

CITY OF BOWLING GREEN, KENTUCKY

Fiscal Year 2013/2014 Annual Operating Budget





CITY OF BOWLING GREEN

FISCAL YEAR 2013/2014 OPERATING BUDGET

Mayor

Bruce Wilkerson

Commissioners

Joe W. Denning

Melinda M. Hill

Bill Waltrip

Rick Williams

City Manager

Kevin D. DeFebbo

Budget Team

Katie Schaller

Jeff Meisel

Michael Grubbs

Wilma Brown

Erin Ballou



BUDGET ORDINANCE

ORDINANCE NO. **BG2013 – 13**

ORDINANCE ADOPTING ANNUAL CITY BUDGET

ORDINANCE ADOPTING THE CITY OF BOWLING GREEN, KENTUCKY ANNUAL OPERATING BUDGET FOR FISCAL YEAR BEGINNING JULY 1, 2013 AND ENDING JUNE 30, 2014, BY ESTIMATING REVENUES AND APPROPRIATING FUNDS FOR THE OPERATION OF CITY GOVERNMENT

WHEREAS, an Annual Operating Budget proposal has been prepared and delivered to the Board of Commissioners of the City of Bowling Green, Kentucky; and,

WHEREAS, the Board of Commissioners has reviewed and discussed the proposed Annual Operating Budget and desires to adopt it for Fiscal Year 2014.

NOW, THEREFORE, BE IT ORDAINED by the City of Bowling Green, Kentucky as follows:

1. The Annual Operating Budget for the Fiscal Year beginning July 1, 2013 and ending June 30, 2014, including all sources of estimated revenues and appropriations for all City funds as set forth in Exhibit No. 1 attached hereto is hereby adopted.
2. All encumbrances outstanding on June 30, 2013 for goods not yet provided or services not yet rendered are hereby re-appropriated in conformance with generally accepted accounting principals for the Fiscal Year beginning July 1, 2013 and ending June 30, 2014.
3. The balance of all capital construction, renovation, improvement projects and grants currently approved and/or nearing completion are hereby approved for re-appropriation and carry over for the Fiscal Year beginning July 1, 2013 and ending June 30, 2014.
4. The provisions of this Ordinance are hereby declared to be severable, and if any section, phrase or provision shall for any reason be declared invalid, such declaration of invalidity shall not affect the validity of the remainder of this Ordinance.
5. All prior Municipal Orders or Ordinances or parts of any Municipal Order or Ordinance in conflict herewith are hereby repealed.

BG2013-13

BUDGET ORDINANCE, *continued*

(Ordinance No. BG2013 – 13)

6. This Ordinance is adopted pursuant to KRS 83A.060 in that it was introduced on June 4, 2013, and given final reading on June 18, 2013, and said Ordinance shall be in full force and effect upon signature, recordation and publication in summary pursuant to KRS Chapter 424.

ADOPTED: June 18, 2013

APPROVED: Bruce Wilkerson
Mayor, Chairman of Board of Commissioners

ATTEST: Katie Silballe
City Clerk

SPONSORED BY: Kevin D. DeFebbo, City Manager, 05/29/2013, 11:00 a.m.

BUDGET ORDINANCE, *continued*

City of Bowling Green, Kentucky
 Annual Operating Budget for All Funds and Categories of Government
 Estimated Resources In and Resources Out for FY 2013/2014
 Exhibit No 1

<u>Category of Resources</u>	<u>General Fund</u>	<u>Special Revenue</u>	<u>Capital Projects</u>	<u>Debt Service</u>	<u>Enterprise Funds</u>	<u>Trust Funds</u>	<u>Internal Service</u>	<u>Total</u>
RESOURCES IN:								
Taxes	\$ 12,842,000	\$ 2,216,500	\$ 0	\$ 0	\$ 415,000	\$ 0	\$ 0	\$ 15,473,500
Occupational Fees	38,449,000	2,152,000	0	0	0	0	0	40,601,000
License & Permits	908,000	0	0	0	0	0	0	908,000
Intergovernmental	100,000	7,125,534	0	0	0	0	0	7,225,534
Fees	324,700	140,500	0	2,470,690	0	0	0	2,935,890
Charges for Services	260,000	0	0	0	0	19,450	1,995,359	2,274,809
Parks & Recreation	372,800	0	0	0	1,959,380	0	0	2,332,180
Miscellaneous	325,500	213,350	0	1,329,967	277,500	1,024,550	5,294,987	8,465,854
Revenues:	\$ 53,582,000	\$ 11,847,884	\$ 0	\$ 3,800,657	\$ 2,651,880	\$ 1,044,000	\$ 7,290,346	\$ 80,216,767
Note/Bond Proceeds	0	0	\$ 1,100,000	0	0	0	0	1,100,000
Transfers In	0	53,700	2,650,000	7,983,042	2,098,627	0	900,000	13,685,369
Other Resources:	\$ 0	\$ 53,700	\$ 3,750,000	\$ 7,983,042	\$ 2,098,627	\$ 0	\$ 900,000	\$ 14,785,369
RESOURCES IN:	\$ 53,582,000	\$ 11,901,584	\$ 3,750,000	\$ 11,783,699	\$ 4,750,507	\$ 1,044,000	\$ 8,190,346	\$ 95,002,136
RESOURCES OUT:								
General Government	\$ 6,016,514	\$ 0	\$ 206,000	\$ 0	\$ 0	\$ 0	\$ 6,830,307	\$ 13,052,821
Public Safety	24,207,123	2,124,291	3,693,600	0	0	977,000	0	31,002,014
Public Works	5,951,001	1,296,879	3,273,500	0	0	0	2,003,359	12,524,739
Parks & Recreation	5,554,617	0	28,000	0	3,048,750	0	0	8,631,367
Planning & Development	1,678,052	3,611,434	20,000	0	0	0	0	5,309,486
Community Services	540,529	0	0	0	0	0	0	540,529
Debt Service	0	0	0	12,420,484	0	0	0	12,420,484
Intergovernmental	339,235	750,000	0	0	1,191,370	0	0	2,280,605
Contingency	275,000	0	0	0	0	0	0	275,000
Expenditures:	\$ 44,562,071	\$ 7,782,604	\$ 7,221,100	\$ 12,420,484	\$ 4,240,120	\$ 977,000	\$ 8,833,666	\$ 86,037,045
Transfers Out	9,319,929	4,103,625	0	0	0	0	200,000	13,623,554
RESOURCES OUT:	\$ 53,882,000	\$ 11,886,229	\$ 7,221,100	\$ 12,420,484	\$ 4,240,120	\$ 977,000	\$ 9,033,666	\$ 99,660,599
RESERVES UTILIZED:	\$ (300,000)	\$ 15,355	\$ (3,471,100)	\$ (636,785)	\$ 510,387	\$ 67,000	\$ (843,320)	\$ (4,658,463)

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DISTINGUISHED BUDGET PRESENTATION AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bowling Green, Kentucky for its annual budget for the fiscal year beginning July 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



COMMUNITY PROFILE

COMMUNITY PROFILE AND DEMOGRAPHICS

Bowling Green, the “Park City” of Kentucky, was established in 1798, and is located in the south-central part of the state. The City occupies a land area of 38.5 square miles, has a population estimated at 60,600 and serves as the retail, educational, medical, commercial, and social hub for South-Central Kentucky and Northern Tennessee. The labor market area, which measures employable workers that are 18 years and older, is measured at approximately 456,000 for the area encompassing a sixty minute drive from the City with an additional 25,500 workers being of age in the next two years.

The City operates under the City Manager form of government, one of the alternative forms of municipal government established under Kentucky Statutes. Under this form of government, a Mayor, who is elected for a term of four years, and four City Commissioners, who serve two years each, are voted into office in non-partisan elections. The Mayor and the City Commissioners comprise the Board of Commissioners (Board), in which all legislative and executive authority of the City is vested. As such, the Board is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and ratifying personnel appointments/promotions as recommended by the City Manager. The Board hires a City Manager, who serves as the Chief Administrative Officer of the City and enforces City ordinances and policy as well as carries out all day-to-day operations.

The City provides a full range of municipal services, including police and fire protection, engineering and inspection services, construction and maintenance of streets and other infrastructure, recreational activities and cultural events, and general administrative services.

In 2012, Bowling Green was ranked 27th in **Forbes** list of Best Small Places for Businesses and Careers. **Forbes** also ranked Bowling Green as 31st in cost of doing business, 63rd in job growth and 61st in education.

People QuickFacts	Bowling Green	Kentucky
Population, 2012 estimate	60,600	4,380,415
Population, 2010 (April 1) estimates base	58,887	4,339,357
Population, percent change, April 1, 2010 to July 1, 2012	2.9%	0.9%
Persons under 5 years, percent, 2010	6.1%	6.5%
Persons under 18 years, percent, 2010	20.1%	23.6%
Persons 65 years and over, percent, 2010	10.7%	13.3%
White persons, percent, 2010	75.8%	87.8%
Black persons, percent, 2010	13.9%	7.8%
American Indian and Alaska Native persons, percent, 2010	0.3%	0.2%
Asian persons, percent, 2010	4.2%	1.1%
Native Hawaiian and Other Pacific Islander, percent, 2010	0.2%	0.1%
Persons reporting two or more races, percent, 2010	2.7%	1.7%
Persons of Hispanic or Latino origin, percent, 2010	6.5%	3.1%
Living in same house 1 year & over, percent, 2007-2011	66.4%	84.7%
Foreign born persons, percent, 2007-2011	10.9%	3.1%
Language other than English spoken at home, percent age 5+, 2007-2011	13.6%	4.7%
High school graduate or higher, percent of persons age 25+, 2007-2011	82.1%	81.7%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	28.6%	20.6%
Mean travel time to work (minutes), workers age 16+, 2007-2011	14.9	22.6
Housing units, 2010	24,712	1,927,164
Homeownership rate, 2007-2011	42.4%	69.5%
Housing units in multi-unit structures, percent, 2007-2011	44.2%	17.8%
Median value of owner-occupied housing units, 2007-2011	\$127,400	\$118,700
Households, 2007-2011	22,224	1,681,085
Persons per household, 2007-2011	2.31	2.49
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$19,845	\$23,033
Median household income, 2007-2011	\$33,072	\$42,248
Persons below poverty level, percent, 2007-2011	27.3%	18.1%

Source: US Census Bureau State & County QuickFacts

[Quick link to Table of Contents](#)



STRATEGIC PLAN SUMMARY

STRATEGIC PLAN 2013 - 2018 - 2028

Bowling Green: Vision 2028

The City of Bowling Green is a dynamic urban center, which is a hometown for families and the location of the nationally recognized Western Kentucky University. It has a vibrant downtown and riverfront and a strong, growing economy.

Our diverse Bowling Green residents have access to top quality education, can enjoy an active lifestyle with cultural, recreational and leisure opportunities, and live in safe livable neighborhoods.

We take pride in our great community: “the best city in Kentucky.”

Our Goals 2018

- More Jobs, More Diverse Economy
- Improved Traffic Flow
- Thriving Downtown and Riverfront
- Sustainable City Government
- Strong Neighborhoods

Top Priorities 2013/2014

- Grow Revenues without increasing Taxes
- Maintain and Improve Current Level of Services
- Continue Focus on Stormwater Mitigation
- Continue Sidewalk Development

Major Project 2013/2014

- Hennessey Way Realignment Project

Management Agenda 2013/2014

- 800 MHz Radio System Replacement
- Continue to Expand Social Media Programming
- Continue to Enhance Public Awareness of City Services



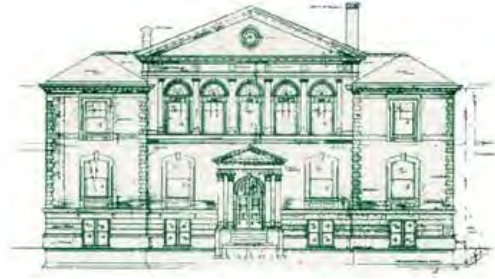
BUDGET MESSAGE

BUDGET MESSAGE

DEBORAH JENKINS, CFE, CICA
Internal Auditor

MARILYN PARRIGIN
Purchasing Agent

KIM LANCASTER
*Executive Assistant/
Public Information Officer*



KEVIN D. DeFEBBO
City Manager

KATIE SCHALLER, CMC, CKMC
Assistant City Manager/City Clerk

ASHLEY JACKSON, CMC, CKMC
Assistant City Clerk

LAURA HARRIS
*Graphic Designer/
Broadcast Coordinator*

CITY OF BOWLING GREEN F O U N D E D 1 7 9 8

2013/2014 Budget Message

TO: HONORABLE BOARD OF COMMISSIONERS

FROM: Kevin D. DeFebbo, City Manager
Katie Schaller, Assistant City Manager/City Clerk
Jeff Meisel, Chief Financial Officer
Michael Grubbs, Human Resources Director
Wilma Brown, Comptroller
Erin Ballou, Senior Staff Accountant

DATE: May 16, 2013

INTRODUCTION

This is written to present the *City Manager's Fiscal Year 2013/2014 Budget Recommendation*.

This financial plan for the coming year was developed by the Budget Team listed above and includes the solicited input of all employee groups, department heads and contract agencies.

Pursuant to Kentucky State law, the Board of Commissioners is required to approve a budget by June 30, 2013.

BUDGET IN A SNAPSHOT

The proposed Fiscal Year 2014 revenue budget for all funds totals \$95,002,136 and the expenditure budget for all funds totals \$99,660,599. This is a 3.2% increase in revenues and a 4.3% increase in expenditures compared to the FY2013 adopted budget. A number of capital project initiatives drives the total expenditure budget for FY2014 and recommends the use of previously saved money to balance the budget. A compendium of this information can be found in **Appendix A**, as well as in the departmental summaries in **Appendix G**.

BUDGET MESSAGE, *continued*

The General Fund revenue budget totals \$53,582,000. This is an increase of \$1,200,000 (2.3%) from the FY2013 adopted budget. Most of this projected increase is derived from property tax and occupational license fees as detailed further below. The General Fund expenditure budget totals \$53,882,000. This is an increase of \$750,000 or 1.4% over the FY2013 adopted budget. The primary source for this increase is in direct relation to the increase in the projected operating revenue budget and the inclusion of cost of living and step adjustments, anticipated utility rate and inflationary increases, and the limited use of unassigned fund balance for specific one-time capital equipment needs as further described herein. A complete summary of these facts can be found in **Appendix B**.

To provide another perspective, if capital expenditures are removed from both FY2013 and FY2014 to compare base operating budget to base operating budget, the expenditures in all funds are proposed to be less in FY2014 than in FY2013 by \$353,535 or 0.4%. Similarly, the General Fund operating budget, excluding capital expenditures, reflects a slight increase of 0.7% or \$385,500 in FY2014 compared to the FY2013 adopted operating budget.

KEY BUDGET ELEMENTS

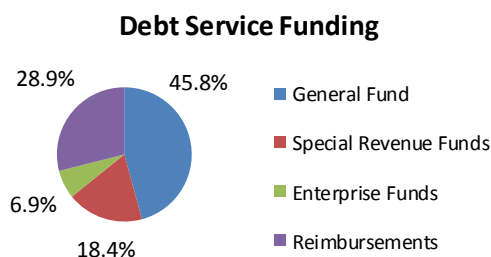
Occupational License Fee. Occupational license fee revenues include employee withholdings and net profit fees at the rate of 1.85% as well as business registrations, transient permit fees, and delinquent fees on occupational tax payments. Fiscal Year 2013 actuals are expected to finish above the FY2012 level and FY2013 budget. Modest growth has been projected again for FY2014, primarily due to continued positive trends in withholding fees. Therefore, the FY2014 occupational license fee revenues have been budgeted at \$38,449,000, which represents 71.8% of the General Fund budget.

This figure also equates to:

- +2.3% (+\$870,000) above FY2013 adopted budget, and
- +0.7% (+\$278,000) above the projected FY2013 actual revenues.

Property Taxes. The property tax budget has been set at \$10,406,000, which includes real estate, personal property, motor vehicle and boats, franchise, and payments in lieu of taxes. This is an increase of \$312,000 over the FY2013 budget and is largely related to growth projected for personal property and motor vehicle taxes. The real estate property tax revenue budget has remained the same as the FY2013 budget with no real estate tax rate increase anticipated. Real estate taxes comprise 71% of all the various types of property taxes collected. The total property tax revenue budget represents 19% of the total General Fund budget for FY2014.

Debt Service. Total debt service for all funds in FY2014 will be \$13.1 million, of which nearly \$3.9 million will be reimbursed by outside agencies, bringing the net total to just under \$9.3 million. These outside agencies include WKU (100% of Diddle Arena GO Bonds) and Warren County (50% of ITA GO Bonds). The General Fund will ultimately be responsible for \$6.0 million of the total debt service, which represents 11.2% of the General Fund budget. The remaining debt service is covered by Special Revenue funds and Enterprise funds.



BUDGET MESSAGE, *continued*

The City continues to stay one year ahead on the debt service for the Ballpark bonds as well as 50% of the ITA bonds. Both debt issues are included in the FY2014 budget and debt service payments will continue to be pre-funded. The strategy has been to make the sacrifices necessary to avoid a debt payment cliff each budget year. The City will continue with this plan as good stewards and fulfilling future commitments related to the investment in the ballpark and the success of the Transpark.

The only new debt planned in the coming year is the City's portion of the new 800 radio system. Currently, \$2.2 million has been set aside in a capital projects fund that will be used for the project with approximately \$1 million to be financed through a short-term lease-purchase. Debt service is targeted to be approximately \$150,000 annually.

A complete outline of the City's Debt Service can be found in **Appendix C**.

Fund Balance and Special Reserves. The General Fund maintains a minimum reserve fund balance equal to 20% of the estimated revenue budget. With the adoption of the FY2012 budget, the Board of Commissioners approved the staff recommendation to raise the minimum fund balance reserve in the General Fund from 15% to 20%. The actual dollars set aside are adjusted accordingly after the annual budget is adopted. For FY2014, the 20% would equate to reserves of approximately \$10.7 million in the General Fund.

Downtown Tax Increment Financing (TIF) District. In FY2013, approximately \$100,000 was distributed to the Warren County Downtown Economic Development Authority (WCDEDA) for incremental revenues generated during the 2011 calendar year. The WCDEDA has received over \$285,000 in incremental revenues from the City to date. As construction activity has increased and jobs are being added, the TIF distribution is also anticipated to increase. Accordingly, the FY2014 budget includes an estimated distribution of \$125,000 for the 80% incremental revenue distribution to the WCDEDA for calendar year 2012.

PERSONNEL SERVICES

The proposed FY2014 budget includes several recommendations regarding employee wages, benefits, and the workforce complement. The total impact of these recommendations for the General Fund next year will be approximately \$794,765.

Employee Wages. The proposed budget includes a 1.7% Cost of Living Adjustment (COLA) and a half-step performance increase for eligible full-time employees. The total cost of the adjustments to employee wages for all funds is approximately \$806,685.

COLA: The Board of Commissioners adopted a policy in 2006 stating that the pay increases in the classification/pay schedule would be adjusted to reflect the cost of living index issued by the Governor's Office of Local Development (now Department for Local Government). The DLG-announced COLA for 2012 is 1.7%. The additional cost for the General Fund will be approximately \$454,000 in FY2014, including the pay increase for part-time personnel and wage-related fringe.

Merit Step Plan: A bi-annual performance merit step plan was implemented July 1, 2007, whereby, employees were to be eligible for a merit increase every two years. Effective July 1, 2009, the merit step plan was suspended for budgetary reasons. It was re-established with the FY2012 budget, utilizing an annual "half" step. This spreads the cost out evenly over future budgets and avoids some pay issues and potential inequities that could have occurred with a bi-annual plan. Employees hired or promoted during FY2013 will not be eligible for a merit increase until July 2014. Performance at or above the "competent" level is required for an employee to receive an increase.

BUDGET MESSAGE, *continued*

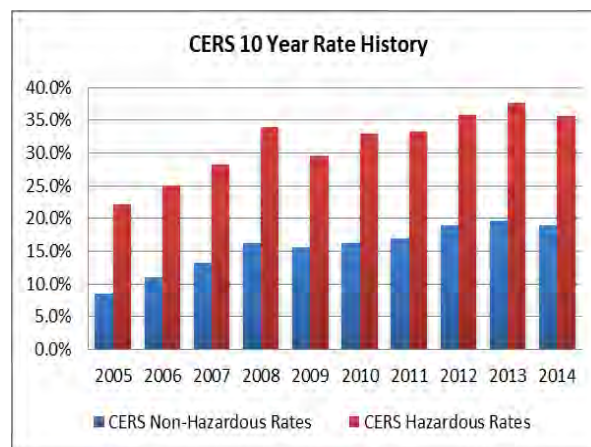
The following are the average expected step increases, with employees closer to the starting rate receiving a greater percentage increase compared to employees near the maximum pay rate for their position:

Overall full-time City workforce	1.28%
General Schedule Employees	1.20%
Public Safety (Sworn) Schedule Employees	1.35%
Firefighters and Police Officers at one year (grade FP1)	1.53%

Since not all employees are eligible for a merit increase, the net budgetary impact on overall wages should be about 1.1%. As their pay schedule does not include specific step amounts, eligible department heads would receive a merit increase based on the overall average for the full-time workforce. Across all departments, the merit increase will cost the General Fund approximately \$295,770, including wage-related fringe.

Other Wage Adjustments: The proposed FY2014 budget also includes several other recommendations regarding pay and benefits:

- Part-time/temporary employees would receive a \$0.15/hour pay increase, which is an average of 1.7%. Employees who have worked at least a year would also be eligible for a \$.10/hour step increase (unless they would exceed the maximum rate for their pay grade). The overall increase in part-time/temporary payroll is an average of 2.2%.
- The budget proposal includes four upgrades, which involve adjusting an employee's classification and pay grade due to having assumed a more difficult degree of responsibility in their role with the City. One position is recommended for upgrade in each of the following departments: Finance; Information Technology, Parks & Recreation; and Public Works. None of the changes pertain to upper management positions. The proposed changes are listed in **Appendix D**. The total cost for the upgrades, including wage-related fringe, is less than \$14,000.
- The County Employee Retirement System (CERS) mandated rates will decrease from 19.55% for non-hazardous employees in FY2013 to 18.89% for FY2014 (-3.38%). The new rate for hazardous-duty employees also reflects a decrease (-5.05%) in comparison to non-hazardous, going from 37.60% to 35.70%. With these changes, the FY2014 rates are slightly below those of FY2012. New legislation passed by the 2013 Kentucky General Assembly in SB 2 (Pension Reform) is expected to stabilize CERS rates moving into the future. The cumulative rate increases over the past ten years have been: non-hazardous: 157.4%; hazardous: 92.9%.



BUDGET MESSAGE, *continued*

Including proposed wage increases, the FY2014 budget for CERS payments across all funds will be approximately \$6,477,500, down by almost \$248,000 (3.7%) from the FY2013 adopted budget (\$6,725,100). The total amount expended in FY2004 was \$2,250,400. Thus, retirement costs have increased \$4.2 million over ten years. Almost 68% of the increase has been for hazardous-duty benefits.

Position Budgeting. The City's total workforce was reduced by almost 5% between FY2008 (759 positions) and FY2011 (721 positions). During that period, the total number of positions in the Fire and Police departments increased by 3%, while the total number in all other departments dropped by 9%. The FY2014 budget recommends the addition of one full-time position; however three positions were cut during FY2013, for a net reduction. A history of the total number of positions added to the workforce and the total complement by department can also be found in **Appendix D**.

The FY2014 budget recommends changing a part-time position (30 hours/week) to full-time in the Public Information/Broadcast office. The increased hours will allow the broadcast specialist to produce more videos and devote more time to the production aspects for Channel 4 and the City's website.

During FY2013, three full-time positions were eliminated: Golf Division Manager, one Crew Supervisor in Golf, and a Civil Engineer. A seasonal Greenskeeper position was added in Golf to help provide labor during the growing season, and hours were reduced from four part-time Parks/Cemetery maintenance positions and used to create another seasonal Laborer position. In addition, one part-time Fitness position was eliminated during FY2013 since it had not been actively used for a few years. Also, as planned in the FY2013 budget, four Police Cadet positions were eliminated through attrition, to help cover the cost of adding six Park Ranger positions. One School Crossing Guard position was also added back to the complement during FY2013. With the change in the part-time to full-time broadcast position, there will be an overall net reduction of three positions in the part-time complement.

Employee Medical Benefits. Plan design changes that went into effect January 1, 2009 helped to stabilize the cost of the employee medical benefit plan. It is noteworthy that total plan costs were less in FY2012 than they were in FY2008.



Through June 1, 2013, total costs for the medical, dental, and vision benefits are up compared to previous years; however, overall costs are on target to make budget. There are several large medical claimants this year. The proposed FY2014 budget projects a 5.7% increase with no recommended changes to City or employee costs, having closed the original "200 Medical Plan" as of January 1, 2013. The trust fund had almost \$4.9 million at the beginning of FY2013, having grown by \$1 million over the previous five years. The City's health care consultant is funding an actuarial study to recommend the needed level of reserve in the trust fund and the health reimbursement accounts.

BUDGET MESSAGE, *continued*

Other Benefits. The recommended FY2014 budget includes funds to increase the fiscal year tuition reimbursement maximum from \$4,000 to \$4,800, upon adoption of the budget. In order to reduce costs, several changes were made to the employee education assistance program in 2010. One change was to limit the maximum annual funding to \$4,000 per participant. The new limit of \$4,800 reflects much of the increase in tuition costs since 2010.

Closed Police and Firefighters Retirement Fund. The City is committed to the solvency of the Police and Firefighters Retirement Fund. This is a closed defined benefit plan composed of long-time retired police officers and firefighters and their beneficiaries. As of January 1, 2013, there were 45 members in the plan. The City's General Fund contribution for FY2013 was \$400,000. The fund had a 9.64% return on investment in calendar year 2012, and there was a 2.0% cost of living adjustment (COLA) given during 2012. According to the January 1, 2013 actuarial report, the projected unfunded liability had decreased since the last report. However, the City's contribution amount for FY2014 has been budgeted to remain at \$400,000 which should continue the amortization of the unfunded liability plus interest over a 15-year term.

At the April 2013 quarterly meeting of the Police and Firefighter Retirement Fund Board of Trustees, an agreement was reached for the City to start covering the administrative expenses for the closed pension fund (audit, actuarial study and bank/trustee fees) in exchange for a freezing of the COLA until it could return to 100% funded. In addition to the annual contribution amount, these expenses would be paid from the City's General Fund at approximately \$20,000 a year.

CAPITAL IMPROVEMENT PROGRAM

The proposed FY2014 Capital Improvement Program (CIP) totals \$22,257,400, including all funds and debt. This is \$3.1 million (16.3%) more than the adopted FY2013 program. The 800 MHz Radio System Replacement project is budgeted at \$3.3 million, accounting for the increase.

Last year, \$750,000 of unassigned fund balance in the General Fund was used for capital projects. The proposed FY2014 budget suggests using only \$300,000 of unassigned fund balance, meaning most of the capital projects in the General Fund will be funded from FY2014 revenues, with the exception of financing the radio system replacement.

Next year's capital budget consists of 40.8% for new projects and 59.2% for payments on existing debt. This is an improvement over the last four years, when debt averaged 77% of the entire capital plan. However, by comparison with the long term, debt service represented 27% of the total FY2007 CIP.

A complete outline of the proposed Capital Improvement Program can be found in **Appendix E**.

The proposed FY2014 Capital Improvement Program will continue to address goals targeted for action on the Strategic Plan agenda established by the Board of Commissioners.

Goal: Community Livability

- **Stormwater Mitigation Program:** The May 2010 flooding in Bowling Green demonstrated the continued need to direct resources into the City's stormwater efforts. Subsequent budgets included a total of over \$1.6 million to help address the most critical needs. The Public Works Department has identified over 60 potential large scale drainage improvement projects of varying size and scope throughout the City that will take a number of years to fully implement. This budget commits another \$500,000 to help address the backlog.

BUDGET MESSAGE, *continued*

- **Sidewalk Improvement Program:** This priority project was initiated in FY2008 to foster a “walkable” city by providing sidewalks in commercial and high-traffic residential areas where none exist. Since that time, 7.4 miles of new sidewalk have been constructed. \$400,000 in funding is proposed again for FY2014. This level of funding is projected to construct approximately 4,900 linear feet of new sidewalks. The City will continue to devote an additional \$100,000 in State road funds toward rehabilitation of existing sidewalks.
- **Heritage Trail:** The Heritage Trail will run from Fountain Square Park to the riverfront, generally following an existing alleyway. Portions have already been completed or will be completed using private and public funds. This three-block portion of the project (Third to Sixth Avenues) will include drainage and pavement improvements as well as signage and markings.
- **Aquatics Center & Circus Square Fountain UV Disinfection System:** The project for the water disinfection system at the aquatics center will be expanded to include the entire water feature and spray ground areas, and the Circus Square Park fountain will be similarly addressed.

Goal: Traffic and Roads

- **Street Resurfacing Program:** \$900,000 has been budgeted to continue the street overlay program based on priorities determined through the pavement management evaluation process. Using estimated prices for asphalt and assuming standard road conditions, the budget will provide for approximately 4.5 miles of newly overlaid street.
- **Briarwood School Connector:** This project will provide an additional access point to Briarwood Elementary School, utilizing the entrance to the soccer complex parking lot from Lovers Lane. This will reduce the queuing of vehicles on adjacent neighborhood streets. The City’s participation is contingent on Warren County Public Schools committing to construct a new drop-off lane to connect to the new access point.
- **Downtown Traffic Signal Expansion:** \$90,000 in State funds will be used to continue the upgrade of traffic signals including new poles, pedestrian signal heads, signage and striping. This year’s project will be the Normal Avenue/Regents Drive intersection. Once completed, all City-maintained traffic signals will have been upgraded.
- **12th Avenue/State Street Intersection Improvement:** The road surface at this busy intersection will be replaced with concrete for overall improved performance and longevity. Curb, gutter, and traffic detection loop replacement will also be performed where necessary.

Goal: Technology Improvements

- **SAN Equipment Expansion:** \$57,000 has been budgeted to support and expand the Storage Area Network (SAN) controllers for storage of major databases and for real time redundancy backup equipment. The email system will be placed on the SAN for best results and safety for redundancy and backup. This purchase will double the storage capacity and allow for long-term growth.
- **In-Car Camera System Redundancy:** New in-car cameras will be purchased for police vehicles in the future. A new video storage system will be needed prior to camera installation, with a redundant system and software to ensure the data is housed at two locations in the event of a major failure.
- **Alternate 911 Center Digital Audio Recorder:** A recording system will be installed at the Alternate 911 Center, so that any calls received at that center can be recorded just as they are in the main 911 Center.

BUDGET MESSAGE, *continued*

Goal: Municipal Facilities and Equipment

- **800 MHz Radio System Replacement:** This major project will replace the current county-wide radio system put into place in 1996 and will include use of multiple new towers. System components are no longer manufactured and the existing system is unable to cover the entire city, let alone Warren County. Additionally, one tower has no redundancy in the event of failure or natural disaster. The City's proportionate share of the cost is estimated to be approximately \$3.3 million.
- **Police & Fire Vehicle Replacement:** Twelve patrol vehicles will be replaced at a cost of almost \$394,000, including all specialized police equipment. Two Fire staff vehicles will also be replaced.
- **Other Equipment Replacement:** A total of \$221,500 will be expended to replace two leaf machines, an asphalt hot patch trailer, and a tommy lift in Public Works; a 1997 eight-passenger van used by Special Populations; and one building inspection vehicle.
- **Municipal Facilities Improvements:** Over \$2.6 million has been budgeted to provide for various building improvements at several City facilities, including building renovation, boiler replacement, exterior finishes, restroom hardware and plumbing repairs, carpeting, wall covering, increased storage, exterior lighting, and security fencing. No financing will be required for these projects.

OTHER INITIATIVES

Security. The budget includes a total of \$15,000 to purchase additional security cameras for installation at Lampkin Park during the fiscal year. This will bring the total number of cameras installed at several City facilities in the past few years to 188.

Energy Efficiency. There is \$47,000 recommended in the budget to increase energy efficiencies at several park facilities with the addition of player controlled outdoor light switches, the replacement of an older HVAC unit at the F.O. Moxley Community Center, and the installation of an energy miser system at Police Headquarters. In addition, Public Works began an energy audit during FY2013 to determine where other increased efficiencies could be achieved, with any proposed outcomes to be implemented later in FY2014.

Enhanced Technology. With \$5,000 to purchase software, Information Technology proposes to develop Smartphone Applications in-house that will expand the use of social media to another level. Another \$10,000 is also budgeted for replacement of up to 5 MDCs (Mobile Data Computers) with a more portable device that can be used outside of vehicles, such as a tablet, for use by Fire Inspectors.

Golf. The Golf Division budget continues the transition it began last year in reducing operating costs and growing revenues. Numerous measures were incorporated in the FY2013 budget that have reduced costs and better determined the actual net cost of operating each golf course. An in-depth evaluation of golf course operations also occurred during FY2013. Acting on this analysis, General Fund support to Golf has been reduced by over \$200,000 in just one year. The City's goal shall be to continue to fine tune and lessen Golf's cost footprint, maintain the quality of the asset, and to increase revenues by creative new "Growing Golf" initiatives.

AGENCY APPROPRIATIONS

A total of \$1,280,910 is allocated for contract agencies and the City's United Way contribution which is based on a dollar for dollar match of employee pledges. The FY2014 recommended budget proposes to maintain most agencies at the FY2013 amount, with only two agencies to receive an increase. The BG/

BUDGET MESSAGE, *continued*

WC Regional Airport Board requested a 3% increase to keep up with inflation and Community Action Transportation Services requested a 7% increase in an effort to support increased ridership and its new downtown maintenance facility. Additionally, \$45,625 is set aside in the budget for the City's share of required grant matches for identified airport improvement projects.

Over the past few years, the City has been able to reduce its contractual obligations to a number of agencies by implementing a controlled phase-out program. With the FY2014 budget, Agency funding comprises 2.5% of the proposed General Fund expenses. In comparison, the percentage share in FY2007 was over 3.8%. A complete list of the contract agencies is contained in **Appendix F**.

CONCLUDING THOUGHTS

This year's budget represents an overall spending plan that stays true to the fiscal values established by the Board of Commissioners, including:

- Living within our means and spending only those funds given to us by the taxpayers.
- Investing in those priorities that will build and enhance the local community.
 - Public safety equipment and communication systems.
 - Good roads.
 - Stormwater management.
 - Sidewalks, greenways and wayfaring routes.
 - Modern and well maintained equipment to enhance our employees ability to meet service obligations.
 - Adequate, safe and well maintained work spaces for employees to serve the public.
- Seeking to minimize debt load and maintain the current bond rating.
- Effectively managing financial challenges by not relying on fund reserves.
- Working to provide a fair, affordable and competitive pay and benefits plan for employees.
- Striving to continuously fine tune the employee census to reflect the minimum level of labor required to meet demand and to control payroll costs.
- Always paying bills on time and in full.
- Partnering effectively with the Bowling Green Area Chamber of Commerce and Warren County to help maintain and attract new private sector jobs to the City.
- Understanding the importance of informing and educating customers while seeking to sell the *good news* of Bowling Green to the world through the advanced use of the latest social media tools.
- Appreciating that the demographic facts of the community are changing; and with those changes must follow a concomitant change to our approach to providing municipal services.
- Plus, making it a number one goal to provide excellent customer service at the lowest possible costs.

The fiscal landscape can change from year to year and from economic cycle to cycle. Over the last seven years, the City has been presented with a disparate range of choices bracketed by the explosive revenue growth from FY2003 through FY2005 and the more challenging period of revenue losses during FY2008 and FY2009. Regardless, we have managed to respond effectively to each exigency by staying true to core fiscal values.

BUDGET MESSAGE, *continued*

This brings us to the choices contained within this budget. Although it would make for a more interesting story if the City were again faced with either explosive growth or deep revenue loss, that is not the reality now.

Next year, the City will be acting to manage what appears to be a financial plateau. This is best reflected in the rather modest growth of the occupational tax. Instead of the double digit growth of FY2004/2005 or the -3.7% decline from FY2008 through FY2010, we find ourselves in a period of stability in which the occupational tax growth has averaged +2.1% over the last five years. This is not robust growth or negative growth, but steady, deliberate growth.

Every action has an equal reaction. Given that the occupational tax is about 72% of the total General Fund and the property tax is relatively flat, a 2.3% increase in the occupational tax will only allow us to do so much. For this year, that “so much” is to invest in core areas such as roads, sidewalks and stormwater, purchase some heavily prioritized equipment, undertake a few capital projects mostly prefunded with past savings, and grant employees a modest increase in salary. There is not much left over for other choices.

In this year’s recommendation, approximately 92% of the budget is just to pay for the *choices* already made in terms of personnel, debt, contractals, commodities and contributions. In other words, it will cost approximately 92 cents out of every dollar to pay wages; provide retirement, health care and benefits; provide the commodities and contractals needed to continue existing services; and to honor the debts and contributions already made.

This leaves only 8 cents out of every dollar left to make new choices. Because we continue to cut costs, reap the benefits of a reduced workforce, manage health care costs and plan for debt obligations, the City is able to manage with just 8 cents. Although we are not growing our occupational taxes like we once did, our 2.3% base growth *does provide* new revenue that can be reinvested in the workforce and the community. In the end, it is all about balancing multiple fiscal factors. Each of these factors influences the other and must be kept in macro harmony in order for the whole system to work.

Staff is often asked: *When will we be able to start seeing significant revenue growth?*

This is a moot question. Although it might make balancing easier, the answer is more a sophism than a solution, for our real daily challenge is to manage our costs, keep government small but effective, make highly prioritized investments, and live only on what the people have given us to spend.

In this on-going act of fiscal balance and living up to fiscal values, the City has succeeded despite cyclical changes.

These changes come and go, but core values should not.

In conclusion, I would like to thank the very talented budget team, our seasoned senior managers, and our hard-working employees who made this budget possible.

The budget team stands ready to assist the Board of Commissioners in its deliberation of this recommendation.



SELECTED FINANCIAL POLICIES

SELECTED FINANCIAL POLICIES

The succeeding financial policies are contained in a comprehensive City Financial Policies & Procedures publication. The most recent version was adopted via Municipal Order No. 2011-215 by the Board of Commissioners on November 15, 2011.

BUDGET MANAGEMENT

1. The City Manager, or his designee, is responsible for preparing and submitting an Annual Operating Budget and a Capital Improvement Plan to the City Board of Commissioners for formal review and adoption.
2. The Assistant City Manager is responsible for issuing the budget calendar, coordinating all budget activities and preparation of the Annual Operating Budget as well as the day-to-day management of the Annual Operating Budget.
3. The Chief Financial Officer is responsible for preparation of the annual revenue budget projection for the General Fund and other major funds. Budgeted expenditures for the General Fund and other major funds must be equal to or less than the budgeted revenues for the General Fund and other major funds, unless the use of fund balance for one-time capital-related expenditures is determined to be feasible by the staff budget team.
4. Budget amendments are defined as changes to the Annual Operating Budget which increase or decrease revenues, expenditures, or reserves in an operating fund above or below the levels adopted by the original Budget Ordinance for the Fiscal Year. Amendments are approved by Ordinance of the City Board of Commissioners.
5. Budget transfers are defined as changes to the Annual Operating Budget revenues, expenditures, or reserves in an operating fund as adopted in the original Budget Ordinance for the Fiscal Year. Departments may request transfer of appropriated amounts within certain accounts in their own budgets or with contingency funds requested through the Assistant City Manager. The Comptroller may transfer within or between any one or more City departments, agencies, programs, or accounts in any one City fund to reconcile over or under spending.
6. Annually, as part of the budget process, the Comptroller shall review all planned expenditures recommended in all of the City's special revenue funds for the next fiscal year to determine whether or not each expenditure meets the special purpose of the fund.

DEBT AND DEBT SERVICE

1. The objectives of the City of Bowling Green Debt Policy are:
 - A. Minimize debt service and issuance costs;
 - B. Maintain access to cost-effective borrowing;
 - C. Achieve the highest practical credit rating;
 - D. Full and timely repayment of debt;
 - E. Maintain full and complete financial disclosure and reporting;
 - F. Ensure compliance with applicable State and Federal laws.
2. The Finance Department shall be responsible for the preparation of debt service schedules including forecasts of short and long-term borrowing for planned expenditures in future years.

SELECTED FINANCIAL POLICIES, *continued*

3. The City has established the following purposes for debt issuance:
 - Long-term borrowing may be used to finance the acquisition or improvement of land, facilities, or equipment for which it is appropriate to spread these costs over more than one budget year. Long-term borrowing shall not be used to fund City operating costs.
 - Short-term borrowing, such as commercial paper and lines of credit.
 - Refunding will be considered (within federal tax constraints) if and when there is a net economic benefit of the refunding of at least three percent (3%) of the refunded debt.
4. The City may also desire to issue debt obligations on behalf of external agencies for the purpose of constructing facilities or assets which further the goals of the City Government.
5. The City will keep outstanding debt within the limits of the Kentucky Revised Statutes and any other applicable law.
6. The City seeks to obtain and maintain the highest possible credit ratings for all categories of short and long-term debt. The City will not issue bonds directly or on behalf of others that do not carry investment grade ratings.
7. The following structural features are hereby established by the City:
 - Debt Repayment. The City shall structure its debt issues so that the maturity of the debt issue is consistent with the economic or useful life of the capital project to be financed.
 - Variable-rate Debt. The City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of securities.
 - Derivatives. Derivative products may have application to certain City borrowings. The Chief Financial Officer shall evaluate the use of derivative products on a case-by-case basis.
8. The City shall work with a qualified outside Financial Advisor and Bond Counsel in addition to qualified internal staff to assist in the analysis, evaluation, and decision process related to the issuance of long-term bonds or notes.
9. The City is committed to full and completed primary and secondary market financial disclosure in accordance with disclosure requirements.
10. The Department of Finance shall maintain a system of record keeping and reporting to meet the arbitrage compliance requirements of the federal tax law.

INVESTMENTS

1. It is the policy of the City to invest public funds in a manner which will provide the highest investment return with the maximum security of principal while meeting daily cash flow demands and conforming to all state statutes and regulations governing public funds.
2. Investments shall be placed only as follows:
 - A. With financial institutions or brokers/dealers which maintain an office located within the City limits of Bowling Green; or,
 - B. With a parent or subsidiary of a financial institution which maintains a full-time office located within the City of Bowling Green; or,
 - C. Through authorized investment pools through either the Commonwealth of Kentucky or the Kentucky League of Cities.

SELECTED FINANCIAL POLICIES, *continued*

3. The City of Bowling Green's primary investment objectives, in order of priority, are the following:
 - A. *Safety.* Safety of principal is the foremost objective of the City's investment program.
 - B. *Liquidity.* The City's investment portfolio shall remain sufficiently liquid to meet all operating requirements which might be reasonably anticipated.
 - C. *Return on Investment.* The City's investment portfolio shall be designed with the objective of attaining a market rate of return.
4. The actions of the Chief Financial Officer as manager of the City's funds shall be evaluated using the "prudent person" standard.
5. City investment funds shall only be invested in the following types of instruments in accordance with this policy and all applicable State Statutes:
 - A. Obligations of the United States and of its agencies and instrumentalities, including obligations subject to repurchase agreements.
 - B. Obligations and contracts for future delivery or purchase of obligations backed by the full faith and credit of the United States or a United States government agency.
 - C. Obligations of any corporation of the United States government.
 - D. Certificates of deposit or other interest-bearing accounts of any bank or savings and loan institution which are insured by the Federal Deposit Insurance Corporation.
 - E. Bonds or certificates of indebtedness of the Commonwealth of Kentucky or of its cities, counties, agencies and instrumentalities.
6. Diversification of the City's investment portfolio by institution, type of investment instrument, and term to maturity shall be the primary method to minimize investment risk. To the extent possible, the City will attempt to match investments with anticipated cash flow requirements.
7. It is the policy of the City to require all cash and investments maintained in any financial institution named as depository be collateralized. The collateralized level shall be at least 100% of the market value of principal after any applicable FDIC coverage. Collateral shall be limited to the types of instruments authorized as collateral for State funds in KRS 41.240.

FUND BALANCE

1. The Fund Balance Policy is intended to provide guidelines during the preparation and execution of the annual budget to ensure that sufficient reserves are maintained for unanticipated expenditures or revenue shortfalls.
2. The Fund Balance is the balance of funds available for spending and consists of five categories:
 - Nonspendable Fund Balance
 - Restricted Fund Balance
 - Committed Fund Balance
 - Assigned Fund Balance
 - Unassigned Fund Balance

SELECTED FINANCIAL POLICIES, *continued*

3. When both restricted and unrestricted funds are available for expenditure, restricted funds should be spent first unless legal requirements disallow it. When committed, assigned and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.
4. The Board of Commissioners has the authority to set aside or constrain funds for a specific purpose with the passage of a Municipal Order.
5. The desired minimum Fund Balance in the General Fund shall be 20% of estimated revenues adopted in the upcoming fiscal year budget. Furthermore, additional committed or assigned fund balance that is set aside may be carried forward to future fiscal years to fund new projects or one-time expenditures.
6. Unassigned Fund Balance may be accessed in the event of unexpected expenditures upon approval of a budget amendment by the Board of Commissioners.

FIXED ASSETS

1. The Department of Finance shall maintain a General Fixed Asset Group of Accounts in order to safeguard municipal vehicles, equipment, land, buildings, improvements, intangible property, and facilities. The Finance Department shall also conduct random physical inventory verifications in addition to a bi-annual citywide physical inventory.
2. All fixed assets shall be valued at historical cost or estimated historical cost if the actual cost is not available. Donated assets shall be recorded at the Fair Market Value.
3. Public domain infrastructure assets consisting of certain improvements other than buildings and including such items as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems and lighting systems shall be included in the City's records.
4. Assets with a life expectancy of two (2) years or more, equipment with a value of \$5,000 or more, and land, buildings and improvements with a value of \$25,000 or more shall be recorded as fixed assets in the general ledger by the Department of Finance.
5. No item or property belonging to the City shall be disposed of unless:
 - A. The department requests disposal of the item or property to the Purchasing Agent.
 - B. The Purchasing Agent classifies the item or property surplus and secures a written determination from the City Manager.
 - C. Surplus property may only be disposed of in one of the following manners:
 1. Transferred to another governmental agency with or without compensation.
 2. Sold at public auction.
 3. Sold by sealed bid in accordance with KRS 45A.365.
 4. If no bids are received, the item or property may be disposed of as deemed appropriate by the department and the Purchasing Agent.
6. Controlled assets are defined as those assets with a life of two (2) years or more and a value less than \$5,000 and as having special legal, safety, and/or heightened risk of theft characteristics that require them to be tracked; such as handguns, items acquired through grant contracts, and electronic equipment.



BUDGET PROCESS & CALENDAR

BUDGET PROCESS

The City's Annual Operating Budget is adopted on a basis consistent with generally accepted accounting principles. Annual appropriated budgets are adopted for the general, special revenue, debt service and capital projects funds. A budget is not prepared for the City's permanent fund. The City utilizes the same basis of budgeting and accounting for each type of fund as described below.

The City utilizes two bases for budgeting: Modified Accrual Basis and the Accrual Basis.

- The **modified accrual basis of budgeting** is the basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues, which should be accrued to reflect the taxes levied and revenue earned. City funds that are accounted for using the modified accrual basis are the General Fund, special revenue funds, and the capital project funds.
- The **accrual basis of budgeting** is the basis under which revenues are recorded when earned and expenditures are recorded as liabilities for benefits where received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place in another accounting period. Accrual basis is utilized to account for proprietary funds, which include Enterprise funds (Golf, Aquatics and Convention Center Corporation funds) and Internal Services funds (Fleet Maintenance, Workers Compensation, Property & Casualty Insurance and the Health Insurance funds).

According to State Statute, each city must adopted an annual budget ordinance covering one fiscal year (July 1 to June 30) that controls how revenue is raised and funds are expended. For the City of Bowling Green, all departments submit requests for appropriations to the Budget Team. The Budget Team meets with each department head and reviews the new budget year requests. The budget is prepared by fund, function and activity and includes information of the prior year, current year and requested appropriations for the next fiscal year.

In cities that operate under the City Manager form of government, it is the City Manager's responsibility to prepare a budget proposal and message, which must be submitted to the legislative body at least 30 days prior to July 1st. The budget message explains revenue changes and expenditure goals, any significant changes in program goals and appropriations, and any important budget features or major changes in financial policy. Following its submission to the Board, the City Manager presents the recommended budget at a public meeting. The budget is legally enacted through passage of an ordinance by June 30th.

The Comptroller is authorized to prepare periodic budget amendments throughout the fiscal year that are passed by an ordinance of the Board of Commissioners. The budget amendments provide supplementary appropriations as necessary to ensure expenditures do not exceed budgeted appropriations at the activity level.

BUDGET CALENDAR

January 24	<p>Budget Kickoff</p> <p>Meeting will be held to distribute budget materials to departmental budget staff. This will signal the beginning of the budget review and request process.</p>
January 25	<p>BOC Strategic Goal Planning Session</p> <p>Elected Officials discussion of broad goals and objectives for the new budget year and beyond.</p>
January 28	<p>Position Budgeting Set-up/Updates (Phase 1)</p> <p>Payroll, HR and ACM begin setting up wage and benefit pay batches, schedules and rates, as well as updating position files and attaching to employees in Position Budgeting.</p>
January 29-31	<p>Logos Budget Entry Training in New World Systems by Information Technology</p> <p>Budget entry training will be offered to assist with learning and/or reacquainting yourself with the software system.</p>
February 1-28	<p>Evaluation of Fleet & Replacement Recommendations</p> <p>Fleet Manager will work with departments to review the fleet and suggested retention and replacement schedules.</p>
February 6	<p>Senior Management Budget Meeting</p> <p>Management staff discussion of outcomes from BOC Strategic Planning session.</p>
February 11	<p>Budget Initialization</p> <p>Departments can begin entering budget data in the Logos System.</p>
February 20	<p>Position Budgeting Initialization (Phase 2)</p> <p>Payroll, HR and ACM update and apply any benefit/tax rate changes for FY2014 and begin testing position calculations.</p>
February 22	<p>Computer Hardware/Software Request Deadline</p> <p>Information Technology staff will work with departments to evaluate hardware and software needs to be included in the budget.</p>
February 28	<p>New Position and Reclassification Request Deadline</p> <p>All request forms for new positions and reclassifications are due to the HR Director for final evaluation, cost determination and recommendation to CM.</p>
March 1	<p>Additions to Insurance Coverage Deadline</p> <p>Any new construction, renovations, vehicles or capital purchases that require insurance coverage will require an insurance form to be completed and returned to the Safety/Risk Manager.</p>

BUDGET CALENDAR, *continued*

March 4 –15	<p>Employee Committee Meetings with City Manager</p> <p>Employee committee representatives will have meetings and present issues to the CM.</p>
March 6	<p>Contract Agency Budget Request Form Distribution</p> <p>ACM to distribute request forms to qualified agencies.</p>
March 15	<p>Initial Position Budgeting Entry Deadline (Phase 3)</p> <p>HR, Payroll and ACM to have substantially completed the Position Budgeting entries. This is a first round date to allow departments the ability to print out complete budget reports for consideration in finalizing their recommendations. (Excludes any pay adjustments)</p>
March 15	<p>Fleet Manager to provide cost estimates for Vehicle Replacement/Additions to Assistant City Manager and appropriate Department Head</p> <p>Fleet Manager to provide ACM and appropriate Department Head cost estimates for vehicle replacement/additions based upon department requests and evaluation of fleet vehicles.</p>
March 18	<p>Departmental Budget Entries in Logos Deadline</p> <p>Departments should have all data entries in the Logos system for the new budget. <i>DO NOT ENTER ANY CIP OR SUPPLEMENTAL REQUESTS.</i></p>
March 18	<p>Revenue Entries from Issuing Departments Deadline</p> <p>Those departments that receive revenues should have all projected revenue entries in Logos system for new budget.</p>
MARCH 22	<p>Complete Departmental Budget Recommendations Due</p> <p>Department Heads to submit to ACM (Budget Team) a complete budget package recommendation for FY2014 to maintain current level of services. Any cost increases (other than inflationary), new positions/reclassifications, CIP requests and new and/or expanded programs/services are to be outlined separately.</p>
MARCH 22	<p>Department Performance Measurements Deadline</p> <p>Data estimates for completion of FY2013 and goals for FY2014 core performance measures from each department are due with complete budget package. The core measures are to be selected from the ICMA CPM Survey or from internal development. A minimum of the past two years (FY2011 & FY2012) of actual data should be included for each measure.</p>

BUDGET CALENDAR, *continued*

MARCH 22	<p>Departmental CIP Request Forms for FY2014 Deadline</p> <p>All departmental capital improvement projects (CIP) which exceed \$25,000 for FY2014 and multi-year projects beginning or continuing in FY2014 (only) are to be submitted to the City Manager.</p>
MARCH 22	<p>New and/or Expanded Program/Service Request Forms Deadline (Supplemental)</p> <p>All requests for new/expanded programs and/or services proposed by departments to be implemented in the FY2014 budget year are to be described on the Supplemental Request Form and included in the complete budget recommendation.</p>
March 25-April 5	<p>Department Meetings with City Manager</p> <p>The City Manager and key budget staff will schedule one or more meetings with Department Heads to discuss individual department budgets.</p>
April 3	<p>Senior Management Review of CIPs & NEPS/Supplemental Requests</p> <p>Department Heads to share and discuss submitted requests as a group.</p>
April 10	<p>Contract Agency Budget Request Deadline</p>
May 3	<p>Final Position Budgeting Entry Deadline (Phase 4)</p> <p>ACM, HR and Payroll to have completed the Position Budgeting entry and review in Logos, including the addition of COLA, Step or other adjustment factors and any CM approved new positions and/or reclassifications, if any.</p>
May 16	<p>Revenue Report and Multi-Year Financing Plan Due to City Manager</p> <p>Final report due to CM on revenue projections.</p>
May 16	<p>Budget Document Distributed to Board of Commissioners</p>
May 21	<p>Executive Budget Recommendation Presentation by City Manager, including FY2014 Capital Improvement Program and Agency Funding Recommendations, at Work Session</p>
June 4	<p>First Reading of Budget Ordinance</p>
June 18	<p>Second Reading of Budget Ordinance and Approval of Agency Appropriation Agreements</p>
June 28	<p>Deadline for Department Heads to submit a complete list of any anticipated carry-forwards of FY2013 projects/costs to the Comptroller and the Assistant City Manager</p> <p>Each department is to submit a list of approved one-time or capital project expenditures in the FY2013 budget that were not able to be completed during the year. This list shall include 1) a description of the one-time or capital project expenditure, 2) the account number in which it was budgeted, 3) the amount to be carried forward, and 4) the number of any existing purchase orders (if any) issued related to the item.</p>

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BUDGET CALENDAR, *continued*

ALL OTHER DATES LISTED BELOW ARE TENATIVE	
July 17	<p>Departmental CIP Request Forms for Out Years Deadline</p> <p>All departmental capital improvement projects (CIP) which exceed \$25,000 over the next two to three out years (FY2015, FY2016 & FY2017) are to be submitted to the ACM.</p>
July 29 - August 9	<p>Department Meetings with City Manager—CIP out years</p> <p>CM and key budget staff to meet with Department Heads submitting items for CIP years two and three (FY2015 & FY2016).</p>
August 22	<p>Year End Financial Report Due to City Manager</p>
September 3	<p>Presentation of Year End Financial Report by Chief Financial Officer to the Board of Commissioners at Work Session</p>
September 4	<p>Capital Improvement Program (CIP) Report Due to City Manager</p>
September 17	<p>Presentation of Multi-Year Capital Improvement Program to Board of Commissioners at Work Session</p>
October 1	<p>Consideration of final CIP 2014-2017 document for approval by Board of Commissioners</p>

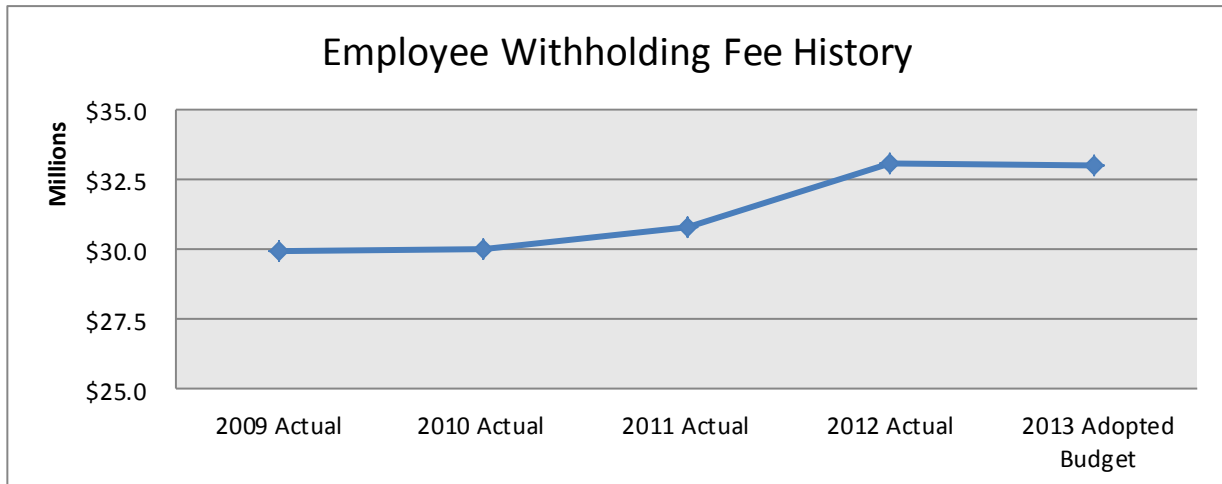


MAJOR REVENUE SOURCES

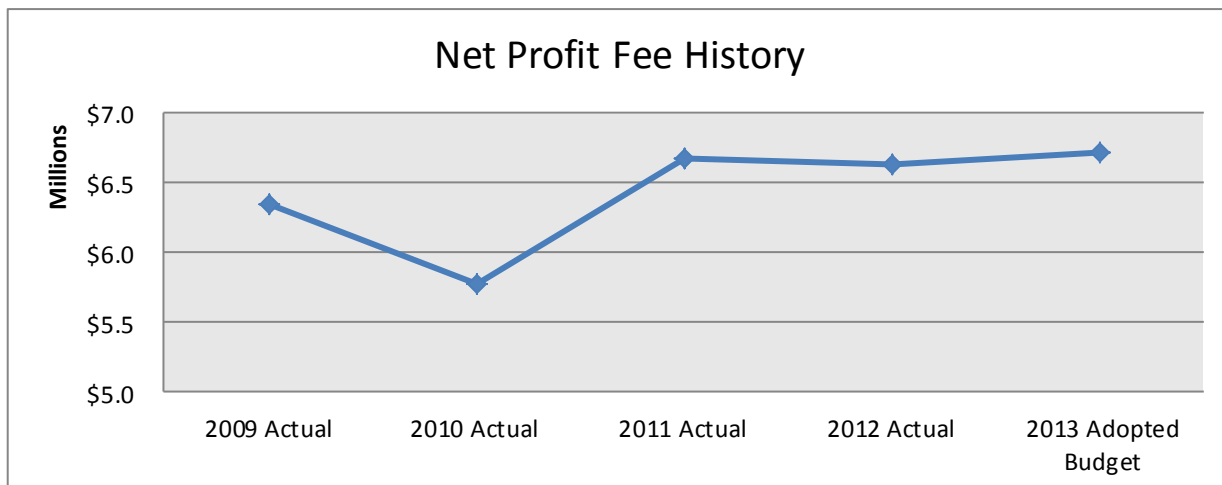
MAJOR REVENUE SOURCES

Occupational fees are the City's largest and most important revenue source and are budgeted to total \$40,601,000 in FY2014. Occupational fees include net profit fees and employee withholding fees. The fees are collected by the City and posted in the General Fund and two special revenue funds. On average, 97.9% of occupational fees are collected within 45 days of the due date. The budget for occupational fees is determined by staff analysis of past collection trends and the current local economy. Factors that are considered in developing the budget are plant opening and closings and business expansions.

- **Employee withholding fees** are withheld from employee gross wages earned within the City limits at the rate of 1.85%. Withholding fees are remitted to the City by local businesses on a monthly or quarterly basis. This revenue source is estimated to generate nearly \$33,000,000 for FY2013.



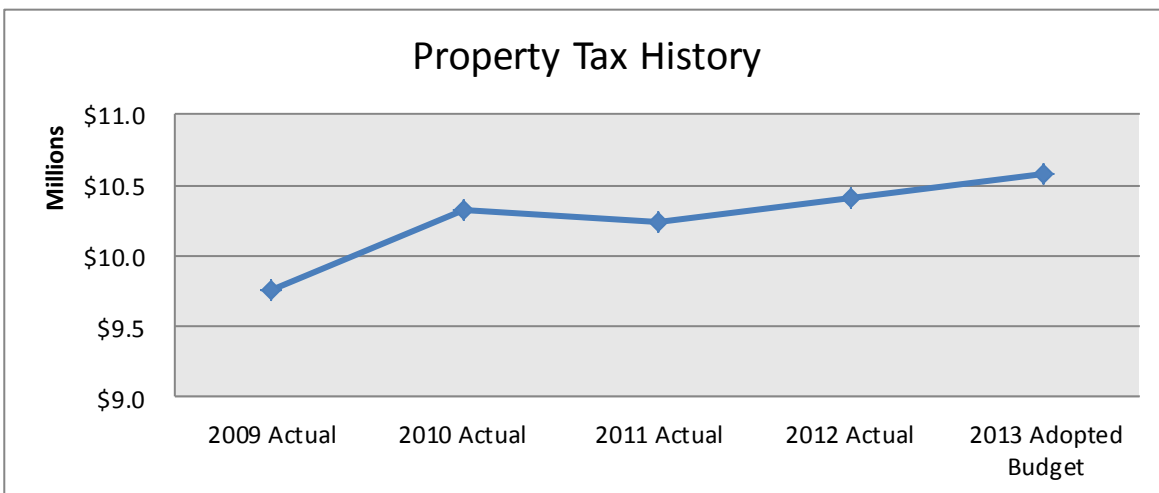
- **Net profit fees** are assessed to local business at the rate of 1.85% of net income earned within the city limits of Bowling Green. The net profit fees are filed with the City annually based on each businesses' normal tax year. Over \$6,700,000 is expected to be collected for the fiscal year ending June 30, 2013.



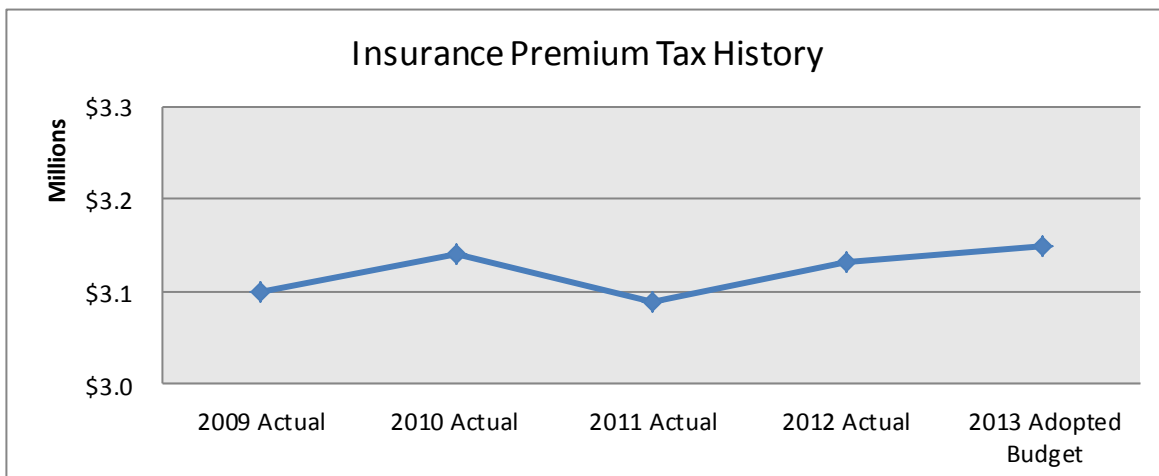
MAJOR REVENUE SOURCES, *continued*

Taxes are the City's second largest source of revenue and are budgeted to total \$12,842,000 in FY2014. Taxes are comprised of property taxes, insurance premium taxes and franchise taxes.

- **Property taxes** include payments for real and personal property taxes, motor vehicle & boat taxes, franchise taxes, and payments in lieu of taxes. Real property taxes are based on the current property assessment at the rate of 0.206 per \$100 and tangible personal property is taxed at 0.260 per \$100. The taxes are collected by the City and posted in the General Fund and two enterprise funds. Property taxes are expected to generate over \$10,300,000 for the fiscal year ending June 30, 2013. Approximately 99.1% of property taxes are collected within six months of the due date. The property tax budget is based on the tax roll provided to the City by the Warren County Property Valuation Administrator.



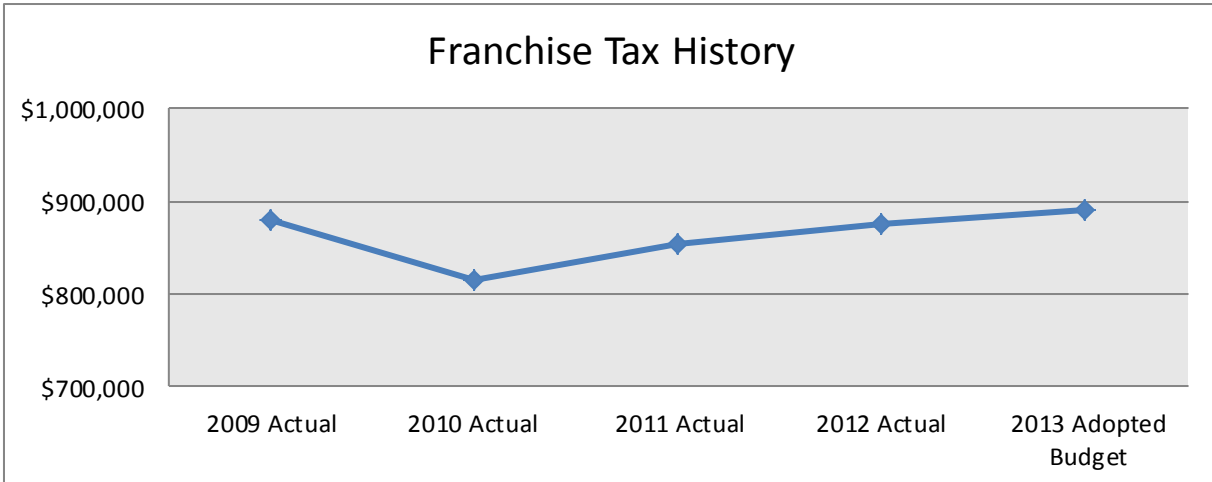
- **Insurance premium taxes** are collected by insurance companies on insurance policies held inside the City limits and remitted to the City on a quarterly basis. The current rates are 7% for fire and inland marine insurance and 2% on casualty, liability, vehicle, health and life insurance. Insurance premium taxes are deposited into the General Fund and the Fire Improvement Fund. For FY2013, these revenues are projected to produce \$3,150,000 between the two funds. The insurance premium tax budget is developed in the same manner as the budget for occupational fees. Past trends and current factors are considered by staff.



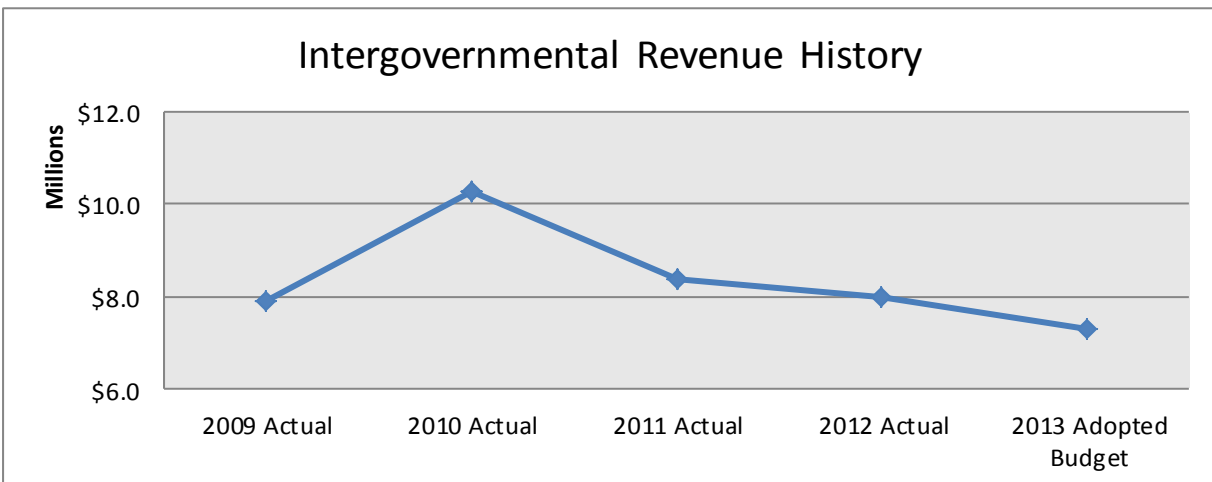
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MAJOR REVENUE SOURCES, *continued*

- **Franchise Taxes** are collected from telecommunication and banking companies and are deposited into the General Fund. The budget for franchise fees is determined by contracts held with each industry. This revenue source is expected to produce approximately \$900,000 during FY2013.

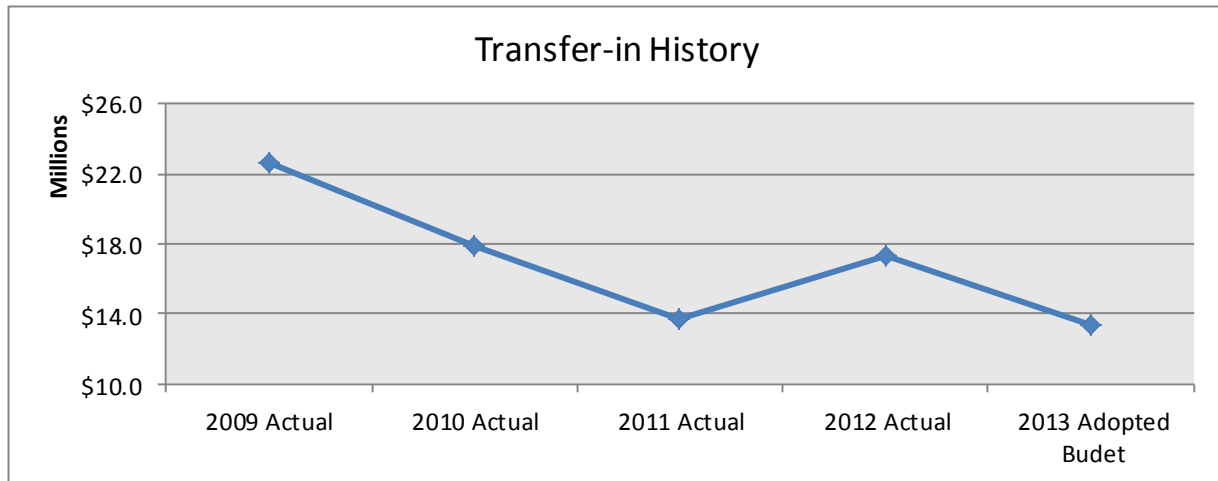


Intergovernmental revenue includes grant proceeds received from federal, state and local governmental entities. This source of revenue can be deposited into any City fund, but is primarily accounted for in special revenue funds. The intergovernmental budget is determined by estimating grant proceeds based on past awards and current pending awards. This source of revenue has significant changes from year to year. The increase in 2010 can be attributed to additional funding for transit programs and the American Reinvestment Recovery Act of 2009.



MAJOR REVENUE SOURCES, *continued*

Transfer-in revenue includes monies from City funds that are moved to other City funds. For example, the General Fund provides funding to several capital project funds in the form of ‘transfer-in’ revenue. The budget for transfer-in revenue is determined annually based on the capital improvement plan and current financial needs.





APPENDIX A

ALL FUNDS

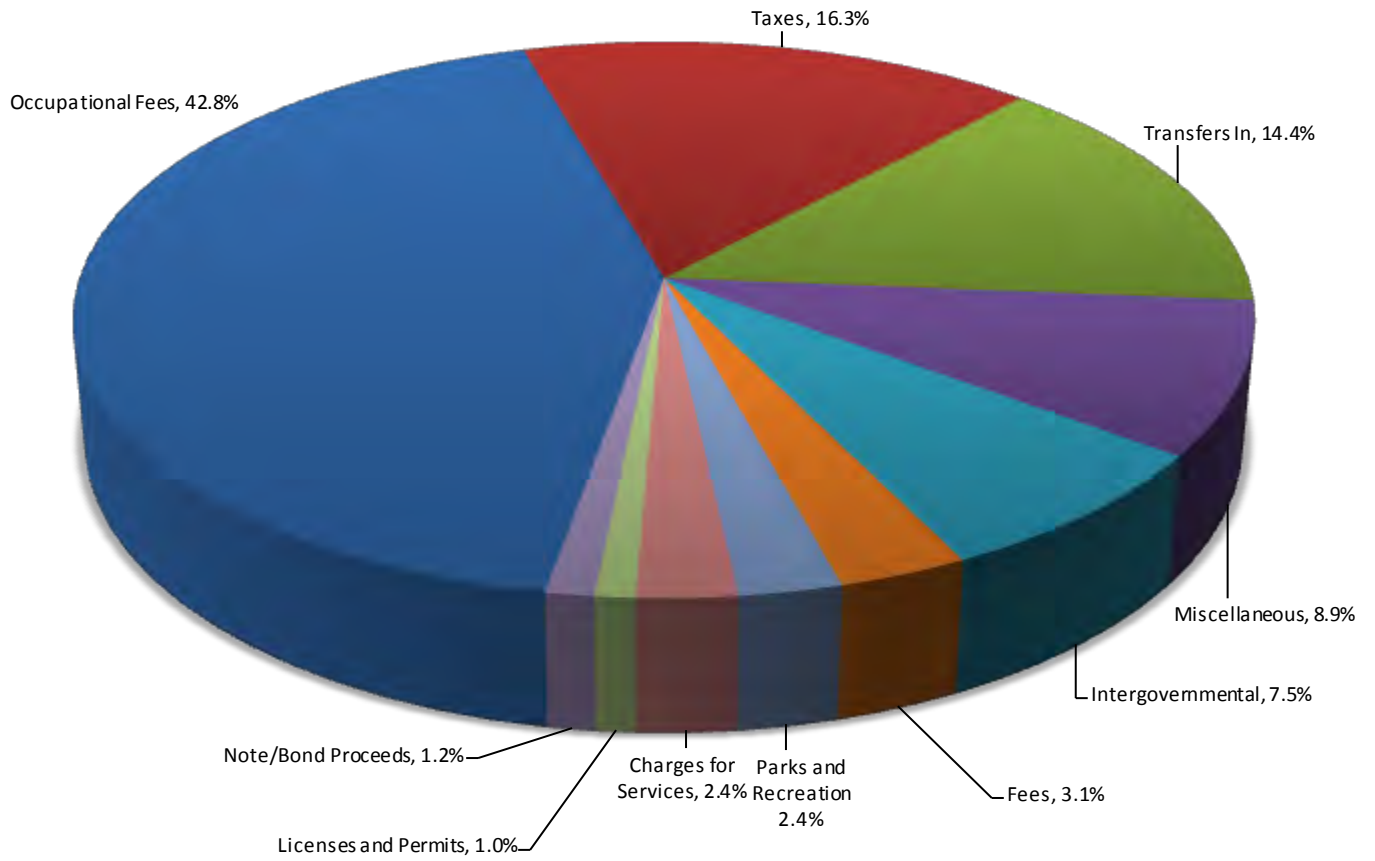
ANNUAL OPERATING BUDGET FOR ALL FUNDS AND CATEGORIES

Estimated Resources In and Resources Out FY 2013/2014

	General Fund	Special Revenue	Capital Projects	Debt Service	Enterprise Funds	Trust Funds	Internal Service	Total
RESOURCES IN:								
Taxes	\$ 12,842,000	\$ 2,216,500	\$ 0	\$ 0	\$ 415,000	\$ 0	\$ 0	\$ 15,473,500
Occupational Fees	38,449,000	2,152,000	0	0	0	0	0	40,601,000
License & Permits	908,000	0	0	0	0	0	0	908,000
Intergovernmental	100,000	7,125,534	0	0	0	0	0	7,225,534
Fees	324,700	140,500	0	2,470,690	0	0	0	2,935,890
Charges for Services	260,000	0	0	0	0	19,450	1,995,359	2,274,809
Parks & Recreation	372,800	0	0	0	1,959,380	0	0	2,332,180
Miscellaneous	325,500	213,350	0	1,329,967	277,500	1,024,550	5,294,987	8,465,854
Revenues:	\$ 53,582,000	\$ 11,847,884	\$ 0	\$ 3,800,657	\$ 2,651,880	\$ 1,044,000	\$ 7,290,346	\$ 80,216,767
Note/Bond Proceeds	0	0	1,100,000	0	0	0	0	1,100,000
Transfers In	0	53,700	2,650,000	7,983,042	2,098,627	0	900,000	13,685,369
Other Resources:	\$ 0	\$ 53,700	\$ 3,750,000	\$ 7,983,042	\$ 2,098,627	\$ 0	\$ 900,000	\$ 14,785,369
RESOURCES IN:	\$ 53,582,000	\$ 11,901,584	\$ 3,750,000	\$ 11,783,699	\$ 4,750,507	\$ 1,044,000	\$ 8,190,346	\$ 95,002,136
RESOURCES OUT:								
General Government	\$ 6,016,514	\$ 0	\$ 206,000	\$ 0	\$ 0	\$ 0	\$ 6,830,307	\$ 13,052,821
Public Safety	24,207,123	2,124,291	3,693,600	0	0	977,000	0	31,002,014
Public Works	5,951,001	1,296,879	3,273,500	0	0	0	2,003,359	12,524,739
Parks & Recreation	5,554,617	0	28,000	0	3,048,750	0	0	8,631,367
Planning & Development	1,678,052	3,611,434	20,000	0	0	0	0	5,309,486
Community Services	540,529	0	0	0	0	0	0	540,529
Debt Service	0	0	0	12,420,484	0	0	0	12,420,484
Intergovernmental	339,235	750,000	0	0	1,191,370	0	0	2,280,605
Contingency	275,000	0	0	0	0	0	0	275,000
Expenditures:	\$ 44,562,071	\$ 7,221,100	\$ 7,221,100	\$ 12,420,484	\$ 4,240,120	\$ 977,000	\$ 8,833,666	\$ 86,037,045
Transfers Out	9,319,929	4,103,625	0	0	0	0	200,000	13,623,554
RESOURCES OUT:	\$ 53,882,000	\$ 11,901,584	\$ 7,221,100	\$ 12,420,484	\$ 4,240,120	\$ 977,000	\$ 9,033,666	\$ 99,660,599
RESERVES UTILIZED:	\$ (300,000)	\$ 15,355	\$ (3,471,100)	\$ (636,785)	\$ 510,387	\$ 67,000	\$ (843,320)	\$ (4,658,463)

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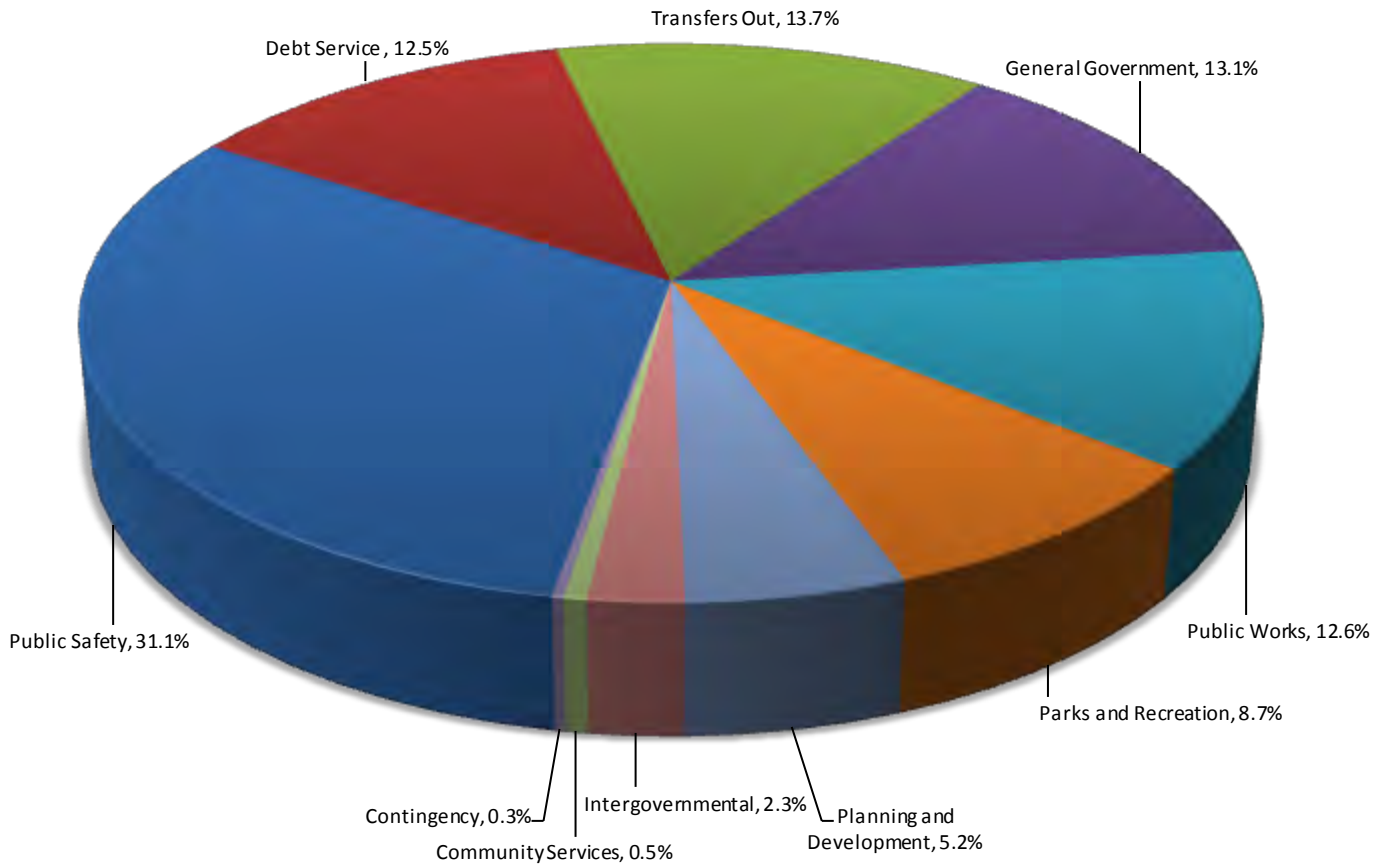
FY2014 RESOURCES — ALL FUNDS



Occupational Fees	\$ 40,601,000	42.8%
Taxes	15,473,500	16.3%
Transfers In	13,685,369	14.4%
Miscellaneous	8,465,854	8.9%
Intergovernmental	7,225,534	7.5%
Fees	2,935,890	3.1%
Parks and Recreation	2,332,180	2.4%
Charges for Services	2,274,809	2.4%
Licenses and Permits	908,000	1.0%
Note/Bond Proceeds	1,100,000	1.2%
Total	\$ 95,002,136	100.0%

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FY2014 EXPENDITURES — BY FUNCTION



Public Safety	\$ 31,002,014	31.1%
Transfers Out	13,623,554	13.7%
General Government	13,052,821	13.1%
Public Works	12,524,739	12.6%
Debt Service	12,420,484	12.5%
Parks and Recreation	8,631,367	8.7%
Planning and Development	5,309,486	5.2%
Intergovernmental	2,280,605	2.3%
Community Services	540,529	0.5%
Contingency	275,000	0.3%
Total	\$ 99,660,599	100.0%

REVENUE AND EXPENDITURE BUDGET HISTORY

ALL FUNDS HISTORY

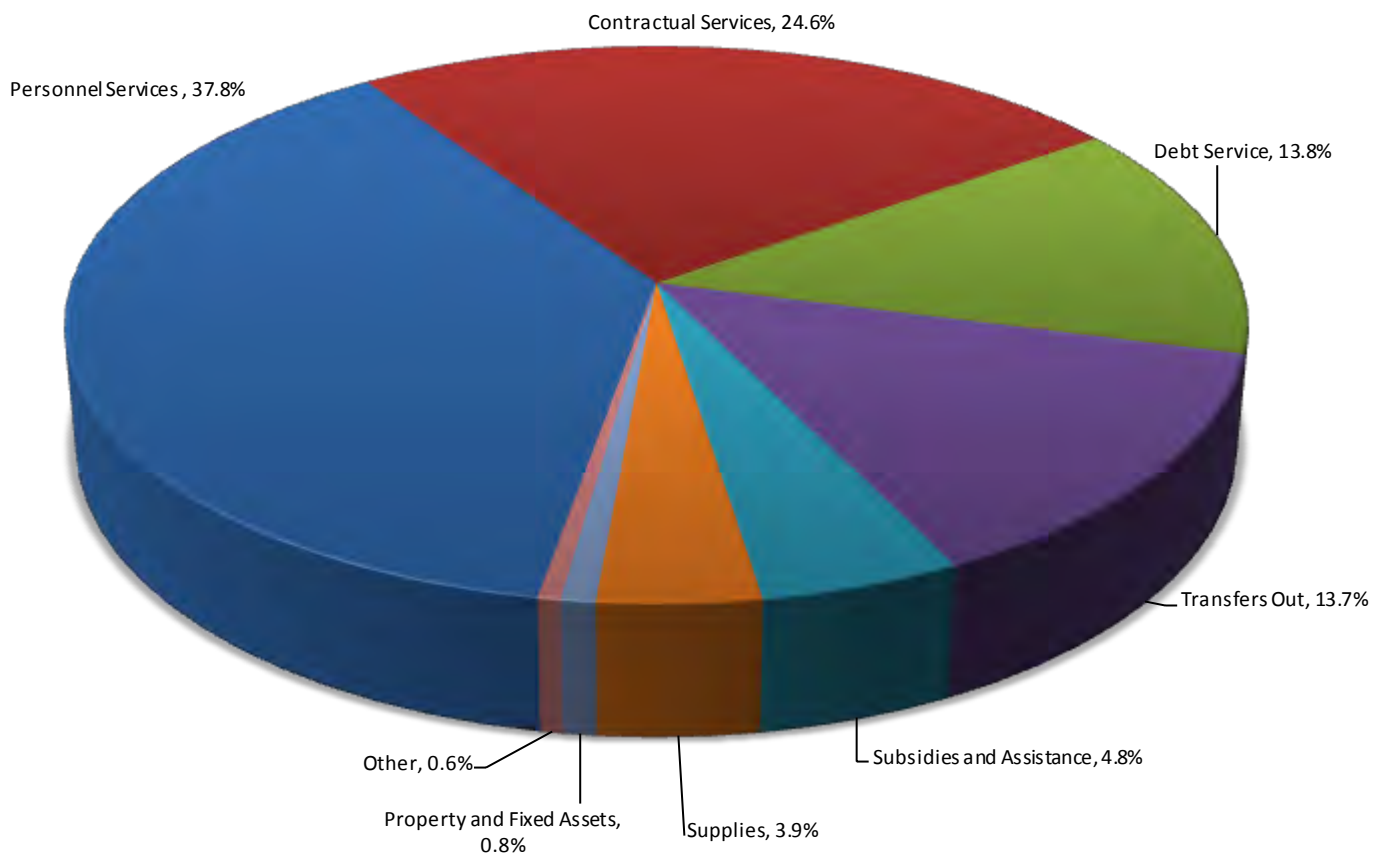
	Actual 2010	Actual 2011	Actual 2012	Org. Budget 2013	Adj. Budget 2013	Approved 2014
Occupational Fees	\$ 35,780,956	\$ 37,461,442	\$ 39,742,430	\$ 39,752,000	\$ 39,752,000	\$ 40,601,000
Taxes	14,713,648	14,617,418	14,813,106	15,023,750	15,023,750	15,473,500
Transfers In	17,854,252	13,716,138	17,339,817	13,394,391	16,046,421	13,685,369
Miscellaneous	8,197,151	9,121,233	9,023,995	8,392,169	9,663,626	8,465,854
Intergovernmental	10,300,662	8,364,995	7,961,149	7,266,221	8,479,723	7,225,534
Fees	2,585,233	2,586,927	2,774,916	2,843,433	2,843,433	2,935,890
Parks and Recreation	2,255,933	2,225,419	2,459,044	2,285,800	2,295,800	2,332,180
Charges for Services	1,857,007	1,827,725	1,860,093	2,215,207	2,215,207	2,274,809
Licenses and Permits	909,452	771,653	972,197	903,500	903,500	908,000
Bond, Note, Lease Proceeds	0	30,936,952	8,104,389	0	6,730,500	1,100,000
Revenue Total	\$ 94,454,294	\$ 121,629,902	\$ 105,051,136	\$ 92,076,471	\$ 103,953,960	\$ 95,002,136
Personnel Services	\$ 34,996,287	\$ 33,666,437	\$ 35,207,473	\$ 37,471,294	\$ 37,565,742	\$ 37,657,950
Contractual Services	19,623,300	19,500,291	18,435,805	20,122,255	27,875,537	24,592,246
Supplies	3,798,742	4,203,390	4,163,313	4,026,838	4,654,817	3,869,477
Subsidies/Assistance	6,407,435	5,285,623	5,232,419	4,722,081	5,133,637	4,789,694
Property/Assets	1,248,079	2,392,192	722,579	926,500	1,350,164	820,580
Debt Service	13,826,750	43,912,001	22,328,502	14,343,887	21,306,387	13,766,183
Other	18,222,827	13,209,056	17,284,285	13,866,903	16,507,103	14,164,469
Expenditure Total	\$ 98,123,419	\$ 122,168,990	\$ 103,374,375	\$ 95,479,758	\$ 114,393,387	\$ 99,660,599

GENERAL FUND HISTORY

	Actual 2010	Actual 2011	Actual 2012	Org. Budget 2013	Adj. Budget 2013	Approved 2014
Occupational Fees	\$ 33,848,841	\$ 35,442,624	\$ 37,422,261	\$ 37,579,000	\$ 37,579,000	\$ 38,449,000
Taxes	12,165,911	12,101,770	12,309,261	12,524,000	12,524,000	12,842,000
Transfers In	612,913	100,000	1,292,467	0	30,000	0
Miscellaneous	409,017	281,349	555,846	341,500	433,190	325,500
Intergovernmental	1,565,439	264,904	166,941	100,000	173,405	100,000
Fees	314,928	292,861	309,746	306,000	306,000	324,700
Parks and Recreation	410,117	379,824	355,234	377,500	377,500	372,800
Charges for Services	224,043	222,086	249,920	250,500	250,500	260,000
Licenses and Permits	909,452	771,653	972,197	903,500	903,500	908,000
Bond, Note, Lease Proceeds	0	0	0	0	0	0
Revenue Total	\$ 50,460,661	\$ 49,857,070	\$ 53,633,873	\$ 52,382,000	\$ 52,577,095	\$ 53,582,000
Personnel Services	\$ 30,818,904	\$ 29,544,069	\$ 30,900,556	\$ 32,820,573	\$ 32,927,886	\$33,170,369
Contractual Services	8,489,263	7,360,134	7,579,240	7,742,100	9,135,476	7,782,579
Supplies	1,457,627	1,465,989	1,511,767	1,434,345	1,587,517	1,461,989
Subsidies/Assistance	1,922,146	1,860,763	1,947,532	1,754,136	1,911,718	1,801,534
Property/Assets	72,314	230,116	116,645	32,500	123,283	66,000
Debt Service	0	0	0	0	0	0
Other (Transfers Out & Misc)	6,458,418	8,639,491	10,823,632	9,348,346	11,828,134	9,599,529
Expenditure Total	\$ 49,218,672	\$ 49,100,562	\$ 52,879,372	\$ 53,132,000	\$ 57,514,014	\$ 53,882,000

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FY2014 EXPENDITURES — BY TYPE



Personnel Services	\$ 37,657,950	37.8%
Contractual Services	24,592,246	24.6%
Debt Service	13,766,183	13.8%
Transfers Out	13,623,554	13.7%
Subsidies and Assistance	4,789,694	4.8%
Supplies	3,869,477	3.9%
Property and Fixed Assets	820,580	0.8%
Other	540,915	0.6%
Total	\$ 99,660,599	100.0%

APPROVED BUDGET AND ESTIMATED FUND BALANCES

Description	General Fund		Non-major Governmental Funds		Governmental Funds Total	
	FY2013 Estimate	FY2014 Approved	FY2013 Estimate	FY2014 Approved	FY2013 Estimate	FY2014 Approved
Reserves Available:						
Beginning Fund Balance	\$ 18,487,015	\$ 15,457,501	\$ 49,111,255	\$ 44,011,123	\$ 67,598,270	\$ 59,468,624
Resources In:						
Revenues:						
Taxes	12,537,000	12,842,000	2,104,750	2,216,500	14,641,750	15,058,500
Occupational Fees	38,171,000	38,449,000	2,150,000	2,152,000	40,321,000	40,601,000
Licenses & Permits	956,000	908,000	0	0	956,000	908,000
Intergovernmental Grants	173,500	100,000	8,306,318	7,225,534	8,479,818	7,225,534
Charges for Services (includes Cemetery)	628,000	584,700	2,537,433	2,611,190	3,165,433	3,195,890
Parks & Recreation	350,000	372,800	0	0	350,000	372,800
Miscellaneous	339,000	325,500	2,676,825	1,543,317	3,015,825	1,868,817
Total Revenues	53,154,500	53,582,000	17,775,326	15,748,541	70,929,826	69,230,541
Other Sources:						
Transfer from Other Funds	30,000	0	12,628,815	12,886,742	12,658,815	12,886,742
Note/Bond/Lease Proceeds	0	0	6,730,500	1,100,000	6,730,500	1,100,000
Total Other Sources	30,000	0	19,359,315	13,986,742	19,389,315	13,986,742
Total Resources In	\$ 53,184,500	\$ 53,582,000	\$ 37,134,641	\$ 29,735,283	\$ 90,319,141	\$ 83,217,283
Resource Uses:						
Expenditures:						
Personnel & Benefit Service Cost	\$ 31,727,886	\$ 33,170,369	\$ 1,560,591	\$ 1,541,401	\$ 33,288,477	\$ 34,711,770
Contractual Services	9,035,476	7,782,579	11,103,020	9,291,485	20,138,496	17,104,064
Supplies	1,587,517	1,461,989	978,443	416,298	2,565,960	1,878,287
Subsidies & Assistance	1,911,718	1,801,534	3,221,919	2,988,160	5,133,637	4,789,694
Property & Fixed Assets	123,282	66,000	1,206,881	734,580	1,330,163	800,580
Miscellaneous	212,428	279,600	60,961	31,780	273,389	311,380
Debt Service—Principal	-	-	14,559,316	7,559,835	14,559,316	7,559,835
Debt Service—Interest	-	-	5,382,197	4,860,649	5,382,197	4,860,649
Total Expenditures	44,598,306	44,562,071	38,073,328	27,424,188	82,671,634	72,016,259
Other Uses:						
Transfers Out	11,615,708	9,319,929	4,161,445	4,103,625	15,777,153	13,423,554
Total Other Uses	11,615,708	9,319,929	4,161,445	4,103,625	15,777,153	13,423,554
Total Resource Uses	\$ 56,214,014	\$ 53,882,000	\$ 42,234,773	\$ 31,527,530	\$ 98,448,787	\$ 85,439,813
Use of Reserves	(3,029,514)	(300,000)	(5,100,132)	(1,792,530)	(8,129,646)	(2,222,530)
Estimated Ending Fund Balance (before designated reserves)	\$ 15,457,501	\$ 15,157,501	\$ 44,011,123	\$ 42,218,593	\$ 59,468,624	\$ 57,246,094

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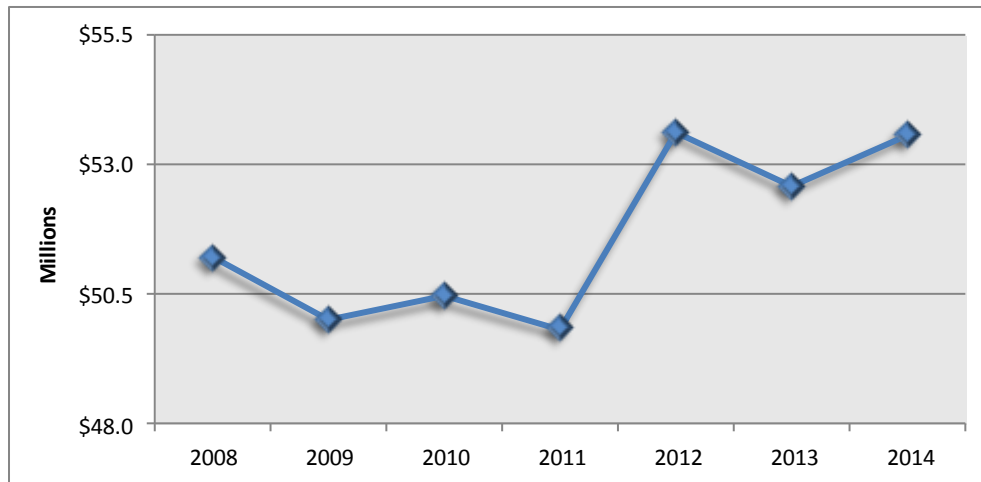
APPENDIX B

GENERAL FUND

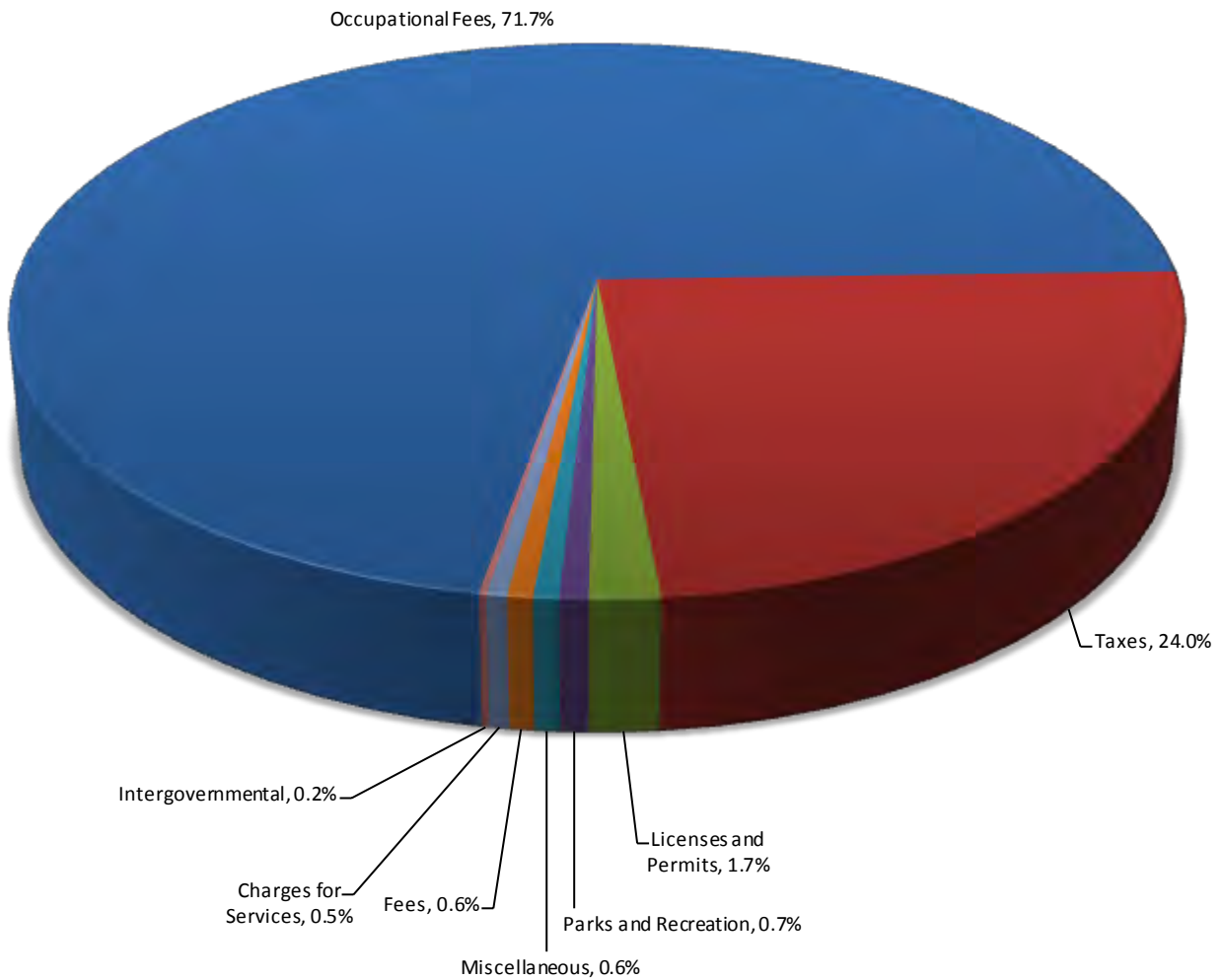
GENERAL FUND REVENUE HISTORY — BY CATEGORY

Revenue Category	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Original 2013	Adjusted 2013	Approved 2014
Occupational Fees	\$ 34,460,286	\$ 34,249,646	\$ 33,848,841	\$ 35,442,624	\$ 37,422,262	\$ 37,579,000	\$ 37,579,000	\$ 38,449,000
Taxes	12,745,290	11,545,291	12,165,912	12,101,770	12,309,261	12,524,000	12,524,000	12,842,000
Transfers In	172,231	95,600	612,913	100,000	1,292,467	0	30,000	0
Miscellaneous	1,371,902	1,835,716	409,017	281,349	555,846	341,500	433,190	325,500
Intergovernmental Grants	782,513	813,497	1,565,439	264,904	166,941	100,000	173,405	100,000
Fees	299,585	239,114	314,928	292,861	309,746	306,000	306,000	324,700
Parks & Recreation	372,484	380,317	410,116	379,823	355,234	377,500	377,500	372,800
Charges for Services	247,770	242,377	224,043	222,086	249,920	250,500	250,500	260,000
Licenses & Permits	748,023	619,000	909,452	771,653	972,197	903,500	903,500	908,000
Bond, Note, Lease Proceeds	0	0	0	0	0	0	0	0

Total: \$ 51,200,084 \$ 50,020,558 \$ 50,460,661 \$ 49,857,070 \$ 53,633,874 \$ 52,382,000 \$ 52,577,095 \$ 53,582,000



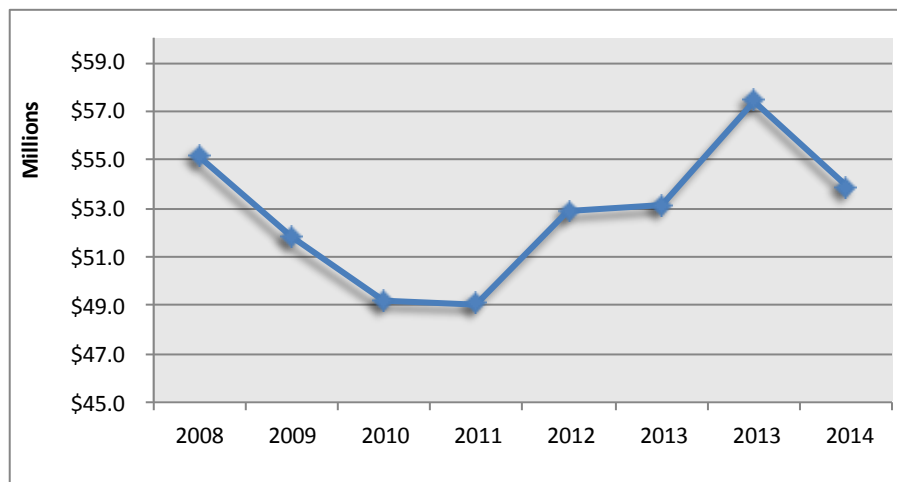
FY2014 RESOURCES — GENERAL FUND



Occupational Fees	\$ 38,449,000	71.7%
Taxes	12,842,000	24.0%
Licenses and Permits	908,000	1.7%
Parks and Recreation	372,800	0.7%
Miscellaneous	325,500	0.6%
Fees	324,700	0.6%
Charges for Services	260,000	0.5%
Intergovernmental	100,000	0.2%
Total	\$ 53,582,000	100.0%

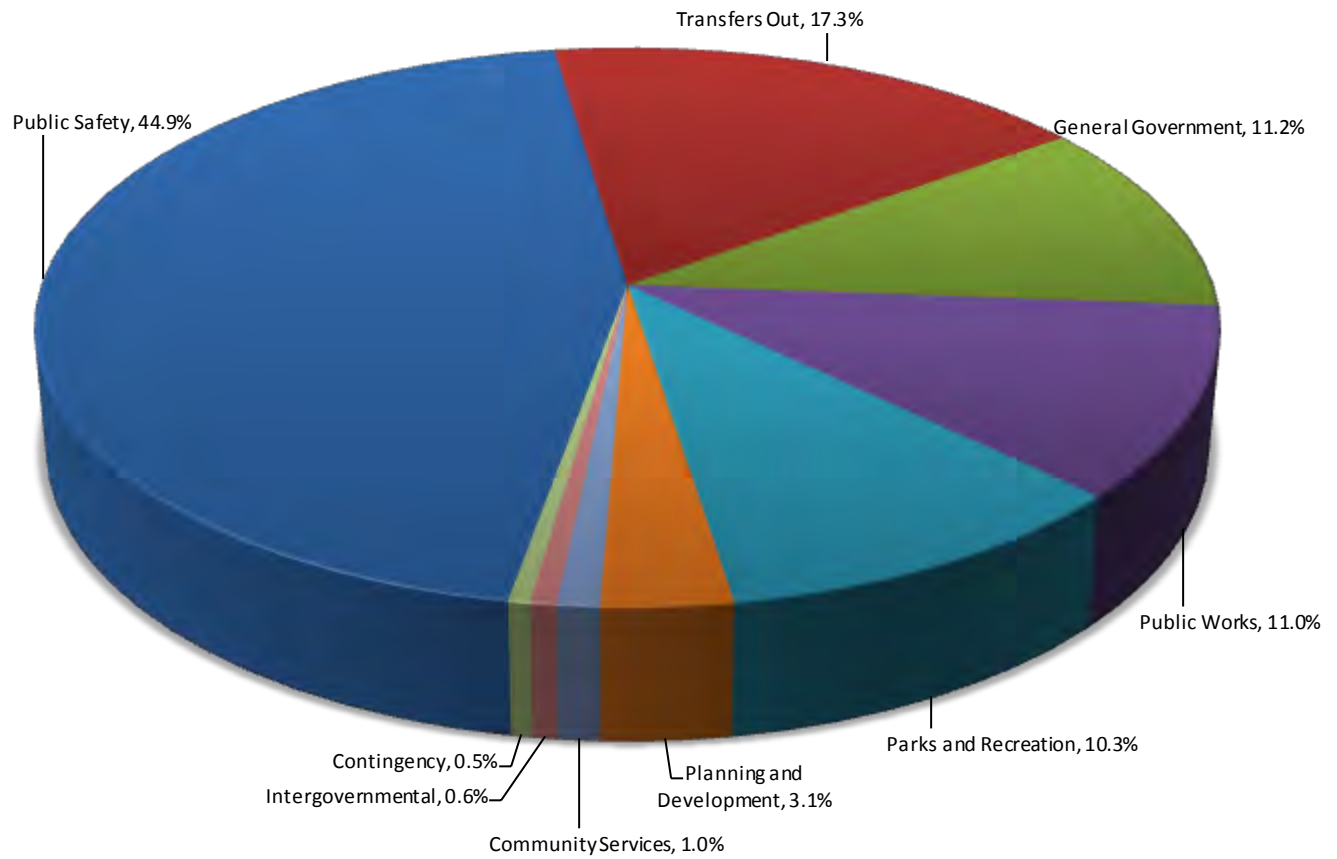
GENERAL FUND EXPENDITURE HISTORY — BY DEPARTMENT

Department	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Org. Budget 2013	Adj. Budget 2013	Approved 2014
Legislative	\$ 170,663	\$ 166,102	\$ 159,552	\$ 135,210	\$ 144,519	\$ 161,135	\$ 161,135	\$ 147,937
Executive	632,834	654,279	647,442	773,947	847,516	877,627	965,771	911,955
CIA	598,049	522,024	382,885	0	0	0	0	0
Finance	1,219,768	1,242,629	1,233,352	1,274,217	1,336,721	1,384,633	1,384,783	1,405,909
Human Resources	1,689,466	1,651,888	1,545,042	1,541,087	1,373,087	894,420	902,763	914,810
Law	365,428	310,590	244,922	315,728	327,394	308,082	338,272	310,200
Information Tech	1,556,598	1,357,183	1,319,327	1,413,535	1,526,619	1,544,775	1,669,655	1,529,619
Adm Services	970,747	908,364	833,916	804,632	844,352	777,474	888,973	796,084
Police	11,149,242	11,221,795	11,036,479	11,102,085	11,485,241	12,494,081	12,632,356	12,407,226
Fire	9,698,605	9,895,133	11,362,076	10,181,875	10,666,660	11,168,289	11,213,077	11,379,897
Other Public Safety	328,000	384,000	410,000	450,000	400,000	400,000	400,000	420,000
Public Works	1,707,228	1,775,122	1,279,769	1,175,447	1,278,080	1,224,365	1,546,156	1,294,124
Highways/Streets	1,997,997	2,191,349	2,067,501	2,216,269	2,095,821	2,265,425	2,289,456	2,339,879
Building/Plant	1,634,569	1,897,292	1,722,589	1,769,982	2,181,846	1,962,608	2,188,851	2,316,998
Transportation	685,569	639,480	1,450,126	265,761	259,770	319,995	319,995	339,235
Parks	1,881,765	1,704,624	1,602,957	1,632,609	1,702,584	2,049,089	2,118,850	2,149,882
Recreation	540,022	521,471	604,330	539,933	730,241	622,581	642,406	615,480
Athletics	961,997	890,679	584,853	816,637	628,683	877,350	1,348,637	545,110
Community Centers	838,292	895,970	853,175	819,909	837,596	970,642	999,798	947,625
Other Parks	1,343,912	1,384,195	1,337,604	1,368,648	1,350,653	1,429,097	1,442,246	1,408,549
Neighb. & Comm. Serv.	3,014,158	1,510,949	1,331,078	1,401,564	1,478,355	1,636,244	1,717,961	1,678,052
Community Services	2,963,096	900,093	600,760	310,693	347,977	263,342	364,023	271,500
Bonds	0	0	0	0	0	0	0	0
Intergovernmental	153,816	166,319	150,518	151,302	215,035	157,000	157,000	157,000
Contingency	0	0	0	0	0	275,000	206,142	275,000
Other Financing Uses	9,041,035	9,000,530	6,458,419	8,639,491	10,820,622	9,068,746	11,615,708	9,319,929
Total:	\$55,142,856	\$51,792,060	\$49,218,672	\$49,100,561	\$52,879,372	\$53,132,000	\$57,514,014	\$53,882,000



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EXPENDITURES — GENERAL FUND



Public Safety	\$ 24,207,123	44.9%
Transfers Out	9,319,929	17.3%
General Government	6,016,514	11.2%
Public Works	5,951,001	11.0%
Parks and Recreation	5,554,617	10.3%
Planning and Development	1,678,052	3.1%
Community Services	540,529	1.0%
Intergovernmental	339,235	0.6%
Contingency	275,000	0.5%
Total	\$ 53,882,000	100.0%

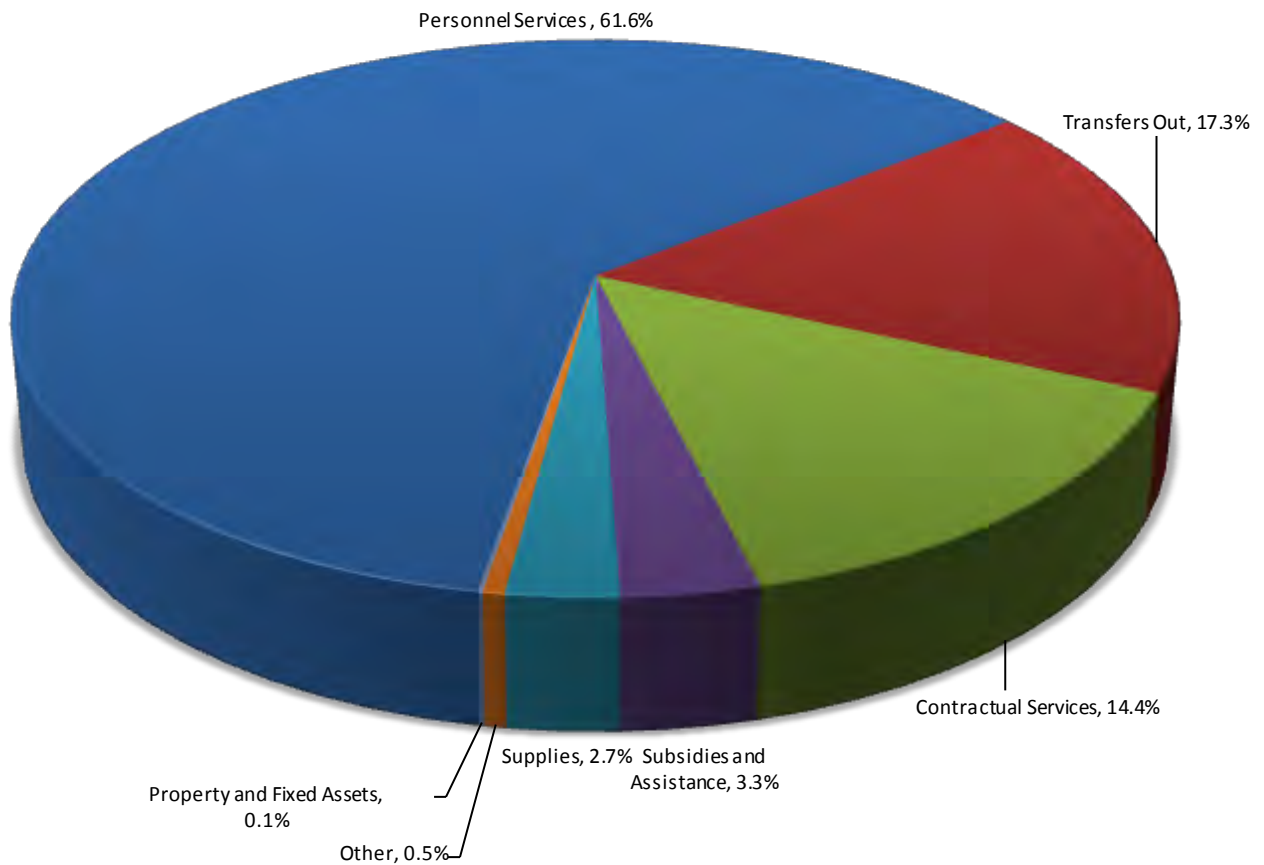
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APPROVED BUDGET AND ESTIMATED FUND BALANCES

<u>Line</u>	<u>Description</u>	<u>FY2013</u> <u>Orig. Budget</u>	<u>FY2013</u> <u>Adj. Budget</u>	<u>FY2013</u> <u>Estimate</u>	<u>FY2014</u> <u>Approved</u>
Reserves Available:					
1	Beginning Total Fund Balance (Estimated)	\$ 18,487,015		\$ 18,487,015	\$ 15,457,501
2	Minimum Reserve Retention (20% of Revenues)	(10,476,400)		(10,476,400)	(10,716,400)
3	Total Reserves Available for Current Year	\$ 8,010,615		\$ 8,010,615	\$ 4,741,101
Resources In:					
Revenues:					
4	Property Taxes (vehicles, franchise, in lieu of)	\$ 10,094,000	\$ 10,094,000	\$ 10,237,000	\$ 10,406,000
5	Other Taxes (ins. prem., franchise, & misc)	2,430,000	2,430,000	2,300,000	2,436,000
6	Occupational Fees	30,458,000	30,458,000	30,724,000	31,038,000
7	Service Enhancement Occupational Fees	7,121,000	7,121,000	7,447,000	7,411,000
8	Licenses & Permits (building, plan rev., electrical)	903,500	903,500	956,000	908,000
9	Intergovernmental Grants	100,000	173,405	173,500	100,000
10	Charges for Services (includes Cemetery)	556,500	556,500	628,000	584,700
11	Parks & Recreation	377,500	377,500	350,000	372,800
12	Miscellaneous	341,500	433,190	339,000	325,500
13	Total Revenues	52,382,000	52,547,095	53,154,500	53,582,000
Other Sources:					
14	Transfer from Other Funds	0	30,000	30,000	0
15	Note/Bond/Lease Proceeds	0	0	0	0
16	Total Other Sources	0	30,000	30,000	0
17	Total Resources In (Line 13 + 16)	\$ 52,382,000	\$ 52,577,095	\$ 53,184,500	\$ 53,582,000
18	Resources Available for Year (Lines 3+17)	\$ 60,392,615	\$ 52,577,095	\$ 61,195,115	\$ 58,323,101
Resource Uses:					
Expenditures:					
19	Personnel & Benefit Service Cost	\$ 31,926,979	\$ 32,927,886	\$ 31,727,886	\$ 32,421,960
20	FY13 COLA (2.96%) --- FY14 COLA (1.7%)	622,721	0	0	452,638
21	STEP	270,873	0	0	295,771
22	Contractual (3000s)	7,332,100	9,135,476	9,035,476	7,488,079
23	Supplies (4000s)	1,434,345	1,587,517	1,587,517	1,431,989
24	Subsidies & Assistance (5000s)	1,754,136	1,911,718	1,911,718	1,801,534
25	Property & Fixed Assets (6000s)	32,500	123,282	123,282	66,000
26	Miscellaneous	279,600	212,428	212,428	279,600
27	Transfers Out	7,018,746	7,565,708	7,565,708	6,819,929
28	Total Expenditures	\$ 50,672,000	\$ 53,464,014	\$ 52,164,014	\$ 51,057,500
Other Uses:					
29	Other One-time Capital Items	410,000	0	0	324,500
30	800 Trunking Radio Improvement Fund	0	600,000	600,000	150,000
31	Cash Purchase of Vehicles/Equipment	150,000	350,000	350,000	300,000
32	Stormwater Program	500,000	500,000	500,000	500,000
33	Technology Fund	250,000	450,000	450,000	150,000
34	Smallhouse/Cave Mill Construction Fund	500,000	800,000	800,000	0
35	Hennessey Way Construction Fund	250,000	250,000	250,000	0
36	Municipal Facilities Fund	0	700,000	700,000	1,000,000
37	Sidewalk Program	400,000	400,000	400,000	400,000
38	Total Other Uses	\$ 2,460,000	\$ 4,050,000	\$ 4,050,000	\$ 2,824,500
39	Total Resource Uses (Line 28 + 38)	\$ 53,132,000	\$ 57,514,014	\$ 56,214,014	\$ 53,882,000
40	<i>Use of Reserves (Line 17 - 39)</i>	<i>(750,000)</i>	<i>(4,936,919)</i>	<i>(3,029,514)</i>	<i>(300,000)</i>
41	Estimated Ending Fund Balance (before designated reserves)	\$ 17,737,015		\$ 15,457,501	\$ 15,157,501

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EXPENDITURES — BY TYPE



Personnel Services	\$ 33,170,369	61.6%
Transfers Out	9,319,929	17.3%
Contractual Services	7,782,579	14.4%
Subsidies and Assistance	1,801,534	3.3%
Supplies	1,461,989	2.7%
Other	279,600	0.5%
Property and Fixed Assets	66,000	0.1%
Total	\$ 53,882,000	100.00%

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APPENDIX C

DEBT

LEGAL DEBT LIMIT

The City of Bowling Green is subject to a legal debt limitation not to exceed 10% of total assessed property value within the City boundaries under Section 158 of the Constitution of the Commonwealth of Kentucky.

<u>Legal Debt Margin Calculation</u>		
Assessed value (est)		\$ 4,941,833,867
Debt Limit (10% of assessed value)		494,183,387
Debt applicable to limit:		
General Obligation bonds	117,764,501	
Notes and Capital Leases payable	2,906,010	
Less: Non tax-supported debt	<u>(1,191,506)</u>	
Total net debt applicable to limit		<u>119,479,005</u>
Legal debt margin		<u>\$ 374,704,382</u>

The City is subject to a legal debt margin of \$374,704,382.00, which is well above current debt levels.

FUTURE DEBT SERVICE REQUIREMENTS—ALL FUNDS

Fiscal Year	General Fund	Fire Improvement	Job Development	WKU	ITA Fund	TIF Fund	Convention Center Enterprise	Golf Enterprise	Total Debt Service	Net Debt After Service After Reimbursement
2013	\$ 2,962,359	\$ 1,464,126	\$ 676,845	\$ 2,389,433	\$ 2,655,580	\$ 1,612,588	\$ 803,852	\$ 129,404	\$ 12,694,186	\$ 8,976,964
2014	3,078,021	1,459,945	959,756	2,470,690	2,659,934	1,610,438	772,739	124,052	13,135,575	9,334,918
2015	2,762,780	1,387,858	1,311,290	2,555,980	2,659,670	1,612,762	839,587	92,477	13,222,404	9,336,589
2016	2,721,303	1,384,997	1,255,745	2,647,980	2,649,864	1,609,388	804,118	84,337	13,157,731	9,184,819
2017	2,717,694	1,321,410	1,125,878	2,743,605	2,650,154	1,612,388	763,652	80,106	13,014,886	8,946,204
2018	3,008,032	1,317,466	810,746	2,816,155	2,650,894	1,609,588	787,273	115,452	13,115,606	8,974,004
2019	2,779,009	1,205,417		2,894,805	2,646,838	1,614,512	784,245	115,381	12,040,206	7,821,982
2020	2,643,093	1,157,161		2,984,255	2,646,708	1,613,512		52,617	11,097,345	6,789,736
2021	2,076,770	493,626		3,068,205	2,640,141	1,611,012		52,646	9,942,400	5,554,125
2022	2,080,249	493,532		3,005,705	2,637,619	1,612,012		52,635	9,881,752	5,557,238
2023	2,076,656	497,332		2,807,330	2,628,976	1,611,262		52,582	9,674,138	5,552,320
2024	2,072,169	495,232		2,822,975	2,632,722	1,613,762		52,486	9,689,346	5,550,011
2025	1,038,391	497,456		2,833,475		1,614,262			5,983,584	3,150,109
2026	1,029,930	493,262		2,861,756		1,612,762			5,997,710	3,135,954
2027	938,163	493,376				1,614,262			3,045,801	3,045,801
2028	941,913	497,562				1,611,944			3,051,419	3,051,419
2029	931,925					1,612,776			2,544,701	2,544,701
2030	933,456					1,610,276			2,543,732	2,543,732
2031	928,606					1,610,638			2,539,244	2,539,244
2032	932,269					1,613,626			2,545,895	2,545,895
2033	929,338					1,614,000			2,543,338	2,543,338
2034						1,613,750			1,613,750	1,613,750
2035						1,610,500			1,610,500	1,610,500
2036						1,609,250			1,609,250	1,609,250
2037						1,609,750			1,609,750	1,609,750
2038						1,611,750			1,611,750	1,611,750
TOTAL	\$ 49,403,262	\$ 19,679,327	\$ 11,621,660	\$ 56,356,472	\$ 39,748,103	\$ 47,667,831	\$ 11,168,387	\$ 1,792,530	\$ 237,437,572	\$ 140,989,252

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OUTSTANDING DEBT AT 6/30/13 — GOVERNMENTAL FUNDS ESTIMATE

	Purpose of Issue	Original Issue	Interest Rate	Final Maturity	Amount Outstanding
General Obligation and Revenue Bonds					
General Obligation Bond, Series 2002A	City Police Headquarters Expansion	\$ 6,430,000	1.9% - 4.7%	June 30, 2013	\$ 0
General Obligation Bond, Series 2002B	Western Kentucky University Project	30,115,000	3.5% - 5.0%	June 1, 2013	0
General Obligation Bond, Series 2004A	Parks Community Center, Police Dept. Headquarters, Public Works Renovations, Parks & Cemetery Improvements	12,626,000	3.0% - 4.0%	June 30, 2017	598,259
General Obligation Bond, Series 2004B	Real Properties	2,025,000	3.0% - 5.050%	June 30, 2024	95,000
Warren County Water District 2003 Bond	John Jones Area Water & Sewer Construction	165,954	3.70%	February 26, 2013	0
General Obligation Bond, Series 2007A	Circus Square, Kummer Little Center, Southwest Parkway, Downtown Signalization, Shive Lane, Lover's Lane utilities, SKyPAC Property acquisition, Field/Patton Way Extension	14,905,000	4.0% - 5.0%	June 30, 2033	12,515,000
General Obligation Bond, Series 2007B	ITA Refinancing	20,615,000	3.375 - 4.625%	September 1, 2023	16,765,775
General Obligation Bond, Series 2007C	ITA Refinancing	6,800,000	5.60%	September 1, 2023	3,683,725
General Obligation Bond, Series 2008A	Ballpark stadium construction	24,835,000	3.5% - 5.0%	June 1, 2038	22,975,000
General Obligation Bond, Series 2008B	Fire House construction	6,585,000	3.5% - 4.75%	June 1, 2028	5,330,000
General Obligation Bond, Series 2009	Refinancing of GO Series 1995, 1998A, and 2000	12,119,800	3.0% - 4.5%	June 1, 2020	8,373,750
General Obligation Bond, Series 2010/11	Refinancing of GO Series 2002B&C	29,580,000		June 1, 2026	28,790,000
General Obligation Bond, Series 2012A	Refinancing of GO Series 2004A	5,965,448	2.0% - 3.0%	June 1, 2024	5,927,692
General Obligation Bond, Series 2012B	Refinancing of GO Series 2004B	1,400,000	1.0% - 3.3%	June 1, 2024	1,375,000
General Obligation Bond, Series 2013	Refinancing of GO Series 2002A & 2004A	4,200,000	2.0%	December 1, 2017	4,180,000
Total General Obligation and Revenue Bonds					\$ 110,609,201
Notes and Lease Purchase Agreements					
National City Bank	2004 Fire Ladder Truck	713,000	Prime - 1.67%	December 5, 2013	\$ 71,100
BB&T	Relocation of operations division & realignment of 14th Ave	1,630,000	10 yr LIBOR	July 2, 2025	838,848
US Bank	Depot project	1,000,000	5.649%	June 7, 2018	352,658
Chase Equipment Leasing	2008 Fire Pumper and Quint	1,019,193	3.97%	August 1, 2018	534,631
Chase Equipment Leasing	2010 Fire Aerial & Pumper Trucks	1,309,391	2.66%	October 1, 2020	1,074,267
Total Notes Payable and Capital Leases					\$ 2,871,504
Total Long-Term Governmental Debt					\$ 113,480,705

OUTSTANDING DEBT AT 6/30/13 — ENTERPRISE FUNDS ESTIMATE

	Purpose of Issue	Original Issue	Interest Rate	Final Maturity	Amount Outstanding
General Obligation Bonds					
General Obligation Bond, Series 2009	Refinancing of GO Series 2000	\$ 3,620,200	3.0% - 4.5%	June 1, 2020	\$ 2,501,250
General Obligation Bond, Series 2003	Crosswinds Pro Shop/Conv Cntr Fac	8,585,000	2.0% - 3.7%	June 30, 2018	4,270,000
General Obligation Bond, Series 2004A	Hobson Golf Pro Shop & Maint Fac	749,000	3.8% - 5.050%	June 30, 2024	31,742
General Obligation Bond, Series 2012A	Refinancing of GO Series 2004A	354,552	2.0% - 3.0%	June 1, 2024	<u>352,308</u>
Total General Obligation Bonds					<u>\$ 7,155,300</u>
Notes Payable and Capital Leases					
BB & T	John Deere Tractor Lease	28,000	3.98%	February 1, 2013	\$ 0
BB & T	Greens Roller Lease	27,265	3.71%	February 1, 2015	10,644
BB & T	John Deere Bed Knife Grinder & Reel Grinder	38,674	2.74%	June 15, 2016	<u>23,863</u>
Total Notes Payable and Capital Leases					<u>\$ 34,507</u>
Total Long-Term Business Type Debt					<u>\$ 7,189,807</u>

ALL OUTSTANDING DEBT— FISCAL YEAR 2013 ACTIVITY

<u>Bonds</u>	Payables at 6/30/12	Debt Issued FY13	Principal Payments	Interest Payments	Total Expenditures	Debt Retired under Refinancing	Payables at 6/30/13
2002 Police HQ Bonds	\$ 2,760,000	\$ 0	\$ 455,000	\$ 61,320	\$ 516,320	\$ (2,305,000)	\$ 0
2004A & B Bonds	3,152,448	-	665,779	80,515	746,294	(1,793,410)	693,259
Industrial Park Bonds	112,506	-	112,506	6,304	118,810	-	0
2007A GO Bonds	12,915,000	-	400,000	548,925	948,925	-	12,515,000
2008B Bonds	5,585,000	-	255,000	239,612	494,612	-	5,330,000
2009 GO Refunding Bonds	9,497,950	-	1,124,200	367,352	1,491,552	-	8,373,750
2012A & B Refunding Bonds	7,365,448	-	62,756	195,418	258,174	-	7,302,692
2013 Refunding Bonds	-	4,200,000	20,000	34,767	54,767	-	4,180,000
Subtotal Governmental Bonds	\$ 41,388,352	\$ 4,200,000	\$ 3,075,241	\$ 1,534,214	\$ 4,629,445	\$ (4,098,410)	\$ 38,394,701
2002B & C WKU Bonds	1,055,000	-	1,055,000	44,838	1,099,838	-	0
2010 & 11 WKU Refinancing Bonds	29,145,000	-	355,000	934,595	1,289,595	-	28,790,000
Subtotal WKU Fund 402	\$ 30,200,000	-	\$ 1,410,000	\$ 979,433	\$ 2,389,433	-	\$ 28,790,000
2007B & C GO Bonds	24,385,000	-	3,395,500	1,065,567	5,001,067	-	20,449,500
Subtotal ITA Fund 403	\$ 24,385,000	-	\$ 3,935,500	\$ 1,065,567	\$ 5,001,067	-	\$ 20,449,500
2008A Bonds	23,465,000	-	490,000	1,122,588	1,612,588	-	22,975,000
Subtotal TIF Fund 404	23,465,000	-	490,000	1,122,588	1,612,588	-	22,975,000
Total Governmental Funds	\$ 119,438,352	\$ 4,200,000	\$ 8,910,741	\$ 4,701,802	\$ 13,632,543	\$ (4,098,410)	\$ 110,609,201
2003 CCC Refinancing Bonds	4,910,000	-	640,000	163,852	803,852	-	4,270,000
Convention Center Fd 511 Total	\$ 4,910,000	-	\$ 640,000	\$ 163,852	\$ 803,852	-	\$ 4,270,000
2004A Hobson Grove Bonds	172,553	-	34,221	4,368	38,589	(106,590)	31,742
2012A GO Refunding Bonds	354,552	-	2,244	9,610	11,854	-	352,308
Golf Fd 521 Total	\$ 527,105	-	\$ 36,465	\$ 13,978	\$ 50,443	\$ (106,590)	\$ 384,050
2009 Aquatics GO Refi Bonds	3,163,650	-	335,800	109,728	445,528	-	2,501,250
Aquatics Fund 542 Total	3,163,650	-	335,800	109,728	445,528	-	2,501,250
Total Proprietary Bonds	\$ 8,600,755	-	\$ 1,012,265	\$ 287,558	\$ 1,299,823	\$ (106,590)	\$ 7,155,300
Notes							
2004 Aerial Truck Note	142,400	-	71,300	2,291	73,591	-	71,100
Total Governmental Notes	\$ 142,400	-	\$ 71,300	\$ 2,291	\$ 73,591	-	\$ 71,100
Leases							
2004 Depot Refinancing	411,402	-	58,744	20,888	79,632	-	352,658
2005 Lapsley & 14th St Lease	1,029,469	-	190,621	38,377	228,998	-	383,848
2007 Pumper & Quint Lease	635,392	-	100,761	23,238	124,000	-	534,631
2010 Fire Aerial & Pumper Trucks	1,193,372	-	119,105	31,744	150,849	-	1,074,267
Total Governmental Leases	\$ 3,269,635	-	\$ 469,231	\$ 114,247	\$ 583,479	-	\$ 2,800,403
2007 John Deere Tractor Lease	3,440	-	3,440	48	3,488	-	0
2010 Greens Roller Lease	15,602	-	4,958	572	5,530	-	10,644
2011 Bed Knife & Reel Grinder	31,215	-	7,352	993	8,345	-	23,863
Total Proprietary Leases	\$ 50,257	-	\$ 15,750	\$ 1,613	\$ 17,363	-	\$ 34,507

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APPENDIX D

PERSONNEL

APPROVED UPGRADES

Department	Position No.	Current Position Title	Current Grade	Approved Position Title	Approved Grade
Finance	14-015	Treasury Associate	115	Staff Accountant	117
Information Technology	17-009	E-Gov Coordinator	121	System Analyst	122
Public Works	31-016	Environmental Coordinator	121	Environmental Manager	125
Parks & Recreation	41-006	Administrative Services Supervisor	118	Administrative Manager II	120
City Manager (Exec)	12-009	Intern (PT)	71	Broadcast Specialist (FT)	113

Total Changes **4 FT** **Upgrades - applies to an individual whose duties changed.**
1 PT **Increased hours to full-time position.**

POSITIONS ALLOCATED BY DEPARTMENT

Department	<u>FY2007</u>		<u>FY2008</u>		<u>FY2009</u>		<u>FY2010</u>		<u>FY2011</u>		<u>FY2012</u>		<u>FY2013</u>		<u>FY2014</u>	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Legislative	-	5	-	5	-	5	-	5	-	5	-	5	-	5	-	5
City Manager (Exec)	6	-	6	-	6	-	6	-	7	1	7	1	7	1	8	-
Citizen Info & Asst.	7	2	7	2	7	2	6	2	-	-	-	-	-	-	-	-
Finance	18	5	18	6	18	6	18	6	18	5	18	5	18	5	18	5
Human Resources	6	5	6	5	6	4	6	3	6	4	6	4	6	5	6	5
Legal	2	-	2	-	2	-	2	-	2	-	2	-	2	-	2	-
Information Tech	6	-	7	-	7	-	7	-	9	-	9	-	9	-	9	-
Police	142	30	148	29	152	28	152	28	151	28	151	25	151	25	151	22
Fire	118	-	119	-	124	-	124	-	124	-	124	-	123	-	123	-
Public Works	60	12	60	12	60	12	59	12	52	-	53	-	54	-	53	-
Parks & Recreation	58	235	61	239	61	230	61	225	60	226	60	232	60	241	58	242
Neighb. & Comm. Serv.	26	1	26	1	22	2	22	2	22	1	23	1	23	-	23	-
Subtotals	449	295	460	299	465	289	463	283	451	270	453	273	453	282	451	279
Totals	744		759		754		746		721		726		735		730	

NEW POSITIONS ADDED BY DEPARTMENT

Department	FY2007		FY2008		FY2009		FY2010		FY2011		FY2012		FY2013		FY2014	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Legislative																
City Manager (Exec)	1*															1
Citizen Info & Asst.																
Finance			1													
Human Resources							1*							1		
Legal																
Information Tech			1													
Police	4		6		4								1			1
Fire	3		1		5											
Public Works											1					
Parks & Recreation			3	1 + 3*			3*		1		10		10			2
Neighb. & Comm. Serv.	3					1*					2					
Total	11	0	12	4	9	1	0	4	0	1	3	10	1	11	1	3

* mid-year addition

FY2014 Additions:

City Manager—increased hours of part-time position to add a full-time Broadcast Specialist position

Police—reinstated a part-time School Crossing Guard position

Parks & Recreation— adjusted FTE's to create a separate part-time Laborer position and decreased hours of full-time position to add a part-time Greenskeeper I position

DISCONTINUED POSITIONS BY DEPARTMENT

Department	FY2007		FY2008		FY2009		FY2010		FY2011		FY2012		FY2013		FY2014		Total	Total
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	by Dept	by Dept
Legislative																	0	0
City Manager (Exec)	1														1		2	1
Citizen Info & Asst.							1		2								3	3
Finance	1		1	1					1								4	2
Human Resources							1										1	0
Legal																	0	0
Information Tech																	0	0
Police		4		1		1						3	1		4		14	1
Fire																	0	0
Public Works							1		7	12					1		21	9
Parks & Recreation						1		3	1	3		4			2	1	15	3
Neighb. & Comm. Serv.																	10	7
Total	2	4	3	2	2	2	2	4	12	18	1	7	1	1	3	6	70	26

FY2014 Deletions:

City Manager—eliminated part-time Intern position with increased hours to full-time

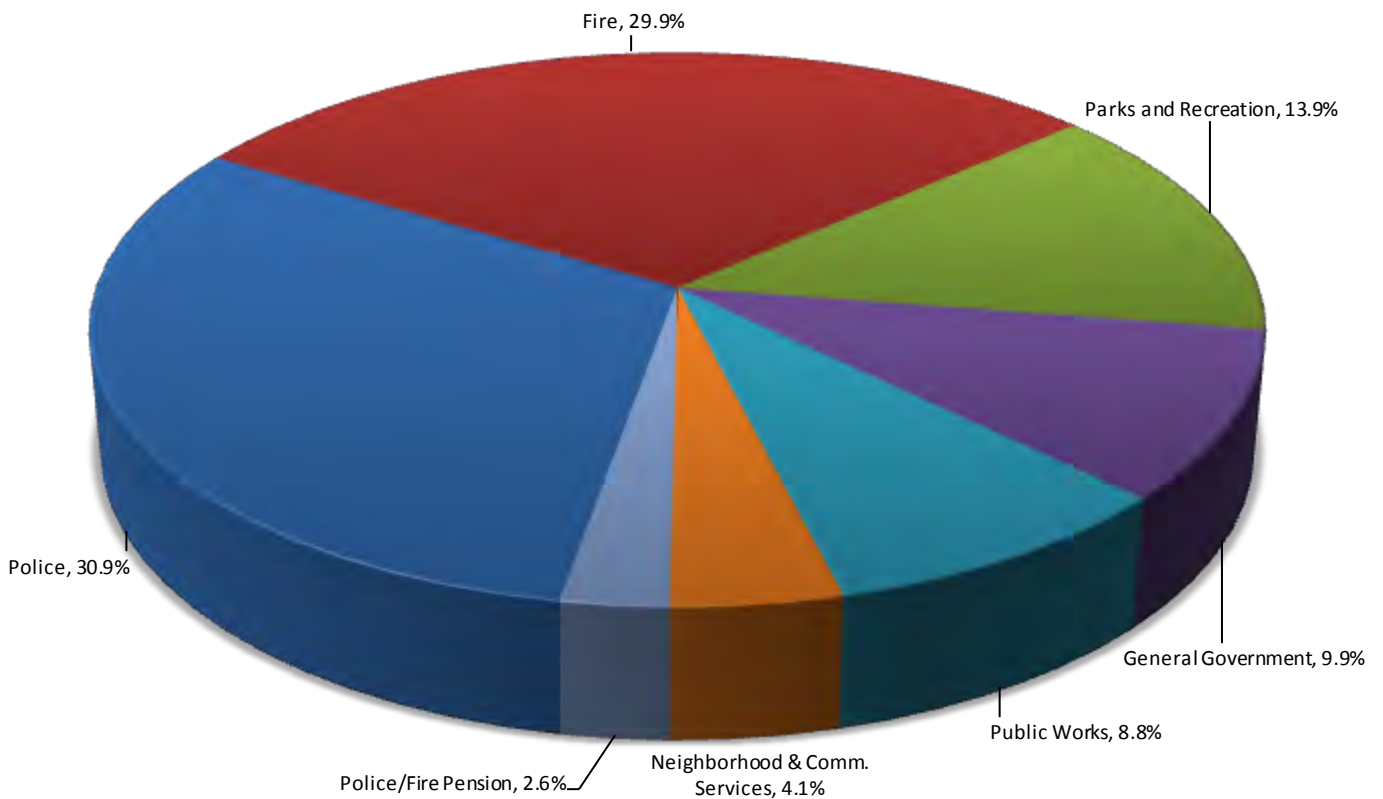
Police—phased out 4 Police Cadet positions formerly traded for Parks Ranger positions in FY2013

Public Works—eliminated Civil Engineer II position

Parks & Recreation—eliminated Golf Division Manager position, decreased hours of a Crew Supervisor I position to part-time, eliminated part-time Fitness position

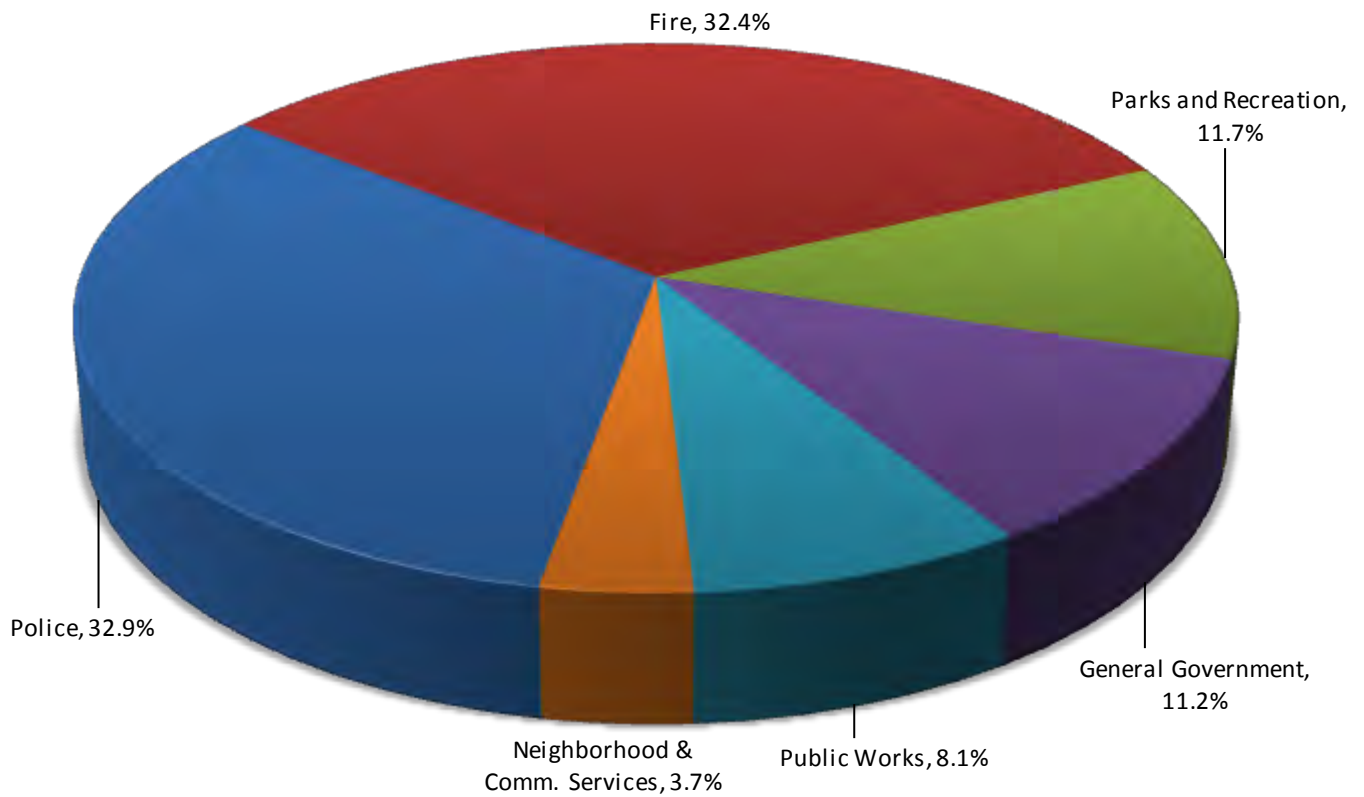
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PERSONNEL SERVICE EXPENDITURES — ALL FUNDS



Police	\$ 11,620,333	30.9%
Fire	11,250,525	29.9%
Parks and Recreation	5,231,108	13.9%
General Government	3,739,519	9.9%
Public Works	3,307,579	8.7%
Neighborhood & Comm. Services	1,531,375	4.1%
Police/Fire Pension	977,000	2.6%
Total	\$ 37,657,439	100.0%

PERSONNEL SERVICE EXPENDITURES — GENERAL FUND



Police	\$ 10,903,864	32.9%
Fire	10,739,286	32.4%
Parks and Recreation	3,890,454	11.7%
General Government	3,726,449	11.2%
Public Works	2,692,634	8.1%
Neighborhood & Comm. Services	1,217,682	3.7%
Total	\$ 33,170,369	100.0%



APPENDIX E

CAPITAL IMPROVEMENT PROGRAM (CIP)

CAPITAL IMPROVEMENT PLAN — FUND ALLOCATION REPORT

PROJECT TITLE	GENERAL FUND	SPECIAL REVENUES / CAPITAL PROJECTS	ENTERPRISE / INTERNAL SERVICE FUNDS	FINANCED PROJECTS	TOTAL
SLOAN CONVENTION CENTER (Fund 511)					
Exterior Improvements			105,000		105,000
Restroom Hardware Upgrade			25,000		25,000
Total Convention Center:	\$0	\$0	\$130,000	\$0	\$130,000
INFORMATION TECHNOLOGY (Fund 305)					
SAN Expansion		57,000			57,000
UPS Battery Replacement		30,000			30,000
Police In-Car Camera System Redunancy		48,000			48,000
Total Information Technology:	\$0	\$135,000	\$0	\$0	\$135,000
POLICE					
Vehicle/Equipment Replacement (Fund 301)	78,500	315,100			393,600
800 MHz Radio System Replacement (Fund 316)		2,200,000		1,100,000	3,300,000
Security Fencing for Parking Lots (Fund 277)		145,000			145,000
Digital Audio Recorder Alternate 911 Center (Fund 272/276)		30,000			30,000
Total Police:	\$78,500	\$2,690,100	\$0	\$1,100,000	\$3,868,600
FIRE (Fund 271)					
Vehicle/Equipment Replacement		47,500			47,500
Total Fire:	\$0	\$47,500	\$0	\$0	\$47,500
PUBLIC WORKS					
Street Resurfacing (Overlay Project) (Fund 221)		900,000			900,000
Sidewalk Reconstruction Program (Fund 221)		100,000			100,000
Stormwater Mitigation Program (Fund 324)	500,000				500,000
Sidewalk Improvement Program (Fund 302)	400,000				400,000
Downtown Signal Expansion (Fund 221)		90,000			90,000
Equipment/Vehicle Replacement (Fund 301)	173,500				173,500
12th Ave/State St Intersection Improvements (Fund 221)		100,000			100,000
Heritage Trail Improvements (Fund 322)		50,000			50,000
Briarwood School Connector Road to Lovers Ln	45,000				45,000
Municipal Facilities Improvements (Fund 335)	1,000,000	1,150,000			2,150,000
City Hall & CH Annex Boiler Replacement	96,500				96,500
City Hall Carpet/Wall Covering Repl & Restroom Improv	130,000				130,000
Police HQ LED Exterior Lighting Upgrade	30,000				30,000
Total Public Works:	\$2,375,000	\$2,390,000	\$0	\$0	\$4,765,000
PARKS & RECREATION					
Equipment/Vehicle Replacement (Fund 301)	28,000				28,000
RSA & Circus Sq. Fountain UV Disinf. Syst. Phase 2 (Fund 542)	23,000		75,000		98,000
Total Parks & Recreation:	\$51,000	\$0	\$75,000	\$0	\$126,000
NEIGHBORHOOD & COMMUNITY SERVICES					
Vehicle/Equipment Replacement (Fund 301)	20,000				20,000
Total Neighborhood & Community Services:	\$20,000	\$0	\$0	\$0	\$20,000
SUBTOTAL	\$2,524,500	\$5,262,600	\$205,000	\$1,100,000	\$9,092,100

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CAPITAL IMPROVEMENT PLAN — FUND ALLOCATION REPORT, *continued*

PROJECT TITLE	GENERAL FUND	SPECIAL REVENUES / CAPITAL PROJECTS	ENTERPRISE / INTERNAL SERVICE FUNDS	FINANCED PROJECTS	TOTAL
DEBT SERVICE					
CrossWinds Pro Shop Lease 1993			61,800		61,800
Ladder 1 Replacement Lease Note 2003		72,800			72,800
Convention Center Bonds 2003			772,800		772,800
Depot Renovation Refinancing Lease 2004	38,350	38,350			76,700
<i>(50% Reimbursement from Warren County)</i>		(38,350)			(38,350)
GO Bond Issue - Series A 2004	614,300		36,600		650,900
GO Bond Issue - Series B 2004	98,700				98,700
Lapsley Lane Relocation 2005	87,300				87,300
WC Water Dist Special Assmt - Russellville Rd	47,500				47,500
GO Bond Issue - Series 2007 A	947,800				947,800
ITA Bond Issue - Series 2007 B & C	1,350,000	1,350,000			2,700,000
<i>(50% Reimbursement from Warren County)</i>		(1,350,000)			(1,350,000)
Pumper 4 / Quint 2 Financing 2008		122,000			122,000
Ballpark Bond Issue 2008 A	1,610,500				1,610,500
Fire Station Construction/Expansion Bonds 2008 B		495,700			495,700
2009 GO Refunding Bonds	670,100	1,263,200			1,933,300
<i>(Reimbursement from Warren County for 20% of Soccer Complex portion of debt)</i>		(21,500)			(21,500)
John Deere Greens Roller Lease			5,500		5,500
Fire Aerial & Pumper 2010		151,000			151,000
WKU Project 2010/2011 Bond (2002 Bonds Refinanced)		2,470,700			2,470,700
<i>(100% Reimbursement from WKU)</i>		(2,470,700)			(2,470,700)
John Deere Reel Grinder/ Bed Knife Sharpener			8,400		8,400
GO Bond (Refinancing 2004A Issue) - Series 2012 A	200,100		11,900		212,000
GO Bond (Refinancing 2004B Issue) - Series 2012 B	56,000				56,000
GO Bond (Refinancing 2002A & 2004A) - Series 2013	248,700	320,400	14,800		583,900
Total Debt Service:	\$5,969,350	\$2,403,600	\$911,800	\$0	\$9,284,750
GRAND TOTAL	\$8,493,850	\$7,666,200	\$1,116,800	\$1,100,000	\$18,376,850
Total Debt Service: w/o Reimbursements	\$5,969,350	\$6,284,150	\$911,800	\$0	\$13,165,300
GRAND TOTAL w/o Reimbursements	\$8,493,850	\$11,546,750	\$1,116,800	\$1,100,000	\$22,257,400

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CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) is the annual plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, parks, etc.) with estimated project costs and sources of funding (including debt service payments). It is updated annually to reflect changes in funding availability or priorities.

A capital improvement is defined as an expenditure over the amount of \$25,000 with an expected lifetime of five years or more. While many individual vehicles and pieces of equipment do not cost \$25,000, replacement of several pieces of equipment is included in the CIP when the aggregate is more than \$25,000. Professional studies and technical services costing at least \$25,000 may also be included in the CIP when those studies will likely lead to a future construction project.

Work on development of the FY2014 Capital Improvement Program began in February. The estimated cost of requested projects and equipment always exceeds available resources, thus projects must be prioritized, and alternate sources of revenue sought.

The total Approved Capital Improvement Program, including all funds and debt service, is \$22,257,400. Excluding debt service, the proposed capital budget is \$9,092,100, of which \$2,524,500 is General Fund. Total debt service payments for FY2014 are budgeted at \$13,165,300 with \$5,969,350 coming from General Fund revenues, including the \$1.6 million for the Ballpark bond issue and \$1.35 million for the City's share of the ITA debt. Reimbursements from WKU and Warren County will reduce the actual debt service paid by the City to \$9,284,750. The only new debt service proposed in FY2014 is for a portion of the City's share of the 800 MHz radio system replacement.

The size of the capital budget dropped 20-25% per year from FY2007 to FY2010. However, the proposed FY2014 CIP continues a more recent trend to increase project expenditures compared to the low mark four years ago. The following chart compares the total proposed capital budget with those adopted each of the last seven fiscal years; debt service; General Fund projects excluding debt; and debt as a percentage of the CIP.

FISCAL YEAR	TOTAL CIP	DEBT ONLY	GEN FUND EXCL DEBT	DEBT AS % OF CIP
2007	\$33.4 M	\$ 8.9 M	\$6.4 M	26.6%
2008	\$25.5 M	\$10.1 M	\$4.4 M	39.6%
2009	\$18.8 M	\$11.1 M	\$1.8 M	59.0%
2010	\$15.4 M	\$12.4 M	\$ 0	80.5%
2011	\$16.1 M	\$13.3 M	\$525,000	82.7%
2012	\$18.3 M	\$13.2 M	\$2.7 M	72.0%
2013	\$19.1 M	\$13.3 M	\$2.7 M	69.8%
2014	\$22.3 M	\$13.2 M	\$2.5 M	59.2%

(in millions)

The total CIP increase in FY2014 can be attributed primarily to the major project to replace the county-wide radio system. While the FY2014 budget shows the positive trend of reducing debt as a percentage of the CIP (down to 59.2% after a high of 82.7% in 2011), partial financing of the radio system will add future debt.

CAPITAL IMPROVEMENT PROGRAM, *continued*

The following provides a brief description of all of the projects and equipment included in the proposed FY2014 Capital Improvement Program.

SLOAN CONVENTION CENTER: \$130,000 (paid from Convention Center Enterprise Fund)

- Exterior Improvements - \$105,000: The Convention Center's exterior will be repaired, painted and sealed. There has not been any significant work performed on the building exterior in the past ten years.
- Restroom Hardware Upgrade - \$25,000: The six public restrooms were remodeled in 2009. The hardware will be replaced in order to maintain the appearance and appeal of the facility.

INFORMATION TECHNOLOGY: \$135,000

- SAN Expansion - \$57,000: The Storage Area Network (SAN) houses most of the major databases used in City operations. Utilizing the SAN to store the databases also provides real-time built in redundancy as well as automatic backup at the alternate IT site. This purchase will double the storage capacity and allow for long-term growth. The email system will be placed on the SAN for best results and safety for redundancy and backup.
- UPS Battery Replacement - \$30,000: The Uninterrupted Power Source (UPS) in the main City Hall Annex Data Center is approximately five years old. Periodic battery replacement is needed so that the UPS can hold enough power for the equipment if the generator were to fail.
- Police In-Car Camera System Redundancy - \$48,000: New in-car cameras will be purchased for police vehicles in the future. A new video storage system will be needed prior to camera installation, with a redundant system and software to ensure the data is housed at two locations in the event of a major failure.

POLICE: \$3,868,600

- 800 MHz Radio System Replacement - \$3.3 million: This major project will replace the 1996 county-wide radio system, including use of multiple towers. System components are no longer manufactured and the current system does not cover the entire city let alone Warren County. The one tower has no redundancy in the event of failure or natural disaster. The City's proportionate share of the cost is estimated to be approximately \$3.3 million. Currently, \$2.2 million has been set aside in a capital projects fund leaving approximately \$1 million to be financed through a short-term lease-purchase. Debt service is targeted to be approximately \$150,000 annually.
- Police Vehicle Replacement - \$393,600: Twelve patrol cars will be replaced, including all specialized police equipment. Vehicle replacement was placed in abeyance for FY2011 and FY2012 due to financial conditions but was restarted this past year. There are at least six patrol vehicles that are over 13 years old and six others in the department that are 12-14 years old.
- Parking Lot Security Fencing - \$145,000: Special revenues will be used to construct a decorative but secure fence around the Police Headquarters parking lot. The area is particularly vulnerable because of unrestricted access to police and employee vehicles. The fence and limited access gates will provide more security for employees who enter and leave the building during the night.
- Alternate 911 Center Digital Audio Recorder - \$30,000: A recording system will be installed at the Alternate 911 Center, so that any calls received at that center can be recorded just as they are in the main 911 Center.

FIRE: \$47,500 (paid from Fire Improvement Fund)

- Vehicle/Equipment Replacement - \$47,500: Two staff vehicles will be replaced in the Fire Administration and Prevention divisions.

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CAPITAL IMPROVEMENT PROGRAM, *continued*

PUBLIC WORKS: \$4,765,000

- Street Resurfacing (Overlay Project) - \$900,000: This on-going program provides for resurfacing of streets according to priorities determined from the pavement management system. FY2014 funding will come from state Liquid Fuel Tax revenues. Depending on fuel prices and assuming standard road conditions, and if no major road reconstruction or sidewalk/curb/gutter work is required, this budget will provide for approximately 4.5 miles of newly overlaid street.
- Sidewalk Reconstruction Program - \$100,000: This on-going program replaces existing sidewalks, curb and gutter. The primary focus is to replace existing sidewalks to improve trip hazards and ADA compliance. The department employs a corridor approach, improving entire blocks rather than individual locations. Funds will be allocated from Liquid Fuel Tax revenues.
- Stormwater Mitigation Program - \$500,000: The May 2010 flooding in Bowling Green demonstrated the continued need to direct resources into the City's stormwater efforts. Subsequent budgets have included a total of over \$1.6 million to help address the most critical needs. The Public Works Department has identified over 60 potential large scale drainage improvement projects of varying size and scope throughout the City that will take a number of years to fully implement. This budget commits another \$500,000 to help address the backlog. Project prioritization is scheduled to occur in July. Projects could range from deepening an existing basin, to constructing a new retention basin from scratch, to any number of smaller projects. Costs depend greatly upon the conditions, such as rock, level of protection desired (75-year storm, 100-year storm), and market conditions for bids.
- Sidewalk Improvement Program - \$400,000: This priority project was initiated in FY2008 to foster a "walkable" city by providing sidewalks in commercial and high-traffic residential areas where none exist. Since that time, 7.4 miles of new sidewalk have been constructed. Although placed in abeyance for two years due to budget constraints, the program was reinstated in FY2012. Initial funding came from under-spending and fund balance. Current revenues are now utilized to fund the program, which is projected to construct almost 5,000 linear feet of new sidewalks. Needs were prioritized and will take many years to complete utilizing existing revenue sources.
- Heritage Trail Improvements - \$50,000: The Heritage Trail will run from Fountain Square Park to the riverfront, generally following an existing alleyway. Portions have already been or will be completed using a combination of private and public funds. The focus of the remaining three-block section of the project (Third to Sixth avenues) will be to establish a shared use route for pedestrians, bicyclists, and vehicles. Work will include drainage and pavement improvements as well as signage and markings. Re-grading of the alley will improve drainage, address flooding issues and make it easier for drivers and pedestrians to navigate the trail.
- Briarwood School Connector - \$45,000: This project will provide an additional access point to Briarwood Elementary School, utilizing the entrance to the soccer complex parking lot from Lovers Lane. This will reduce the queuing of vehicles on adjacent neighborhood streets. The City's participation is contingent on Warren County Public Schools committing to construct a new drop-off lane to connect to the new access point.
- Equipment/Vehicle Replacement - \$173,500: Four pieces of Public Works equipment will be replaced in the FY2014 budget: two 1999 leaf machines at \$45,000 each; the 2008 four-ton diesel asphalt hot patch trailer at \$31,500; and a 2000 C3500 flatbed truck with a lift gate at approximately \$52,000. Several other equipment replacement priorities have been postponed to future years.

CAPITAL IMPROVEMENT PROGRAM, *continued*

- Municipal Facilities Improvements - \$2,376,500: Over \$2.3 million has been budgeted to provide for various building improvements at several City facilities, including building renovation, boiler replacement, plumbing repairs and restroom fixture replacement, carpeting, painting, wall covering and repairs, and increased storage. No financing will be required for these projects.
- Downtown Signal Expansion - \$90,000: State funds will be used to continue the upgrade of traffic signals. The FY2014 project is the Normal Avenue/Regents Drive intersection, and will include signal and pedestrian pole replacement and pedestrian and loop detector installation. The appearance of the traffic signals will be similar to the other downtown signals replaced in recent years.
- 12th Avenue/State Street Intersection Improvements - \$100,000: The road surface at this busy intersection will be replaced with concrete for overall improved performance and longevity. Curb, gutter, and traffic detection loop replacement will also be performed where necessary.
- Police Headquarters LED Exterior Lighting Upgrade - \$30,000: This project will retrofit 15 parking lot lights and 16 wall pack lights on the Police Headquarters building with LED lights. LED lights last five times as long as the current metal halide bulbs and dissipate 85% fewer watts of total power, resulting in dramatic energy savings. Several of the outside building lights were already upgraded to LED lighting using an energy grant. This project will complete the exterior lighting upgrade at Police Headquarters.

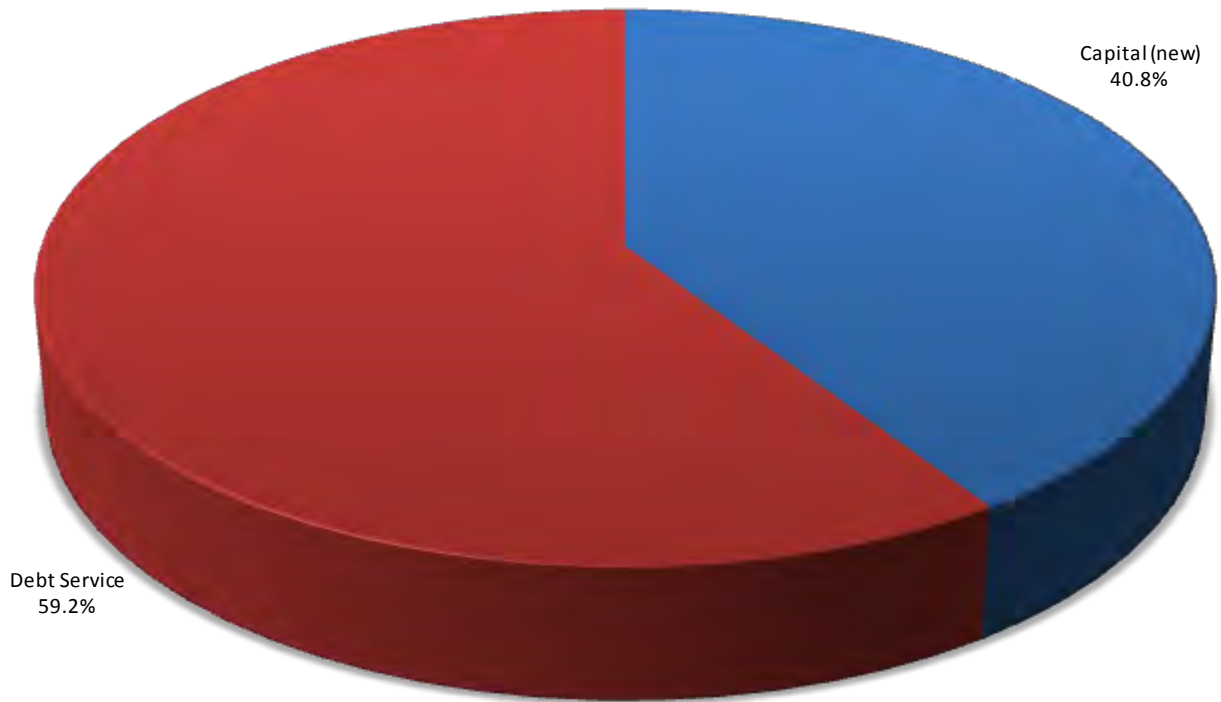
PARKS & RECREATION: \$126,000

- Equipment Replacement - \$28,000: A 1997 half-ton eight-passenger van will be replaced. The van is used for the Special Populations program, including taking Special Olympics teams to competitions throughout the state. While the replacement of several vehicles and pieces of equipment was requested, this need was deemed the highest priority due to passenger safety issues.
- Russell Sims Aquatic Center & Circus Square Fountain UV Disinfection System - \$98,000: The project for the water disinfection system at the aquatics center was initiated in FY2013 regarding the main pool filtration system. The project will be expanded to include the entire water feature and spray ground areas, utilizing Aquatics Enterprise Fund revenues. The Circus Square Park fountain will be similarly addressed using General Fund revenues.

NEIGHBORHOOD & COMMUNITY SERVICES: \$20,000

- Equipment/Vehicle Replacement - \$20,000: A small SUV used in the Building Inspection Division will be replaced. It will have over 100,000 miles by the time it is replaced. More than \$24,000 has been spent on maintenance and repairs over the life of the vehicle, with more frequent visits to the shop in the past two years. This unit is most in need of replacement; two others have been postponed until at least FY2015.

CAPITAL BUDGET — ALL FUNDS



Capital (new)	\$ 9,092,100	40.8%
Debt Service	13,165,300	59.2%
Total	\$ 22,257,400	100.0%



APPENDIX F

AGENCIES

AGENCY FUNDING — SUMMARY

City Created/Contract Agencies	FY 10/11 Actual	FY 11/12 Actual	FY 12/13 Adopted	FY 13/14 Requested	FY 13/14 Approved
BG/WC Drug Task Force	\$ 33,133	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
BG/WC Humane Society	81,595	81,595	87,000	87,000	87,000
BG/WC Regional Airport	50,530	53,155	54,750	56,500	56,500
BG/WC Welfare Center*	28,385	28,385	29,240	29,240	29,240
Capitol Arts Alliance, Inc**	58,399	55,000	0	0	0
Central Region ICC	45,000	45,000	45,000	45,000	45,000
Community Action--Child Services***	18,500	24,125	0	0	0
Community Action--Transportation	206,615	206,615	222,110	237,110	237,110
Downtown Redevelopment Authority***	58,370	22,185	0	0	0
Economic Development Authority	130,266	125,000	125,000	125,000	125,000
Hobson House Commission	52,640	52,640	52,640	52,640	52,640
Human Rights Commission	59,935	59,935	59,935	59,935	59,935
Friends of L&N Depot--Depot Mgmt ****	40,880	25,000	10,000	0	0
BG-WC Operation P.R.I.D.E.	24,440	24,440	24,440	24,440	24,440
Planning Commission	496,600	496,600	471,770	471,770	471,770
WC Regional Jail Inmate Mowing (Pride)	28,295	28,295	34,949	34,949	34,949
	\$ 1,413,583	\$ 1,372,970	\$ 1,261,834	\$ 1,268,584	\$ 1,268,584
United Way of Southern Kentucky*****	9,135	6,920	9,167	12,325	\$12,325
Total	\$ 1,422,718	\$ 1,379,890	\$ 1,271,001	\$ 1,280,909	\$ 1,280,909

* Welfare Center also receives excess Gas Franchise fees collected in accordance with Municipal Order No. 2008-30

**Capitol Arts Alliance ceased to exist as a stand alone organization beginning July 1, 2012

*** FY2012 was final year of funding -- Phased-out per FY2011 Adopted Budget

**** FY2013 was final year of funding as an approved "contract agency"

***** United Way funding is based on City employee pledges

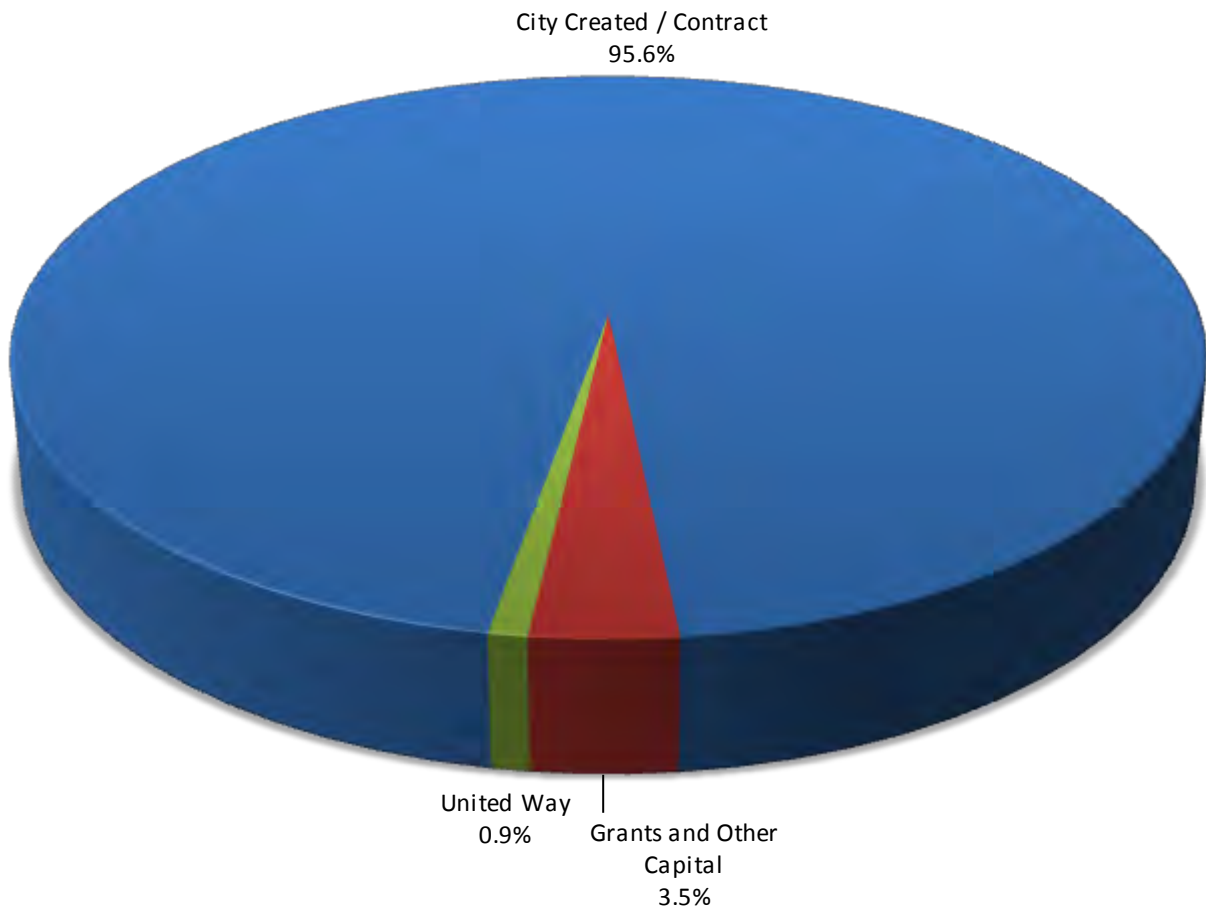
Other Agency Funding:

Regional Airport Grant Matches / Capital Impr.	\$ 8,616	\$ 0	\$ 43,135	\$ 45,625	\$ 45,625
Emergency Mgmt COWS Siren Repl. / Upgrade	10,000	5,490	10,000	0	0
Humane Society Capital Impr.	0	62,000	0	0	0
African American Museum of BG Assoc	0	30,000	0	0	0
Subtotal	\$ 18,616	\$ 97,490	\$ 53,135	\$ 45,625	\$ 45,625
Total General Fund	\$ 1,441,334	\$ 1,477,380	\$ 1,324,136	\$ 1,326,534	\$ 1,326,534

Agency funding totals approx. 2.5% of FY2014 General Fund expenditures

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AGENCY FUNDING



City Created / Contract	\$ 1,268,584	95.6%
Grants and Other Capital	45,625	3.5%
United Way	12,325	0.9%
Total	\$ 1,326,534	100.0%



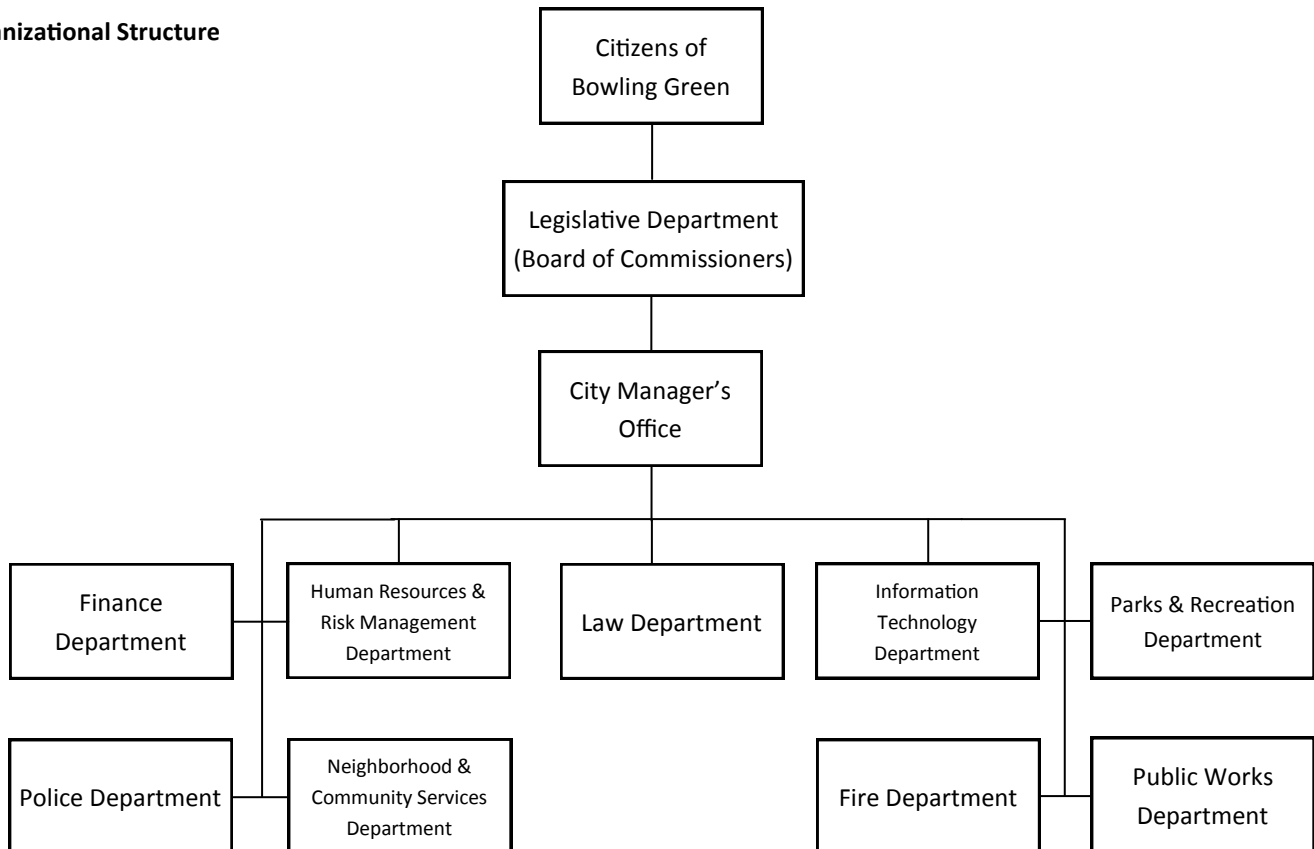
APPENDIX G

DEPARTMENT SUMMARIES

LEGISLATIVE DEPARTMENT SUMMARY

Mission	The Legislative Department of the City of Bowling Green is committed to strengthening our vibrant community by focusing on quality of life, service delivery, fiscal responsibility, public safety, neighborhood revitalization, visionary leadership, and economic development.		
Department Budget Summary			
		ADOPTED BUDGET	APPROVED BUDGET
EXPENSES:	ACTUAL FY2012	FY2013	FY2014
Personnel	\$ 124,003	\$ 124,955	\$ 117,856
Contractual Services	16,635	33,430	28,080
Supplies & Materials	3,881	2,750	2,000
Subsidies & Assistance			
TOTAL EXPENSES	\$ 144,519	\$ 161,135	\$ 147,936
Positions	Total Budgeted Full Time Positions	0	0
Contacts	Executive Assistant: Kim Lancaster email: Kim.Lancaster@bgky.org 1001 College Street, Bowling Green KY 42101		

Organizational Structure



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LEGISLATIVE DEPARTMENT SUMMARY, *continued*

Accomplishments

- 41 Board of Commissioners meetings, Work Sessions and Special Call meetings held
- 42 Ordinances considered
- 226 Municipal Orders/Resolutions considered
- 36 Proclamations issued
- 5 summers strolls attended
- 49 citizen appointments made to various city boards, commissions, agencies and committees
- Transitioned Sister Cities program management to the BG Area Convention and Visitor's Bureau; City to provide funding over a five-year period to assist with the transition of responsibility (FY2013-FY2017)

Goals

The Board of Commissioners, consisting of a Mayor and four Commissioners, serves as the legislative branch of city government and is responsible for establishing policy directives for the general direction and management of the property and affairs of the City of Bowling Green insofar as they do not conflict with the provisions of the Kentucky Revised Statutes relating to the City Manager Plan of Government. The Mayor is elected at-large for a term of four years. The Commissioners are elected at-large for two-year terms. Broad goals defined by the Board include:

- More jobs, more diverse economy
- Improved traffic flow
- Thriving downtown and riverfront
- Sustainable city government
- Strong neighborhoods

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Overall quality of life in Bowling Green at excellent or good rating	N/A	81% (Similar)	N/A	At or above national average
Strong Neighborhoods at excellent or good rating	N/A	70% (Below)	N/A	At or above national average
Economic Growth/Development at excellent or good rating	N/A	60% (Much Above)	N/A	At or above national average

LEGISLATIVE DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Board of Commissioners		
Reduction to local meetings, special events and books and publications accounts	\$ (6,025)	One-time funding for FY2013 Bicentennial event has been removed for FY2014
Sister Cities Program		
Elimination of postage and freight budget	(75)	No impact on performance is expected
Pay Adjustment	(7,099)	FY2014 Cost of living adjustment, fringe benefit changes
TOTAL IMPACT	\$ (13,199)	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014	FY13-FY14 Change	% Difference
Board of Commissioners	\$ 143,733	\$ 155,380	\$ 142,256	\$ (13,124)	-8.4%
Sister Cities Program	786	5,755	5,680	(75)	-1.3%
TOTAL EXPENSES	\$ 144,519	\$ 161,135	\$ 147,936	\$ (13,199)	-8.2%

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CITY MANAGER'S OFFICE SUMMARY

Mission The City Manager's Office leads the efforts of municipal government to accomplish the vision, goals and objectives of the Board of Commissioners. Working with all City departments, the City Manager and staff provide leadership and direction to department heads and other staff to develop action plans and programs for the operation of the City's functions.

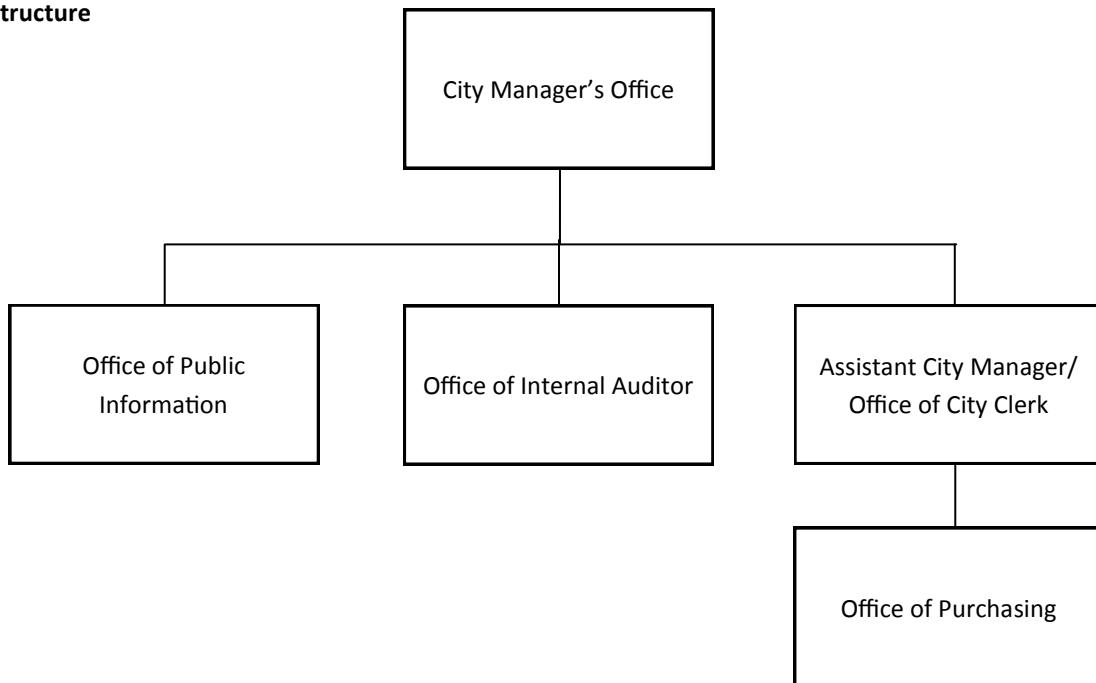
Department Budget Summary

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014
Personnel	\$ 646,726	\$ 674,652	\$ 709,531
Contractual Services	188,503	178,625	186,823
Supplies & Materials	12,287	23,750	15,000
Subsidies & Assistance	0	0	0
Contingency & Other	0	600	600
TOTAL EXPENSES	\$ 847,516	\$ 877,627	\$ 911,954

Positions	Total Budgeted Full Time Positions	7	7	8
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Contacts City Manager: Kevin DeFebbo email: Kevin.DeFebbo@bgky.org
1001 College Street, Bowling Green KY 42101

Organizational Structure



CITY MANAGER’S OFFICE SUMMARY, *continued*

Accomplishments

- Participated in 5th year of ICMA’s Center for Performance Measurement Data Reporting and Comparison Program
- Over \$48,000 was collected from the sale of City surplus property from local and on-line auctions.
- 67 requests for public records processed by the City Clerk’s Office
- 6 *Spotlight on Bowling Green* programs produced in-house
- 1 *BG Minute* program produced in-house
- 4 public service announcements and commercials produced in-house
- 8 *Update Bowling Green* programs produced in-house
- 55 eNews releases distributed
- 132 burial certificates issued
- 37 formal bids posted on website
- Prepared, distributed and collected the second annual Internal Services Employee Survey
- Completed the 22nd supplemental update to the City’s Code of Ordinances
- Saved an aggregate of over \$5 million in salary, benefits and retirement costs through right-sizing over past 6 years
- Developed and implemented a local bidder preference policy
- Prepared and issued the City’s 5th Annual Report Calendar
- Began posting of Board of Commissioners meeting videos on the City’s website and YouTube
- Completed internal audit of Fleet operations, Police payroll audit follow-up, Code Enforcement process audit follow-up and oversaw IT security audit.

Goals

City Manager:

- Accomplish the vision, goals and objectives of the Board of Commissioners.
- Preserve the financial viability and sustainability of City government.

Assistant City Manager/Office of City Clerk:

- Provide quality customer service in a timely manner to the Board of Commissioners, City staff, other governmental agencies and the general public.
- Maintain the integrity and sustainability of the City’s official records as prescribed by law and policy.
- Promote the fiscal management and sustainability of City government.

Office of Internal Auditor:

- Provide an independent and objective review of the City of Bowling Green’s risk management, internal control, and governance processes to improve efficiency of procedures, effectiveness of operations, and aid in preventing fraud, waste, or abuse.

Office of Purchasing:

- Purchase without prejudice, seeking to obtain the maximum value for each dollar of expenditure in accordance with established guidelines.
- Administer an efficient, compliant procurement and bid system.
- Manage surplus inventory effectively and efficiently.

Public Information:

- Coordinate and implement the City’s public information plan to cultivate and maintain a positive public image of municipal government.
- Manage and oversee the City’s Government Access Cable Channel 4 by coordinating the schedule, producing programs and maintaining equipment.

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Audit Plan Completion—75% of approved audit plan should be completed within the fiscal year	48.6%	47.25%	41.5%	>75%
Administer Records Management and Excellent Customer Service—maximum of 3 working days to complete open records request	1.96	1.79	1.7	<3.0
Purchase Order Approval by Central Purchasing—maximum of 3 working days to final approval of PO’s by Central Purchasing	N/A	2.38	2.0	<3.0
BG TV Channel 4 Programming—minimum of 20 programs produced per year	8 programs, 14 PSA’s	15 programs	18 programs	>20
Informed Citizenry—obtain excellent or good ranking by at least 70% of those surveyed	N/A	71%	N/A	>70%

CITY MANAGER'S OFFICE SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
City Manager's Office		
Increase to vehicle maintenance fee and dues/fees accounts; reduction to telephone account	\$ (254)	No impact on performance is expected
Assistant City Manger/City Clerk		
Increase to dues/memberships/fees, city vehicle maintenance fee accounts; reduction to supply and travel accounts	4,042	Funding requested for GFOA Distinguished Budget Award application and addition of new City Hall pool car
Internal Auditor		
Increase to professional services account; reduction to supplies and books & publications	1,100	Additional funding for first year of fraud hotline services
Purchasing		
Increase to advertising and supply accounts; reduction to special education and elimination of small equipment accounts (cell phones moved to IT Department)	(7,775)	No impact on performance is expected
Public Information		
Increase to professional services, dues and special education accounts; reduction to adverting, local meeting and small equipment accounts	2,335	Increased funding to allow public information employees to attend 3CMA Conference
Pay Adjustment	34,879	FY2014 cost of living adjustment and one-half step increase, change part-time position to full-time position
TOTAL IMPACT	\$ 34,327	

Departmental Budget by Division

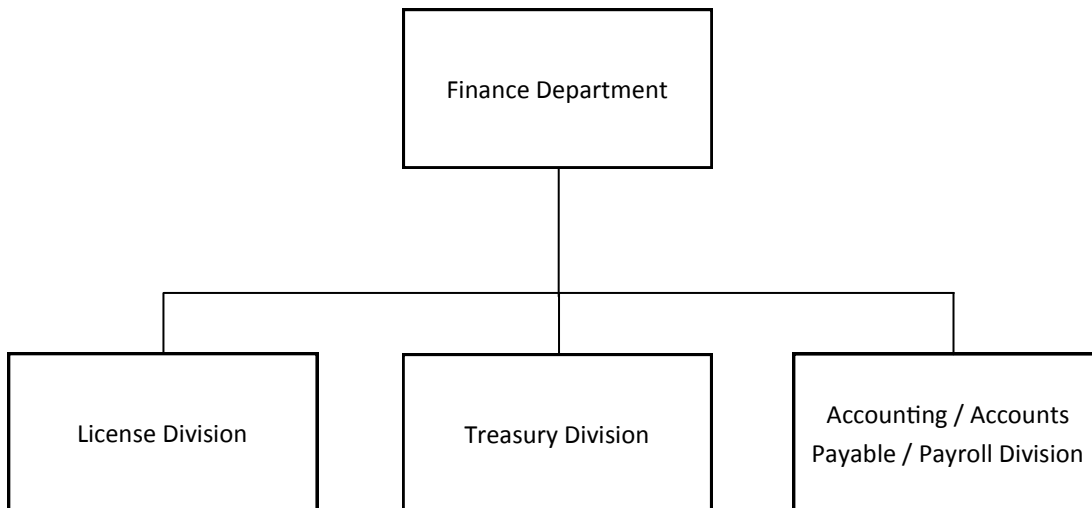
EXPENSES:	ADOPTED BUDGET			FY13-FY14	
	ACTUAL FY2012	FY2013	APPROVED BUDGET FY2014	Change	% Difference
City Manager's Office	\$ 253,173	\$ 263,148	\$ 266,442	\$ 3,294	+1.3%
Assistant City Manger/ City Clerk	190,274	202,159	211,799	9,640	+4.8%
Internal Auditor	199,184	180,102	183,128	3,026	+1.7%
Purchasing	82,560	95,948	76,683	(19,265)	-20.1%
Public Information	122,325	136,270	173,902	37,632	+27.6%
TOTAL EXPENSES	\$ 847,516	\$ 877,627	\$ 911,954	\$ 34,327	+3.9%

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FINANCE DEPARTMENT SUMMARY

Mission	The Finance Department strives to provide excellent customer service to meet the needs of citizens and all City departments; provide timely and accurate financial information to ensure good decision-making; and perform duties in an ethical manner with the utmost integrity.		
Department Budget Summary			
EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014
Personnel	\$ 1,243,972	\$ 1,288,184	\$ 1,307,534
Contractual Services	88,509	91,149	92,674
Supplies & Materials	4,240	5,300	5,700
Subsidies & Assistance	0	0	0
Contingency & Other	0	0	0
TOTAL EXPENSES	\$ 1,336,721	\$ 1,384,633	\$ 1,405,908
Positions	Total Budgeted Full Time Positions	18	18
Contacts	Chief Financial Officer: Jeff Meisel email: Jeff.Meisel@bgky.org 1017 College Street, Bowling Green KY 42101		

Organizational Structure



FINANCE DEPARTMENT SUMMARY, *continued*

Accomplishments

- Rejuvenated Monthly Financial Bulletin with a more reader-friendly, new design for FY2013 emphasizing color charts and graphs and a condensed format.
- Completed two refunding bond issues resulting in combined savings of over \$1,127,000.
- License Division collected \$390,738 in additional occupational licenses and fees through field inspections and audits of annual withholding reconciliations, net profit returns, transient accounts and 1099 forms.
- Received 7th consecutive Certificate of Excellence in Financial Reporting for the FY2011 CAFR.
- Received 1st GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting for FY2011 PAFR.
- Completed two Job Development Incentive agreements during 2012 calendar year projected to produce 156 new jobs with incentives projected to be \$498,000 over ten years. The City's net share of new withholdings is projected to be \$423,000.
- Assisted Bowling Green Area Convention & Visitors Bureau with litigation of delinquent transient room taxes, collecting \$91,000 in delinquent payments.
- Assisted with the reorganization of the deficit-reducing plan for the City's Golf program and proposed the elimination of enterprise fund accounting effective with FY2015.
- Increased procurement card transactions by 800 or +58.5% and p-card pending by over +\$141,000 or +41.6%, which has increased invoice processing and payment efficiencies.
- Finance staff participated on the Budget Team and prepared the City's 1st GFOA Budget Document, which received the Distinguished Budget Presentation Award.

Goals

Chief Financial Officer:

- Manage and oversee the City's accounting systems in order to safeguard the City's assets and to ensure the integrity of the financial information needed for decision making by both elected officials and City residents.
- Provide timely and accurate financial information to City Manager and elected City officials to reflect the City's financial condition.

Treasury:

- Administer an efficient collection system for property taxes and occupational license fees.
- Serve as the central collection agency for all City revenues to ensure accurate accounting in the general ledger.

License:

- Increase occupational tax revenues and compliance to Chapter 18 of City Ordinances by locating and registering business activity that is conducted within the City limits and monitoring business starts and closures.
- Effectively audit and process refund requests of occupational license fees, overpayments, and verify recipients.

Accounting/Accounts Payable/Payroll:

- Accurately monitor, analyze and report the City's financial position while maintaining the general ledger and reconciling cash and investment balance and preparing high quality financial reports.
- Efficiently manage, process, and distribute vendor payments while coordinating and maintaining records for the City's out-of-town travel program and procurement card utilization.

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Percent of property taxes collected within six months of due date	98.3%	98.9%	99.1%	99.2%
Reduction in the number of unpaid prior year property tax bills over \$1,000	50.4%	51.9%	53.3%	54.0%
Percent of withholding fees collected within 45 days of the due date	97.6%	97.5%	97.9%	98.3%
Total Number of payments processed by the Payroll Division	19,303	19,320	19,340	19,340
Percent of vendor payments paid by ACH	34.0%	47.7%	55.0%	60.0%
Number of Procurement Card transactions	1,395	2,211	2,800	3,500

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FINANCE DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Chief Financial Officer		
No change in funding	\$ 0	
Treasury		
Reduction to administrative services account	(2,000)	No impact on performance is expected
License		
Increase to vehicle maintenance fee and printing accounts	4,056	Funds required for increased mailing notices due to capital gains tax change.
Accounting/AP/Payroll		
Increase to supply and printing accounts; reduction to professional services and dues accounts	(131)	No impact on performance is expected
Pay Adjustment	19,350	FY2014 cost of living adjustment, one-half step increase, and one position upgrade
TOTAL IMPACT	\$ 21,275	

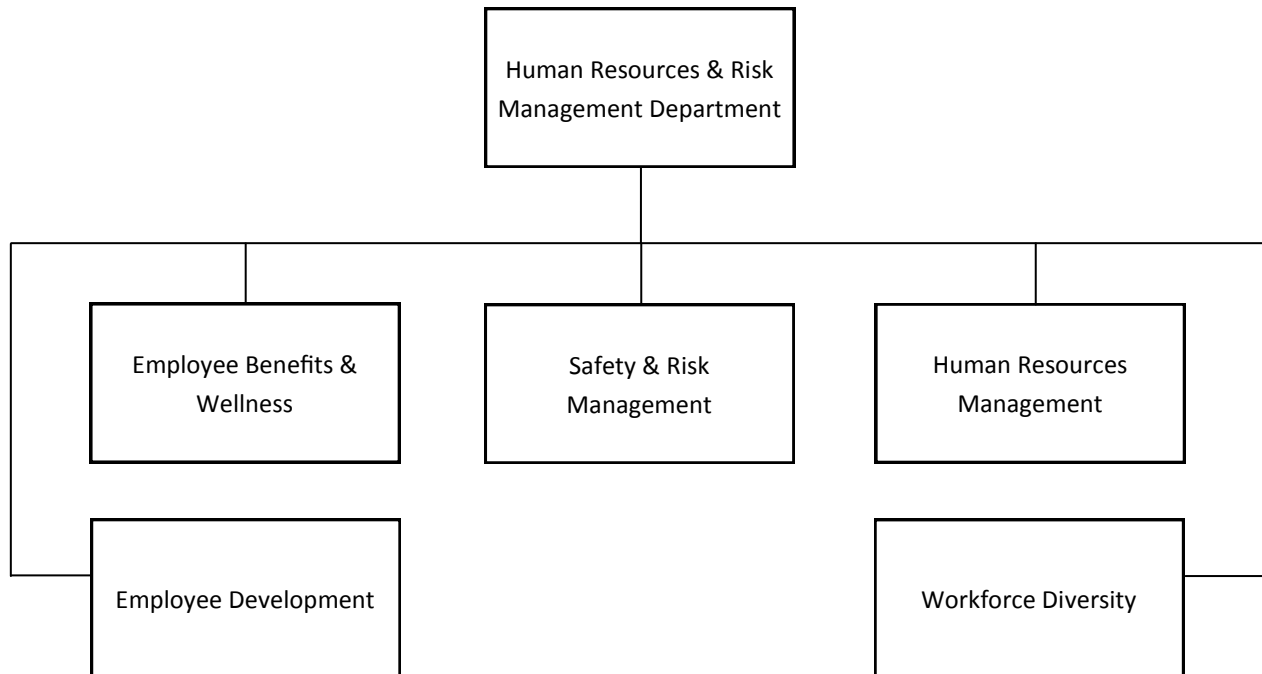
Departmental Budget by Division

EXPENSES:	ADOPTED		APPROVED	FY13-FY14	
	ACTUAL FY2012	BUDGET FY2013	BUDGET FY2014	Change	% Difference
Chief Financial Officer	\$ 210,836	\$ 220,452	\$ 225,725	\$ 5,273	+2.4%
Treasury	270,402	280,360	220,207	(60,153)	-21.4%
License	320,126	330,547	341,909	11,362	+3.4%
Accounting/AP/ Payroll	535,357	553,274	618,068	64,794	+11.7%
TOTAL EXPENSES	\$ 1,336,721	\$ 1,384,633	\$ 1,405,909	\$ 21,276	+1.5%

HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT SUMMARY

Mission	The Department of Human Resources and Risk Management seeks to develop and administer innovative programs for personnel management that are fair, equitable, based solely on merit, and in compliance with applicable laws and regulations. We will constantly work toward fostering an atmosphere of openness and customer service for both the internal and external customer in a manner that exceeds the customer's expectations.		
Department Budget Summary			
	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014
EXPENSES:			
Personnel	\$ 518,234	\$ 612,370	\$ 625,473
Contractual Services	5,436,582	6,696,958	6,893,375
Supplies & Materials	53,174	84,890	86,270
Subsidies & Assistance	0	25,500	20,000
Contingency & Other	0	120,000	120,000
TOTAL EXPENSES	\$ 6,007,990	\$ 7,539,718	\$ 7,745,118
Positions	Total Budgeted Full Time Positions	6	6
Contacts	Human Resources Director: Michael Grubbs email: Michael.Grubbs@bgky.org 1001 College Street, Bowling Green KY 42101		

Organizational Structure



Accomplishments

- Received and processed 1,131 employment applications, with 219 positions filled; conducted two police officer, one firefighter, and one dispatcher recruitment and testing cycles.
- Joined the South Central Kentucky Training Consortium to gain access to discounted-cost employee and supervisor training, with 123 employees participating during the first six months; one Public Works manager completed a year-long supervisor certification program.
- Restarted the Team Bowling Green supervisor development program after a four-year hiatus, with 19 employees graduating from the year-long class.
- Conducted internal audits to make certain that only eligible spouses and dependents are covered on the City's self-funded medical and dental plans, and that appropriate employees are paying the Warren County Schools payroll tax.
- Made changes to the City's property/liability insurance coverage and schedules to save the City over \$60,000 per year.
- Due to City safety efforts, the workers' compensation experience modifier factor used to calculate insurance premiums is <.60, when a modification factor of 1.0 would equate to no adjustment up or down to calculate the final premium.
- Over 50 quarterly departmental meetings were conducted to explain employee benefits, on-line enrollment, help employees be better consumers of their medical plan, and to respond to questions.
- Developed a work zone temporary traffic control policy, coordinated necessary training and funded traffic control trailer.
- Reviewed and/or investigated a total of 114 auto, property, general liability, and injury claims; participated with and/or coordinated 21 safety committee meetings; and performed a thorough inspection of 25 City facilities.
- Evaluated all Fire Department facilities for radon, provided analysis to the Fire Department, who initiated and completed mitigation of three stations, and placed long-term testing media in certain stations to determine effectiveness of work.

Goals

Human Resources Management:

- Assure that the City's compensation and benefits structure provides a fair and competitive pay rate and benefits program for its employees.
- Provide equal employment opportunity through extensive recruitment for job openings and continue to develop a diverse workforce representative of the community served.

Employee Benefits & Wellness:

- To provide a competitive benefits package, including educating employees/spouses regarding their existing benefits, and providing education as a prevention tool through offering wellness programs.
- Develop an employee wellness program that will encourage and help employees manage their health.

Safety & Risk Management:

- Reduce pre and post-loss exposures through proper management and diligent oversight of claims, including workers' compensation, liability and property.
- Assure adequate risk financing mechanisms (both internal and external) are in place at the least possible cost to the City, to pay for the potential loss of assets (i.e. insurance policies, budget loss retention).

Employee Development

- Continue to enhance employee, supervisor and leadership development, to move toward the goal of being a High Performing Organization (HPO).
- Improve employee productivity through continued enhancement of communications.

Workforce Diversity

- Diversify the City's workforce to reflect the community served.
- Improve understanding and acceptance of individual differences through education and training.
- Increase the hiring and promotion of women, minorities and persons with disabilities.

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Number of grievances filed/total number of employees subject to grievance procedure	1 per 441 employees	1 per 146.3 employees	1 per 443 employees	1 per 221.5 employees
Percentage of performance reviews completed on schedule	90%	94%	90%	90%
Percentage of employees rating overall HR services excellent or good	87.1%	90.8%	85%	90%
Workers Compensation expenditures per \$100 salary & benefits	\$1.16	\$1.82	\$1.28	\$1.34
Workers Compensation/number days lost per FTE	0.28	0.05	0.1	0.1

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HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Human Resources Management		
Reduction to administrative and professional service accounts	\$ (4,762)	No impact on performance is expected
Employee Benefits & Wellness		
Increase to professional & administrative service, health insurance fund premium and paid claims accounts; elimination of books and publications account	289,880	Additional funding will cover expected increase in Health insurance premiums and claims
Safety & Risk Management		
Increase to administrative & professional service, Workers Comp & Property insurance premiums and travel accounts; reduction to small equipment property, Workers Comp & Property paid claims, and supply accounts	(94,856)	No impact on performance is expected
Employee Development		
Increase to tuition reimbursement, special education, administrative services and supply accounts	9,435	Increase will fund growth in annual tuition reimbursement limit, travel for non-HR employee training and Team Bowling Green expenses
Workforce Diversity		
Reduction to professional services, postage, printing and special education accounts	(2,200)	No impact on performance is expected
Pay Adjustment	7,903	FY2014 cost of living adjustment and one-half step increase
TOTAL IMPACT	\$ 205,400	

Departmental Budget by Division

EXPENSES:	ADOPTED		APPROVED	FY13-FY14	
	ACTUAL FY2012	BUDGET FY2013	BUDGET FY2014	Change	% Difference
Human Resources Management	\$ 394,012	\$ 470,847	\$ 499,789	\$ 28,942	+6.2%
Employee Benefits & Wellness	4,288,247	5,223,085	5,514,671	291,586	+5.6%
Safety & Risk Management	1,250,460	1,717,036	1,594,673	(122,363)	-7.1%
Employee Development	69,341	116,740	126,175	9,435	+8.1%
Workforce Diversity	5,930	12,010	9,810	(2,200)	-18.3%
TOTAL EXPENSES	\$ 6,007,990	\$ 7,539,718	\$ 7,745,118	\$205,400	+2.7%

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LAW DEPARTMENT SUMMARY

Mission The Bowling Green Law Department provides effective legal representation to the City on all aspects of law in timely and effective manner in order to actively contribute to the accomplishment of the City's goals. This responsibility will be met by consulting regularly with city officials, being proactive and integrated into the day-to-day activities of the City and by being familiar with the City's needs.

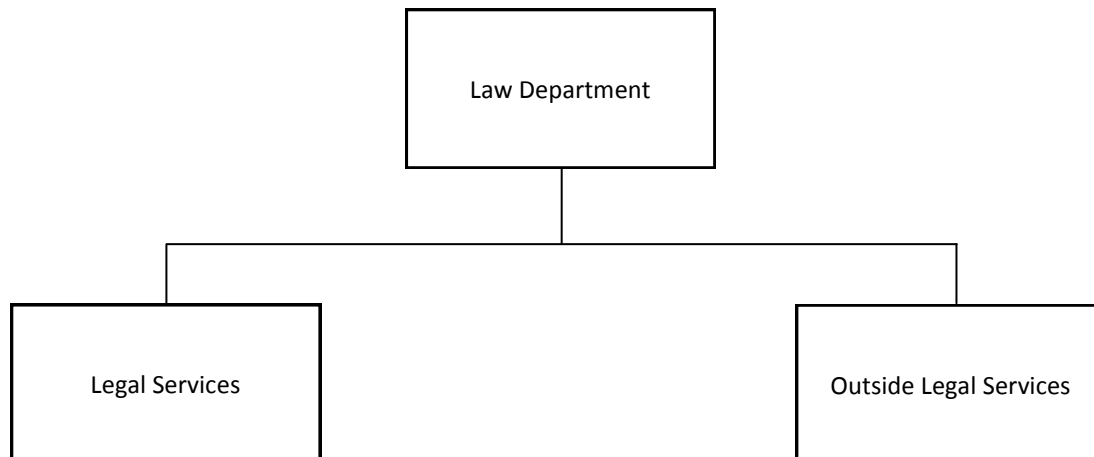
Department Budget Summary

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014
	Personnel	\$ 215,682	\$ 225,795
Contractual Services	82,625	70,245	70,245
Supplies & Materials	12,025	12,042	12,518
Assets	17,062	0	0
Contingency & Other	0	0	0
TOTAL EXPENSES	\$ 327,394	\$ 308,082	\$310,200

Positions Total Budgeted Full Time Positions 2 2 2

Contacts City Attorney: Gene Harmon email: Gene.Harmon@bgky.org
328 E 10th Street, Bowling Green KY 42101

Organizational Structure



LAW DEPARTMENT SUMMARY, *continued*

Accomplishments

- Collected \$313,673.35 in delinquent taxes
- Filed 79 code enforcement liens; collected \$14,567 of code enforcement fees
- Drafted and filed 40 bank foreclosure answers
- Completed property and easement acquisitions for sidewalk projects: Patton Way/Fields Drive, 11th Avenue East, Russellville Road, Lehman Avenue, Steeplechase Way, Ogden Avenue
- Settled wrongful arrest case
- Settled slip and fall case
- Finalized Time Warner Cable franchise renewal
- Helped finalize GM bond payoff and deed transfer
- Participated in Golf RFP process, drafted RFP
- TIF - extensive document drafting, review regarding Block 6 wrap and Block 7 development, reviewed and revised bond documents, Local Participation Agreement, Master Development Agreement, Subdeveloper Agreements, Revenue Sharing Agreement and others

Goals

- Provide comprehensive legal advice to the Board of Commissioners, City Manager and City staff, including advice to prevent or reduce exposure to liability.
- Negotiate, prepare and review all legal documents necessary for the operation of the City and its departments.
- Represent the City in civil litigation, which also includes monitoring outside, private counsel.
- Efficiently assist the City in the collection of monies owed to the City and in the enforcement of City ordinances and regulations.

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Percentage of employees rating contract review services as excellent or good	86.2%	93.8%	95%	100%
Percentage of employees rating all other legal services as excellent or good	80%	95.6%	98%	100%

LAW DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Legal Services		
Increase in cell phone stipend and books and publication accounts	\$ 476	Increase will cover updated legal publications
Outside Legal Services		
No change in account funding	0	
Pay Adjustment	1,642	FY2014 Cost of living adjustment, one-half step increase, and fringe benefit changes
TOTAL IMPACT	\$ 2,118	

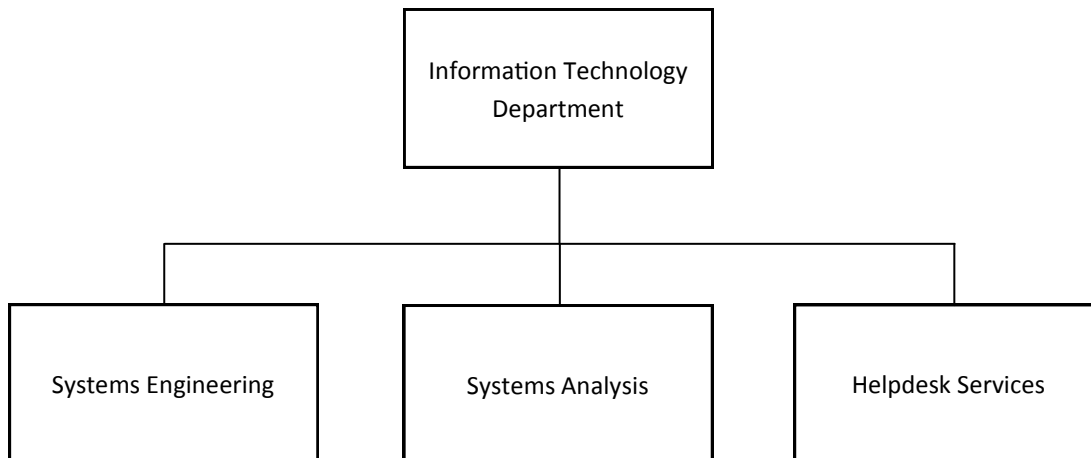
Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014	FY13-FY14 Change	% Difference
Legal Services	\$ 276,249	\$ 283,082	\$ 285,200	\$ 2,118	+0.7%
Outside Legal Services	51,145	25,000	25,000	0	0.0%
TOTAL EXPENSES	\$ 327,394	\$ 308,082	\$ 310,200	\$ 2,118	+0.7%

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

Mission	The IT Department provides quality technical support for the City's Information Systems network by offering state-of-the-art communication capabilities, appropriate hardware and software, a full range of user training curriculums, and users' involvement in the development of long-range goals for keeping our information technology current. We strive to provide solutions that are appropriate, timely, and delivered with the highest level of professionalism.		
Department Budget Summary			
EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014
Personnel	\$ 712,196	\$ 739,629	\$ 760,296
Contractual Services	705,810	809,526	671,323
Supplies & Materials	246,690	344,845	160,000
Assets	371,053	160,000	144,000
Contingency & Other	0	0	0
TOTAL EXPENSES	\$ 2,035,749	\$ 2,054,000	\$ 1,735,619
Positions	Total Budgeted Full Time Positions	9	9
Contacts	Chief Information Officer: Lynn Hartley email: Lynn.Hartley@bgky.org 1017 College Street, Bowling Green KY 42101		

Organizational Structure



INFORMATION TECHNOLOGY DEPARTMENT SUMMARY, *continued*

Accomplishments

- Took over cell phone support from Purchasing. Replaced existing phones with iPhones and Rugbys depending on need. Utilized AT&T state contract to switch support from Sprint to AT&T. Also implemented a Mobile Device Management software for managing the iPhones.
- Implemented a new VOIP phone system city-wide and took over support of the phone system. Reduced cost to support and will gradually roll out new features.
- Completed final phase of copier replacement so that all copiers now support scan to e-mail function as well as eliminated a number of printers and fax machines in the process.
- Implemented a bar-code tracking system for Evidence at Police Department. This has improved efficiency and speed of processing items and procedures.
- Established a texting system that can be used for various City communication needs to supplement the growth of social media. Currently in use by golf, general information, neighborhood associations, and a Spanish version for general info.
- Developed a new web based GIS interface allowing for easier migration through layers of GIS information on the City's web site.
- Deployed additional security cameras at several City facilities to enhance the existing security network of cameras.
- Installed new Cisco switches city-wide to provide greater speed for continued growth of systems and the addition of voice traffic.
- Implemented an online forms approval process where forms can be completed and approved online reducing the time and paper for those processes. Additional forms are in the process of development.
- Conducted a number of employee training classes covering topics such as EXCEL, DM, and phone system. This will be an ongoing program as time permits and areas of training needs are identified.

Goals

- Effectively record and manage Help Desk calls and make sure calls are properly prioritized and addressed in a timely manner.
- Improve customer service for City employees by discussing ideas and use their input to maintain a long-range plan for the City's information technology systems to keep the City in tune with technological advances. Utilize input from Senior Management as well as the key individuals in all departments. Improve communication with departments and find solutions that are financially feasible.
- Continue with cross-training in the department to better cover each application and improve customer service.
- Review and enhance existing employee training and add to training in areas of need.
- Work with Helpdesk Specialists to make changes to Help Desk approach and exploit Help Desk software to better serve the customers and improve communication.
- Work with other departments when needs arise to find the best solutions using the most cost effective means.

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Survey Rating of Network Services (1 low to 4 high)	3.13	3.02	3.0	3.0
Survey Rating of Application Services (1 low to 4 high)	2.99	3.08	3.0	3.0
Survey Rating of Desktop Services/Helpdesk (1 low to 4 high)	3.01	3.12	3.0	3.0
Survey Rating Cell Phone Service (1 low to 4 high)	2.46	2.21	3.0	3.0
Survey Rating of Office Phone Service (1 low to 4 high)	3.07	2.73	3.0	3.0
Survey Rating of Overall IT Service (1 low to 4 high)	N/A	3.12	3.0	3.0
General Fund Expenditure Efficiency (IT expense/GF expense)	2.88%	2.88%	2.91%	2.95%
Helpdesk staff ticket closings (% of total tickets)	57.1%	57.5%	56.9%	60.0%

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation	Impact/Explanation
IT Operations Reduction to equipment repair, software maintenance, vehicle maintenance, telephone, special education, supply, small equipment and capital asset accounts	\$ (339,048) No impact on performance is expected
Pay Adjustment	20,667 FY2014 cost of living adjustment, one-half step increase, and one position upgrade
TOTAL IMPACT	\$ (318,381)

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014	FY13-FY14 Change	% Difference
IT Operations	\$ 2,035,749	\$ 2,054,000	\$ 1,735,619	\$ (318,381)	-15.7%
TOTAL EXPENSES	\$ 2,035,749	\$ 2,054,000	\$ 1,735,619	\$ (318,381)	-15.7%

ADMINISTRATIVE SERVICES

This program encompasses several administrative type expenditures. The City contributes funding on an annual basis, along with Warren County, for the operations of the City/County Planning Commission. The Barren River Area Development District (BRADD) charges annual dues at a rate of \$0.50 per capita population of the City. This program also funds the City's central services account where office supplies such as postage and paper are procured. VOIP & cell services provides for a City government telephone system and cellular service needs.

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Planning & Zoning		
No change in funding	\$ 0	
BRADD		
No change in funding	0	
Central Services		
Increase to equipment repairs account	50	No impact on performance is expected
VOIP & Cell Service		
Increase to telephone and small equipment accounts	18,560	Increased funding will cover all expected repair and maintenance costs associated with phone service
TOTAL IMPACT	\$ 18,610	

Departmental Budget by Division

EXPENSES:	ADOPTED		APPROVED	FY13-FY14	
	ACTUAL FY2012	BUDGET FY2013	BUDGET FY2014	Change	% Difference
Planning & Zoning	\$ 496,600	\$ 471,770	\$ 471,770	\$ 0	0.0%
BRADD	27,122	29,034	29,034	0	0.0%
Central Services	116,870	135,250	135,300	50	+0.04%
VOIP & Cell Service	203,761	141,420	159,980	18,560	+13.1%
TOTAL EXPENSES	\$ 844,353	\$ 777,474	\$ 796,084	\$ 18,610	+2.4%

POLICE DEPARTMENT SUMMARY

Mission The members of the Bowling Green Police Department, in partnership with the community and on behalf of the City, commit ourselves to maintaining order, creating safe and secure neighborhoods and promoting driver safety. In doing so, we shall adhere to the following principles: **Service**, We are committed to quality service and are responsive to the needs of our citizens through problem-solving partnerships. **Integrity**, We foster the highest performance standards, ethical conduct, and truthfulness. **Respect**, We value the dignity of every individual and understand ethnic and cultural diversity. We uphold the principles of the constitution of the United States and the laws of the Commonwealth of Kentucky.

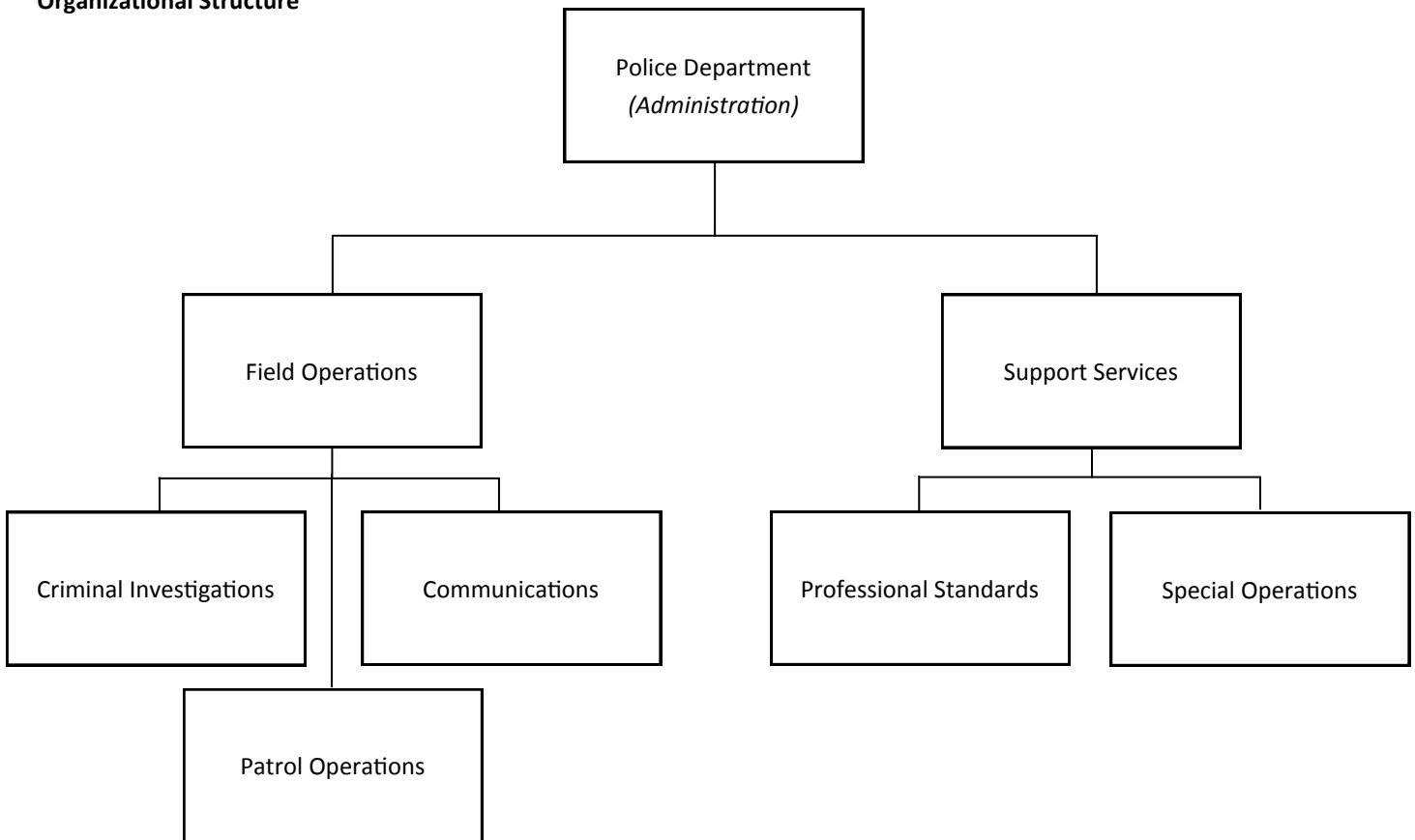
Department Budget Summary

EXPENSES:	ADOPTED BUDGET		APPROVED BUDGET
	ACTUAL FY2012	FY2013	FY2014
Personnel	\$ 10,748,942	\$ 11,590,299	\$ 11,620,333
Contractual Services	1,550,218	1,994,176	4,916,619
Supplies & Materials	354,550	378,356	455,363
Subsidies & Assistance	28,744	5,000	5,000
Assets	8,584	473,500	338,580
Contingency & Other	3,011	4,000	4,000
TOTAL EXPENSES	\$ 12,694,049	\$ 14,445,331	\$ 17,339,895

Positions	Total Budgeted Full Time Positions	151	151	151
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Contacts Police Chief: Doug Hawkins email: Doug.Hawkins@bgky.org
 911 Kentucky Street, Bowling Green KY 42101

Organizational Structure



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POLICE DEPARTMENT SUMMARY, *continued*

Accomplishments

- CAD Agreement with Warren County
- CAD Agreement with Western Kentucky University
- CAD Upgrade Project to GUI for BYPD 911 Center
- Cars: In-Car Cameras Project II- COBAN, after bankruptcy of VisionHawk
- Communications- Added 1 Dispatch position to improve service delivery
- New Patrol Vehicle Platform- Dodge Charger
- Police Department Accreditation- 5th consecutive 5 year term
- Radio Committee- RFP completed
- Revised and updated BYPD Policy and Procedures Manual and re-issued
- Alarm Billing- New Process for “citing” for violations (assisted by City Attorney)
- Developed a Scrap Metal Program for state law compliance
- Worked with KSP to make improvements in the KYOPS for all agencies statewide
- Passed CJIS LINK/NCIC Audit with no concerns or compliance issues
- Obtained an arrest warrant for Leland Neal for the 17 year old murder of Carol Neal
- Assigned a full-time Detective to Digital Forensics to manage the increasing workload
- Worked with the organizers of the first BG Marathon to manage a successful event with no major issues
- Deployed wearable cameras for the Motor and K9 Units
- Purchased Self-Aid/Buddy-Aid Kits for all Police cars
- Made two arrests with a third arrest pending in a series of bank robberies
- Completed a Comprehensive Audit of all evidence in possession by the BYPD
- Worked with “My Brother’s Keeper” training consultant to develop a customized two week basic SWAT school

Goals

- More Police Visibility in Neighborhoods
- Increase Citizen Interaction with Police Department
- Improve Department Infrastructure
- Improved Emergency Response and Planning Capabilities
- Continue Employee Development
- Reduction of Traffic Crashes
- Increase Minority Employee Hiring
- Reduce Crime

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Total average time from receipt of top priority police telephone call to arrival on scene	290 seconds	273 seconds	264 seconds	<297 seconds
Number of injury producing traffic accidents	402	323	337	<406
Number of complaints made against sworn personnel during reporting period	4	3	3	<3
Number of complaints against sworn personnel sustained during reporting period (regardless of when initiated)	1	0	0	0

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POLICE DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration		
Increase to professional service and construction accounts; reduction to vehicle maintenance fee, small equipment, telephone and supply accounts	\$ 180,462	Increase is due to centralization of departmental professional services and construction costs to address privacy issues
Professional Standards		
Decrease to professional services and vehicle maintenance fee accounts	(24,183)	No impact on performance is expected
Special Operations		
Increase to supply account; reduction to professional service and vehicle maintenance fee accounts	6,862	Increase is due to increased cost of uniform supplies
Communications		
Increase to professional service and construction accounts; reduction to supply accounts	2,872,367	Increase in funding is due to construction and other capital costs related to 800 MHZ radio infrastructure replacement
Investigations		
Reduction to vehicle maintenance fee and small equipment accounts; increase to supply account	(81,006)	No impact on performance is expected
Patrol Operations		
Reduction to professional services, vehicle maintenance fee and supply accounts	(89,972)	No impact on performance is expected
Pay Adjustment	30,034	FY2014 cost of living adjustment, one-half step increase and fringe benefit changes
TOTAL IMPACT	\$ 2,894,564	

Departmental Budget by Division

EXPENSES:	ADOPTED			FY13-FY14	
	ACTUAL FY2012	BUDGET FY2013	APPROVED BUDGET FY2014	Change	% Difference
Administration	\$ 1,268,399	\$ 1,207,266	\$ 1,392,918	\$ 185,652	+15.4%
Professional Standards	536,860	592,064	558,034	(34,030)	-5.7%
Special Operations	959,647	1,042,851	1,023,282	(19,569)	-1.9%
Communications	1,462,078	2,184,567	5,052,356	2,867,789	+131.3%
Investigations	1,682,453	1,753,956	1,577,791	(176,165)	-10.0%
Patrol Operations	6,784,612	7,664,627	7,735,514	70,887	+0.9%
TOTAL EXPENSES	\$ 12,694,049	\$ 14,445,331	\$ 17,339,895	\$ 2,894,564	+20.0%

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FIRE DEPARTMENT SUMMARY

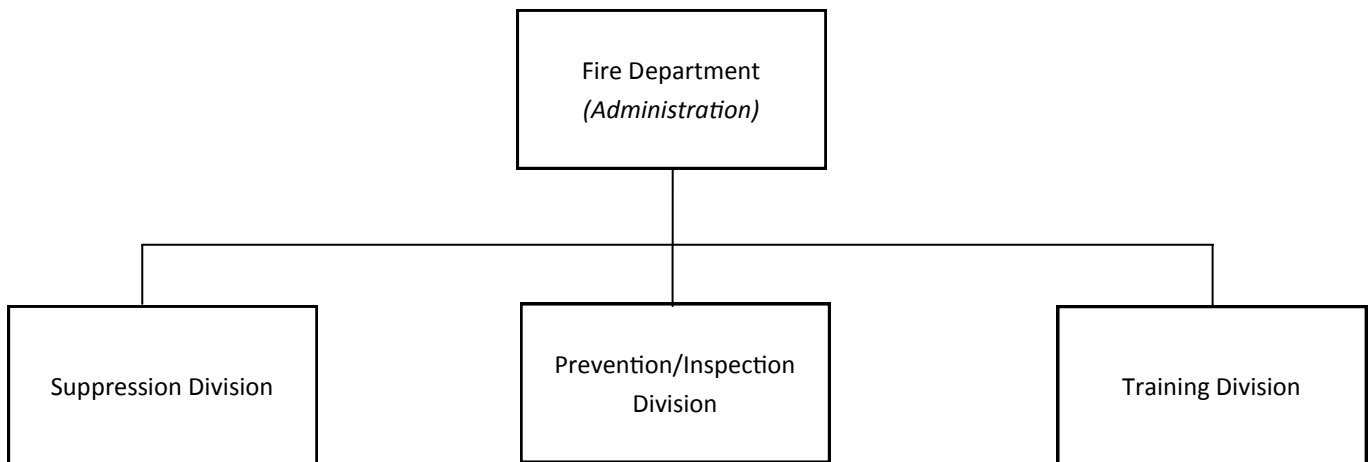
Mission The Fire Department’s vision is professional improvement through innovation and efficiency. The mission of the Fire Department is to protect lives, property and environment by providing a high level of professional fire and rescue services to the Bowling Green community.

Department Budget Summary			
EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014
Personnel	\$ 10,711,697	\$ 11,154,984	\$ 11,250,525
Contractual Services	460,491	647,237	587,985
Supplies & Materials	428,551	302,092	373,108
Subsidies & Assistance	500	0	0
Assets	38,258	5,500	53,500
TOTAL EXPENSES	\$ 11,639,497	\$ 12,109,813	\$ 12,265,118

Positions		124	123	123
Total Budgeted Full Time Positions				

Contacts	Fire Chief: Greg Johnson	email: Greg.Johnson@bgky.org
	625 E 6th Avenue, Bowling Green KY 42101	

Organizational Structure



FIRE DEPARTMENT SUMMARY, *continued*

Accomplishments

- 5,049 incident responses
- 13,682 people in fire education/prevention classes/events
- 300 total fire runs
- 3,437 First Responder/EMS responses
- 69 extrication responses (auto and industrial)
- 2,925 Fire Code Inspections conducted
- 71 fires investigated
- Refurbished the Burn Building used for training
- Upgraded the Plymovent Exhaust system in all fire stations
- Sent 12 firefighters to Aircraft Rescue Firefighting class in Lexington, Kentucky

Goals

Administration:

- Improve ISO rating.
- Manage transition for Fire records management upgrade.
- Prepare for reaccreditation five year review.
- Review/improve succession planning efforts.

Suppression:

- Develop system and protocols for tracking property and lives saved.
- Develop Car One certification procedures and protocols.
- Evaluate response times for each crew and make recommendations for improvements.

Facilities/Apparatus:

- Integrate new records management software into station and apparatus maintenance operations.
- Provide integration and transition assistance for City purchasing process into new records management system.

Training:

- Expand mutual aid training with County departments.
- Explore/expand officer development programs.
- Research and develop recruit class standing orders of daily operations.
- Design/build firefighter safety and survival prop for training.

Prevention/Inspection:

- Improve overall Fire inspection capabilities for all department members.
- Develop processes to improve service to business community.
- Continue/complete revision of City Code related to fire prevention.
- Continue development of public educational programs for limited English proficiency.
- Develop program for improved public education targeting seniors.

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Overall unit response time	3:38	3:40	3:40	<4:00
Hours of training per sworn personnel	170	183	185	>100
Number of public education classes conducted	175	162	160	>160
Number of fire inspections completed	1,768	2,597	2,000	2,000
Number of fire re-inspections completed	919	697	750	750

FIRE DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration		
Reduction to professional service and telephone accounts	\$ (123,349)	Reduction reflects software purchase budget made in 2013; no impact on performance is expected
Suppression		
Increase to repair and supply accounts	89,436	New funding will cover radio repairs, traffic preemption and purchase of vehicles
Prevention/Inspection		
Increase to asset account	27,500	Increase will fund purchase of a vehicle
Training		
Increase to supply account	1,500	Increase for purchase of training props
Repairs & Facilities Maintenance		
Increase to vehicle maintenance fee, construction and supply accounts; reduction to utility accounts	64,677	Citywide increase of vehicle maintenance fees required for FY2014
Pay Adjustment	95,541	FY2014 cost of living adjustment, one-half step increase and fringe benefit changes
TOTAL IMPACT	\$ 155,305	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED	APPROVED	FY13-FY14	% Difference
		BUDGET	BUDGET	Change	
		FY2013	FY2014		
Administration	\$ 1,026,455	\$ 1,215,700	\$ 1,096,241	\$ (119,459)	-9.8%
Suppression	9,594,767	9,639,554	9,802,026	162,472	+1.7%
Prevention/Inspection	343,928	471,180	506,578	35,398	+7.5%
Training	165,982	282,022	294,239	12,217	+4.3%
Repairs & Facilities Maintenance	508,365	501,357	566,034	64,677	+12.9%
TOTAL EXPENSES	\$ 11,639,497	\$ 12,109,813	\$ 12,265,118	\$ 155,305	+1.3%

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OTHER PUBLIC SAFETY

The Police and Fire Retirees program provides retirement benefits to members of the closed Police and Fire Pension plan. Funding for the program is provided by annual contributions from the General Fund and interest earnings accumulated on plan investments.

Budgetary Changes and Impact

Recommendation	Impact/Explanation
Police & Fire Retirees Increase to professional service accounts and decrease to contribution accounts	\$ (8,500) No impact on performance is expected
TOTAL IMPACT	\$ (8,500)

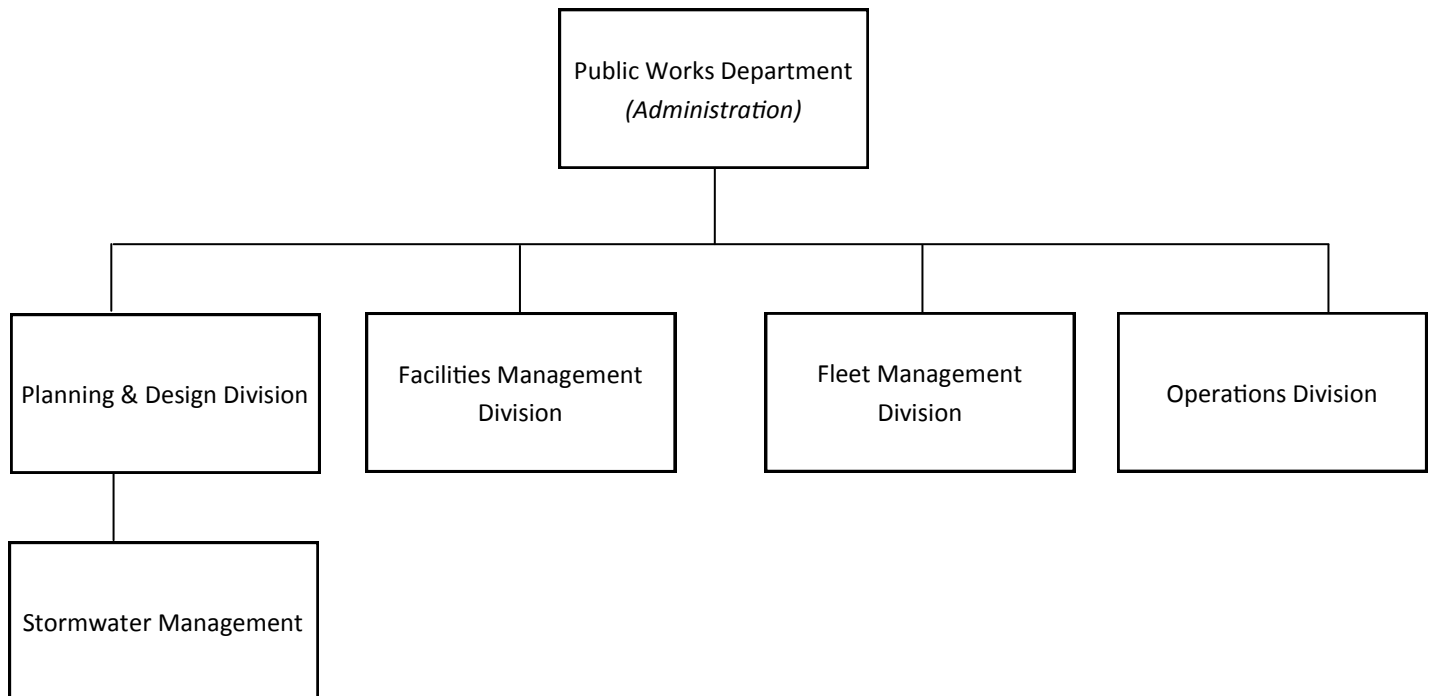
Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014	FY13-FY14 Change	% Difference
Police & Fire Retirees	\$ 1,363,505	\$ 1,405,500	\$ 1,397,000	\$ (8,500)	-0.6%
TOTAL EXPENSES	\$ 1,363,505	\$ 1,405,500	\$ 1,397,000	\$ (8,500)	-0.6%

PUBLIC WORKS DEPARTMENT SUMMARY

Mission	Safely, efficiently and professionally enhance the quality of life for citizens of Bowling Green.		
Department Budget Summary			
		ADOPTED BUDGET	APPROVED BUDGET
EXPENSES:	ACTUAL FY2012	FY2013	FY2014
Personnel	\$ 2,996,245	\$ 3,211,198	\$ 3,285,900
Contractual Services	5,766,649	5,395,935	7,281,191
Supplies & Materials	1,324,848	1,574,205	1,547,620
Subsidies & Assistance	0	0	0
Assets	94,559	110,000	190,500
TOTAL EXPENSES	\$ 10,182,301	\$ 10,291,338	\$ 12,305,211
Positions	Total Budgeted Full Time Positions	53	54
Contacts	Public Works Director: Jeff Lashlee email: Jeff.Lashlee@bgky.org 1011 College Street, Bowling Green KY 42101		

Organizational Structure



PUBLIC WORKS DEPARTMENT SUMMARY, *continued*

Accomplishments

- **Improve Safety** – The Department has completed at least 1,163 workdays without a lost time injury. This is accredited to employee education and employees that are concerned with work place safety.
- **Create Positive Image** – The Public Works Department has successfully achieved reaccreditation through the American Public Works Association. We are the only city in Kentucky that has completed the program.
- **Improve Quality of Life** – Public Works has completed 15 major projects, paved 10.9 miles of roadway, and constructed 7,672 feet of new sidewalk.
- **Create Positive Image** – The Fleet Division has completed an application and has been informed that they have ranked within the top 100 government fleet operations out of 19,000 fleet operations within the country.
- **Improve Efficiency and Sustainability** – The Facilities Division has installed 2,918 LED bulbs with in-house labor throughout City facilities. The estimated energy savings of these bulbs is \$10,621 annually. Additionally a TVA rebate was received for conducting this work. With a longer operational life, the LED bulbs will also reduce maintenance costs.
- **Improve Quality of Life** – Operations Division has completed 1,686 work orders including 114 high priority work orders.
- **Improve Efficiency and Sustainability** – The Planning and Design Division sought and gained \$125,000 in funding through the State for analysis and design of leachate management for the Butler County Landfill.
- **Improve Efficiency and Sustainability & Develop a Highly Functional Team** – The entire Fleet Division developed a business plan used to establish policies, performance standards and performance metrics for the division.
- **Develop Leaders in the Public Works Department** – The Department has had several promotions. These promotions are based on proven skills and/or testing to demonstrate proficiency in work areas.
- **Improve Quality of Life** – The Planning and Design Division completed 898 citizen request responses in FY2012. This is a 429.3% increase from FY2008 responses and represents a 53% annual increase per year (from FY2008 to FY2012).

Goals

- Develop a highly functional team
- Create a positive image for the department and City of Bowling Green
- Improve efficiency and sustainability
- Develop a sense of service in employees
- Develop leaders in the Public Works Department
- Improve the quality of life for the citizens of Bowling Green
- Improve safety

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Planning and Design: Response time – Average time to complete non-commercial building permit, detailed development plan, and subdivision plan reviews.	3.57 Days	3.63 Days	3.48 Days	<5.0 Work Days
Fleet: Response time – Average time to complete a Preventative Maintenance (PM-A) work order.	1.57 Hours	2.47 Hours	2.5 Hours	<4.0 Hours
Facilities: Response time - Average time from assignment to completion of a non-emergency work order.	0.68 Hours	0.46 Hours	0.09 Hours	<1.0 Hour
Operations: Response time - Average time from date of receiving a service request to date of completion.	8.41 Days	2.15 Days	2.0 Days	<5.0 Work Days

PUBLIC WORKS DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration		
Reduction to vehicle maintenance fee and telephone accounts	\$ (141)	No impact on performance is expected
Stormwater Management		
Increase to professional services account; reduction to capital asset account	(5,694)	No impact on performance is expected
Planning and Design		
Increase to Liquid Fuel Tax street resurfacing account; elimination of budget for Cave Mill/Smallhouse Road and Hennessey Way construction accounts	(698,807)	No impact on performance is expected
Facilities Management		
Increase to facility repair, supply, capital asset, construction and utility accounts; reduction to small equipment account	2,483,730	Additional funding will cover facility improvements and increased utility costs
Fleet Management		
Increase to professional service and repair accounts; reduction to fuel and supply accounts	(41,472)	No impact on performance is expected
Operations		
Increase to supply, repair, street resurfacing, capital asset and vehicle maintenance fee accounts; reduction to utility accounts	201,555	Increased funding required for vehicle maintenance fee and to cover equipment replacement costs
Pay Adjustment	74,702	FY2014 cost of living adjustment, one-half step increase, and one position upgrade
TOTAL IMPACT	\$ 2,013,873	

Departmental Budget by Division

EXPENSES:	ADOPTED BUDGET		APPROVED BUDGET FY2014	FY13-FY14	
	ACTUAL FY2012	FY2013		Change	% Difference
Administration	\$ 194,665	\$ 198,136	\$ 203,149	\$ 5,013	+2.5%
Stormwater Management	1,064,011	909,734	911,022	1,288	+0.1%
Planning and Design	1,635,977	1,506,495	824,956	(681,539)	-45.2%
Facilities Management	2,247,039	1,980,608	4,466,998	2,486,390	+125.5%
Fleet Management	1,725,232	1,991,940	1,979,071	(12,869)	-0.6%
Operations Management	3,315,377	3,704,425	3,920,015	215,590	+5.8%
TOTAL EXPENSES	\$ 10,182,301	\$ 10,291,338	\$ 12,305,211	\$ 2,013,873	+19.6%

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LANDFILLS

The Landfill program is operated within the Public Works Department, Planning and Design/Stormwater division. The division is responsible for state-certified management of three closed landfills including groundwater and surface sampling to ensure environmental protection and regulatory compliance.

Budgetary Changes and Impact

Recommendation	Impact/Explanation
Landfill Maintenance & Monitoring Increase to utility and vehicle maintenance fee accounts	\$ 2,559 Citywide increase to vehicle maintenance fee required for FY2014
TOTAL IMPACT	\$ 2,559

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014	FY13-FY14 Change	% Difference
Landfill Maintenance & Monitoring	\$ 16,033	\$ 94,320	\$ 96,879	\$ 2,559	+2.7%
TOTAL EXPENSES	\$ 16,033	\$ 94,320	\$ 96,879	\$ 2,559	+2.7%

TRANSPORTATION

The Transportation program is responsible for contributing funds to local transportation agencies, such as the Airport and Community Action Public Transit.

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Airport Board		
Increase to appropriation and contribution accounts	\$ 4,240	Additional funding requested for airport improvement projects
Public Transit		
Increase to appropriation account and reduction to administrative services directly related to federal grant funding availability	(170,000)	No impact on performance is expected
TOTAL IMPACT	\$ (165,760)	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014	FY13-FY14 Change	% Difference
Airport Board	\$ 53,155	\$ 97,885	\$ 102,125	\$ 4,240	+4.3%
Public Transit	1,060,176	1,157,110	987,110	(170,000)	-14.7%
TOTAL EXPENSES	\$ 1,113,331	\$ 1,254,995	\$ 1,089,235	\$ (165,760)	-13.2%

PARKS & RECREATION DEPARTMENT SUMMARY

Mission The Parks and Recreation Department’s mission is to offer a comprehensive variety of quality recreational programs and facilities to the residents and guests of our community.

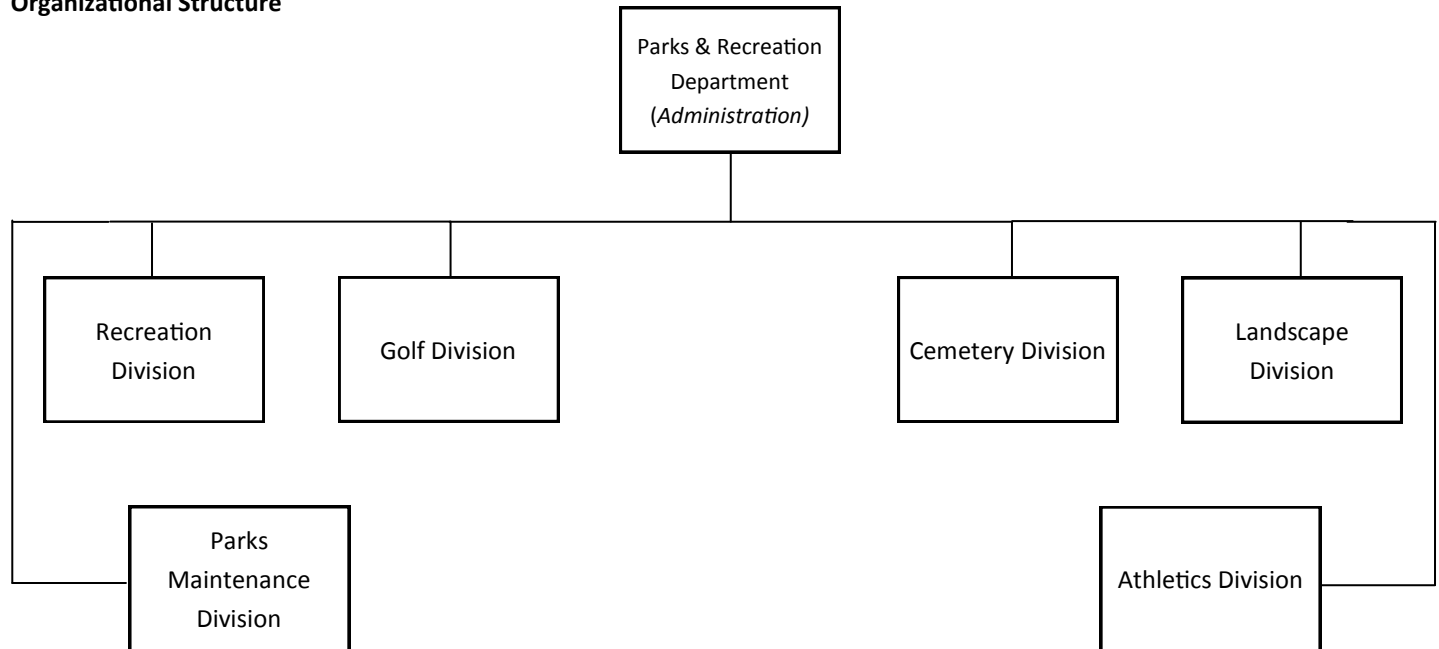
Department Budget Summary

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014
Personnel	\$ 4,944,610	\$ 5,341,484	\$ 5,231,108
Contractual Services	1,549,927	1,962,944	1,639,501
Supplies & Materials	1,674,255	1,163,418	1,123,098
Subsidies & Assistance	0	0	0
Assets	126,622	127,000	54,000
Debt Service	577,517	580,474	572,899
Contingency	258	10,250	10,250
TOTAL EXPENSES	\$ 8,873,189	\$ 9,185,570	\$ 8,630,856

Positions Total Budgeted Full Time Positions 60 60 58

Contacts Parks & Recreation Director: Brent Belcher email: Brent.Belcher@bgky.org
225 E 3rd Avenue, Bowling Green KY 42101

Organizational Structure



PARKS & RECREATION DEPARTMENT SUMMARY, *continued*

Accomplishments

- Completed in-house reconstruction of Parker-Bennett Community Park
- Completed in-house reconstruction of BGPR Fitness Lockers Rooms
- Completed reconstruction of Lampkin Park Field #1 and #2 dugouts and score box
- Created weekly "Hot Sheets" for Golf Division
- Increased video surveillance system to 12 sites and 120 cameras
- Purchased ADA wheelchair lift for Russell Sims Aquatic Center
- Reinstated Park Ranger program
- Increased use of Social Media (Twitter, texting, & Facebook)
- Instituted Youth/Adult Golf Clinics and Lessons
- Department participation increased by 10% (1,120,000 to 1,320,000)

Goals

Administration:

- Focus on customer service and satisfaction
- Enhance efficiency and effectiveness of programs

Parks Maintenance:

- Provide a clean and well-maintained park system
- Establish priorities and standards based on National Recreation and Park Association Standards for care

Fitness:

- Provide a safe and clean exercise environment
- Increase revenues by 2%

Special Populations:

- Serve 125 special needs participants during Camp Happy Days program
- Oversee Area 5 Special Olympics regional basketball tournament, spring games, and bowling tournament

Athletics:

- Solicit and assemble program surveys and evaluations for all major activities
- Provide quality athletic programs for all ages and abilities

FO Moxley Community Center:

- Serve 150 youth during Summer Fun Camp
- Increase participation 10%

Parker-Bennett Community Center:

- Increase participation 10%
- Track youth academic progress through after-school involvement

Cemetery:

- Provide quality customer service
- Increase number of graves, cremation, and niche purchases

Landscape:

- Prioritize current landscape sites and implement long-range plan for improving efficiency
- Sponsor educational and civic events to promote and support well-sustained landscape and urban forestry projects

Aquatics:

- Maintain high level of safety and aesthetics of Russell Sims Aquatic Center
- Offer a full range of Learn to Swim classes during June and July

Golf:

- Further develop "GROW Golf" initiative to encompass a calendar year of activities
- Increase use of volunteer program

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Total participation	1,120,000	1,320,000	1,325,000	1,330,000
Total revenues	\$2,449,885	\$2,698,447	\$2,600,000	\$2,625,000
Number of 9 hole rounds played	95,666	120,049	111,000	120,000
Russell Sims Aquatic Center participation	81,559	89,406	80,000	90,000

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PARKS & RECREATION DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration		
Increase to professional services budget and vehicle maintenance accounts, reduction to advertising and supply accounts	\$ 5,563	Additional funding required for plan review services and vehicle maintenance fees
Maintenance		
Increase to utility accounts (transfer from Athletics) and vehicle maintenance fees, reduction to construction and improvements	33,750	Additional funding will cover most Parks Department utility costs, funding is being transferred from other divisions
Athletics		
Reduction to utility (move to Maintenance), construction and small equipment accounts	(349,379)	The decrease in funding reflects the completion of several construction projects and the transfer of utility expenses to the Maintenance Division
Recreation		
Reduction to capital improvement spending in Community Centers and Aquatics, reduction in small equipment budget	(26,962)	No impact on performance is expected
Cemetery		
Increase to utility and vehicle maintenance accounts, reduction to supply accounts	9,178	Additional funding will cover utility increases and vehicle maintenance fees
Landscape		
Reduction to utility (move to Maintenance) and increase to vehicle maintenance fee	(87,532)	No impact on performance is expected
Golf		
Reduction to supply and advertising accounts	(28,956)	No impact on performance is expected
Pay Adjustment	(110,376)	FY2014 cost of living adjustment, one-half step increase, one position upgrade, fringe changes and two fewer FT positions
TOTAL IMPACT	\$ (554,714)	

Departmental Budget by Division

EXPENSES:	ADOPTED		APPROVED	FY13-FY14	
	ACTUAL FY2012	BUDGET FY2013	BUDGET FY2014	Change	% Difference
Administration	\$ 487,712	\$ 537,580	\$ 494,635	\$ (42,945)	-8.0%
Maintenance	1,282,389	1,581,509	1,655,237	73,728	+4.7%
Athletics	628,684	892,350	545,110	(347,240)	-38.9%
Recreation	2,561,215	2,659,436	2,678,417	18,981	+0.7%
Cemetery	629,648	669,047	684,543	15,496	+2.3%
Landscape	567,397	684,021	611,987	(72,034)	-10.5%
Golf	2,716,144	2,161,627	1,960,927	(200,700)	-9.3%
TOTAL EXPENSES	\$ 8,873,189	\$ 9,185,570	\$ 8,630,856	\$ (554,714)	-6.0%

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OTHER PARKS

Operation PRIDE and Hobson House Commission are City supported local non-profits. The Arts Commission account which previously funded Capital Arts Alliance was phased-out from City support in FY2013.

Budgetary Changes and Impact

Recommendation	Impact/Explanation
Operation PRIDE No change in funding	\$ 0
Hobson House Commission No change in funding	0
TOTAL IMPACT	\$ 0

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED	APPROVED	FY13-FY14	
		BUDGET FY2013	BUDGET FY2014	Change	% Difference
Operation PRIDE	\$ 58,825	\$ 59,389	\$ 59,389	\$ 0	0.0%
Hobson House Commission	52,640	52,640	52,640	0	0.0%
Arts Commission	55,000	0	0	0	N/A
TOTAL EXPENSES	\$ 166,465	\$ 112,029	\$ 112,029	\$ 0	0.0%

NEIGHBORHOOD & COMMUNITY SERVICES DEPARTMENT SUMMARY

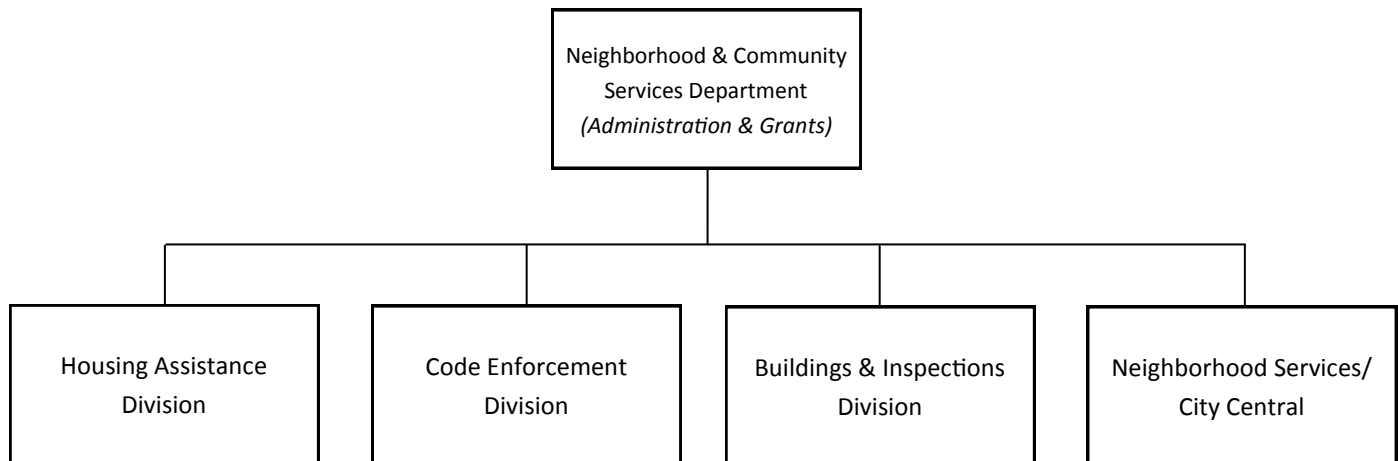
Mission Working to provide affordable housing, to ensure quality construction and property maintenance, and to foster economic opportunity through partnerships with public and private entities.

Department Budget Summary			
EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014
Personnel	\$ 1,387,265	\$ 1,541,724	\$ 1,531,375
Contractual Services	1,083,310	655,156	672,636
Supplies & Materials	14,145	19,040	21,035
Subsidies & Assistance	3,289,249	2,992,945	3,033,160
Assets	0	25,000	20,000
TOTAL EXPENSES	\$ 5,773,969	\$ 5,233,865	\$ 5,309,486

Positions				
Total Budgeted Full Time Positions	23	23	23	23

Contacts	Neighborhood & Community Services Director: Brent Childers	email: Brent.Childers@bgky.org
	1017 College Street, Bowling Green KY 42101	

Organizational Structure



NEIGHBORHOOD & COMMUNITY SERVICES DEPARTMENT SUMMARY, *continued*

Accomplishments

- 707 building plan reviews completed
- 4,717 code inspections completed
- 5,195 building/electrical inspections completed
- 1,826 building permits issued
- \$155,448,170 value of building permits issued
- 726 households receiving rental assistance
- Partnered with Habitat for Humanity to coordinate volunteers for the Code Offense Volunteer Eligible Repair (COVER) program and assisted three households with repair of exterior code deficiencies.
- Started an International Communities Advisory Council, with six countries from five continents represented.
- Initiated Bowling Green's first all-Spanish radio show, "La Nuestra".
- Housing Division was named the Kentucky Public Housing Agency of the Year by the Kentucky Housing Association, with recommendation by HUD.
- Housing Division received its 8th consecutive High Performer status from HUD.

Goals

Administration & Grants:

- Obtain and administer state, federal, and private grant funding according to community's priority needs, consistent with applicable regulations and in a manner that affords the greatest opportunities for citizen participation.

Neighborhood Services:

- Strengthen neighborhood associations and build the capacity of neighborhood groups to identify and pursue goals, and resolve problems on a neighborhood level, including use of mediation services to resolve intra-neighborhood conflicts.
- Continue to implement action steps from the NAO Strategic Plan, and expand/modify programs such as neighborhood builders' awards, BGCAN, and National Night Out. Develop neighborhood analysis/planning for identified neighborhoods.

City Central:

- Ensure and promote the highest level of customer service to citizens and other departments by responding to customer service requests within 24 hours. Facilitate timely customer service request resolution by conducting periodic meetings or contacts with other departments' staff regarding on-going requests.

Housing Assistance:

- Administer the Housing Choice Voucher Program in an efficient and effective manner, in accordance with HUD regulation and local policy.

Buildings & Inspections:

- Ensure quality and safety of private and public construction within the City while providing prompt and courteous service.
- Educate contractors and the public about building codes and why they exist.

Code Enforcement:

- Enhance neighborhood stability and citizen health, safety, and general welfare through efficient and effective property maintenance code enforcement.

Performance Measures

Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Proposed FY14
Percent of Housing Choice Vouchers available/utilized	102.7%	99.1%	99.5%	100.0%
Rate of voluntary Code Enforcement compliance	68%	92%	90%	>75%
Amount of Code Enforcement expenditures per citizen	\$7.31	\$7.21	\$7.51	<\$7.51
Average number of days from commercial permit application to issuance	27	16	22	14
Number of building and electrical permits issued	1,517	1,815	1,830	2,000
Number of neighborhood meetings conducted	72	72	60	72
Number of International Outreach activities	N/A	20	120	>120
Number of customer service calls answered	1,879	1,562	1,350	1,200

NEIGHBORHOOD & COMMUNITY SERVICES DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration & Grants		
Increase to professional services and small equipment accounts; reduction to special education, administrative services and contribution accounts	\$ 90,285	Increase in funding will cover additional operating expenses
Neighborhood Services/City Central		
Increase to special event and education accounts; reduction to small equipment supply accounts	6,999	Additional budget will fund the 50 over 50 Citizen's Academy Program
Housing Assistance		
Increase to portable tenants and rehab accounts; reduction to administrative & professional service, landlord payment, utility, and contribution accounts	(38,102)	No impact on performance is expected
Buildings & Inspections		
Increase to capital asset and professional service accounts; reduction to printing, supply and vehicle maintenance fee accounts	20,286	Funding will cover equipment replacement
Code Enforcement		
Increase to rehabilitation and travel accounts; reduction to supply, capital asset and vehicle maintenance fee accounts	(25,360)	No impact on performance is expected
Pay Adjustment	21,513	FY2014 cost of living adjustment, one-half step increase and fringe changes
TOTAL IMPACT	\$ 75,261	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014	FY13-FY14 Change	% Difference
Administration & Grants	\$ 557,226	\$ 340,672	\$ 444,402	\$ 103,730	+30.4%
Neighborhood Services & City Central	198,258	250,570	262,502	11,932	+4.8%
Housing Assistance	4,038,438	3,503,620	3,461,800	(41,820)	-1.2%
Buildings & Inspections	555,599	586,333	620,433	34,100	+5.8%
Code Enforcement	424,448	552,670	520,349	(32,321)	-5.8%
TOTAL EXPENSES	\$ 5,773,969	\$ 5,233,865	\$ 5,309,486	\$ 75,621	+1.4%

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COMMUNITY SERVICES

The Community Services program provides funding assistance to local non-profits and charities. Funding is determined on an annual basis and is recommended by the City Manager and approved by the Board of Commissioners.

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Human Services		
Increase to appropriation and reduction to contribution accounts	\$ (6,842)	No impact on performance is expected
Other Community Services		
Increase to contribution account	15,000	Additional budget will fund increased payment due for City's portion of TIF revenue
TOTAL IMPACT	\$ 8,158	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014	FY13-FY14 Change	% Difference
Human Services	\$ 169,855	\$ 153,342	\$ 146,500	\$ (6,842)	-4.5%
Other Community Services	178,122	110,000	125,000	15,000	+13.6%
TOTAL EXPENSES	\$ 347,977	\$ 263,342	\$ 271,500	\$ 8,158	+3.1%

DEBT SERVICES

The Debt Services program allocates funds to cover the cost of the City's required debt service on outstanding governmental bonds and leases.

Departmental Budget by Division

EXPENSES:	ADOPTED BUDGET		APPROVED		% Difference
	ACTUAL FY2012	FY2013	BUDGET FY2014	FY13-FY14 Change	
WKU Refunded Debt Remaining	\$ 1,077,726	\$ 0	\$ 0	\$ 0	0.0%
2010 Aerial Platform & Pumper Lease	150,849	150,850	150,850	0	0.0%
2004/2012 GO Bonds	8,756,988*	1,040,950	969,700	(71,250)	-6.8%
2002/2013 Police Headquarters Bonds	566,559	568,200	583,750	15,550	+2.7%
2007 GO Bonds	944,525	948,925	947,625	(1,300)	-0.1%
2009 Refinancing GO	1,493,554	1,491,590	1,488,650	(2,940)	-0.2%
2002/2012 WKU Bonds	1,236,845	2,389,433	2,470,690	81,257	+3.4%
2004 Fire Platform Truck Note	74,730	74,800	72,800	(2,000)	-2.7%
2004 Depot Lease	82,712	79,675	76,700	(2,975)	-3.7%
2005 Lapsley Lease	271,525	135,775	87,300	(48,475)	-35.7%
2007 Pumper & Quint	126,001	124,000	122,000	(2,000)	-1.6%
WCWD SC Industrial Park Bonds	11,532	12,345	0	(12,345)	N/A
WCWD Russellville Road Loan	30,928	47,500	47,500	0	0.0%
2008 GO Bonds - Fire	498,363	494,650	495,700	1,050	+0.2%
2007 GO Bonds - ITA	3,868,289	3,788,220	3,296,719	(49,501)	-13.0%
2008 GO Bonds - Ballpark (TIF)	1,614,213	1,612,600	1,610,500	(2,100)	-0.1%
TOTAL EXPENSES	\$ 20,805,339	\$ 12,959,513	\$ 12,420,484	\$ (539,029)	-4.1%

* The Actual 2012 amount expensed for the 2004/2012 General Obligation Bonds is inflated due to the refunding of the 2004 original proceeds.

INTERGOVERNMENTAL

The Intergovernmental program consists of appropriations to local agencies for the appropriate share of tax revenue to their organization. Funding is based on the City Code of Ordinances, as well as an annual contribution for support of the animal shelter operations.

Budgetary Changes and Impact

Recommendation	Impact/Explanation
Convention & Visitor's Bureau/Convection Center	
Increase to repair and professional service accounts; \$ (48,100) reduction to debt service payment and small equipment accounts	No impact on performance is expected
Humane Society	
No change in funding	0
Hartland/Corvette Tax District	
No change in funding	0
Pay Adjustment	187 FY2014 cost of living adjustment and one-half step increase
TOTAL IMPACT	\$ (47,913)

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED	APPROVED	FY13-FY14	% Difference
		BUDGET FY2013	BUDGET FY2014	Change	
Convention & Visitor's Bureau/ Convention Center	\$ 1,055,278	\$ 1,239,282	\$ 1,191,369	\$ (47,913)	-3.9%
Humane Society	143,595	87,000	87,000	0	0.0%
Hartland/Corvette Tax District	71,441	70,000	70,000	0	0.0%
TOTAL EXPENSES	\$ 1,270,314	\$ 1,396,282	\$ 1,348,011	\$ (47,913)	-3.4%

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CONTINGENCY

The Contingency program allocates contingent funds that may be appropriated throughout the year by the approval of the Assistant City Manager.

Budgetary Changes and Impact

Recommendation	Impact/Explanation
Contingency No allocation of funds in Equipment Replacement Fund contingency account	\$ (20,000) No impact on performance is expected
TOTAL IMPACT	\$ (20,000)

Departmental Budget by Division

EXPENSES:	ACTUAL FY2012	ADOPTED BUDGET FY2013	APPROVED BUDGET FY2014	FY13-FY14 Change	% Difference
Contingency	\$ 0	\$ 295,000	\$ 275,000	\$ (20,000)	-6.8%
TOTAL EXPENSES	\$ 0	\$ 295,000	\$ 275,000	\$ (20,000)	-6.8%

OTHER FINANCING USES

The Other Financing Uses category is utilized for inter-governmental monetary transfers within the City. The Transfer-out appropriations provide funding to various City funds from other City funds.

Budgetary Changes and Impact

Recommendation		Impact
Transfers-Out, to General Fund		
No change in funding	\$ 0	
Transfers-Out, to Special Revenue Funds		
No change in funding	0	
Transfers-Out, to Capital Project Funds		
Increase in transfer out to capital project funds	582,000	Increased funding will provide for capital construction projects
Transfers-Out, to Debt Service Funds		
Reduction in transfer out to debt service fund accounts	(126,608)	No impact on performance is expected
Transfers-Out, to Enterprise Fund		
Reduction in transfer out to enterprise fund accounts	(286,643)	No impact on performance is expected
Transfers-Out, to Internal Service Funds		
Increase transfer out to internal service fund accounts	66,267	Additional funding for Property & Casualty Insurance Fund
TOTAL IMPACT	\$ 235,016	

Departmental Budget by Division

EXPENSES:	ADOPTED		APPROVED BUDGET FY2014	FY13-FY14	
	ACTUAL FY2012	BUDGET FY2013		Change	% Difference
Transfers-Out, to General Fund	\$ 1,292,467	\$ 0	\$ 0	\$ 0	0.0%
Transfers-Out, to Special Revenue Funds	189,042	53,665	53,665	0	0.0%
Transfers-Out, to Capital Project Funds	4,000,000	2,068,000	2,650,000	582,000	+28.1%
Transfers-Out, to Debt Service Funds	8,240,395	8,109,650	7,983,042	(126,608)	-1.6%
Transfers-Out, to Enterprise Fund	2,546,699	2,265,143	1,978,500	(286,643)	-12.7%
Transfers-Out, to Internal Service Funds	1,012,413	833,733	900,000	66,267	+7.9%
TOTAL EXPENSES	\$ 17,281,016	\$ 13,330,191	\$ 13,565,207	\$ 235,016	+1.8%



Fiscal Year 2013/2014 Budget

Kevin DeFebbo, City Manager

Budget Team

Katie Schaller, Assistant City Manager/City Clerk

Jeff Meisel, Chief Financial Officer

Michael Grubbs, Human Resources & Risk Management Director

Wilma Brown, Comptroller

Erin Ballou, Senior Staff Accountant

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