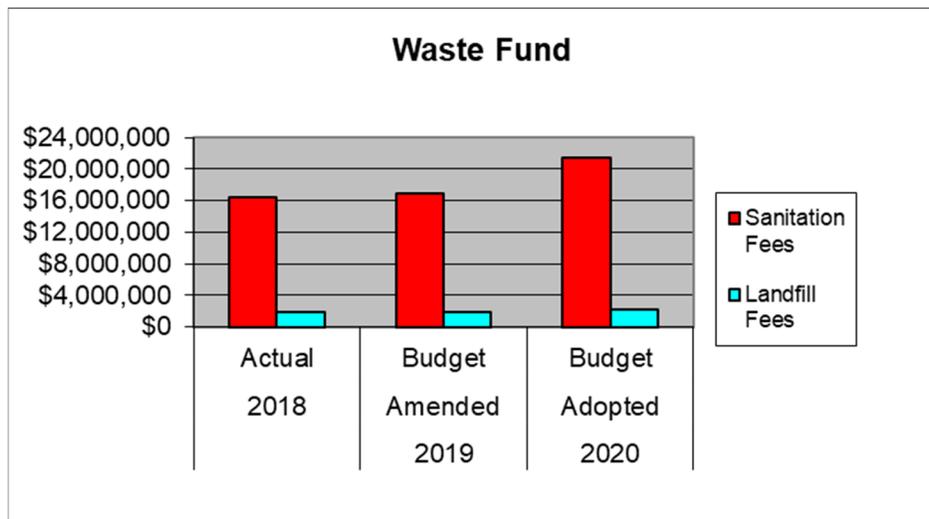
**WASTE DISPOSAL**

The 2019 Waste Disposal charges for services, such as sanitation fees, landfill fees, yard waste, and compost sale revenues increased 3.4% compared to 2018. These charges for services were slightly over budget by 0.40%. Sanitation fees increased 2.9% and landfill fees increased 8%. The increase in landfill fees is primarily due to utilization by private haulers such as Waste Management and BFI as well as other municipalities. Yard waste revenues increased 11.4% from one year ago, while compost revenues increased approximately 19% with no rate increase.

Following a detail independent study of waste disposal fees, the Little Rock Board of Directors approved a new rate structure for sanitation and landfill fees on September 17, 2019 to be effective January 1, 2020. This is the first rate increase

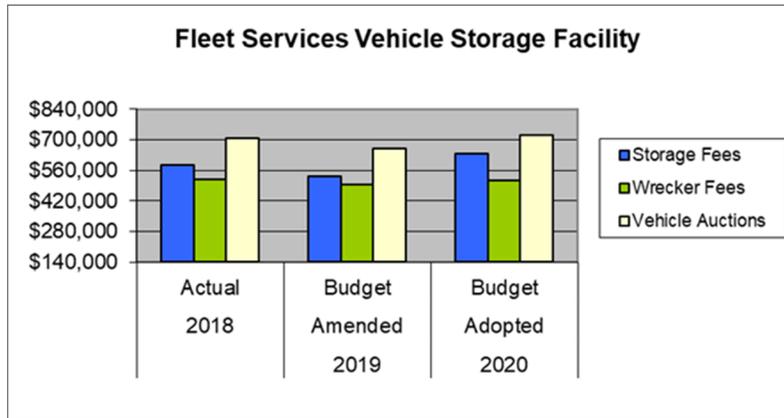
since 2004. The monthly residential rate for sanitation pickup increased from \$20.02 to \$28.90 per month. There are approximately 59,450 households currently receiving garbage collection services. Class 1 landfill fees increased from \$30 to \$33 per ton, while Class 4 landfill fees increased from \$25 to \$27.50, representing a 10% increase. Compost fees also increased from \$30 to \$33 per ton. The 2020 budget for sanitation fees is approximately \$21.36 million which is a 27% increase over 2019 actuals. Landfill fees are expected to generate approximately \$2.2 million in 2020 which is approximately 11.4% over 2019. The rate increases will fund additional collection crews, vehicles and equipment, and landfill expansion needs anticipated for the next ten (10) years.

In addition, the board passed an ordinance which provides for one (1) free bulky item pick up per year for residential customers, with each additional bulky item pickup at a charge of \$25. Oversized yard waste and uncontained solid waste will be charged a minimum of \$25 per collection. Recurring contamination of the recycling container shall result in a \$50.00 fee or forfeiture of the right to the curbside recycling service and removal of the recycling container. Waste Management, which is under contract to recycle, ended the recycling of glass in 2019. Additional options for glass recycling are under review.



**VEHICLE STORAGE**

Vehicle Storage revenues are primarily generated from storage fees, wrecker fees, and auction sales. These revenue sources decreased 6.1% from one year ago, following an increase of 38% in 2018. The increased revenue is a direct reflection of the number of vehicles towed and impounded or auctioned. Combined, these three revenues contributed approximately 91% of total 2019 revenues. Storage fees decreased 10.5% following a 52% increase in 2018, wrecker fees decreased 8% following a 32% increase in 2018, and vehicle auction sales were flat compared to one year ago. The 2020 overall revenue budget is \$2,066,800 or 10% higher than the 2019 actual results. The average sales price per vehicle auctioned in 2019 was \$912.45. No scheduled rate increases are anticipated for 2020.



**PARKING GARAGE FUND**

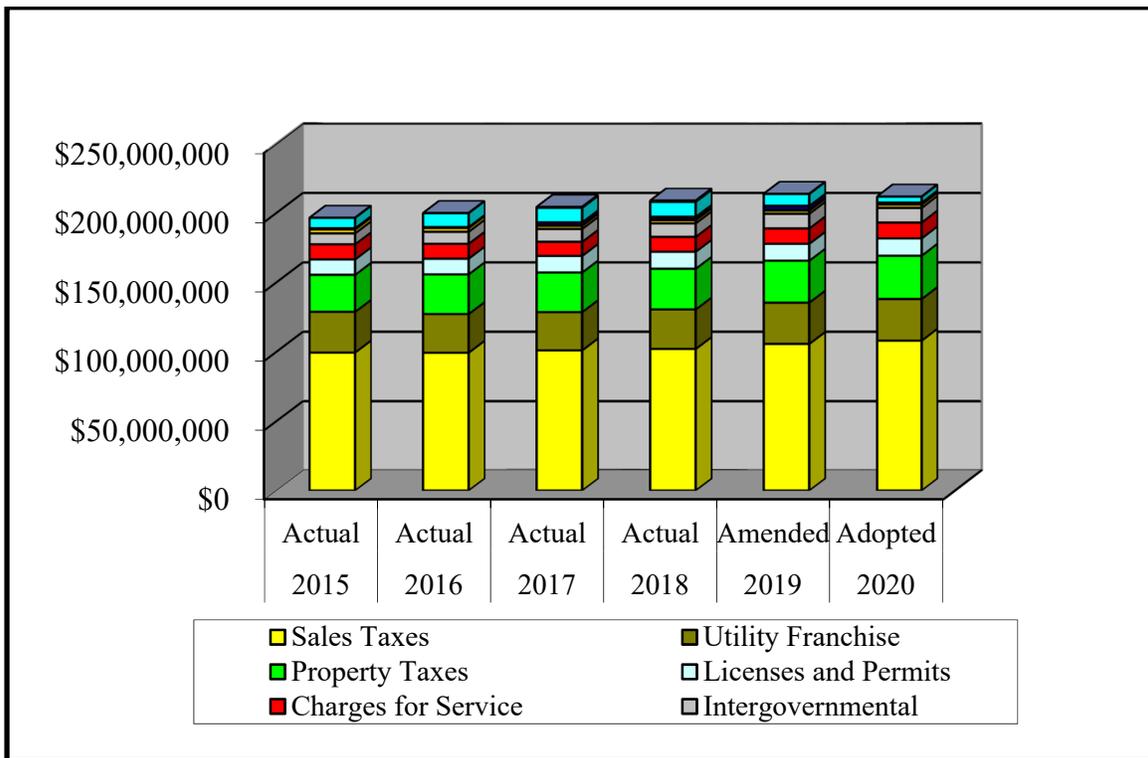
The City of Little Rock operates two (2) downtown parking garages. Garage revenues are generated by daily and monthly parking fees at the Second and Main Convention Center Parking Facility and the RiverMarket Parking Garage. In addition to garage fees, annual business license fees received from the rental 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 24.4% higher in 2019 than 2018. The increase was primarily due to an increase in street repair collections over last year. The majority of street repairs, or street cuts, are performed by local utility companies, specifically CenterPoint Energy which is the local natural gas provider. In addition, other utilities, such as Little Rock Water Reclamation Authority and Central Arkansas Water, perform street repairs and maintenance in the City’s rights-of-way. Street repairs in 2019 were \$491,350 higher than 2018 for two (2) primary reasons. Street cuts from Verizon increased as the company installed fiber optic cables throughout the City. In addition, Ordinance #21,641 was passed by the Board of Directors, effective January 1, 2019 that levied a \$100 a day penalty for each day past thirty-five (35) calendar days from permit issuance until permanent restorations are completed. For 2019 the penalties paid by the utilities were a major factor in the increase in street cut revenue. Excluding the increase in street cuts, overall parking garage revenues increased approximately 5.6%.

2019 monthly parking in the two parking garages was 9.3% higher compared to 2018 while daily parking revenue increased 10.5% from one year ago. Parking meter revenue decreased 7.1%. The City of Little Rock is under contract with a company to provide a new mechanism via a phone app to pay for parking, eliminating the need for cash. This alternative will provide flexibility to add parking and charge for parking in areas where the city does not currently have meters in place.

The City of Little Rock is considering the issuance of approximately \$24,000,000 in revenue bonds to refund the outstanding parking bonds, and provide funding for the acquisition of land and the construction of an approximately 600 space parking deck on the east half block of Louisiana Street, between 2nd & 3rd Streets, in

downtown Little Rock in 2020. Construction of the new parking deck would relocate approximately 450 monthly parkers from various other parking facilities and surface lots in the downtown area and provide remaining spaces for public parking at market rate. In addition, the new deck would alleviate pressure from the upcoming loss of over 200 free parking spaces near the Interstate-30 crossing project. During construction and after completion of the project (2022) these spaces will not be available. By relocating the spaces as noted, parking will become available in the other two decks as 2<sup>nd</sup> and Main, in the River Market Deck and on the surface lot at 2<sup>nd</sup> and Scott for the increased demand.

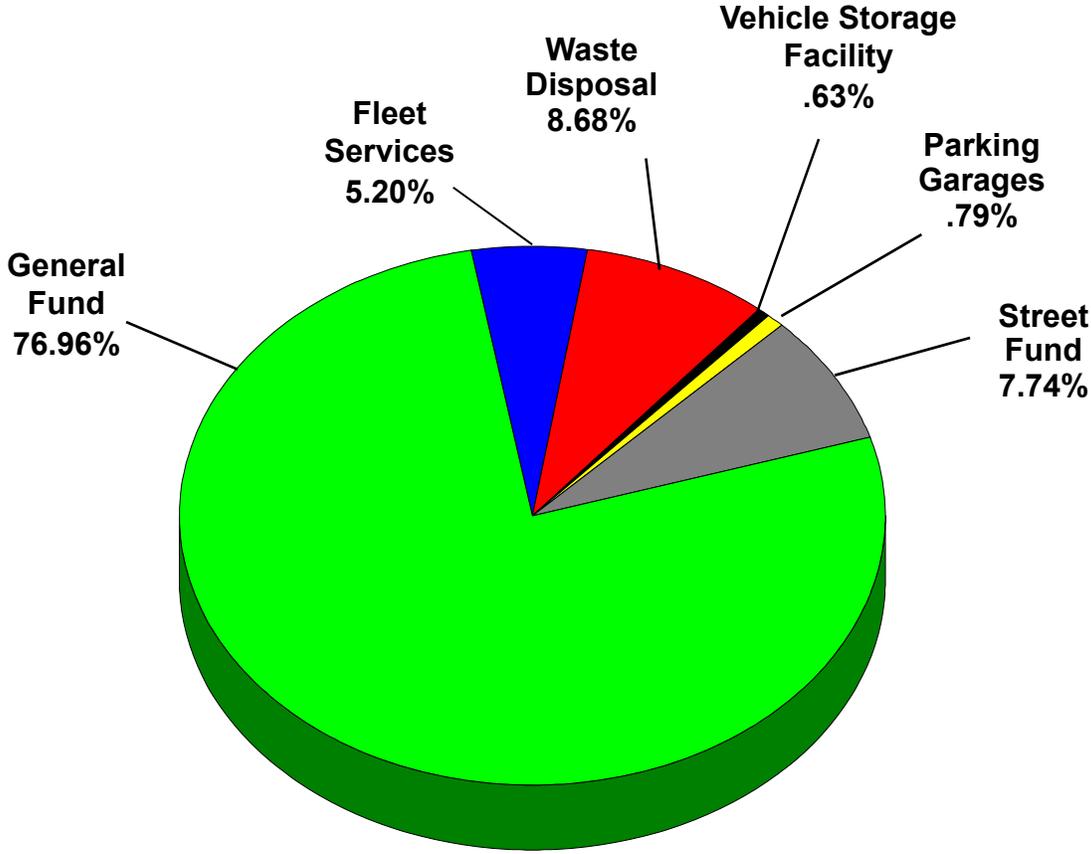
### General Fund Revenues Sources and Trends 2015-2020



# Expenditures



# CITY OF LITTLE ROCK 2020 EXPENSE PROFILE



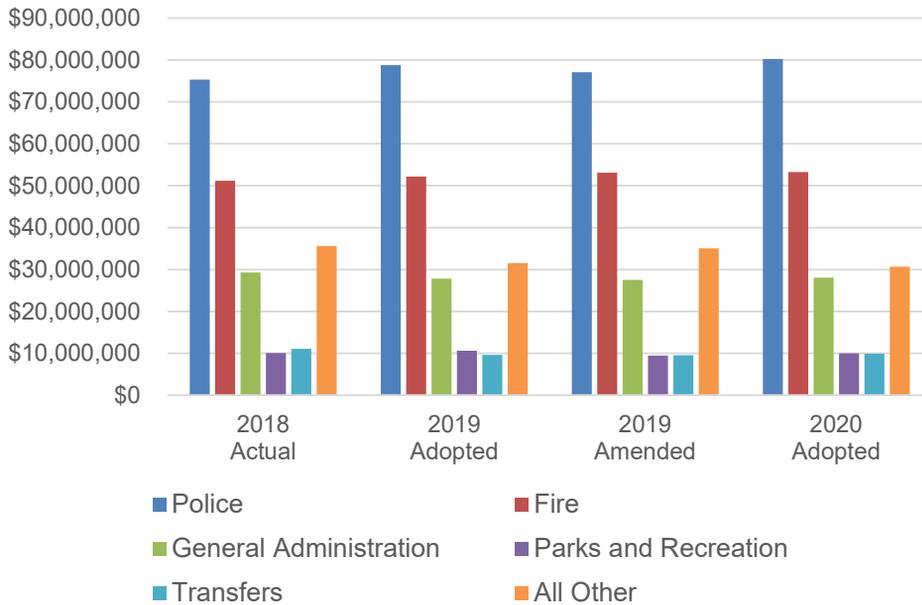
**\$275,640,849**

**CITY OF LITTLE ROCK  
2020 OPERATING & OTHER BUDGET EXPENDITURES SUMMARY**

<b>GENERAL FUND</b>	<b>2018 ACTUAL</b>	<b>2019 ADOPTED</b>	<b>2019 AMENDED*</b>	<b>2020 ADOPTED</b>	<b>19/20 DIFF</b>	<b>% CHANGE</b>
Executive Administrative	\$29,329,097	\$27,815,347	\$27,505,246	\$28,085,766	\$580,520	2.11%
Board of Directors	356,506	337,500	337,500	338,411	911	0.27%
Community Programs	630,012	566,541	533,028	462,179	(70,849)	-13.29%
City Attorney	2,063,981	1,765,815	1,588,545	1,585,138	(3,407)	-0.21%
District Court First Division	1,167,143	1,331,175	1,355,635	1,348,842	(6,793)	-0.50%
District Court Second Division	1,210,211	1,249,913	1,319,842	1,246,377	(73,465)	-5.57%
District Court Third Division	516,887	554,856	555,458	537,099	(18,359)	-3.31%
Finance	3,484,764	3,460,042	3,310,659	3,588,285	277,626	8.39%
Human Resources	1,855,842	1,848,017	1,797,604	1,860,866	63,262	3.52%
Information Technology	4,477,911	5,449,495	5,158,322	5,538,495	380,173	7.37%
Planning Development	2,400,595	2,576,596	2,374,167	2,601,213	227,046	9.56%
Housing & Neighborhood Programs	5,320,653	5,712,630	5,017,426	5,566,012	548,586	10.93%
Public Works	975,389	1,060,735	1,057,044	1,074,107	17,063	1.61%
Parks & Recreation	10,114,332	10,662,574	9,501,617	9,994,977	493,360	5.19%
River Market	1,256,450	1,354,146	1,354,146	1,356,920	2,774	0.20%
Golf	2,414,873	2,141,314	2,186,377	1,532,166	(654,211)	-29.92%
Jim Dailey Fitness and Aquatic Center	869,903	855,474	877,098	886,292	9,194	1.05%
Zoo	6,581,862	6,745,800	6,269,302	6,638,508	369,206	5.89%
Fire	51,182,224	52,217,670	53,095,134	53,230,908	135,774	0.26%
Police	75,306,289	78,785,071	77,096,919	80,209,890	3,112,971	4.04%
Vacancy Savings	-	(5,500,000)	-	(5,500,000)	(5,500,000)	N/A
<b>Sub-total General Operating</b>	<b>201,514,925</b>	<b>200,990,711</b>	<b>202,291,069</b>	<b>202,182,451</b>	<b>(108,618)</b>	<b>-0.05%</b>
<b>TRANSFERS OUT/OTHER EXPENSES</b>						
Transfer out to Street Fund	194,000	194,000	194,000	194,000		0.00%
Special Projects/PIT	10,891,227	8,438,561	8,356,199	8,748,802	392,603	4.70%
Contingency/Reserve	-	1,000,000	1,000,000	1,000,000	-	N/A
<b>Sub-total of Transfers Out</b>	<b>11,085,227</b>	<b>9,632,561</b>	<b>9,550,199</b>	<b>9,942,802</b>	<b>392,603</b>	<b>4.11%</b>
<b>TOTAL GENERAL FUND</b>	<b>212,600,152</b>	<b>210,623,272</b>	<b>211,841,268</b>	<b>212,125,253</b>	<b>283,985</b>	<b>0.13%</b>
<b>OTHER FUNDS</b>						
Public Works - Street	18,946,012	21,599,158	21,566,158	21,339,903	(226,255)	-1.05%
Fleet Services	13,379,223	15,419,298	14,216,048	14,333,041	116,993	0.82%
Vehicle Storage Facility	1,586,105	1,344,955	1,344,955	1,735,627	390,672	29.05%
Waste Disposal	18,567,788	21,436,769	21,436,769	23,938,605	2,501,836	11.67%
Parking Garages	2,191,965	2,091,606	2,091,606	2,168,420	76,814	3.67%
<b>Sub-total Other Operating Funds</b>	<b>54,671,093</b>	<b>61,891,786</b>	<b>60,655,536</b>	<b>63,515,596</b>	<b>2,860,060</b>	<b>4.72%</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 267,271,245</b>	<b>\$ 272,515,058</b>	<b>\$ 272,496,804</b>	<b>\$ 275,640,849</b>	<b>\$ 3,144,045</b>	<b>1.15%</b>

\* The 2019 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 2019 vacancy savings goal was fully realized. In addition, the 2019 Amendment included expenditure reductions in most General Fund Departments in order to align expenditures with recurring revenues. While the 2019 Adopted Budget was balanced, it included one-time sources of revenue that would not be available for ongoing expenditures.

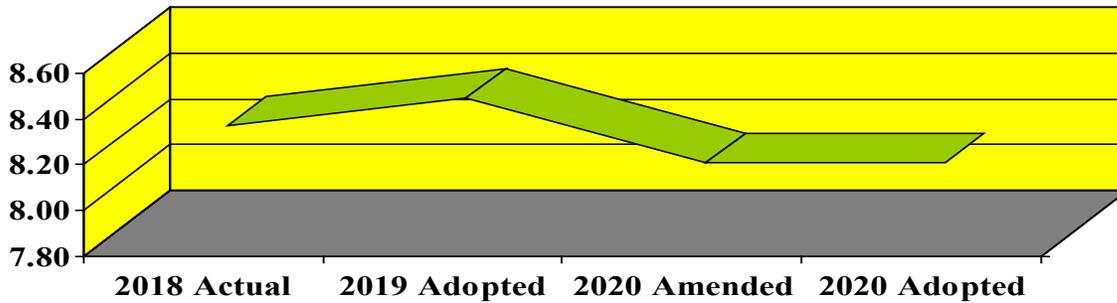
# General Fund Summary of Appropriations 2018-2020



**GENERAL FUND  
EXPENDITURES BY CATEGORY**

<b>CATEGORY</b>	<b>2018 Actual</b>	<b>2019 Adopted Budget</b>	<b>2019 Amended Budget</b>	<b>2020 Adopted Budget</b>
Salaries Wages and Employee Benefits	\$155,464,103	\$158,139,942	\$158,303,951	\$158,717,007
Supplies and Materials	5,593,029	5,950,330	5,923,888	5,676,360
Repairs and Maintenance	8,492,145	8,963,888	9,261,484	9,778,829
Contractual	23,909,056	21,800,224	21,527,796	22,504,721
Capital Outlay	329,371	-	-	-
Debt Service	7,727,221	6,136,327	7,273,950	5,505,534
Transfers	11,085,227	9,632,561	9,550,199	9,942,802
<b>Total Expenditures</b>	<b>\$212,600,152</b>	<b>\$210,623,272</b>	<b>\$211,841,268</b>	<b>\$212,125,253</b>
<i>Staffing Level</i>	1,763	1,772	1,722	1,725
<i>Ratio</i>	8.29	8.41	8.13	8.13

**STAFFING LEVEL PER MILLION DOLLARS BUDGETED**



**CITY OF LITTLE ROCK  
2020 OPERATING EXPENSES**

	<b>2018 Actual</b>	<b>2019 Adopted Budget</b>	<b>2019 Amended Budget</b>	<b>2020 Adopted Budget</b>
<b>GENERAL FUND</b>				
<b>EXECUTIVE ADMINISTRATION</b>				
101001 City Clerk	\$ 278,456	\$ 303,881	\$ 303,881	\$ 306,089
101002 Administrative & General	22,184,383	20,307,997	19,660,505	20,443,980
101003 Employee Benefits	4,123,752	4,711,500	4,886,500	4,816,768
101005 Mayor	759,752	515,641	617,036	712,382
101006 City Manager Administration	1,100,774	1,150,927	1,131,632	885,902
101007 Emergency Management	63,370	56,957	56,957	56,959
101008 Small & Minority Women Owned Bus. De	66,020	71,843	27,324	72,716
101009 Little Rock Television	285,174	302,709	302,709	414,576
101010 311 Service Center	250,397	265,986	271,461	253,174
101011 Performance and Innovation	216,689	127,906	247,241	123,220
Total General Administrative	29,329,097	27,815,347	27,505,246	28,085,766
<b>BOARD OF DIRECTORS</b>				
101100 Board of Directors	356,506	337,500	337,500	338,411
<b>COMMUNITY PROGRAMS</b>				
101501 Administration	382,904	311,691	278,178	210,084
101503 Operations	94,571	93,401	93,401	94,046
101504 Racial and Cultural Diversity	152,537	161,449	161,449	158,049
Total Community Programs	630,012	566,541	533,028	462,179
<b>CITY ATTORNEY</b>				
101801 City Attorney	2,063,981	1,765,815	1,588,545	1,585,138
<b>LITTLE ROCK DISTRICT COURT</b>				
102101 District Court First Division	1,167,143	1,331,175	1,355,635	1,348,842
<b>LITTLE ROCK DISTRICT COURT</b>				
102201 District Court Second Division	1,210,211	1,249,913	1,319,842	1,246,377
<b>LITTLE ROCK DISTRICT COURT</b>				
102301 District Court Third Division	516,887	554,856	555,458	537,099
<b>FINANCE</b>				
102501 Administration	841,314	813,860	791,527	739,453
102515 Budget	94,479	67,393	67,393	165,475
102520 Internal Audit	246,875	244,547	203,980	243,333
102530 Accounting and Reporting	429,452	462,525	419,736	537,508
102531 Accounts Payable	307,177	334,714	300,415	328,890
102535 Payroll	211,361	214,281	214,281	216,876
102540 Treasury Management	670,045	636,451	635,383	645,288
102550 Purchasing	387,242	390,356	382,029	411,279
102555 Print Shop	41,810	38,518	38,518	40,259
102560 Grants Management	255,009	257,397	257,397	259,924
Total Finance	3,484,764	3,460,042	3,310,659	3,588,285
<b>HUMAN RESOURCES</b>				
102701 Human Resources	1,855,842	1,848,017	1,797,604	1,860,866
<b>INFORMATION TECHNOLOGY</b>				
103001 Administration	629,925	808,017	808,017	815,463
103010 Application Programming	1,061,078	1,162,071	1,122,654	1,171,895
103030 Networking	1,829,218	1,642,728	1,504,997	1,649,523
103050 Computer Operations	957,711	1,836,679	1,722,654	1,901,614
Total Information Technology	4,477,911	5,449,495	5,158,322	5,538,495

**CITY OF LITTLE ROCK  
2020 OPERATING EXPENSES**

	<b>2018 Actual</b>	<b>2019 Adopted Budget</b>	<b>2019 Amended Budget</b>	<b>2020 Adopted Budget</b>
<b>PLANNING AND DEVELOPMENT</b>				
103301 Administration & Budget	365,000	300,497	300,497	304,818
103310 Planning	448,496	464,083	441,493	422,348
103320 Zoning & Subdivision	751,782	857,049	765,234	870,015
103330 Building Codes	835,317	954,967	866,943	1,004,032
Total Planning and Development	<u>2,400,595</u>	<u>2,576,596</u>	<u>2,374,167</u>	<u>2,601,213</u>
<b>HOUSING AND NEIGHBORHOOD PROGRAMS</b>				
103501 Administration	308,775	329,931	263,677	276,358
103510 Animal Services	1,031,144	1,289,313	1,124,371	1,304,114
103520 CDBG - Housing Programs	5,033	7,528	7,528	7,591
103530 Neighborhood Programs	2,784,522	2,855,474	2,633,493	2,974,030
103539 Neighborhood Alert Centers	780,482	837,311	654,609	605,675
103540 Neighborhood Resource Center	181,222	179,737	120,412	182,978
103550 Environmental Services	229,475	213,336	213,336	215,266
Total Housing and Neighborhood Program	<u>5,320,653</u>	<u>5,712,630</u>	<u>5,017,426</u>	<u>5,566,012</u>
<b>PUBLIC WORKS</b>				
104010 Building Services	975,389	1,060,735	1,057,044	1,074,107
Total Public Works	<u>975,389</u>	<u>1,060,735</u>	<u>1,057,044</u>	<u>1,074,107</u>
<b>PARKS AND RECREATION</b>				
104501 Administration	338,412	461,090	369,083	357,758
104503 Design Scheduling	390,098	393,443	393,443	396,214
104510 Resources Administration	389,586	381,119	355,619	396,245
104511 Cultural Museum	201,694	247,707	247,707	250,081
104512 Therapeutic	166,101	232,081	218,711	236,079
104521 Development and Maintenance	129,864	161,612	97,374	99,193
104522 Operations and Improvement Development	1,589,764	1,602,287	1,519,148	1,557,183
104523 Park Maintenance	1,782,081	1,706,674	1,679,178	2,030,119
104524 Horticulture	1,017,811	1,093,630	813,886	965,598
104525 Urban Forestry	450,576	447,373	414,537	389,326
104530 Recreation Administration	169,773	169,201	143,987	181,169
104531 Community Center Administration	119,722	126,174	136,174	135,006
104532 Dunbar Community Center	474,419	466,023	340,076	400,222
104533 East Little Rock Recreation Center	89,101	91,956	87,156	88,431
104534 Senior Programs	77,301	94,215	94,215	94,512
104536 Southwest Community Center	531,605	598,070	499,477	457,274
104537 Stephens Community Center	246,021	304,177	245,588	216,225
104538 The Centre at University Park	352,864	366,108	309,182	266,426
104539 West Central Community Center	539,055	642,698	622,957	568,944
104540 Parks Maintenance - Mowing	269,120	322,357	203,577	211,096
104556 Athletics/Playgrounds	469,434	436,668	410,753	404,552
104557 Tennis Center Operations	267,030	255,367	246,068	238,298
104558 N.W. Hill Community Complex	52,900	62,544	53,721	55,026
Total Parks and Recreation	<u>10,114,332</u>	<u>10,662,574</u>	<u>9,501,617</u>	<u>9,994,977</u>
<b>RIVER MARKET</b>				
104601 RiverMarket	1,256,450	1,354,146	1,354,146	1,356,920
<b>GOLF</b>				
104701 Administration	100,132	220,453	378,834	-
104710 Rebsamen Golf Pro	569,323	381,008	389,208	382,414
104711 Rebsamen Golf Maintenance	418,950	478,325	498,108	494,260
104712 Rebsamen Pro Golf Concessions	87,969	96,304	85,111	84,691
104720 War Memorial Golf Pro	347,317	240,413	144,730	-
104721 War Memorial Golf Maintenance	306,927	230,043	182,528	-
104740 Hindman Pro Golf	377,053	263,639	123,518	-
104741 Hindman Golf Maintenance	207,201	231,129	84,861	-
104750 First Tee Golf Pro	-	-	122,323	198,601
104751 First Tee Golf Maintenance	-	-	177,156	372,200
Total Golf Fund	<u>2,414,873</u>	<u>2,141,314</u>	<u>2,186,377</u>	<u>1,532,166</u>

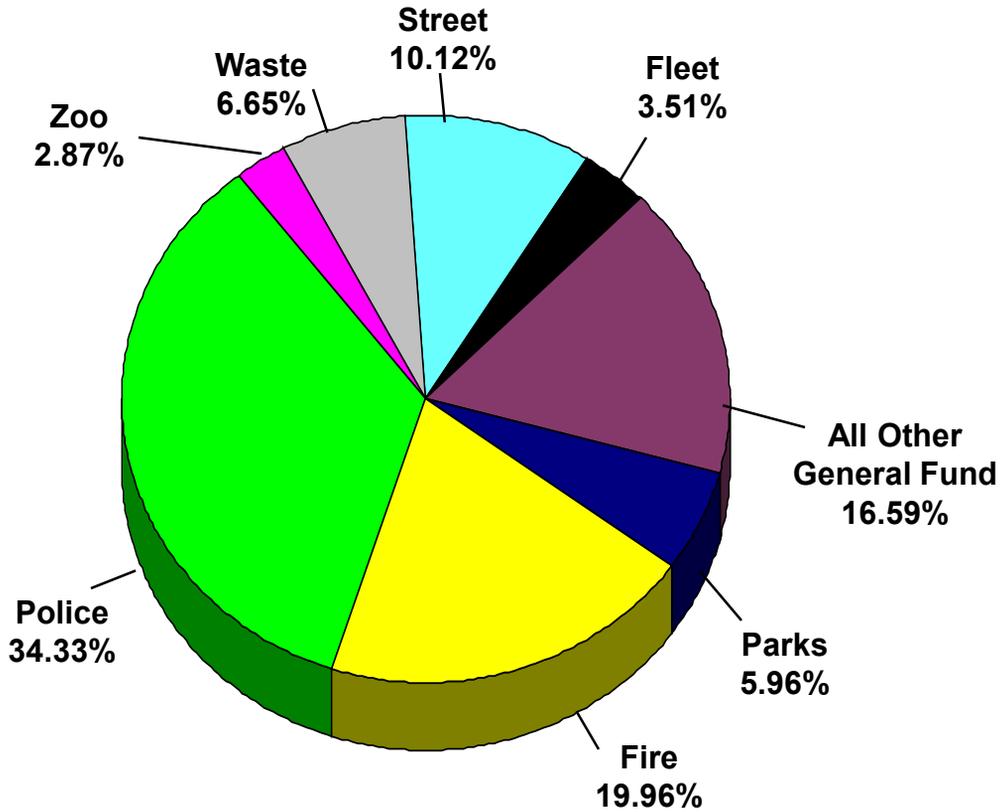
**CITY OF LITTLE ROCK  
2020 OPERATING EXPENSES**

	<b>2018 Actual</b>	<b>2019 Adopted Budget</b>	<b>2019 Amended Budget</b>	<b>2020 Adopted Budget</b>
<b>JIM DAILEY FITNESS AND AQUATIC CENTER</b>				
104801 Jim Dailey Fitness & Aquatic	869,903	855,474	877,098	886,292
<b>ZOO</b>				
106501 Zoo Administration	742,463	650,636	647,636	720,494
106510 Zoo Concessions	380,567	383,127	370,376	363,297
106520 Zoo Education	426,862	448,030	407,249	439,446
106530 Zoo Gift Shop	180,469	150,755	150,755	210,079
106540 Zoo Membership	119,658	120,030	115,030	110,029
106550 Zoo Special Events	139,342	93,430	93,430	153,059
106560 Zoo Marketing & Promotions	249,485	352,611	236,650	257,665
106570 Zoo Facilities Operation	1,667,014	1,833,260	1,662,934	1,820,848
106580 Animal Management	2,175,730	2,349,864	2,205,570	2,258,157
106581 Zoo Vet Services	129,085	122,000	122,000	122,000
106590 Visitor Service Administration	371,186	242,057	257,672	183,434
Total Zoo Fund	<u>6,581,862</u>	<u>6,745,800</u>	<u>6,269,302</u>	<u>6,638,508</u>
<b>FIRE</b>				
105101 Administration	1,776,236	1,617,816	1,658,045	1,559,852
105102 Fire Pension	6,253,162	6,351,581	6,594,049	6,759,783
105120 Fire Suppressing and Rescue	40,038,327	41,368,636	41,963,403	41,979,059
105130 Fire Prevention - Investigation	1,024,154	991,015	991,015	1,007,761
105140 Fire Training	606,891	647,453	647,453	551,737
105150 Crash Fire Rescue - Airport	1,483,454	1,241,169	1,241,169	1,372,716
Total Fire	<u>51,182,224</u>	<u>52,217,670</u>	<u>53,095,134</u>	<u>53,230,908</u>
<b>POLICE</b>				
105201 Administration	3,008,702	2,868,396	2,925,859	2,853,712
105202 Police Pension	7,431,395	7,553,781	7,746,551	7,845,583
105210 Internal Affairs	84,125	99,734	99,734	-
105215 Organized Crime - Intelligence	5,635,367	5,569,658	5,687,426	6,271,004
105220 Training and Crime Prevention	5,317,463	4,791,291	4,792,848	4,866,188
105225 Detectives	6,176,217	6,028,207	5,952,833	6,186,808
105230 Downtown Patrol	10,919,850	12,106,697	11,456,111	11,624,285
105235 Southwest Patrol	8,172,412	8,818,613	8,417,035	8,857,466
105240 Special Operations	6,650,280	6,315,440	6,318,443	6,855,273
105245 WW Williams Northwest Substation	9,766,164	11,115,237	10,941,703	10,840,100
105250 Airport Police	1,940,492	1,925,569	1,925,569	1,705,472
105255 Police Records Support Service	6,540,996	7,171,832	7,010,779	8,398,695
105260 Communication Center	3,662,826	4,420,616	3,822,028	3,905,304
Total Police	<u>75,306,289</u>	<u>78,785,071</u>	<u>77,096,919</u>	<u>80,209,890</u>
Less Vacancy Reduction	-	(5,500,000)	-	(5,500,000)
General Fund Operating Total	<u>201,514,924</u>	<u>200,990,711</u>	<u>202,291,069</u>	<u>202,182,451</u>
<b>TRANSFER/OUT OTHER EXPENSES</b>				
Transfer out to Street Fund	194,000	194,000	194,000	194,000
Special Projects/PIT	10,891,227	8,438,561	8,356,199	8,748,802
Contingency/Reserve		1,000,000	1,000,000	1,000,000
Sub-total	<u>11,085,227</u>	<u>9,632,561</u>	<u>9,550,199</u>	<u>9,942,802</u>
<b>Total General Fund</b>	<b><u>\$ 212,600,152</u></b>	<b><u>\$ 210,623,272</u></b>	<b><u>\$ 211,841,268</u></b>	<b><u>\$ 212,125,253</u></b>
<b>PUBLIC WORKS - STREET</b>				
204001 Administration	1,817,266	1,997,357	2,442,357	2,907,100
204002 Operations Administration	3,121,985	2,906,002	3,036,002	2,409,202
204003 Street and Drainage Maintenance	6,176,378	7,388,095	6,887,095	7,075,285
204005 Storm Drain Maintenance	813,425	1,045,613	943,613	1,093,075
204006 Work Pool	101,390	151,998	151,998	149,173
204007 Resource Control and Scheduling	414,455	381,072	386,072	402,039
204008 Control Devices	868,506	925,953	935,953	937,607
204010 Signals	1,017,014	1,171,683	1,486,683	1,176,114
204015 Parking Meters	101,105	111,634	111,634	118,363
204020 Civil Engineering	1,492,232	1,804,462	1,554,462	1,611,030
204025 Traffic Engineering	2,789,299	3,413,682	3,328,682	3,149,259
204030 Parking Enforcement	232,957	301,607	301,607	311,656
<b>Total Street Fund</b>	<b><u>\$ 18,946,013</u></b>	<b><u>\$ 21,599,158</u></b>	<b><u>\$ 21,566,158</u></b>	<b><u>\$ 21,339,903</u></b>

**CITY OF LITTLE ROCK  
2020 OPERATING EXPENSES**

	<b>2018 Actual</b>	<b>2019 Adopted Budget</b>	<b>2019 Amended Budget</b>	<b>2020 Adopted Budget</b>
<b>FLEET SERVICES</b>				
600001 Administration	1,763,236	1,649,403	1,649,403	854,469
600011 Acquisition & Disposal	6,228,830	7,001,324	5,758,074	6,262,732
600020 Financial Management	589,281	1,246,725	1,246,725	1,274,105
600031 Maintenance Administration	4,788,216	5,511,846	5,551,846	5,932,074
600039 Administrative Motor Pool	9,661	10,000	10,000	9,661
<b>Total Fleet Services</b>	<b>\$ 13,379,223</b>	<b>\$ 15,419,298</b>	<b>\$ 14,216,048</b>	<b>\$ 14,333,041</b>
<b>VEHICLE STORAGE FACILITY</b>				
	<b>\$ 1,586,105</b>	<b>\$ 1,344,955</b>	<b>\$ 1,344,955</b>	<b>\$ 1,735,627</b>
<b>WASTE DISPOSAL</b>				
603101 Administration	2,184,261	1,969,576	2,646,671	2,186,510
603110 Collection	11,739,220	14,655,247	14,058,508	16,407,809
603120 Disposal	3,918,526	4,039,350	3,982,289	4,550,745
603125 Composting	648,853	711,425	688,130	748,758
603130 Waste Management	76,929	61,171	61,171	44,783
<b>Total Waste Disposal Fund</b>	<b>\$ 18,567,788</b>	<b>\$ 21,436,769</b>	<b>\$ 21,436,769</b>	<b>\$ 23,938,605</b>
<b>PARKING GARAGES</b>				
612000 Parking Garages	<b>\$ 2,191,965</b>	<b>\$ 2,091,606</b>	<b>\$ 2,091,606</b>	<b>\$ 2,168,420</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>\$ 267,271,246</b>	<b>\$ 272,515,058</b>	<b>\$ 272,496,804</b>	<b>\$ 275,640,849</b>

# CITY OF LITTLE ROCK 2020 ALLOCATION OF FULL TIME PERSONNEL



<span style="color: green;">■</span> Police	743	<span style="color: yellow;">■</span> Fire	432	<span style="color: cyan;">■</span> Street	219
<span style="color: gray;">■</span> Waste	144	<span style="color: magenta;">■</span> Zoo	62	<span style="color: purple;">■</span> All Other General Fund	359
<span style="color: black;">■</span> Fleet & Vehicle Storage Facility	76	<span style="color: blue;">■</span> Parks	129		

## CITY OF LITTLE ROCK

### FULL TIME PERSONNEL SUMMARY

#### **General Fund:**

The General Fund Budget supports 1,725 full-time equivalent (FTE) positions – 1,691 serving in General Fund Departments and 34 special positions funded through grants or special project allocations. This represents a net decrease of 47 FTEs compared to 2019 Adopted Budget staffing levels. In June 2019, the City adopted the first of two (2) Budget Amendments, resulting in the elimination of 50 positions. Over half of the eliminated positions were in Parks and Golf, with the remainder spread throughout other General Fund Departments. The purpose of the amendment was to bring ongoing operating expenses in line with recurring revenues. While the 2019 Adopted Budget was balanced, one-time sources of revenue were utilized that would not be available for future periods. Nearly all of the affected employees were reassigned to positions available in the Street and Waste Disposal Funds. The General Fund Operating Budget expenditures include \$158,717,007 in personnel cost, net of an anticipated \$5.5 million in savings from authorized but vacant positions, representing 75% of General Fund expenditures. The Budget includes the continuation of Step and Grade progression for Union Eligible and 911 Communications positions at a total cost of \$1,038,180. In addition Police Recruit incentives were continued.

There are no non-uniform personnel salary increases included for General Fund positions, other than an annual increase of \$2,500 for Code Enforcement and Animal Services Officers. These positions received increases in order to remain competitive with surrounding areas. The full year cost of the twelve (12) Fire positions required for Station #24 are included in the budget. The positions were recruited and trained in 2019 in anticipation of the February 2020 grand opening. The City will continue to provide basic comprehensive health insurance in 2020 with 93.5% City paid premiums for “employee only” coverage and City contributions of 51% of premiums for “employee/family” coverage. Employees were offered an opportunity to buy-up to enhanced coverage with two (2) options that included lower deductibles and co-pays. Benefit changes approved by the State Legislature determine pension costs for Fire and Police uniformed personnel. Pension costs for uniformed Fire personnel were unchanged at 23.50% of payroll. Pension costs for Police uniformed personnel increased from 21.23% to 22.23% of payroll. In addition, the City merged administration of the closed local Police and Fire Pension Funds with LOPFI, which will require an additional contribution of \$332,969 and \$268,068 per month; respectively, however, the additional contributions will not result in any additional cost to the City. The dedicated one (1)-mill Property Tax Levies, annual City sales tax contributions of \$500,000 for each plan, and other dedicated fines and fees are expected to fully fund the contributions for the closed local Police and Fire Pension Funds. There will be no change in 2019 to the City contribution rate of 9% of salary to the Non-Uniform Defined Benefit plan, matched by employee contributions of 4.5%. The

contribution rate for the plan has remained consistent since inception in 2014. Pension costs for Court Clerks is unchanged at 15.32%. 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 and benefits and the decreased number of filled positions, the 2020 Budget for personnel cost will increase only 0.36% from the original Adopted 2019 Budget.

**Other Funds:**

There are 219 FTEs included in the 2020 Street Fund budget, representing an increase of 3 positions for the creation of a curb ramp crew for ADA accessible ramps along resurfaced streets. Front line Street Fund personnel will receive a salary increase of \$1 per hour at a total cost of \$364,169.

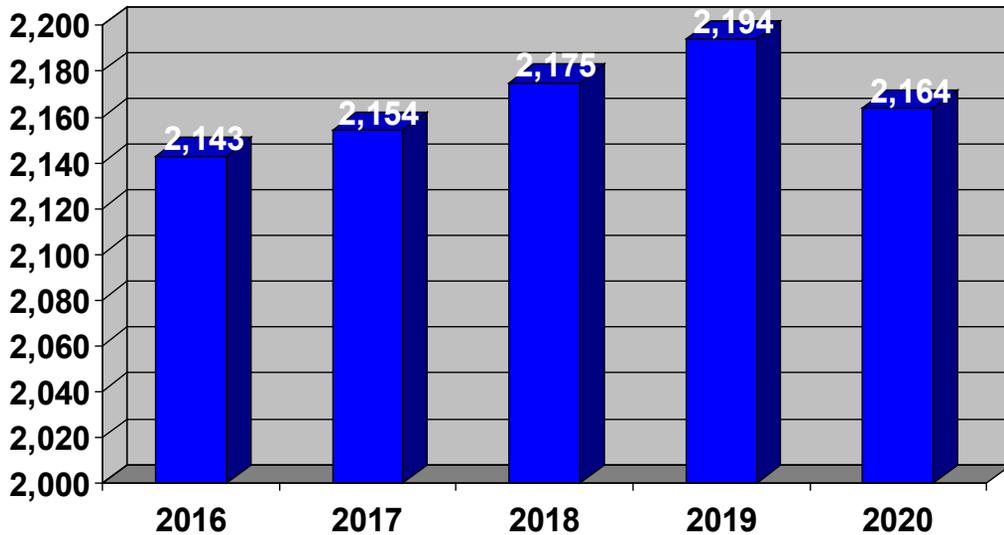
There are 144 full-time equivalent (FTE) positions included in the 2020 Waste Disposal Fund budget, representing an increase of 14 positions for new crews. In addition, salaries for Waste Disposal personnel will increase \$2 per hour at a cost of \$689,182. Management level positions are excluded from the increase.

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

	<b>2018 Adopted Budget</b>	<b>2019 Adopted Budget</b>	<b>2019 Amended Budget</b>	<b>2020 Adopted Budget</b>
<b><u>General Fund</u></b>				
Executive Administrative	35	33	32	33
Board of Directors	1	1	1	1
Community Programs	11	13	12	12
City Attorney	18	18	16	16
District Court First Division	20	20	20	20
District Court Second Division	18	18	18	18
District Court Third Division	8	8	7	7
Finance	43	42	41	43
Human Resources	22	23	22	22
Information Technology	39	39	39	39
Planning & Development	39	39	38	38
Housing & Neighborhood Programs	107	106	98	98
Public Works - General	12	12	12	12
Parks & Recreation	128	129	106	106
Golf	21	20	14	15
Jim Dailey Fitness Center	9	8	8	8
Zoo	63	62	62	62
Fire	421	433	432	432
Police	748	748	744	743
Subtotal General Fund	<u>1,763</u>	<u>1,772</u>	<u>1,722</u>	<u>1,725</u>
<b><u>Other Funds</u></b>				
Public Works - Street	215	216	216	219
Fleet Services	63	63	63	63
Vehicle Storage Facility	13	13	13	13
Waste Disposal	121	130	130	144
Subtotal Other Funds	<u>412</u>	<u>422</u>	<u>422</u>	<u>439</u>
<b>Total Personnel</b>	<b><u>2,175</u></b>	<b><u>2,194</u></b>	<b><u>2,144</u></b>	<b><u>2,164</u></b>

# CITY OF LITTLE ROCK FULL-TIME PERSONNEL AUTHORIZATIONS 2016 - 2020

**EMPLOYEES**



The net change in personnel between 2019 and 2020 total positions are as indicated in the chart below.

2019 Adopted Budget	2,194
Community Programs	(1)
City Attorney	(2)
Third District Court	(1)
Finance	1
Human Resources	(1)
Planning	(1)
Housing & Neighborhood Programs	(8)
Parks and Recreation	(23)
Golf	(5)
Fire	(1)
Police	(5)
Public Works - Street	3
Waste Disposal	14
2020 Adopted Budget	<u><u>2,164</u></u>

**CITY OF LITTLE ROCK  
2020 OTHER GENERAL FUND EXPENDITURES**

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2019 Amended</u>	<u>2020 Budget</u>	<u>Increase (Decrease)</u>
<b>SPECIAL PROJECTS</b>					
Children, Youth, & Families (CYF)	\$ 5,500,000	\$5,500,000	\$5,125,000	\$4,750,000	(\$375,000) a
Facility Improvements	975,000	500,000	500,000	875,000	375,000 b
Annual Fleet Replacement	850,000	350,000	350,000	850,000	500,000 b
Homelessness Outreach	375,000	400,000	400,000	400,000	0
Weed Lot Maintenance	500,000	384,400	384,400	384,400	0
Demolition (Residential)	250,000	200,000	200,000	200,000	0
Diversity, Equity, and Inclusion	180,000	0	0	150,000	150,000 b
Branding	100,000	0	0	150,000	150,000 c
Little Rock Residency Incentive Program	0	50,000	50,000	50,000	0
Demolition (Commercial)	0	50,000	50,000	50,000	0
2020 Census	0	0	0	50,000	50,000 d
Tennis Open	0	0	0	25,000	25,000 d
Board & Secure	50,000	25,000	25,000	25,000	0
Legislative Consulting	45,000	45,000	45,000	45,000	0
Sister Cities	40,000	40,000	40,000	40,000	0
Curran Hall	40,000	40,000	40,000	40,000	0
Environmental Youth (Parks)	37,500	37,500	37,500	37,500	0
Junction Bridge	35,000	35,000	35,000	35,000	0
Work Boots	33,000	33,000	33,000	33,000	0
American Disability Act (ADA)	30,000	30,000	30,000	25,000	(5,000) e
Neighborhood Challenge Grant	0	23,332	23,332	23,332	0
Bill Clark (Wetlands Maintenance)	23,780	23,780	23,780	23,780	0
Sustainability Summit	20,000	20,000	20,000	20,000	0
National Night Out	10,000	10,000	10,000	10,000	0
Worldfest	10,000	10,000	10,000	0	(10,000) e
Neighborhood Connection	2,400	1,000	1,000	1,000	0
<b>Total General Fund Projects</b>	<u>9,106,680</u>	<u>7,808,012</u>	<u>7,433,012</u>	<u>8,293,012</u>	<u>860,000</u>
<b>GRANT MATCH</b>					
Cities of Service	252,790	252,790	204,290	155,790	(48,500) a
Transportation Alternative	0	0	0	80,000	80,000
Assistance to Firefighters	0	60,000	60,000	60,000	0
Tap Metroplan	0	40,000	40,000	50,000	10,000
Recreational Trail Grant	0	0	0	40,000	40,000
Planning Grant	25,000	25,000	25,000	25,000	0
Heritage Grant	0	0	0	20,000	20,000
Stop VOWA Detective	0	0	0	15,000	15,000
FEMA Prevention Grant (Fire)	0	10,000	10,000	10,000	0
AmeriCorps Urban Safety	179,784	165,000	165,000	0	(165,000)
Heritage Boyle Park	0	25,000	25,000	0	(25,000)
Heritage Hostel Roof	0	23,334	23,334	0	(23,334)
HUD Continuum Of Care	0	16,425	16,425	0	(16,425)
Heritage Zoo Carousel	0	10,000	10,000	0	(10,000)
Hazard Mitigation Plan Update (Emergency Mgmt.)	0	3,000	3,000	0	(3,000)
Arkansas State Parks Grant (Zoo-Wild Wonders)	250,000	0	0	0	0
<b>Total Grant Match Requirement</b>	<u>707,574</u>	<u>630,549</u>	<u>582,049</u>	<u>455,790</u>	<u>(126,259)</u>
<b>GRAND TOTAL</b>	<u>\$9,814,254</u>	<u>\$8,438,561</u>	<u>\$8,015,061</u>	<u>\$8,748,802</u>	<u>\$733,741</u>

a The reduction in funding reflects the annualized impact of the 2019 Budget Amendment. There is no additional reduction in 2020.

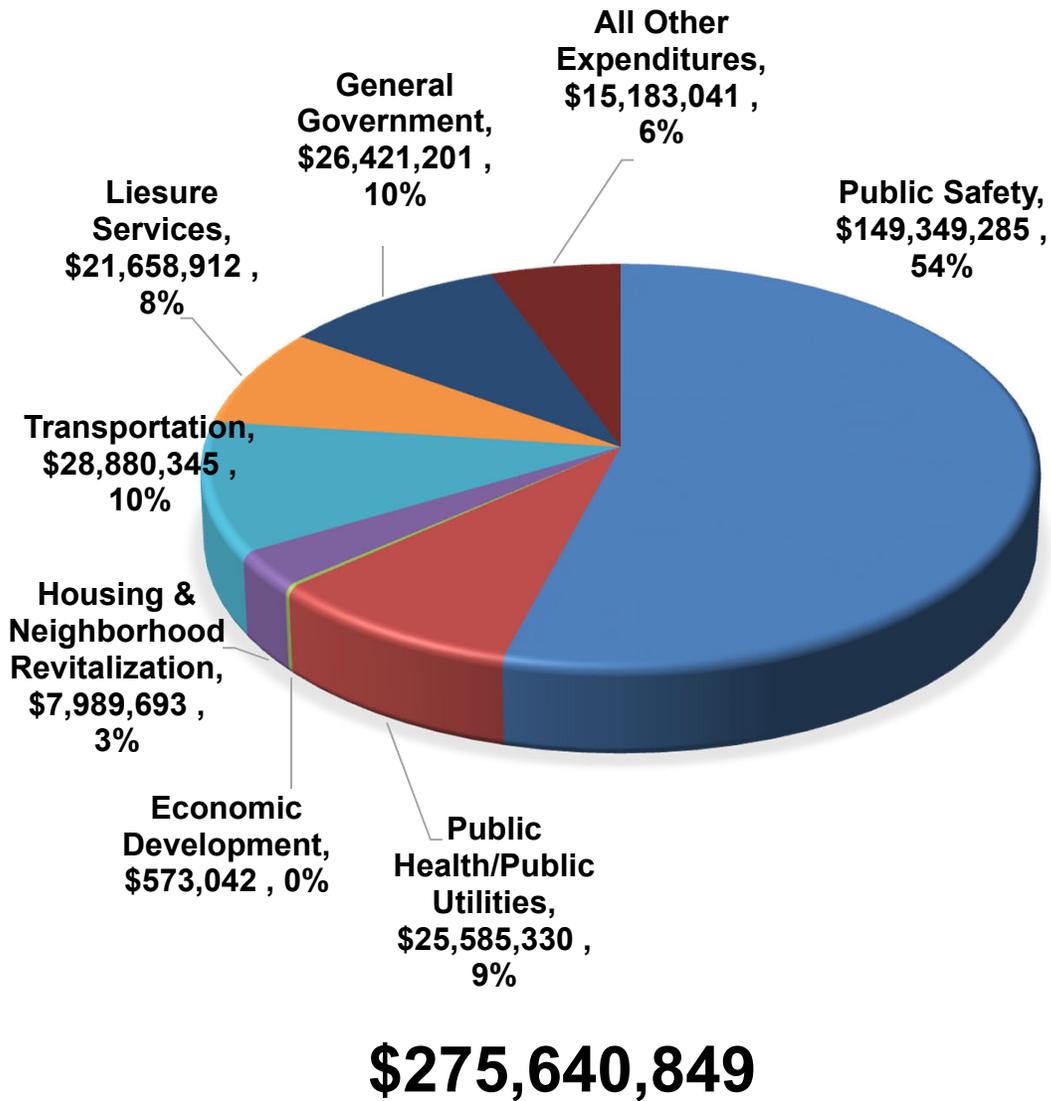
b Restores temporary one-time reductions from previous years. □

c Reinstates the branding program utilized in 2017 and 2018

d New funding the 2020 Census "Complete Count" effort and to match funding from the Little Rock Convention and Visitor's Bureau and Baptist Health for the Little Rock Tennis Open.

e Sufficient carry-over funds are available from prior year projects.

# CITY OF LITTLE ROCK 2020 OPERATING BUDGET BY SERVICE CATEGORY



**CITY OF LITTLE ROCK  
BUDGETED EXPENDITURES BY SERVICE CATEGORY  
2019 - 2020**

<u>Service/Program Category</u>	<u>2019 Budget</u>	<u>% to Total</u>	<u>2020 Budget</u>	<u>% to Total</u>
<b><u>Public Safety</u></b>				
Police	\$78,950,071		\$80,224,890	
Fire	51,049,501		51,928,192	
Children, Youth & Families	5,500,000		4,750,000	
Street Lights, Traffic Signals & Signs	5,511,318		5,262,980	
Pulaski County Regional Detention Facility (1)	1,726,000		2,479,760	
Little Rock District Court First Division	1,331,175		1,348,842	
Little Rock District Court Second Division	1,249,913		1,246,377	
Animal Services	1,289,313		1,304,114	
Community Programs	805,092		804,130	
<b>Total Public Safety</b>	<b>147,412,383</b>	<b>54.09%</b>	<b>149,349,285</b>	<b>54.18%</b>
<b><u>Public Health/Public Utilities</u></b>				
Waste Disposal	21,236,269		23,638,105	
Storm Drainage	1,045,613		1,093,075	
Little Rock District Court Third Division	554,856		537,099	
Cities of Service - Love Your School Program	252,790		155,790	
Pulaski County Health Department	56,100		56,100	
Wetlands Maintenance and Sustainability Summit	43,780		43,780	
Arkansas Emergency Physician Foundation	36,000		36,000	
Saint Vincent's	25,381		25,381	
<b>Total Public Health/Public Utilities</b>	<b>23,250,789</b>	<b>8.53%</b>	<b>25,585,330</b>	<b>9.28%</b>
<b><u>Economic Development/Employment</u></b>				
Residency Incentive Program	50,000		50,000	
Branding	0		150,000	
Downtown Partnership/Empowerment Zone	195,000		145,000	
Metroplan	218,042		228,042	
<b>Total Economic Development/Employment</b>	<b>463,042</b>	<b>0.17%</b>	<b>573,042</b>	<b>0.21%</b>
<b><u>Housing and Neighborhood Revitalization, Growth, and Development</u></b>				
Housing and Neighborhood Programs Admin.	3,422,694		3,473,245	
Planning & Development, PAGIS, and Grants	2,736,446		2,761,063	
Demolition, Weed Lot Maintenance, Board/Secure	766,732		766,732	
Alert Centers	837,311		605,675	
Neighborhood Resource Center	179,737		182,978	
Equity, Diversity, and Inclusion	0		150,000	
2020 Complete Count Census	0		50,000	
<b>Total Housing &amp; Neighborhood Revitalization, Growth</b>	<b>7,942,920</b>	<b>2.91%</b>	<b>7,989,693</b>	<b>2.90%</b>

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

**CITY OF LITTLE ROCK  
BUDGETED EXPENDITURES BY SERVICE CATEGORY  
2019 - 2020**

<u>Service/Program Category</u>	<u>2019 Budget</u>	<u>% to Total</u>	<u>2020 Budget</u>	<u>% to Total</u>
<b><u>Transportation Services</u></b>				
Streets	\$13,783,986		\$12,783,829	
Rock Region Metro (Central Arkansas Transit Authority)	9,398,757		10,195,734	
Parking Garages	2,091,606		2,168,420	
Vehicle Storage Facility	1,344,955		1,735,627	
Airport Rescue	1,241,169		1,372,716	
Parking Meters and Enforcement	607,241		624,019	
<b>Total Transportation Services</b>	<b>28,467,714</b>	<b>10.45%</b>	<b>28,880,345</b>	<b>10.48%</b>
<b><u>Leisure Services/Cultural Support/Conventions &amp; Tourism</u></b>				
Parks & Recreation	10,538,201		9,904,896	
Zoo	6,755,800		6,638,508	
Golf	2,141,314		1,532,166	
River Market	1,354,146		1,356,920	
Jim Dailey Fitness Aquatic Center	855,474		886,292	
Cultural Institutes and Commissions:				
Arts Center (2)	0		700,000	
Museum of Discovery	230,000		192,000	
MacArthur Military Museum	247,707		250,081	
Racial & Cultural Diversity	171,449		158,049	
Sister Cities Commission	40,000		40,000	
<b>Total Leisure Services/Cultural Support/Conventions</b>	<b>22,334,091</b>	<b>8.20%</b>	<b>21,658,912</b>	<b>7.86%</b>
<b><u>General Government Support</u></b>				
Debt Service - Short Term Notes	6,136,327		5,505,534	
General Administrative	6,283,890		6,022,365	
Information Technology	5,449,495		5,538,495	
Finance	3,460,042		3,588,285	
Building Services/Asset Management	1,560,735		1,949,107	
City Attorney	1,765,815		1,585,138	
Human Resources	1,881,017		1,893,866	
Board of Directors	337,500		338,411	
<b>Total General Government Support</b>	<b>26,874,821</b>	<b>9.86%</b>	<b>26,421,201</b>	<b>9.59%</b>
<b><u>All Other Expenditures</u></b>				
Fleet Services (Internal Service Fund)	15,769,298		15,183,041	
<b>Total Other Expenditures</b>	<b>15,769,298</b>	<b>5.79%</b>	<b>15,183,041</b>	<b>5.51%</b>
<b>Grand Total</b>	<b>\$272,515,058</b>	<b>100%</b>	<b>\$275,640,849</b>	<b>100%</b>

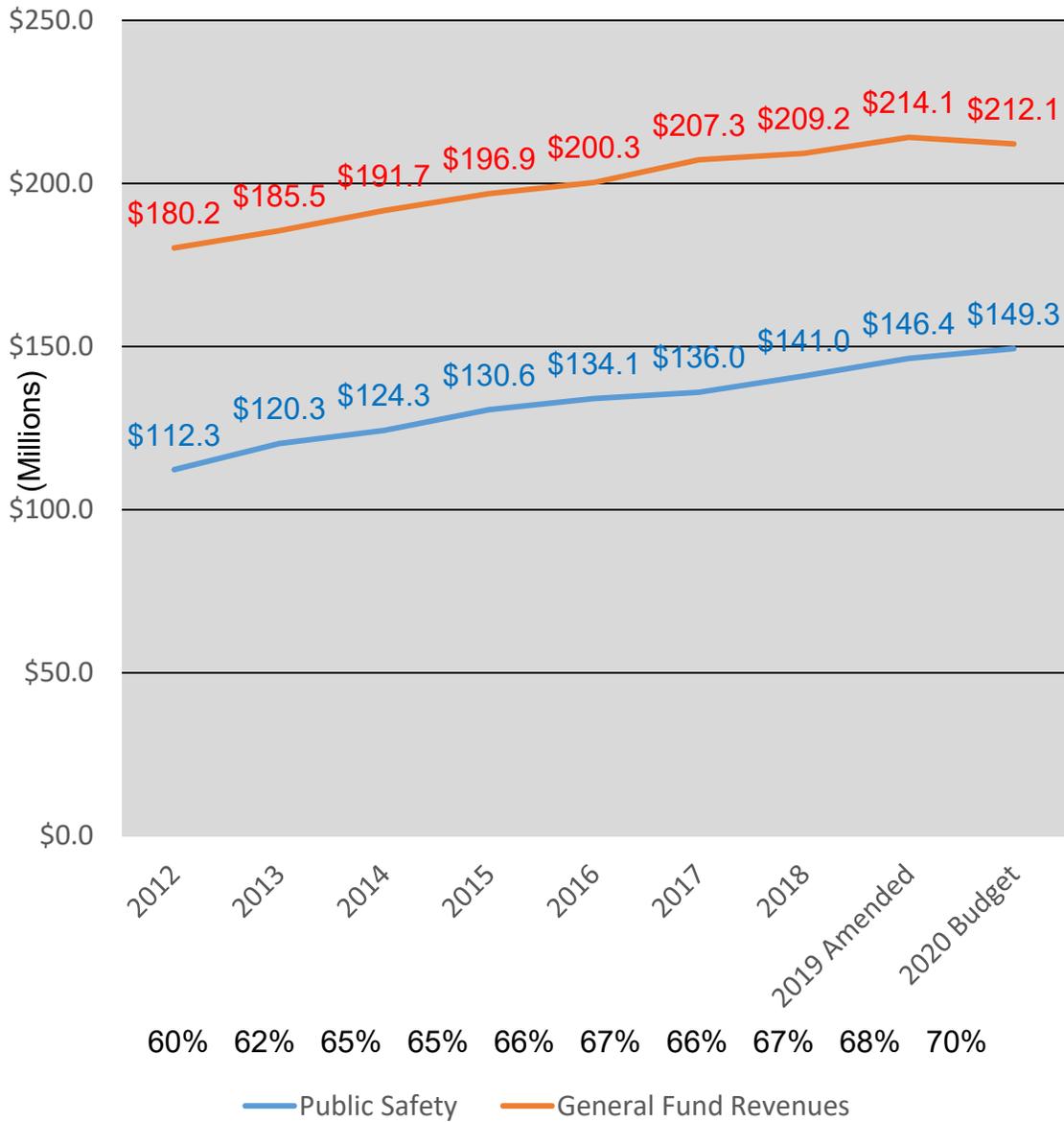
(2) Arts Center Support in the amount of \$350,000 for 2019 operations is provided by the accumulated proceeds of a 1% lodging tax collected in 2018.

## CITY OF LITTLE ROCK PUBLIC SAFETY EXPENDITURES IN COMPARISON TO GENERAL FUND REVENUES



	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2019 Amended</b>	<b>2020 Adopted</b>
Police	\$75,306,289	\$78,950,071	\$77,261,919	\$80,224,890
Fire	49,698,770	51,049,501	51,926,965	51,928,192
Children, Youth & Families	5,500,000	5,500,000	5,125,000	4,750,000
Street Lights, Traffic Signals & Signs	4,674,819	5,511,318	5,751,318	5,262,980
Pulaski County Regional Detention Facility	1,550,000	1,726,000	1,726,000	2,479,760
Little Rock District Court First Division	1,167,143	1,331,175	1,355,635	1,348,842
Little Rock District Court Second Division	1,210,211	1,249,913	1,319,842	1,246,377
Animal Services	1,031,144	1,289,313	1,124,371	1,304,114
Community Programs	852,475	805,092	771,579	804,130
<b>Public Safety Expenditures</b>	<b>\$140,990,851</b>	<b>\$147,412,383</b>	<b>\$146,362,629</b>	<b>\$149,349,285</b>
<b>General Fund Revenue</b>	<b>\$209,214,346</b>	<b>\$210,623,272</b>	<b>\$214,115,363</b>	<b>\$212,125,253</b>
<b>Percentage of General Fund Expenditures Devoted to Public Safety</b>	<b>67%</b>	<b>70%</b>	<b>68%</b>	<b>70%</b>

# CITY OF LITTLE ROCK PUBLIC SAFETY OPERATING EXPENDITURES AS A PERCENTAGE OF GENERAL FUND REVENUE 2011-2020



# Capital Improvements



## CAPITAL FUNDING

State law limits 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 in accordance with Amendment 62 to the Arkansas Constitution. Revenue bonds are not general obligations of the City, but are secured by specific non-tax revenues associated with a project. Revenue bonds, authorized under Amendment 65 of the Arkansas Constitution, do not require voter approval. In addition, Amendment 78 to the Arkansas Constitution allows the issuance of short-term notes for the acquisition of tangible personal property. Short-term notes must be repaid from the general revenues of the City over a period not to exceed five years.

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 residents 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 (2) years or greater. 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 or revenue bonds and are utilized for major capital improvements.

**2013 and 2018 Capital Improvement Bonds** – The citizens of Little Rock approved an annual ad valorem tax of 3.0 mills at a special election held on September 11, 2012 for the issuance of 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. In November 2018, the City issued the second series of Limited Tax General obligation Bonds for streets and drainage in the amount of \$43,475,000.

**2014 Tax Incremental Financing Capital Improvement Bonds** – Tax Incremental Financing Capital Improvement Bonds in the amount of \$2,615,000 were issued in April 2014. The bonds are special obligations of the City secured by and payable solely by a pledge of the incremental ad valorem tax receipts derived with respect to the real property within the City’s Redevelopment District No. 1. The bond proceeds were used to finance the cost of acquisition, construction and equipping of a major street system within Development District No. 1.

**2015 Library Construction and Improvement Bonds** – The Library Construction and Refunding Bonds, Series 2015 are limited obligations of the City of Little Rock payable solely from the collection of a 0.9 mill annual ad valorem tax, levied upon all taxable real and personal property located within the City, to fund the issuance of \$36,620,000 in bonds to (i) finance the cost of acquiring, constructing and equipping the land and additional capital improvements to the public City libraries owned and operated by Central Arkansas Library Systems; (ii) refund the City’s outstanding Library Construction and Improvement Bonds, Series 2008 and Series 2009, and the City of Little Rock Residential Housing and Public Facilities Board Capital Improvement Revenue Bonds, Series 2007; and (iii) pay the costs of issuing the Bonds.

**2017 Library Construction and Refunding Bonds** – On December 14, 2017, the City issued \$15,925,000 to refund the Library Construction and Refunding Bonds, series 2012 and pay the costs of issuing the Bonds. The Bonds are limited tax obligations of the City, payable solely from a 0.9 mill annual ad valorem tax levied upon all taxable real and personal property located within the City. The City began levying the Library tax at the rate of 0.9 mills for collection in 2013 and continuously thereafter to pay debt service on the Bonds. The Bonds refunded were approved by voters at the March 13, 2012, special election. The City currently levies a total of 1.8 mills for capital improvements to the public libraries, which includes the 0.9 mill dedicated to the 2015 Library Construction and Refunding Bonds noted above.

**2018 Hotel Gross Receipts Tax Bonds** – On December 13, 2018, the City issued the \$32,570,000 Hotel Gross Receipts Tax Bonds, Series 2018. The Bonds are not general obligations of the City, but are special obligations payable solely from collections of existing taxes levied by the City at an aggregate rate of 2% on the gross receipts derived and received from the renting, leasing or otherwise furnishing of hotel, motel, bed and breakfast or short-term condominium or apartment rental accommodations in the City. The issuance of the bonds and the pledging of collections of the tax for debt service were approved at a special election held February 8, 2016.

#### **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:

<b>3/8-Cent Sales Tax Capital Project Description</b>		<b>Project Cost Estimate</b>	<b>Year Completed</b>
<b>Public Safety:</b>			
<b>Police:</b>			
	Police Equipment	\$303,000	2018
	Public Safety Radio System Upgrade	9,000,000	2014
	911 / 311 Communications Software	2,600,000	2013-2018
	12 <sup>th</sup> Street Mid-Town Police Station	9,970,000	2014
	Main Police Headquarters & Courts Building	9,000,000	In process
	West Little Rock Police Station	1,000,000	2016
<b>Fire:</b>			
	West Little Rock Fire Station	800,000	2012
	Southwest Fire Station	4,050,000	2020
<b>Housing and Neighborhood Programs:</b>			
	Code Enforcement Vehicles and Equipment	397,000	2012
	Animal Village Expansion	602,000	In process
<b>Fleet for New Public Safety Initiatives:</b>			
	Fleet for new Police Staffing and Fire Stations	3,567,000	2012-2018
<b>Total Public Safety</b>		<b>\$41,289,000</b>	
<b>Public Works:</b>			
	Street Resurfacing and Maintenance, and Street and Drainage Reconstruction and Traffic Signals	\$67,500,000	In process
	Sidewalks	4,500,000	In process
<b>Total Public Works</b>		<b>\$72,000,000</b>	
<b>Jobs/Economic Development:</b>			
	Port Expansion: land acquisition, utilities, streets	\$10,000,000	In process
	Research Park: land acquisition, utilities, streets	22,000,000	In process

	Economic Development Infrastructure	6,000,000	In process
	<b>Total Jobs/Economic Development</b>	<b>\$38,000,000</b>	
<b>Parks and Recreation, Zoo and Tourism:</b>			
	<b>Parks and Recreation:</b>		
	Equipment for Expanded Maintenance	\$250,000	2013
	Park Upgrades	4,500,000	In process
	West Central Community Center	6,000,000	2016
	Senior Center	980,000	2013
	Ottenheimer Center	54,000	2012
	War Memorial Park	500,000	2013-2018
	MacAuthur Park & Museum	500,000	In process
	Otter Creek Park	500,000	In process
	Crump Park	1,000,000	In process
	Natural Steps Ball Complex	500,000	2015
	Western Hills Park	1,000,000	In process
	Trails	1,500,000	In process
	<b>Zoo:</b>		
	Capital Upgrades	8,000,000	In process
	<b>Tourism:</b>		
	State Fair Infrastructure	3,000,000	In process
	<b>Total Parks and Recreation, Zoo and Tourism</b>	<b>\$28,284,000</b>	
<b>Other Priorities:</b>			
	Fleet Replacement	\$9,250,000	In process
	Information Technology Capital	7,020,000	In process
	<b>Total Other Priorities</b>	<b>\$16,270,000</b>	
	<b>Grand Total</b>	<b>\$195,843,000</b>	

**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 from 2012 - 2016 in the amounts of \$18,850,000, \$7,700,000, \$5,916,000, \$5,910,000, and \$4,603,000 respectively, to accelerate the completion of projects funded by the 2012 – 2021 Capital Project Fund 3/8-cent sales tax. Proceeds of the 3/8-cent sales tax are utilized to fund principal payments on the notes, with transfers to the General Fund. Principal and interest payments on the notes are appropriated from General Fund revenues.

In addition, in 2016, 2017, and 2019, the City issued short-term financing notes for other capital projects in the amounts of \$7,375,000, \$5,250,000, and \$5,650,000, respectively. These notes are to be repaid solely from general fund revenues.

**The 2016 notes included funding for the following projects:**

**Land and Buildings**

Southwest Fire Station Construction	\$3,225,000
Cromwell Building	2,850,000
	<u>6,075,000</u>

**Equipment and Vehicles**

Self-Contained Breathing Apparatus - Fire Dept.	1,955,000
Planning Permitting Software	400,000
Information Technology	670,000
Fire - Vehicles and Equipment	1,378,000
Fleet - Vehicles and Equipment	1,500,000
	<u>5,903,000</u>
	<u><u>\$11,978,000</u></u>

**The 2017 note included funding for the following projects:**

**Equipment and Vehicles**

Phase I CAD System Upgrade	\$1,300,000
Sixty Police Vehicles	3,000,000
Lawson ERP System Application Add-Ons	800,000
Socrata Performance Measurement Dashboard	150,000
	<u>\$5,250,000</u>

The 2019 note included funding for the following projects:

**Equipment, Vehicles, and Building Improvements**

Computer Aided Dispatch System (Phase II)	\$2,900,000
Fire - Turnout (75 sets)	200,000
Mobile Radios (Police and Fire)	1,600,000
Refurbish Fire Ladder Truck	650,000
Fire - Station 12 Renovations (add 4 bedrooms)	300,000
	<b><u>\$5,650,000</u></b>

**2020 CAPITAL IMPROVEMENTS**

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 may 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 \$46,605,172 are planned in 2020 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
<b>Housing &amp; Neighborhood Programs</b>				
Vehicle Lease - 2020	3	\$ 16,567	6 - 8yrs	3/8 & 5/8 Sales Tax Proceeds and Wreck and Insurance fund
<b>Information Technology</b>				
Vehicle Lease - 2020	1	4,733	6 - 8yrs	3/8 & 5/8 Sales Tax Proceeds and Wreck and Insurance fund
<b>Parks</b>				
Vehicles	1	165,000	10-12yrs	3/8 & 5/8 Sales Tax Proceeds and Wreck and Insurance fund
Vehicle Lease - 2020	7	38,896	6 - 8yrs	3/8 & 5/8 Sales Tax Proceeds and Wreck and Insurance fund
<b>Fleet</b>				
Vehicles	1	5,762	6 - 8yrs	3/8 & 5/8 Sales Tax Proceeds and Wreck and Insurance fund
<b>Fire</b>				
Vehicles	2	945,000	15-25yrs	3/8 & 5/8 Sales Tax Proceeds and Wreck and Insurance fund
Vehicle Lease - 2020	3	17,081	6 - 8yrs	3/8 & 5/8 Sales Tax Proceeds and Wreck and Insurance fund
<b>Police</b>				
Vehicles	2	58,000	6 - 8yrs	3/8 & 5/8 Sales Tax Proceeds and Wreck and Insurance fund
Vehicle Lease - 2020	50	360,150	6 - 8yrs	3/8 & 5/8 Sales Tax Proceeds and Wreck and Insurance fund
		\$ 1,611,190		

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

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

**Police Department Headquarters** – In November 2017, the City acquired 615 West Markham Street (also known as the McFadden Building) in order to construct a new headquarters. The department selected a construction manager and architect through the procurement process.

- **Estimated Total Project Cost:** \$7,000,000 - \$8,000,000
- **Funding Sources:** 3/8-cent sales tax proceeds
- **2020 Estimated Expenditures:** \$6,500,000
- **Estimated Completion Date:** December 2020
- **Estimated Increase to Operating Expenditures:** The current Police headquarters building will be demolished. Operating expenses in the current budget for the Police headquarters will be transferred to cover operations of the new facility. No additional staffing or operating expenditure increase is anticipated.

**Portable Radios (APX 6000)** – The police department purchased 175 radios in 2020. The department still needs to purchase between 350 to 425 new radios to replace existing radios that can no longer be serviced due to obsolescence. The department anticipates purchasing radios in phases.

- **Estimated Total Project Cost:** \$2,888,000
- **Funding Sources:** Short-term financing allocation; Seized funds
- **2020 Estimated Expenditures:** \$850,000
- **Estimated Completion Date:** 2021
- **Estimated Increase to Operating Expenditures:** None

**Computer Aided Dispatch System (CAD) Upgrade Phase II** – The City is contracting with Motorola for the purchase, installation and deployment of the PremierOne CAD and PremierOne Mobile System.

- **Estimated Total Project Cost:** \$4,786,244 (includes five (5) years of maintenance)
- **Funding Sources:** Short-term financing (2019), Seized funds
- **2020 Estimated Expenditures:** \$4,122,695
- **Estimated Completion Date:** June, 2020
- **Estimated Increase to Operating Expenditures:** Ongoing maintenance expenditures to be determined. First five years of maintenance is included in the purchase prices as noted above.

**National Integrated Ballistic Information Network (NIBIN)** – The City will purchase a NIBIN system which automates ballistics evaluations and provides actionable investigative leads in a timely manner.

- **Estimated Total Project Cost:** \$372,443 (includes one (1) year of warranty)
- **Funding Source:** US Department of Justice, Bureau of Justice Assistance Crime Gun Intelligence Center grant.
- **2020 Estimated Expenditures:** \$372,443
- **Estimated Completion Date:** July, 2020
- **Estimated Increase to Operating Expenditures:** Ongoing maintenance expenditures to be determined.

**Southwest Little Rock Fire Station #24** – The Little Rock Fire Department is constructing a new fire station in Southwest Little Rock, which is funded with proceeds of the 3/8-cent sales tax, accelerated with short-term financing notes. The City completed the purchase of land for the new station in 2014 and began architectural plans. Construction of the station began in 2019 and is scheduled to open in March, 2020.

- **Estimated Total Project Cost:** \$4,351,220
- **Funding Sources:** Short-term financing allocation; 3/8-cent sales tax proceeds
- **2020 Estimated Expenditures:** \$488,677
- **Estimated Completion Date:** March, 2020
- **Estimated Increase to Operating Expenditures:** Twenty-four (24) new firefighters will be added to staff the new station. The firefighters will be phased in with an initial staffing of twelve (12) at an estimated first year cost of approximately \$920,000. In addition, increased operating expenses of approximately \$120,000 are projected for utilities and supplies, which is included in the Fire Department 2020 operating budget allocation.

**Renovation Little Rock Fire Station #12** – The renovation will add four (4) bedrooms and one (1) female bathroom.

- **Estimated Total Project Cost:** \$300,000
- **Funding Sources:** Short-term financing (2019 note)
- **2020 Estimated Expenditures:** \$300,000
- **Estimated Completion Date:** December 2020
- **Estimated Increase to Operating Expenditures:** There should not be any additional operating expenses associated with this renovation, as the anticipated maintenance expense is expected to be comparable to the current maintenance requirements already included in the 2020 operating budget.

**Point of Sale (POS)** – The Zoo is upgrading its point of sale system to replace the current system that is no longer supported by Microsoft Retail and is not PCI compliant. The Point of Sale system for admissions will be completed in January 2020 and installation and upgrades for Café Africa will be completed in spring 2020.

- **Estimated Total Project Cost:** \$100,000
- **Funding Sources:** 3/8-cent sales tax and Zoo operating budget

- **2020 Estimated Expenditures:** \$15,000
- **Estimated Completion Date:** Spring 2020
- **Estimated Increase to Operating Expenditures:** Funds in the amount of \$3,500 are included in the 2020 operating budget for annual software maintenance.

**Education Conservation Center Phase I** – The Zoo is renovating the current education building into a themed Citizen Science Center to educate children of all ages.

- **Estimated Total Project Cost:** \$150,000
- **Funding Sources:** \$150,000 will be funded with donations from the Arkansas Zoological Foundation.
- **2020 Estimated Expenditures:** \$50,000
- **Estimated Completion Date:** Summer 2020
- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**Zoo Trails Projects** – The Zoo is replacing and improving the current sidewalks in the Zoo for an overall better guest experience.

- **Estimated Total Project Cost:** \$796,000
- **Funding Sources:** \$384,000 will be funded from the Arkansas Transportation Department, Transportation Alternative Program Grant. \$96,000 will be funded from the City's grant matching funds, and \$316,000 from the zoo operating budget for engineering fees.
- **2020 Estimated Expenditures:** \$796,000
- **Estimated Completion Date:** Summer 2020
- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**Education Classrooms Project** – The Zoo is building out a third modular education classroom to host Zoofari programs, afterschool programs, and Zoo events.

- **Estimated Total Project Cost:** \$25,000
- **Funding Sources:** This project is being developed with funding from the 3/8 cent sales tax and a sponsorship from the McLarty Auto Group
- **2020 Estimated Expenditures:** \$25,000
- **Estimated Completion Date:** Summer 2020
- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**Blue & You Nature Playground** – The Zoo is developing a nature playground to improve children's physical, emotional and psychological well-being.

- **Estimated Total Project Cost:** \$143,500

- **Funding Sources:** This project is funded via a grant from the Blue & You Foundation for a Healthier Arkansas
- **2020 Estimated Expenditures:** \$130,000
- **Estimated Completion Date:** Spring 2020
- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**Colobus/Serval Exhibit** – The Zoo is building a new exhibit for the Colobus monkey and Serval cat, including expanded viewing areas.

- **Estimated Total Project Cost:** \$1,270,000
- **Funding Sources:** 3/8 cent sales tax
- **2020 Estimated Expenditures:** \$95,167
- **Estimated Completion Date:** Spring 2020
- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**Fencing** – The Zoo is installing new fencing throughout the zoo to improve safety and guest experience.

- **Estimated Total Project Cost:** \$150,000
- **Funding Sources:** 3/8 cent sales tax
- **2020 Estimated Expenditures:** \$150,000
- **Estimated Completion Date:** Spring 2020
- **Estimated Increase to Operating Expenditures** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**PA System** – The Zoo is installing a new public address system.

- **Estimated Total Project Cost:** \$45,000
- **Funding Sources:** 3/8 cent sales tax
- **2020 Estimated Expenditures:** \$45,000
- **Estimated Completion Date:** Fall 2020
- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**Train Upgrade** – The Zoo is planning to upgrade to an electric train engine and conduct upgrades of the train depot for ADA improvements.

- **Estimated Total Project Cost:** \$150,000
- **Funding Sources:** Funds will be raised by the Arkansas Zoological Foundation, with the remainder supported with funds from the 3/8 cent sales tax
- **2020 Estimated Expenditures:** \$100,000
- **Estimated Completion Date:** Spring 2021

- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**SCA Demolition and Replacement** – The Zoo is demolishing old and outdated exhibits in the Small Carnivores Area (SCA), and replacing with areas to hold interactive animal demonstrations and encounter opportunities at the Arkansas Heritage Farm.

- **Estimated Total Project Cost:** \$200,000
- **Funding Sources:** 3/8 cent sales tax
- **2020 Estimated Expenditures:** \$200,000
- **Estimated Completion Date:** Fall 2020
- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**Hay Barn** – The Zoo is constructing a hay barn to improve storage, preservation, and accessibility for animal feed.

- **Estimated Total Project Cost:** \$100,000
- **Funding Sources:** 3/8 cent sales tax
- **2020 Estimated Expenditures:** \$100,000
- **Estimated Completion Date:** Fall 2020
- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**Bear Moat** – The Zoo is enhancing the moat at the sloth bear habitat to promote animal wellbeing and improve viewing opportunities.

- **Estimated Total Project Cost:** \$104,000
- **Funding Sources:** 3/8 cent sales tax
- **2020 Estimated Expenditures:** \$104,000
- **Estimated Completion Date:** Winter 2020
- **Estimated Increase to Operating Expenditures:** Funds for routine maintenance of all Zoo facilities in the amount of \$453,757 are included in the 2020 Zoo operating budget.

**Crump Park Improvements** – Additions are intended to improve the amenities overall at the park and include some new features. The splash pad will be a new addition to the park and will provide a summer water experience for all ages. The existing walking path track will be enhanced with outdoor workout equipment along the track as an inclusion to the fitness experience for youth and seniors.

- **Estimated Total Project Cost:** \$1,000,000
- **Funding Sources:** 3/8-cent sales tax proceeds
- **2020 Estimated Expenditures:** \$500,000
- **Estimated Completion Date:** December 2020

- **Estimated Increase to Operating Expenditures:** Increased operating expenses for the splash pad, ball field and football field with associated support utilities and maintenance of these features are anticipated to be approximately \$27,000 annually.

**MacArthur Park Bike Polo & Futsal Court** – The new bike polo court is intended to be sized to accommodate a futsal court (has soccer similarities). When complete the site will offer two courts for the growing bike polo and futsal experience. The courts and bleacher areas are lighted, the plaza area will allow for impromptu and seasonal activities. ADA parking is maintained and walkways to other park features.

- **Estimated Total Project Cost:** \$110,000
- **Funding Sources:** 3/8-cent sales tax proceeds
- **2020 Estimated Expenditures:** \$110,000
- **Estimated Completion Date:** July 2020
- **Estimated Increase to Operating Expenditures:** Increased operating expenses from utilities and maintenance of the facility are anticipated to be \$1,600 annually.

**Kanis Pickle Ball Courts** – Convert existing tennis courts with new surfacing and striping for six pickle ball courts.

- **Estimated Total Project Cost:** \$100,000
- **Funding Sources:** 3/8-cent sales tax proceeds
- **2020 Estimated Expenditures:** \$100,000
- **Estimated Completion Date:** March 2020
- **Estimated Increase to Operating Expenditures:** Maintenance expenses will be absorbed within the current Parks Department maintenance budget allocation of \$726,455.

**Allsopp Park Trail** – Trail will link Allsopp Promenade to existing trail near ball field.

- **Estimated Total Project Cost:** \$200,000
- **Funding Sources:** 3/8-cent sales tax proceeds and Transportation Assistance Program
- **2020 Estimated Expenditures:** \$200,000
- **Estimated Completion Date:** July 2020
- **Estimated Increase to Operating Expenditures:** Maintenance expenses will be absorbed within the current Parks Department maintenance budget allocation of \$726,455.

**Boyle Park Mountain Bike Trails and Skills Park** – Develop over two miles of mountain bike trails and a skills park.

- **Estimated Total Project Cost:** \$240,000
- **Funding Sources:** 3/8-cent sales tax proceeds and Recreational Trails Grant Program

- **2020 Estimated Expenditures:** \$240,000
- **Estimated Completion Date:** July 2020
- **Estimated Increase to Operating Expenditures:** Maintenance expenses will be absorbed within the current Parks Department maintenance budget allocation of \$726,455.

**Murray Park Play Area** – Install of new accessible playground at Murry Park, near the pavilion and sand volleyball courts.

- **Estimated Total Project Cost:** \$200,000
- **Funding Sources:** 3/8-cent sales tax proceeds and grant funds from the Blue and You Foundation
- **2020 Estimated Expenditures:** \$200,000
- **Estimated Completion Date:** July 2020
- **Estimated Increase to Operating Expenditures:** Maintenance expenses will be absorbed within the current Parks Department maintenance budget allocation of \$726,455.

**Western Hills Park Improvements** – Project to include play area with some component items and shade structure along with pavilions and multiple fishing piers. Parking lot improvements as well as 2-3 miles of paved trails are also part of the project.

- **Estimated Total Project Cost:** \$1,600,000
- **Funding Sources:** 3/8-cent sales tax proceeds and \$750,000 Legacy Grant
- **2020 Estimated Expenditures:** \$800,000
- **Estimated Completion Date:** June 2021
- **Estimated Increase to Operating Expenditures:** Maintenance expenses will be absorbed within the current Parks Department maintenance budget allocation of \$726,455.

**Information Technology** – The City will be upgrading various technology infrastructure, hardware and software over the ten (10) year period from 2012-2021 with proceeds from the temporary 3/8-cent sales tax. The total estimated allocation of proceeds for technology expenditures is \$7,020,000.

- **Estimated Total Project Cost:** \$7,020,000
- **Funding Sources:** 3/8-cent sales tax proceeds
- **2020 Estimated Expenditures:** \$900,000
- **Estimated Completion Date:** December 2021
- **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 2020 allocation is \$1.6 million.

**Geyer Springs Railroad Overpass** – The City of Little Rock received a grant from Metroplan and the Arkansas Highway and Transportation Department for funding

to construct a long-planned street railroad on Geyer Springs just north of 65<sup>th</sup> Street.

- **Estimated Total Project Cost:** \$12,600,000
- **Funding Sources:** Transportation Improvement Project Funds \$10,100,000; 2013 Capital Improvement Bond Funds \$2,530,000.
- **2020 Estimated Expenditures:** \$5,000,000
- **Estimated Completion Date:** July 2020
- **Estimated Increase to Operating Expenditures:** Maintenance will be performed with current annual public works allocations for street maintenance in the Street Fund budget. The 2020 budget allocation is \$500,000.

**Chicot Road** – The Board has authorized a project to widen and improve Chicot Road from Mabelvale Cutoff to Yarberry Lane. The project includes additional travel lanes, new storm sewers with curb and gutter, and new sidewalks.

- **Estimated Total Project Cost:** \$2,600,000
- **Funding Sources:** 2018 Capital Improvements Bonds and the 3/8 Cent Capital Improvements Sales and Compensating Use Tax for Streets and Drainage.
- **2020 Estimated Expenditures:** \$1,300,000
- **Completion Date:** July 2021
- **Estimated Increase to Operating Expenditures:** Maintenance will be performed with current annual public works allocations for street maintenance of \$500,000 in the Street Fund budget.

**Kanis Road** – The Board has authorized a project to widen and improve Kanis Road from Shackelford Road to Gamble Road. The project includes additional travel lanes, new storm sewers with curb and gutter, and new sidewalks. The project includes four separate construction contracts.

- **Estimated Total Project Cost:** \$13,000,000
- **Funding Sources:** 2013 and 2018 Capital Improvements Bonds and the 3/8 Cent Capital Improvements Sales and Compensating Use Tax for Streets and Drainage.
- **2020 Estimated Expenditures:** \$5,000,000
- **Completion Date:** June 2021
- **Estimated Increase to Operating Expenditures:** Maintenance will be performed with current annual public works allocations for street maintenance of \$500,000 in the Street Fund budget.

**Geyer Springs Road** – The Board has authorized a project to widen and improve Geyer Spring Road from the new railroad overpass now under construction to 56<sup>th</sup> Street. The project includes additional travel lanes, new storm sewers with curb and gutter, and new sidewalks.

- **Estimated Total Project Cost:** \$1,500,000
- **Funding Sources:** 2018 Capital Improvements Bonds and the 3/8 Cent

Capital Improvements Sales and Compensating Use Tax for Streets and Drainage.

- **2020 Estimated Expenditures:** \$500,000
- **Completion Date:** December 2021
- **Estimated Increase to Operating Expenditures:** Maintenance will be performed with current annual public works allocations for street maintenance of \$500,000 in the Street Fund budget.

**North Rodney Parham Road** – The Board has authorized a project to widen and improve North Rodney Parham from Hinson Road to Pleasant Forest Drive. The project includes additional travel lanes, new storm sewers with curb and gutter, and new sidewalks.

- **Estimated Total Project Cost:** \$6,000,000
- **Funding Sources:** 2018 Capital Improvements Bonds and the 3/8 Cent Capital Improvements Sales and Compensating Use Tax for Streets and Drainage.
- **2020 Estimated Expenditures:** \$500,000
- **Completion Date:** December 2021
- **Estimated Increase to Operating Expenditures:** Maintenance will be performed with current annual public works allocations for street maintenance of \$500,000 in the Street Fund budget.

**Valentine, 4<sup>th</sup> and Plateau Street Drainage** – The Board has authorized a project to make major drainage capacity improvements in flood-prone areas along Plateau Ditch (Rose Creek) area. The project includes new box culvert and ditch improvements.

- **Estimated Total Project Cost:** \$2,600,000
- **Funding Sources:** 2018 Capital Improvements Bonds and the 3/8 Cent Capital Improvements Sales and Compensating Use Tax for Streets and Drainage.
- **2020 Estimated Expenditures:** \$500,000
- **Completion Date:** December 2021
- **Estimated Increase to Operating Expenditures:** Maintenance will be performed with current annual public works allocations for street maintenance of \$500,000 in the Street Fund budget.

**Swaggerty Branch Culvert Rehabilitation** – The Board has authorized a project to rehabilitate a major drainage culvert system way south of Roosevelt Road. The project includes new culvert section and existing culvert rehabilitation.

- **Estimated Total Project Cost:** \$2,000,000
- **Funding Sources:** 2018 Capital Improvements Bonds and the 3/8 Cent Capital Improvements Sales and Compensating Use Tax for Streets and Drainage.
- **2020 Estimated Expenditures:** \$900,000
- **Completion Date:** December 2021

- **Estimated Increase to Operating Expenditures:** Maintenance will be performed with current annual public works allocations for street maintenance of \$500,000 in the Street Fund budget.

**Federal Lands Access Program (FLAP)** –The City of Little Rock will receive a grant from the United States Department of Transportation, Federal Highway Administration to fund Phase 1 of a Central High Corridor. The Corridor will be an off-street bike/pedestrian trail from the Medical Mile of the Arkansas River Trail to the Central High School National Historic Site. Phase 1 will stabilize riverbank of the Arkansas River Trail Loop’s unusable Medical Mile (\$1.7M) and construct a ramp (\$331K) to the new bridge Union Pacific Railroad. This trail will eventually link to Central High School and to the Southwest Trail.

- **Estimated Total Project Cost:** \$2,082,455
- **Funding Sources:** \$1,639,565, from the DOT grant, remainder from Public Works Street Fund Special Projects
- **2020 Estimated Expenditures:** \$800,000
- **Estimated Completion Date:** December 2021
- **Estimated Increase to Operating Expenditures:** Maintenance expenses will be absorbed within the current Parks Department maintenance budget allocation of \$726,455.

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

The 3/8-cent sales provides funding for approximately \$72,000,000 in street resurfacing and maintenance, street drainage reconstruction, traffic signals, traffic calming, and sidewalks over the ten (10) year period from 2012-2021. The Board specified projects for the 2013-2015 improvement program are substantially complete with only two (2) remaining in construction. Ninety-seven percent (97%) of the 2016 to 2018 are either completed or under construction with one project remaining to bid in 2020. Forty-two percent (42%) of the 2019-2021 projects are in the bidding and construction phase.

- **Estimated Total Project Cost:** \$72,000,000
- **Funding Sources:** 3/8-cent sales tax
- **2020 Estimated Expenditures:** \$4,000,000
- **Estimated Completion Date:** December 2022
- **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 2018 Capital Improvement Bond Street Resurfacing, Street and Drainage Projects –** Following a series of community meetings, the Board approved \$47,000,000 in projects to be completed for street resurfacing, street and drainage reconstruction projects, traffic signals, traffic calming, and sidewalks.

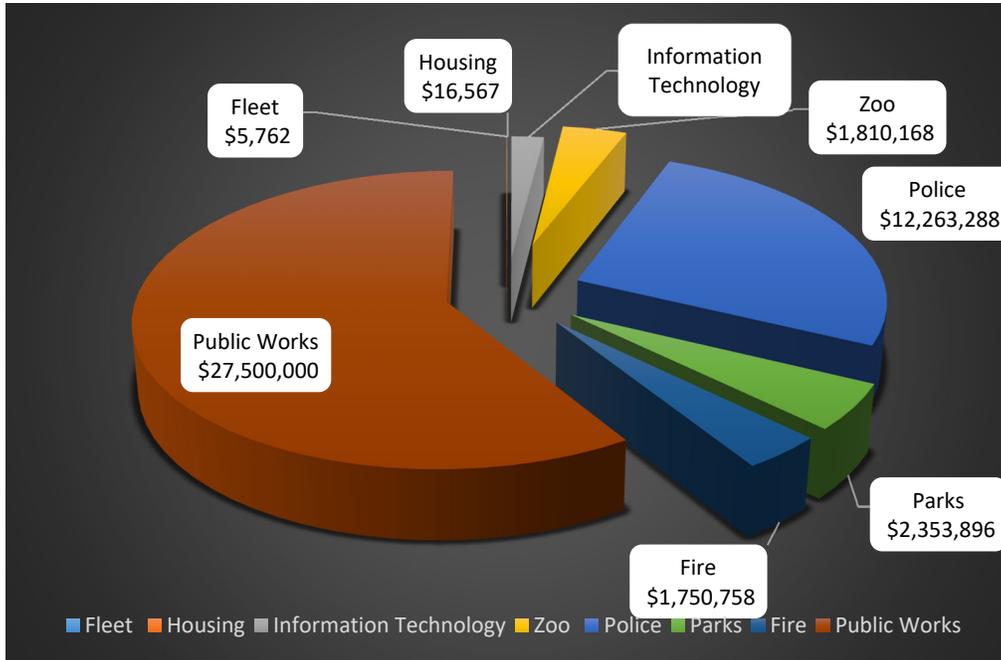
- **Estimated Total Project Cost:** \$47,000,000
- **Funding Sources:** 2018 Capital Improvement Bond Issue
- **2020 Estimated Expenditures:** \$9,000,000

- **Estimated Completion Date:** December 2022
- **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.

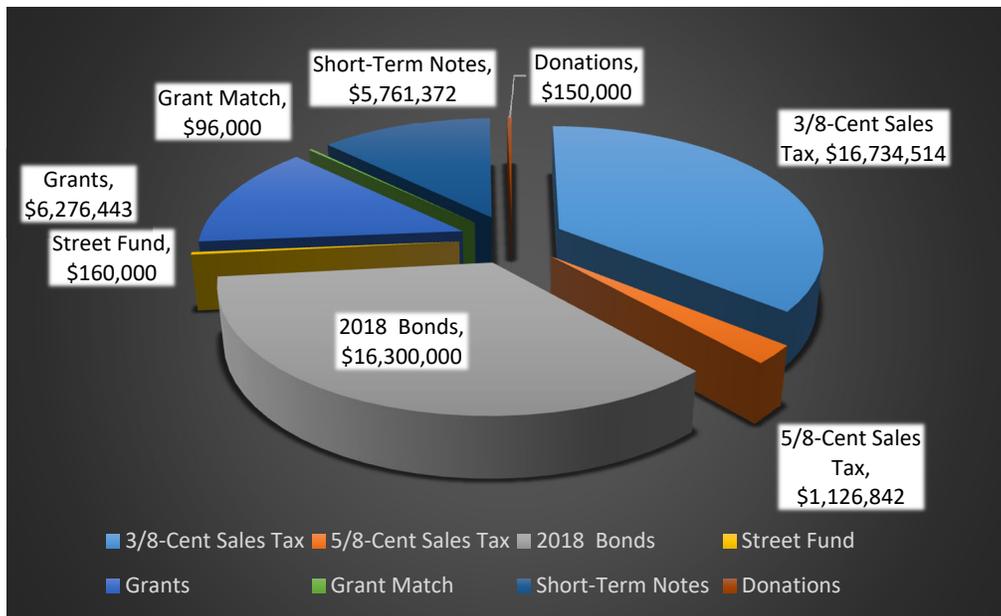
Public Works 3/8 Cent Sales Tax & 2018 Capital Improvement Bonds		
Street and Drainage Projects (2019-2021 Projects)		
Ward	Project/Location	Total
1	13th Street Culvert @ 2400 Block	\$ 250,000
1	Howard & 22nd Storm Drain Replacement (Dennison - Howard)	200,000
1	Swaggerty Branch Culvert Rehabilitation (Roosevelt Road - 31st Street)	2,000,000
1	6th Street Drainage (Collins Street - McLean Street)	200,000
1	Wright Avenue Streetscape (Summit Street - Wolfe Street)	500,000
1	Boulevard Street Reconstruction (Charles Bussey Boulevard - 22nd Street)	525,000
1	Midtown Neighborhood Street Reconstruction (Abigail from 26th - 27th, and 27th from Abigail - Elm)	750,000
1	13th Street Railroad Overpass Rehabilitation	250,000
1	Valentine Street Reconstruction (8th Street - 12th Street)	1,000,000
1	Marshall Street Sidewalk (Roosevelt South to End)	125,000
1	Dr. Martin Luther King, Jr Drive Drainage (19th Street - 24th Street)	400,000
1	Resurfacing	1,550,000
1	Sidewalks	650,000
<b>1 Total</b>		<b>8,400,000</b>
2	Grant Street @ Buchanan Street Drainage	100,000
2	Senate Drive Ditch	600,000
2	Loetscher Lane Drainage (Loetscher - Sunset)	200,000
2	Madison Street Reconstruction (10th Street - 12th Street)	390,000
2	Maryland Avenue Reconstruction (Abigail Street - Lewis Street)	350,000
2	10th Street Reconstruction (Washington Street - Madison Street)	800,000
2	Oak Grove Lane Sidewalks (Fairfield Drive - Valley Drive)	260,000
2	Geyer Springs Road Reconstruction (Hutsell Road - 56th Street)	1,500,000
2	Dailey Drive Sidewalk & Street Improvements	140,000
2	19th Street Reconstruction (University Avenue - South Grant Street)	200,000
2	Resurfacing	2,000,000
2	Sidewalks	160,000
<b>2 Total</b>		<b>6,700,000</b>
3	Valentine Street Drainage (Markham Street - 4th Street)	600,000
3	West 4th Street Drainage & Street (Valentine Street - Martin Street)	2,000,000
3	Fillmore Street Drainage & Street (Y Street - Z Street)	850,000
3	Briarwood Area Drainage (North from Sun Valley)	1,000,000
3	B Street Reconstruction (Polk Street - Tyler Street)	250,000
3	Polk Street Reconstruction (H Street - G Street)	300,000
3	Barton Street Drainage (Dennison Street - 3rd Street)	400,000
3	Stonewall & Country Club Drainage (Van Buren Street - North Spruce Street)	150,000
3	Shannon Drive Reconstruction (Broadview Drive - Pine Manor Drive)	300,000
3	Lookout Road Sidewalks (Ash Street - Allsopp Park Drive)	150,000
3	Resurfacing	1,750,000
3	Sidewalks	250,000
<b>3 Total</b>		<b>8,000,000</b>
4	Longlea Drive Culvert Replacement (South of El Dorado Drive)	100,000
4	Leatrice Drive Drainage @ East Shore Drive	500,000
4	Breckenridge Drive Culvert Replacement @ Grassy Flat Creek	250,000
4	Harris Street Construction (South of Cantrell Road)	150,000
4	North Rodney Parham Road Reconstruction (Hinson Road - Pleasant Forest Drive)	6,000,000
4	Pleasant Valley Drive Sidewalk (Breckenridge Drive - West of I-430)	100,000
4	Reservoir Road (Reservoir Court - Beacon Hill Apartment)	600,000
4	Resurfacing	2,000,000
<b>4 Total</b>		<b>9,700,000</b>

Public Works 3/8 Cent Sales Tax & 2018 Capital Improvement Bonds		
Street and Drainage Projects (2019-2021 Projects)		
Ward	Project/Location	Total
5	Madison Valley Drainage (West of Madison Valley Subdivision)	200,000
5	Kanis Road (Point West Drive - Gamble Road)	2,000,000
5	Bella Rosa Drive Reconstruction (Taylor Loop Road North to the Bridge)	800,000
5	Chenal Parkway Intersection (Chenal, Bowman, West Haven, Rahling)	350,000
5	Gamble Road (Markham Street - Stacy Lane)	300,000
5	Katillus Road/Forest Lane Reconstruction (Cantrell along Katillus & Forest Lane)	300,000
5	Chenal Parkway Subsurface Drainage @ various locations	150,000
5	Rummel Road Reconstruction (Countryside Cove - Mooser Lane)	350,000
5	Resurfacing	2,150,000
5	Sidewalks	300,000
<b>5 Total</b>		<b>6,900,000</b>
6	Kanis Road (Embassy Suites Drive - Bowman Road)	2,000,000
6	Bowman Road from Kanis to Cherry Laurel Drive (Design & Right of Way Acquisition)	2,000,000
6	Bellemeade Drive Reconstruction (30th Street - 32nd Street)	320,000
6	Kanis Road (Business Park Drive - Michael Drive)	700,000
6	Walker Street Reconstruction (26th Street - 28th Street)	450,000
6	Barrow Road Streetscape Phase 2	450,000
6	Spring Valley Drainage @ Cooper Orbit & Manor Drive	100,000
6	22nd Street Drainage @ 22nd Street & Perry Street	40,000
6	Resurfacing	1,740,000
<b>6 Total</b>		<b>7,800,000</b>
7	Claybrook Road Drainage (Courtfield Drive - Churchhill Road)	150,000
7	Yorkwood Area Floodway Improvements	400,000
7	Mabelvale Pike (Sibley Hole Road - Helm Drive)	1,500,000
7	Crystal Valley Road (Cobblestone Creek Court - Redleaf Circle)	400,000
7	Eastwood Street Reconstruction (Brandon Street - Vinewood Lane)	525,000
7	Yarberry Lane Reconstruction (Deer Meadow Drive - Springtree Drive)	250,000
7	Chicot Road (Mabelvale Cutoff Road - Yarberry Lane)	2,600,000
7	Janmar Road Drainage along Sheraton Drive (Southmont Drive - Lamont Drive)	400,000
7	Pecan Lake Subdivision Drainage @ various locations	250,000
7	Resurfacing	1,900,000
7	Sidewalks	125,000
<b>7 Total</b>		<b>8,500,000</b>
<b>Grand Total</b>		<b>\$ 56,000,000</b>

## 2020 City of Little Rock Capital Funding Uses



## 2020 City of Little Rock Capital Funding Sources



# Debt Management



## DEBT MANAGEMENT

### General Obligation Debt:

The City of Little Rock is authorized to issue General Obligation (G.O.) 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 of debt secured by property tax revenues shall not exceed 20% of the City's assessed valuation. The City of Little Rock's G.O. debt falls well below this statutory requirement. As of 12/31/19, the net debt applicable to the debt limitation is \$77,017,563. The legal debt margin allows the City flexibility to issue additional debt in the amount of \$1,082,386,369.

Generally, the City has experienced very stable growth in the assessed valuation. The City's net general obligation long-term debt per capita is \$397.97, which is well below the \$1,200 per capita that could be considered a warning trend. This has contributed to the City's favorable General Obligation debt ratings. The City's G.O. debt is rated AA by Standard & Poor's and Aa1 by Moody's Investors Service. These ratings indicate that the bonds are of high quality and that the City has a strong capacity to pay principal and interest.

#### City of Little Rock, Arkansas Computation of Legal Debt Margin December 31, 2019

	Amount
2019 Assessed Value (2019 assessment to be collected in 2020)	
Real Property	\$3,490,036,709
TIF - Real Estate	34,757,332
Personal Property	867,123,910
Utility: Personal Property	245,697,775
Total assessed value	4,637,615,726
General obligation debt limitation (20% of assessed value)	927,523,145
Short-term financing debt limitation (5% of assessed value)	231,880,786
Total debt limitation	1,159,403,932
Debt applicable to limit:	
General obligation and short-term financing, net of discounts and premiums	98,701,269
Less: Amount set aside for repayment in debt service funds	21,683,706
Total net debt applicable to limit	77,017,563
<b>Legal Debt Margin</b>	<b>\$1,082,386,369</b>

Computation of the City's legal debt margin is set forth in Amendments 62 and 78 to the Constitution of the State of Arkansas. General obligation debt is not to exceed 20% of the assessed valuation. Short-term financing debt is not to exceed 5% of the assessed valuation. For 2019, the combined legal debt limit is \$1,159,403,932 based on the total assessed value of \$4,637,615,726. The City's Legal Debt Margin and Legal Debt Limit for the last ten years is shown in the table below.

#### **Debt Applicable to Debt Limit 2010 - 2019**

	<b>Legal Debt Margin</b>	<b>Legal Debt Limit</b>
2010	824,122,887	902,775,323
2011	887,938,320	931,761,237
2012	878,601,850	942,877,678
2013	843,156,895	965,793,157
2014	893,966,280	1,000,828,577
2015	896,991,146	1,012,232,287
2016	955,080,056	1,057,578,662
2017	993,637,501	1,073,919,619
2018	1,016,410,361	1,114,742,114
2019	1,082,386,369	1,159,403,932

The City of Little Rock's outstanding general obligation debt as of December 31, 2019 is \$83,635,000, before net premiums of \$1,242,004. Outstanding short-term financing debt is \$13,824,265.

Although the City may increase general obligation and short-term debt levels to a maximum of \$1,159,403,932, resources to repay the bonds would require an increase in the millage dedicated for debt service. The property tax millage in effect for the retirement of general obligation debt is 4.8 mills. The millage required to fund over \$1.15 billion in debt would be approximately 14.7 mills, based the current assessed valuation. The millage may be increased to provide funds up to the legal debt limit with voter approval.

The citizens of Little Rock approved an annual ad valorem tax of 3.0 mills at a special election held on September 11, 2012 for the issuance of 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. In November 2018, the City issued the second series of Limited Tax General obligation Bonds for streets and drainage in the amount of \$43,475,000.

The 2014 Tax Increment Improvement Bonds for \$2,615,000 were issued in April 2014. The bonds are special obligations of the City secured by and payable solely by a pledge of the incremental ad valorem tax receipts derived with respect to the real property within the City's Redevelopment District No. 1. The bond proceeds were used to finance the cost of acquisition, construction and equipping of a major street system within Development District No. 1.

In addition, on July 14, 2015, voters approved a 0.9 mill annual ad valorem tax, levied upon all taxable real and personal property located within the City, to fund the issuance of \$36,620,000 million in bonds to (i) finance the cost of acquiring, constructing and equipping the land and additional capital improvements to the public City libraries owned and operated by Central Arkansas Library Systems; (ii) refund the City's outstanding Library Construction and Improvement Bonds, Series 2008 and Series 2009, and the City of Little Rock Residential Housing and Public Facilities Board Capital Improvement Revenue Bonds, Series 2007; and (iii) pay the costs of issuing the Bonds.

On December 14, 2017, the City issued \$15,925,000 to refund the Library Construction and Refunding Bonds, series 2012 and pay the costs of issuing the Bonds. The Bonds are limited tax obligations of the City, payable solely from a 0.9 mill annual ad valorem tax levied upon all taxable real and personal property located within the City. The City began levying the Library tax at the rate of 0.9 mills for collection in 2013 and continuously thereafter to pay debt service on the Bonds. The Bonds refunded were approved by voters at the March 13, 2012, special election. The City currently levies a total of 1.8 mills for capital improvements to the public libraries, which includes the 0.9 mill dedicated to the 2015 Library Construction and Refunding Bonds noted above.

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.

### **Revenue Bonds:**

The primary government of the City of Little Rock had outstanding Revenue Bonds in the amount of \$55,360,000 at December 31, 2019, authorized under Amendment 65 to the Arkansas Constitution.

On July 1, 2003, the City issued \$11,855,000 in 2003 Capital Improvement Revenue Bonds (Downtown Parking Projects). The bonds were issued to finance the construction of a new parking deck and advance refund the 1997 Capital Revenue Bonds (Second and Main Street Project) – Series 1997, previously used to construct a parking deck. The bonds constitute special obligations of the City, payable solely from the revenues of the two parking decks, together with all other parking revenues of the City that were not previously pledged by the City.

On March 12, 2007, the City issued \$3,400,000 in 2007 Waste Disposal Refunding and Improvement Bonds. The bonds were issued to finance all or a portion of the costs of betterments and improvements to the System (the Project), fund a debt service reserve and pay expenses of issuing the bonds. The bonds constitute special obligations of the City, secured by a pledge of net revenues derived from the System.

On November 15, 2017, the City issued the \$17,875,000 Capital Improvement and Refunding Revenue Bonds, Series 2017. The Bonds are not general obligations of the City, but are special obligations secured solely by a pledge of the revenues derived by the City from all franchise fees collected from public utilities for the privilege of using the streets, highways and other public places in the City. The Bonds are being issued to advance refund the City's Capital Improvement Construction Revenue Bonds (Zoo, Parks and Recreation Projects), Series 2009A, the City's Capital Improvement Refunding Revenue Bonds (Zoo, Parks and Recreation Revenue Refunding Bonds), Series 2009B, current refund the City's Capital Improvement Revenue Refunding Bonds, Series 2007, and the City's Capital Improvement Junior Lien Revenue Bonds, Series 2002.

On December 13, 2018, the City issued the \$32,570,000 Hotel Gross Receipts Tax Bonds, Series 2018. The Bonds are not general obligations of the City, but are special obligations payable solely from collections of existing taxes levied by the City at an aggregate rate of 2% on the gross receipts derived and received from the renting, leasing or otherwise furnishing of hotel, motel, bed and breakfast or short-term condominium or apartment rental accommodations in the City. The issuance of the bonds and the pledging of collections of the tax for debt service were approved at a special election held February 8, 2016.

Tables depicting the City's Summary of Bond Indebtedness, Future Debt Service, and Direct and Overlapping Governmental Activities Debt follow.

**SUMMARY OF BOND INDEBTEDNESS**  
For the year ended December 31, 2019

<u>GENERAL OBLIGATION DEBT</u>	<u>ORIGINAL AMOUNT</u>	<u>PRINCIPAL BALANCE AT 12/31/18</u>	<u>BONDS ISSUED</u>	<u>PRINCIPAL PAID IN 2019</u>	<u>BONDS RETIRED 2019</u>	<u>PRINCIPAL BALANCE AT 12/31/2019</u>	<u>INTEREST PAID IN 2019</u>
2013 Limited Tax Capital Improvement	\$58,105,000	\$7,205,000		\$2,085,000	\$830,000	\$4,290,000	\$287,375
2014 Tax Increment Improvement Bonds	2,615,000	2,615,000		0	320,000	2,295,000	151,800
2015 Library Construction and Refunding Bonds	36,620,000	31,965,000		1,230,000	1,445,000	29,290,000	946,563
2017 Library Construction and Refunding Bonds	15,925,000	15,675,000		1,410,000	1,575,000	12,690,000	459,338
2018 Limited Tax Capital Improvement Bonds	43,475,000	43,475,000		3,280,000	5,125,000	35,070,000	1,122,287
<b>REVENUE BONDS</b>							
2003 Capital Imp.and Refunding Projects	11,855,000	6,755,000		535,000		6,220,000	356,535
2007 Waste Disposal Revenue Bond	3,400,000	1,195,000		275,000		920,000	60,806
2017 Capital Improvement and Refunding Revenue Bonds	17,875,000	16,945,000		870,000		16,075,000	635,850
2018 Hotel Gross Receipts Tax Bonds	32,570,000	32,570,000		425,000		32,145,000	1,338,731
<b>TEMPORARY NOTES</b>							
2014 Temporary Note	5,916,000	1,217,784		1,217,784		0	9,499
2015 Temporary Note	5,910,000	2,427,669		1,202,948		1,224,721	43,941
2016 1st Temporary Note	4,525,000	2,755,950		904,638		1,851,312	42,469
2016 A&P Temporary Note	2,850,000	1,741,631		1,741,631		0	6,994
2016 2nd Temporary Note	4,603,000	2,812,259		920,290		1,891,969	52,027
2017 Temporary Note	5,250,000	4,237,296		1,031,033		3,206,263	76,695
2019 Temporary Note	5,650,000	0	5,650,000	0		5,650,000	0
<b>Grand Total</b>	<b>\$257,144,000</b>	<b>\$173,592,589</b>	<b>\$5,650,000</b>	<b>\$17,128,324</b>	<b>\$9,295,000</b>	<b>\$152,819,265</b>	<b>\$5,590,910</b>

**FORECAST SUMMARY OF BOND INDEBTEDNESS**  
For the year ended December 31, 2020

<u>GENERAL OBLIGATION DEBT</u>	<u>ORIGINAL AMOUNT</u>	<u>PRINCIPAL BALANCE AT 12/31/19</u>	<u>BONDS ISSUED</u>	<u>PRINCIPAL PAID IN 2020</u>	<u>BONDS RETIRED 2020</u>	<u>PRINCIPAL BALANCE AT 12/31/2020</u>	<u>INTEREST PAID IN 2020</u>
2013 Limited Tax Capital Improvement	\$58,105,000	\$4,290,000		\$2,190,000		\$2,100,000	\$159,750
2014 Tax Increment Improvement Bonds	2,615,000	2,295,000				2,295,000	137,700
2015 Library Construction and Refunding Bonds	36,620,000	29,290,000		1,285,000		28,005,000	881,313
2017 Library Construction and Refunding Bonds	15,925,000	12,690,000		1,570,000		11,120,000	379,888
2018 Limited Tax Capital Improvement Bonds	43,475,000	35,070,000		2,275,000		32,795,000	1,160,550
<b>REVENUE BONDS</b>							
2003 Capital Imp.and Refunding Projects	11,855,000	6,220,000		560,000		5,660,000	328,448
2007 Waste Disposal Revenue Bond	3,400,000	920,000		290,000		630,000	44,563
2017 Capital Improvement and Refunding Revenue Bonds	17,875,000	16,075,000		895,000		15,180,000	609,750
2018 Hotel Gross Receipts Tax Bonds	32,570,000	32,145,000		555,000		31,590,000	1,372,144
<b>TEMPORARY NOTES</b>							
2015 Temporary Note	5,910,000	1,224,721		1,224,721		0	22,167
2016 1st Temporary Note	4,525,000	1,851,312		918,578		932,734	28,529
2016 2nd Temporary Note	4,603,000	1,891,969		937,312		954,657	35,004
2017 Temporary Note	5,250,000	3,206,263		1,049,536		2,156,727	58,192
2019 Temporary Note	5,650,000	5,650,000		1,080,020		4,569,980	127,473
<b>Grand Total</b>	<b>\$248,378,000</b>	<b>\$152,819,265</b>	<b>\$0</b>	<b>\$14,830,168</b>	<b>\$0</b>	<b>\$137,989,097</b>	<b>\$5,345,470</b>

**FUTURE DEBT SERVICE  
OVERALL FUTURE DEBT SERVICE  
NEXT TEN YEARS**

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2020	\$14,830,168	\$5,345,470	\$20,175,637
2021	\$13,940,751	\$4,789,992	\$18,730,743
2022	\$12,137,558	\$4,249,173	\$16,386,731
2023	\$11,864,938	\$3,737,397	\$15,602,334
2024	\$12,355,851	\$3,321,633	\$15,677,484
2025	\$11,485,000	\$2,970,761	\$14,455,761
2026	\$11,825,000	\$2,631,624	\$14,456,624
2027	\$8,745,000	\$2,317,619	\$11,062,619
2028	\$4,515,000	\$2,076,285	\$6,591,285
2029	\$3,840,000	\$1,891,781	\$5,731,781

**GENERAL OBLIGATION BONDS  
AND SHORT-TERM NOTES**

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2020	\$12,530,168	\$2,990,566	\$15,520,734
2021	\$11,540,751	\$2,536,195	\$14,076,945
2022	\$9,632,558	\$2,101,213	\$11,733,771
2023	\$9,589,938	\$1,690,330	\$11,280,268
2024	\$9,990,851	\$1,370,354	\$11,361,205
2025	\$9,010,000	\$1,129,688	\$10,139,688
2026	\$9,225,000	\$916,475	\$10,141,475
2027	\$6,005,000	\$734,750	\$6,739,750
2028	\$1,670,000	\$632,831	\$2,302,831
2029	\$1,720,000	\$580,938	\$2,300,938

**REVENUE BONDS**

<u>YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2020	\$2,300,000	\$2,354,904	\$4,654,904
2021	\$2,400,000	\$2,253,798	\$4,653,798
2022	\$2,505,000	\$2,147,960	\$4,652,960
2023	\$2,275,000	\$2,047,066	\$4,322,066
2024	\$2,365,000	\$1,951,279	\$4,316,279
2025	\$2,475,000	\$1,841,074	\$4,316,074
2026	\$2,600,000	\$1,715,149	\$4,315,149
2027	\$2,740,000	\$1,582,869	\$4,322,869
2028	\$2,845,000	\$1,443,454	\$4,288,454
2029	\$2,120,000	\$1,310,844	\$3,430,844

**City of Little Rock, Arkansas  
Direct and Overlapping Governmental Activities Debt  
12/31/2019**

<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	\$145,679,265	100%	\$145,679,265 (a)
Little Rock Public School District	<u>254,315,508</u>	100%	<u>254,315,508 (b)</u>
Total direct and overlapping debt	<u>\$399,994,773</u>		<u>\$399,994,773</u>

(a) The City's governmental activities debt for the overlapping debt calculation includes General Obligation Bonds, Special Tax Bonds, Governmental Activities Revenue Bonds, and Short-term Notes.

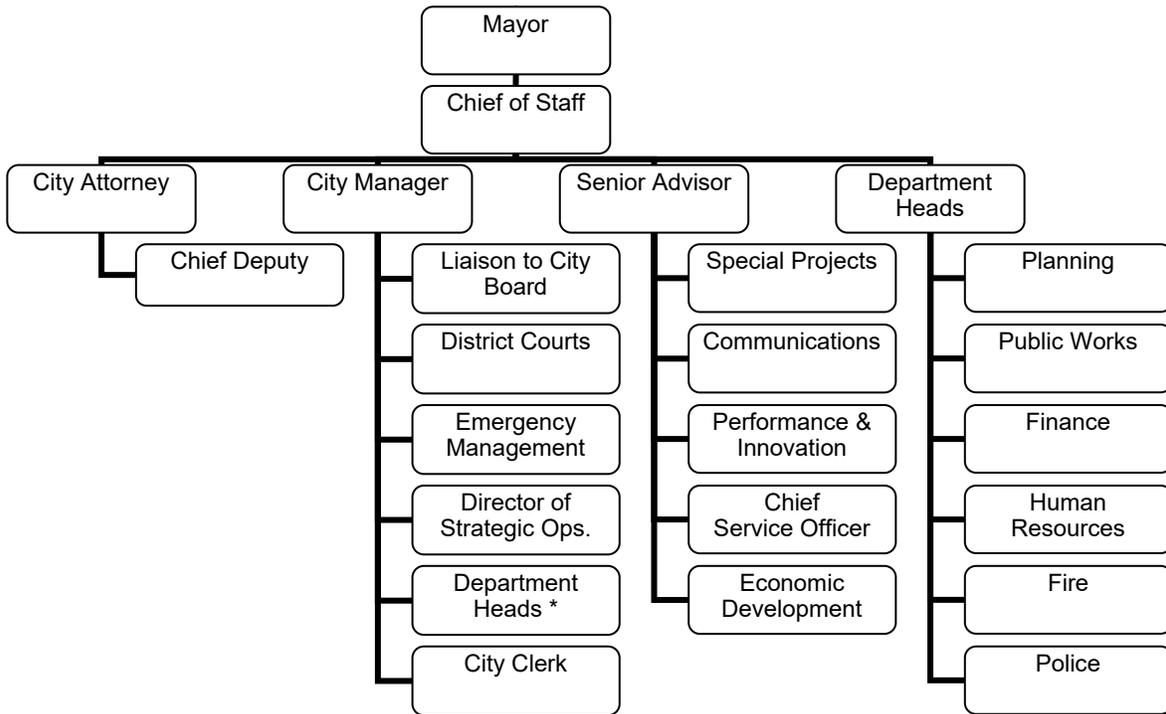
(b) Obtained from Jean Ring at 447-1089  
Finance Director at Little Rock School District

# Departmental Information





# Executive Administration



\* Zoo, IT, Community Programs, Housing and Neighborhood Programs, Fleet, Parks

**Mission:**

To provide vision and leadership that unifies our city, bringing us from disconnected to connected, by focusing on diversity in the marketplace and education achievement, ensuring all residents have the opportunity to collectively help Little Rock reach its full potential as it becomes one of the catalysts for the New South. To also deliver the highest level of quality information to policies, services, and activities of Little Rock Government to residents.

**Executive Administration**

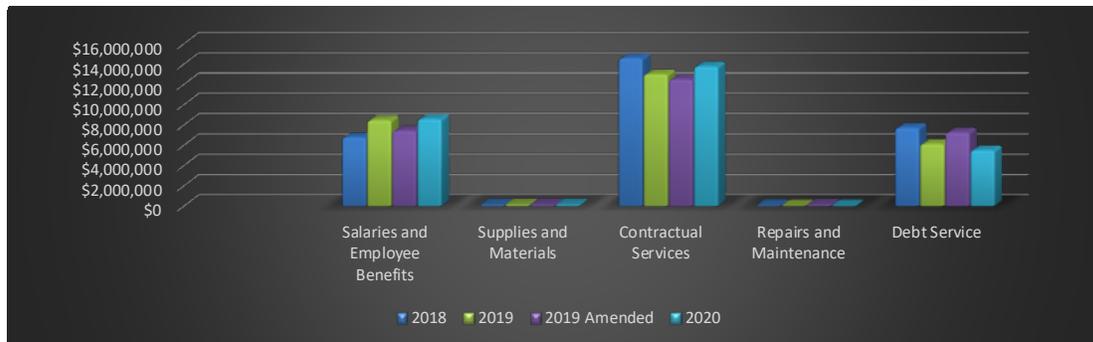
**Expenditure Budget**

Account Category	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$6,786,995	\$8,476,142	\$7,427,798	\$8,596,136
Supplies and Materials	145,712	158,458	174,493	167,919
Contractual Services	14,580,058	13,007,474	12,484,059	13,774,250
Repairs and Maintenance	89,112	36,946	144,946	41,927
Debt Service	7,727,221	6,136,327	7,273,950	5,505,534
<b>Total</b>	<b>\$29,329,096</b>	<b>\$27,815,347</b>	<b>\$27,505,246</b>	<b>\$28,085,766</b>

<b>Staffing</b>	35	33	32	33
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Executive Administration includes the offices of the Mayor, City Manager, City Clerk, Emergency Management, Small and Women Owned Business Development, LRTV, 311, and the Performance and Innovation Division. The decrease in personnel cost from the 2019 Original Budget to the 2019 Amended Budget includes allocations of vacation/sick payouts of approximately \$1.6 million to other Departments as separations occurred, net of an increase to the budget for vacation/sick payouts of \$425,000, and an increase in the budget for net pension and other post employment benefits of \$175,000. The decrease in contractual services in the amended budget is primarily associated with a transfer of \$500,000 in transit funding from the General Fund to the Street Fund. The increased allocation for debt service reflects the prepayment of a short-term financing note. The increased allocation for personnel cost in the 2020 Budget includes the vacation/sick payout funding of \$1.25 million. The increase in contractual services includes the return of funding for the Arts Center in the amount of \$700,000 and increased funding for the Pulaski County Jail of approximately \$500,000 (25%). The decrease in the 2020 debt service budget is primarily associated with the retirement of the short-term notes in 2019.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$28,085,766	0.97%	2.11%

2019 Department Priorities	Status
Continue implementing Little Rock's Master Plan for Children, Youth, and Families.	Ongoing
Conducted a full review of the City's summer youth employment program and identified federal funding to expand the program.	Complete
Conduct a full review of the City of Little Rock's compensation and leave policies.	Ongoing
Develop Little Rock's Opportunity Zone strategy.	Ongoing
Developed a work plan for the Mayor's Summer Reading Program and "Thrive by Five Program" with local partners and the Central Arkansas Library System.	Complete
Engaged the Economic Development Transition Committee to identify members of the "red Tape Commission" and started developing Little Rock's first Small Business Growth Plan.	Complete
Ensure that the FY2020 budget includes resources to hire twenty (20) additional Little Rock Police Department (LRPD) officers.	Ongoing
Re-launched and prioritized LRPD's Cadet Program to ensure a more diverse, homegrown LRPD force.	Complete
Drafted a Use of Force Policy for LRPD, including a community outreach plan to solicit community input for the policy.	Complete
Created the Little Rock Community Review Board.	Complete
Opened Fire Station 24 in Southwest Little Rock.	Complete
Ensured alternative modes of transportation by implementing an e-scooters ordinance.	Complete
Expanded the Sidewalk Replacement Program.	Complete
Create Little Rock's Office of Equity, Diversity, & Inclusion and Rebranding of the Little Rock Racial and Cultural Diversity Commission as the Little Rock Human Rights Commission, incorporating the concerns of Little Rock's LGBT community.	Ongoing
Worked with LRPD leadership to onboard an Lesbian Gay Bisexual Transgender (LGBT) liaison within the LRPD Community Policing Unit.	Complete
Worked with the Transformation and Government Reform Transition Committee to develop a work plan for reinvigorating the City of Little Rock's Intergovernmental Relations Office and Grants Management Division to more aggressively pursue federal resources to support key public safety, economic development, and community development priorities.	Complete

<b>2020 Department Goals</b>
Develop and Execute a successful Census 2020 campaign.
Pass the Lift Little Rock 1 cent sales tax initiative.
Create Little Rock's Office of Diversity, Equity, and Inclusion and rebranding of the Little Rock Racial and Cultural Diversity Commission as the Little Rock Human Rights Commission incorporating the concerns of Little Rock's LGBTQIA+ community.
Execute Little Rock's Opportunity Zone strategy.
Expand the Mayors Summer Reading Program (Frankly Reading).
Re-vamp and Prioritize the Mayor's Youth Council.
Launch Little Rock Residents Academy allowing residents to learn about and engage their city government.
Partner with LRSD to create and implement a Community Schools Model.
Expand the Bridge to Work Program.
Work with LRPD leadership to onboard LGBTQIA+ liaison within the LRPD Community Policing Unit.
Open Fire Station 24 in Southwest Little Rock.
Continue Implementing Little Rock's Master Plan for Children, Youth, and Families.
Conduct a full review of the City of Little Rock's compensation and Leave policies.

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

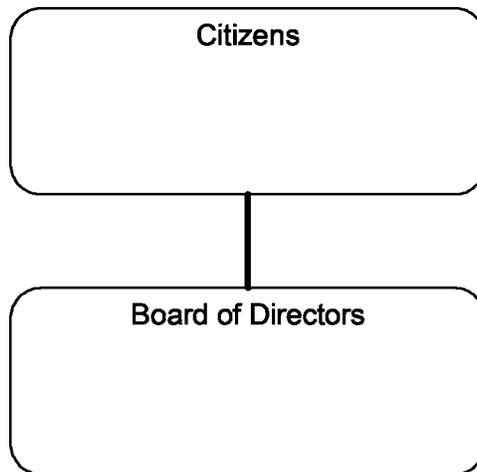









# Board of Directors



**Mission:**

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. Support the local/regional economy and to provide opportunities to retain, form and attract new business. 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. Maintain and improve a comprehensive infrastructure system that meets the changing needs of the community while protecting the integrity of the environment. Work with community partners to ensure access to opportunities for vital and varied recreational, creative and educational experiences. Create and foster an inclusive environment that respects the dignity of all people, welcomes all voices and values racial and cultural diversity.

Board of Directors

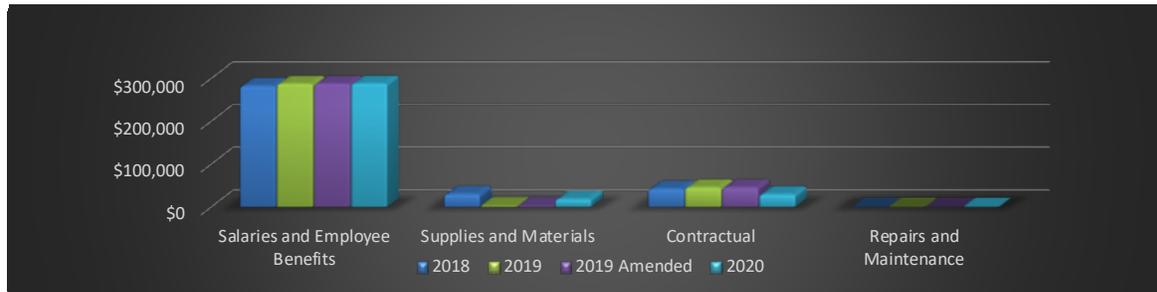
**Expenditure Budget**

Account Category	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$283,080	\$288,053	\$288,053	\$288,630
Supplies and Materials	30,680	2,990	2,990	18,990
Contractual	42,747	46,147	46,147	30,147
Repairs and Maintenance	-	310	310	644
<b>Total</b>	<b>\$356,506</b>	<b>\$337,500</b>	<b>\$337,500</b>	<b>\$338,411</b>

<b>Staffing</b>	1	1	1	1
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The primary change in the 2020 Budget is a reclassification of \$16,000 from contracts to supplies, based on historical experience in the level of expenditures in those categories. The change to personnel cost reflects increased benefit cost for the Board's Administrative Assistant.

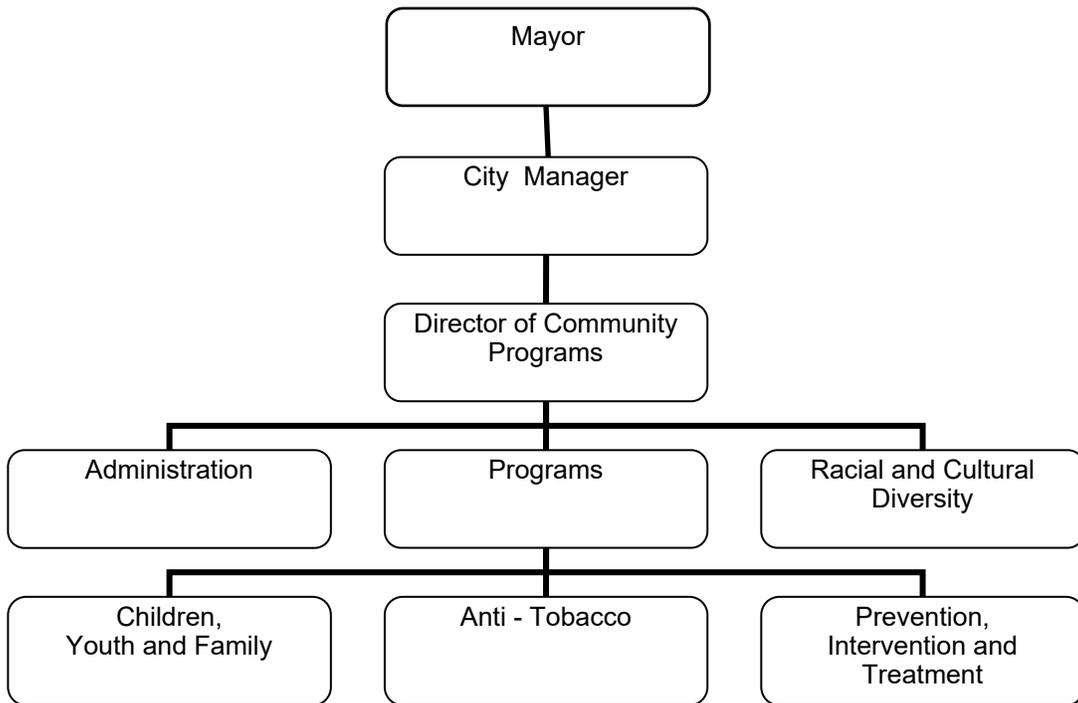
**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$338,411	0.27%	0.27%



# Community Programs



**Mission:**

The mission of the Department of Community Programs is to effectively administer and maximize Prevention, Intervention, and Treatment (PIT) funds authorized annually in order to provide the community with quality programming and services with the goal of increasing positive outcomes and the overall quality of life for the children, youth, and families of Little Rock. It is achieved through the use of evidence-based practices, standardized processes, and citizen input to create and foster an inclusive environment that respects the dignity of all people, welcomes all voices, and values racial and cultural diversity.

**Vision:**

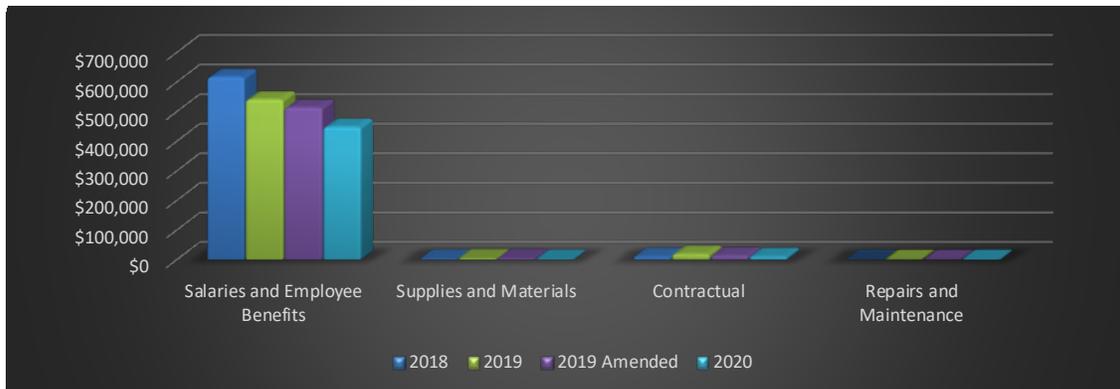
The City of Little Rock is a leading southern city—vibrant, safe, and innovative—that provides an excellent and sustainable quality of life where all families, individuals, and businesses can thrive.

**Community Programs**

<b>Expenditure Budget</b>				
Account Category	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$617,264	\$541,555	\$514,057	\$448,964
Supplies and Materials	2,620	4,530	4,515	1,180
Contractual	10,128	19,488	13,488	10,808
Repairs and Maintenance	-	968	968	1,227
<b>Total</b>	<b>\$630,012</b>	<b>\$566,541</b>	<b>\$533,028</b>	<b>\$462,179</b>
<b>Staffing</b>	11	13	12	12

The majority of the Community Programs budget is included in programs funded by the \$4.75 million contribution to Children Youth and Family prevention, intervention and treatment, and re-entry programs which is reflected in General Fund transfers out. The decrease in personnel cost and expenses from the 2019 Original Budget is primarily due to the annualized impact of the reductions included in the June 4, 2019 Amendment, which included the elimination of one (1) position. There were no additional reductions included in the 2020 Budget.

**Allocations By Year And Account Category**



Resources for Budget	FY20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$462,179	-18.42%	-13.29%

2019 Department Priorities	Status
Host at least two (2) ReEntry Orientation Sessions to increase database of private businesses who will hire ReEntry clients.	Ongoing
Pilot the newly created “Currency Crash Course” to assist ReEntry clients working within City of Little Rock departments with critical financial literacy information to maximize their financial potential “from their first paycheck.”	Ongoing
Develop at least one (1) program/project for all PIT youth-related programs to attend.	Ongoing
Finalize the review of current 12-17 and Youth Initiative Programs (YIP) programs for viability through focus groups, surveys, and an Advisory Committee to update future Request for Quote (RFQ) bids accordingly.	Ongoing
Plan and execute five (5) relevant professional development and training opportunities to assist current funded and potential programs achieve the positive outcomes related to the YMP.	Ongoing

2020 Department Goals
Host at least two (2) ReEntry Orientation Sessions to increase database of private businesses who will hire ReEntry clients.
Host at least two (2) “Currency Crash Course” to assist ReEntry clients working within City of Little Rock departments with critical financial literacy information to maximize their financial potential “from their first paycheck.”
Host at least two (2) “Currency Crash Courses” to assist Opportunity Youth with critical financial literacy information to maximize their financial potential “from their first paycheck.”
Assess, improve, and develop updated program options and 2021 Request for Quote/ Request for Proposal (RFQ/RFPs) for Positive Prevention Programs (PPP) 12-17 and Youth Intervention Programs (YIP) programs.
Plan and execute five (5) relevant professional development and training opportunities to assist current funded and potential programs achieve the positive outcomes related to the Youth Master Plan (YMP).

**Department:** Community Programs  
**Funding Source:** General Fund  
**Budget:** \$ 462,179

**Department Description:**

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

	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To recruit youth, provide orientation, and approve youth to hire for summer employment.			
<b>Demand:</b> Youth available for recruitment and orientation.	1,200	1,200	1,200
<b>Workload:</b> Youth recruited and processed through orientation.	700	750	600
<b>Efficiency:</b> Youth processed and available for employment in June.	655	700	600
<b>Effect/Outcome:</b> Percentage of youth processed and available for work in June.	94%	93%	100%

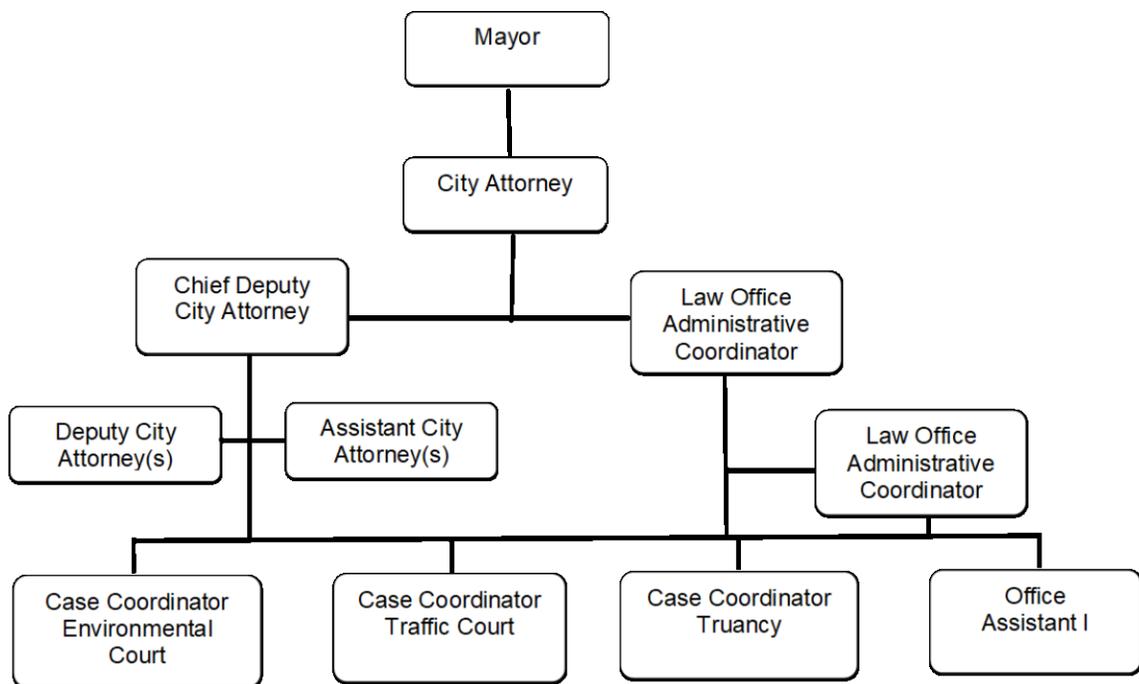
<b>Objective:</b> To audit, approve, and process all reimbursement requests for payment within 14 days.			
<b>Demand:</b> Requests available for process and reimbursement.	800	800	800
<b>Workload:</b> Requests processed for reimbursement.	745	760	760
<b>Efficiency:</b> Requests processed per month.	55	60	60
<b>Effect/Outcome:</b> Percentage of total requests processed.	93%	95%	95%

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





# City Attorney



**Mission:**

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

City Attorney

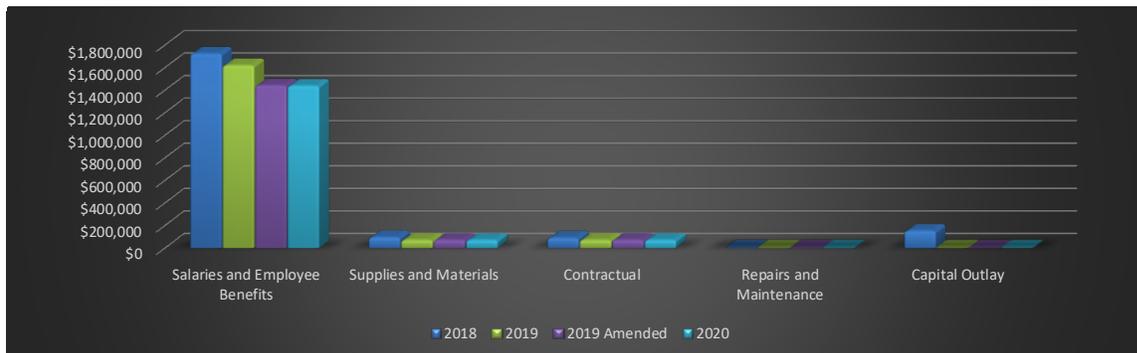
Expenditure Budget

Account Category	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$1,724,128	\$1,620,155	\$1,442,885	\$1,439,477
Supplies and Materials	95,513	71,574	71,574	71,574
Contractual	90,289	72,644	72,644	72,644
Repairs and Maintenance	1,245	1,442	1,442	1,443
Capital Outlay	152,805	-	-	-
<b>Total</b>	<b>\$2,063,981</b>	<b>\$1,765,815</b>	<b>\$1,588,545</b>	<b>\$1,585,138</b>

Staffing	2018	2019	2019 Amended	2020
	18	18	16	16

The 2019 Amended Budget includes the allocation of approximately \$61,000 in vacancy savings, net of vacation and sick payouts for separated employees through December as well as the elimination of two (2) positions in the June 4, 2019 Amendment (\$116,283). The change from the 2019 Original Budget to the 2020 Budget includes the annualized impact of the June 4 Amendment (\$232,566), partially offset by salary adjustments associated with promotions and increased health care cost totaling approximately \$52,000.

Allocations By Year And Account Category



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$1,585,138	-10.23%	-0.21%

<b>2019 Department Priorities</b>	<b>Status</b>
Continue to provide quality legal guidance and representation for City officials and department heads.	Ongoing
Continue transparent communication methods through reports, alerts, and various updates.	Ongoing
Continue to provide 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 State and 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
Continue to represent the City in litigation cases for or against the City.	Ongoing
Continue to prosecute traffic, truancy and code violations.	Ongoing
Review 4th amendment implications on Little Rock Police Department's (LRPD's) current use of no-knock warrants and dynamic entry.	Ongoing
Implement aggressive in-house training regarding local government issues.	Ongoing

<b>2020 Department Goals</b>
Complete in-house continuing legal education to provide City Attorney litigants information regarding Civil Rights Actions.
Expand software data entry to include time and expense reporting.
Continue to provide quality legal guidance and representation for City officials and department heads.
Continue transparent communication methods through reports, alerts, and various updates.
Continue to provide legal advice on the Criminal Abatement Program.
Continue to prepare legal research memoranda in a timely manner.
Maintain awareness of recent changes in State and Federal law regulations that may impact Little Rock government.
Assist City departments with the drafting of proposed ordinances and resolutions.
Continue to review, research and draft contracts for City departments and commissions.
Continue to represent the City in litigation cases.
Continue to prosecute traffic, truancy and code violations.
Review 4th amendment implications on LRPD's current use of no-knock warrants and dynamic entry.
Implement aggressive in-house training regarding local government issues.
Implement "Form and Brief" bank program.
Continue streamlining legal assignments.
Complete the implementation of data and document software systems including - back loading of old documents with adequate time allowances for software training.
Continue cross training for support staff.
Continually upgrade technology to make access to resources more efficient while providing a positive impact on work production efficiency.
Upgrade and modernize office furniture.
Transform the office to a "go paperless" environment.

**Department:** City Attorney  
**Funding Source:** General Fund  
**Budget:** \$ 1,585,138

**Department Description:**

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

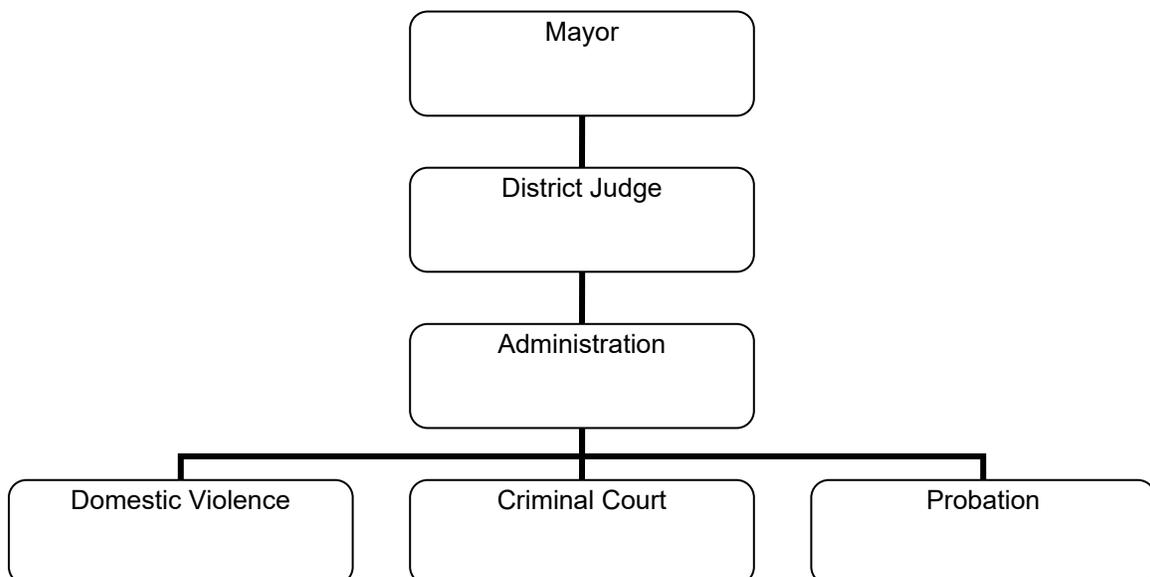
	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>
<b>Objective:</b> To litigate cases.			
<b>Demand:</b> Cases to be litigated.	129	130	140
<b>Workload:</b> Cases litigated.	129	130	140
<b>Efficiency:</b> Cases litigated per year.	129	130	140
<b>Effect/Outcome:</b> Percentage of litigated cases closed per year.	n/a	n/a	n/a
<b>Objective:</b> To prosecute health and safety code Violations.			
<b>Demand:</b> Violations presented for final judgment.	3,371	3,000	3,200
<b>Workload:</b> Violations prosecuted for final judgment.	1,941	1,950	2,000
<b>Efficiency:</b> Violations convictions.	743	975	1,000
<b>Effect/Outcome:</b> Conviction rate.	40%	50%	75%
<b>Objective:</b> To prosecute DUI/DWI violations.			
<b>Demand:</b> DUI/DWI pleas and trials.	400	400	400
<b>Workload:</b> Court appearances for DUI/DWI pleas and trials.	400	400	400
<b>Efficiency:</b> Guilty DUI/DWI pleas and convictions	272	275	273
<b>Effect/Outcome:</b> Percentage guilty.	68%	68%	66%
<b>Objective:</b> Prepare contract and legal memoranda in a timely manner.			
<b>Demand:</b> Request for contracts and legal research.	222	225	216
<b>Workload:</b> Contracts and research memoranda prepared.	222	225	216
<b>Efficiency:</b> Contracts and memoranda prepared in a timely manner.	222	225	216
<b>Effect/Outcome:</b> 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.**





# District Court First Division



**Mission:**

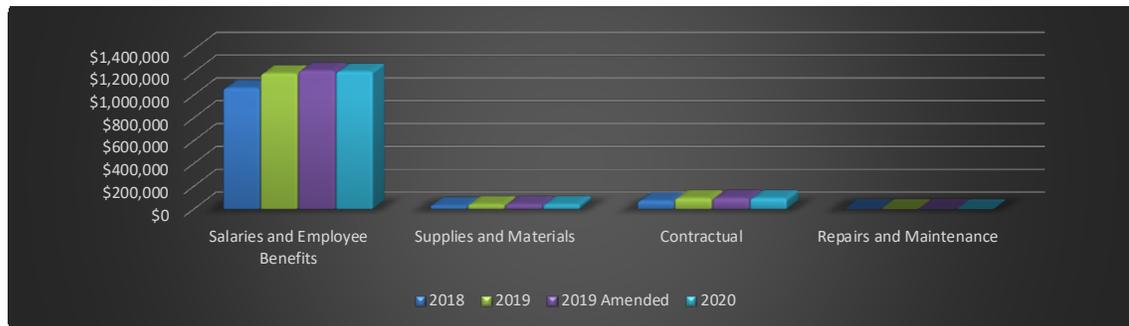
To provide the public with impartial and timely adjudication of criminal offenses; to divert offenders from criminal activity and increase public accountability through probation, drug testing, victim restitution and community service programs.

**District Court First Division**

<b>Expenditure Budget</b>				
Account Category	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$1,062,057	\$1,190,425	\$1,214,885	\$1,208,092
Supplies and Materials	30,794	42,100	42,100	42,100
Contractual	74,060	96,950	96,950	96,950
Repairs and Maintenance	233	1,700	1,700	1,700
<b>Total</b>	<b>\$1,167,143</b>	<b>\$1,331,175</b>	<b>\$1,355,635</b>	<b>\$1,348,842</b>
<b>Staffing</b>	20	20	20	20

The 2019 Amended Budget includes the allocation of approximately \$24,500 in vacancy savings, net of vacation and sick payouts for separated employees through December. The change from the 2019 Original Budget to the 2020 Budget is primarily associated with changes in the cost of benefits, promotions and staffing turnover from the 2019 Original Budget. There is no change in the number of authorized positions.

**Allocations By Year And Account Category**



Resources for Budget  
100 General Fund

FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
\$1,348,842	1.31%	-0.50%

2019 Department Priorities	Status
Administer and provide justice to all in an equitable and professional manner within the guidelines of Arkansas Statutes and City policy.	Ongoing
Provide better management and direction to staff and ensure accountability.	Ongoing
Work with other agencies and city departments to prepare for any changes that may be required to run the court efficiently and equitably.	Ongoing

2020 Department Goals
Continue with new Mental Health Specialty Court for persons with mental health issues.
Operate within the guidelines and laws of the State of Arkansas and City of Little Rock.
Provide court informed sentencing recommendations, monitoring and fair and impartial adjudications for all.
Continue community outreach.

**Department:** District Court Criminal  
**Funding Source:** General Fund  
**Budget:** \$ 1,348,842

**Department Description:**

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

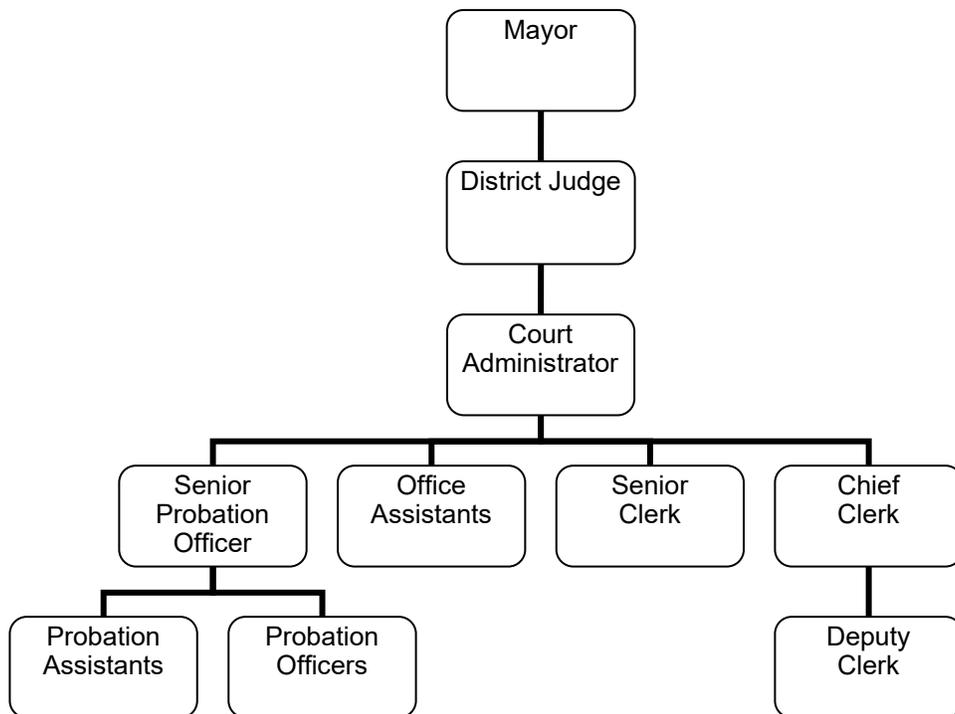
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To process Criminal Bond information on a daily basis.			
<b>Demand:</b> Bonds to be processed.	100	100	100
<b>Workload:</b> Bonds actually processed.	100	100	100
<b>Efficiency:</b> Bonds processed per court session.	100	100	100
<b>Effect/Outcome:</b> Percentage of Bonds processed daily.	100%	100%	100%

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





# District Court Second Division



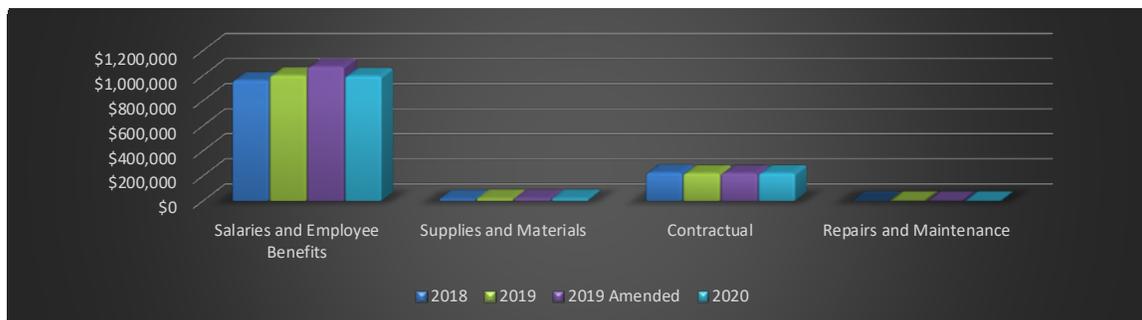
**Mission:**  
We seek to administer justice and equity.

District Court Second Division

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$964,704	\$1,003,141	\$1,073,070	\$998,550
Supplies and Materials	17,857	22,200	22,200	22,200
Contractual	226,394	222,522	222,522	223,577
Repairs and Maintenance	1,256	2,050	2,050	2,050
<b>Total</b>	<b>\$1,210,211</b>	<b>\$1,249,913</b>	<b>\$1,319,842</b>	<b>\$1,246,377</b>
<b>Staffing</b>	18	18	18	18

The 2019 Amended Budget includes the allocation of approximately \$70,000 in vacancy savings, net of vacation and sick payouts for separated employees through December. The change from the 2019 Original Budget to the 2020 Budget is a decrease of approximately \$3,500, primarily associated with the retirement of a long term employee, partially offset with a slight increase in utility and other contract costs.

Allocations By Year And Account Category



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$1,246,377	-0.28%	-5.57%

<b>2019 Department Priorities</b>	<b>Status</b>
Found innovative ways to improve and streamline overall court operations.	Completed
Provided the best customer service possible by cross-training all court clerks.	Completed
Establish an e-filing system implemented through the Administrative Office of the Courts.	Ongoing
Found additional Community Service agencies that will work with our court.	Completed
Updated the Probation Officer Manual that included a step by step guide for all duties in Traffic Court.	Completed
Provided new and relevant training for the probation office staff.	Completed
Added agencies outside Central Arkansas to our court's community service provider database.	Completed
Encouraged clerks to attend the supervisory equivalency training offered by the Human Resources Department.	Completed

<b>2020 Department Goals</b>
Continue to evaluate and modify court operations in an effort to better serve the public as well as make the court more efficient.
Update Probation Officer and Deputy Clerk manuals which will include step by step guides for all duties in Traffic Court.
Find additional Community Service agencies that will work with our court, as well as identifying areas for improvement that will increase our courts community service completion rates.
Fully implement the electronic filing system offered by the Administrative Office of the Courts (AOC) of the Arkansas Supreme Court.
Continue cross-training employees within their job types to allow for proper coverage when someone is out, as well as aide with the quick onboarding and training of new employees.
Find educational and training opportunities for probation staff and deputy clerks in an effort to develop and fine tune needed skills. This could include the Supervisor Equivalency Training (SET) courses offered by the city as well as training courses or meetings required to obtain or maintain their certifications.
Migrate historical images from an outdated document management system to a more uniform system currently being used by the city.
Continue working to determine best ways to address severely delinquent court obligations. Addressing this need will allow the court to clean up a large back log of unfinished cases.

**Department:** District Court Traffic  
**Funding Source:** General Fund  
**Budget:** \$ 1,246,377

**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.

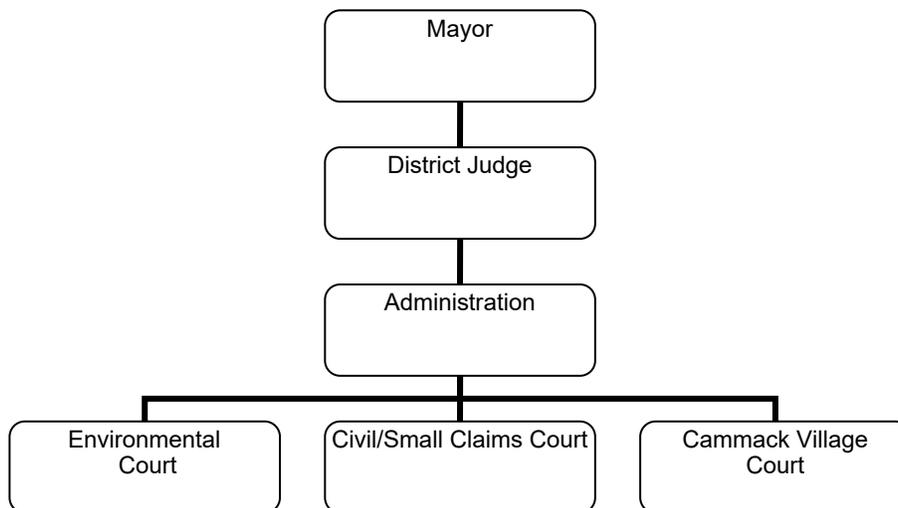
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To enter violations into Contexte the same day received.			
<b>Demand:</b> Violations to be entered.	29,524	29,000	29,000
<b>Workload:</b> Violations entered and processed.	29,524	29,000	29,000
<b>Efficiency:</b> Violations entered and processed per month.	2,460	2,416	29,000
<b>Effect/Outcome:</b> Percentage of violations processed same day received.	99%	99%	99%
<b>Objective:</b> To update dispositions in Contexte within 24 hours.			
<b>Demand:</b> Violations to be disposed.	30,876	28,500	28,500
<b>Workload:</b> Violations disposed.	30,876	28,500	28,500
<b>Efficiency:</b> Violations disposed of per month.	2,573	2,375	2,375
<b>Effect/Outcome:</b> 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.**





# District Court Third Division



**Mission:**

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.

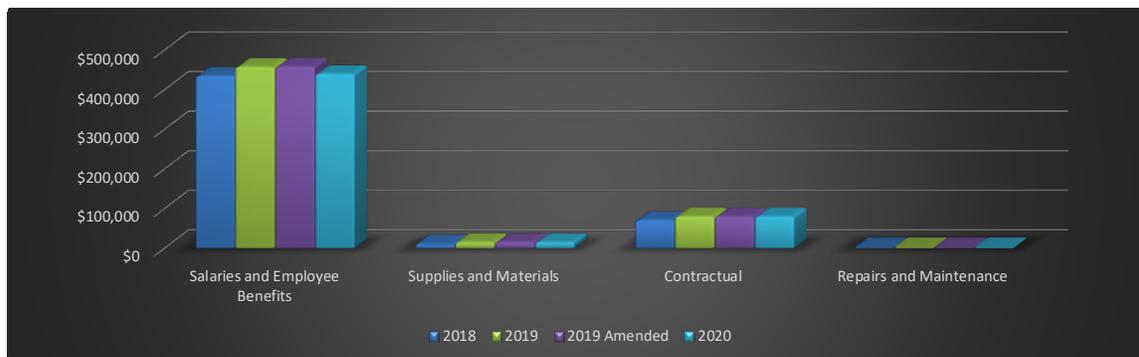
District Court Third Division

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$434,451	\$457,408	\$458,010	\$439,651
Supplies and Materials	10,398	15,463	15,463	15,463
Contractual	70,607	79,985	79,985	79,985
Repairs and Maintenance	1,431	2,000	2,000	2,000
<b>Total</b>	<b>\$516,887</b>	<b>\$554,856</b>	<b>\$555,458</b>	<b>\$537,099</b>

Staffing	8	8	7	7
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The decrease in the personnel budget is due to the elimination of a position during 2019 at the direction of Human Resources, partially offset by an increase in the part-time allocation.

Allocations By Year And Account Category



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	<u>\$537,099</u>	<u>-3.20%</u>	<u>-3.31%</u>

<b>2019 Department Priorities</b>	<b>Status</b>
Continue education in emergency awareness training for bailiff's and staff (active shooter, sovereign citizens, overt disruption resolution, etc.).	Ongoing
Increase the court's presence in the local school system through speaking engagements and probation officers making school visits.	Ongoing
Obtain office space that will accommodate all staff in one building.	Ongoing
Provide fair and impartial rulings for all cases.	Ongoing
Further refine our probation department service for youth and code enforcement cases.	Ongoing
Transition our part-time Environmental Court Assistant position to full-time.	Ongoing
Find more resources for juvenile offenders.	Ongoing
Find more sentencing options for solicitation violators.	Ongoing
Purge civil/small claims files over ten years old.	Ongoing

<b>2020 Department Goals</b>
Continue education in emergency awareness training for bailiff's and staff (active shooter, sovereign citizens, overt disruption resolution, etc.).
Increase the court's presence in the local school system through speaking engagements and probation officers making school visits. Implement teen court with the Pulaski County Special School District.
Obtain office space that will accommodate all staff in one building.
Provide fair and impartial rulings for all cases.
Further refine our probation department service for youth and code enforcement cases.
Transition our part-time Environmental Court Assistant position to full-time.
Find more resources for juvenile offenders.
Find more sentencing options for solicitation violators.
Purge civil/small claims files over ten years old.

**Department:** District Court Environmental  
**Funding Source:** General Fund  
**Budget:** \$537,099

**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.

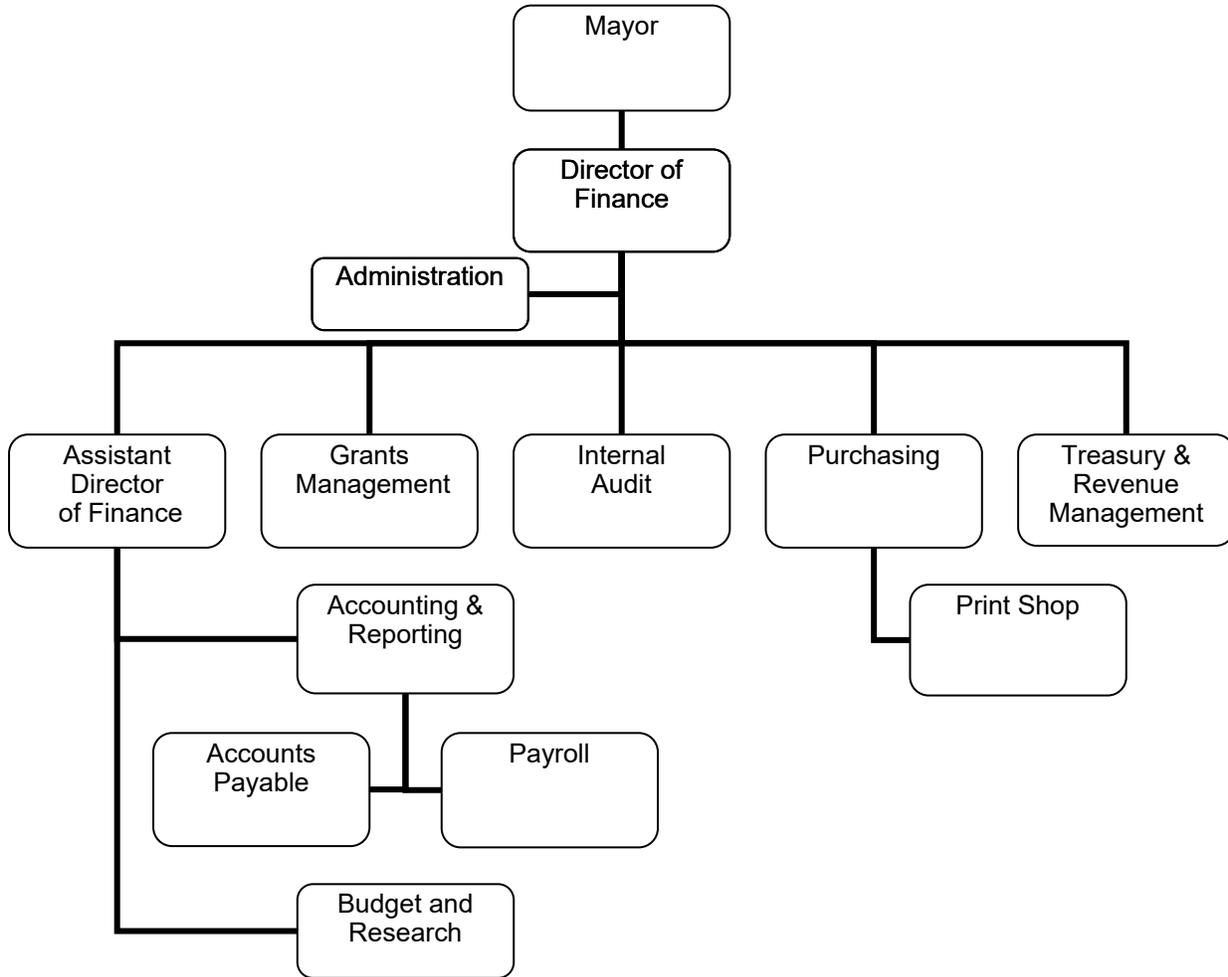
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To process 100% of life-threatening violations within seven (7) days of the date citation is written.			
<b>Demand:</b> Violations to be processed.	4	5	5
<b>Workload:</b> Citations processed, recorded, and entered into computer.	4	5	5
<b>Efficiency:</b> Citations processed.	4	5	5
<b>Effect/Outcome:</b> Percentage of Citations processed within thirty (30) days.	100%	100%	100%
<b>Objective:</b> To enter citations into Contexte within 48 hours received.			
<b>Demand:</b> Citations to be entered.	2014	2,300	2,000
<b>Workload:</b> Citations entered and processed.	2014	2,300	2,000
<b>Efficiency:</b> Citations processed per month.	168	191	167
<b>Effect/Outcome:</b> Percentage of Citations processed within forty-eight (48) hours received.	100%	100%	100%

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





# Finance



**Mission:**

The Finance Department of the City of Little Rock is an accountable steward of residents' resources, committed to delivering the highest level of customer service to City Departments and the Community at large, in an innovative, ethical, and transparent manner.

**Vision:**

The Finance Department of the City of Little Rock strives to strengthen residents' confidence and trust by providing accessible, accurate, and timely financial information as well as promoting equitable engagement in opportunities for the public to provide goods and services to the City, while facilitating the overall goals and objectives of Executive Administration and the Board of Directors.

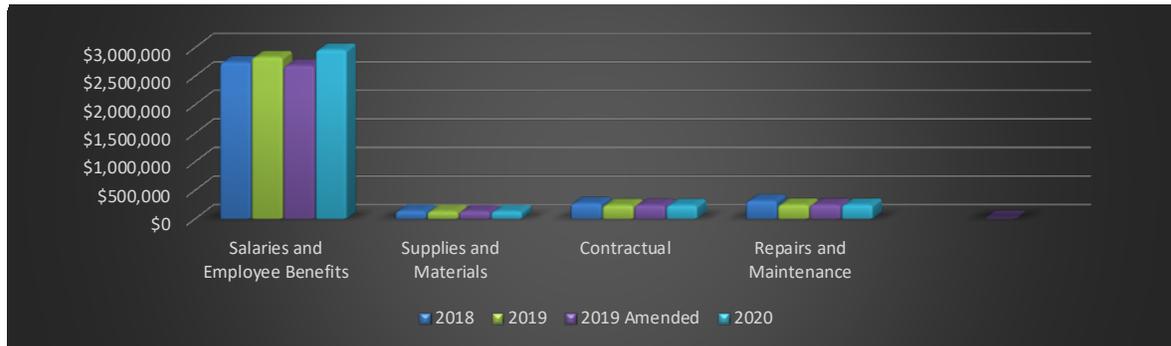
Finance

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$2,744,090	\$2,835,621	\$2,686,238	\$2,963,806
Supplies and Materials	140,630	133,089	133,089	133,089
Contractual	273,479	241,251	241,251	241,251
Repairs and Maintenance	320,030	250,081	250,081	250,139
Capital Outlay	6,535	-	-	-
<b>Total</b>	<b>\$3,484,764</b>	<b>\$3,460,042</b>	<b>\$3,310,659</b>	<b>\$3,588,285</b>

Staffing	43	42	41	43
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The 2019 Amended Budget includes the allocation of approximately \$110,000 in vacancy savings, net of vacation and sick payouts for separated employees through December, as well as the elimination of one (1) Accountant position in the June 4, 2019 Amendment (\$39,500). The change from the 2019 Original Budget to the 2020 Budget includes the reinstatement of the Accountant position to accommodate new Governmental Accounting Standards that increase ongoing reporting requirements. In addition, the vacant Budget Manager position was funded in the 2020 Budget.

Allocations By Year And Account Category



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$3,588,285	3.71%	8.39%

2019 Department Priorities	Status
Finance Staff worked to obtain the Government Finance Officers Association (GFOA) Certificate of Recognition for the 2019 Budget Presentation and the 2019 GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2018 Comprehensive Annual Financial Report (CAFR) .	Completed
Finance Staff will complete implementation of the INFOR Dynamic Enterprise Performance Management (dEPM) budget software.	Ongoing
Finance will facilitate a Board of Directors Pre-Budget Planning/Priority Session last fall to review Departmental Program Budgets. The Board decided to forgo the program budget reviews in 2019.	Other (Please Explain)
Finance will continue to provide support and quarterly reporting to the LR Cent Committee and the Board of Directors regarding revenues from the One (1)Cent Local Sales Tax and progress of capital projects funded under the 3/8-cent portion of the tax.	Ongoing
Internal Audit Division has begun preparation of an Annual Audit Plan, continuing the shift to a proactive approach promoting impartial reviews and risk-based analysis processes and internal controls, and will continue to provide other audit services that result in objective recommendations and useful information for city Departments.	Ongoing
Internal Audit Division performed periodic reviews and testing of the City's internal controls, random cash counts and provided regular reports regarding the status of the City's internal control system.	Ongoing
Purchasing Division worked to enhance and maintain a repository of procurement related contracts.	Ongoing
Purchasing Division will continue to pursue options for an upgrade of the City's Print Shop equipment and services. Staff has identified a managed print solution for use at the City, and will move forward with implementation once funding is secured.	Ongoing
Treasury Management worked to enhance its website to make it easier to navigate and access business license account information.	Ongoing
Treasury Management Staff worked on plans to develop a one-stop website as a resource for future business owners seeking to begin a business in the City.	Ongoing
Treasury Management partnered with the University of Arkansas at Little Rock to determine businesses that are not included in in the City's current database in order to determine and target support services toward those businesses.	Ongoing
Grants Management Division aggressively pursued Federal, State, Local and private grant opportunities in alignment with the priorities of the Mayor and the Board of Directors.	Ongoing
Grants Management Division worked to establish parameters for the Grant Training Program and writing for grants.	Ongoing

<b>2020 Department Goals</b>
Finance will implement the new Comprehensive Annual Financial Reporting (CAFR) software purchased in December 2019 for completion of the 2019 CAFR Report, and submit the report to the Government Finance Officers Association (GFOA) to obtain the Award for Excellence in Financial Reporting.
Finance Staff will complete preparation of the 2020 Budget Document and submit it to GFOA for the Distinguished Budget Presentation Award.
Finance will complete and file all required Legislative reports and continuing Debt Disclosure reports in a timely manner.
Finance will review and make necessary updates to the Financial Reporting and Financial Policies Ordinances to comply with the current practices and governmental accounting standards.
Finance will complete implementation of the INFOR Dynamic Enterprise Performance Management (dEPM) budget software.
Finance will provide support and quarterly reporting to the LR Cent Committee and the Board regarding the status of the 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.
Finance will coordinate with the Mayor, Board of Directors, and City Manager to plan and develop a balanced budget for 2021.
Finance will fill the Internal Audit Manager position and hire and accountant to document and manage the GASB 87 requirements for leased property.
Finance will coordinate with the Mayor, Board of Directors, and City Manager to evaluate, document, and facilitate plans for a permanent one (1)-cent sales tax to fund quality of life needs for the City, in lieu of renewal of the 3/8-cent tax that will expire at the end of 2021.
Finance will develop a recurring training plan for Departments to include budget analysis, accounts payable processing, and expense reporting. Finance will also identify staffing needs to implement an ongoing training program.
Purchasing Division will complete the progress toward achieving the What Works Cities Silver Certification for the City's purchasing and contracting initiative.
Purchasing Division will expand the minority definition of the City to match that of the state, and work on policies and partnerships to make measurable progress toward achieving the goal of 25% minority participation in City contracts.
Purchasing Division will continue progress on streamlining the procurement process and implement the punch-out functionality of the Lawson requisition center to allow City's buyers to shop on our contracted vendors' websites through the Lawson ERP system in a single step.
Purchasing Division will continue to obtain economies of scale through contract management, analysis of spending trends, consolidation of purchases and volume savings, while taking care not to exclude Small, Minority, and Woman owned businesses.
Purchasing Division will continue to pursue options for an upgrade of the City's Print Shop equipment and services. Staff will focus on securing post print equipment and digitizing the print request process and billing processes. Additionally, Staff has identified a managed print solution for use at the City, and will move forward with implementation once funding is secured.

<b>2020 Department Goals (Continued)</b>
Purchasing Division will establish a procurement training program for all City Departments and vendors, document the procurement process in a purchasing manual and update procurement policies as needed.
Treasury Management will continue enhancing its website to make it easier to navigate and access business license account information.
Based on the results of a wide ranging study completed by the University of Arkansas at Little Rock, business Information Systems Department, Treasury Management will move toward licensing unlicensed businesses, registering unregistered rental properties and developing a one-stop website as a resource for future business owners seeking to begin a business in the City.
Grants Management Division will continue to aggressively pursue Federal, State, Local and private grant opportunities in alignment with the priorities of the Mayor and the Board of Directors.
Grants Management Division will continue the Grant Training Program on grant management and writing for all City Departments using a wide range of training modalities.
Grants Management Division will coordinate with Human Resources, Purchasing and Internal Audit to continue the annual Conflict of Interest reporting and Ethics Acknowledgement Statement for Mid-Managers and above, to comply with Internal Audit best practices and Uniform Grant Guidance (UGG) General Procurement Standards for employees and vendors required for federal awards. Continue to update the Grant Administration Manual as UGG is refined.
Internal Audit Division will prepare an Annual Audit Plan, continuing the shift to a proactive approach promoting impartial reviews and risk-based analysis processes and internal controls, and will continue to provide other audit services that result in objective recommendations and useful information for city Departments.
Internal Audit Division will continue to perform periodic reviews and testing of the City's internal controls, perform random cash counts and provide regular reports regarding the status of the City's internal control system, with recommendations for improvements as needed.

**Department:** Finance  
**Funding Source:** General Fund  
**Budget:** \$3,588,285

**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 Mayor and City Manager and other departments on financial issues. Quarterly financial reports are presented to the Board of Directors, and monthly and quarterly financial reports are posted to the City's web site for transparency to citizens and other interested parties.

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
<b>Objective:</b> To monitor compliance with the annual adopted budget.			
<b>Demand:</b> To prepare consolidated monthly variance reports for department variances > \$50,000 and 5% of budget.	12	12	12
<b>Workload:</b> Prepared consolidated monthly variance reports for department variances > \$50,000 and 5% of budget.	12	12	12
<b>Efficiency:</b> Consolidated variance reports prepared monthly.	1	1	1
<b>Effect/Outcome:</b> Percentage of consolidated monthly variance reports for department variances > \$50,000 and 5% of budget completed.	100%	100%	100%

<b>Objective:</b> To provide accurate and efficient accounting and reporting for all public funds received for the City and maintained by the Finance Department.			
<b>Demand:</b> Number of journal entries to be processed and completed.	1,616	1,500	1,500
<b>Workload:</b> Number of journal entries processed and completed.	1,616	1,500	1,500
<b>Efficiency:</b> Average number of journal entries processed and reviewed per month.	135	125	125
<b>Effect/Outcome:</b> Percentage of journal entries completed per year.	100%	100%	100%

<b>Objective:</b> To provide accurate and timely payment of all invoices properly submitted according to policy and procedure guidelines. Payments should be issued within 30 days.			
<b>Demand:</b> Number of invoices to be processed and recorded.	75,230	75,000	75,000
<b>Workload:</b> Number of invoices processed, recorded, and completed.	75,230	75,000	75,000
<b>Efficiency:</b> Number of invoices processed per hour.	36	36	36
<b>Effect/Outcome:</b> Percentage of invoice payments issued within 30 days.	95%	95%	95%

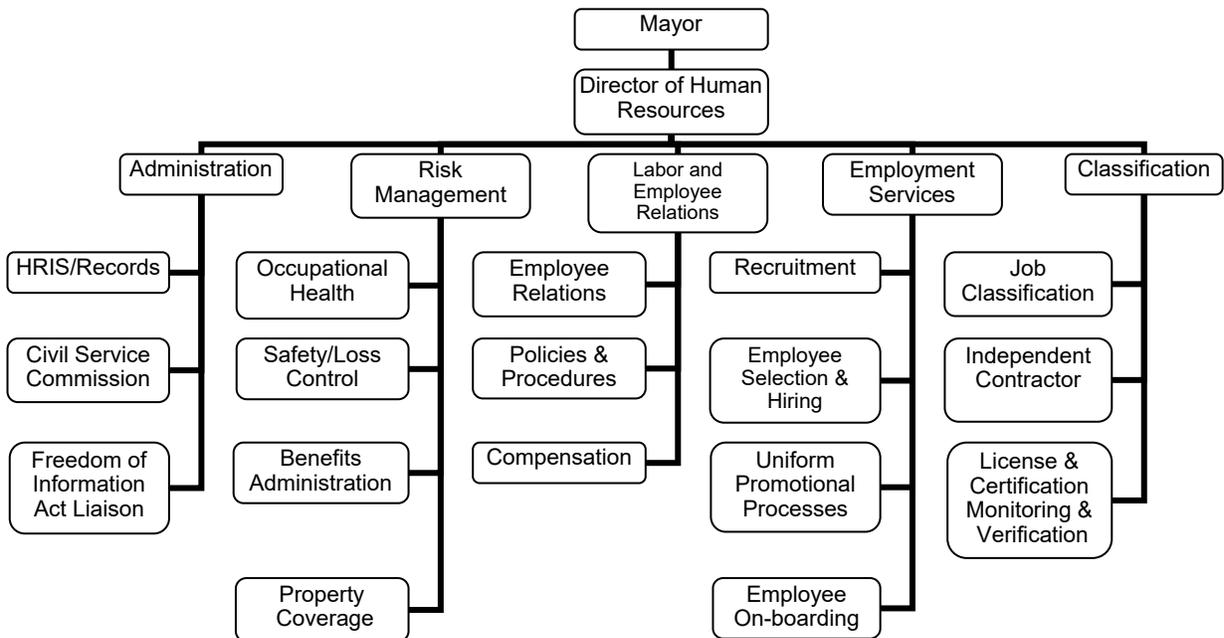
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To provide and maintain a systematic method of accounting for and controlling City's assets.			
<b>Demand:</b> Number of departmental annual asset inventory counts scheduled.	41	41	41
<b>Workload:</b> Number of addition, retirement, and depreciation, transfer, and adjustment transactions processed.	21,611	35,000	25,000
<b>Efficiency:</b> Number of departmental asset inventory counts completed.	41	41	41
<b>Efficiency:</b> Transactions processed per month.	1,800	2,917	2,000
<b>Effect/Outcome:</b> Percentage of departmental annual asset inventory counts conducted.	100%	100%	100%

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





# Human Resources



**Mission:**

The Department of Human Resources will consistently provide training, support, and education to employees through collaboration and ensuring quality customer service is provided to employees and residents.

**Vision:**

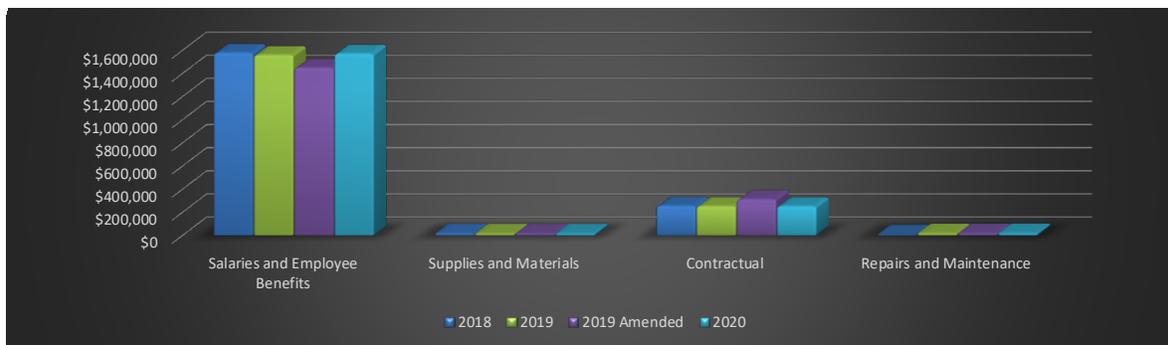
The Department of Human Resources will function as a strategic partner with all City Departments, ensuring the City's workforce is engaged, motivated, and productive, thus enabling Departments to provide high quality service to our residents.

Human Resources

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$1,578,379	\$1,558,854	\$1,448,441	\$1,570,969
Supplies and Materials	17,987	17,200	17,200	17,200
Contractual	255,222	252,447	312,447	252,447
Repairs and Maintenance	4,254	19,516	19,516	20,250
<b>Total</b>	<b>\$1,855,842</b>	<b>\$1,848,017</b>	<b>\$1,797,604</b>	<b>\$1,860,866</b>
<b>Staffing</b>	22	23	22	22

Approximately \$67,700 of the personnel cost increase in the 2020 Budget is attributed to the FOIA position reclassification and benefit cost increases. This is partially offset by the annualized cost of the elimination of one (1) position in the June 4, 2019 Amendment. The remainder of the change in the personnel budget is resulting from the comparison of the 2020 Budget to the Amended 2019 Budget which reflects a reduction for vacancy savings achieved in the Department through December of approximately \$82,600 net of vacation/sick payouts. In addition, the 2019 Amended Budget included an additional \$60,000 for legal expenses associated with Civil Service cases experienced in 2019. The increase from the 2019 Original Budget to the 2020 Budget is approximately \$12,850.

Allocations By Year And Account Category



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$1,860,866	0.70%	3.52%

<b>2019 Department Priorities</b>		<b>Status</b>
Conduct audit of statement of values for property insurance.		Not Completed
Implemented revised classification job analysis questionnaire.		Completed
Administered orientation for uniform promotional candidates.		Completed
Continue providing training opportunities for city employees conducted by staff.		Ongoing

<b>2020 Department Goals</b>	
Implement On-boarding software.	
Research turnover rates and provide proactive retention strategies.	
Expand training programs.	
Research options to implement workflow products that streamline approval processes.	
Perform City wide audit of time records in accordance with the Fair Labor Standards Act.	
Implement Self-Insured Health Insurance Product if financially feasible.	

**Department:** Human Resources  
**Funding Source:** General Fund  
**Budget:** \$ 1,860,866

**Department Description:**

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

	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To administer benefit programs provided for city employees, including insurance coverage and to ensure that quality benefits are provided within financial and legal constraints.			
<b>Demand:</b> Total Enrollment meetings.	20	12	20
<b>Workload:</b> Number of enrollment meetings conducted.	20	12	20
<b>Efficiency:</b> Completed enrollment meeting materials by contract/payroll deadlines.	100%	100%	100%
<b>Effect/Outcome:</b> Percentage of enrollment materials completed by payroll and Contract targets.	100%	100%	100%
<b>Objective:</b> To develop and maintain job descriptions and specifications, review classification requests, and determine Fair Labor Standards Act (FLSA) exemption status.			
<b>Demand:</b> Number of active job classifications.	467	476	482
<b>Workload:</b> Number of classifications requests or new position requests per year (includes LRCVB).	372	345	362
<b>Efficiency:</b> Complete research and submit completed documents for review by requesting department within 60 days.	23	23	60
<b>Effect/Outcome:</b> Average number of days to complete research and submit proposed job descriptions/specification.	23	23	60
<b>Objective:</b> To review services provided by sole proprietors and individuals for City Departments to determine appropriate classification as employee or independent contractor.			
<b>Demand:</b> Total number of services reviewed to determine appropriate classification as employee or independent contractor.	87	125	150
<b>Workload:</b> Number of services reviewed to determine appropriate classification as employee or independent contractor.	87	125	150
<b>Efficiency:</b> Completed review of services to determine appropriate classification.	100%	100%	100%
<b>Effect/Outcome:</b> Percentage of services reviewed to determine appropriate classification.	100%	100%	100%
<b>Objective:</b> To administer the driver's license verification and monitoring program for city employees.			
<b>Demand:</b> Total Number license verifications.	2,084	2,075	2,075
<b>Workload:</b> Number of license verifications.	2,084	2,075	2,075
<b>Efficiency:</b> Completed bi-annual driver's license verifications.	100%	100%	100%
<b>Effect/Outcome:</b> Percentage of bi-annual driver's license verifications completed.	100%	100%	100%

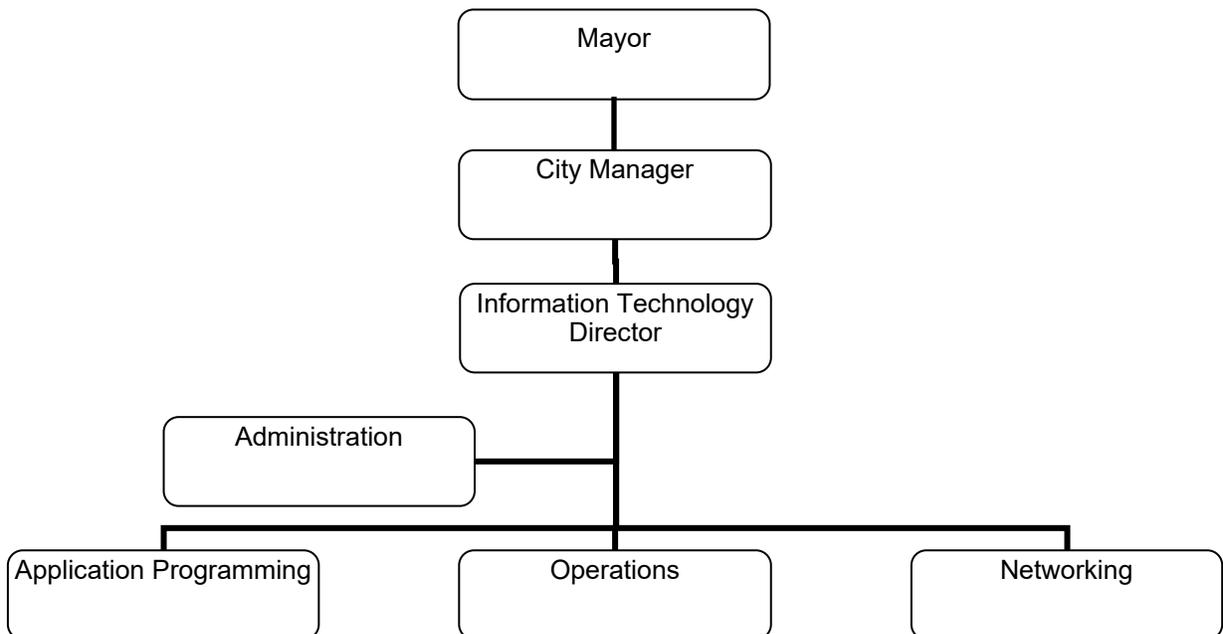
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To receive, process and maintain applications and related documents for all City Positions; to recruit applicants for all City positions needed (including Civil Service, non-Civil Service, and Part-time positions).			
<b>Demand:</b> The average number of days required to announce, screen/test and refer applicants.	13	13	12
<b>Workload:</b> The number of actual positions which were processed (i.e. posted, screened/tested, and referred).	389	300	300
<b>Efficiency:</b> Number of all applicants for that year	20,437	19,000	19,000
<b>Effect/Outcome:</b> Average number of days to submit/refer a list (from the receipt of a requisition to the referral of a list).	14.14	13	12
<b>Objective:</b> 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.			
<b>Demand:</b> Year to date cost per claim.	\$6,145	\$3,921	\$4,282
<b>Workload:</b> Number of claims.	288	318	349
<b>Efficiency:</b> Percentage of claims properly reported to the Workers' Compensation Commission within the ten (10) day requirement.	100%	100%	100%
<b>Effect/Outcome:</b> Proper claim management driven by on time reporting percentages.	100%	100%	100%
<b>Objective:</b> 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.			
<b>Demand:</b> Approximate building valuation (in millions).	510	514	514
<b>Workload:</b> Actual Value.	510	514	514
<b>Efficiency:</b> Maintain or improve coverage without an unnecessary increase in premium rates.	1%	1%	15%
<b>Effect/Outcome:</b> Percent increase in premium rates.	1%	1%	15%

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:**

The mission of the city of Little Rock's Information Technology Department is to support the City of Little Rock, by providing leadership and knowledge to staff in the appropriate application of technology, and to provide an efficient and reliable infrastructure for voice and data communication to enable City Officials, staff and employees to deliver the highest level of service to the Residents of Little Rock.

**Vision:**

The City of Little Rock Departments, and the Residents of Little Rock, will have updated and accessible technology services. IT will provide accurate and timely information, where and when Departments and Residents need it and in the format that is most useful, concise, and transparent.

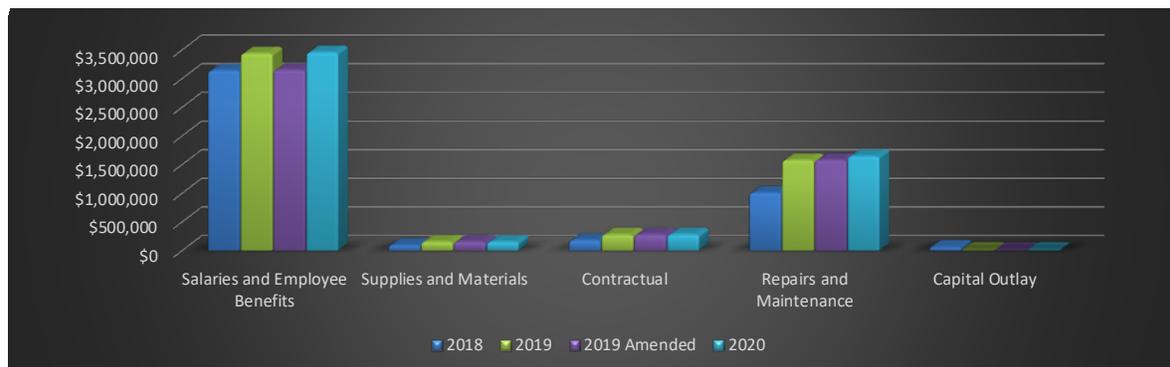
Information Technology

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$3,138,961	\$3,439,250	\$3,148,077	\$3,457,993
Supplies and Materials	92,537	154,175	154,175	153,880
Contractual	179,293	278,524	278,524	280,990
Repairs and Maintenance	1,007,541	1,577,546	1,577,546	1,645,632
Capital Outlay	59,579	-	-	-
<b>Total</b>	<b>\$4,477,911</b>	<b>\$5,449,495</b>	<b>\$5,158,322</b>	<b>\$5,538,495</b>

Staffing	39	39	39	39
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Approximately \$18,750 of the personnel cost increase in the 2020 Budget is attributed to position reclassifications and benefit cost increases. The remainder of the change in the personnel budget is resulting from the comparison of the 2020 Budget to the Amended 2019 Budget which reflects a reduction for vacancy savings achieved in the Department through December of approximately \$291,000, net of vacation/sick payouts. The increase in repairs and maintenance reflects the increased cost of licenses for the new Computer Aided Dispatch System for Police and Fire. The increase in utility cost reflects the assumptions received from the utility providers.

Allocations By Year And Account Category



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$5,538,495	1.63%	7.37%

2019 Department Priorities	Status
Collaborate with Little Rock Police Department (LRPD) and Little Rock Fire Department (LRFD) on contract negotiation and implementation of new Computer Aided Design (CAD) System (software, interfaces, components, etc.) that best serves the City of Little Rock, its citizens and visitors.	Ongoing
Provide technical support to the Finance Department on Lawson/Infor installation of the Finance Budget module.	Ongoing
Provide technical support to the Fleet Department on the implementation of the Asset Management system.	Ongoing
Research the feasibility of adding a barcoding system for the tracking of all technology assets.	Ongoing
Upgrade and replace the City's core network equipment to ensure the reliability of network communications for all City staff and systems. Provided funding is available.	Ongoing
Researched the feasibility of upgrading equipment and licensing for data storage and processing for the City computer systems currently residing on the City's Active-Active systems.	Completed
Upgraded and replaced remaining portions of the City's existing phone system to the Voice-Over Internet Protocol (VoIP) Phone System.	Completed
Provide technical knowledge, assistance, and installation of Little Rock Zoo and Parks & Recreation new Point-of-Sale Systems.	Ongoing
Assisted the Public Works Operations area with securing an Asset Management System that integrates with our current 311 System.	Completed
Designed and developed a system for LRPD, including the Communications Center to track the daily work schedules (40/80) of their personnel electronically.	Completed
Upgraded the City's current wireless equipment in the new Police Administration facility.	Completed
Redesign and integrate the Parks, Zoo and Building Services Work Order systems to allow for mobile access and ease of maintenance.	Ongoing

<b>2020 Department Goals</b>
Upgrade and replace the City's core network equipment to ensure the reliability of network communications for all City staff and systems; provided that funding is available.
Upgrade and replace remaining portions of the City's existing phone system to the Voice-Over Internet Protocol (VoIP) Phone System (12th Street Police Sub-station).
Research the feasibility of adding a barcoding system for the tracking of all technology assets.
Assist LRPD and LRFD with the implementation of the new Computer Aid Dispatch (CAD) system including various interfaces.
Provide technical support to the Fleet Department on the implementation of the Enterprise Asset Management system (EAM).
Complete the Information Technology firewall upgrade and implementation of the Checkpoint Uniform Resource Locator (URL) filtering.
Complete installation and integration of the back-up and recovery system.
Implement a two-factor authentication for all end-users.
Complete desktop builds for virtual desktop infrastructure (VDI) environment.
Upgrade to the PSIGEN document management software formally known as Cabinet.
Upgrade all desktops, clients and servers to the Windows 10 operating system.
Educate essential Information Technology personnel on the current anti-virus software.
Upgrade the Environmental Systems Research Institute (ESRI) Geographic Information System environment. (GIS)
Complete the website refresh and integration of digital forms.
Continue to provide technical support and upgrades for the Dynamic Enterprise Performance Management (d/EPM) financial budget module.
Continue to provide support for the Community Development and Regulatory (CDR) on-line portal.
Review of existing Little Rock Police Department's Records Management System (RMS) for enhancements.

**Department:** Information Technology  
**Funding Source:** General Fund  
**Budget:** \$ 5,538,495

**Department Description:**

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

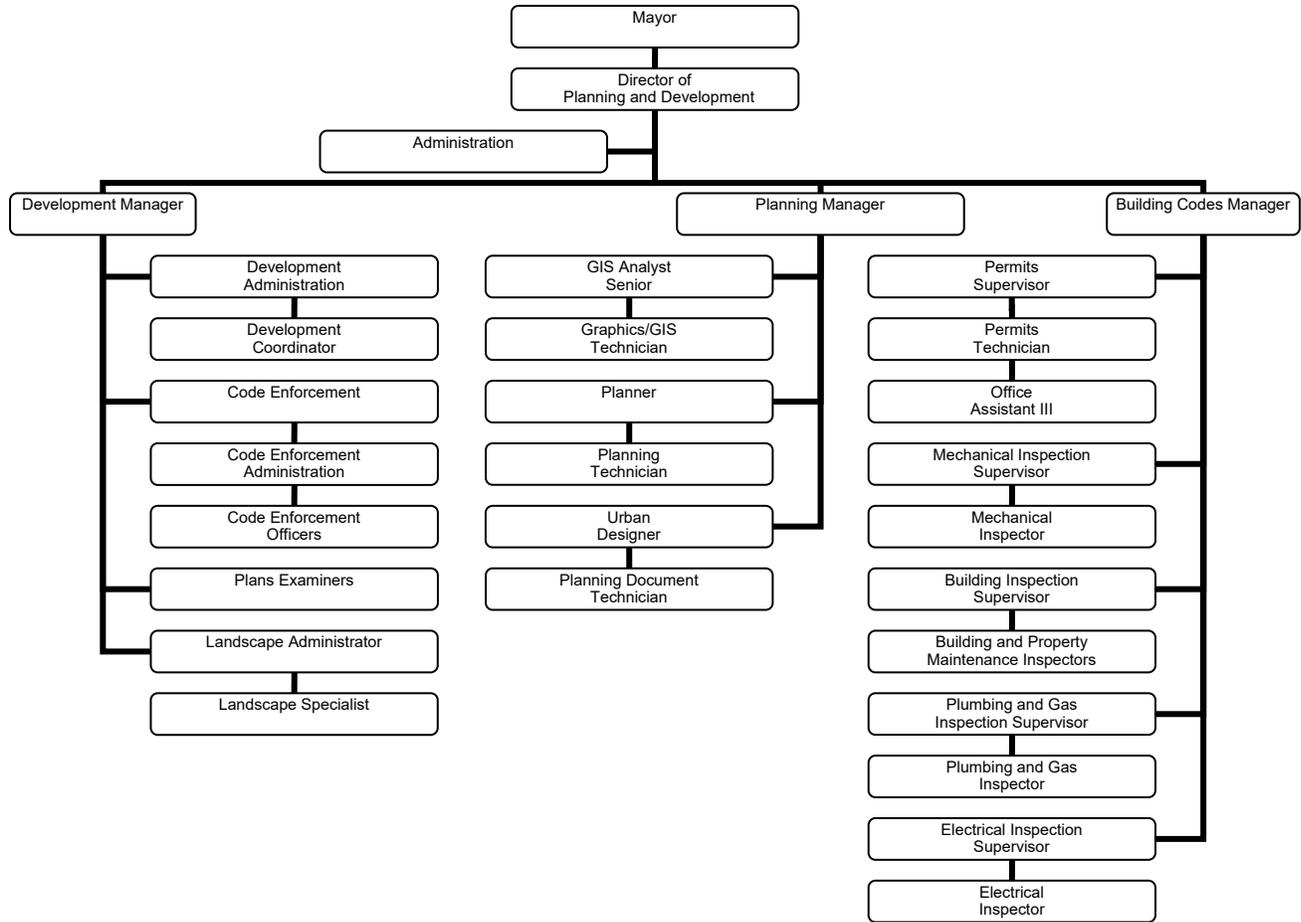
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To insure that the City's local area computer network is available 99% of the available work hours.			
<b>Demand:</b> Hours available in the work year.	8,760	8,760	8,760
<b>Workload:</b> Hours available for use per year.	8,760	8,760	8,760
<b>Efficiency:</b> Actual hours available for use per year.	8,636	8,672	8,672
<b>Effect/Outcome:</b> Percentage network is available during work hours.	99%	99%	99%
<b>Objective:</b> To insure that 97% of the city staff trouble tickets receive a satisfactory or better rating.			
<b>Demand:</b> Number of trouble ticket per year.	7,122	8,300	8,300
<b>Workload:</b> Number of ticket processed within the year.	6,905	8,300	8,300
<b>Efficiency:</b> Number of satisfactory or better tickets.	7,113	8,247	8,247
<b>Effect/Outcome:</b> Percent of satisfactory or better rated tickets.	99%	99%	99%

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





# Planning & Development



**Mission:**

To enhance the quality of life for the residents of Little Rock through exceptional service that encourages quality growth, development, redevelopment, and the stabilization of neighborhoods through an efficient and equitable effort of planning, land use controls, Historic Preservation, permitting, and enforcement.

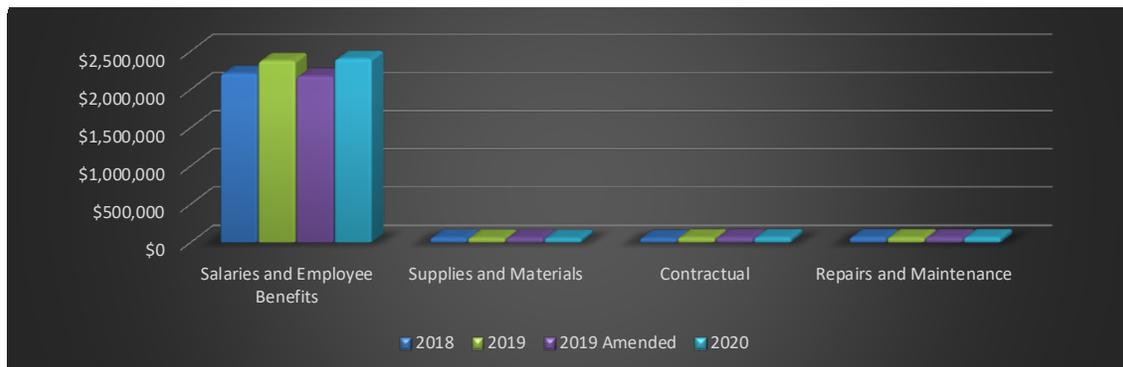
Planning and Development

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$2,210,449	\$2,378,013	\$2,175,584	\$2,404,035
Supplies and Materials	63,565	62,040	62,040	58,068
Contractual	56,432	68,039	68,039	68,910
Repairs and Maintenance	70,148	68,504	68,504	70,200
<b>Total</b>	<b>\$2,400,595</b>	<b>\$2,576,596</b>	<b>\$2,374,167</b>	<b>\$2,601,213</b>

Staffing	39	39	38	38
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Approximately \$179,000 of the increase in the 2020 personnel budget is resulting from the comparison of the 2020 Budget to the Amended 2019 Budget which reflects a reduction for vacancy savings achieved in the Department through December. In addition, position reclassifications and increased benefit cost added \$72,250 to the 2020 Budget, partially offset by the annualized impact of the elimination of a planner position in the June 4, 2019 Amendment (\$23,000). The decrease in Fleet allocations reflects a reduction in fuel cost forecast by the Fleet Department. The increase in utility cost reflects the assumptions received from the utility providers.

Allocations By Year And Account Category



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$2,601,213	0.96%	9.56%

<b>2019 Department Priorities</b>	<b>Status</b>
Provided 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.	Completed
Finish the Broadmoor neighborhood survey – approximately two-thirds of the neighborhood. File for grant to complete the remaining third of the neighborhood and nominate the entire neighborhood for the national register. Completed the first phase survey. We have one more survey phase and a nomination phase.	Ongoing
Started and completed the review of the area between Interstate 30, I-630, I-430 and Downtown. Completed (Board action on) East Plan area (east of Interstate 30/Interstate 530) and NW Plan (north of Chenal/Kanis, west of I-430). Completed the initial work for the review of the area Interstate 30 to I-630, and I-430 to Union Pacific Railroad. Completed all but NW Plan.	Completed
Per the development process report presented in 2018, the Zoning Division will be re-structured to become the Development Division. In this restructuring, a process for all private development permitting will be implemented.	Ongoing
Continue the effort to address the issue of unsafe structures.	Ongoing
Local Update of Census Addresses (LUCA) 2020 Pre-Census update of new structures was finished. Supported Application development and graphic needs of all city departments.	Completed
Review and process approximately 230 requests for rezoning, conditional uses, variances, preliminary plats, Tower Use Permits, street name changes and planned developments.	Ongoing
Engaged the on-going planning process and coordinated assistance from the Nelson/Nygaard Team when needed.	Completed

<b>2020 Department Goals</b>
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.
Convert the development application process outside of the building permit to an electronic submission and review.
Complete the conversion of the Zoning Division to the Development Division.
Start the process of a Master Plan for the areas of downtown, midtown, and southwest.
Continue the effort to address the issue of unsafe structures.
Revise the Master Street Plan and incorporate other modes of transportation including public, pedestrian, trails, etc. into a Master Transportation Plan.
Review and process approximately 230 requests for rezoning, conditional uses, variances, preliminary plats, Tower Use Permits, street name changes and planned developments.

**Department: Planning and Development**  
**Funding Source: General Fund**  
**Budget: \$ 2,601,213**

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

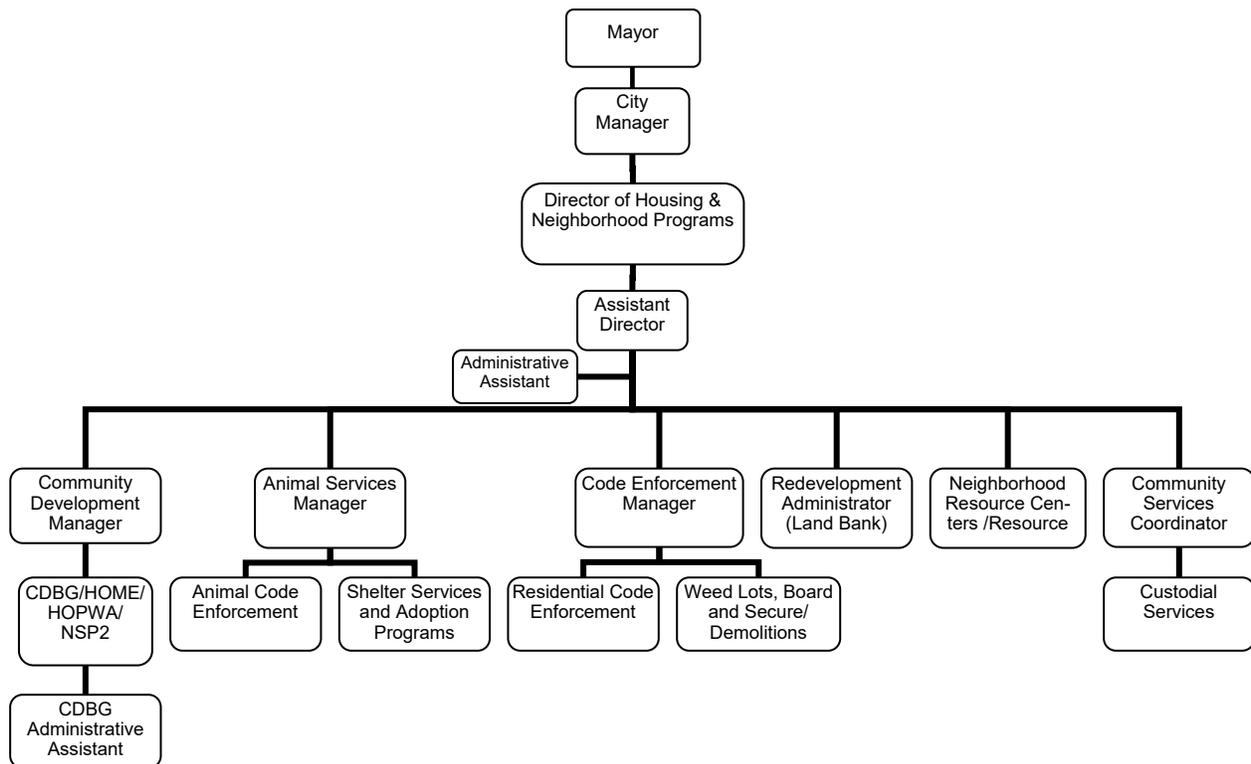
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To process 95% of all applications within forty-five (45) days.			
<b>Demand:</b> Land Use, Historic District, and River Market District cases to be processed.	31	28	30
<b>Workload:</b> Land Use, Historic District, and River Market District cases processed.	31	28	30
<b>Efficiency:</b> Cases reviewed/completed per month.	2.5	2.5	2.5
<b>Effect/Outcome:</b> Completion of cases	100%	100%	100%
<b>Objective:</b> To process all inspection request within one (1) day.			
<b>Demand:</b> Building, Plumbing Mechanical, and Electrical inspection requests possible.	14,250	14,250	14,500
<b>Workload:</b> Building, Plumbing Mechanical, and Electrical inspection requests completed.	14,250	14,250	14,500
<b>Efficiency:</b> Inspection requests completed per year.	14,250	14,250	14,500
<b>Effect/Outcome:</b> Percentage of requests completed.	100%	100%	100%
<b>Objective:</b> To complete zoning, subdivision, and sign code enforcement inspections, and re-inspections within policy-directed time frames.			
<b>Demand:</b> Zoning, subdivision and sign code inspections and re-inspections to be completed.	8,900	5,500	8,900
<b>Workload:</b> Zoning, subdivision and sign code inspections, and re-inspections completed.	8,900	5,500	8,900
<b>Efficiency:</b> Cases processed per year.	8,900	5,500	8,900
<b>Effect/Outcome:</b> Compliance and completion of cases.	100%	100%	100%
<b>Objective:</b> To process 95% 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.			
<b>Demand:</b> Processing of Conditional Use, Tower Use, Special Use, Variances, Preliminary or Final Plats, Planned Developments and Site Plan Reviews.	245	250	245
<b>Workload:</b> Total Cases available per year.	245	250	245
<b>Efficiency:</b> Cases processed per year.	245	250	245
<b>Effect/Outcome:</b> Compliance and completion of cases.	100%	100%	100%

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





# Housing & Neighborhood Programs



**Mission:**

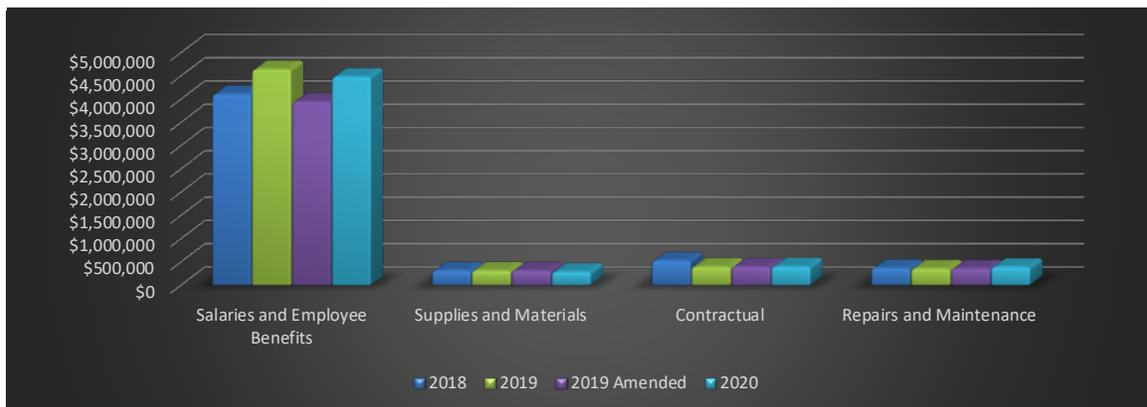
To enhance the quality of life for the citizens of Little Rock by encouraging quality, affordable development and redevelopment while working closely with neighborhood organizations to identify resources needed to strengthen and make improvements in their areas; and to protect the health and safety of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

**Housing and Neighborhood Programs**

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$4,106,923	\$4,640,966	\$3,945,762	\$4,482,921
Supplies and Materials	315,864	315,676	315,676	288,614
Contractual	525,907	397,155	397,155	401,900
Repairs and Maintenance	371,959	358,833	358,833	392,577
<b>Total</b>	<b>\$5,320,653</b>	<b>\$5,712,630</b>	<b>\$5,017,426</b>	<b>\$5,566,012</b>
<b>Staffing</b>	107	106	98	98

Approximately \$521,500 of the increase in the 2020 personnel budget is resulting from the comparison of the 2020 Budget to the Amended 2019 Budget which reflects a reduction for vacancy savings achieved in the Department through December. An additional increase of \$189,525 reflects salary increases for Code Enforcement and Animal Services Officers, and increased benefit costs. The increases are partially offset by the annualized impact of the elimination of six (6) positions included in the June 4, 2019 Amendment (\$173,800). Other changes reflect the increase in Fleet service allocations and utility cost.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$5,566,012	-2.57%	10.93%

<b>2019 Department Priorities</b>	<b>Status</b>
Continue the publication of a department newsletter.	Completed
Complete twenty-two (22) rehabilitation projects through the City's Elderly Housing Program utilizing HOME, Community Development Block Grant (CDBG) and Arkansas Housing Trust Fund dollars.	Completed
Complete twenty (20) Wheel Chair Ramp assistance projects.	Ongoing
Continue series of Public Service Announcements (PSA's) to highlight various housing programs.	Ongoing
Complete ten (10) new single-family structures utilizing Home Investment Partnership Program (HOME) funds.	Completed
Complete construction of quarantine area at Animal Village.	Completed
Implement a Foreclosure Registry Program (vendor has been selected and contract being drafted for web-based registry).	
Complete an ordinance to regulate poultry within the city limits (issue scheduled to go before the Animal Village Advisory Board).	Ongoing
Update Department brochures in English and Spanish.	Completed
Host a Community Housing Fair.	Completed
Continue a Code Enforcement Mobile Home Inspection Training Class.	Ongoing
Continue Digitize and map departmental data. (i.e., project locations, U/V, etc.)	Ongoing
Create an on-line application for housing assistance/resources.	Completed
Continue the "Love Your Block" recognition program.	Completed
Create a Pet License Reminder System.	Ongoing
Complete fifteen (15) homes under the World Changers program.	Ongoing
Create partnerships with American Society for the Prevention of Cruelty to Animals (ASPCA) and other Rescue entities to move over 700 pets to new homes.	Completed

<b>2020 Department Goals</b>
Provide Internal Supervisory Training, Team Building and Customer Service Training.
The Community Development Division will hold its fourth annual Community Housing Resource Fair during Community Development week in April of 2020. This will allow citizens in the community to receive education on the housing resources available through the City of Little Rock Community Development Division and other service providers related to housing in Little Rock.
Staff will continue to hold its annual contractor's meeting in 2020 with construction industry updates and training. Staff is continuing to try and identify nonprofit organizations that meet HUD criteria to be certified as a Community Housing Development Organization (CHDO).
Staff to work with Community Programs and the various neighborhood associations regarding outreach for the Youth Master Plan.
Provide on-going training to improve accuracy of notices, citations, affidavits and condemnation files. Continue regular sessions to provide updates and strategies, and strive to improve the quality of documentation.
Full implementation of the Code Enforcement Software Program in an effort to improve the ability to be more proactive and responsive.
Complete Mobile Home Training Class. Review SWOT (strength, weakness, opportunity & threats) analysis and present to staff. Increase efficiency, accountability and job satisfaction of Code Enforcement Staff.

**Department: Housing and Neighborhood Programs**  
**Funding Source: General Fund**  
**Budget: \$ 5,566,012**

**Department Description:**

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

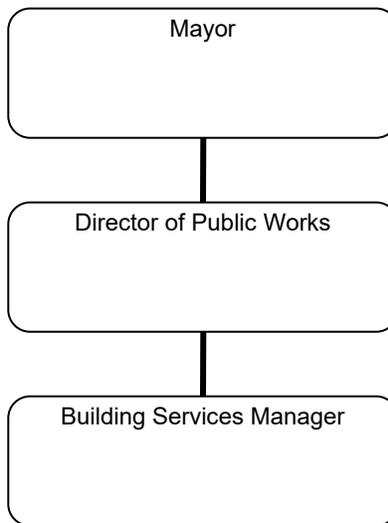
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To enter on call bulky items pickups.			
<b>Demand:</b> On Calls received for bulky pickups.	3,000	3,500	6,000
<b>Workload:</b> On call bulky item pickups.	3,352	3,500	6,283
<b>Efficiency:</b> Average Bulky Item Pickup per month.	279	292	524
<b>Effect/Outcome:</b> Percentage of bulky items pickups completed yearly.	112%	100%	100%
<b>Objective:</b> To enforce nuisance codes through property inspections.			
<b>Demand:</b> Nuisance code inspections to be performed.	24,000	30,000	30,000
<b>Workload:</b> Nuisance code inspections performed.	30,786	30,000	30,833
<b>Efficiency:</b> Average nuisance code inspections done per month.	2,566	2,500	2,569
<b>Effect/Outcome:</b> Percentage of nuisance code inspections completed annually.	128%	100%	100%

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





# Public Works General Fund



**Mission:**

“The Public Works department is dedicated to providing efficient and economical infrastructure and quality management of services for the residents of Little Rock in a professional manner.”

**Public Works General Fund**

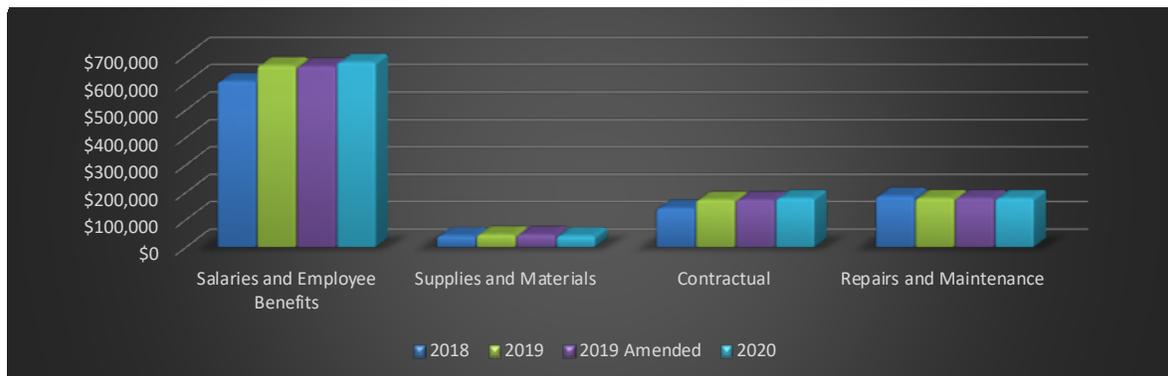
**Expenditure Budget**

Account Category	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$604,807	\$662,712	\$659,021	\$674,802
Supplies and Materials	41,908	45,958	45,958	41,720
Contractual	142,409	173,073	173,073	178,774
Repairs and Maintenance	186,265	178,992	178,992	178,811
<b>Total</b>	<b>\$975,389</b>	<b>\$1,060,735</b>	<b>\$1,057,044</b>	<b>\$1,074,107</b>

<b>Staffing</b>	12	12	12	12
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The increase in 2020 personnel cost is attributed to salary and benefit cost increases and position reclassifications. Other changes include the decrease in fuel cost and the increase in utility cost based on assumptions received from the providers.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$1,074,107	1.26%	1.61%

2019 Department Priorities	Status
Continue to support maintenance and construction that will make buildings more energy efficient, less expensive to maintain and environmentally friendly.	Ongoing
Continue to install motion sensors on lighting to conserve energy as funds become available. Installed 1,405 LED lights and 55 occupancy sensors.	Other (Explain)

2020 Department Goals
Continue to support maintenance and construction that will make buildings more energy efficient, less expensive to maintain and environmentally friendly.
Continue to install LED lights and motion sensors on lighting to conserve energy as funds become available.

**Department:** Public Works  
**Funding Source:** General Fund  
**Budget:** \$ 1,074,107

**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.

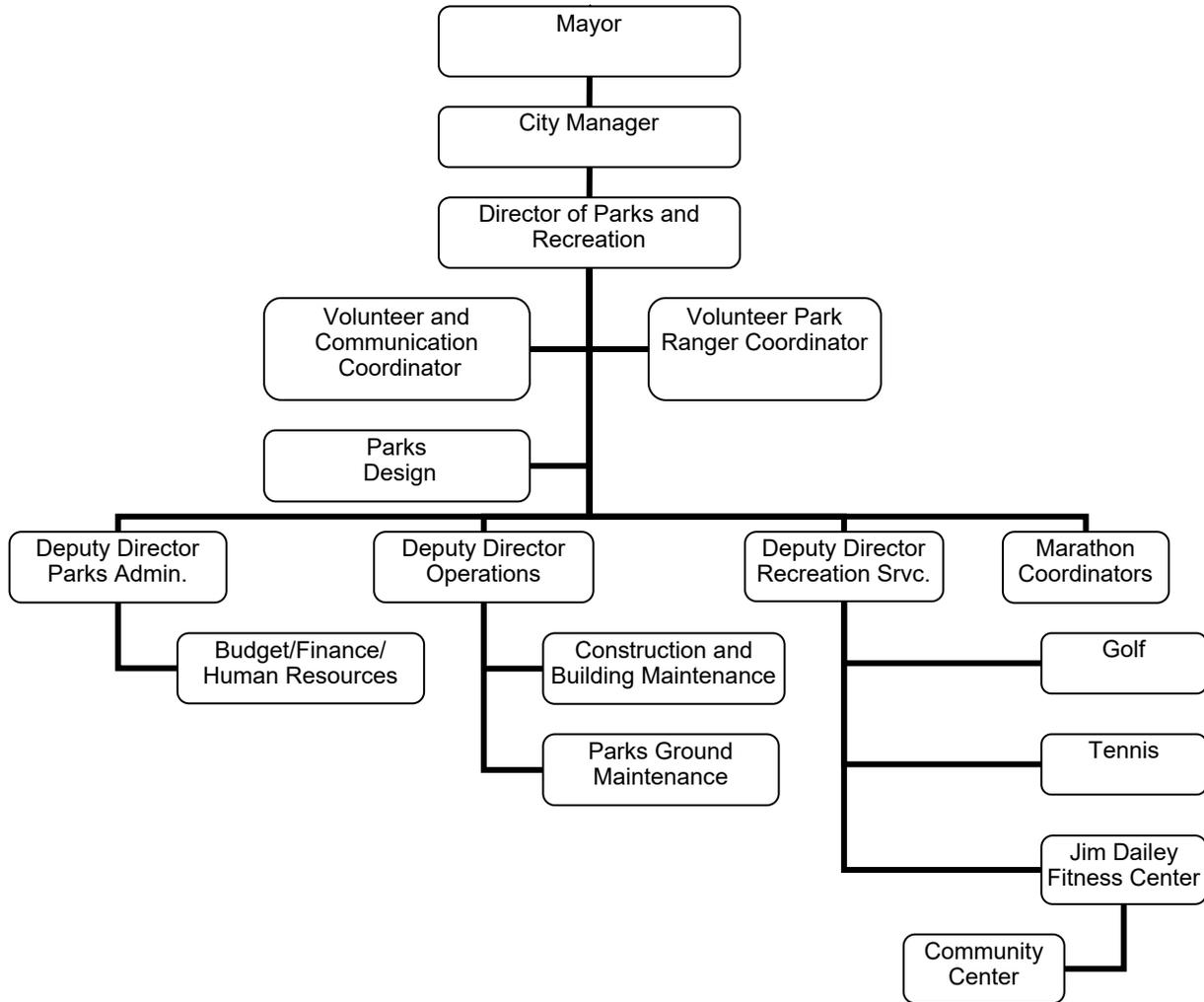
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To complete all building-related service work orders in a timely fashion.			
<b>Demand:</b> Work orders to be completed from City departments.	1,550	1,525	1,550
<b>Workload:</b> Work orders completed.	1,550	1,525	1,550
<b>Efficiency:</b> Work orders completed per month.	129.16	127.08	129.16
<b>Effect/Outcome:</b> Total percentage of work orders completed.	100%	100%	100%

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





# Parks and Recreation



**Mission:**

Little Rock Parks and Recreation is dedicated to encouraging healthy lifestyles by providing quality recreation opportunities and access to exceptional park experiences in an efficient and equitable manner.

**Vision:**

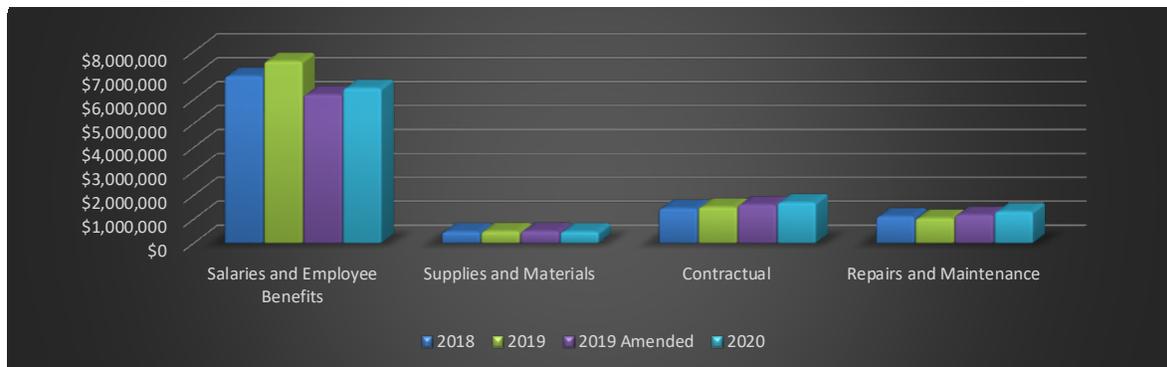
Creating a City in a Park through innovative recreational programming and vibrant park spaces which enhance the quality of life for all residents of Little Rock.

**Parks and Recreation**

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$6,980,960	\$7,604,205	\$6,202,339	\$6,483,121
Supplies and Materials	479,383	498,449	500,875	481,427
Contractual	1,458,378	1,511,970	1,614,067	1,704,324
Repairs and Maintenance	1,119,135	1,047,950	1,184,336	1,326,105
Capital Outlay	76,476	-	-	-
<b>Total</b>	<b>\$10,114,332</b>	<b>\$10,662,574</b>	<b>\$9,501,617</b>	<b>\$9,994,977</b>
<b>Staffing</b>	128	129	106	106

The increase in personnel cost is resulting from the comparison of the 2020 Budget to the Amended 2019 Budget which reflects a reduction for vacancy savings achieved in the Department through December of approximately \$846,000, net of vacation/sick payouts, lump sum payments for AFSCME eligible employees, and increased benefit cost. This is partially offset by the annualized impact of staffing reductions included in the June 4, 2019 Amendment (\$556,000). The increase in the Fleet budget reflects fuel and service allocations determined by the Fleet Department. The increase in repairs and maintenance and contracts are associated with the annualized cost of increased land maintenance and outsourced mowing services included in the June 4, 2019 Amendment. There are no staffing changes included in the 2020 Budget.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$9,994,977	-6.26%	5.19%

2019 Department Priorities	Status
Little Rock Parks and Recreation Master Plan: Develop and begin to implement a five (5) year Strategic Plan.	Ongoing
Little Rock Parks and Recreation Accreditation (LRPRA); Update and review all 151 Standards to maintain National Recreation and Parks Association (NRPA) Accreditation.	Ongoing
NRPA 2019 Gold Medal Award: Submitted an application for the 2019 National Recreation and Parks Association's Gold Medal Award.	Completed
Little Rock Parks and Recreation Americans with Disabilities Act (ADA) Transition Plan: Inventory all developed park properties for ADA Standards, then develop a Little Rock Parks and Recreation ADA Transition Plan.	Ongoing
Outdoor Recreation Grant Playground projects: Completed the installation of four (4) new replacement playgrounds with accessible connections located at Reservoir, Kanis, Hanger Hill, and Ottenheimer Parks.	Completed
Little Rock Parks and Recreation Programming: Increase participation in Little Rock Parks and Recreation programs and analyze feedback from programs for improvements.	Ongoing
Crump Park Splash Pad: Construct a new splash pad and related amenities.	Ongoing
Little Rock Parks and Recreation Marketing Plan: Update and implement the existing Little Rock Parks and Recreation Marketing Plan.	Ongoing
Western Hills Park Master Plan: Complete the park master plan which consists of trails, pavilions, fishing piers, and a natural concept playground.	Ongoing
Park Signage Improvements: Install new park entrance signs to enhance visibility and marketability of the Little Rock Parks and Recreation brand.	Ongoing
Little Rock Parks and Recreation Professional Mountain Bike Trails: Completed designs for mountain bike trails and features for Two Rivers, River Mountain, and North Allsopp Parks.	Completed
Kanis Park Pickle Ball Courts: Construct six (6) Pickle Ball courts and renovate old hard surface courts.	Ongoing
Otter Creek Park Improvements: Installed Musco sports lighting on one (1) existing soccer field and made improvements to the parking lot and general field access.	Completed
Rebsamen Tennis Center Clubhouse Improvements: Completed renovation of existing restroom and updates to clubhouse.	Completed
Rebsamen Tennis Center Entry Plaza Improvements: Construct a new complex entry plaza with vehicle and pedestrian access improvements and plaza with naming walls.	Completed
Arkansas River Trail Riverfront Drive: Complete the Transportation Alternative Program (TAP) grant trail improvement project that recently received successful bids for construction.	Completed
Outdoor Recreation Grant Two Rivers Restroom: Completed the installation of new prefab restroom along the Arkansas River Trail at the foot of the Two Rivers Pedestrian Bridge, project received successful bids for construction.	Completed
MacArthur Park Bike Polo Court: Complete installation of a new bike polo court and renovations to the existing hard surface court.	Ongoing
Allsopp Park Trail Improvements: Complete the Metro Plan TAP grant project of constructing a new hard surface trail, project is currently at 30% construction drawings.	Ongoing
Allsopp Park USTA Grant: Completed renovation of the two tennis courts including resurfacing, accessible improvements, drainage, and fence repairs.	Completed

2019 Department Priorities (Continued)	Status
Reservoir Park USTA Grant: Completed renovation of the two tennis courts including resurfacing, accessible improvements, drainage, and fence repairs. The resurfacing has received a successful bid, and Parks' staff have completed all other aspects.	Completed
Boyle Park Mountain Bike Trails: Continue to support Central Arkansas Trail Alliance (CATA) with efforts to build and renovate existing trails with largest	Ongoing
MacArthur Park Safe Routes to School Grant: Complete installation of new trail system from Main Street to Rockefeller School along I-630.	Ongoing
North Allsopp Park Gateway Project: Collaborated with Arkansas Parks and Recreation Foundation to raise support for project and completed installation of initial scope of project.	Completed

<b>2020 Department Goals</b>
Little Rock Parks and Recreation Master Plan: Develop and begin to implement a five (5) year Strategic Plan.
Little Rock Parks and Recreation Accreditation (LRPRA); Update and review all 151 Standards to maintain National Recreation and Parks Association (NRPA) Accreditation.
NRPA 2020 Gold Medal Award: Submit an application for the 2019 National Recreation and Parks Association's Gold Medal Award.
Little Rock Parks and Recreation Americans with Disabilities Act (ADA) Transition Plan: Inventory all developed park properties for ADA Standards, then develop a Little Rock Parks and Recreation ADA Transition Plan.
Little Rock Parks and Recreation Programming: Increase participation in Little Rock Parks and Recreation programs and analyze feedback from programs for improvements.
Crump Park Splash Pad: Construct a new splash pad and related amenities.
Little Rock Parks and Recreation Marketing Plan: Update and implement the existing Little Rock Parks and Recreation Marketing Plan.
Western Hills Park Master Plan: Start implementation of the park master plan which consists of trails, pavilions, fishing piers, and a natural concept playground.
Park Signage Improvements: Install new park entrance signs to enhance visibility and marketability of the Little Rock Parks and Recreation brand.
Little Rock Parks and Recreation Professional Mountain Bike Trails: Construct professionally designed mountain bike trails in River Mountain and North Allsopp Parks.
Boyle Park Mountain Bike Trails: Complete the installation of new mountain bike trails and bike park amenities as part of a \$160,000 Recreation Trails Program grant that was received in 2019.
Kanis Park Pickle Ball Courts: Finish the construction of six (6) Pickle Ball courts and renovate old hard surface courts.
Rebsamen Tennis Center Improvements: Upgrade ADA accessible parking for the facility and continue renovation of ADA routes throughout the complex.
MacArthur Park Bike Polo Court: Complete installation of a new bike polo court and renovations to the existing hard surface court.
Allsopp Park Trail Improvements: Complete the Metro Plan TAP grant project of constructing a new hard surface trail that connects the Hillcrest Promenade to Allsopp Park.
Basketball Court Resurfacing: Resurface basketball court surfaces at Southwest and Dunbar Community Centers.
Athletic Court Resurfacing: Resurface tennis courts at Meriwether Park and the Rebsamen Tennis Center as well as resurface the basketball court at Boyle Park
Murray Park Improvements: Construct playground and accessible pathways to new playground in Murray Park, funded by a \$150,000 grant received from the Blue and You Foundation. Also, construct a Fit Lot fitness area provided in partnership with a grant from AARP.

**Department:** Parks and Recreation  
**Funding Source:** General Fund  
**Budget:** \$ 9,994,977

**Department Description:**

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

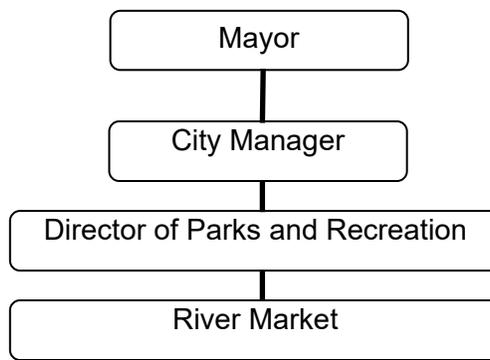
	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
<b>Objective:</b> Provide the citizens and visitors of Little Rock accessible recreational program opportunities, experiences and activities which promote active living, health and wellness, socialization, self-esteem, growth and achievement.			
<b>Demand:</b> Total recreational opportunities available.	382,000	393,460	395,730
<b>Workload:</b> Recreational opportunities attended.	343,949	367,710	330,687
<b>Efficiency:</b> Average seasonal attendance.	85,987	82,400	82,671
<b>Effect/Outcome:</b> Percentage of attendance versus opportunities available.	90%	93%	84%
<b>Objective:</b> Design and manage assigned capital and operational projects.			
<b>Demand:</b> Manage 80+ active and pending projects monthly on average	88	95	95
<b>Workload:</b> Manage 50 active projects monthly on average	56	58	58
<b>Efficiency:</b> Percentage of active projects managed monthly	64%	61%	61%
<b>Effect/Outcome:</b> Total projects completed annually	52	65	65
<b>Objective:</b> Mow all 63 City Parks on a weekly basis. <b>Mow all city parks and centers once a week</b>			
<b>Demand:</b> Number of desired mowing cycles.	30	30	40
<b>Workload:</b> Number of mowing cycles.	30	30	40
<b>Efficiency:</b> Number of monthly mowing cycles completed.	4	4	10
<b>Effect/Outcome:</b> Percentage of annual mowing cycles completed	100%	100%	100%

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





# River Market



**Mission:**

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.

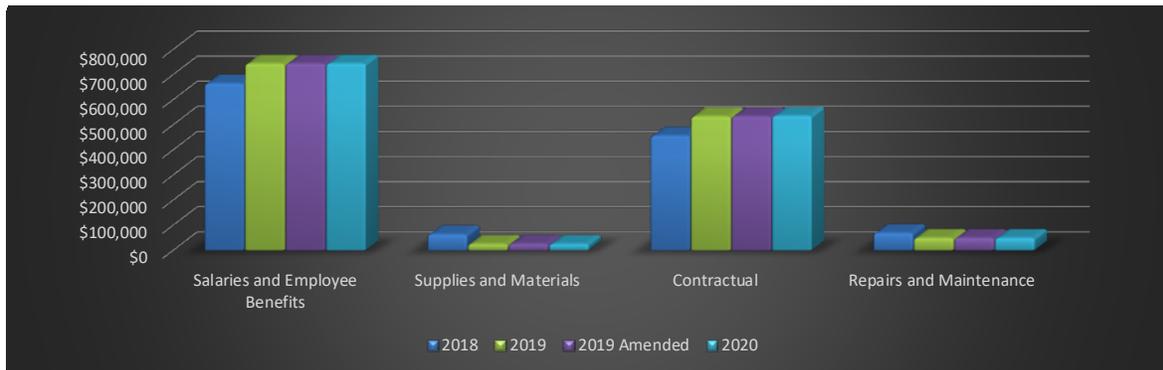
**River Market**

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$665,199	\$744,114	\$744,114	\$744,595
Supplies and Materials	64,259	26,000	26,000	26,000
Contractual	457,098	534,032	534,032	536,325
Repairs and Maintenance	69,894	50,000	50,000	50,000
<b>Total</b>	<b>\$1,256,450</b>	<b>\$1,354,146</b>	<b>\$1,354,146</b>	<b>\$1,356,920</b>

<b>Staffing</b>	0	0	0	0
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Little Rock Convention and Visitor's Bureau (LRCVB) will continue to operate the RiverMarket in 2020.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$1,356,920	0.20%	0.20%

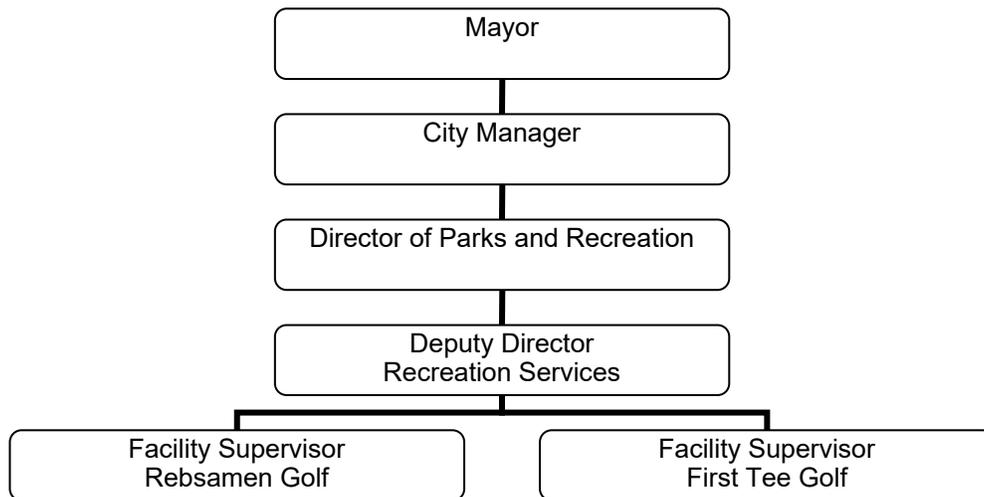
<b>2020 Department Goals</b>
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Little Rock Convention and Visitors Bureau (LRCVB) will continue management of River Market operations on behalf of the City for 2020.
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The City will continue to provide support to the River Market at the level of \$397,460.
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# Golf



**Mission:**

Little Rock Parks and Recreation is dedicated to encouraging healthy lifestyles by providing quality recreation opportunities and access to exceptional park experiences in an efficient and equitable manner.

**Vision:**

Creating a City in a Park through innovative recreational programming and vibrant park spaces which enhance the quality of life for all residents of Little Rock.

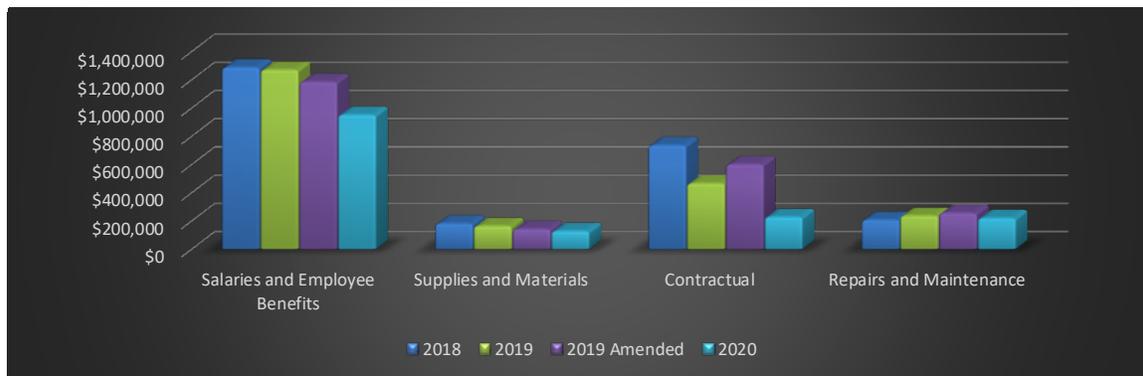
**Golf**

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$1,288,453	\$1,271,788	\$1,185,147	\$952,530
Supplies and Materials	181,965	165,334	142,946	129,529
Contractual	736,046	466,437	601,327	228,824
Repairs and Maintenance	208,409	237,755	256,957	221,283
<b>Total</b>	<b>\$2,414,873</b>	<b>\$2,141,314</b>	<b>\$2,186,377</b>	<b>\$1,532,166</b>

<b>Staffing</b>	21	20	14	15
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The reduction in personnel cost is primarily attributed to the reduction of six (6) positions included in the June 4, 2019 Amendment, partially offset by the reinstatement of one (1) position. The changes in supplies, fleet services, utilities, contracts, and other expenses are directly associated with the annualized impact of the June 4, 2019 Amendment which resulted in the repurposing of two (2) golf courses. The outside agency allocation for the First Tee has been eliminated from contractual expenses, since operation and maintenance of the First Tee facility and golf course was transferred to City Staff in July, 2019. Repurposing of the Golf courses resulted in net savings of approximately \$642,500 annually.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$1,532,166	-28.45%	-29.92%

2019 Department Priorities	Status
Golf Operations Evaluation: Completed the Request for Quote (RFQ) process and hired a consultant to thoroughly analyze golf course operations at Rebsamen, Hindman, War Memorial and the First Tee Facility. Reviewed consultant's recommendations and identified next steps.	Completed
Course Maintenance: Maintain Rebsamen, Hindman and War Memorial Golf Courses to established standards.	Ongoing
Golf Revenue: Continue to explore creative solutions to make golf courses self-sustaining. Staff will continue to seek ways in which to improve revenue and reduce costs at the City's three (3) golf courses.	Ongoing
Rebsamen Golf Course Improvements: Resurface existing parking lot and make general improvements to cart paths and drainage on course.	Ongoing

2020 Department Goals
Course Maintenance: Maintain Rebsamen and the First Tee Golf Course to established standards.
Golf Revenue: Continue to explore creative solutions to make golf courses self-sustaining. Staff will continue to seek ways in which to improve revenue and reduce costs at the City's two (2) golf courses.
Rebsamen Golf Course Improvements: Continue to make general improvements to cart paths and drainage on course.
First Tee Golf Course Improvements: Complete bunker rehabilitation project to establish functional bunkers throughout the course.

**Department:** Golf  
**Funding Source:** General Fund  
**Budget:** \$ 1,532,166

**Department Description:**

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

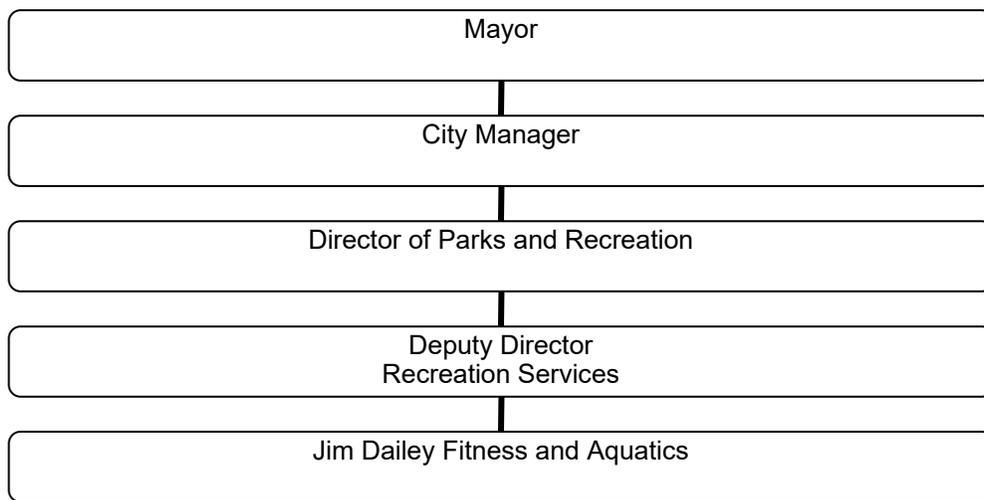
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To provide affordable golfing experiences for the citizens of Little Rock.			
<b>Demand:</b> Projected golf rounds.	55,000	54,000	37,000
<b>Workload:</b> Actual golf rounds.	47,572	54,000	37,000
<b>Efficiency:</b> Average rounds per month.	3,964	4,500	3,083
<b>Effect/Outcome:</b> Percentage of actual rounds of golf.	87%	100%	100%

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





# Jim Dailey Fitness and Aquatic Center



**Mission:**

Little Rock Parks and Recreation is dedicated to encouraging healthy lifestyles by providing quality recreation opportunities and access to exceptional park experiences in an efficient and equitable manner.

**Vision:**

Creating a City in a Park through innovative recreational programming and vibrant park spaces which enhance the quality of life for all residents of Little Rock.

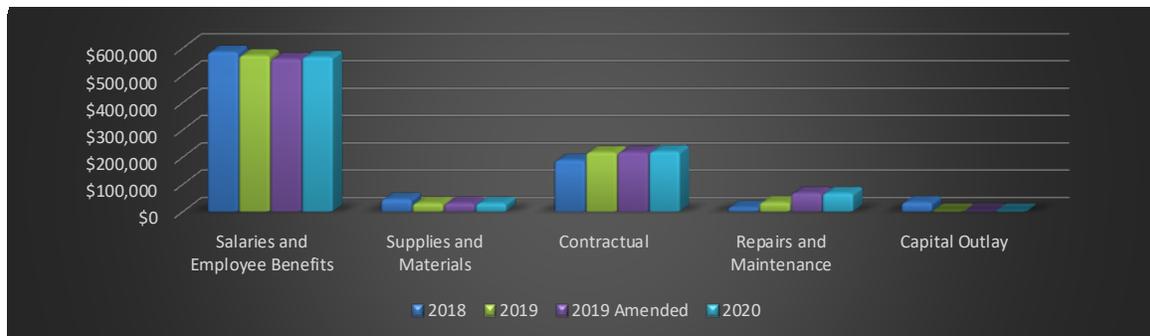
**Jim Dailey Fitness and Aquatic Center**

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$585,767	\$572,479	\$560,095	\$567,083
Supplies and Materials	45,811	30,957	30,957	30,803
Contractual	188,745	217,766	217,766	220,332
Repairs and Maintenance	15,605	34,272	68,280	68,074
Capital Outlay	33,975	-	-	-
<b>Total</b>	<b>\$869,903</b>	<b>\$855,474</b>	<b>\$877,098</b>	<b>\$886,292</b>

Staffing	9	8	8	8
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The increased personnel cost reflects additional part-time salaries and benefit cost in 2020. Other changes include Fleet allocations and utility cost assumptions received from service providers.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$886,292	3.60%	1.05%

<b>2019 Department Priorities</b>	<b>Status</b>
Jim Dailey Fitness Center Improvements: Identified capital upgrades that enhanced the customer experience and improved operations such as resurfaced existing parking lot, painted interior of the building, and resurfaced gym floor.	Completed
Increase Membership: Increased Membership through a variety of outreach programs and partnerships. The Increase in marketing of the facility attracted area residents to utilize the facility.	Completed

<b>2020 Department Goals</b>
Jim Dailey Fitness Center Improvements: Continue to Identify capital upgrades that will enhance the customer experience and improve operations such as upgrading basketball goals, painting interior of the building and redesign of existing locker rooms.
Increase Membership: Continue to increase Membership through a variety of outreach programs and partnerships. The Increase in marketing of the facility will attract area residents to utilize the facility.

**Department:** Jim Dailey Fitness Center  
**Funding Source:** General Fund  
**Budget:** \$ 886,292

**Department Description:**

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

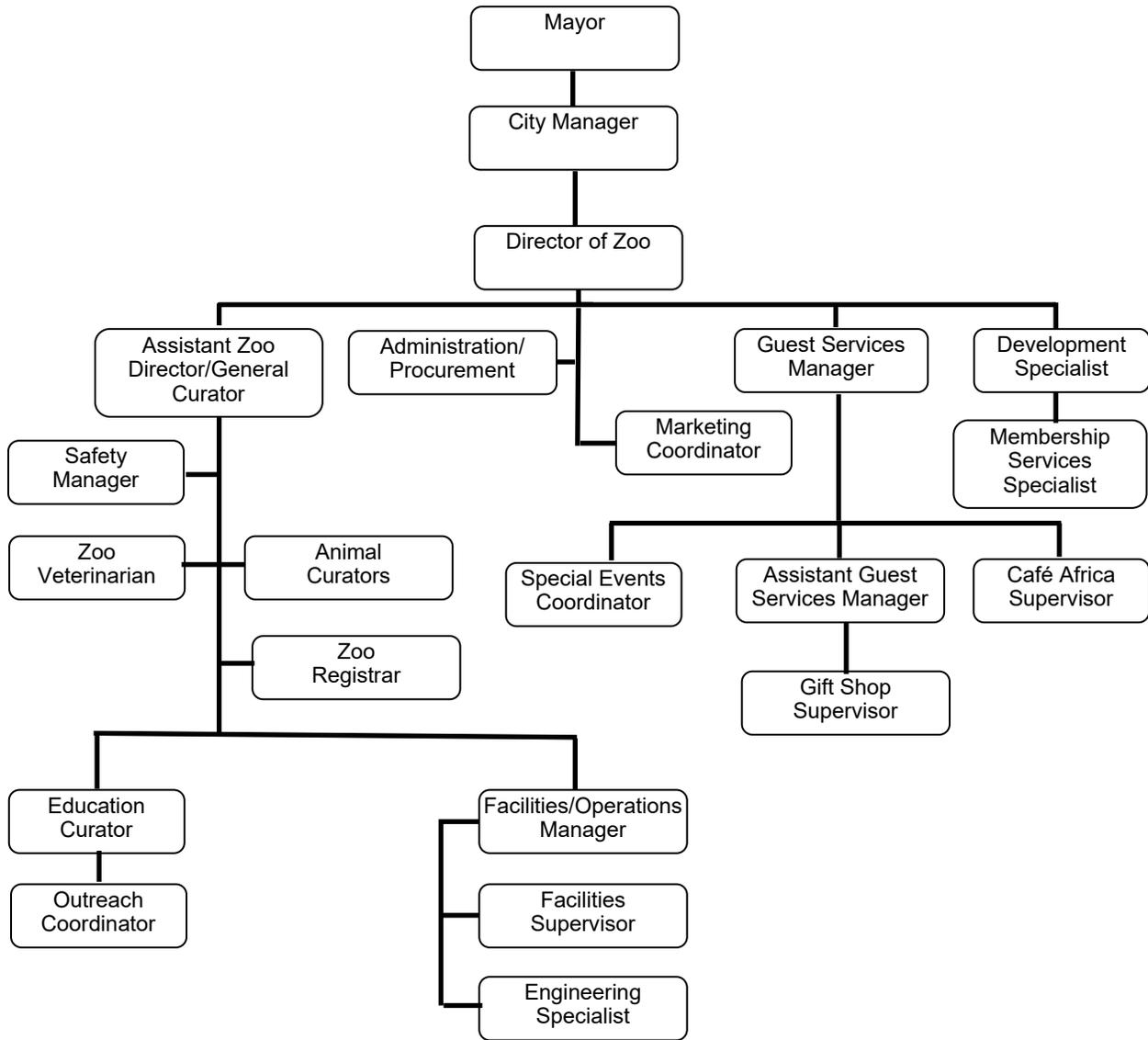
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To provide a safe, healthy, and clean environment that offers a variety of aquatic, fitness and sport activities that will improve the health and fitness of the citizens of Little Rock at the Jim Dailey Aquatic and Fitness Center.			
<b>Demand:</b> Potential Program attendance capacity.	160,000	160,000	150,000
<b>Workload:</b> Actual program attendance.	100,000	110,000	120,000
<b>Efficiency:</b> Attendance per month.	8,333	10,000	10,000
<b>Effect/Outcome:</b> Percentage of actual attendance over potential attendance.	63%	75%	80%

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





# Zoo



**Mission:**  
To inspire people to value and conserve our natural world.

**Vision:**  
We envision a world where nature is in balance and all living things thrive.

Zoo

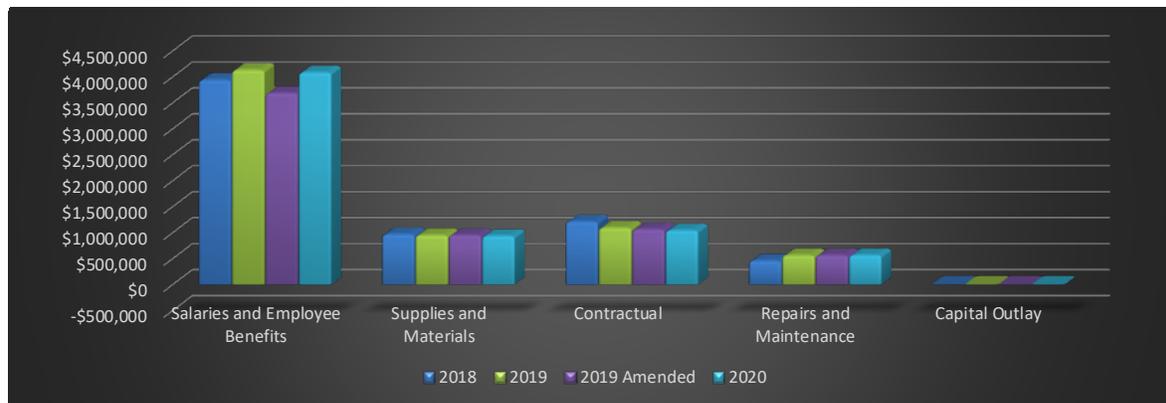
Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$3,939,874	\$4,133,854	\$3,687,356	\$4,086,314
Supplies and Materials	969,174	952,076	952,076	939,441
Contractual	1,213,068	1,095,198	1,065,198	1,044,543
Repairs and Maintenance	459,913	564,672	564,672	568,210
Capital Outlay	(167)	-	-	-
<b>Total</b>	<b>\$6,581,862</b>	<b>\$6,745,800</b>	<b>\$6,269,302</b>	<b>\$6,638,508</b>

<b>Staffing</b>	63	62	62	62
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The increased 2020 personnel cost is primarily resulting from the comparison of the 2020 Budget to the Amended 2019 Budget which reflects a reduction for vacancy savings achieved in the Department through December of approximately \$430,500. This is partially offset by the annualized impact of the reduction in part-time salaries included in the June 4, 2019 Amendment associated with the modified schedule from November - February. In addition, the reduction in Contracts reflects the impact of the annualized June 4, 2019 Amendment and revised operating schedule from November - February. Fleet fuel and service allocations were determined by the Fleet Department. The change in utilities is based on assumptions received from the service providers.

Allocations By Year And Account Category



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$6,638,508	-1.59%	5.89%

<b>2019 Department Priorities</b>	<b>Status</b>
Continue implementation of the Zoo's Facility Master Plan and Strategic Plan.	Ongoing
Install Point of Sale (POS) system upgrades.	Ongoing
Complete construction of Conservation Learning Center.	Ongoing
Complete construction of new Colubus Monkey and Serval cat habitats.	Ongoing
Complete Transportation Alternative Programs (TAPS) Grant for resurfacing Zoo trailways.	Ongoing
Completed an upgrade to Zoo amphitheater.	Completed
Fully implemented Zoo Sustainability Plan.	Completed
Implemented new Zoo branding with online components.	Completed
Implemented new Guest Service Training Program.	Completed
Complete Nature Play area.	Ongoing
Maintained accreditation with the Association of Zoos and Aquariums (AZA).	Completed

<b>2020 Department Goals</b>
Continue implementation of the Zoo's Facility Master Plan and Strategic Plan.
Install Point of Sale (POS) system upgrades.
Complete construction of Conservation Learning Center.
Complete construction of new Colubus Monkey and Serval cat habitats.
Complete Transportation Alternative Programs (TAPS) Grant for resurfacing Zoo trailways.
Improve project management for senior leadership.
Update conservation plan and streamline projects.
Diversify Zoo revenues; increase revenue line items not associated with gate attendance.
Continue improving guest experience and customer service.

**Department:** Zoo  
**Funding Source:** General Fund  
**Budget:** \$ 6,638,508

**Department Description:**  
 The Little Rock Zoo creates engaging experiences that inspire people to value and conserve our natural world. The Zoo is accredited by the Association of Zoos and Aquariums (AZA) and displays hundreds of animals on 33 acres of beautifully landscaped parkland. The Zoo offers educational programming, special events, and other activities to engage and educate the public. The zoo is a leading cultural and tourist attraction in central Arkansas.

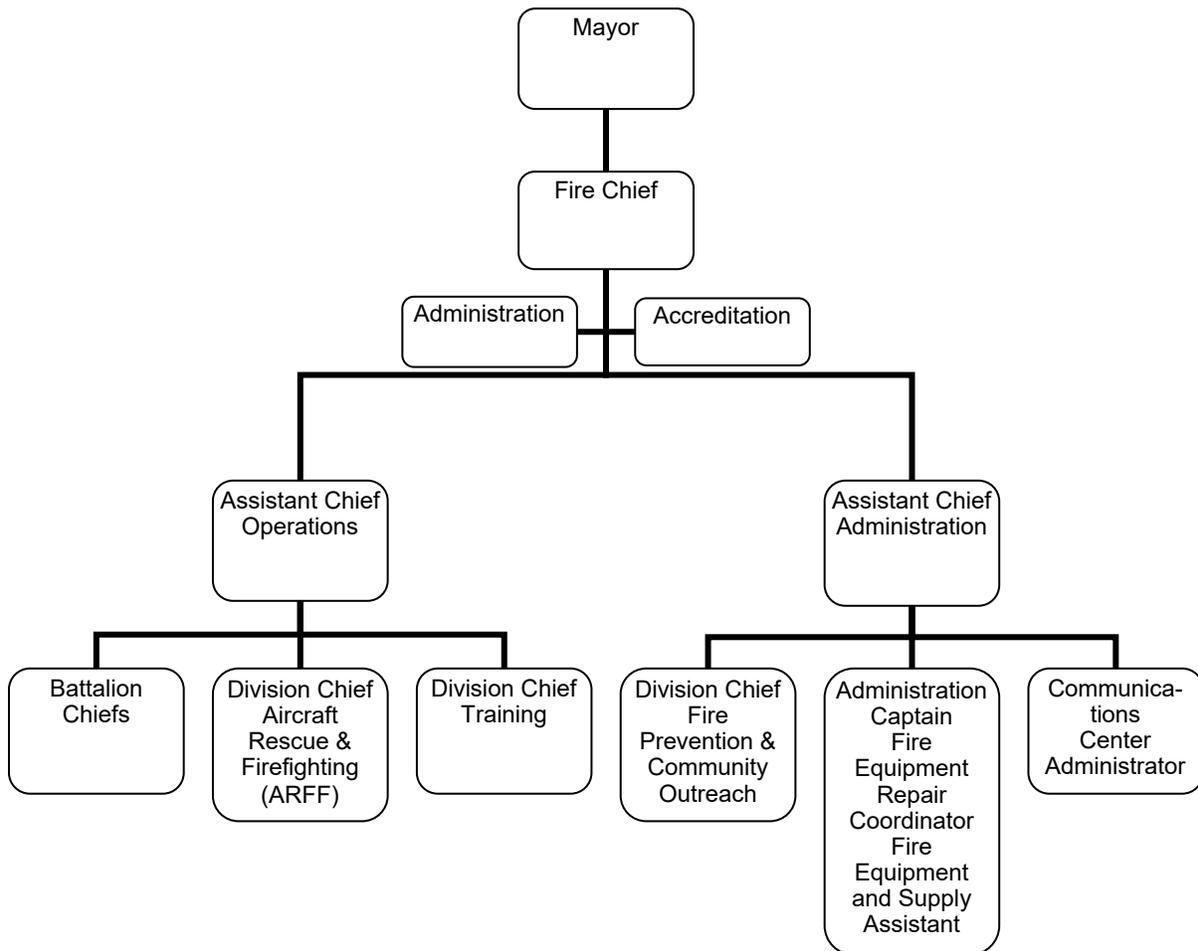
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To track annual admission revenue.			
<b>Demand:</b> Anticipated annual admission revenue.	\$1,663,300	\$1,780,000	\$1,634,000
<b>Workload:</b> Actual annual admission revenue.	\$1,596,515	\$1,780,000	\$1,634,000
<b>Efficiency:</b> Average revenue per month.	\$133,043	\$148,333	\$136,167
<b>Effect/Outcome:</b> Percentage of workload over demand.	96%	100%	100%
<b>Objective:</b> To track annual membership sales.			
<b>Demand:</b> Anticipated annual membership sales.	\$513,200	\$510,000	\$500,000
<b>Workload:</b> Actual membership sales.	\$482,057	\$510,000	\$500,000
<b>Efficiency:</b> Average sales per month.	\$40,171	\$42,500	\$41,667
<b>Effect/Outcome:</b> Percentage of workload over demand.	94%	100%	100%

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





# Fire



**Mission:**

The mission of the Little Rock Fire Department is to provide immediate fire and emergency medical service in a professional and efficient manner.

**Vision:**

Serving with Pride, Excellence and National Recognition.

**Fire**

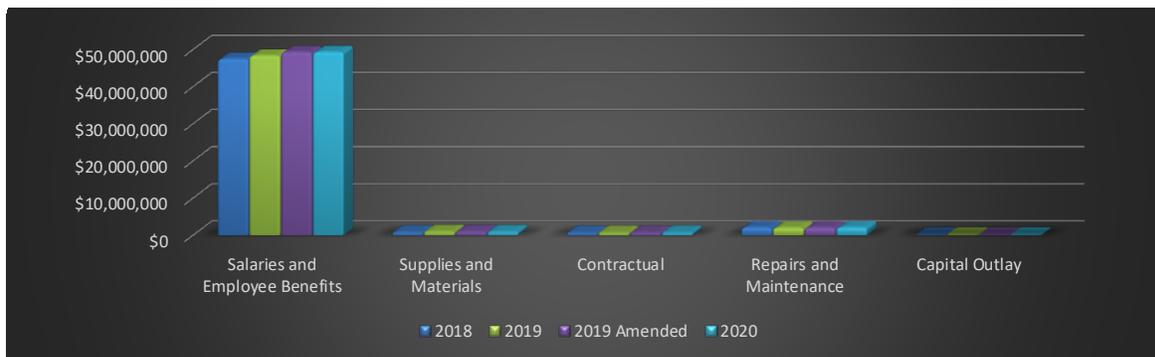
Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$47,533,869	\$48,421,760	\$49,331,724	\$49,371,887
Supplies and Materials	815,436	1,022,654	1,000,154	978,844
Contractual	714,715	727,809	717,809	760,611
Repairs and Maintenance	2,118,036	2,045,447	2,045,447	2,119,566
Capital Outlay	168	-	-	-
<b>Total</b>	<b>\$51,182,224</b>	<b>\$52,217,670</b>	<b>\$53,095,134</b>	<b>\$53,230,908</b>

<b>Staffing</b>	2018	2019	2019 Amended	2020
	421	433	432	432

Salaries and employee benefits make up over 92.5% of the 2020 Fire Department budget. Approximately \$351,000 of the increase in personnel cost from the 2019 Adopted Budget to the 2020 Budget is attributed to step and grade progression for uniform employees. In addition, approximately \$408,000 of the personnel cost increase is attributed to increased contributions to the closed Fire Pension plan that is administered by LOPFI. The remainder of the personnel cost increase is primarily attributed to increased benefit cost. In addition, approximately \$120,000 in other Supplies, Utilities, Contracts, Fuel, Training, and Fleet Maintenance was added to the 2020 Budget for the operation of Station 24. The 2019 Amended Budget included an additional allocation of \$220,000 for vacation/sick payouts for separating employees and an additional allocation of \$711,000 for overtime and pass-through contributions to the closed pension plan, partially offset by the elimination of one (1) Civilian warehouse employee. Other expenditure reductions of \$32,500 were included in the 2019 Amendment, with annualized reductions carrying through to the 2020 Budget.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	\$53,230,908	1.94%	0.26%

2019 Department Priorities	Status
Homeless Awareness Campaign: Personnel will be equipped with literature that provides information on assistance to homeless individuals. This initiative will train Fire Department personnel on homeless awareness and response training and develop a resource brochure.	Ongoing
Implement a Company Officer Development/Mentorship Program: Implementation of this program will enable the organization to invest in personnel by harvesting individuals' knowledge, skills, and abilities and providing them with the tools necessary to do their job, giving them the ability to gauge their personal levels of competence as they seek elevated ranks within the organization.	Ongoing
Succession Planning: The Little Rock Fire Department (LRFD) will continue to hire the most capable and qualified candidates as firefighters. In addition, LRFD will use the experience and knowledge of senior membership to develop our workforce through a myriad of professional development and job-shadowing opportunities.	Ongoing
Fire Prevention: In 2012 the Little Rock Fire Department implemented a program to inspect and or install smoke detector for Little Rock residents. In 2019 the Fire Department will inspect 40% of Little Rock residents smoke detectors.	Ongoing
Construct New Fire Station: Construction will begin in February and it is expected to take 12-14 months for completion. Funds have been allocated for construction, the land has been purchased, and the City has contracted with an architectural firm and general contractor.	Ongoing
Fire Station Renovations: The Fire Department has twenty-one (21) fire stations strategically located throughout the city. With the exception of Fire Stations 17 and 23 which opened in 2006 and 2012 respectively, the last renovation to any of the stations was done with funds from the 2004 Bond Project. The condition of all Fire Stations will be evaluated for maintenance and renovation needs and a schedule developed for repairs.	Ongoing
HERO Day: In 2016 females accounted for only 4% of firefighters in the United States. The Little Rock Fire Department will continue to partner with Girl Scout of America for the second annual HERO day. This event is geared towards girls, ages 12-18 to teach them about fire safety and possible careers with the Little Rock Fire Department.	Ongoing

2019 Department Priorities (Continued)	Status
<p>Radio Replacement: The Fire Department's mobile and portable radios will all have reached end of life as of December 2018. Consequently, there will be no maintenance support available for the radios as repairs are needed in the future. This is a life safety issue. The department will seek grant funding to replace three hundred six (306) radios to ensure that each seated position on all apparatus will have a new replacement radio. (Update, the City is reviewing a comprehensive Citywide radio replacement plan.)</p>	Ongoing

2020 Department Goals
Open Fire Station 24 in Southwest Little Rock.
Systematize Fire Apparatus and Fleet Replacement: The purpose of the Fire Apparatus and Fleet Replacement Strategic Planning Initiative is to establish an attainable, replacement schedule for engines, aerial apparatus, and support vehicles such as light-duty cars and trucks.
Establish LRFD In-Service Training: The purpose of the In-Service Training Strategic Planning Initiative is to increase the knowledge, skills, and abilities for LRFD personnel to an adequate level to meet the needs of our evolving department.
Institute Health, Wellness and Fitness Initiative: The purpose of the Health, Wellness, and Fitness Strategic Planning Initiative is to develop and implement a health and wellness program that heightens the baseline of all sworn members and establish a peer fitness support team to help maintain an exemplary quality of life standard.
Enhance Training for Special Operations Services, Haz-Mat: LRFD has always responded to and provided help during emergencies that require special services beyond firefighting services. These services may include high-rise rope rescue, confined space, building collapse rescue, hazardous material spills, among others. The purpose of the Special Operations Service Strategic Planning Initiative is to properly staff and organize special operations to assure full functioning and enhanced service levels.
Enhance Community Risk Reduction: The purpose of the Community Risk Reduction Initiative is to increase the capabilities of LRFD's Fire Prevention Section, which includes Fire Inspections, Fire Investigations, and Community Affairs through fire prevention and public education.
Through the accreditation agency, begin the process of Chief Fire Officer designee for Battalion Chiefs and Assistant Chiefs, and Fire Officer designee for Captains.
Conduct Facility Renovations and Repairs: The purpose of the Facility Renovations and Repairs Strategic Planning Initiative is to improve all current facility conditions for Fire Services in the City of Little Rock.

**Department:** Fire  
**Funding Source:** General Fund  
**Budget:** \$ 53,230,908

**Department Description:**

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

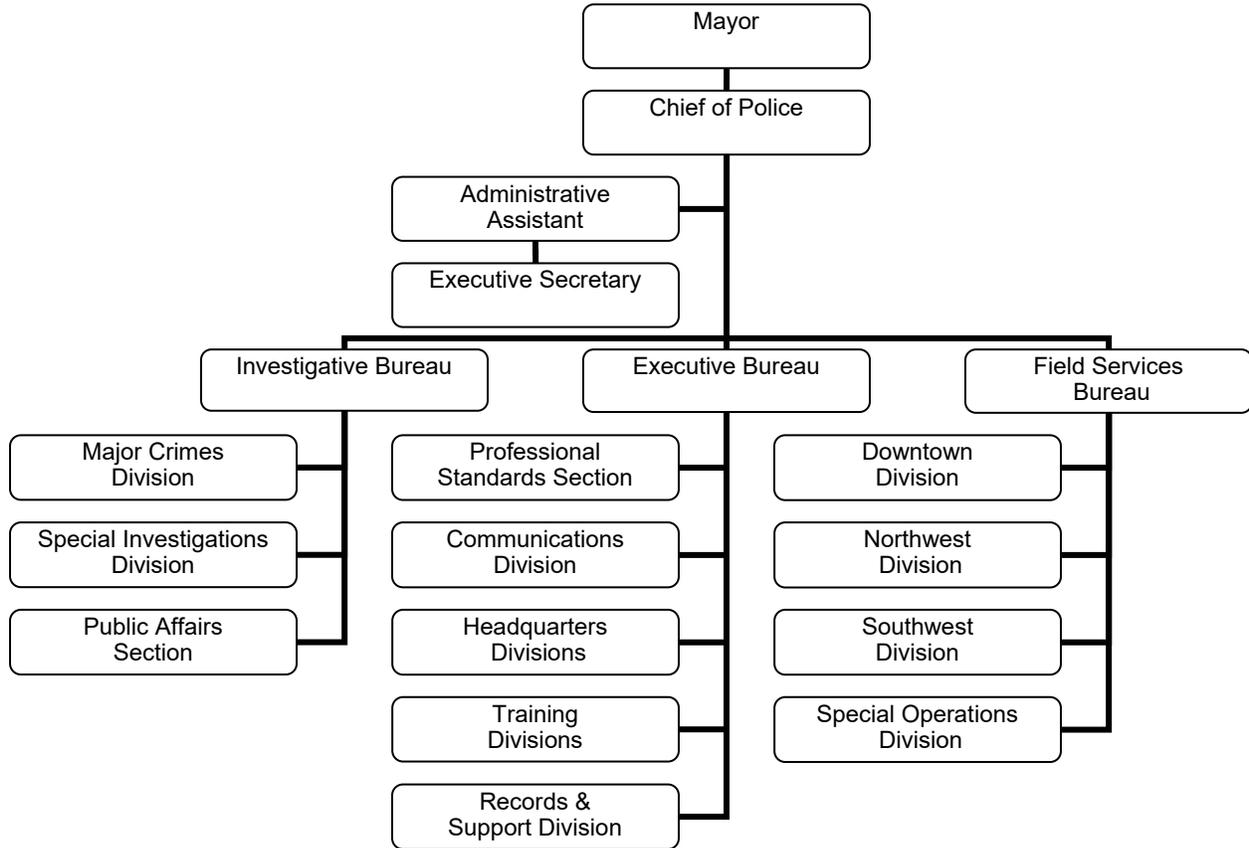
	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> Train certified personnel to meet the individual training hours required by Insurance Services Organization (ISO) and improve the competence level of the workforce.			
<b>Demand:</b> Total number of hours of training completed.	99,296	113,468	113,468
<b>Workload:</b> Total number of hours of individual training required per year.	103,168	115,784	115,784
<b>Efficiency:</b> Average number of training hours per person.	239	267	267
<b>Effect/Outcome:</b> Percentage of training hours vs. required hours.	92%	98%	98%
<b>Objective:</b> Fire Marshals Division perform inspections of commercial structures including schools, daycare centers, nursing homes, high-rise buildings, and hospitals.			
<b>Demand:</b> Number of inspections on commercial structures required annually.	12,700	12,700	12,700
<b>Workload:</b> Commercial Building and Structures inspected annually.	2,800	5,000	5,000
<b>Efficiency:</b> Commercial Building and Structures inspected per month.	232	416	416
<b>Effect/Outcome:</b> Percentage of inspections completed annually.	24%	43%	43%

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





# Police



**Mission:**

The Little Rock Police Department is committed to protecting life and property through **Teamwork** with the community while embracing mutual **Respect** and **Understanding**. Our mission is to provide professional **Service** that is unbiased, consistent and **Transparent**.

- **T TEAMWORK**
- **R RESPECT**
- **U UNDERSTANDING**
- **S SERVICE**
- **T TRANSPARENCY**

**Vision:**

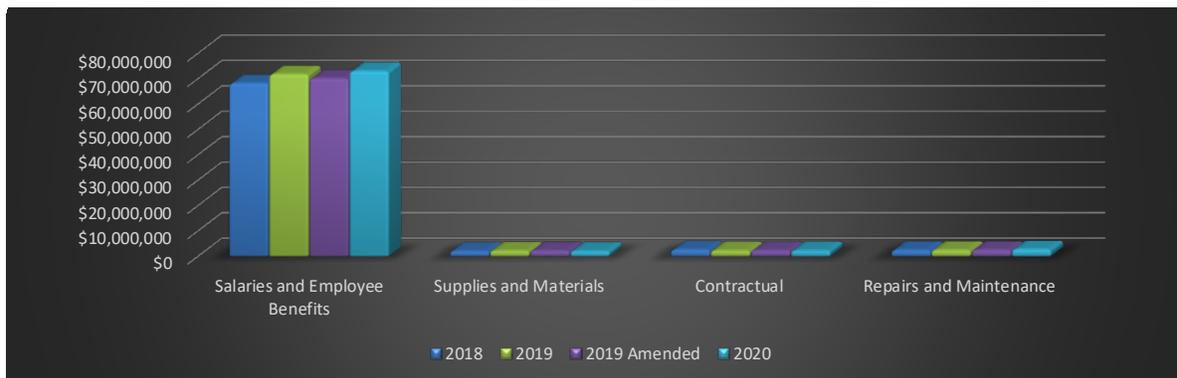
“The Vision of our Little Rock Police Department family is to serve as a model for policing, by embracing and perfecting the principles of the 21st Century Policing Pillars. Through collaboration with our diverse community partners, we will strive to make the City of Little Rock one of the safest cities in both the state and nation.”

**Police**

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$68,209,345	\$71,799,447	\$70,111,295	\$73,037,451
Supplies and Materials	2,035,284	2,209,407	2,209,407	2,058,319
Contractual	2,613,981	2,291,313	2,291,313	2,297,129
Repairs and Maintenance	2,447,679	2,484,904	2,484,904	2,816,991
<b>Total</b>	<b>\$75,306,289</b>	<b>\$78,785,071</b>	<b>\$77,096,919</b>	<b>\$80,209,890</b>
<b>Staffing</b>	<b>748</b>	<b>748</b>	<b>744</b>	<b>743</b>

Salaries and employee benefits make up 91% of the 2020 Police Department budget. Approximately \$1.9 million of the increase in 2020 personnel cost is the result of the comparison of the 2020 Budget to the Amended 2019 budget which includes a reduction for vacancy savings achieved in the Department through December, net of vacation/sick payouts. In addition, approximately \$515,400 of the increase in personnel cost is attributed to step and grade progression for uniform employees, and approximately \$55,000 is attributed to step and grade progression for 911 Communications employees. An additional \$291,802 of the increase is associated with contributions to the closed Police Pension Plan administered by LOPFI. The 1% increase in the LOPFI contribution rate, expiration of the COPS grant, and other benefit cost changes make up the remainder of the personnel cost increase, partially offset by the elimination of three (3) non-uniform administrative personnel in the June 4, 2019 Amendment. The decrease in the supplies and materials budget is due to lower fuel prices, based on rates projected by the Fleet Department. Approximately \$180,000 of the increase in repairs and maintenance is attributed to the addition of body cameras for Patrol. The remaining \$152,000 of the increase in repairs and maintenance is associated with Fleet labor and variable allocations for maintenance of the Police fleet.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
100 General Fund	<u>\$80,209,890</u>	<u>1.81%</u>	<u>4.04%</u>

2019 Department Priorities	Status
Create a database of Neighborhood Watch Programs to connect with the community and bring awareness to our quarterly meetings. Ensure that all neighborhood meetings are listed on the Department's website so that all citizens can know when and where their meeting is being held.	Ongoing
Maintained Commission on Accreditation for Law Enforcement Agencies (CALEA) standards and established best practices, post policies on-line, documented de-escalation and initiated annual review of policies and procedures.	Completed
Keep expanding social media footprint by utilizing Instagram as a tool to connect with younger viewership. Add an additional 10,000 viewers to our Facebook page by the end of 2019.	Other (Please Explain)
Conducted two recruit schools as well as a Certified Officer Advanced Training (C.O.A.T.) school.	Completed
Conducted an Officer Wellness survey and built a realistic model for improvement based on the identified concerns of what that data shows. Recognized officer involved critical incidents and ensured the Department is responding and supporting personnel effectively.	Completed
Continue the efforts in receiving CALEA Accreditation for the Communications Division, which would enable the LRPD to become Tri-Arc Accredited.	Ongoing
Complete the implementation of the City's new CAD (Computer Aided Dispatch) system.	Ongoing

2020 Department Goals
Create a database of Neighborhood Watch Programs to connect with the community and bring awareness to our quarterly meetings. Ensure that all neighborhood meetings are listed on the Department's website so that all citizens can know when and where their meeting is being held.
Maintain Commission on Accreditation for Law Enforcement Agencies (CALEA) standards and establish best practices, post policies on-line, document de-escalation and initiate annual review of policies and procedures.
Conduct two recruit schools as well as a Certified Officer Advanced Training (C.O.A.T.) school.
Continue the efforts in receiving CALEA Accreditation for the Communications Division, which will enable the LRPD to become Tri-Arc accredited.
Procure and begin implementation of a body-worn camera program.
Conduct a departmental staffing study.
Complete the implementation of the City's new CAD (Computer Aided Dispatch) system.

**Department:** Police  
**Funding Source:** General Fund  
**Budget:** \$ 80,209,890

**Department Description:**

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

	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To answer incoming 9-1-1 and non-emergency calls, and to answer 95% of 9-1-1 calls in 20 seconds or less.			
<b>Demand:</b> Incoming calls to Communications	499,938	632,000	505,000
<b>Workload:</b> Calls answered by Communications personnel	499,938	632,000	505,000
<b>Efficiency:</b> Average time to answer 9-1-1 calls (in seconds).	12	15	11
<b>Effect/Outcome:</b> Percentage of calls answered in 20 seconds or less.	84%	95%	88%

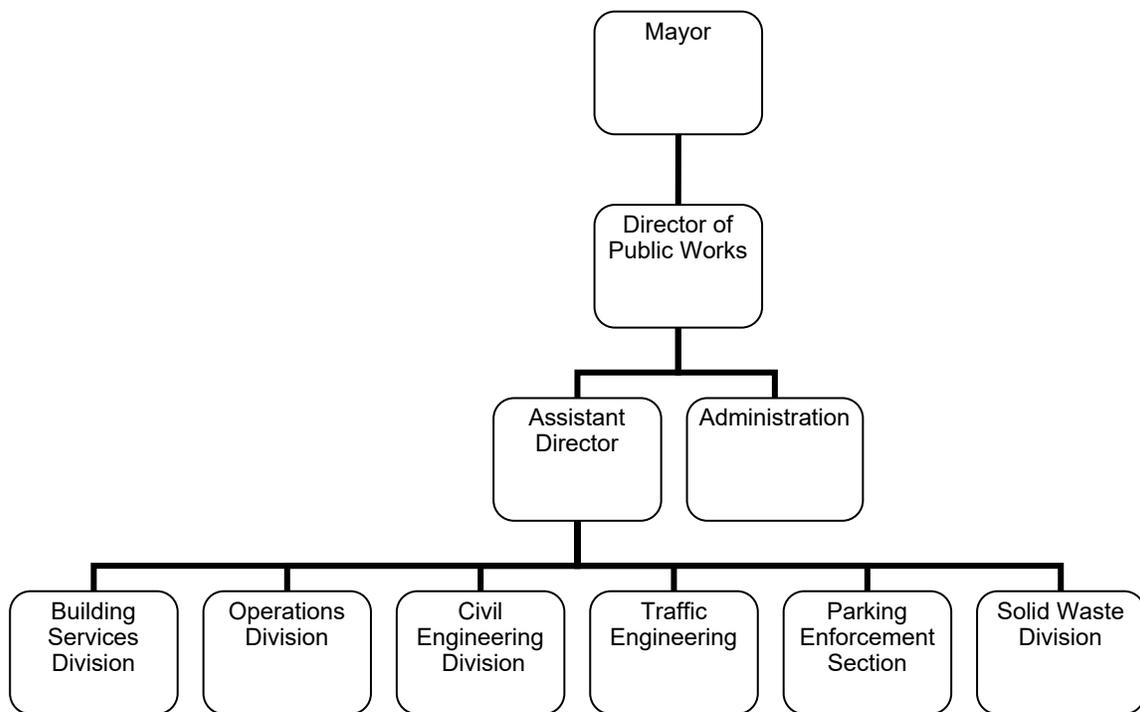
<b>Objective:</b> To respond to high priority calls – minutes from Dispatch to arrival.			
<b>Demand:</b> Calls for service.	153,008	171,000	160,000
<b>Workload:</b> Calls for service.	153,008	171,000	160,000
<b>Efficiency:</b> Average time from dispatch to arrival (in minutes).	6.77	7.00	6.5
<b>Effect/Outcome:</b> Percentage of dispatches answered.	100%	100%	100%

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





# Public Works Department



**Mission:**

“The Public Works department is dedicated to providing efficient and economical infrastructure and quality management of services for the residents of Little Rock in a professional manner.”

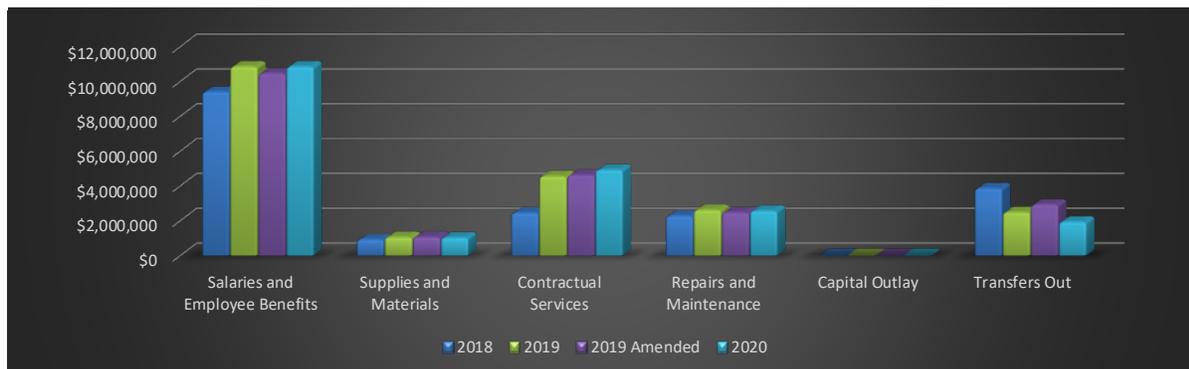
Public Works Street Department

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$9,411,476	\$10,862,318	\$10,464,318	\$10,859,983
Supplies and Materials	928,910	1,062,136	1,067,136	1,036,800
Contractual Services	2,456,104	4,560,126	4,625,126	4,925,601
Repairs and Maintenance	2,283,548	2,625,861	2,475,861	2,570,302
Capital Outlay	1,669	-	-	-
Transfers Out	3,864,305	2,488,717	2,933,717	1,947,217
<b>Total</b>	<b>\$18,946,012</b>	<b>\$21,599,158</b>	<b>\$21,566,158</b>	<b>\$21,339,903</b>

Staffing	2018	2019	2019 Amended	2020
	215	216	216	219

The 2020 Street Fund budget is balanced. The increase in 2020 salaries and employee benefits is primarily due to a \$1 per hour salary increase for front line employees, and three (3) new positions added for curb improvements for ADA purposes, net of an increase in the budget for vacancy savings. The increase in vacancy savings is to reflect actual experience trends over the last few years. The increase in contractual services is primarily due to the re-allocation of support for Rock Region Metro, \$500,000 in comparison to the 2019 Amended Budget, and \$1,000,000 from the 2019 Adopted Budget. The increase in contractual services due to the additional Rock Region Metro allocation is partially offset by an anticipated reduction in utility and other contracted expenditures. The decrease in transfers out is attributed to a reduction of approximately \$450,000 for vehicle and equipment replacement in 2020, and funding for special street projects in 2019 that included \$90,000 for street resurfacing at Oakland Cemetery, \$35,000 for Fire Station 24 signalization, \$280,000 for University Avenue traffic signals, and \$130,000 for the Bentley Court pavement project.

Allocations By Year And Account Category



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
200 Street Fund	\$21,339,903	-1.20%	-1.05%

<b>2019 Department Priorities</b>	<b>Status</b>
Continue to identify intersections affected by street resurfacing and replace vehicle detection systems with camera or loops.	Ongoing
Monitor street light outages and repair or replace non-working lights; installing light emitting diode (LED) lights where possible.	Ongoing
Provide design assistance for Bond Projects (especially those involving bike lanes, complete streets, roundabouts, etc.).	Ongoing
Obtain new traffic counts and update Signal Timing Plans for major corridors as needed.	Ongoing
Work with Human Resources to hire and retain qualified Signal Technicians for long-term employment with the City.	Ongoing
2018 Resurfacing Program - Completed the 2018 Street Resurfacing Program.	Completed
Continue to provide design assistance for Bond Overlay projects.	Ongoing
Continue to provide design assistance for bicycle facilities.	Ongoing
2019 Street Resurfacing Program - Coordinate the annual street resurfacing program.	Ongoing
2019 Sidewalk Replacement Program - Coordinated the annual sidewalk program with revenue from the 2011 Sales Tax Plan.	Completed

<b>2020 Department Goals</b>
2019 Street Resurfacing Program - Complete the 2019 Street Resurfacing Program.
2020 Street Resurfacing Program - Coordinate the annual street resurfacing program.
2020 Sidewalk Replacement Program - Coordinate the annual sidewalk program with revenue from the 2011 Sales Tax Plan.
Replace Interstate 430 Freeway Lighting with LED lights.
Replace Big Rock Interchange Lighting with LED lights.
Continue to identify intersections affected by street resurfacing and replace vehicle detection systems with cameras or loops.
Monitor street light outages and repair or preplace non-working lights; install LED lights where possible.
Continue to provide design assistance for bicycle facilities.
Provide design assistance for Bond Projects, especially those involving bike lanes, complete streets, roundabouts, etc.
Continue to provide design assistance for Bond Overlay Projects.
Obtain new traffic counts and update signal timing plans for major corridors as needed.
Complete design work on all 2019 to 2021 capital improvement projects.
Move 65% of the 2019 to 2021 projects to construction.
Provide design assistance for Bond Projects (especially those involving bike lanes, complete streets, roundabouts, etc.).

**Department:** Public Works  
**Funding Source:** Street Fund  
**Budget:** \$ 21,339,903

**Department Description:**

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

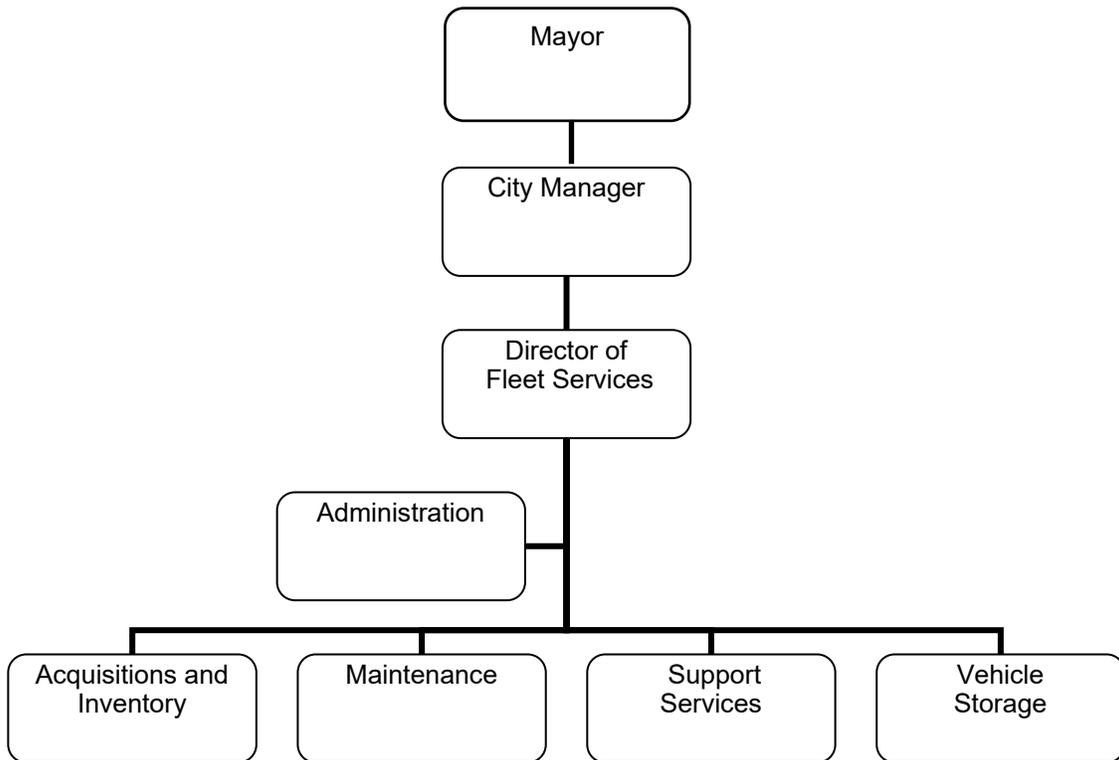
	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Budget</b>
<b>Objective:</b> To review and approve commercial building permits for consistency with Code requirements for streets, drainage, and environmental programs.			
<b>Demand:</b> Permits for review	132	140	130
<b>Workload:</b> Permits reviewed	132	140	130
<b>Efficiency:</b> Permits processed per month.	11	12	14
<b>Effect/Outcome:</b> Percentage of permits completed.	100%	100%	100%
<b>Objective:</b> Administer Street Sweeping Program to clean the streets, remove debris, and prevent interference with the City's drainage system and providing a clean and aesthetically pleasing environment.			
<b>Demand:</b> Annual Street Sweeping Program miles.	25,000	30,000	35,000
<b>Workload:</b> Sweeping Program Street Lane miles.	20,776	43,842	35,000
<b>Efficiency:</b> Program Miles Completed per month.	1,731	3,653	2,916
<b>Effect/Outcome:</b> Percentage of miles completed.	83%	100%	100%
<b>Objective:</b> To respond to citizen requests/complaints regarding Traffic Issues affecting neighborhoods and/or other parts of the City.			
<b>Demand:</b> Requests for review.	375	350	350
<b>Workload:</b> Requests reviewed	375	350	350
<b>Efficiency:</b> Requests completed per month.	31.25	29.17	29.17
<b>Effect/Outcome:</b> Percentage of requests submitted/completed.	100%	100%	100%

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





# Fleet Services



**Mission:**

The City of Little Rock's Fleet Services Department is dedicated to providing exceptional procurement and preventive maintenance services for acquired moving assets and accessories to both internal and external customers on behalf our residents in an efficient and equitable manner.

**Vision:**

The City of Little Rock's Fleet Services Department is a top performing acquisitions and maintenance team that provides safe high quality preventive and repair services for the City's sustainable automobile fleet used to protect and serve all individuals, families and businesses of this vibrant city.

**Fleet Services**

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$3,505,494	\$3,892,109	\$3,892,109	\$3,953,191
Supplies and Materials	5,490,360	6,147,500	4,894,250	5,316,365
Contractual	2,489,147	3,443,174	3,493,174	3,759,817
Repairs and Maintenance	569,479	793,765	793,765	973,365
Depreciation	324,743	392,750	392,750	330,303
Transfers Out	1,000,000	750,000	750,000	-
<b>Total</b>	<b>\$13,379,224</b>	<b>\$15,419,298</b>	<b>\$14,216,048</b>	<b>\$14,333,041</b>

Staffing	63	63	63	63
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The reduction in the 2019 Amended Budget from the 2019 Original Adopted Budget reflects lower fuel prices (\$663,250), a reduction in the cost of parts (\$440,000), and reduced fleet acquisitions and maintenance expenses. The 2020 Budget reflects an increase in personnel cost, primarily associated with the cost of healthcare. In addition, fuel cost is budgeted at a rate of \$2.30 per gallon for unleaded fuel and \$2.60 per gallon for diesel fuel. Both rates are higher than the actual rate experienced in 2019, but below the cost reflected in the 2019 Original Adopted Budget. The increase in repairs and maintenance is primarily associated with land maintenance needs at the Fleet facility. The decrease in Fleet transfers out reflects the one-time transfer to the general fund that occurred in 2019. Transferred funds were generated from previously accumulated internal billings.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
All Operating Departments	\$14,333,041	-7.04%	0.82%

2019 Department Priorities	Status
Finish the implementation of the Enterprise Asset Management (EAM) business-ware. The completion date is scheduled in the middle of the first quarter.	Not Completed
Increase individual technicians and overall shops productivity and efficiency levels to exceed industry standards and obtain national certifications and recognitions.	Not Completed
Position Fleet to become nationally recognized through improvement in areas to obtain national recognition by establishing a Citywide Service Level Agreement, enacting a Vehicle Utilization Policy, constructing an agreed upon sustainable green fleet initiative and adhering to a robust Preventive Maintenance Policy. This will be aided significantly with the implementation of the new asset management system (EAM). Fleet Services will work with other City departments and the City Manager's office in the implementation of these policies.	Not Completed
Establish and prepare a larger and more productive workshop. This will improve overall communication, productivity and safety between staff and the Little Rock Fire Department.	Not Completed
Fleet Acquisitions will work with Purchasing and Finance to streamline or shorten the approval process for annual purchase orders and reconfigure the requisitioning, purchase order assignment, inventory receipt and invoice approval elements by implementing a controlled item master to aid the generally accepted accounting 3-way matching protocol. These process improvements will be accomplished with the implementation of the new asset management system (EAM) in Q1.	Not Completed
Rollout a robust super-user training initiative for Fleet's system administrator and managers to familiarize them with an integrated ERP (Enterprise Resource Planning) module that interacts directly with Purchasing and Finance. Understanding how the asset management software interacts with these two (2) departments is extremely critical.	Not Completed
Streamlined the accident/incident review process to shorten the time between the date of loss and the initiation of the claim. Managed any outstanding items in the Enterprise Asset Management (EAM).	Completed
Reclaim additional indirect clerical and administrative hours by restructuring, re-ordering and aligning duties by better utilizing current and featured automation initiatives.	Not Completed
Conduct a hands on Inventory. A hands-on inventory is scheduled every two (2) years to maintain the integrity of the fleet count.	Not Completed
Purchase and install a replacement compressed natural gas (CNG) compressor for increased capacity and reliability. The estimated cost for this project is \$250,000.	Other (Explain)
Finish the rollout of our 5S Operations daily execution practices. The 5Ss are sort, strengthen or (set in order), shine, standardize and sustain. We added an additional 1S for safety, which should be the first "S". Fleet is currently working on setting in order and shining.	Not Completed

<b>2020 Department Goals</b>
Finish the implementation of the Enterprise Asset Management (EAM) business-ware. The completion date is scheduled in mid first quarter of 2020.
Increase individual technicians and overall shops productivity and efficiency levels to exceed industry standards and obtain national certifications and recognitions.
Position Fleet to become nationally recognized through improvement in areas of national recognition. Establish a Citywide Service Level Agreement, enact a Vehicle Utilization Policy, construct an agreed upon sustainable green fleet initiative and adhere to a robust Preventive Maintenance Policy. This will be aided significantly with the implementation of the new asset management system (EAM). Fleet Services will work with other City departments and the City Manager's office in the implementation of these policies.
Establish and prepare a larger and more productive workshop. This will improve overall communication, productivity and safety between staff and the Little Rock Fire Department.
Fleet Acquisitions will work with Purchasing and Finance to streamline or shorten the approval process for annual purchase orders and reconfigure the requisitioning, Purchase order assignment, inventory receipt and invoice approval elements by implementing a controlled item master to aid the generally accepted accounting 3-way matching protocol. These process improvements will be accomplished with the implementation of the new asset management system (EAM) in Q1.
Rollout a robust super-user training initiative for Fleet's system administrator and managers to familiarize them with an integrated ERP (Enterprise Resource Planning) module that interacts directly with Purchasing and Finance. Understanding how the asset management software interacts with these two (2) departments is extremely critical.
Reclaim additional indirect clerical and administrative hours by restructuring, re-ordering and aligning duties by better utilizing current and featured automation initiatives.
Conduct a hands on Inventory. A hands-on inventory is scheduled every two (2) years to maintain the integrity of the fleet count.
Finish the rollout of our 5S Operations daily execution practices. The 5Ss are sort, strengthen or (set in order), shine, standardize and sustain. We added an additional 1S for safety, which should be the first "S". Fleet is currently working on setting in order and shining.

**Department: Fleet Services**  
**Funding Source: Fleet Services Internal Service Fund**  
**Budget: \$14,333,041**

**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.

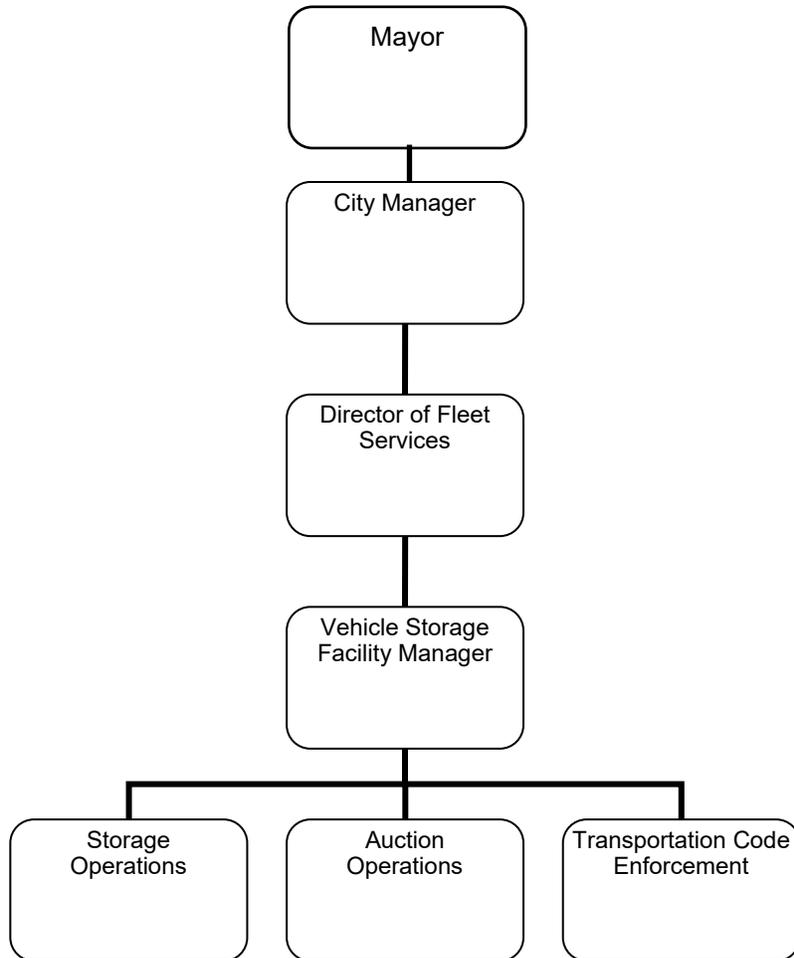
	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
<b>Objective:</b> To complete 95% of fleet unit preventative maintenance before or on the due date, as per industries standards.			
<b>Demand:</b> Preventative work orders scheduled.	3,696	4,000	3,500
<b>Workload:</b> Preventative work orders opened and closed.	3,633	4,000	3,400
<b>Efficiency:</b> Preventative work orders closed on or before due date.	2,986	3,600	3,000
<b>Effect/Outcome:</b> Percentage of work orders closed on or before due date vs. total scheduled work orders.	81%	90%	86%
<b>Objective:</b> To increase the number of direct shop hours to 85% of total shop hours.			
<b>Demand:</b> Total number of shop hours.	76,197	82,500	75,000
<b>Workload:</b> Shop hours categorized as direct shop hours.	59,978	65,600	60,000
<b>Efficiency:</b> Average direct shop hours per month.	4,998	5,467	5,000
<b>Effect/Outcome:</b> Percentage of direct shop hours /total available shop hours.	79%	80%	80%

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





# Vehicle Storage Facility



**Mission:**

The City of Little Rock's Fleet Services Department is dedicated to providing exceptional procurement and preventive maintenance services for acquired moving assets and accessories to both internal external customers on behalf our residents in an efficient and equitable manner.

**Vision:**

The City of Little Rock's Fleet Services Department is a top performing acquisitions and maintenance team that provides safe high quality preventive and repair services for the City's sustainable automobile fleet used to protect and serve all individuals, families and businesses of this vibrant city.

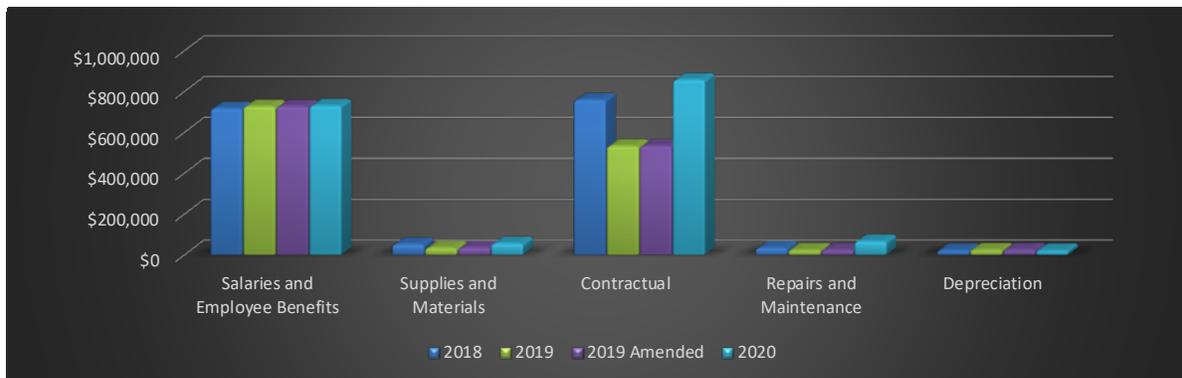
**Vehicle Storage**

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$717,214	\$727,671	\$727,671	\$731,400
Supplies and Materials	52,609	34,525	34,525	56,770
Contractual	760,077	533,550	533,550	858,017
Repairs and Maintenance	34,407	24,209	24,209	67,641
Depreciation	21,799	25,000	25,000	21,799
<b>Total</b>	<b>\$1,586,105</b>	<b>\$1,344,955</b>	<b>\$1,344,955</b>	<b>\$1,735,627</b>

<b>Staffing</b>	13	13	13	13
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The primary increase in the 2020 Budget is associated with increased contractual towing costs associated with the increased volume of towing. Revenues associated with increased storage of vehicles offsets the increase in expense. The increased allocation for repairs and maintenance is primarily associated with land and building maintenance needs at the vehicle storage facility.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
601 Vehicle Storage Facility Fund	\$1,735,627	29.05%	29.05%

<b>2019 Department Priorities</b>	<b>Status</b>
Resurface the auction parking lot with compact gravel material.	Not Completed
Renovate the exterior and interior facility.	Not Completed
Enclosed the storage lot with a reinforced metal fence.	Completed
Improve existing security camera system to high definition while adding more cameras.	Ongoing
Bring Vehicle Storage processes into either the EAM or Hanson Business management system in the fourth quarter.	Not Completed

<b>2020 Department Goals</b>
Resurface the auction parking lot with compact gravel material.
Renovate the exterior and interior facility.
Improve existing security camera system to high definition while adding more cameras.
Bring Vehicle Storage processes into either the Enterprise Asset Management (EAM) or Hanson Business management system in the fourth quarter.

**Department:** Vehicle Storage Facility  
**Funding Source:** Vehicle Storage Enterprise Fund  
**Budget:** \$ 1,735,627

**Department Description:**

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

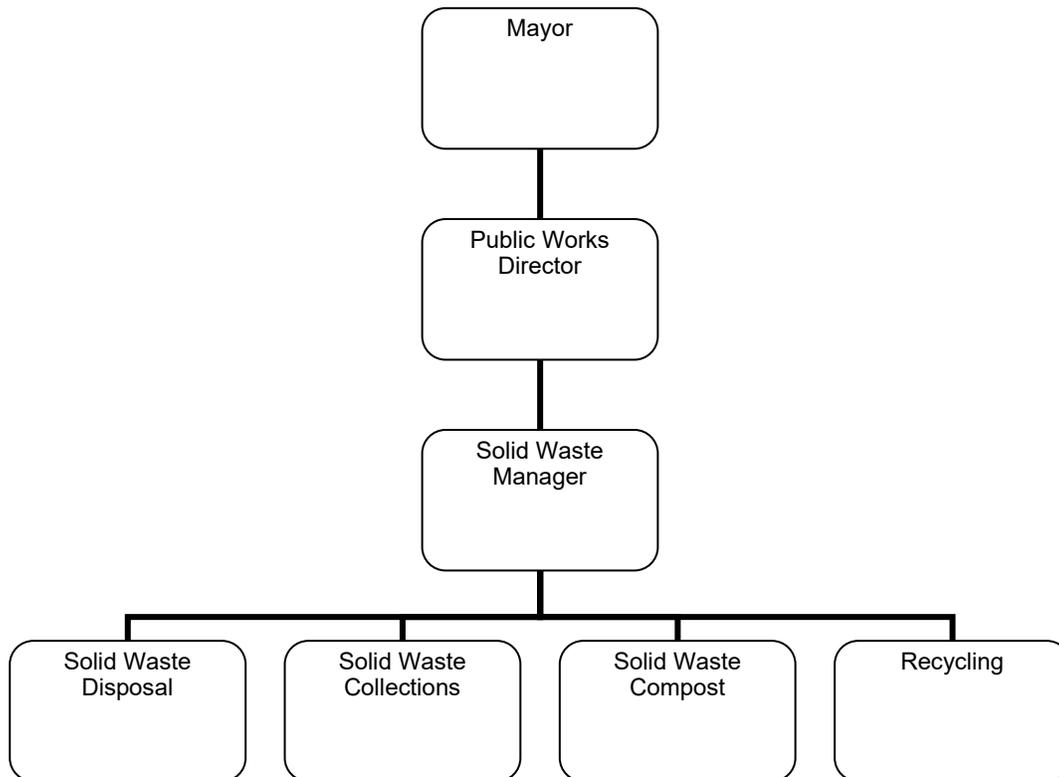
	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
<b>Objective:</b> To release 100% of eligible vehicles within 60 days of impoundment.			
<b>Demand:</b> Impounded vehicles.	4,285	4,200	4,200
<b>Workload:</b> Impounded vehicles eligible for release.	3,000	3,066	3,066
<b>Efficiency:</b> Eligible vehicles released within 60 days.	3,000	3,066	3,066
<b>Effect/Outcome:</b> Percentage of eligible vehicles released within 60 days.	70%	73%	73%

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





# Waste Disposal



**Mission:**

“The Public Works department is dedicated to providing efficient and economical infrastructure and quality management of services for the residents of Little Rock in a professional manner.”

**Waste Disposal**

Account Category	Expenditure Budget			
	2018 Actual Expenditures	2019 Adopted Budget	2019 Amended Budget	2020 Adopted Budget
Salaries and Employee Benefits	\$5,739,140	\$6,021,593	\$6,021,593	\$7,427,549
Supplies and Materials	1,267,773	1,842,328	1,782,328	1,625,100
Contractual	3,545,731	4,214,813	4,214,813	4,130,683
Repairs and Maintenance	3,362,337	4,109,029	4,169,029	4,612,257
Closure/Post Closure	444,469	248,000	248,000	444,500
Depreciation	2,549,645	3,155,500	3,155,500	3,809,522
Debt Service	76,929	61,171	61,171	44,783
Transfers Out	1,581,764	1,784,335	1,784,335	1,844,211
<b>Total</b>	<b>\$18,567,788</b>	<b>\$21,436,769</b>	<b>\$21,436,769</b>	<b>\$23,938,605</b>

Staffing	2018	2019	2019 Amended	2020
	121	130	130	144

The 2020 Waste Disposal Fund budget is balanced, following a projected \$2.2 million loss in 2019. Funded by the first waste collection fee increase since 2004, the 2020 Budget includes increased expense allocations of approximately \$2.5 million. The increase in the 2020 Budget for salaries and employee benefits reflects a \$2 per hour salary increase for Waste Disposal employees. In addition, fourteen (14) positions will be added to provide additional crews. The decrease in supplies and materials reflects lower fuel cost. The increase in repairs and maintenance is primarily attributed to the allocation for fleet labor and maintenance, reflecting the addition of vehicles and equipment. In addition, software maintenance for 311 services is included in repairs and maintenance. The Waste Disposal Fund is budgeted in accordance with Generally Accepted Accounting Principles on an accrual basis, which includes non-cash expenses such as depreciation and amortization. Some cash needs, such as the principal portion of bond payments and capital expenditures, are not presented on the income statement as expenses. Capital expenditures of approximately \$4.9 million for additional side loaders and rear loaders, an additional knuckle boom truck and continuation of a Garbage Truck Replacement Program are planned in 2020. The depreciation budget is increased, corresponding to the increase in vehicles and equipment. The principal portion of the bond payment is approximately \$275,000.

**Allocations By Year And Account Category**



Resources for Budget	FY 20 Proposed Budget	% Change from 2019 Adopted	% Change from 2019 Amended
603 Waste Disposal Fund	\$23,938,605	11.67%	11.67%

2019 Department Priorities	Status
Continue to contact nearby Solid Waste Districts to be on bidders list for future disposal bids	Ongoing
Worked with Information Technology Department and Motorola to utilize tablets with on-call program.	Completed

2020 Department Goals
Start utilizing tablets for tracking knuckleboom pickups.
Expand camera systems to all collection vehicles.
Restructure collection days for balancing routes.
Look at more efficient Alternate Daily Cover (ADC) for Class 1 landfill.
Hire Solid Waste Collections Supervisor, Solid Waste Division Manager, Solid Waste Engineer.
Hire additional operators, refuse collectors, and inspector as approved in solid waste services rate increase.
Implement new On-Call/Bulky Item collection policy.
Renew recycling contract for residential customers.

**Department:** Waste Disposal  
**Funding Source:** Waste Fund  
**Budget:** \$ 23,938,605

**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.

	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<b>Objective:</b> To promote recycling and increase annual tonnage collected.			
<b>Demand:</b> Curbside recycling tonnage to be collected	8,000	8,000	7,800
<b>Workload:</b> Curbside recycling tonnage collected.	8,597	8,000	7,800
<b>Efficiency:</b> Curbside recycling tonnage collected/month.	716	667	650
<b>Effect/Outcome:</b> Percentage of tonnage collected annually.	107%	100%	100%
<b>Objective:</b> To monitor incoming tonnage to the Class I and Class IV Landfill Cells.			
<b>Demand:</b> Class 1 & Class 4 tonnage to be disposed.	130,000	130,000	125,000
<b>Workload:</b> Class 1 & Class 4 tonnage received.	130,000	130,000	125,000
<b>Efficiency:</b> Average monthly tonnage disposed of in Class 1 and Class 4 landfills.	11,354	10,800	10,417
<b>Effect/Outcome:</b> Percentage of tonnage collected annually.	105%	100%	100%

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




# 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 ninety (90) 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.

**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:

- (1) Detailed estimates of all anticipated revenues.
- (2) 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.

\* Little Rock, Arkansas, Code of Ordinances

## 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	2,485.54
Streets Graded and Surface Treatment	407.56
Paved - Permanent (Concrete and Asphalt)	2,081.98
Alleys Maintained	62.82
Drainage Ditches Maintained	1,571.12
Storm Sewers Maintained	372.78
Miles of Water Lines	1,416.07
Sanitary Miles	1,399.00

Traffic Controls:

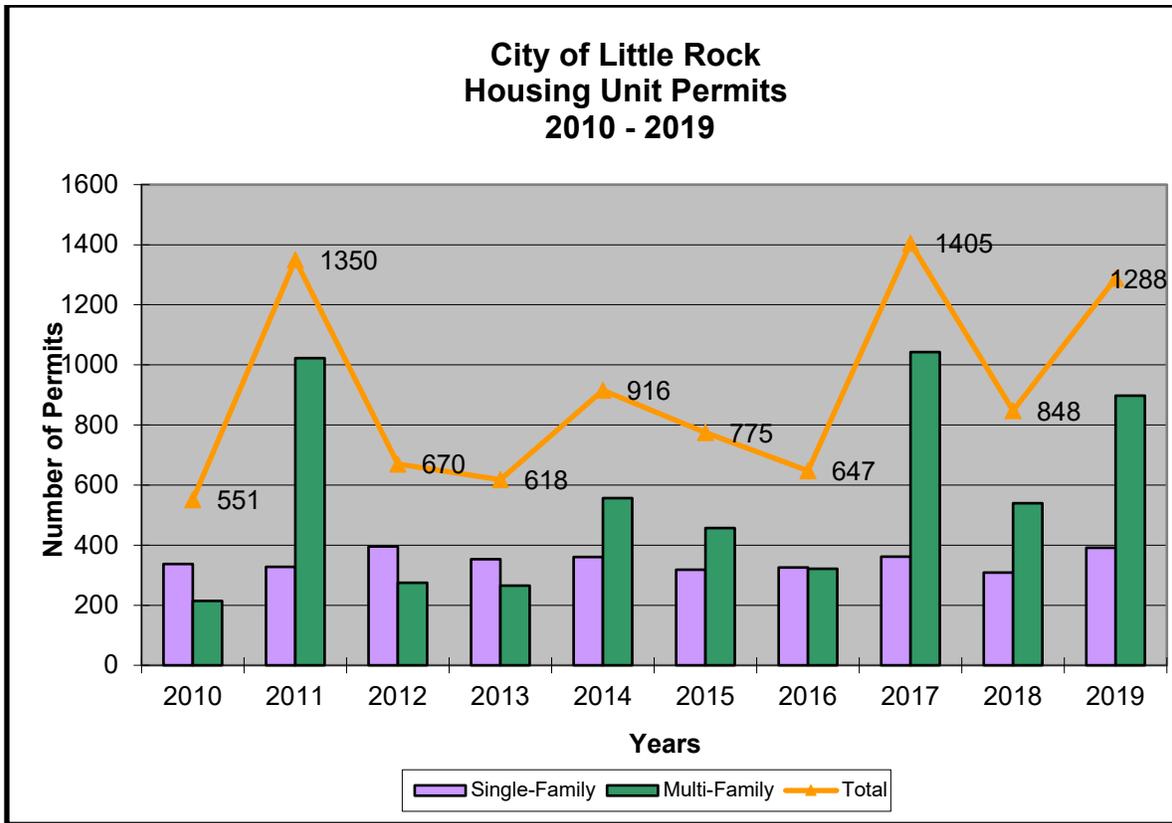
Signals Repaired 1,707

Solid Waste/Garbage Collection:

Class I and IV tonnage	143,020
Yard Waste	24,200
On-call Service	40,815
Knuckleboom truck pick-ups	7,546
Number of Residential Users	59,310
Number of Commercial Users	478

Building Permits:

<u>Year</u>	<u>Permits Issued</u>	<u>Estimated Cost</u>
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
2015	2,059	\$ 414,586,125
2016	2,276	\$ 448,913,149
2017	2,283	\$ 502,609,225
2018	1,957	\$ 617,187,924
2019	2,015	\$ 551,240,708



**Sales Tax Rate:**

Local	1.5%
County	1.0%
State	6.5%

**Bond Rating:**

General Obligation Bonds	
Standard and Poor's	AA
Moody's	Aa1

**Fire Protection:**

Number of Stations	22
Number of Authorized Uniformed Employees	426
Rescue, emergency medical call	20,280
Fire and explosions	1,131
Hazardous condition, standby	1,088

**Insurance Rating for Insurance Service Office (ISO)**

City of Little Rock	Class I
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Police Protection:

Number of Stations	10
Number of Authorized Uniformed Employees	594
Calls for Service Police	153,786
3-1-1 Service requests from calls	119,922

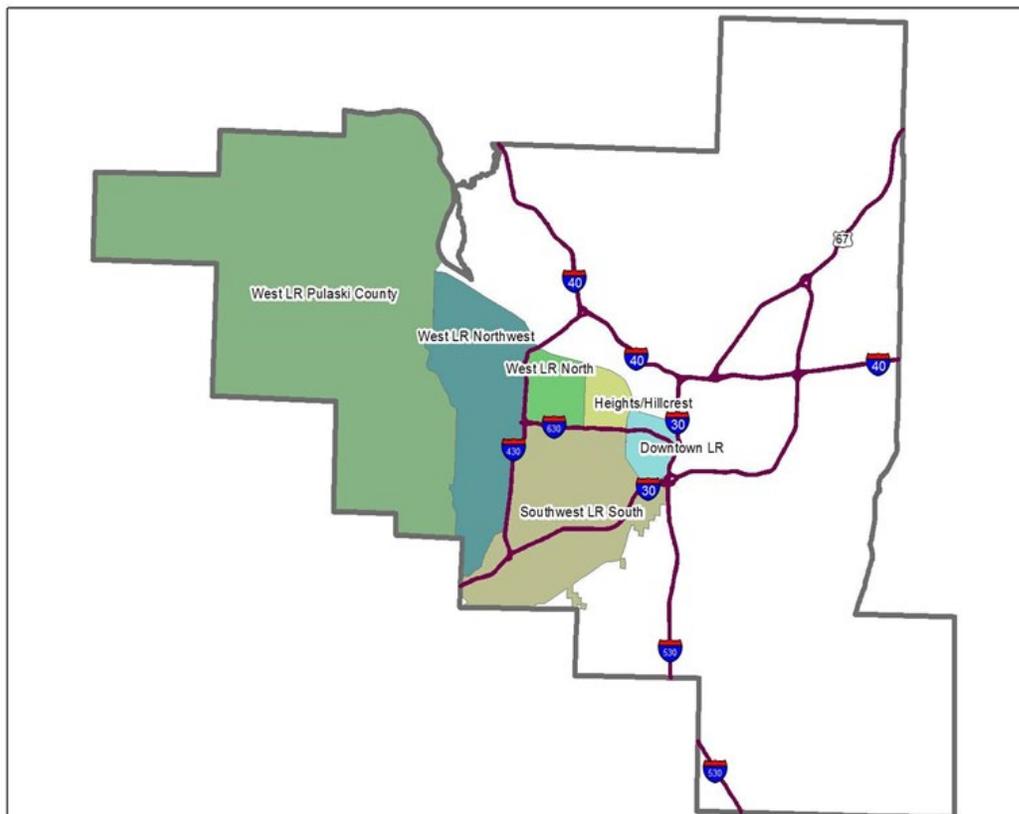
**Central Arkansas Real Estate Values**

<u>Location</u>	<u>Assessed Date</u>	<u>Average Total Parcel Value*</u>	<u>Residential Parcels with dwelling</u>	<u>Aggregate</u>
Little Rock - Downtown	12/31/2019	\$78,522	5,289	\$415,302,858
Little Rock - Hillcrest/Heights	12/31/2019	\$352,379	5,128	\$1,806,999,512
Little Rock - Southwest/South	12/31/2019	\$66,455	22,572	\$1,500,022,260
Little Rock West - North	12/31/2019	\$203,705	9,193	\$1,872,660,065
Little Rock West - Northwest	12/31/2019	\$246,626	16,799	\$4,143,070,174
Little Rock West - Pulaski County	12/31/2019	\$291,025	6,393	\$1,860,522,825
			<b>Total Parcels</b>	<b>Aggregate Value</b>
			65,374	\$11,598,577,694
				<b>Average Value</b>
				\$177,419

Source: Pulaski County GIS and Pulaski County Assessor Parcels February 2020

\*Average Total Parcel Value is based on Parcels with residential dwellings as indicated by the Pulaski County Assessor.

Compiled by Metroplan 2/3/2020



Recreation:

Number of Parks, Including Park Development	63
Total Acres (developed & undeveloped)	6,140
Number of Playgrounds	44
Number of Tennis Courts	41
Number of Basketball Courts	36
Number of Museums	1
Number of Golf Courses	2
Number of Ball Fields	25
Number of Play Fields	20
Number of Community Centers	8
Number of Swimming Pools	3
Number of Adult Centers	1
Number of Soccer Fields	13
Number of Fitness Centers	1
River Market	1
Amphitheatre	1
Number of Pavilions	32
Number of Volleyball Courts	17
Total Recorded Park Attendance - 2019	210,687
Number of Zoos	1
Total Zoo Attendance – 2019	240,229
Total Zoo Outreach Program	20,844

Medical Facilities Number of beds  
(private occupancy rooms):

Baptist Health Medical Center – Little Rock	734
University of Arkansas Medical Center	514
St. Vincent Infirmiry Medical Center	615
Arkansas Children’s	336
Arkansas State Hospital	230
Veteran Health Care System	219
Pinnacle Pointe Behavioral Healthcare System	124
Baptist Rehabilitation Institute	120
Arkansas Heart Hospital	112
Baptist Health Extended Care	73
Cornerstone Hospital Little Rock	40
Total Number of Beds	<u>3,117</u>
Estimated Total Beds per 1,000 Population:	15.3

Total Estimated Population 203,600

Compiled by Metroplan 02/02/2020

## POPULATION

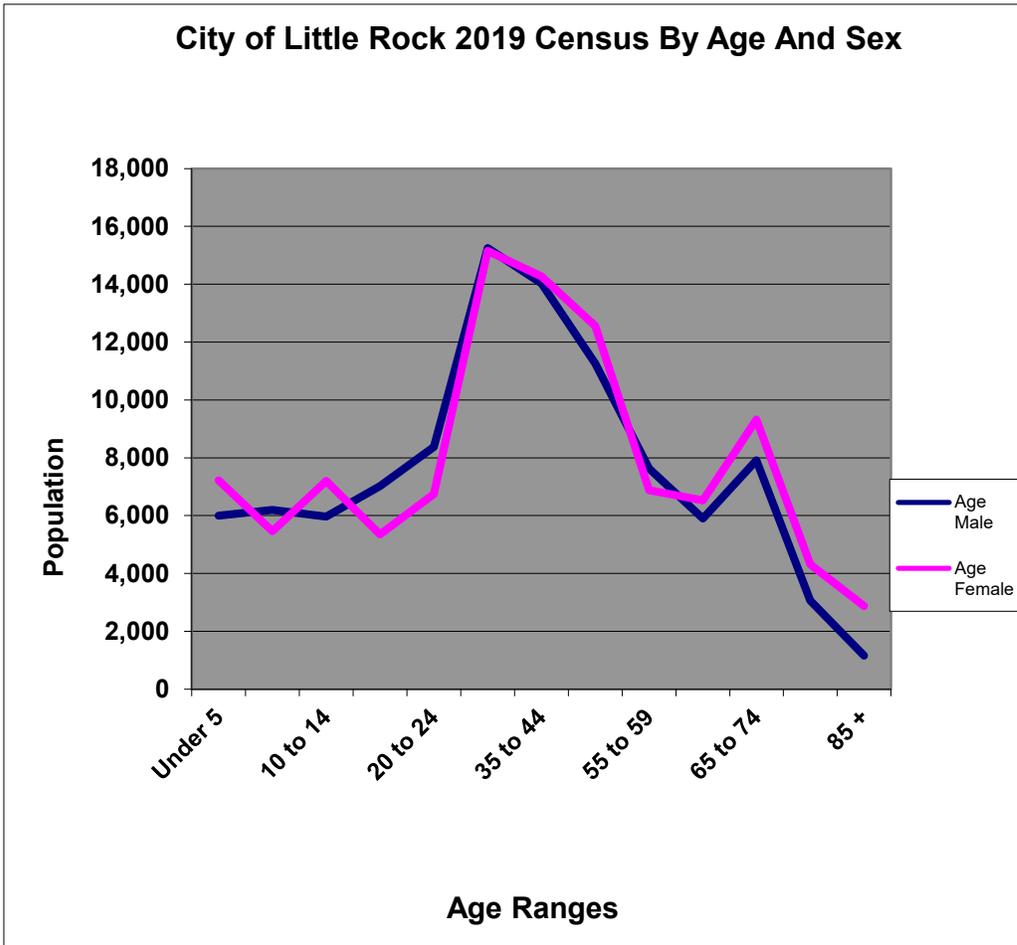
<u>Year</u>		<u>Number</u>
1910		45,941
1920		65,142
1930		81,657
1940		88,039
1950		102,310
1960		107,813
1962	Special Census	125,671
1964	Special Census	128,929
1970	Census	144,824
1974	Special Census	139,703
1978	Special Census	144,824
1980	Census	159,024
1985	Special Census	178,134
1990	Census	175,795
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
2015	Estimate **	202,081
2016	Estimate **	199,597
2017	Estimate **	200,510
2018	Estimate **	198,594
2019	Estimate **	203,600

\* Source: Arkansas Business 2020 Book of Lists

\*\* Source: Metroplan

## City of Little Rock 2019 Population By Age and Sex

Age Ranges	Male	Female	Total
Under 5	5,995	7,217	13,212
5 to 9	6,200	5,457	11,657
10 to 14	5,960	7,197	13,157
15 to 19	7,022	5,343	12,366
20 to 24	8,373	6,746	15,119
25 to 34	15,250	15,150	30,400
35 to 44	14,028	14,276	28,304
45 to 54	11,254	12,556	23,811
55 to 59	7,629	6,874	14,504
60 to 64	5,898	6,524	12,422
65 to 74	7,916	9,325	17,241
75 to 84	3,062	4,318	7,381
85 +	1,154	2,871	4,025
	99,744	103,856	203,600
	49.0%	51.0%	100.0%



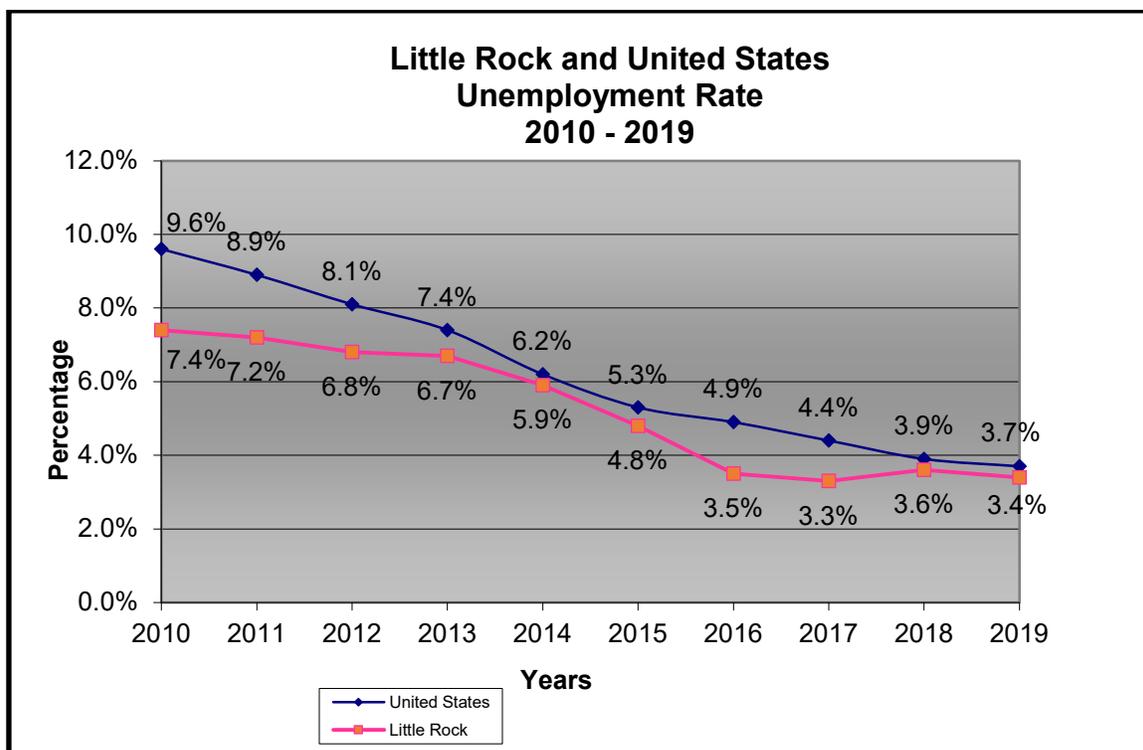
## LITTLE ROCK AND ENVIRONS

Per Capita Income (2018)	\$37,330
Median household income (2018)	\$47,996
U.S. Consumer Price Index (December 2019)	258.5
Percent inflation over past year	2.3%
Average unemployment percentage rate	3.4%
Median Age (2018 American Community Survey)	37.2

Race (2018):	
White	45.7%
Black or African American	41.6%
Hispanic or Latino *	7.3%
Asian	3.1%
Other **	2.3%

\*Hispanic is an overlay category that includes multiples races.

\*\*Could include persons reporting more than one race.



**Education (Little Rock School District):**

Number of School Buildings	44
Number of Teachers/including Principals, Supervisors	2,079
Number of Registered Students	23,237
Number of Kindergarten Students	1,800
Average Daily Attendance - Elementary Schools	8,690
Average Daily Attendance - High/ Middle Schools	9,571
Average Daily Attendance - Kindergarten	1,726
Tax Rate: (Mills)	
Real	46.4
Personal	46.4

**Educational Attainment  
Little Rock 2018 (Highest level of Attainment)**

Total Population (ACS)	197,868
Population 25 years and over	134,284
Percent of Population Age 25+	67.9%
Education level in years of formal schooling:	
High School or Equivalent	91.3%
Some college, no degree	18.6%
Bachelor's degree	23.4%
MA/Professional degree or higher	17.2%

**LITTLE ROCK INSTITUTIONS OF HIGHER EDUCATION  
2017-2018**

Institution	2017	2018
University of Arkansas at Little Rock	11,624	10,515
University of Arkansas for Medical Sciences	2,834	2,821
Arkansas Baptist College	529	486
Philander-Smith College	891	1,000
Webster University	133	273
Totals	16,011	15,095

Sources:

Arkansas Business Book of Lists 2020

\*Fall 2018 latest data, as shown in 2020 AR Business Book of Lists.

Compiled by Metroplan 2/2/2020

**EMPLOYEES AS OF DECEMBER 31, 2019**

<u>City Government</u>	<u>Total</u>	<u>Full-Time</u>	<u>Part-Time</u>
AFSCME	366	366	-
IAFF	394	394	-
FOP	527	527	-
Non-union	<u>1,163</u>	<u>661</u>	<u>502</u>
	2,450	1,948	502
 <u>Commissions</u>			
Wastewater Utility	214	213	1
Bill & Hillary Clinton National Airport	154	154	-
LR Convention & Visitors Bureau	210	122	88
Little Rock Port Authority	10	9	1
Metropolitan Emergency Medical Services	383	362	21
Rock Region Metro	191	190	1
Arkansas Museum of Discovery	49	27	22
Arkansas Arts Center	108	47	61
Central Arkansas Library	<u>302</u>	<u>219</u>	<u>83</u>
	1,621	1,343	278
Total Employment	<u>4,071</u>	<u>3,291</u>	<u>780</u>

**Little Rock Area Major Employers  
2019**

<u>Company</u>	<u>Industry</u>	<u>Employees</u>
1 State Government – within the MSA	Government	35,200
2 Local Government – within the MSA	Government	26,500
3 Federal Government – within the MSA	Government	10,200
4 University of Arkansas for Medical Sciences	Education/Medical Services	9,700
5 Baptist Health	Medical Services	7,340
6 Little Rock Air Force Base	Government	4,500
7 Arkansas Children’s Hospital	Medical Services	4,370
8 Little Rock School District	Schools/Colleges/Education	3,970
9 CHI St. Vincent Health System	Medical Services	3,000
10 Pulaski County Special School District	Schools/Colleges/Education	2,700
11 AT&T	Utility (Telephone)	2,615
12 Arkansas Blue Cross Blue Shield	Insurance	2,610
13 Entergy Arkansas	Utility (Electric)	2,580
14 Verizon Wireless	Communications/Telecommunications	2,500
15 Dillard’s Inc.	Department Store	2,000
16 University of Arkansas at Little Rock	Education	1,850
17 CenterPoint Energy	Utility (Natural Gas)	1,600
18 Dassault Falcon Jet Corp.	Falcon Aircraft Models	1,400
19 Windstream Communications	Utility(Telephone)	1,400
20 Fidelity National Information Services	Data Processing	1,300

The City of Little Rock Arkansas's largest own-source revenue is sales taxes. The City's sale tax revenues are generated from two separate tax levies; a permanent one and one-eighth (1.125)-cent local general sales tax, and a three-eighth (0.375)-cent local sales tax for capital improvements, which sunsets in 2021 unless it is extended by voters. Taxes are assessed based on the point of sale. In addition, the City receives a portion of the county's one (1.0)-cent sales tax based on population. The City of Little Rock makes up approximately 51% of the county population and receives a like proportion of the county tax. In 2019, the combined 1.5-cent city sales tax generated revenue of \$80,600,868. The City's share of the county 1-cent tax generated revenue of \$44,360,397.

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 disclose the top ten taxpayers. However, Little Rock enjoys a diverse economic sales tax base. Revenues generated by the top ten industry codes are noted below.

<b>Little Rock Top Ten 1 1/2 Cent Sales Taxpayers</b>		
<b>Industry</b>	<b>Tax Collected</b>	<b>% of Total</b>
All Other General Merchandise	6,537,516	8.13%
Grocery Stores	5,767,762	7.17%
Full-Service Restaurants	5,074,116	6.31%
Building Materials and Supplies Dealers	3,653,106	4.54%
Electric Power Generation; Transmission and Distribution	2,949,030	3.67%
Electronics and Appliance Stores	2,918,617	3.63%
Clothing Stores	2,612,291	3.25%
Traveler Accommodation	2,413,876	3.00%
Automotive Equipment Rental and Leasing	2,198,661	2.73%
Professional and Commercial Equipment and Supplies Wholesale	2,045,873	2.54%
	Totals	36,170,849 44.98%
<b>Little Rock Top Ten 1 Cent County Sales Taxpayers</b>		
<b>Industry</b>	<b>Tax Collected</b>	<b>% of Total</b>
All Other General Merchandise	4,438,908	10.02%
Grocery Stores	2,840,717	6.41%
Full-Service Restaurants	2,821,867	6.37%
Building Materials and Supplies Dealers	2,380,620	5.37%
Electric Power Generation, Transmission and Distribution	1,920,294	4.33%
Electronics and Appliance Stores	1,441,872	3.25%
Clothing Stores	1,219,088	2.75%
Traveler Accommodation	1,064,013	2.40%
Restaurants and Other Eating Places	1,043,631	2.36%
Electronic Shopping and Mail-Order Houses	998,367	2.25%
Food Services and Drinking Places		
	Totals	20,169,377 45.53%

# 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.

**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 Document** – The official written document prepared by the Finance Department which presents the adopted budget for the City of Little Rock.

**Budget Ordinance** - The enacted local law that appropriates revenues for specified purposes, functions, activities, or objectives during a fiscal year.

**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 expenditures such as personal services, 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 expenditures 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 or other post-employment benefits due to a specific group of City employees. A Board of Trustees exercises a fiduciary responsibility for 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 first 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 or non-government unit or funding source to the City. 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 specified period of time - generally for the budget year - that is expiring at the end of the period, unless otherwise provided for 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**

**ABC** – Arkansas Alcohol Beverage Control Agency

**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

**CAW** – Central Arkansas Water

**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.

**NIBIN** - The National Integrated Ballistic Information Network Program automates ballistics evaluations and provides actionable investigative leads in a timely manner. NIBIN is the only interstate automated ballistic imaging network in operation in the United States and is available to most major population centers in the United States.

**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.

**PSC** – The Public Service Commission of the State of Arkansas. The Commission is charged with the duty of ensuring that public utilities provide safe, adequate and reliable utility service at just and reasonable rates.

**PTRTF** – The Property tax Relief Trust Fund of the State of Arkansas created by Act 1544 of 2001.

**RFP/RFQ** – Request for Proposal (RFP) is a method of bidding used when there are subjective qualifications which must be met before you consider pricing. The RFP gives the buyer a chance to evaluate subjective offerings such as the seller's approach to a project, references, personnel assigned to the task, and the seller's 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 Request for Qualifications (RFQ) 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.