

CITY OF BOWLING GREEN, KENTUCKY



Annual Operating Budget Fiscal Year 2014 / 2015

July 1, 2014



CITY OF BOWLING GREEN

FISCAL YEAR 2014/2015 OPERATING BUDGET

Mayor

Bruce Wilkerson

Commissioners

Joe W. Denning

Melinda M. Hill

Bill Waltrip

Rick Williams

City Manager

Kevin D. DeFebbo

Budget Team

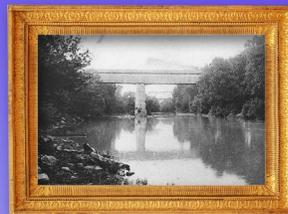
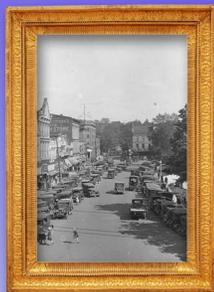
Katie Schaller

Jeff Meisel

Michael Grubbs

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Erin Ballou



BUDGET ORDINANCE

ORDINANCE NO. **BG2014 – 14**

ORDINANCE ADOPTING ANNUAL CITY BUDGET

ORDINANCE ADOPTING THE CITY OF BOWLING GREEN, KENTUCKY ANNUAL OPERATING BUDGET FOR FISCAL YEAR BEGINNING JULY 1, 2014 AND ENDING JUNE 30, 2015, 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 2015.

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, 2014 and ending June 30, 2015, 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, 2014 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, 2014 and ending June 30, 2015.

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, 2014 and ending June 30, 2015.

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.

BG2014-14

BUDGET ORDINANCE, *continued*

(Ordinance No. BG2014 – 14)

6. This Ordinance is adopted pursuant to KRS 83A.060 in that it was introduced on June 3, 2014, and given final reading on June 17, 2014, and said Ordinance shall be in full force and effect upon signature, recordation and publication in summary pursuant to KRS Chapter 424.

ADOPTED: June 17, 2014

APPROVED: Bruce Wicker
Mayor, Chairman of Board of Commissioners

ATTEST: Kate Shaller
City Clerk

SPONSORED BY: Kevin D. DeFebbo, City Manager, 05/28/2014, 1:45 p.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 FY2014/2015
Exhibit No. 1

	General Fund	Special Revenue	Capital Projects	Debt Service	Enterprise Funds	Trust Funds	Internal Service	Total
RESOURCES IN:								
Taxes	\$13,363,500	\$2,399,000	\$0	\$0	\$450,500	\$0	\$0	\$16,213,000
Occupational Fees	40,691,000	2,246,500	0	0	0	0	0	42,937,500
License & Permits	940,000	0	0	0	0	0	0	940,000
Intergovernmental	107,115	7,560,431	0	0	0	0	0	7,667,546
Fees	338,500	127,000	0	2,556,000	0	0	0	3,021,500
Charges for Services	280,000	0	0	0	0	21,350	2,045,187	2,346,537
Parks & Recreation	2,231,395	0	0	0	0	0	0	2,231,395
Miscellaneous	396,490	391,275	0	1,460,000	272,500	1,022,500	5,483,812	9,026,577
Revenues:	\$58,348,000	\$12,724,206	\$0	\$4,016,000	\$723,000	\$1,043,850	\$7,528,999	\$84,384,055
Note/Bond Proceeds	0	0	0	0	0	0	0	0
Transfers In	514,500	258,964	3,377,500	8,744,700	1,175,800	0	800,000	14,871,464
Other Resources:	\$514,500	\$258,964	\$3,377,500	\$8,744,700	\$1,175,800	\$0	\$800,000	\$14,871,464
RESOURCES IN:	\$58,862,500	\$12,983,170	\$3,377,500	\$12,760,700	\$1,898,800	\$1,043,850	\$8,328,999	\$99,255,519
RESOURCES OUT:								
General Government	\$6,180,878	\$0	\$474,100	\$0	\$0	\$0	\$7,100,654	\$13,755,632
Public Safety	24,373,833	2,164,298	444,000	0	0	920,000	0	27,902,131
Public Works	6,846,753	2,459,220	2,897,500	0	0	0	2,050,187	14,253,660
Parks & Recreation	8,293,421	0	532,000	0	0	0	0	8,825,421
Neighborhood & Community Services	2,137,211	3,753,283	50,000	0	0	0	0	5,940,494
Community Services	548,240	0	0	0	0	0	0	548,240
Debt Service	0	0	0	12,380,700	0	0	0	12,380,700
Intergovernmental	87,000	0	0	0	1,245,988	0	0	1,332,988
Contingency	300,000	0	0	0	0	0	0	300,000
Expenditures:	\$48,767,336	\$8,376,801	\$4,397,600	\$12,380,700	\$1,245,988	\$920,000	\$9,150,841	\$85,239,266
Transfers Out	10,095,164	4,309,500	0	0	300,000	0	100,000	14,804,664
RESOURCES OUT:	\$58,862,500	\$12,686,301	\$4,397,600	\$12,380,700	\$1,545,988	\$920,000	\$9,250,841	\$100,043,930
RESERVES UTILIZED:	\$0	\$296,869	(\$1,020,100)	\$380,000	\$352,812	\$123,850	(\$921,842)	(\$788,411)

DISTINGUISHED BUDGET PRESENTATION AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented a second consecutive Distinguished Budget Presentation Award to the City of Bowling Green, Kentucky for its annual budget for the fiscal year beginning July 1, 2013. 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.

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COMMUNITY PROFILE

COMMUNITY PROFILE AND DEMOGRAPHICS

Bowling Green, the “Park City” of Kentucky, was established in 1798, and is the third largest city in the state with a metropolitan statistical area population of over 163,500. The city limits occupy a land area of 38.7 square miles, has a population estimated at nearly 61,500 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 470,000 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.

Bowling Green is the home to several significant companies including the General Motors Corvette Assembly Plant, Fruit of the Loom/Russell Athletics, Houchens Industries, Holley Performance Products, and Camping World. The state’s third largest public university, Western Kentucky University, is also situated in Bowling Green and boosts over 21,000 students in a wide range of academic programs. The University’s athletic teams dubbed the “Hilltoppers”, and the men’s basketball team is the 14th winningest Division I program in the country.

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. The City employs approximately 451 full-time and 277 part-time employees.

Bowling Green has been nationally recognized on many occasions, most recently in 2014 *Forbes* named Bowling Green as “One of the 25 Best Places to Retire”. The City has been consistently named in the top 10 lists of Best Places to Retire in the U.S. and has ranked high in survey measures for home prices, taxes, and distance to nearest big city. Also, *ConventionSouth Magazine* included Bowling Green as one of the “South’s Historic College Towns with Hip Group Appeal” in the fall of 2013.

<u>Employer</u>	<u>Employees</u>	<u>Rank</u>	<u>% of Total Employment</u>
Western Kentucky University	4,741	1	7.54%
The Medical Center at BG	2,145	2	3.41%
Union Underwear Company LLC	1,610	3	2.56%
Sun Products	975	4	1.55%
Warren County Board of Education	941	5	1.50%
Express Services Inc.	878	6	1.40%
Wal-Mart Associates Inc.	851	7	1.35%
Houchens Food Group Inc.	816	8	1.30%
BG Metalforming LLC	755	9	1.20%
Commonwealth of Kentucky	700	10	1.11%
Total	14,412		22.91%

Economic Indicators, Past 10 Years

<u>Year</u>	<u>Population</u>	<u>Personal Income</u>	<u>Per Capita</u>		<u>School Enrollment</u>	<u>Percentage of Workforce Unemployed</u>
			<u>Personal Income</u>	<u>Median Age</u>		
2004	52,000	\$ 2,489,642,000	\$ 26,056	29	15,944	4.3%
2005	52,000	2,644,620,000	27,218	29	15,469	5.5%
2006	52,000	2,723,959,000	28,035	29	15,791	5.2%
2007	52,000	2,941,885,397	29,737	29	16,502	4.6%
2008	54,000	3,051,745,000	29,849	29	16,251	4.6%
2009	55,000	3,195,505,000	30,802	29	16,107	8.0%
2010	58,067	3,410,173,000	31,993	29	17,917	9.9%
2011	59,482	3,438,236,000	31,640	28	18,157	9.0%
2012	60,600	3,359,422,000	29,426	28	18,128	7.9%
2013	61,488	3,699,388,000	32,025	28	18,957	7.2%

Sources: City of Bowling Green Comprehensive Annual Financial Report, 2013

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COMMUNITY PROFILE AND DEMOGRAPHICS, *continued*

People QuickFacts	Bowling Green	Kentucky
Population, 2013 estimate	61,488	4,395,295
Population, 2010 (April 1) estimates base	58,887	4,339,357
Population, percent change, April 1, 2010 to July 1, 2013	4.4%	1.3%
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, 2008-2012	68.0%	84.9%
Foreign born persons, percent, 2008-2012	10.6%	3.2%
Language other than English spoken at home, percent age 5+, 2008-2012	13.2%	4.8%
High school graduate or higher, percent of persons age 25+, 2008-2012	83.0%	82.4%
Bachelor's degree or higher, percent of persons age 25+, 2008-2012	28.3%	21.0%
Mean travel time to work (minutes), workers age 16+, 2008-2012	15.2	22.7
Housing units, 2010	24,712	1,927,164
Homeownership rate, 2008-2012	41.0%	68.7%
Housing units in multi-unit structures, percent, 2008-2012	45.9%	18.0%
Median value of owner-occupied housing units, 2008-2012	\$131,200	\$120,000
Households, 2008-2012	22,789	1,691,716
Persons per household, 2008-2012	2.31	2.49
Per capita money income in the past 12 months (2012 dollars), 2008-2012	\$19,974	\$23,210
Median household income, 2008-2012	\$33,312	\$42,610
Persons below poverty level, percent, 2008-2012	27.6%	18.6%

Source: US Census Bureau State & County QuickFacts



CITY ORGANIZATIONAL CHART



STRATEGIC PLAN SUMMARY

STRATEGIC PLAN 2014 - 2019 - 2029

Bowling Green: Vision 2029

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 2019

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

Top Priorities 2014/2015

- Grow revenues without increasing taxes
- Maintain and improve current level of services
- Continue focus on stormwater mitigation
- Enhance community walk-ability
- Initiate the BG Reinvestment Area
- Establish a comprehensive parks development plan

Major Projects 2014/2015

- Hennessy Way Realignment Project
- West End Soccer Field Project

Management Agenda 2014/2015

- Implement Corridor Mowing Plan
- Expand Leadership and Supervisory Development
- Continue to Enhance Public Awareness of City Services

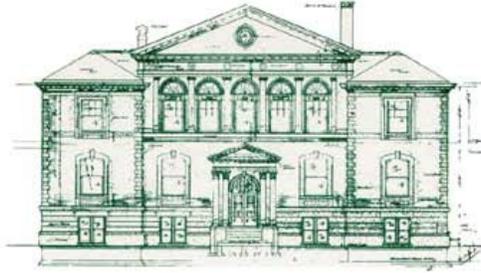
BUDGET MESSAGE

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

2014/2015 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, 2014

INTRODUCTION

This is written to present the *City Manager's Fiscal Year 2014/2015 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, 2014.

BUDGET OVERVIEW

All Funds. The proposed Fiscal Year 2015 revenue budget for all funds totals \$99,255,519 and the expenditure budget for all funds totals \$100,043,930. This is a 4.5% (\$4,253,383) increase in revenues and a 0.4% (\$383,331) increase in expenditures compared to the FY2014 adopted budget. A more detailed explanation of the jump in revenues from last year to this year can be found under the General Fund heading below. Excluding the capital project expenditures in all funds, the proposed operating budget for FY2015 is 2.0% more than the FY2014 adopted operating budget. A compendium of this information can be found in **Appendix A**, as well as in the departmental summaries in **Appendix G**.

General Fund. Excluding the additions of Golf and Aquatics, the FY2015 General Fund revenue budget reflects an increase of 5.4% over the FY2014 adopted budget. Most of this growth is already being captured in the current year in occupational fees/taxes and property taxes. Employee Withholding fees and Net Profit fees both appear to be stable and growing steadily. Next year's revenue budget is basically just an adjustment to the reality of

BUDGET MESSAGE, *continued*

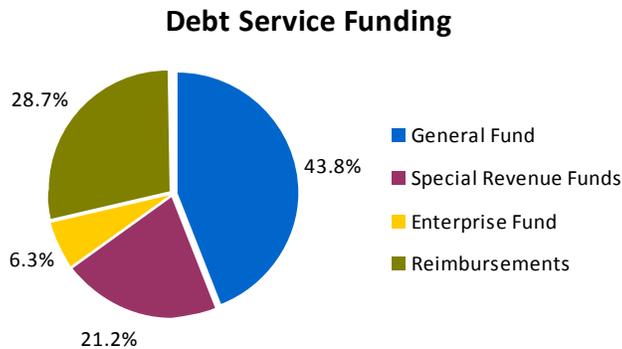
actual performance this year, with the anticipation that revenue levels will be sustainable. This same logic was used on the property tax revenue budget which reflects a 4% increase from the FY2014 budget. With the incorporation of Golf and Aquatics into the General Fund as a result of the elimination of the enterprise fund accounting structure explained further below, the General Fund revenue budget totals \$58,862,500.

The General Fund maintains a minimum reserve fund balance equal to 20% of the estimated revenue budget. The actual dollars set aside are adjusted accordingly after the annual budget is adopted. For FY2015, the 20% will equate to reserves of approximately \$11.8 million in the General Fund.

The General Fund expenditure budget reflects an increase of 4.6% over the FY2014 adopted budget, excluding changes due to the integration of Golf and Aquatics. This increase can be attributed to the inclusion of cost of living and step adjustments, other personnel adjustments and changes, anticipated utility rate and inflationary increases, and investing in specific one-time capital equipment needs and other capital projects as further described herein. With the addition of Golf and Aquatics, the General Fund expenditure budget totals \$58,862,500. A complete summary of these facts can be found in **Appendix B**.

To provide another perspective, the new General Fund operating budget including Golf and Aquatics, but excluding capital project expenditures, reflects a slight increase of only 0.5% or \$261,275 in FY2015 compared to the FY2014 adopted operating budget with the former Enterprise Fund totals for Golf and Aquatics included in the comparison.

Debt Service. Total debt service for all funds in FY2015 will be \$12.7 million, of which nearly \$3.7 million will be reimbursed by outside agencies, bringing the net total to just under \$9.0 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 \$5.5 million of the total debt service, which represents 9.3% of the General Fund budget. The remaining debt service is covered by Special Revenue funds and the only remaining Enterprise Fund.



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

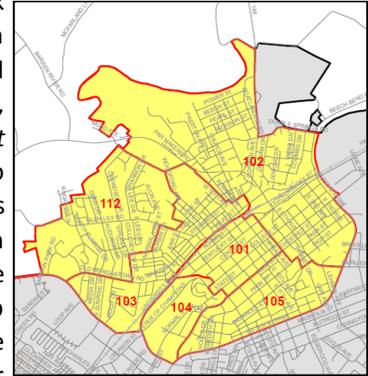
INVESTING IN THE FUTURE

The FY2015 budget includes several elements that reflect the Strategic Plan Goals and identified Top Priorities for the coming year and beyond as established by the Board of Commissioners.

Enhancing Public Transportation. As the newest goal in the City's Strategic Plan, the budget recommendation includes up to \$80,000 to be utilized for improvements to public transit services as best determined by the Board of Commissioners.

BUDGET MESSAGE, *continued*

Initiating BG Reinvestment Area. Through the Community Development Block Grant (CDBG) consolidated planning process it was determined that there is a growing trend of older neighborhoods becoming increasingly rental based and suffering from neglect. Staff recognized the trends in five census tracts (101, 102, 103, 104, 105 & 112) and designated this area as the *BG Reinvestment Area*. Approximately 60% of the annual CDBG allocation will be devoted to making neighborhood improvements within targeted portions of this Area. As part of this year's budget, the City will provide an additional \$200,000 in General Fund dollars for further investments within the Area. Projects will be identified through a collaborative process with staff and neighbors to develop neighborhood improvements that benefit the current and future residents. Once a targeted area is completed, a new area will be selected for investment. The first area selected is Census Block Group 105.2, which comprises Chestnut Street to the By-Pass and from Fairview Avenue to 14th Street.



Developing Stronger Neighborhoods. In addition to initiating the BG Reinvestment Area, another major project identified in the Strategic Plan is the location of a soccer field on the west end of town. This budget includes funds for construction of the soccer field, along with capital project funds for the development of the new West End Park located in the 500 block of Main Avenue and the reinvigoration of Hobson Grove Park with an updated shelter/bathroom and playground. Each of these proposed projects will enhance the quality of life in the neighborhoods being served. A comprehensive parks development plan will also be prepared in the coming year to determine other areas for improvement and growth.

Improving Traffic Flow. The FY2015 budget provides additional General Fund monies toward the annual street resurfacing (overlay) project as well as increases the amount of funds allocated from Liquid Fuel Tax monies. In addition, this budget includes fifty percent (50%) of the total estimated costs for improvements at the intersections of Smallhouse Road and Highland Way and Smallhouse Road and Campbell Lane. Since the entire Smallhouse Road corridor improvement project is not financially feasible, a more localized approach is recommended to address specific intersections one at a time. Although, no new funding is included in the FY2015 budget (funds were included in the FY2013 and FY2014 budgets) for the realignment of Hennessy Way, and up to \$280,000 may be received from the State for the project.

Enhancing Community Walk-ability. As a top priority, the construction of sidewalks has traditionally been budgeted at \$400,000 in prior years. The FY2015 budget proposes to increase funding to \$650,000 for prioritized projects in order to address the needs for more sidewalks in the coming year. Over \$4.4 million has been dedicated toward this program since 2008.

Continuing Focus on Stormwater Mitigation. Also listed as a top priority, this budget continues the efforts which began in 2010 to address stormwater problem-areas throughout the City. Including the amount proposed in the FY2015 capital budget (\$500,000), a total of \$2.75 million has been made available for this on-going program.

NEW AND CONTINUED INITIATIVES

Ending Enterprise Fund Accounting for Golf and Aquatics. The most significant change in this year's budget proposal is the discontinuation of the Enterprise Fund accounting system for the Golf Division and Aquatics Program. The Convention Center Corporation (CCC) will be the only remaining Enterprise Fund from this point forward. In the upcoming FY2015 budget, 4.7% of overall growth in General Fund revenues and 4.4% of expenditures is a direct result of the newly incorporated Golf and Aquatics programs. Furthermore, the Golf Division has continued to reduce operating costs and grow revenues under new initiatives. The total operating budget for Golf has been reduced by over \$466,000 since FY2012. A significant portion of that reduction has been achieved by reducing personnel costs with the elimination and reorganization of several positions.

BUDGET MESSAGE, *continued*

Enhancing Services. The Neighborhood and Community Services (NCS) Department will complete the move to its new location at 707 East Main Avenue to better serve the community. Additionally, renovations to the City Hall Annex are expected to be completed this fall which will expand the data center and facilitate the move of the Law Department and eliminate rental expenses, plus establish a dedicated space for records retention. Other changes included in this budget provide for the transfer of Animal Control from under Police to the Code Enforcement Division in NCS where the program more appropriately aligns with a neighborhood focus.

Improving Technology. This budget continues the replacement of another twelve MDCs (Mobile Data Computers) with tablets in the Fire Department at a cost of about \$12,000. In addition, Information Technology is proposing the replacement of all 110 MDCs in the Police Department. The full replacement is necessary since the current Operating System, Windows XP, reached the end of its useful life in April of this year and will no longer be supported by Microsoft Office. The FY2015 budget also marks the time to start reinvesting in necessary equipment/vehicle replacements that will enhance the City's ability to be as efficient as possible in servicing the needs of the community.

Convention Center Corporation and Parks Capital Project Funds. As mentioned earlier, the Convention Center Fund remains as the only enterprise fund in the FY2015 budget. Hartland Tax District occupational fees support both the Convention Center Corporation (CCC) and the Parks Development Special Revenue Fund. By agreement of the CCC and City, the CCC will begin to return \$300,000 per year of occupational fees for the next five years, to fund parks capital projects. In exchange, the Sloan Convention Center will receive equivalent City funding over time for future capital projects.

Anticipating Unforeseen Sinkholes. Sinkholes are difficult to predict and often unavoidable within a region of karst topography. This budget includes \$75,000 to help address sinkhole repair needs that may develop at any of the City's owned or maintained properties, in particular the golf courses and soccer complex that are vulnerable to such damaging effects.

Expanding Tuition Reimbursement. In order to reduce costs, several changes were made to the employee education assistance program in 2010, including limiting eligibility for reimbursement for master's degrees. The FY2015 budget proposes to revise program guidelines to allow stipends toward master's degrees that relate to the employee's position or logical career path in city government.

Implementing Corridor Mowing Plan. The City, Warren County and Operation P.R.I.D.E. have been developing plans to continue the upkeep of the seven major corridors leading into the city after the cancellation of the Inmate Mowing Agreement in October of 2013. The FY2015 budget includes funds and a new position for City staff to assume the mowing duties of a significant portion of Scottsville Road and Cemetery Road. In addition, the City is providing \$9,000 toward a mowing contract issued by Warren County to maintain Louisville Road.

PERSONNEL SERVICES

The proposed FY2015 budget includes several recommendations regarding employee wages and the workforce complement. The total impact of these recommendations for the General Fund next year will be approximately \$908,300.

Employee Wages. Established City policy is to attempt to provide at least the Department for Local Government (DLG)-established Cost of Living Adjustment (COLA) to reflect the cost of living index, and to provide a merit step increase to eligible employees who meet a certain performance standard. The DLG-announced COLA for 2013 was 1.5%. During the economic downturn in FY2010 and FY2011, the City was not able to give the normal expected pay increases. The proposed budget includes a 2.0% total Cost of Living Adjustment (COLA) and a performance increase for eligible full-time employees. All part-time/temporary employees would receive a \$0.20/hour pay increase to equate to the 2% COLA. An additional \$0.20/hour wage increase is recommended for part-time/temporary employees in pay grades that start at less than \$11/hour in anticipation of a future mandated minimum wage increase. The total cost of the adjustments to employee wages in all funds is approximately \$625,500 in FY2015. The additional cost for the General Fund will be approximately \$606,720, including wage-related fringe.

BUDGET MESSAGE, *continued*

Employees hired or promoted during FY2014 will not be eligible for a merit increase until July 2015. Performance at or above the “competent” level is required for an employee to receive an increase. Since actual step amounts equate to a specific dollar amount depending on the grade an employee falls under, the following are only considered 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:

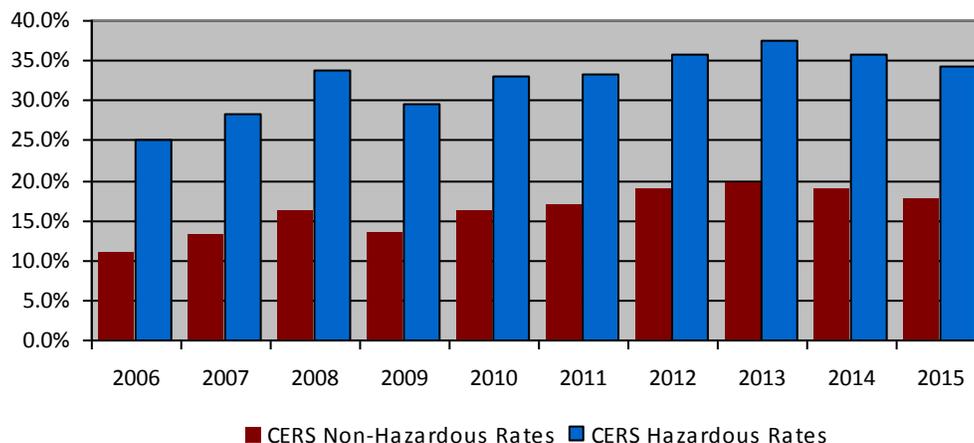
Overall full-time City workforce	1.28%
General Schedule Employees	1.20%
Public Safety (Sworn) Schedule Employees	1.35%
Firefighters and police officers at one year (grade FP1)	1.64%

Part-time employees who have worked at least a year would also be eligible for a \$0.10/hour step increase (unless the maximum rate would be exceeded for the pay grade). Across all departments, the merit increase will cost the General Fund approximately \$301,590 including wage-related fringe and about \$312,795 for all funds.

Other Personnel Adjustments: The proposed FY2015 budget also includes several other recommendations regarding pay and benefits:

- The budget proposal includes six 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. 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 \$27,700.
- For a second consecutive year, the County Employee Retirement System (CERS) mandated rates will decline, from 18.89% for non-hazardous employees in FY2014 to 17.67% for FY2015 (-6.46%). The new rate for hazardous-duty employees also reflects a decrease from 35.70% to 34.31% (-3.89%). New legislation passed by the 2013 Kentucky General Assembly in SB 2 (Pension Reform) appears to be stabilizing CERS rates moving into the future.

CERS 10 Year Rate History



Position Budgeting. The FY2015 budget recommends the addition of three full-time and one part-time positions at a total cost of approximately \$181,130:

- A laborer in Public Works Operations due to the department assuming mowing responsibilities along Scottsville Road;
- An office associate in Parks Maintenance, due to internal audit recommendations and the planned implementation of a work order system;
- A grants coordinator position in NCS (the City previously had a grants manager position until 2011); and

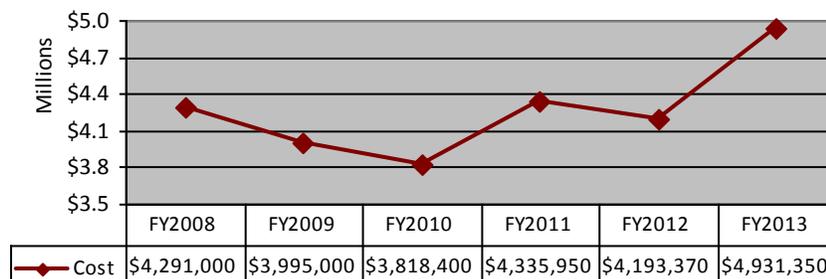
BUDGET MESSAGE, *continued*

- A part-time office assistant in Public Works Administration (the department lost a full-time office position in 2009).

During FY2014, three full-time and four part-time positions were eliminated, including: an Accounts Payable Associate position in Finance; combined Parks Maintenance Division Manager position with Golf Course Operations Superintendent position for a net reduction of one full-time position; downgraded a full-time Golf Professional position to a part-time Recreation Staff Assistant Sr. and eliminated two part-time Recreation Staff Assistant positions in Golf; and two part-time Athletic Staff Assistant positions in Fitness. The above FY2014 eliminations combined with the additional recommended positions for FY2015 still results in an overall net reduction to the total workforce complement. The proposed changes are listed in **Appendix D**.

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

Health Insurance Plan Costs



Costs rose significantly in FY2013 due to some high claimants and a resulting increase in the insurance premium covering high claims. However, through May 1, total FY2014 costs for the medical, dental and vision benefits are projected to come in about the same as for FY2013. The proposed FY2015 budget projects a 1.0% increase. Any change in employee premiums will be discussed this summer, and any resulting increase would be the first in six years. The trust fund had nearly \$4.3 million at the beginning of FY2014, which is enough to fund the benefits program for ten months without any General Fund contributions, and well above the limit recommended by an actuarial study conducted by the City's insurance consultant last year.

Workers' Compensation. Due to savings achieved by all departments' risk management efforts, rates charged to departmental budgets have been reduced by an average of 8.3% for FY2015. These rates are 60% of those issued by the insurance carrier, and reduced the personnel budget by \$55,000.

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. The January 1, 2014 actuarial report indicated the Retirement Fund was 97.3% funded. The City is again proposing to contribute \$400,000 and continue paying the fund's administrative expenses of approximately \$20,000 to keep the unfunded liability level low and to support a cost of living adjustment of 1.5%, which was approved by the Fund's Board of Trustees at its April 2014 quarterly meeting.

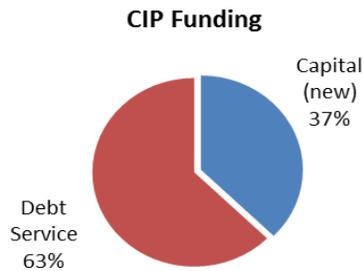
CAPITAL IMPROVEMENT PROGRAM

The proposed FY2015 Capital Improvement Program (CIP) will continue to address goals targeted for action on the Strategic Plan agenda established by the Board of Commissioners. The CIP totals \$20,247,675, including all funds and debt for the coming year. This is about \$2.0 million less (-9.0%) than the adopted FY2014 program.

Last year, \$300,000 of unassigned fund balance was budgeted to cover capital projects paid for by the General Fund. The proposed FY2015 budget does not impact the unassigned fund balance, meaning all of the recommended capital projects included in the General Fund budget will be paid for by FY2015 operating revenues.

BUDGET MESSAGE, *continued*

Next year's capital budget consists of 37% new projects and 63% for payments on existing debt.



A complete outline of the proposed Capital Improvement Program can be found in **Appendix E**. The three-year capital improvement plan will be prepared and presented to the Board of Commissioners later this fall.

AGENCY APPROPRIATIONS

A total of \$1,245,700 is being allocated for contract agencies and the City's United Way contribution, which is based on a dollar for dollar match of employee pledges. The FY2015 recommended budget proposes to maintain the agencies at the FY2014 amount. However, as mentioned earlier, up to \$80,000 has also been set aside in the budget for an additional allocation to Community Action of Southern Kentucky to enhance public transit services as determined by the Board of Commissioners. This would bring the total agency allocation up to \$1,325,700 for FY2015.

Additionally, another \$10,000 has been set aside in this budget to combine with the unspent FY2014 funds (currently over \$40,000) for the City's share of required grant matches for identified airport improvement projects.

On a related note, in 2008 the Board of Commissioners directed that any excess Gas Franchise money received in a given year over \$200,000 be appropriated to the BG/WC Welfare Center. The funding is to provide natural gas payment assistance or weatherization assistance to low income citizens of the City. As a result of the colder than normal winter this past year, the Welfare Center is also receiving an additional allocation in the amount of \$15,361 at the end of FY2014.

With the FY2015 budget, agency funding continues to comprise about 2.3% of the proposed General Fund expenses. A complete list of the contract agencies is contained in **Appendix F**.

CONCLUDING THOUGHTS

There is an old adage that goes: "If you want to know what a man values, discover what he spends his money on". This wisdom is also helpful as we attempt to match the FY2015 budget against our stated values.

If this melding of word and deed is to be successful, the City must first have a clear vision of who we are and what we value. Although problems come and go, we have benefitted by a central vision that has largely remained unchanged:

"The City of Bowling Green seeks to provide the best municipal services at the lowest appropriate cost; to create jobs and economic opportunity for our citizens; and to improve the quality of life and community for all residents."

The efforts to achieve this vision can be found in our Annual Operating Budgets.

Our track record of matching *words to action* points to a city government that has made a difference in the lives of its citizens and improved their quality of life. This is especially evident with respect to job creation, economic opportunity and a more vibrant downtown. Consider if you will that since 2006, the City has:

BUDGET MESSAGE, *continued*

- Helped to create over 1,600 new jobs through its Job Development Incentive Program (JDIP) providing over \$5.3 million to those businesses.
- Provided \$1.3 million annually to pay one-half of the debt service on the Intermodal Transportation Authority's (ITA) bonds.
- Allocating over \$1 million in debt service savings back to the ITA for needed development of the Transpark's infrastructure.
- Contributed \$125,000 annually to the marketing efforts performed by the BG Area Chamber of Commerce.
- Providing \$70,000 for two years toward the Chamber's new Workforce Coordinator position to help businesses match labor to their open job vacancies.
- Issued a \$25 million general obligation (GO) bond to build the BG Ballpark, with the City paying its annual mortgage of \$1.6 million.
- Committed to providing City funds to backstop any shortfall in the Hitcents Park Plaza Wrap development.
- Led in the creation, implementation and success of the WKU Gateway to Downtown Bowling Green Tax Increment Financing Plan (TIF) by providing over \$600,000 in incremental City taxes since its inception. Contributions are now expected to annually exceed over \$300,000 in support of the Downtown TIF.

With respect to this goal alone, the City will commit more than \$3.5 million of its annual General Fund tax dollars toward job creation and community development in FY2015.

If one were to drill down into the annual budgets over this same period, it will show a city government that has also invested heavily in new roads, sidewalks, public safety, stormwater, recreation and neighborhood services. This matching of spending to values has resulted in a visually more viable *Bowling Green*. This did not happen by accident, but by the budgetary actions of the Board of Commissioners.

Spending, however, is but one side of the budgetary equation. Equally important, if not more so, is how these values are paid. Here, too, our past budget performance on the financing side is noteworthy as we have been able to build a more dynamic city without raising taxes, depleting reserves or going further into debt. This was accomplished by reducing our employee census, separating our needs from our wants, significantly changing our spending culture, and reducing our overall cost footprint. Some of these financial moves were implemented in-part during a time of recession and falling revenues. Special acknowledgement goes out to our staff who have had to work harder with less help and for less financial reward. Thank you Bowling Green City employees!

Although we are far from flush, for the first time since 2010 we can see a partial light at the end of the long tunnel. The redefinition of our spending habits, coupled with modestly improving revenues, will allow us to continue the City's legacy of excellence in municipal services and progressive community building.

We believe the FY2015 City Manager's budget recommendation will again effectively marry our financial decisions to our values without raising taxes, incurring new debt or using reserve funds.

As always, 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 (FDIC).
 - 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

FUND STRUCTURE

General Fund	Special Revenue	Capital Projects	Debt Service	Enterprise	Internal Service
Legislative	Municipal Aid	Equipment Replacement	Debt Service	Convention Center	Fleet Management
City Manager’s Office	Law Enforcement Grants	Sidewalk Improvement	WKU Debt Service		Worker’s Comp
Finance	Community Dev. Grants	Technology Impro.	ITA Debt Service		Property & Casualty Ins.
HR & Risk Mgmt	Homeland Security Grant	Greenways/Riverfront Dev.	TIF Ballpark Debt Service		Health Insurance
Information Technology	Fire Improvement	Road Construction			
Law	Landfill Closure	Radio System Impro.			
Administrative Services	Parks Development	Stormwater Impro.			
Police	Public Safety Radio	Municipal Facilities			
Fire	Police Improvement	Parks Improvement			
Public Works	Job Dev. Incentive				
Parks & Recreation	Lampkin Park				
Golf	Housing				
Aquatics					
Other Parks					
Neighborhood & Comm. Services					
Community Services					

Fund Descriptions:

General Fund—is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. Typically serves as the chief operating fund of a government. The revenues for this fund are generated from taxes, occupational fees, licenses and permits, intergovernmental sources, and charges for services.

Special Revenue Fund—a governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations, or other governments.

Capital Project Fund—is used to account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition and/or construction of major capital projects, such as buildings, parks, streets, bridges and other City facilities, infrastructure, and equipment. The primary revenue sources in this fund are bond proceeds, grant receipts, transfers from other funds and developer contributions.

Debt Service Fund—is a governmental fund type used to account for accumulation of resources that are restricted, committed, or assigned to fund debt service and actual principal and interest payments.

Enterprise Fund—a proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

Internal Service Fund—a proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to the other governments, on a cost-reimbursement basis.

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 project 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 the Enterprise fund (Convention Center Corporation fund) and Internal Services funds (Fleet Maintenance, Workers Compensation, Property & Casualty Insurance and the Health Insurance funds).

According to State Statute, each city must adopt 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 Assistant City Manager is authorized to transfer budgeted amounts between departments within any fund. 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 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 Holiday	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20 Holiday	21	22	23	24 BOC Strategic Goal Planning	25
26	27	28 Budget Kick-off Mtg. @ 2:30 pm	29 Position Budgeting Set -up Begins	30	31	

Schedule of Events

- ◆ Jan. 24—Board of Commissioners (BOC) and City Manager to meet at the Sloan Convention Center to discuss broad goals and objectives for the new budget year and beyond, and set priorities for FY2015.
- ◆ Jan. 28—Meeting to be held at 2:30 p.m. in the Commission Chamber to distribute budget materials to departmental budget staff.
- ◆ Jan. 29—Payroll, Human Resources (HR) and Assistant City Manager (ACM) to begin setting up wage and benefit pay batches, and schedules and rates, as well as updating position files and attaching to employees in Position Budgeting (PB Phase 1). The PB Phase 1 set-up process to be completed by February 24th.

February 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
						1	
2	3 Begin Evaluation of City Fleet	4 Budget Training @ 8:30 am	5 SM Budget Planning Session	6 Budget Training @ 2 pm	7 Budget Training @ 10:30 am	8	
9	10 Budget Maintenance Initialized	<i>Budget Entry/Edit Can Begin On 2/10/13</i>				14	15
16	17	18	19	20	21 IT Related Requests Due	22	
23	24 Position Budgeting Initialized	25 MS Publisher Training Offered	26	27	28 New Position/Reclass Requests Due	←End Evaluation of City Fleet	

Schedule of Events

- ◆ Feb. 3-28 (all month)—Fleet Manager will work with departments to review the City fleet of vehicles and equipment to update suggested retention and replacement schedules. A preliminary list of prioritized recommended replacements with estimated costs should be provided to each Department Head (DH) and to the Asst. City Manager (ACM) by March 12th.
- ◆ Feb. 4, 6 & 7— Three budget training sessions will be offered in the City Hall (CH) 3rd Floor Conference Room to learn and/or refresh your knowledge of the Logos software system and Budget Maintenance entry/edit process. Please sign-up for one of the sessions offered by accessing Doc. #341552 (see **blue** tab). Remember to save and close the document when done so others can also access the document.
- ◆ Feb. 5—Senior Management (SM) staff will meet at the Sloan Convention Center to discuss the outcomes from the BOC Strategic Goal Planning Session.
- ◆ Feb. 10—ACM to initialize Budg. Maint. for departments to begin entering/editing budget data (revenues/expenses) in Logos “Live”.
- ◆ Feb. 21—All departments’ computer hardware and/or software requests for the FY2015 budget are due to the Chief Information Officer by close of business. IT will work with each department to evaluate and prioritize the requests. The request form can be found in DM by accessing Doc. #283606.
- ◆ Feb. 24—Payroll, HR and ACM will update and apply any benefit/tax rate changes for FY2015 and begin testing position calculations in Position Budgeting (PB Phase 2). Initial entry, calculations, testing and promoting (PB Phase 3) to be complete by March 14th.
- ◆ Feb. 25-26—Basic training will be offered in the CH 3rd Fl. Conf. Rm. to departments on how to efficiently and effectively use MS Publisher for updating Department Budget Summary data sheets which are to be included in the final department budget packets. Please sign-up for one of the sessions offered by accessing Doc. #341552 (see **green** tab).
- ◆ Feb. 28—All new position and reclassification/upgrade completed request forms are due to the Human Resources Director by close of business for evaluation, cost determination and recommendation to the City Manager. Copies of the completed forms should also be included in the final department budget packets.

March 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3 Additions to Insurance Coverage Due	4	5	6 Agency Budget Form Distrib.	7	8
Employee Committee Meetings						
9	10	11	12 Fleet Recommendations Due	13	14 Initial PB Entry Deadline	15
Employee Committee Meetings						
16	17 Rev. & Exp. Entry Deadline	18	19	20	21 Dept. Budget Recommendations	22
Departments finalize budget requests/reporting						
23	24	25	26	27	28	29
Department Meetings with Budget Team						
30	31					
Department Meetings with Budget Team						

Schedule of Events

- ◆ Mar. 3—Any new construction, renovations, vehicles or capital purchases that require insurance coverage will require an insurance form to be completed and must be turned in to the Safety/Risk Manager by close of business. The Insurance Budget Planning Form can be found on The CLICK.
- ◆ Mar. 5-12—Employee committee meetings to be scheduled. Committee representatives will have the opportunity to present and discuss budget related issues with the City Manager, and receive a budget planning progress report.
- ◆ Mar. 6—Asst. City Manager (ACM) to distribute budget request forms to qualified contract agencies for FY2015 funding consideration.
- ◆ Mar. 12—Fleet Manager to provide a list of prioritized vehicle/equipment replacement recommendations with estimated replacement costs to each appropriate Department Head (DH), with a complete list for all departments to be provided to the ACM.
- ◆ Mar. 14—HR, Payroll and ACM to have substantially completed the initial entry, calculations and promoting for Position Budgeting (PB Phase 3). The personnel figures will exclude any FY2015 pay adjustments, with the exception of any required changes to taxes and benefits. This data will give departments the ability to printout complete budget reports which reflect the current costs for existing personnel.
- ◆ Mar. 17—All revenue and operating expenditure entry/editing should be completed by each responsible department. *Departments are NOT to enter any CIP or Supplemental/NEPS requests in Logos.*
- ◆ Mar. 21—Six (6) complete departmental budget recommendation packets are to be delivered to the ACM by close of business for distribution to the Budget Team. Each packet should outline requests for maintaining current level of services and any proposed cost increases (other than inflationary), as well as prioritized recommendations for any new position/reclassifications, CIPs and new and/or expanded program or service (Supplemental/NEPS) requests.
- ◆ Mar. 25-Apr. 1—Meetings will be held with each DH and the Budget Team to review and discuss each department's budget request/recommendation in detail.

April 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 Department Meetings with Budget Team	2 SM Monthly Mtg—Review CIPS & NEPS	3	4	5
6	7 Budget Team Deliberation Begins	8	9 Agency Budget Requests Due	10	11	12
13	14	15	16	17	18 Holiday	19
20	21	22	23	24	25	26
27	28	29	30 Bud. Team Deliberation Ends			
	Position Budgeting Pay Adjustments Added to Logos Test					

Schedule of Events

- ◆ Apr. 1—Last day for meetings to be held with Department Head (DH) and Budget Team to review department recommendations/requests.
- ◆ Apr. 2—Each DH to present the submitted FY2015 CIP and NEPS/Supplemental requests to Senior Management (SM) staff and the group will discuss to establish priorities for funding based on BOC goals/objectives.
- ◆ Apr. 7-30—Multiple Budget Team meetings to be scheduled for deliberations about revenue projections, department requests, personnel adjustments, capital projects and agency funding.
- ◆ Apr. 9—All contract agency budget request forms are due to the Asst. City Manager by 4:00 p.m. for consideration of funding in the FY2015 budget.
- ◆ Apr. 28-30—HR and ACM to add FY2015 pay adjustments, new positions/reclassifications, etc. to Position Budgeting in Logos Test environment for re-calculation and promoting into Budget Maintenance. PB Phase 4-Test is to be complete by May 2nd for final budget presentation to the Board of Commissioners.

May 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2 Final PB Entry Deadline for Logos Test	3
4	5	6	7	8	9 Multi-year Financing Plan Due	10
Preparation of Budget Doc. and Presentation Materials						
11	12 Final prep. of budget doc. and pres. materials	13	14 Agenda Deadline @ Noon	15 FY2015 Budget Recom. Distr. to BOC	16	17
18	19	20 Budget Presentation/ Work Session	21 Finalize Budget Reporting	22	23 Final PB Entry Deadline for Logos Live	24
25	26 Holiday	27	28 Agenda Deadline @ Noon	29	30	31

Schedule of Events

- ◆ May 2—Asst. City Manager (ACM) and Human Resources (HR) to have completed the Position Budgeting entry/edit process in the Logos Test environment (PB Phase 4-Test), including addition of COLA, Step and/or other adjustment factors and any City Manager approved new positions and/or reclassifications/upgrades.
- ◆ May 5-13—Budget Team to update final budget recommendations and prepare FY2015 Budget document and presentation materials for agenda deadline and distribution to Board of Commissioners (BOC).
- ◆ May 9—Chief Financial Officer (CFO) to provide the final revenue projections and multi-year financing plan to the City Manager.
- ◆ May 14—FY2015 Budget document to be completed and copies provided to the City Clerk’s office for agenda filing and preparation.
- ◆ May 15—FY2015 Budget Recommendation to be distributed to the BOC with the agenda for the May 20th work session.
- ◆ May 20—The Executive Budget Recommendation, including FY2015 capital improvement projects and agency funding recommendations, to be presented by the City Manager, ACM and CFO at the 4:00 p.m. work session of the BOC.
- ◆ May 21-27—Finalize FY2015 budget reporting pursuant to presentation discussion and as directed by the BOC.
- ◆ May 23—ACM and HR to complete all FY2015 pay adjustments in Position Budgeting Logos Live environment and any other updates/revisions required for final budget reporting (PB Phase 4-Live).
- ◆ May 28—Budget Ordinance and Exhibit 1 to be completed and filed with the City Clerk’s office by noon to meet the agenda deadline for first reading at the June 3rd BOC meeting.

June 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 BOC Meeting @ 7 pm	4 Prepare Agency Appropriation Agreements	5	6	7
8	9	10	11 Agenda Deadline @ Noon	12	13	14
15	16	17 BOC Meeting @ 7 pm	18 Prepare Internal Services Survey	19	20	21
22	23	24 Adopt FY2015 Budget in Logos	25	26	27	28
29	30 FY2014 Carry-forward Requests Due					

Schedule of Events

- ◆ Jun. 3—First reading of FY2015 Budget Ordinance to be held at the Board of Commissioners (BOC) regular meeting.
- ◆ Jun. 4-6—Asst. City Manager (ACM) and City Attorney to prepare the Agency Appropriation Agreements to correspond with recommended funding levels.
- ◆ Jun. 11—Municipal Order, with Agency Appropriation Agreements attached, to be filed with the City Clerk’s office to meet the agenda deadline.
- ◆ Jun. 17—Second reading of FY2015 Budget Ordinance and consideration of Agency Appropriation Agreements to occur at the BOC regular meeting.
- ◆ Jun. 18-20—ACM to prepare the FY2014 Internal Services Employee Survey questionnaire to be distributed to employees on July 1st.
- ◆ Jun. 24—Formally adopt the FY2015 Budget in Logos to finalize the implementation of the new budget before July 1st.
- ◆ Jun. 30—Each department is to submit a list to the ACM and Comptroller of any remaining FY2014 approved one-time or capital project expenditures which could not be completed during the fiscal year.

July 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 Distribute Internal Services Survey	2	3	4 Holiday	5
6	7	8	9	10	11	12
13	14	15	16	17	18 Out-year CIP Requests Due	19
20	21	22	23	24	25	26
Preparation of Multi-year Capital Improvement Program to Begin						
27	28	29	30	31 Close Internal Services Survey		

Schedule of Events

- ◆ Jul. 1—Asst. City Manager (ACM) to distribute the FY2014 Internal Services Survey to all employees. Survey to remain open through the entire month of July for employees to compete and submit responses either electronically or manually.
- ◆ Jul. 18—All departmental capital improvement project (CIP) proposals for the next three fiscal years (FY2016, FY2017 & FY2018) are to be submitted to the ACM and Purchasing Agent by close of business.
- ◆ Jul. 21-31—ACM and Purchasing Agent to organize requests and prepare a preliminary multi-year CIP spreadsheet for discussion at the August 6th Senior Management (SM) monthly meeting.
- ◆ Jul. 31—The FY2014 Internal Services Employee Survey will be closed at the end of the day (11:59 pm). Surveys will no longer be accepted after this date.

August 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 Compile Internal Serv. Survey Results	2
3	4	5 Distribute CPM Survey Forms	6 SM Monthly Mtg.—Review Out-year CIPs	7	8	9
				Preparation of Multi-year CIP Report Continues		
10	11 Depts. to begin CPM data collection	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Schedule of Events

- ◆ Aug. 1-5—Following the close of the FY2014 Internal Services Employee Survey, Asst. City Manager (ACM) to begin compiling, analyzing and reporting results for use in the annual Center for Performance Measurement (CPM) data collection process, and distributing results to Senior Management (SM) staff.
- ◆ Aug. 5—ACM to distribute the FY2014 CPM Survey forms and instructions for performance measurement data collection to be completed by departments.
- ◆ Aug. 6—Department Heads (DH) to present proposed capital improvement projects for the next three fiscal years to the SM staff for discussion and consideration in the multi-year capital program. If time permits, SM will also review the preliminary results of the FY2014 Internal Services Employee Survey.
- ◆ Aug. 7-31—Preparation of the multi-year capital program draft report continues.
- ◆ Aug. 11-31—Departments are to begin collecting and reporting performance measurement data for completion of the CPM Survey forms. Completed forms will be due by September 3rd.
- ◆ Sometime during the later half of August or September, the Board of Commissioners will have a mid-year planning session to discuss ideas and policy initiatives, as well as progress toward achievement of established goals and objectives for the City.

September 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 Holiday	2	3 Completed CPM Surveys Due	4	5 Multi-year CIP Draft Re- port Due	6
7	8	9	10 Agenda Deadline @ Noon	11	12	13
14	15	16 Multi-year CIP Presenta- tion/Work Session @ 4 pm	17	Prepare updates to CIP draft		20
21	22	23	24	25	26	27
	Finalize FY2015-FY2018 CIP Report					
28	29	30				

Schedule of Events

- ◆ Sept. 3—Departments are to have their assigned CPM Survey forms completed and turned in to the Asst. City Manager (ACM) by close of business.
- ◆ Sept. 5—A draft of the multi-year capital improvement program (CIP) report is due to the City Manager for review prior to submission for the next Board of Commissioners (BOC) work session agenda.
- ◆ Sept. 10—Final Multi-year CIP report draft due to the City Clerk’s office for agenda filing and preparation.
- ◆ Sept. 16—The FY2015-FY2018 Capital Improvement Plan to be presented to the BOC at the 4:00 p.m. work session.
- ◆ Sept. 17-30—Update and finalize the multi-year CIP report pursuant to the discussion at the work session and as directed by the BOC.
- ◆ Sometime during the later half of August or September, the Board of Commissioners will have a mid-year planning session to discuss ideas and policy initiatives, as well as progress toward achievement of established goals and objectives for the City.

October 2014

Fiscal Year 2014/2015 Budget Planning Schedule

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 Agenda Deadline @ Noon	2	3	4
5	6	7 BOC Meeting @ 7 pm	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Schedule of Events

- ◆ Oct. 1—Municipal Order and final Multi-Year Capital Improvement Program (CIP) report to be filed with the City Clerk's office to meet the agenda deadline for consideration at the Board of Commissioners (BOC) first regular meeting in October.
- ◆ Oct. 7—BOC to consider approval of Multi-year CIP for FY2015-FY2018 at the 7:00 p.m. meeting.

MAJOR REVENUE SOURCES

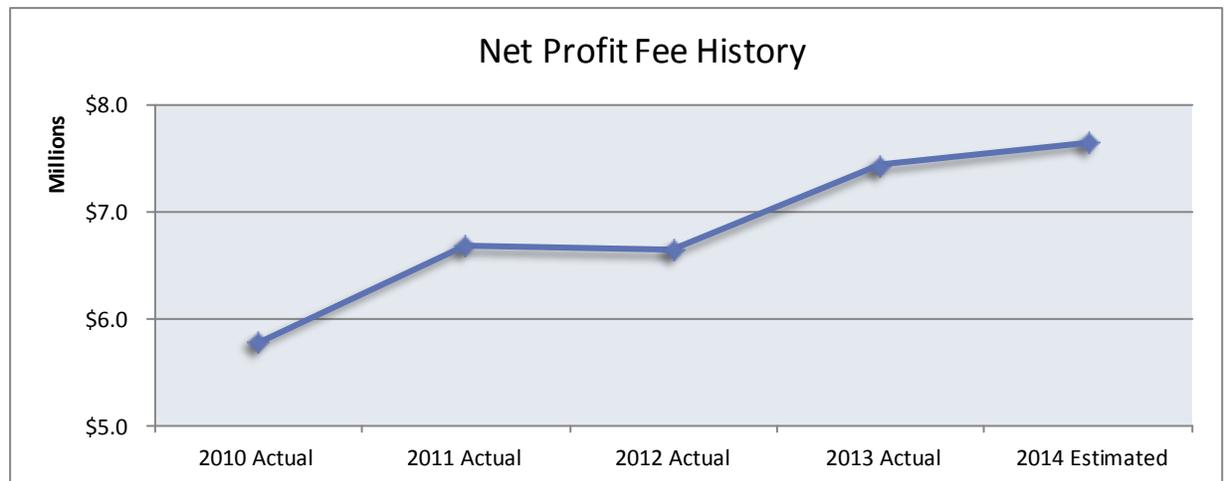
MAJOR REVENUE SOURCES—ALL FUNDS

Occupational fees are the City’s largest and most important revenue source and are budgeted to total \$42,937,500 in FY2015. Occupational fees include net profit fees, employee withholding fees, business registrations and transient fees. The fees are collected by the City and posted in the General Fund and two special revenue funds. On average, about 97.0% 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 over \$34,700,000 for FY2014.



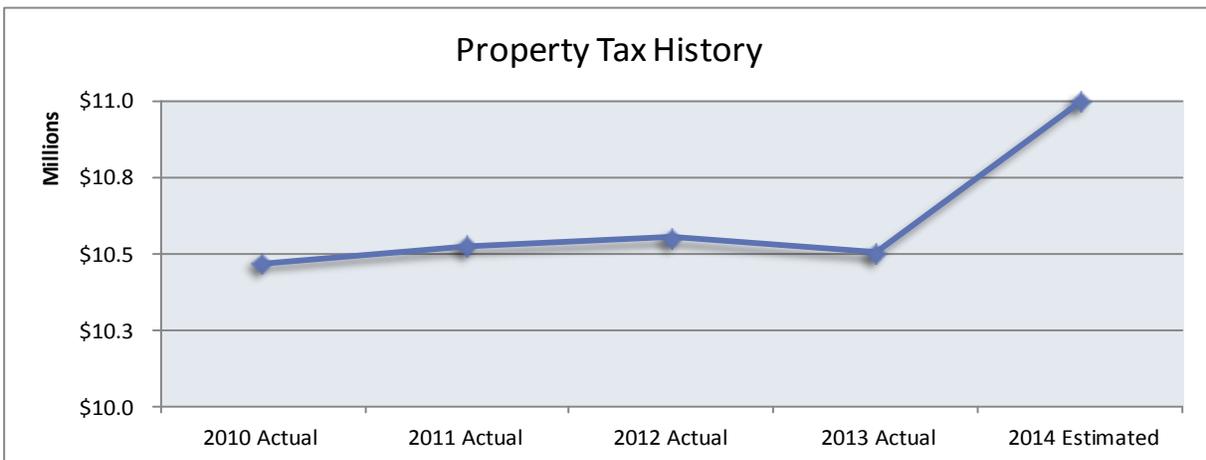
- **Net profit fees** are assessed to local business at the rate of 1.85% of net income earned within the city limits of Bowling Green. The net profit fees are filed with the City annually based on each businesses’ normal tax year. Over \$7,600,000 is expected to be collected for the fiscal year ending June 30, 2014.



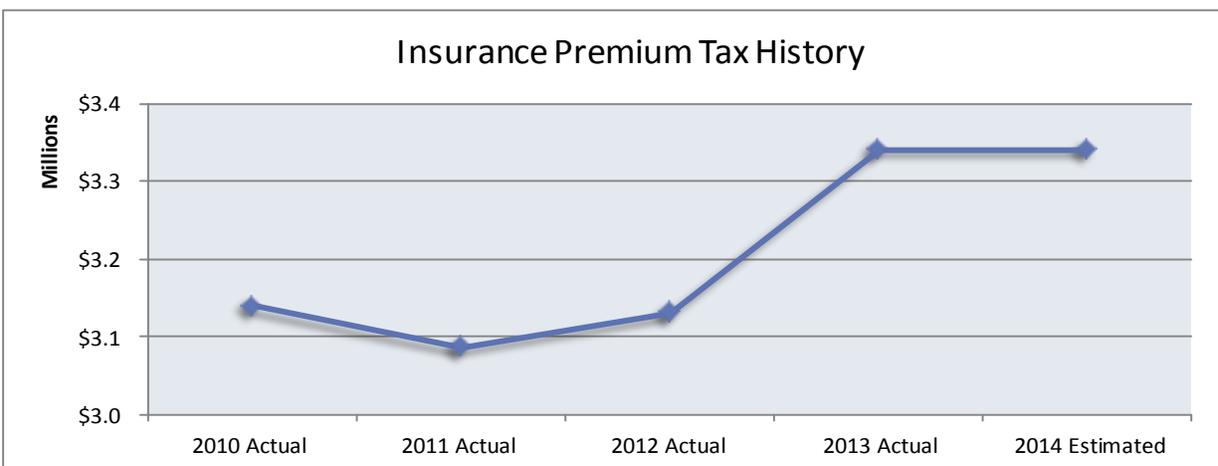
MAJOR REVENUE SOURCES—ALL FUNDS , continued

Taxes are the City's second largest source of revenue and are budgeted to total \$16,213,000 during FY2015. 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 enterprise fund. Property taxes are expected to generate approximately \$11,000,000 for the fiscal year ending June 30, 2014, this increase is due to rising assessments. 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.

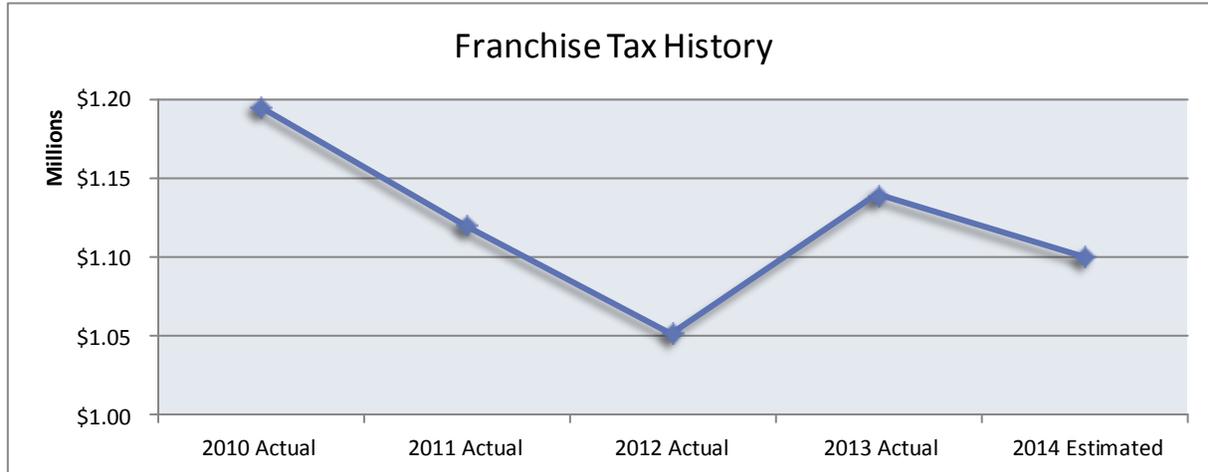


- **Insurance premium taxes** are collected by insurance companies on insurance policies held inside the city limits and remitted to the City on a quarterly basis. The current rates are 7% for fire and inland marine insurance and 2% on casualty, liability, vehicle, health and life insurance. Insurance premium taxes are deposited into the General Fund and the Fire Improvement Fund. For FY2014, these revenues are projected to produce \$3,400,000 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.

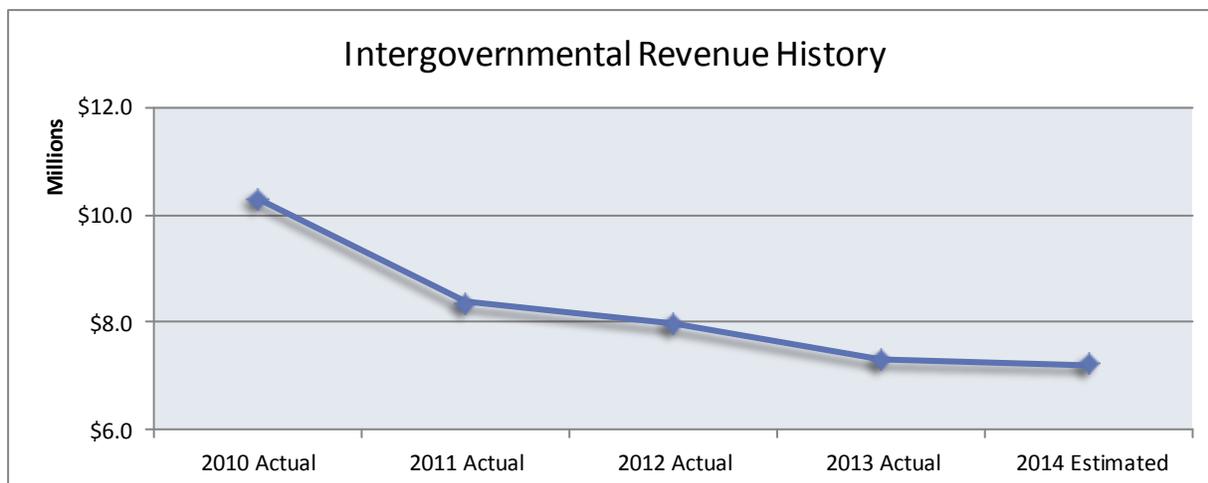


MAJOR REVENUE SOURCES—ALL FUNDS, *continued*

- **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 \$1,100,000 during FY2014.

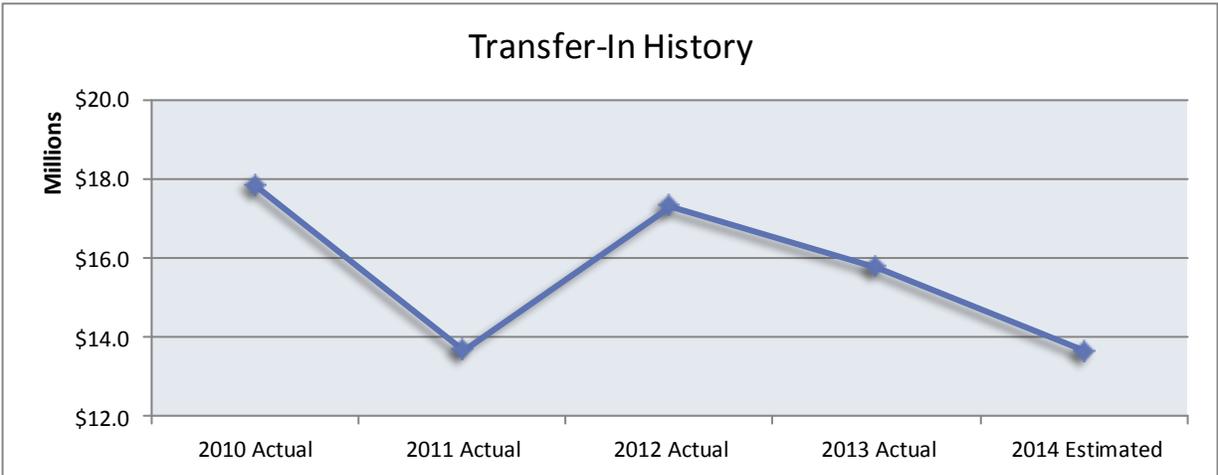


Intergovernmental revenue includes grant proceeds received from federal, state and local governmental entities. This source of revenue can be deposited into any City fund, but is primarily accounted for in special revenue funds. The intergovernmental budget is determined by estimating grant proceeds 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—ALL FUNDS, *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

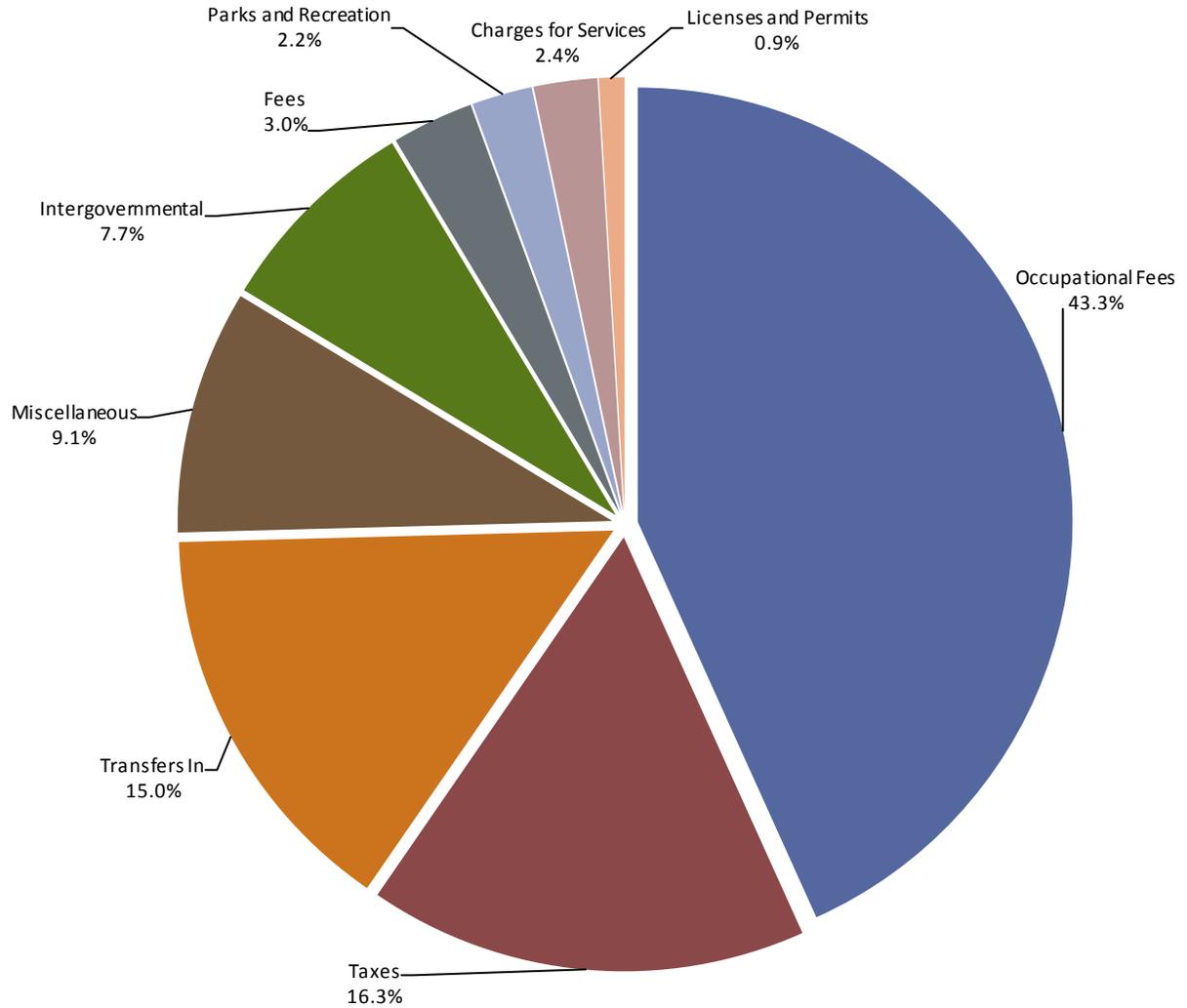


ANNUAL OPERATING BUDGET FOR ALL FUNDS AND CATEGORIES

	General Fund	Special Revenue Funds	Capital Project Funds	Debt Service Funds	Enterprise Funds	Trust Funds	Internal Service Funds	Total
RESOURCES IN:								
Taxes	\$13,363,500	\$2,399,000	\$0	\$0	\$450,500	\$0	\$0	\$16,213,000
Occupational Fees	40,691,000	2,246,500	0	0	0	0	0	42,937,500
License & Permits	940,000	0	0	0	0	0	0	940,000
Intergovernmental	107,115	7,560,431	0	0	0	0	0	7,667,546
Fees	338,500	127,000	0	2,556,000	0	0	0	3,021,500
Charges for Services	280,000	0	0	0	0	21,350	2,045,187	2,346,537
Parks & Recreation	2,231,395	0	0	0	0	0	0	2,231,395
Miscellaneous	396,490	391,275	0	1,460,000	272,500	1,022,500	5,483,812	9,026,577
Revenues:	\$58,348,000	\$12,724,206	\$0	\$4,016,000	\$723,000	\$1,043,850	\$7,528,999	\$84,384,055
Note/Bond Proceeds	0	0	0	0	0	0	0	0
Transfers In	514,500	258,964	3,377,500	8,744,700	1,175,800	0	800,000	14,871,464
Other Resources:	\$514,500	\$258,964	\$3,377,500	\$8,744,700	\$1,175,800	\$0	\$800,000	\$14,871,464
RESOURCES IN:	\$58,862,500	\$12,983,170	\$3,377,500	\$12,760,700	\$1,898,800	\$1,043,850	\$8,328,999	\$99,255,519
RESOURCES OUT:								
General Government	\$6,180,878	\$0	\$474,100	\$0	\$0	\$0	\$7,100,654	\$13,755,632
Public Safety	24,373,833	2,164,298	444,000	0	0	920,000	0	27,902,131
Public Works	6,846,753	2,459,220	2,897,500	0	0	0	2,050,187	14,253,660
Parks & Recreation	8,293,421	0	532,000	0	0	0	0	8,825,421
Neighborhood & Community Services	2,137,211	3,753,283	50,000	0	0	0	0	5,940,494
Community Services	548,240	0	0	0	0	0	0	548,240
Debt Service	0	0	0	12,380,700	0	0	0	12,380,700
Intergovernmental	87,000	0	0	0	1,245,988	0	0	1,332,988
Contingency	300,000	0	0	0	0	0	0	300,000
Expenditures:	\$48,767,336	\$8,376,801	\$4,397,600	\$12,380,700	\$1,245,988	\$920,000	\$9,150,841	\$85,239,266
Transfers Out	10,095,164	4,309,500	0	0	300,000	0	100,000	14,804,664
RESOURCES OUT:	\$58,862,500	\$12,686,301	\$4,397,600	\$12,380,700	\$1,545,988	\$920,000	\$9,250,841	\$100,043,930
RESERVES UTILIZED:	\$0	\$296,869	(\$1,020,100)	\$380,000	\$352,812	\$123,850	(\$921,842)	(\$788,411)

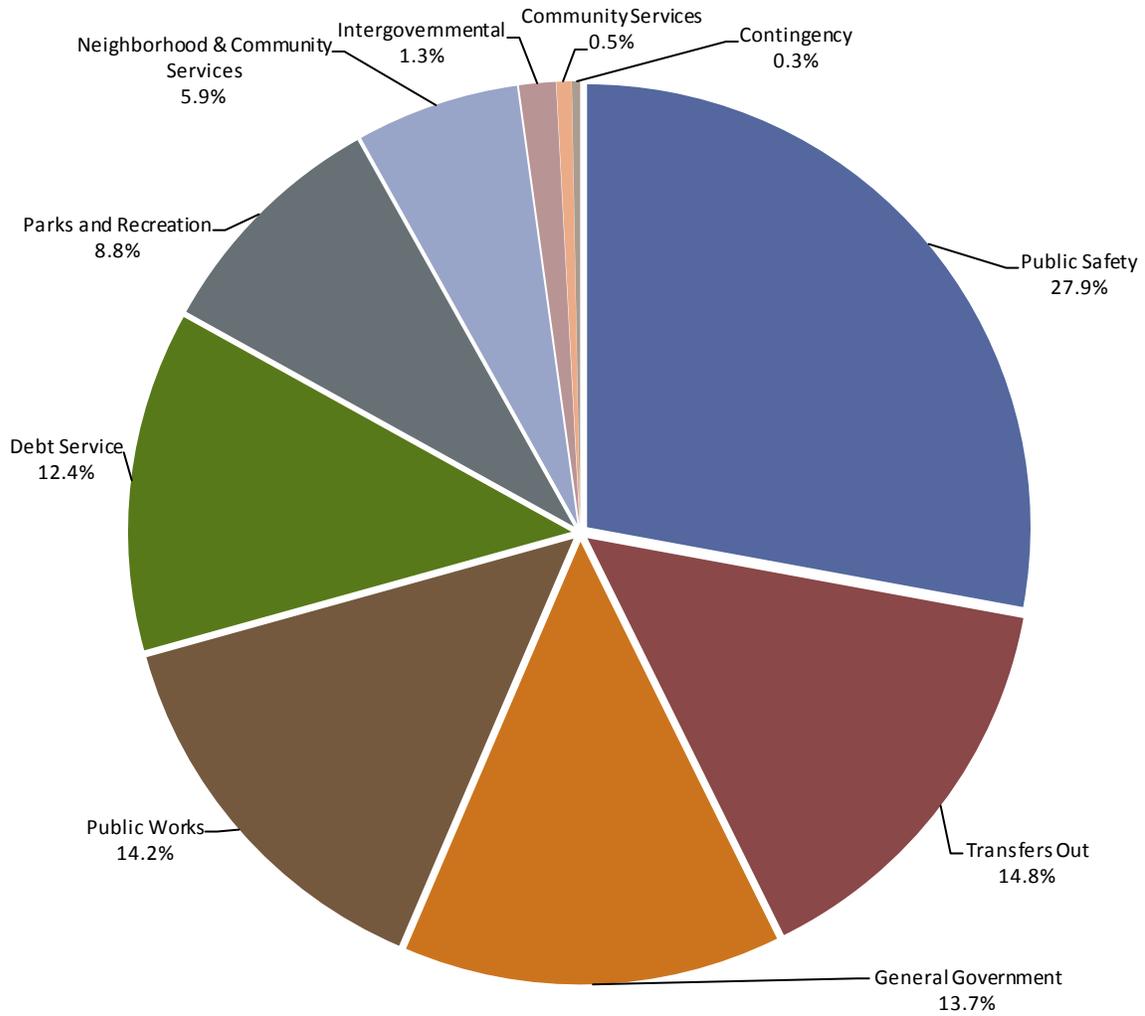
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FY2015 RESOURCES — ALL FUNDS



Occupational Fees	\$42,937,500	43.3%
Taxes	16,213,000	16.3%
Transfers In	14,871,464	15.0%
Miscellaneous	9,026,577	9.1%
Intergovernmental	7,667,546	7.7%
Fees	3,021,500	3.0%
Parks and Recreation	2,231,395	2.2%
Charges for Services	2,346,537	2.4%
Licenses and Permits	940,000	0.9%
Total	\$99,255,519	100.0%

FY2015 EXPENDITURES — BY FUNCTION



Public Safety	\$27,902,131	27.9%
Transfers Out	14,804,664	14.8%
Public Works	14,253,660	14.2%
General Government	13,755,632	13.7%
Debt Service	12,380,700	12.4%
Parks and Recreation	8,825,421	8.8%
Neighborhood & Community Services	5,940,494	5.9%
Intergovernmental	1,332,988	1.3%
Community Services	548,240	0.5%
Contingency	300,000	0.3%
Total	\$100,043,930	100.0%

REVENUE AND EXPENDITURE BUDGET HISTORY

ALL FUNDS HISTORY

	Actual 2011	Actual 2012	Actual 2013	Org. Budget 2014	Adj. Budget 2014	Approved 2015
Occupational Fees	\$ 37,461,442	\$ 39,742,430	\$ 41,632,365	\$ 40,601,000	\$ 40,601,000	\$ 42,937,500
Taxes	14,617,418	14,813,106	15,444,983	15,473,500	15,547,500	16,213,000
Transfers In	13,716,138	17,339,817	15,796,935	13,685,369	16,775,264	14,871,464
Miscellaneous	9,121,233	9,023,995	12,459,724	8,465,854	12,310,780	9,026,577
Intergovernmental	8,364,995	7,961,149	7,310,054	7,225,534	8,551,982	7,667,546
Fees	2,586,927	2,774,916	2,835,827	2,935,890	2,935,890	3,021,500
Parks and Recreation	2,225,419	2,459,044	2,192,174	2,332,180	2,370,840	2,231,395
Charges for Services	1,827,725	1,860,093	2,300,394	2,274,809	2,274,809	2,346,537
Licenses and Permits	771,653	972,197	938,736	908,000	908,000	940,000
Bond, Note, Lease Proceeds	30,936,952	8,104,389	4,384,934	1,100,000	4,900,000	0
Revenue Total	\$ 121,634,402	\$ 105,051,136	\$ 105,296,126	\$ 95,002,136	\$ 107,176,065	\$ 99,255,519
Personnel Services	\$ 33,666,437	\$ 35,207,473	\$ 36,178,628	\$ 37,657,950	\$ 37,807,259	\$ 38,099,392
Contractual Services	19,500,291	18,435,805	20,229,905	24,592,246	35,536,176	22,280,626
Supplies	4,203,390	4,163,313	4,238,217	3,869,477	4,055,058	4,622,000
Subsidies/Assistance	5,285,623	5,232,419	4,576,382	4,789,694	6,378,122	5,392,350
Property/Assets	2,392,192	722,579	784,790	820,580	1,491,808	1,578,000
Debt Service	43,912,001	22,328,502	21,117,319	13,766,183	23,017,405	12,683,965
Other	13,209,056	17,284,285	15,738,713	14,164,469	17,356,805	15,387,597
Expenditure Total	\$ 122,168,990	\$ 103,374,375	\$ 102,863,954	\$ 99,660,599	\$ 125,624,633	\$ 100,043,930

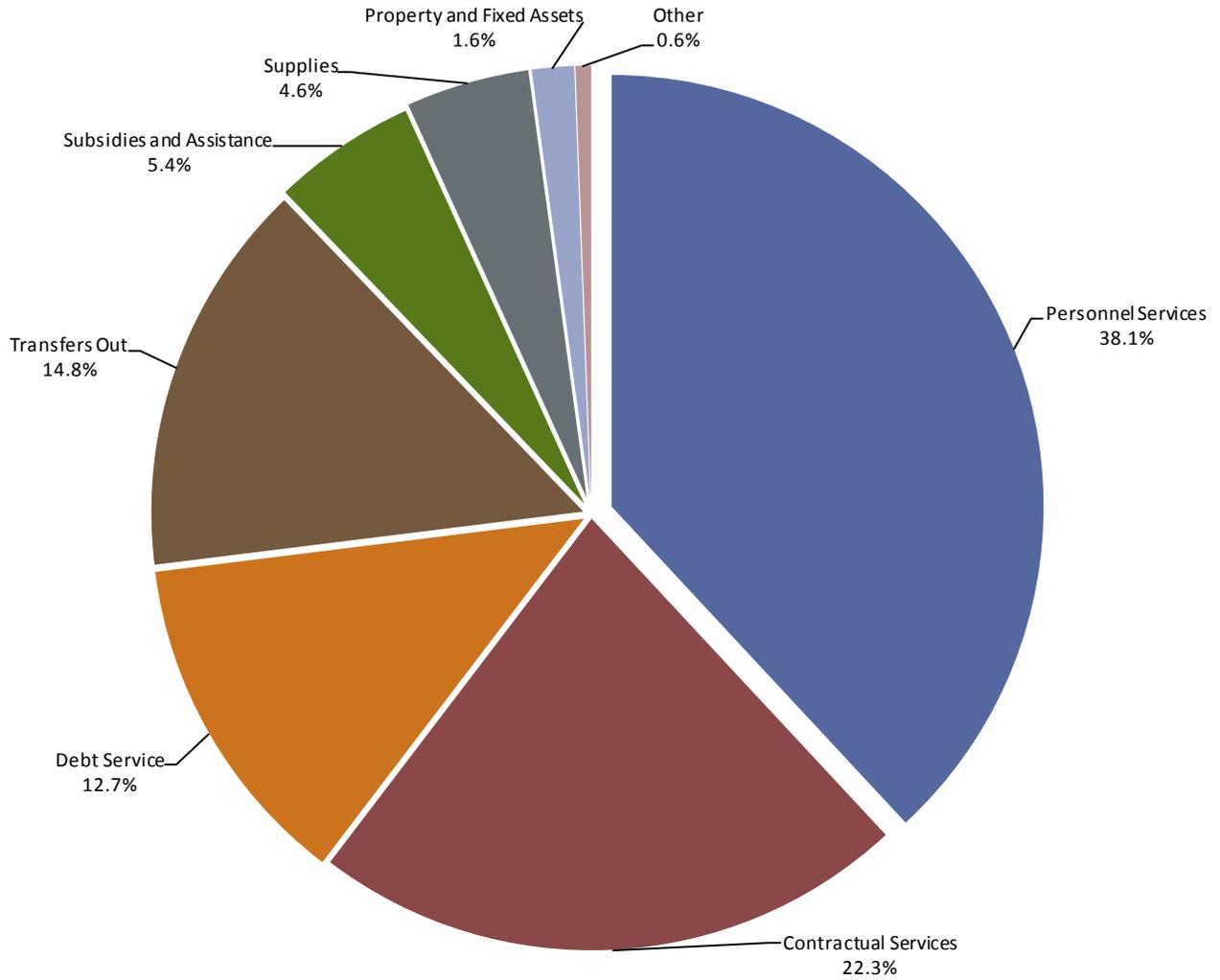
GENERAL FUND HISTORY

	Actual 2011	Actual 2012	Actual 2013	Org. Budget 2014	Adj. Budget 2014	Approved 2015*
Occupational Fees	\$ 35,442,624	\$ 37,422,261	\$ 39,379,063	\$ 38,449,000	\$ 38,449,000	\$ 40,691,000
Taxes	12,101,770	12,309,261	12,688,005	12,842,000	12,842,000	13,363,500
Transfers In	100,000	1,292,467	30,000	0	0	514,500
Miscellaneous	281,349	555,846	340,587	325,500	469,920	396,490
Intergovernmental	264,904	166,941	139,131	100,000	194,006	107,115
Fees	292,861	309,746	315,766	324,700	324,700	338,500
Parks and Recreation	379,824	355,234	345,954	372,800	403,960	2,231,395
Charges for Services	222,086	249,920	271,572	260,000	260,000	280,000
Licenses and Permits	771,652	972,197	938,737	908,000	908,000	940,000
Revenue Total	\$ 49,857,070	\$ 53,633,873	\$ 54,448,815	\$ 53,582,000	\$ 53,851,586	\$ 58,862,500
Personnel Services	\$ 29,544,069	\$ 30,900,556	\$ 31,868,319	\$ 33,170,369	\$ 33,330,810	\$ 35,054,238
Contractual Services	7,360,134	7,579,240	7,649,542	7,782,579	8,804,335	9,101,996
Supplies	1,465,989	1,511,767	1,500,647	1,461,989	1,522,530	2,195,112
Subsidies/Assistance	1,860,763	1,947,532	1,686,472	1,801,534	2,203,046	2,019,200
Property/Assets	230,116	116,645	93,989	66,000	127,759	92,000
Debt Service	0	0	0	0	0	0
Other (Transfers Out & Misc)	8,639,491	10,823,632	11,326,623	9,599,529	12,488,243	10,399,954
Expenditure Total	\$ 49,100,562	\$ 52,879,372	\$ 54,125,592	\$ 53,882,000	\$ 58,476,723	\$ 58,862,500

* The increase in the General Fund revenue and expenditures is due to the reclassification of the Golf and Aquatics programs from Enterprise Funds to the General Fund, effective with the FY2015 budget.

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FY2015 EXPENDITURES — BY TYPE



Personnel Services	\$38,099,392	38.1%
Contractual Services	22,280,626	22.3%
Transfers Out	14,804,664	14.8%
Debt Service	12,683,965	12.7%
Subsidies and Assistance	5,392,350	5.4%
Supplies	4,622,000	4.6%
Property and Fixed Assets	1,578,000	1.6%
Other	582,933	0.6%
Total	\$100,043,930	100.0%

APPROVED BUDGET AND ESTIMATED FUND BALANCES

Description	General Fund		Non-major Governmental Funds		Governmental Funds Total	
	FY2014 <u>Estimate</u>	FY2015* <u>Approved</u>	FY2014 <u>Estimate</u>	FY2015 <u>Approved</u>	FY2014 <u>Estimate</u>	FY2015 <u>Approved</u>
Reserves Available:						
Beginning Fund Balance	\$18,810,236	\$16,357,013	\$39,464,658	\$25,263,484	\$58,274,894	\$41,620,497
Resources In:						
Revenues:						
Taxes	13,152,000	13,363,500	2,290,500	2,399,000	15,442,500	15,762,500
Occupational Fees	40,390,000	40,691,000	2,152,000	2,246,500	42,542,000	42,937,500
Licenses & Permits	903,000	940,000	0	0	903,000	940,000
Intergovernmental Grants	173,000	107,115	8,375,975	7,560,431	8,548,975	7,667,546
Charges for Services (includes Fees)	565,000	618,500	4,606,549	4,728,187	5,171,549	5,346,687
Parks & Recreation	377,500	2,231,395	0	0	377,500	2,231,395
Miscellaneous	463,000	396,490	10,387,310	7,335,087	10,850,310	7,731,577
Total Revenues	56,023,500	58,348,000	27,812,334	24,269,205	83,835,834	82,617,205
Other Sources:						
Transfer from Other Funds	0	514,500	14,676,637	13,181,164	14,676,637	13,695,664
Note/Bond/Lease Proceeds	0	0	1,100,000	0	1,100,000	0
Total Other Sources	0	514,500	15,776,637	13,181,164	15,776,637	13,695,664
Total Resources In*	\$56,023,500	\$58,862,500	\$43,588,971	\$37,450,369	\$99,612,471	\$96,312,869
Resource Uses:						
Expenditures:						
Personnel & Benefit Service Cost	\$33,330,810	\$35,054,238	\$2,156,226	\$2,111,981	\$35,487,036	\$37,166,219
Contractual Services	8,804,335	9,101,996	25,694,468	12,950,830	34,498,803	22,052,826
Supplies	1,522,530	2,195,112	1,792,003	2,326,788	3,314,533	4,521,900
Subsidies & Assistance	2,203,046	2,019,200	4,175,076	3,373,150	6,378,122	5,392,350
Property & Fixed Assets	127,759	92,000	1,354,674	1,456,000	1,482,433	1,548,000
Miscellaneous	351,619	304,790	170,388	203,143	522,007	507,933
Debt Service—Principal	0	0	13,009,810	7,555,000	13,009,810	7,555,000
Debt Service—Interest	0	0	4,860,675	4,329,050	4,860,675	4,329,050
Total Expenditures	46,340,099	48,767,336	53,213,320	34,305,942	99,553,419	83,073,278
Other Uses:						
Transfers Out	12,136,624	10,095,164	4,576,825	4,409,500	16,713,449	14,504,664
Total Other Uses	12,136,624	10,095,164	4,576,825	4,409,500	16,713,449	14,504,664
Total Resource Uses	\$58,476,723	\$58,862,500	\$57,790,145	\$38,715,442	\$116,266,868	\$95,577,942
Use of Reserves **	-2,453,223	0	-14,201,174	-1,265,073	-16,654,397	-1,265,073
Estimated Ending Fund Balance (before designated reserves)	\$16,357,013	\$16,357,013	\$25,263,484	\$23,998,411	\$41,620,497	\$41,355,424

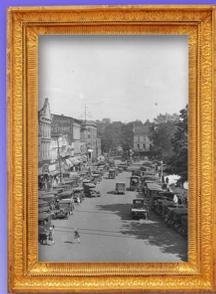
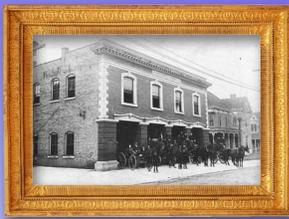
* The increase in General Fund revenue and expenditures is due to the reclassification of the Golf and Aquatics programs from Enterprise Funds to the General Fund, effective with the FY2015 budget.

** The use of fund balance during FY2014 in the General Fund is due to increased transfer-out appropriations to Capital Project funds; while the use in non-major governmental funds is a result of the payoff of \$6,125,000 in ITA debt (Series 2004C) from escrowed funds and construction costs related to Public Safety 800 radio infrastructure replacement (over \$6,000,000) and the renovation of two City buildings (over \$2,000,000).

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APPENDIX B

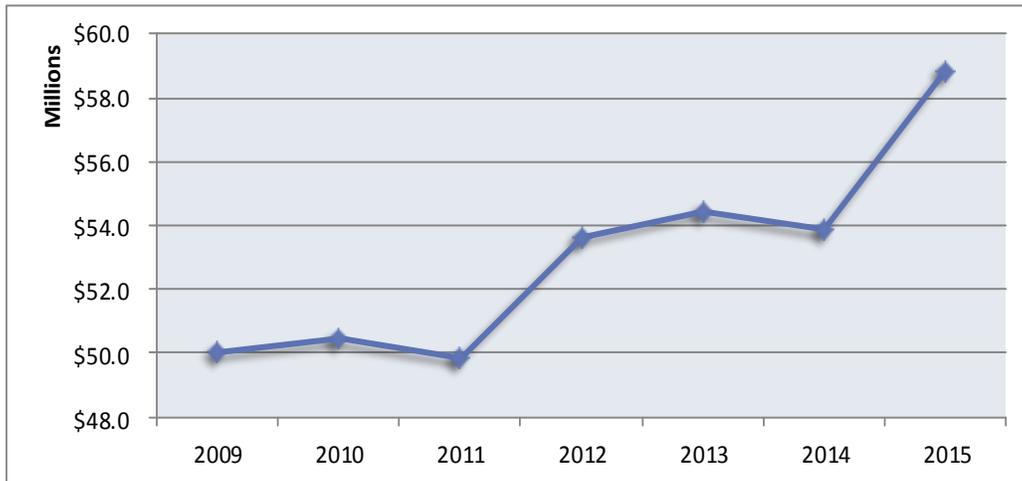
GENERAL FUND



GENERAL FUND REVENUE HISTORY — BY CATEGORY

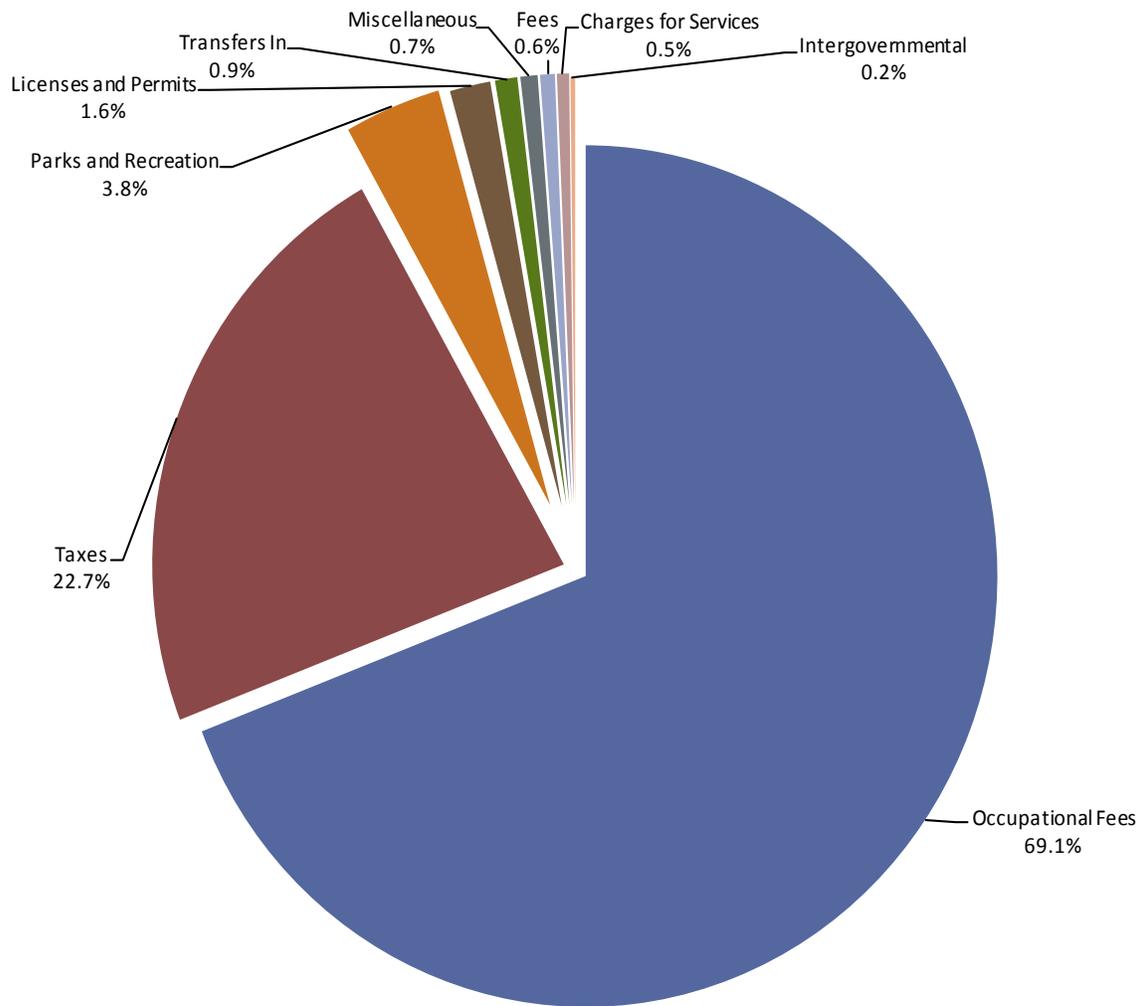
Revenue Category	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Original 2014	Adjusted 2014	Approved 2015*
Occupational Fees	\$ 34,249,646	\$ 33,848,841	\$ 35,442,624	\$ 37,422,262	\$ 39,379,063	\$ 38,449,000	\$ 38,449,000	\$ 40,691,000
Taxes	11,545,291	12,165,912	12,101,770	12,309,261	12,688,005	12,842,000	12,842,000	13,363,500
Transfers In	95,600	612,913	100,000	1,292,467	30,000	0	0	514,500
Miscellaneous	1,835,716	409,017	281,349	555,846	340,587	325,500	469,920	396,490
Intergovernmental Grants	813,497	1,565,439	264,904	166,941	139,131	100,000	194,006	107,115
Fees	239,114	314,928	292,861	309,746	315,766	324,700	324,700	338,500
Parks & Recreation	380,317	410,116	379,823	355,234	345,954	372,800	403,960	2,231,395
Charges for Services	242,377	224,043	222,086	249,920	271,572	260,000	260,000	280,000
Licenses & Permits	619,000	909,452	771,653	972,197	938,737	908,000	908,000	940,000

Total: \$ 50,020,558 \$ 50,460,661 \$ 49,857,070 \$ 53,633,874 \$ 54,448,815 \$ 53,582,000 \$ 53,581,586 \$ 58,862,500



* The increase in General Fund revenue is due to the reclassification of the Golf and Aquatics programs from Enterprise Funds to the General Fund, effective with the FY2015 budget.

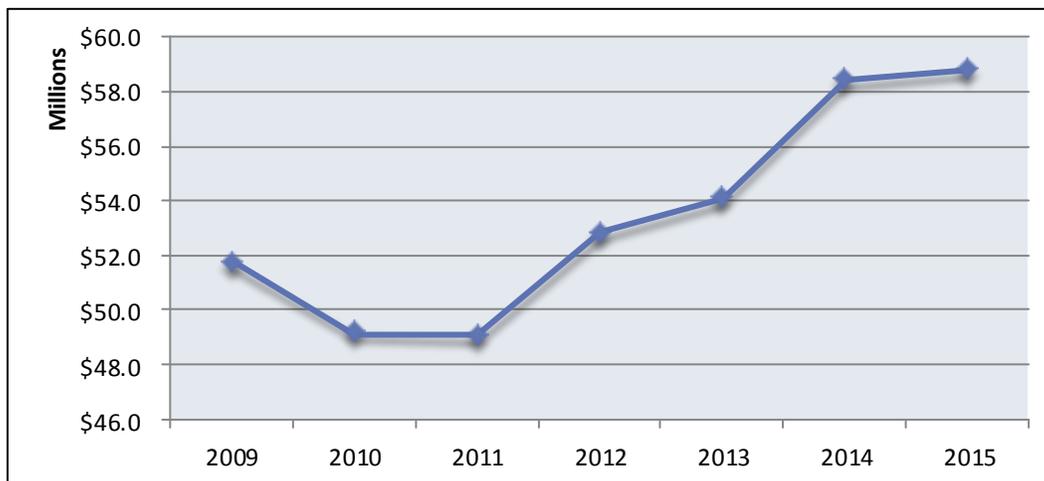
FY2015 RESOURCES — GENERAL FUND



Occupational Fees	\$40,691,000	69.1%
Taxes	13,363,500	22.7%
Parks and Recreation	2,231,395	3.8%
Licenses and Permits	940,000	1.6%
Transfers In	514,500	0.9%
Miscellaneous	396,490	0.7%
Fees	338,500	0.6%
Charges for Services	280,000	0.5%
Intergovernmental	107,115	0.2%
Total	\$58,862,500	100.0%

GENERAL FUND EXPENDITURE HISTORY — BY DEPARTMENT

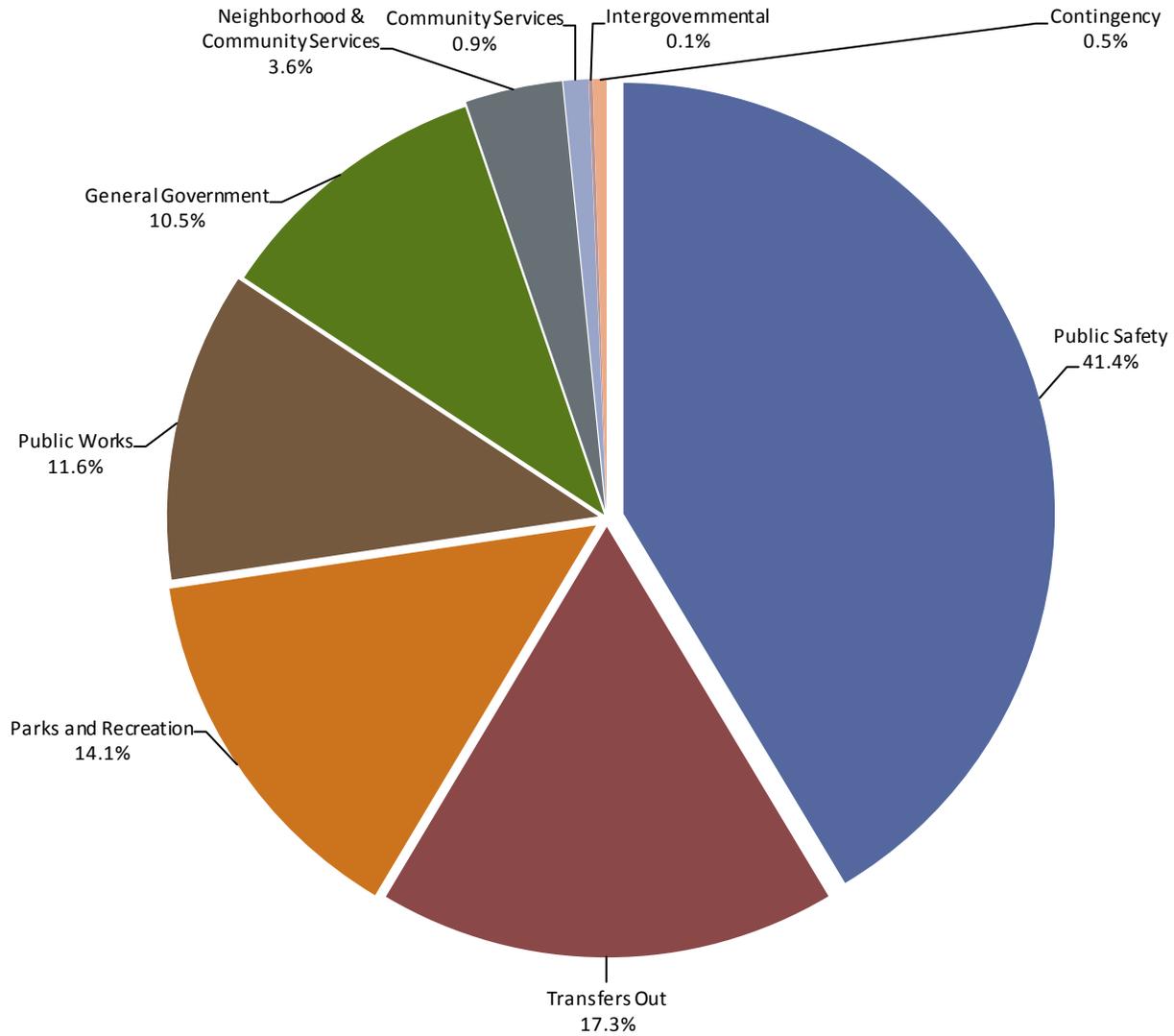
Department	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Org. Budget 2014	Adj. Budget 2014	Approved 2015*
General Government								
Legislative	\$ 166,102	\$ 159,552	\$ 135,210	\$ 144,519	\$ 146,461	\$ 147,937	\$ 148,009	\$ 174,029
Executive	654,279	647,442	773,947	847,516	842,556	911,955	992,271	910,349
CIA	522,024	382,885	0	0	0	0	0	0
Finance	1,242,629	1,233,352	1,274,217	1,336,721	1,332,652	1,405,909	1,406,059	1,419,307
Human Resources	1,651,888	1,545,042	1,541,087	1,373,087	742,198	914,810	925,568	936,328
Law	310,590	244,922	315,728	327,394	276,415	310,200	330,615	331,049
Information Tech	1,357,183	1,319,327	1,413,535	1,526,619	1,524,607	1,529,619	1,608,811	1,621,806
Adm Services	908,364	833,916	804,632	844,352	884,984	796,084	796,084	788,010
Public Safety								
Police	11,221,795	11,036,479	11,102,085	11,485,241	12,175,698	12,407,226	12,508,537	12,387,808
Fire	9,895,133	11,362,076	10,181,875	10,666,660	11,006,154	11,379,897	11,423,704	11,566,025
Other Public Safety	384,000	410,000	450,000	400,000	400,000	420,000	420,000	420,000
Public Works								
Public Works	5,863,763	5,069,860	5,161,698	5,555,747	5,580,350	5,951,001	6,341,076	6,463,143
Transportation	639,480	1,450,126	265,761	259,770	279,537	339,235	339,235	383,610
Parks and Recreation								
Parks	4,012,744	3,645,315	3,809,087	3,889,104	4,362,742	4,258,097	4,822,038	4,517,777
Aquatics								546,268
Golf								1,824,647
Other Parks	1,384,195	1,337,604	1,368,648	1,350,653	1,370,630	1,408,549	1,422,242	1,404,729
Neighb. & Comm. Serv.	1,510,949	1,331,078	1,401,564	1,478,355	1,456,210	1,678,052	1,702,805	2,137,211
Community Services	900,093	600,760	310,693	347,977	262,380	271,500	720,885	548,240
Intergovernmental	166,319	150,518	151,302	215,035	160,946	157,000	87,000	87,000
Contingency	0	0	0	0	0	275,000	345,160	300,000
Transfers Out	9,000,530	6,458,419	8,639,491	10,820,622	11,321,072	9,319,929	12,136,624	10,095,164
Total:	\$51,792,060	\$49,218,672	\$49,100,561	\$52,879,372	\$54,125,592	\$53,882,000	\$58,476,723	\$58,862,500



* The increase in General Fund expenditures is due to the reclassification of the Golf and Aquatics programs from Enterprise Funds to the General Fund, effective with the FY2015 budget.

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EXPENDITURES — GENERAL FUND



Public Safety	\$24,373,833	41.4%
Transfers Out	10,095,164	17.3%
Parks and Recreation	8,293,421	14.1%
Public Works	6,846,753	11.6%
General Government	6,180,878	10.5%
Neighborhood & Community Services	2,137,211	3.6%
Community Services	548,240	0.9%
Contingency	300,000	0.5%
Intergovernmental	87,000	0.1%
Total	\$58,862,500	100.0%

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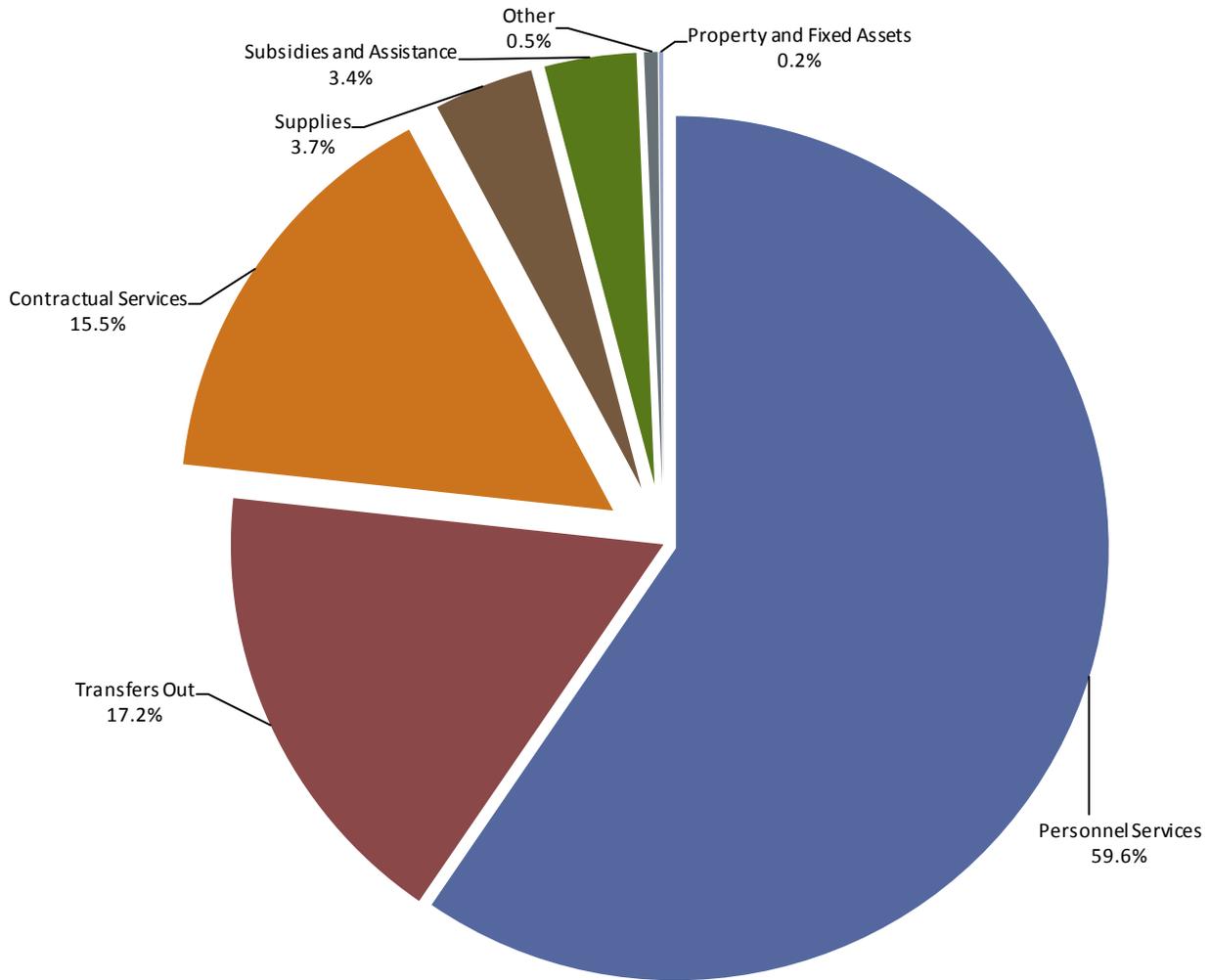
APPROVED BUDGET AND ESTIMATED FUND BALANCES

Line	Description	FY2014	FY2014	FY2014	FY2015*
		Orig. Budget	Adj. Budget	Estimate	Approved
Reserves Available:					
1	Beginning Total Fund Balance (Estimated)	\$ 18,810,236		\$ 18,810,236	\$ 16,357,013
2	Minimum Reserve Retention (20% of Revenues)	(10,716,400)		(10,716,400)	(11,772,500)
3	Total Reserves Available for Current Year	\$ 8,093,836		\$ 8,093,836	\$ 4,584,513
Resources In:					
Revenues:					
4	Property Taxes (vehicles, franchise, in lieu of)	\$ 10,406,000	\$ 10,406,000	\$ 10,650,000	\$ 10,833,500
5	Other Taxes (ins. prem., franchise, & misc)	2,436,000	2,436,000	2,502,000	2,530,000
6	Occupational Fees	31,038,000	31,038,000	32,761,500	32,921,000
7	Service Enhancement Occupational Fees	7,411,000	7,411,000	7,628,500	7,770,000
8	Licenses & Permits (building, plan rev., electrical)	908,000	908,000	903,000	940,000
9	Intergovernmental Grants	100,000	194,006	173,000	107,115
10	Charges for Services (includes Cemetery)	584,700	584,700	565,000	618,500
11	Parks & Recreation	372,800	403,960	377,500	2,231,395
12	Miscellaneous	325,500	469,920	463,000	396,490
13	Total Revenues	\$ 53,582,000	\$ 53,851,586	\$ 56,023,500	\$ 58,348,000
Other Sources:					
14	Transfer from Other Funds	0	0	0	514,500
15	Note/Bond/Lease Proceeds	0	0	0	0
16	Total Other Sources	0	0	0	514,500
17	Total Resources In (Line 13 + 16)	\$ 53,582,000	\$ 53,851,586	\$ 56,023,500	\$ 58,862,500
18	Resources Available for Year (Lines 3+17)	\$ 61,675,836	\$ 53,851,856	\$ 64,117,336	\$ 63,447,013
Resource Uses:					
Expenditures:					
19	Personnel & Benefit Service Cost	\$ 32,421,960	\$ 33,330,810	\$ 33,330,810	\$ 34,145,931
20	FY14 COLA (1.7%) --- FY15 COLA (2.0%)	452,638			606,716
21	STEP	295,771			301,591
22	Contractual (3000s)	7,488,079	8,804,335	8,804,335	8,167,521
23	Supplies (4000s)	1,431,989	1,522,530	1,522,530	2,047,112
24	Subsidies & Assistance (5000s)	1,801,534	2,203,046	2,203,046	2,019,200
25	Property & Fixed Assets (6000s)	66,000	127,759	127,759	27,000
26	Miscellaneous	279,600	351,619	351,619	304,790
27	Transfers Out	6,819,929	7,119,929	7,119,929	7,167,704
28	Total Expenditures	\$ 51,057,500	\$ 53,460,028	\$ 53,460,028	\$ 54,787,525
Other Uses:					
29	Other One-time Capital Items	324,500	0	0	1,147,435
30	800 Trunking Radio Improvement Fund	150,000	150,000	150,000	0
31	Cash Purchase of Vehicles/Equipment	300,000	1,083,195	1,083,195	310,000
32	Stormwater Program	500,000	500,000	500,000	500,000
33	Technology Fund	150,000	350,000	350,000	150,000
34	Smallhouse Construction Fund	0	0	0	1,072,500
35	Municipal Facilities Fund	1,000,000	2,533,500	2,533,500	150,000
36	Sidewalk Program	400,000	400,000	400,000	650,000
37	Parks Improvement Fund	0	0	0	95,000
38	Total Other Uses	\$ 2,824,500	\$ 5,016,695	\$ 5,016,695	\$ 4,074,975
39	Total Resource Uses (Line 28 + 38)	\$ 53,882,000	\$ 58,476,723	\$ 58,476,723	\$ 58,862,500
40	<i>Use of Reserves (Line 17 - 39)</i>	<i>(300,000)</i>	<i>(4,625,137)</i>	<i>(2,453,223)</i>	<i>0</i>
41	Estimated Ending Fund Balance (before designated reserves)	\$ 18,510,236		\$ 16,357,0113	\$ 16,357,013

* The increase in General Fund expenditures is due to the reclassification of the Golf and Aquatics programs from Enterprise Funds to the General Fund, effective with the FY2015 budget.

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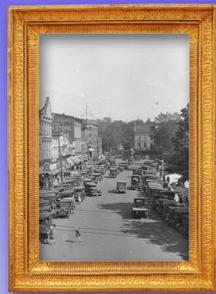
EXPENDITURES — BY TYPE



Personnel Services	\$35,054,238	59.5%
Transfers Out	10,095,164	17.2%
Contractual Services	9,101,996	15.5%
Supplies	2,195,112	3.7%
Subsidies and Assistance	2,019,200	3.4%
Other	304,790	0.5%
Property and Fixed Assets	92,000	0.2%
Total	\$58,862,500	100.0%

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	110,575,004	
Notes and Capital Leases payable	2,483,090	
Less: Non tax-supported debt	<u>(21,666)</u>	
Total net debt applicable to limit		<u>113,036,428</u>
Legal debt margin		<u>\$ 381,146,959</u>

The City is subject to a legal debt margin of \$381,146,959.00, which is well above current debt levels.

Also, it should be noted that the City improved its credit rating from AA- to AA with the Standard & Poor's Rating Agency in early 2014. The AA rating reflects Standard & Poor's assessment of the City based on very strong budgetary flexibility; strong liquidity or a high measure of availability of cash to service both debt and other expenditures; strong management supported by good financial management practices such as the ability to maintain a General Fund balance of at least 20% of general fund revenues; a strong economy with WKU as a stabilizing factor along with GM's Corvette Plant and Fruit of the Loom; and adequate overall budgetary performance.

FUTURE DEBT SERVICE REQUIREMENTS—ALL FUNDS

Fiscal Year	General Fund	Fire Improvement	Job Development	WKU Fund	ITA Fund	TIF Fund	Convention Center Enterprise	Golf Enterprise	Total Debt Service	Net Debt Service After Reimbursements
2014	\$ 3,059,346	\$ 1,459,945	\$ 951,545	\$ 2,470,690	\$ 1,984,934	\$ 1,610,438	\$ 772,739	\$ 139,257	\$ 12,448,894	\$ 8,985,737
2015	2,860,387	1,387,858	1,293,939	2,555,980	2,163,050	1,612,762	799,913		12,673,889	9,036,384
2016	2,809,132	1,384,997	1,239,765	2,647,980	2,157,044	1,609,388	766,688		12,614,994	8,888,492
2017	2,800,938	1,321,410	1,111,613	2,743,605	2,157,394	1,612,388	722,388		12,469,735	8,647,434
2018	3,117,102	1,317,466	804,637	2,816,155	2,285,954	1,609,588	748,688		12,699,590	8,740,458
2019	2,882,975	1,205,417		2,894,805	2,646,838	1,614,512	744,188		11,988,734	7,770,510
2020	2,682,234	1,157,161		2,984,255	2,646,078	1,613,512			11,083,239	6,775,945
2021	2,117,458	493,626		3,068,205	2,640,141	1,611,012			9,930,442	5,542,166
2022	2,121,330	493,532		3,005,705	2,637,619	1,612,012			9,870,198	5,545,683
2023	2,117,559	497,332		2,807,330	2,628,976	1,611,262			9,662,460	5,540,642
2024	2,111,821	495,232		2,822,975	2,632,722	1,613,762			9,676,512	5,537,176
2025	1,027,805	497,456		2,833,475		1,614,262			5,972,998	3,139,523
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	\$37,273,686	\$13,195,630	\$5,401,500	\$36,512,916	\$26,580,749	\$40,300,182	\$4,554,604	\$139,257	\$163,958,523	\$114,155,232

The above debt service requirements include interest payments.

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OUTSTANDING DEBT AT 6/30/14 — GOVERNMENTAL FUNDS ESTIMATE

	Purpose of Issue	Original Issue	Interest Rate	Final Maturity	Amount Outstanding
General Obligation and Revenue Bonds					
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	\$ 0
General Obligation Bond, Series 2004B	Real Properties	2,025,000	3.0% - 5.050%	June 30, 2024	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	12,100,000
General Obligation Bond, Series 2007B	ITA Refinancing	20,615,000	3.375 - 4.625%	September 1, 2023	15,785,000
General Obligation Bond, Series 2007C	ITA Refinancing	6,800,000	5.60%	September 1, 2023	3,685,000
General Obligation Bond, Series 2008A	Ballpark stadium construction	24,835,000	3.5% - 5.0%	June 1, 2038	22,470,000
General Obligation Bond, Series 2008B	Fire House construction	6,585,000	3.5% - 4.75%	June 1, 2028	5,065,000
General Obligation Bond, Series 2009	Refinancing of GO Series 1995, 1998A, and 2000	12,119,800	3.0% - 4.5%	June 1, 2020	7,218,750
General Obligation Bond, Series 2010/11	Refinancing of GO Series 2002B&C	29,580,000		June 1, 2026	27,250,000
General Obligation Bond, Series 2012A	Refinancing of GO Series 2004A	5,965,448	2.0% - 3.0%	June 1, 2024	5,875,777
General Obligation Bond, Series 2012B	Refinancing of GO Series 2004B	1,400,000	1.0% - 3.3%	June 1, 2024	1,350,000
General Obligation Bond, Series 2013A	Refinancing of GO Series 2002A & 2004A	4,200,000	2.0%	December 1, 2017	3,578,759
Total General Obligation and Revenue Bonds					\$ 104,378,286
Notes and Lease Purchase Agreements					
National City Bank	2004 Fire Ladder Truck	\$ 713,000	Prime - 1.67%	December 5, 2013	\$ 0
BB & T	Relocation of operations division & realignment of 14th Ave	1,630,000	10 yr LIBOR	July 2, 2025	783,648
US Bank	Depot project	1,000,000	5.649%	June 7, 2018	293,913
Chase Equipment Leasing	2008 Fire Pumper and Quint	1,019,193	3.97%	August 1, 2018	431,869
Chase Equipment Leasing	2010 Fire Aerial & Pumper Trucks	1,309,391	2.66%	October 1, 2020	951,994
Total Notes Payable and Capital Leases					\$ 2,461,424
Total Long-Term Governmental Debt					\$ 106,839,710

OUTSTANDING DEBT AT 6/30/14 — 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	\$ 2,156,250
General Obligation Bond, Series 2003	Crosswinds Pro Shop/Conv Cntr Fac	8,585,000	2.0% - 3.7%	June 30, 2018	0
General Obligation Bond, Series 2004A	Hobson Golf Pro Shop & Maint Fac	749,000	3.8% - 5.050%	June 30, 2024	0
General Obligation Bond, Series 2012A	Refinancing of GO Series 2004A	354,552	2.0% - 3.0%	June 1, 2024	349,223
General Obligation Bond, Series 2013A	Refinancing of GO Series 2004A	109,395	2.0%	December 1, 2017	96,245
General Obligation Bond, Series 2013C	Refinancing of GO Series 2003	3,595,000	2.0%	December 1, 2018	<u>3,595,000</u>
Total General Obligation Bonds					\$ 6,196,718
Notes Payable and Capital Leases					
BB & T	Greens Roller Lease	\$ 27,265	3.71%	February 1, 2015	5,503
BB & T	John Deere Bed Knife Grinder & Reel Grinder	38,674	2.74%	June 15, 2016	<u>16,163</u>
Total Notes Payable and Capital Leases					\$ 21,666
Total Long-Term Business Type Debt					\$ 7,218,384

ALL OUTSTANDING DEBT— FISCAL YEAR 2014 ESTIMATED ACTIVITY

<i>Bonds</i>	Outstanding at 6/30/13	Debt Issued FY14	Principal Payments	Interest Payments	Other Pmts	Total Expenditures	Debt Retired	
							under Refinancing	Outstanding at 6/30/14
2004A & B Bonds	\$ 690,000	\$ -	\$ 690,000	\$ 23,625	\$ -	\$ 713,625	\$ -	\$ 0
2007A GO Bonds	12,515,000	-	415,000	270,463	-	685,463	-	12,100,000
2008B Bonds	5,330,000	-	265,000	230,700	-	495,700	-	5,065,000
2009 GO Refunding Bonds	8,373,750	-	1,155,000	333,650	-	1,488,650	-	7,218,750
2012A & B Refunding Bonds	7,302,692	-	76,915	148,110	-	225,025	-	7,225,777
2013A Refunding Bonds	4,070,605	-	491,846	76,699	-	568,545	-	3,578,759
Subtotal Governmental Bonds	34,211,442	-	3,093,761	1,083,247	-	4,177,008	-	35,188,286
2010 &11 WKU Refunding Bonds	28,790,000	-	1,540,000	930,690	-	2,470,690	-	27,250,000
Subtotal WKU Fund	28,790,000	-	1,540,000	930,690	-	2,470,690	-	27,250,000
2007B & C GO Bonds	20,455,000	-	985,000	946,912	-	1,931,912	-	19,470,000
Subtotal ITA Fund	20,455,000	-	985,000	946,912	-	1,931,912	-	19,470,000
2008A Bonds	22,975,000	-	505,000	1,105,500	-	1,610,500	-	22,470,000
Subtotal TIF Fund	22,975,000	-	505,000	1,105,500	-	1,610,500	-	22,470,000
Total Governmental Funds	\$ 106,431,442	\$ -	\$ 6,123,761	\$ 4,066,349	\$ -	\$ 10,190,110	\$ -	\$ 104,378,286
2003 CCC Refunding Bonds	4,270,000	-	630,000	142,739	-	772,739	3,640,000	0
2013C Refunding Bonds		3,595,000	-	-	-	-	-	3,595,000
Convention Center Fd Total	4,270,000	3,595,000	630,000	142,739	-	772,739	3,640,000	3,595,000
2004A Hobson Grove Bonds	35,350	-	35,350	1,170	-	36,520	-	0
2012A GO Refunding Bonds	352,308	-	3,085	8,805	-	11,890	-	349,223
2013A GO Refunding Bonds	109,395	-	13,150	2,051	-	15,201	-	96,245
Golf Fd Total	497,053	-	51,585	12,026	-	63,611	-	445,468
2009 Aquatics GO Refunding Bonds	2,501,250	-	345,000	99,655	-	444,655	-	2,156,250
Aquatics Fund Total	2,501,250	-	345,000	99,655	-	444,655	-	2,156,250
Total Proprietary Bonds	\$ 7,268,303	\$ 3,595,000	\$ 1,026,585	\$ 254,420	\$ -	\$ 1,281,005	\$ 3,640,000	\$ 6,196,718
Notes								
2004 Aerial Truck Note	71,300	-	71,300	1,158	-	72,458	-	0
Total Governmental Notes	\$ 71,300	\$ -	\$ 71,300	\$ 1,158	\$ -	\$ 72,458	\$ -	\$ 0
Leases								
2004 Depot Refinancing	352,658	-	58,745	17,955	-	76,700	-	293,913
2005 Lapsley Lease	838,848	-	55,200	32,100	-	87,300	-	783,648
2007 Pumper & Quint Lease	534,631	-	102,762	19,196	-	121,958	-	431,869
2010 Fire Aerial & Pumper Trucks	1,074,267	-	122,273	28,575	-	150,848	-	951,994
Total Governmental Leases	\$ 2,800,403	\$ -	\$ 338,980	\$ 97,826	\$ -	\$ 436,806	\$ -	\$ 2,461,423
2010 Greens Roller Lease	10,644	-	5,141	388	-	5,529	-	5,503
2011 Bed Knife & Reel Grinder	23,863	-	7,700	650	-	8,350	-	16,163
Golf Fund Proprietary Leases	\$ 34,507	\$ -	\$ 12,841	\$ 1,038	\$ -	\$ 13,879	\$ -	\$ 21,666

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APPENDIX D

PERSONNEL



APPROVED UPGRADES

Department	Position No.	Current Position Title	Current Grade	Approved Position Title	Approved Grade
Finance	14-005	Sr Staff Accountant	122	Chief Accountant	125
	14-008	Staff Accountant	117	Sr Revenue Accountant	122
Information Technology	17-007	System Analyst	122	Sr System Analyst	125
Parks & Recreation	41-026	Carpenter	115	Carpenter	117
	44-022	Recreation Staff Assistant I	70	Recreation Staff Assistant II	72
	45-009	Office Associate Sr	113	Golf Shop Supervisor	115

Total Upgrades 5 FT & 1 PT Applies to an individual whose duties changed

POSITIONS ALLOCATED BY DEPARTMENT

Department	<u>FY2008</u>		<u>FY2009</u>		<u>FY2010</u>		<u>FY2011</u>		<u>FY2012</u>		<u>FY2013</u>		<u>FY2014</u>		<u>FY2015</u>	
	Full-Time	Part-Time														
Legislative	-	5	-	5	-	5	-	5	-	5	-	5	-	5	-	5
City Manager (Exec)	6	-	6	-	6	-	7	1	7	1	7	1	8	-	8	-
Citizen Info & Asst.	7	2	7	2	6	2	-	-	-	-	-	-	-	-	-	-
Finance	18	6	18	6	18	6	18	5	18	5	18	5	18	5	17	5
Human Resources	6	5	6	4	6	3	6	4	6	4	6	5	6	5	6	5
Legal	2	-	2	-	2	-	2	-	2	-	2	-	2	-	2	-
Information Tech	7	-	7	-	7	-	9	-	9	-	9	-	9	-	9	-
Police	148	29	152	28	152	28	151	28	151	25	151	25	151	22	148	22
Fire	119	-	124	-	124	-	124	-	124	-	123	-	123	-	123	-
Public Works	60	12	60	12	59	12	52	-	53	-	54	-	53	-	55	1
Parks & Recreation	61	239	61	230	61	225	60	226	60	232	60	241	58	242	57	239
Neighb. & Comm. Serv.	26	1	22	2	22	2	22	1	23	1	23	-	23	-	26	-
Subtotals	460	299	465	289	463	283	451	270	453	273	453	282	451	279	451	277
Totals	759		754		746		721		726		735		730		728	

NEW POSITIONS ADDED BY DEPARTMENT

Department	FY2008		FY2009		FY2010		FY2011		FY2012		FY2013		FY2014		FY2015	
	Full-Time	Part-Time														
Legislative																
City Manager (Exec)													1			
Citizen Info & Asst.																
Finance	1															
Human Resources						1*						1				
Legal																
Information Tech	1															
Police	6		4								1		1			
Fire	1		5													
Public Works									1						1	1
Parks & Recreation	3	1 + 3*				3*	1		10		10		2		1	
Neighb. & Comm. Serv.				1*					2						1	
Total	12	4	9	1	0	4	0	1	3	10	1	11	1	3	3	1

* mid-year addition

FY2015 Additions:

Parks—1 FT Office Associate position

Public Works—1 PT Office Assistant II and 1 FT Laborer II

Neighborhood & Community Service—1 FT Grants Coordinator position

DISCONTINUED POSITIONS BY DEPARTMENT

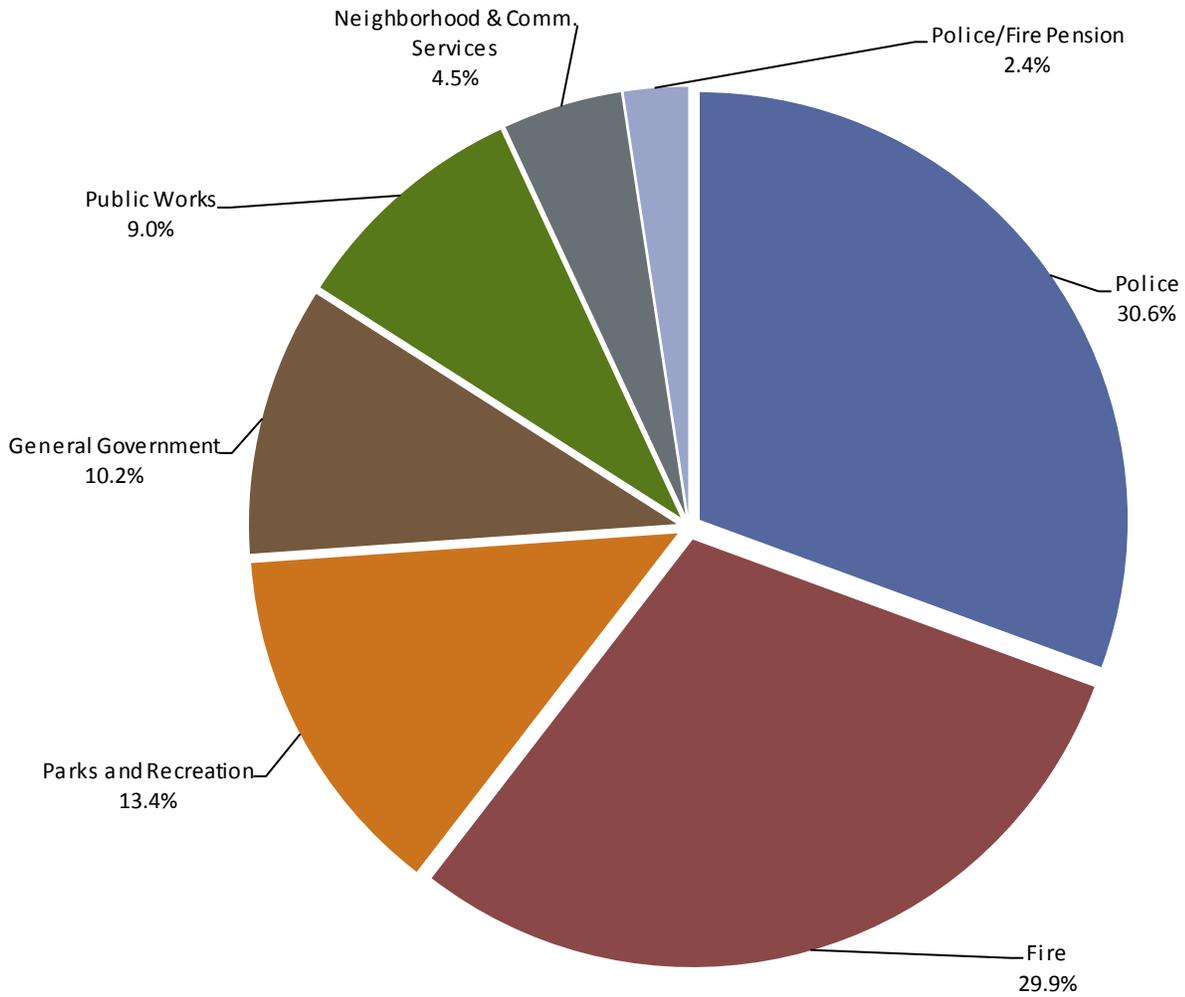
Department	FY2008		FY2009		FY2010		FY2011		FY2012		FY2013		FY2014		FY2015		Total	Total
	Full-Time	Part-Time	by Dept	by Dept														
Legislative																	0	0
City Manager (Exec)													1				1	0
Citizen Info & Asst.					1		2										3	3
Finance	1	1					1								1		4	2
Human Resources						1											1	0
Legal																	0	0
Information Tech																	0	0
Police		1		1						3				4			9	0
Fire																	0	0
Public Works					1		7	12					1				21	9
Parks & Recreation				1		3	1	3		4			2	1	2	4	21	5
Neighb. & Comm. Serv.	2		2				2	2	1			1					10	7
Total	3	2	2	2	2	4	12	18	1	7	0	1	3	6	3	4	70	26

FY2015 Deletions:

Finance—eliminated full-time Accounts Payable Associate position.

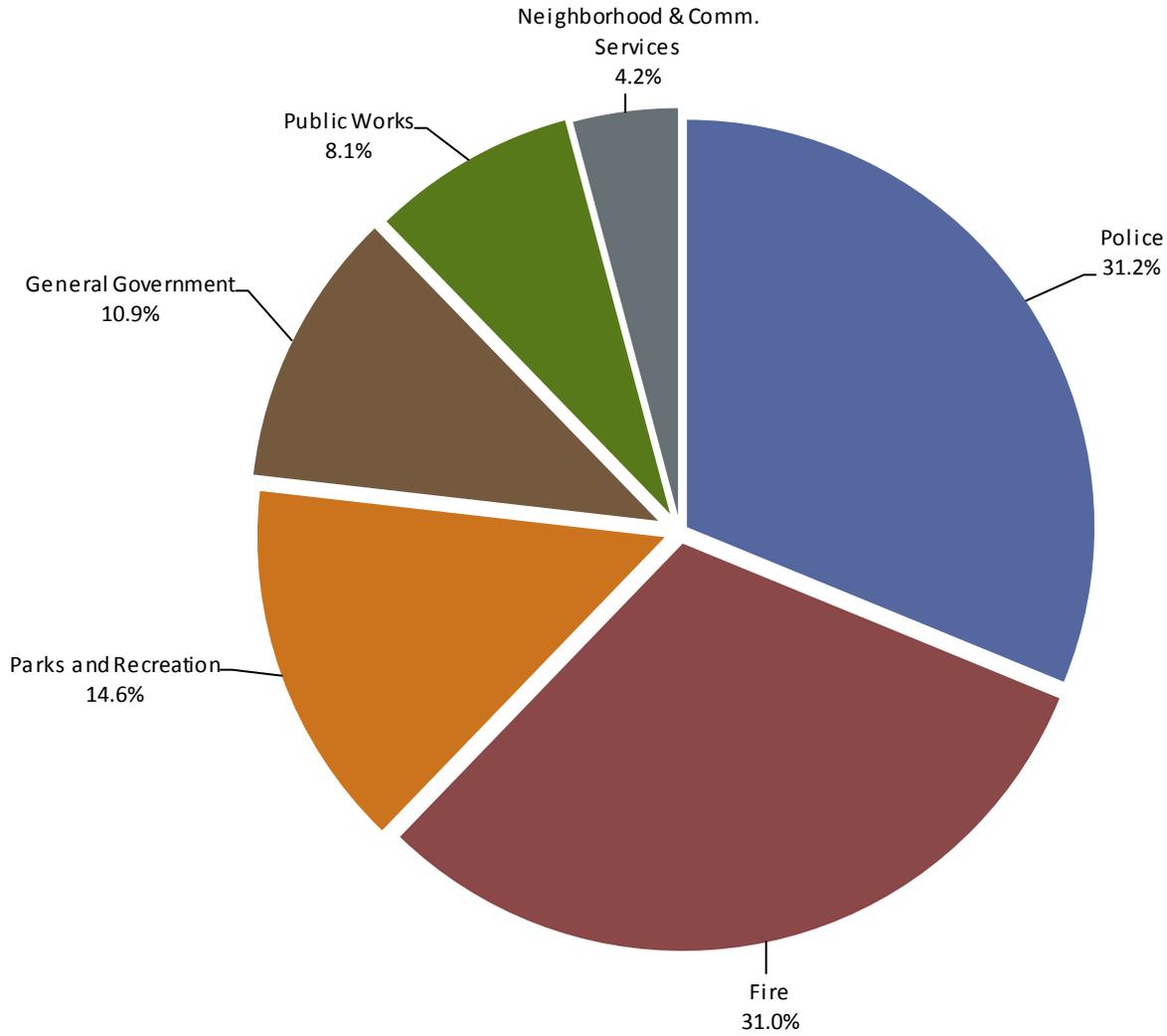
Parks & Recreation—eliminated 2 part-time Recreation Staff Assistant I positions in Golf, eliminated 2 part-time Athletic Staff Assistant II positions in Fitness, combined the Parks Maintenance Division Manager with Golf Course Operations Superintendent position, and downgraded a full-time Golf Professional position to a part-time Recreational Staff Assistant Sr position.

PERSONNEL SERVICE EXPENDITURES — ALL FUNDS



Police	\$11,657,651	30.6%
Fire	11,374,653	29.9%
Parks and Recreation	5,118,840	13.4%
General Government	3,870,265	10.2%
Public Works	3,443,378	9.0%
Neighborhood & Comm. Services	1,714,605	4.5%
Police/Fire Pension	920,000	2.4%
Total	\$38,099,392	100.0%

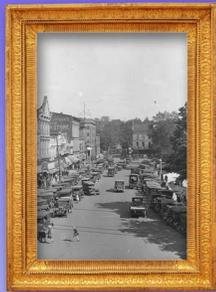
PERSONNEL SERVICE EXPENDITURES — GENERAL FUND



Police	\$10,937,181	31.2%
Fire	10,868,973	31.0%
Parks and Recreation	5,118,840	14.6%
General Government	3,835,038	10.9%
Public Works	2,838,561	8.1%
Neighborhood & Comm. Services	1,455,645	4.2%
Total	\$35,054,238	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	ON-GOING EXPENSES*
SLOAN CONVENTION CENTER						
Banquet Smallware Replacement			50,000		50,000	
Internet Upgrade			60,000		60,000	
Trash Compactor Replacement			30,000		30,000	
Parking Lot Resealing/Repair			26,000		26,000	
Total Convention Center:	\$0	\$0	\$166,000	\$0	\$166,000	
HUMAN RESOURCES & RISK MANAGEMENT						
Install Fire Sprinkler System in City Hall	150,000				150,000	*
Bleacher Replacement - Parks & Rec			86,000		86,000	
Total Human Resources & Risk Mgmt:	\$150,000	\$0	\$86,000	\$0	\$236,000	
INFORMATION TECHNOLOGY						
Police MDC Replacement (Fund 305)		385,000			385,000	*
BOLT - Property Tax System Replacement	48,500				48,500	*
Total Information Technology:	\$48,500	\$385,000	\$0	\$0	\$433,500	
POLICE						
Taser Replacements - Year 1 of 3		30,000			30,000	
In-Car Camera Unit Replacements - Year 1 of 3		110,000			110,000	*
Vehicle/Equipment Replacement		444,000			444,000	*
Total Police:	\$0	\$584,000	\$0	\$0	\$584,000	
FIRE (Fund 271)						
Mobile Public Education Center		140,000			140,000	*
Vehicle/Equipment Replacement		24,000			24,000	*
Total Fire:	\$0	\$164,000	\$0	\$0	\$164,000	
PUBLIC WORKS						
Street Resurfacing (Overlay Project)	200,000	1,000,000			1,200,000	
Sidewalk Reconstruction Program		100,000			100,000	
Stormwater Mitigation Program	500,000				500,000	
Sidewalk Improvement Program	650,000				650,000	
Equipment/Vehicle Replacement	285,000	240,000			525,000	*
McLellan Road Improvements		150,000			150,000	
Smallhouse Road Localized Impro. - Phase I	1,072,500				1,072,500	
SCKY Industrial Park Road Improvements	100,000				100,000	
Fleet Roof Repair	25,000				25,000	
Operations Parking Lot Improvement	35,000				35,000	
Public Works Admin Roof Replacement	25,300				25,300	
Hobson House Interior/Exterior Impro.	30,675				30,675	
Install Diesel Generator for City Hall Building	65,000				65,000	*
Total Public Works:	\$2,988,475	\$1,490,000	\$0	\$0	\$4,478,475	

Continued on next page

* On-going expenses are expected for the noted CIP projects, more detailed information can be requested from the City of Bowling Green City Manager's Office.

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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	ON-GOING EXPENSES*
PARKS & RECREATION						
West End Park Relocation & Construction	85,000				85,000 *	
West End Community Soccer Field	95,000	300,000			395,000 *	
Reconstruct Shelter/Bathroom at Hobson Grove Park	85,000				85,000 *	
Playground Equipment at Hobson Grove Park	50,000				50,000	
Golf Cart Replacement at Riverview	148,000				148,000 *	
Resurface Kereiakes Park Tennis Complex	50,000				50,000	
Equipment/Vehicle Replacement	25,000	112,000			137,000 *	
Total Parks & Recreation:	\$538,000	\$412,000	\$0	\$0	\$950,000	
NEIGHBORHOOD & COMMUNITY SERVICES						
BG Reinvestment Area - Local Strategy Area	200,000	300,000			500,000	
Vehicle/Equipment Replacement		50,000			50,000 *	
Total Neighborhood & Community Services:	\$200,000	\$350,000	\$0	\$0	\$550,000	
SUBTOTAL	\$3,924,975	\$3,385,000	\$252,000	\$0	\$7,561,975	

* On-going expenses are expected for the noted CIP projects, more detailed information can be requested from the City of Bowling Green City Manager's Office.

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	67,000				67,000
Depot Renovation Refinancing Lease 2004 <i>(50% Reimbursement from Warren County)</i>	37,000	37,000 <i>(37,000)</i>			74,000 <i>(37,000)</i>
Lapsley Lane Relocation 2005	88,000				88,000
WC Water Dist Special Assmt - Russellville Rd	47,500				47,500
GO Bond Issue - Series 2007 A	946,000				946,000
ITA Bond Issue - Series 2007 B & C <i>(50% Reimbursement from Warren County)</i>	1,082,500	1,082,500 <i>(1,082,500)</i>			2,165,000 <i>(1,082,500)</i>
Pumper 4 / Quint 2 Financing 2008		121,000			121,000
Ballpark Bond Issue 2008 A	1,613,000				1,613,000
Fire Station Construction/Expansion Bonds 2008 B		496,500			496,500
2009 GO Refunding Bonds <i>(Reimbursement from Warren County for 20% of Soccer Complex portion of debt)</i>	675,000	1,268,000 <i>(27,500)</i>			1,943,000 <i>(27,500)</i>
John Deere Greens Roller Lease	5,700				5,700
Fire Aerial & Pumper 2010		151,000			151,000
WKU Project 2010/2011 Bond (2002 Bonds Refinanced) <i>(100% Reimbursement from WKU)</i>		2,556,000 <i>(2,556,000)</i>			2,556,000 <i>(2,556,000)</i>
John Deere Reel Grinder/ Bed Knife Sharpener	8,500				8,500
GO Bond (Refinancing 2004A Issue) - Series 2012 A	212,500				212,500
GO Bond (Refinancing 2004B Issue) - Series 2012 B	156,000				156,000
GO Bond (Refinancing 2002A & 2004A) - Series 2013A	585,500	649,500			1,235,000
GO Bond (Refinancing 2003 Issue) - Series 2013C			800,000		800,000
Total Debt Service:	\$5,524,200	\$2,658,500	\$800,000	\$0	\$8,982,700
GRAND TOTAL	\$9,449,975	\$6,043,500	\$1,052,000	\$0	\$16,544,675
Total Debt Service: w/o Reimbursements	\$5,524,200	\$6,361,500	\$800,000	\$0	\$12,685,700
GRAND TOTAL w/o Reimbursements	\$9,449,975	\$9,746,500	\$1,052,000	\$0	\$20,247,675

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CAPITAL IMPROVEMENT PROGRAM OVERVIEW

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 FY2015 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 Capital Improvement Program, including all funds and debt service, is \$20,247,675. Excluding debt service, the proposed capital budget is \$7,561,975, of which \$3,924,975 is General Fund. Total debt service payments for FY2015 are budgeted at \$12,685,700 with \$5,524,200 coming from General Fund revenues, including the \$1.6 million for the Ballpark bond issue and \$1.1 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 \$8,982,700. No new debt is being proposed in FY2015.

The size of the capital budget dropped 20-25% per year from FY2007 to FY2010. The FY2015 CIP recommendation reflects a decreased total CIP compared to prior year due to a reduction in debt and fewer non-General Fund projects. However, the General Fund supported projects have increased by \$1.4 million or 56% compared to FY2014. 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	GENERAL 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%
2015	\$20.2 M	\$12.7 M	\$3.9M	62.6%

(in millions)

CAPITAL IMPROVEMENT PROGRAM, *continued*

The following provides a brief description of all projects and equipment included in the FY2015 Capital Improvement Program.

SLOAN CONVENTION CENTER: \$166,000 (paid from Convention Center Enterprise Fund)

Banquet Smallware Replacement - \$50,000: Several banquet items will be replaced including chafing dishes, coffee urns, and hotboxes used to keep plated food hot after transport from the kitchen.

Internet Upgrade - \$60,000: The internet service in the convention center will be upgraded, including multiple wireless access points, updated software, and cable and switch installation.

Trash Compactor Replacement - \$30,000: The large trash compactor next to the loading dock is in need of replacement.

Parking Lot Resealing/Repair - \$26,000: The convention center parking lot will be repaired, resealed and restriped.

HUMAN RESOURCES & RISK MANAGEMENT: \$236,000

Install Fire Sprinkler System in City Hall - \$150,000: A sprinkler system will be installed in the historic City Hall building per a recent risk management recommendation and the long-term facilities maintenance plan adopted in 2006.

Bleacher Replacement - \$86,000: Nineteen Parks & Recreation bleachers at four different parks will be replaced with those that conform to current safety standards.

INFORMATION TECHNOLOGY: \$433,500

Police MDC Replacement - \$385,000: 110 mobile data computers were purchased and installed in police cars six to seven years ago, using federal grant funds. The equipment is becoming obsolete and hard to repair, and added software has pushed the units to their limit. Replacement is the top IT priority this year.

BOLT/Property Tax System Software Replacement - \$48,500: Outdated software used for business and occupational license fees and property taxes will be replaced with software that is integrated with the City's financial software system.

POLICE: \$584,000

Taser Replacement - \$30,000: Tasers have a useful life of approximately five years. Many of the department's tasers are over eight years old, and will be replaced over a three-year period. This will be the first year of replacement.

In-Car Camera Unit Replacement - \$110,000: The in-car cameras in police vehicles are being replaced over a multi-year period, upgrading a defunct system. Twenty cameras will be purchased each year at an estimated unit cost of \$5,500. This will be the first year of the phase-in.

Vehicle/Equipment Replacement - \$444,000: Twelve police cars will be replaced, at an estimated base cost of \$25,000 per car plus \$12,000 to outfit each vehicle for police use, including the new in-car camera system.

CAPITAL IMPROVEMENT PROGRAM, *continued*

FIRE: \$164,000 (paid from Fire Improvement Fund)

Mobile Public Education Center - \$140,000: A trailer will be purchased and uniquely-equipped to provide a fire prevention education center to improve community awareness of different aspects of public safety. The mobile center will be customized to provide education on disaster preparedness, fire extinguisher safety, child to senior-specific training scenarios, and many variations of training props.

Vehicle/Equipment Replacement - \$24,000: A 2004 staff vehicle will be replaced.

PUBLIC WORKS: \$4,478,475

Street Resurfacing - \$1,200,000: This on-going program provides for resurfacing of streets according to priorities determined from the pavement management system. \$1 million in State Liquid Fuel tax revenues plus \$200,000 in local tax dollars will be used to resurface approximately 5.6 miles of roadway, given standard road conditions and fuel prices. This is a 30% increase over the normal annual budget for street resurfacing, and the first time in a number of years that local revenues will be added to supplement State funding for street resurfacing.

Sidewalk Reconstruction Program - \$100,000: This on-going program replaces 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 City has allocated over \$2 million in local tax revenues to mitigate stormwater problems since the May 2010 flooding in Bowling Green. 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 or 100-year storm), and market conditions for bids.

Sidewalk Improvement Program - \$650,000: 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, 8.35 miles of new sidewalk have been constructed. An additional 11,600 linear feet of new sidewalk is pending construction for FY2014 projects. The FY2015 budget increases the usual allocation of funds from \$400,000 to \$650,000 for this program, all utilizing local tax revenues.

Equipment/Vehicle Replacement - \$525,000: Ten pieces of equipment will be replaced in the Public Works Department: two leaf machines at \$38,000 each; three crew cab construction dump trucks at \$85,000 each; two crew cab trucks at \$35,000 each; a crew cab single axle dump truck at \$65,000, a crew cab truck with lift gate at \$35,000; and a 4x4 mid-size four-door SUV at \$24,000.

McLellan Road Improvements - \$150,000: With increased traffic due to the build out of Greystone subdivision, McLellan Road needs widening from Nashville Road to just beyond Greyrock Drive. The project will include addressing drainage concerns and an overlay of the entire length of McLellan.

Smallhouse Road Localized Improvements Phase I - \$1,072,500: Congestion on two-lane Smallhouse Road is a major issue but the cost for right-of-way and utility relocation to provide a full corridor improvement would be very expensive. A key fundable improvement is to widen the roadway between Highland Way and Campbell Lane, to reduce back up of traffic at the Campbell Lane intersection. Improvements would include a two-way left turn lane for that length of road and necessary turn lanes at Highland Way, plus curb and gutter, stormwater management, and minor traffic signal modifications. The entire project is expected to cost over \$2.1 million including professional services and property acquisition. Half of the total cost is budgeted in FY2015 using local tax revenues, with the other half planned for FY2016.

CAPITAL IMPROVEMENT PROGRAM, *continued*

SCKY Industrial Park Road Improvements - \$100,000: Road and signage improvements will be made in the South Central Kentucky Industrial Park in order to reduce potential safety issues and improve traffic circulation.

Fleet Management Facility Roof Repair - \$25,000: The roof on the main building where City vehicles, trucks and other equipment are repaired and maintained has developed a significant number of leaks and will be cleaned, primed, sealed and coated.

Operations Parking Lot Improvements - \$35,000: This project is to place concrete pavement on a portion of the lot at the Public Works Operations facility on Lapsley Lane. This portion is widely used by heavy equipment and vehicles, will provide better access to and from the lot, and a better location to work on certain equipment. The estimated cost is for materials, with work to be performed by City employees.

Public Works Administration Building Roof Replacement - \$25,300: A long-term maintenance plan recommended replacement of the roof on the Public Works Administration building in 2009, but it was deferred due to economic conditions. The single-ply membrane roof and coping will be replaced.

Hobson House Interior/Exterior Improvements - \$30,675: The City owns Riverview at Hobson Grove and is responsible for major building improvements and repairs. The proposed work includes repointing and waterproofing the exterior walls, painting interior walls and exterior trim, replacing four solid wood doors that are warped and/or cracked, repairing holes in the exterior brick mortar, and addressing signs of water damage.

Install Diesel Generator for City Hall Building - \$65,000: A 150-kw diesel fuel generator will be purchased to provide full emergency power to all three floors of City Hall in the event of a power outage.

PARKS & RECREATION: \$950,000

West End Park Relocation & Construction - \$85,000: Since the Higgins Westside Park was on land leased to the City and the property owner needed the land for business expansion, the City plans to relocate the small neighborhood park onto nearby land owned and recently purchased by the City, totaling about a half-acre. A new playground will be installed, along with swings, tables and benches, a water fountain, and fencing.

West End Community Soccer Field - \$395,000: In order to meet the growing demand for recreation services on the west end, the City will construct a soccer field suitable for adult participation or multiple youth fields of varying size. Programming and periods of open free play will be provided. Costs include fill dirt, stormwater management, irrigation, field construction, water and electric upgrades, lighting, and parking.

Hobson Grove Park Shelter/Restroom Reconstruction - \$85,000: In order to rejuvenate and improve community use of the park, an old concession/ restroom/storage building will be reconstructed to provide a modern shelter and restroom facility similar to that just completed at HP Thomas Park.

Hobson Grove Park Playground Equipment - \$50,000: A new playground structure will be installed near the planned shelter, and will be similar in size to the structure added at Roland Bland Park in 2013. The playground will include slides, climbers, a bay of swings and a tire swing to serve a wide age range of children.

Riverview Golf Cart Replacement - \$148,000: The fleet of 36 golf carts at the Golf Course at Riverview will be replaced. The majority of the carts are over eleven years old; some came from the other two courses when those fleets were replaced in 2012. The carts will cost an estimated \$4,000 each, and a utility vehicle will also be purchased.

Kereiakes Park Tennis Complex Resurfacing - \$50,000: The tennis complex construction project was completed in 2008 for \$500,000. It is used for a number of tournaments and leagues as well as college and high school invitationals. Resurfacing maintenance standards for such courts are typically no more than 5-7 years. The department plans to be proactive in protection of the facility by cleaning, sealing, coloring and restriping it before severe damage appears. The project also includes the installation of water fountains and replacement of windscreens.

CAPITAL IMPROVEMENT PROGRAM, *continued*

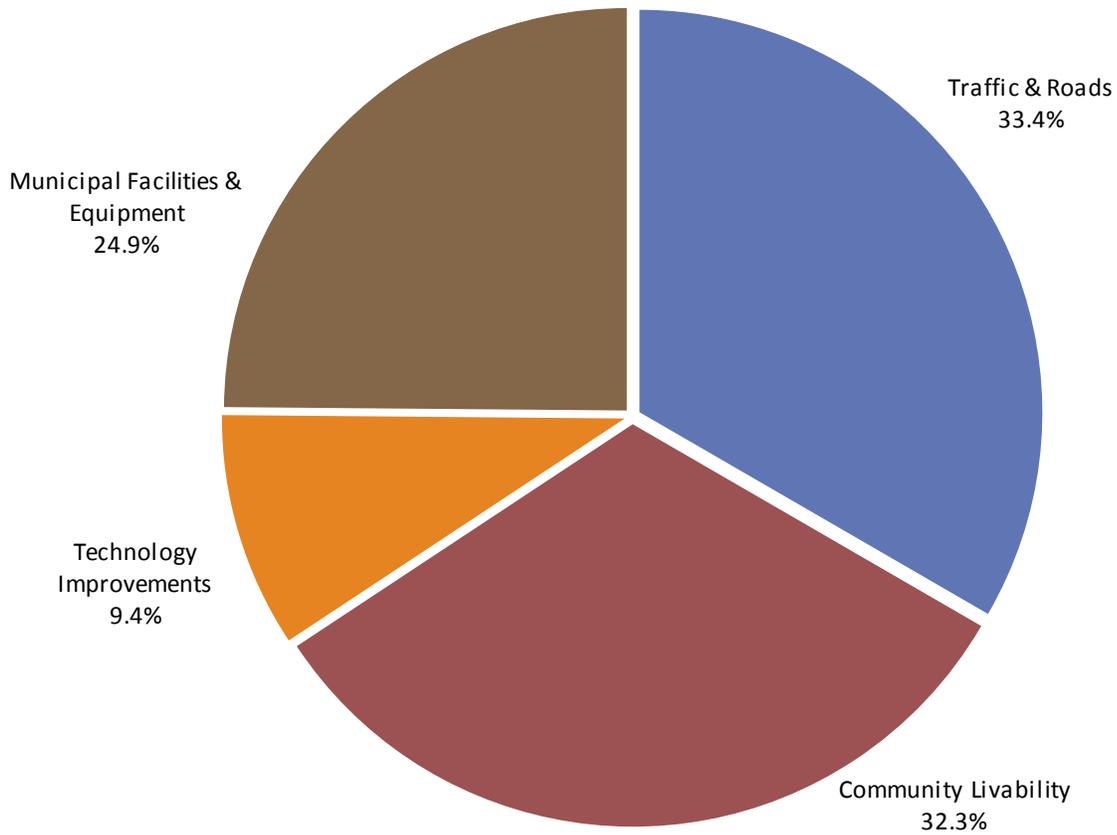
Equipment/Vehicle Replacement - \$137,000: Four pieces of equipment will be replaced: two trucks with utility bodies at \$38,000 each; a 4x4 truck with extended cab at \$36,000; and a 4x4 standard cab pickup truck at \$25,000.

NEIGHBORHOOD & COMMUNITY SERVICES: \$550,000

BG Reinvestment/Local Strategy Area - \$500,000: A new strategy to utilize \$300,000 in federal CDBG funds along with \$200,000 in local tax dollars will be invested in the Bowling Green Reinvestment Area. This is generally the section of the city west of the US 31W Bypass. Staff will develop priority needs in specific sections of the area so that individual projects are tailored to community needs. Projects could include sidewalks, stormwater improvement, parks, street improvements, acquisition/demolition, and/or housing improvements.

Vehicle/Equipment Replacement - \$50,000: A 2001 and a 2003 Chevy Blazer used in inspections will be replaced at \$25,000 each.

CAPITAL BUDGET — ALL FUNDS



Traffic & Roads	\$ 2,522,500	33.4%
Community Livability	2,445,675	32.3%
Municipal Facilities & Equipment	1,880,300	24.9%
Technology Improvements	713,500	9.4%
Total	\$ 7,561,975	100.0%

APPENDIX F

AGENCIES



AGENCY FUNDING — SUMMARY

City Created/Contract Agencies	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Adopted	FY2015 Requested	FY2015 Approved
BG/WC Drug Task Force	\$ 33,133	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
BG/WC Humane Society	81,595	81,595	87,000	87,000	87,000	87,000
BG/WC Regional Airport	50,530	53,155	54,750	56,500	56,500	56,500
BG/WC Welfare Center*	28,385	28,385	29,240	29,240	32,000	29,240
Capitol Arts Alliance, Inc**	58,399	55,000	0	0	0	0
Central Region ICC	45,000	45,000	45,000	45,000	45,000	45,000
Community Action--Child Services***	18,500	24,125	0	0	0	0
Community Action--Public Transit	206,615	206,615	222,110	237,110	245,976	237,110
Downtown Redevelopment Authority***	58,370	22,185	0	0	0	0
Economic Development Authority	130,266	125,000	125,000	125,000	125,000	125,000
Hobson House Commission	52,640	52,640	52,640	52,640	52,640	52,640
Human Rights Commission	59,935	59,935	59,935	59,935	63,530	59,935
Friends of L&N Depot--Depot Mgmt ****	40,880	25,000	10,000	0	0	0
BG-WC Operation P.R.I.D.E.	24,440	24,440	24,440	24,440	24,440	24,440
Planning Commission Oper.	496,600	496,600	471,770	471,770	471,770	471,770
WC Regional Jail Inmate Mowing (Pride)~	28,295	28,295	34,949	34,949	0	0
	<u>\$ 1,413,583</u>	<u>\$ 1,372,970</u>	<u>\$ 1,261,834</u>	<u>\$ 1,268,584</u>	<u>\$ 1,248,856</u>	<u>\$ 1,233,635</u>
United Way of Southern Kentucky*****	9,135	6,920	9,167	12,325	12,065	12,065
Total	\$ 1,422,718	\$ 1,379,890	\$ 1,271,001	\$ 1,280,909	\$ 1,260,921	\$ 1,245,700

* 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

~WC Regional Jail Inmate Mowing (Pride) agreement terminated October 15, 2013

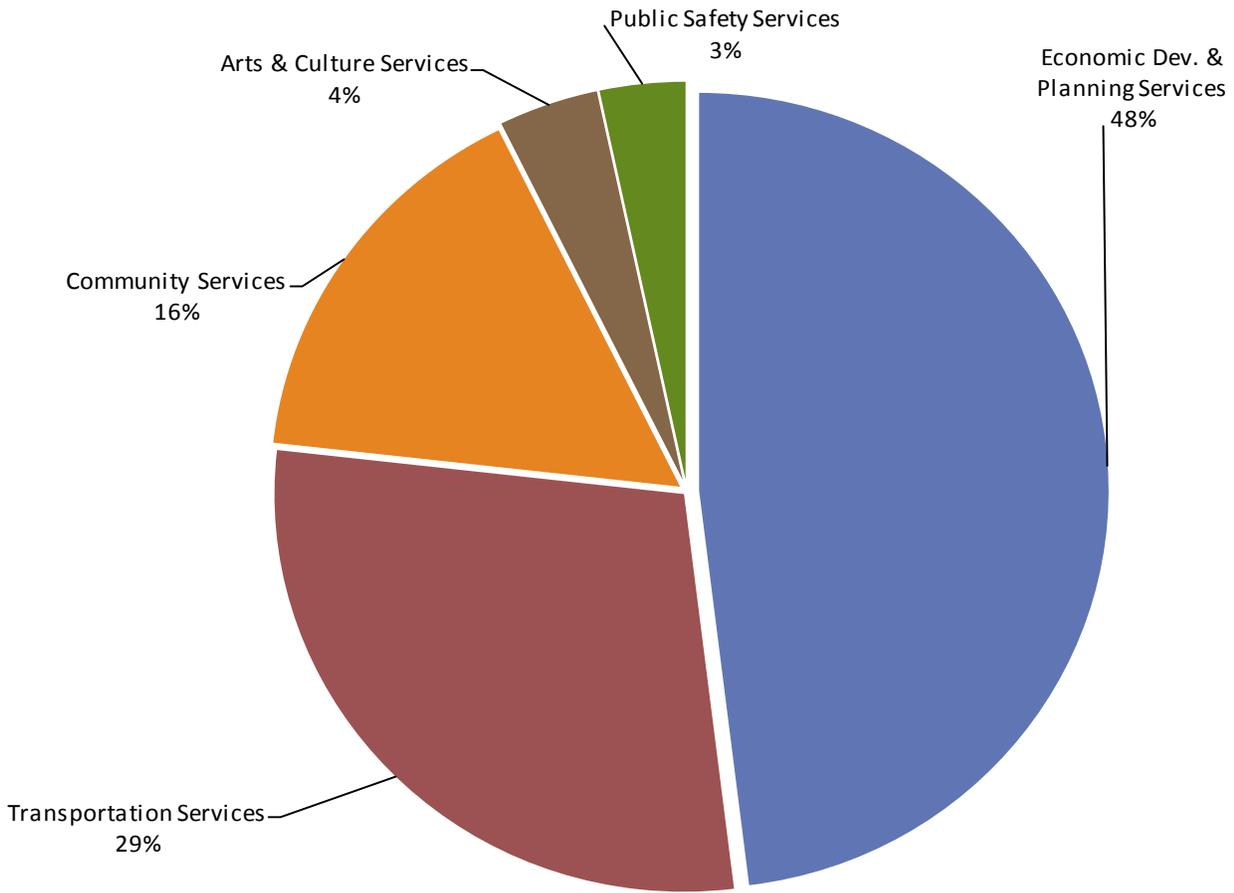
Other Agency Funding:

Regional Airport Grant Matches / Capital Impr.	\$ 8,616	\$ 0	\$ 2,677	\$ 45,625	\$ 50,889	\$ 10,000
Emergency Mgmt COWS Siren Repl. / Upgrade	10,000	5,490	5,991	0	0	0
Humane Society Capital Impr.	0	62,000	0	0	0	0
African American Museum of BG Assoc	0	30,000	0	0	0	0
Comm. Action—Public Transit Enhancements	0	0	0	0	0	80,000
Subtotal	<u>\$ 18,616</u>	<u>\$ 97,490</u>	<u>\$ 8,668</u>	<u>\$ 45,625</u>	<u>\$ 50,889</u>	<u>\$ 90,000</u>
Total General Fund	\$ 1,441,334	\$ 1,477,380	\$ 1,279,669	\$ 1,326,534	\$ 1,311,810	\$ 1,335,700

Agency funding totals approximately 2.3% of FY2015 General Fund expenditures

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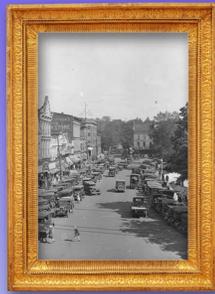
AGENCY FUNDING



Economic Dev. & Planning Services	\$ 641,770	48.1%
Transportation Services	383,610	28.7%
Community Services	212,680	15.9%
Arts & Culture Services	52,640	3.9%
Public Safety Services	45,000	3.4%
Total	\$ 1,335,700	100.0%

APPENDIX G

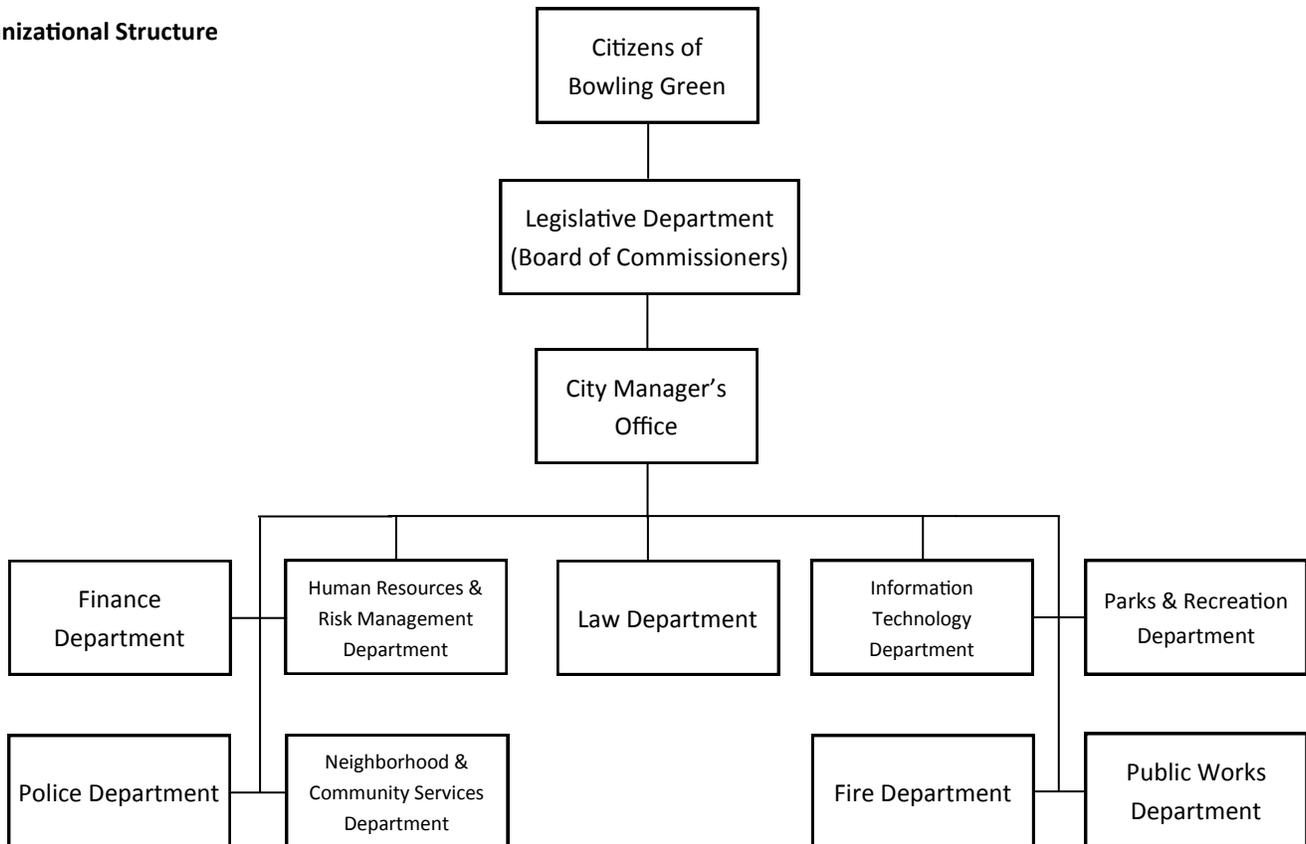
DEPARTMENT SUMMARIES



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 FY2013	FY2014	FY2015
Personnel	\$ 119,281	\$ 117,857	\$ 143,949
Contractual Services	26,496	28,080	28,080
Supplies & Materials	684	2,000	2,000
Subsidies & Assistance			
TOTAL EXPENSES	\$ 146,461	\$ 147,937	\$ 174,029
Positions	Total Budgeted Full Time Positions	0	0
	Total Budgeted Part Time Positions	5	5
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

- 36 Board of Commissioners meetings, work sessions and special call meetings held
- 40 Ordinances considered
- 206 Municipal Orders and/or Resolutions considered
- 59 appointments made to various City boards, commissions and agencies
- 6 Summer Strolls attended

Goals

Board of Commissioners:

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

Sister Cities:

- Exchange business, cultural, economic and educational ideas with a thriving City across the globe.
- Partner with BG Area Convention and Visitor's Bureau (Program Manager) to promote community participation to creatively learn, work, and solve problems through cultural, educational, municipal, business, professional, and technical exchanges and projects.

Performance Measures

Performance Measures	Actual FY12	Actual FY13*	Estimated FY14	Proposed FY15*
Overall quality of life in Bowling Green at excellent or good rating	81% (Similar)	N/A	At or above national average	N/A
Strong Neighborhoods at excellent or good rating	70% (Below)	N/A	At or above national average	N/A
Economic Growth/Development at excellent or good rating	60% (Much Above)	N/A	At or above national average	N/A

* The Actual FY13 and Proposed FY15 results are listed as N/A or not applicable since the data is provided by a bi-annual survey.

LEGISLATIVE DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation	Impact/Explanation
Board of Commissioners No change in funding	\$ 0 No impact is expected
Sister Cities Program No change in funding	0 No impact is expected
Pay Adjustment	26,092 FY2015 cost of living adjustment and fringe benefit changes
TOTAL IMPACT	\$ 26,092

Departmental Budget by Division

EXPENSES:	ADOPTED		APPROVED	FY14-FY15	
	ACTUAL FY2013	BUDGET FY2014	BUDGET FY2015	Change	% Difference
Board of Commissioners	\$ 140,781	\$ 142,257	\$ 168,349	\$ 26,092	+18.3%
Sister Cities Program	5,680	5,680	5,680	0	0%
TOTAL EXPENSES	\$ 146,461	\$ 147,937	\$ 174,029	\$ 26,092	+17.6%

Position Detail

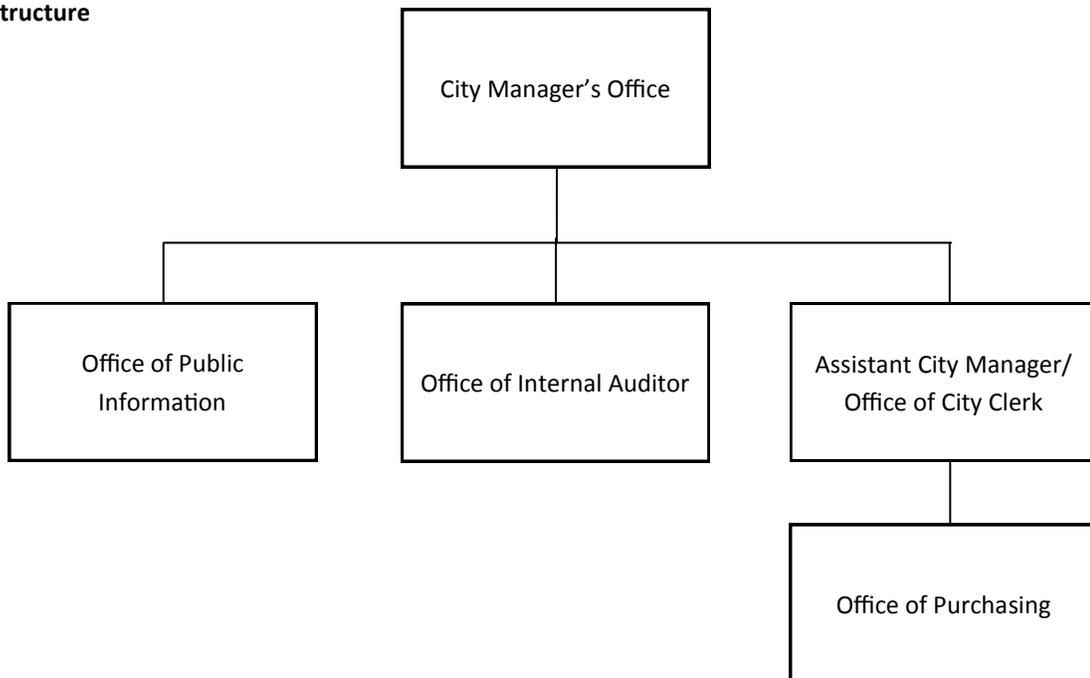
Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
City Commissioner	-	4	-	4	-	0	0.0
Exec Asst/Public Info Officer	122	1	0.2	1	0.2	0	0.0
Mayor	-	1	-	1	-	0	0.0
Total Positions & FTE		6	0.2	6	0.2	0	0.0

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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 FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	
Personnel	\$ 650,778	\$ 709,532	\$ 725,994	
Contractual Services	156,565	186,823	170,365	
Supplies & Materials	15,691	15,000	13,350	
Subsidies & Assistance	19,522	0	0	
Contingency & Other	0	600	640	
TOTAL EXPENSES	\$ 842,556	\$ 911,955	\$ 910,349	
Positions	Total Budgeted Full Time Positions	7	8	8
	Total Budgeted Part Time Positions	1	0	0
Contacts	City Manager: Kevin DeFebbo 1001 College Street, Bowling Green KY 42101 email: Kevin.DeFebbo@bgky.org			

Organizational Structure



CITY MANAGER’S OFFICE SUMMARY, *continued*

Accomplishments

- Prepared and presented a balanced operating budget for Fiscal Year 2014 two weeks ahead of the traditional budget planning/preparation schedule, and received the 2nd consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the FY2014 Annual Operating Budget.
- Improved internal customer satisfaction in the Office of Purchasing by 19%.
- Significantly increased the storage capacity for surplus materials and equipment through better organization of available space and more frequent turnover/disposal methods, including the completion of four on-line auctions bringing in approximately \$17,275 from the sale of surplus items during Fiscal Year 2013; and collected \$54,980 from a total of seven on-line auctions during calendar year 2013.
- Developed and implemented a plan to enhance local businesses’ awareness of how to do business with the City and increased our pool of potential bidders by nearly 20% in just one year.
- Received 100% employee participation with Ethics Policy and Procedures training initiated through the Board of Ethics and the Office of City Clerk; and implemented an Employee Ethics Hotline.
- Completed the Purchasing Office Audit and follow-up to the Fire Payroll Audit.
- Conducted Internal Control and Fraud Awareness training to employees and other associations and municipalities.
- A new television program “BG Mythbusters” was created to discredit misinformation about city services or procedures.
- A new texting system was launched to communicate information to residents regarding a variety of topics including golf and general news.
- The Broadcast Specialist was moved from part-time to full-time allowing for the completion of more, better quality videos.

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 FY12	Actual FY13	Estimated FY14	Proposed FY15
Audit Plan Completion—75% of approved audit plan should be completed within the fiscal year	47.25%	50.28%	71.89%	>75%
Administer Records Management and Excellent Customer Service—maximum of 3 working days to complete open records request	1.79	2.47	2.0	<3.0
Purchase Order Approval by Central Purchasing—maximum of 3 working days to final approval of PO’s by Central Purchasing	2.38	1.8	1.5	<3.0
BG TV Channel 4 Programming—minimum of 20 programs produced per year	15 programs	48 programs <i>(including 29 Video News Releases)</i>	40 programs	>35
Informed Citizenry—obtain excellent or good ranking by at least 70% of those surveyed	71%	N/A	71%	>70%

CITY MANAGER'S OFFICE SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
City Manager's Office		
Reduction to local meetings and travel accounts; increase to city vehicle maintenance fee and dues and memberships accounts	\$ (3,066)	Discontinued Student Solutions Program and reduced travel
Assistant City Manger/City Clerk		
Increase to professional services, city vehicle maintenance fee, printing, travel and books and publications accounts	7,088	Added judicial/legal review of Code of Ordinance; additional funding requested for budget report printing
Internal Auditor		
Reduction to professional services account; increase to dues and memberships, special education, supply and books & publications accounts	(15,365)	No impact on performance is expected; significant reduction from new contract for external auditing services
Purchasing		
Reduction to professional services, consumable items and equipment rental accounts; increase to facilities rental and travel accounts	(925)	No impact on performance is expected
Public Information		
Reduction to professional services, advertising, special education and small equipment accounts; increase to postage and freight and travel accounts	(5,800)	Texting overage fees have been moved to the Parks and Recreation Department
Pay Adjustment	16,462	FY2015 cost of living adjustment, one-half step increase, and fringe benefit changes
TOTAL IMPACT	\$ (1,606)	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
City Manager's Office	\$ 253,602	\$ 266,442	\$ 269,105	\$ 2,663	+1.0%
Assistant City Manger/ City Clerk	200,629	211,799	227,350	15,551	+7.3%
Internal Auditor	178,400	183,128	169,725	(13,403)	-7.3%
Purchasing	60,961	76,684	81,288	4,604	+6.0%
Public Information	148,964	173,902	162,881	(11,021)	-6.3%
TOTAL EXPENSES	\$ 842,556	\$ 911,955	\$ 910,349	\$ (1,606)	-0.2%

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CITY MANAGER'S OFFICE SUMMARY, *continued*

Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Asst City Clerk	116	1	1.0	1	1.0	0	0.0
Asst City Manager/City Clerk	DH3	1	1.0	1	1.0	0	0.0
Broadcast Specialist	113	1	1.0	1	1.0	0	0.0
City Manager	-	1	1.0	1	1.0	0	0.0
Exec Asst/Public Info Officer	122	1	0.8	1	0.8	0	0.0
Graphic Designer/Broadcast Coord	118	1	1.0	1	1.0	0	0.0
Internal Auditor	126	1	1.0	1	1.0	0	0.0
Purchasing Agent	122	1	1.0	1	1.0	0	0.0
Total Positions & FTE		8	7.8	8	7.8	0	0.0

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.

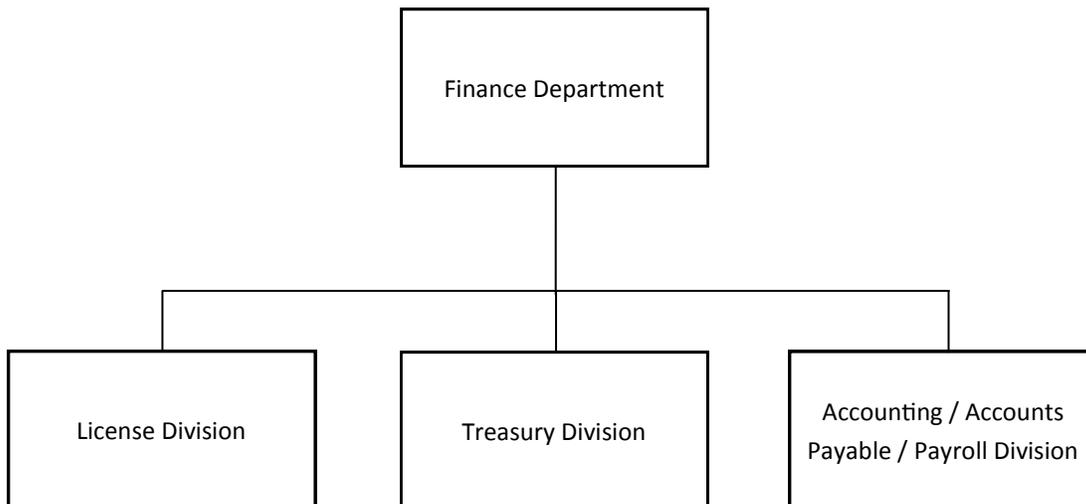
Department Budget Summary

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015
	Personnel	\$ 1,238,184	\$ 1,307,535
Contractual Services	91,458	92,674	93,270
Supplies & Materials	3,009	5,700	10,050
Subsidies & Assistance	0	0	0
Contingency & Other	0	0	0
TOTAL EXPENSES	\$ 1,332,651	\$ 1,405,909	\$ 1,419,307

Positions			
Total Budgeted Full Time Positions	18	18	17
Total Budgeted Part Time Positions	5	5	5

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

- Collected approx. \$771,000 in additional occupational fees through audits of w/h reconciliations, net profit returns, transient accounts, and 1099 audits; and field inspections and litigation of delinquent accounts.
- Refinanced \$3,595,000 of the remaining 2003 Convention Center bonds resulting in net savings to the City of \$255,000 over the next five years.
- Assisted the Internal Auditor and Audit Committee with the RFP process on Audit Services contract that resulted in savings of approximately \$10,000 annually for five years (Apprx. \$50,000) by amending the scope to only audit services. The City will prepare all financial statements in-house beginning with FY2014 CAFR.
- Received the GFOA Certificate of Excellence in Financial Reporting for the FY12 CAFR.
- Received the GFOA Outstanding Achievement Award in Popular Annual Financial Reporting for FY12 PAFR.
- Completed three Job Development Incentive agreements for Transpark companies with 192 new jobs projected.
- Continued monitoring and analysis of the City's involvement and contingent liability associated with the Block 6 Wrap Development, reviewing draft documents for the upcoming \$27M IRB issue and assisting with obtaining a bond rating from Standard & Poor's.
- Finance staff participated on the Budget Team and prepared the City's second GFOA Budget Document, which received the Distinguished Budget Presentation Award.
- Increased procurement card spending by over \$186,000, or +34%.

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 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 conducted within the City limits and monitoring business starts and closures.
- Effectively audit and process occupational license fee requests for refunds, 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, such as the CAFR.
- 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.
- Effectively manage the City's payroll and fringe benefit system for approximately 600 employees, maintaining efficient decentralized payroll processing.

Performance Measures

Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Proposed FY15
Percent of property taxes collected within six months of due date	98.9%	96.9%	98.5%	98.2%
Reduction in the number of unpaid prior year property tax bills over \$1,000	51.9%	45.3%	55.9%	56.0%
Percent of withholding fees collected within 45 days of the due date	97.5%	97.0%	96.2%	96.9%
Total number of payments processed by the Payroll Division	19,320	19,577	19,700	19,700
Percent of vendor payments paid by ACH (vs. paper check)	47.7%	55.0%	60.0%	65.0%
Procurement Card transactions as percent of total AP trans.	14.6%	19.1%	21.2%	24.5%

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FINANCE DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Chief Financial Officer		
Decrease to local meetings accounts; increase to special education and small equipment accounts	\$ 5,000	Additional funding requested for purchase of lobby furniture
Treasury		
No change to budgeted amounts	0	No impact on service is expected
License		
Increase to vehicle maintenance fee account	394	Increase in Fleet Lease rates charged to departments
Accounting/AP/Payroll		
Decrease to professional services, printing, and dues and membership accounts; increase to travel account	(448)	No impact on service is expected
Pay Adjustment	8,452	FY2015 cost of living adjustments, elimination of one position, fringe benefit changes, two upgrades and one-half step increase
TOTAL IMPACT	\$ 13,398	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Chief Financial Officer	\$ 212,594	\$ 225,725	\$ 235,842	\$ 10,117	+4.5%
Treasury	276,489	220,207	223,524	3,317	+1.5%
License	333,767	341,909	349,287	7,378	+2.2%
Accounting/AP/ Payroll	509,801	618,068	610,654	(7,414)	-1.2%
TOTAL EXPENSES	\$ 1,332,651	\$ 1,405,909	\$ 1,419,307	\$ 13,398	+1.0%

FINANCE DEPARTMENT SUMMARY, *continued*

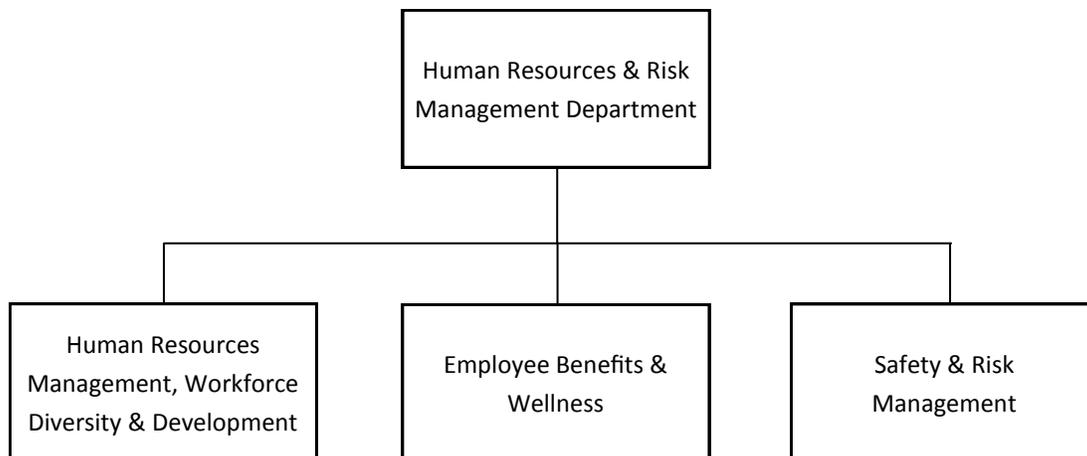
Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Accounting Associate	113	1	1.0	1	1.0	0	0.0
Accounts Payable Associate	111	1	1.0	0	0.0	-1	-1.0
Administrative Assistant	115	1	1.0	1	1.0	0	0.0
Business License Inspector	116	1	1.0	1	1.0	0	0.0
Business Tax Auditor	119	1	1.0	1	1.0	0	0.0
Chief Accountant	125	0	0.0	1	1.0	+1	+1.0
Chief Financial Officer	DH6	1	1.0	1	1.0	0	0.0
Comptroller	129	1	1.0	1	1.0	0	0.0
Intern	71	1	0.375	1	0.375	0	0.0
Occupation License Manager	122	1	1.0	1	1.0	0	0.0
Occupational License Assoc	113	2	2.0	2	2.0	0	0.0
Office Assistant II	71	3	2.0	3	2.0	0	0.0
Office Associate	111	1	1.0	1	1.0	0	0.0
Sr Accounting Technician	111	1	0.875	1	0.875	0	0.0
Sr Revenue Accountant	122	0	0.0	1	1.0	+1	+1.0
Sr Staff Accountant	122	2	2.0	1	1.0	-1	-1.0
Staff Accountant	117	3	3.0	2	2.0	-1	-1.0
Treasury Associate	115	2	2.0	2	2.0	0	0.0
Total Positions & FTE		23	21.25	22	20.25	-1	-1.0

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 FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015
EXPENSES:			
Personnel	\$ 506,486	\$ 625,742	\$ 659,057
Contractual Services	6,074,860	6,893,375	7,057,105
Supplies & Materials	83,207	86,270	175,820
Assets	3,723	20,000	20,000
Contingency & Other		120,000	125,000
TOTAL EXPENSES	\$ 6,668,276	\$ 7,745,117	\$ 8,036,982
Positions	Total Budgeted Full Time Positions	6	6
	Total Budgeted Part Time Positions*	5	5
	<i>* Includes 4 City interns</i>		
Contacts	Human Resources Director: Michael Grubbs email: Michael.Grubbs@bgky.org 1001 College Street, Bowling Green KY 42101		

Organizational Structure



HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT SUMMARY, *continued*

Accomplishments

- The City's .59 worker's compensation experience modifier is the lowest of the 376 cities/entities insured by KLCIS.
- Completed two recruitment, testing and selection processes for police officer and began another recruitment for spring 2014 process; also completed one cycle for communications dispatcher selection.
- Coordinated review of the job task analysis for all fire promotional ranks to make sure that the examinations appropriately test for the required job knowledge, abilities and skills.
- Implemented verification of college degrees and certifications for new full-time hires, utilizing a clearinghouse and other verification websites.
- Coordinated participation in the WKU/SCKY training consortium; two employees graduated from the supervisor certification program; at year's end, ten employees were participating in supervisor and group leader training, and eleven were enrolled for 2014 programs.
- Purchased and placed five blood pressure kiosks for employee use in different City facilities.
- Actuarial study was conducted to review the medical trust fund and health reimbursement account reserves.
- Implemented IRS change in flexible spending carry over, and amended the 401(k) plan to allow Roth option.
- Due to continued success with the workers' compensation program, rates were analyzed and lower rates prepared for the FY2015 budget that will reduce amounts charged to departments by \$61,200 or 8.3%.
- Due to City-wide efforts, there were no lost-time injuries in the last eight months of calendar year 2013.
- Finalized policies for three new sections of the Risk Management Manual, and obtained BOC approval of comprehensive revision.

Goals

Human Resources Management:

- Assure that City's compensation and benefits structure provides a fair and competitive pay rate and benefits program.
- 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:

- Provide a competitive benefits package, including educating employees/spouses regarding their existing benefits, and provide education as a prevention tool through offering wellness programs.
- Offer 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.
- Improve employee productivity through continued enhancement of communications.

Workforce Diversity

- Diversify the City's workforce to reflect the immediate region's employment base.
- Improve understanding and acceptance of individual differences through education and training.

Performance Measures

Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Proposed FY15
Number of grievances filed/total number of employees subject to grievance procedure	1 per 146.3 employees	0 per 441 employees	0 per 437 employees	1 per 437 employees
Percentage of performance reviews completed on schedule	94%	100%	95%	95%
Percentage of employees rating overall HR services excellent or good	90.8%	90.6%	91%	91%
Workers' Compensation expenditures per \$100 salary & benefits	\$1.82	\$1.28	\$1.80	\$1.85
Number of non-preventable recordable injuries per FTE	0.0467	0.0488	0.0316	0.04

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HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation	Impact/Explanation
Human Resources Management	
Reduction to administrative services, professional services, local meeting, and travel accounts; increase to advertising account	\$ (15,722) No impact on services is expected
Employee Benefits & Wellness	
Reduction to printing and supply accounts; increase to professional services, insurance premiums, paid claims, small equipment and contingency accounts	60,109 Additional funding will cover expected increase in health insurance premiums and claims
Safety & Risk Management	
Reduction to professional services, books and publications, insurance premium accounts; increase to administrative services, vehicle maintenance, consumable items, paid claims, small equipment and contingency accounts	209,993 Additional costs are required for general liability and auto claims and all lines of insurance
Employee Development	
Reduction to supply and consumable items accounts; increase to administrative services and professional services accounts	3,410 Additional funding is requested to cover a proposed policy change; will return to pre-2010 policy regarding master's degree eligibility
Workforce Diversity	
Reduction to professional services, printing and supply accounts; increase to advertising	490 Increased funding requested to increase recruitment outlets
Pay Adjustment	33,585 FY2015 cost of living adjustment, one-half step increase, and fringe benefit changes
TOTAL IMPACT	\$ 291,865

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED	APPROVED	FY14-FY15	% Difference
Human Resources Management	\$ 431,011	\$ 499,788	\$ 495,142	\$ (4,646)	-1.0%
Employee Benefits & Wellness	5,029,850	5,514,671	5,576,629	61,958	+1.1%
Safety & Risk Management	1,138,308	1,594,673	1,806,126	211,453	+13.3%
Employee Development	68,932	126,175	148,785	22,610	+17.9%
Workforce Diversity	174	9,810	10,300	490	+5.0%
TOTAL EXPENSES	\$ 6,668,276	\$ 7,745,117	\$ 8,036,982	\$ 291,865	+3.8%

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HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT SUMMARY, *continued*

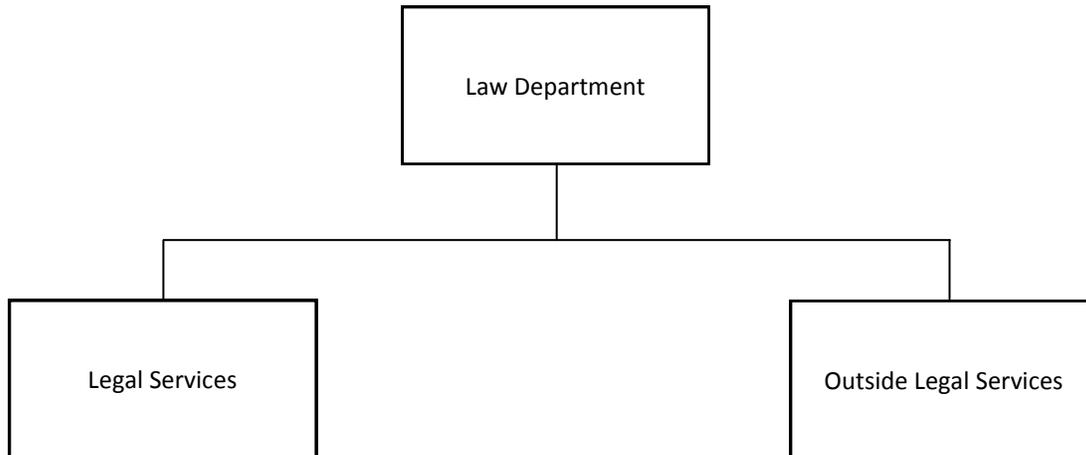
Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Benefits Manager	125	1	1.0	1	1.0	0	0.0
Human Resources Director	DH1	1	0.9	1	0.9	0	0.0
Human Resources Specialist	119	1	1.0	1	1.0	0	0.0
Intern	71	4	1.905	4	1.905	0	0.0
Office Assistant II	71	1	0.55	1	0.55	0	0.0
Office Associate	111	2	2.0	2	2.0	0	0.0
Safety / Risk Manager	125	1	1.0	1	1.0	0	0.0
Total Positions & FTE		11	8.355	11	8.355	0	0.0

LAW DEPARTMENT SUMMARY

Mission	The Bowling Green Law Department provides effective legal representation to the City on all aspects of law in a 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 FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015
Personnel	\$ 221,201	\$ 227,437	\$ 231,944
Contractual Services	33,188	70,245	82,895
Supplies & Materials	12,999	12,518	16,210
Assets	9,026	0	0
Contingency & Other	0	0	0
TOTAL EXPENSES	\$ 276,415	\$ 310,200	\$ 331,049
Positions	Total Budgeted Full Time Positions	2	2
	Total Budgeted Part Time Positions	0	0
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 \$120,627 in delinquent taxes
- Collected \$5,906 in code enforcement liens
- Filed 40 code enforcement liens
- Filed 26 answers to foreclosure complaints
- Involved with Public Safety Radio RFP
- Drafted various Ordinances/Municipal Orders—Donation Bins, Butler County Landfill Sale, Towing and ABC
- Finalized property acquisitions for various sidewalk projects—Holly, Steeplechase, Dishman, Ogden, Collett and Russellville

Goals

Legal Services:

- Provide quality customer service in a timely manner to the Board of Commissioners and City staff. 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.
- Efficiently assist the City in the collection of monies owed to the City and in the enforcement of City ordinances and regulations.

Outside Legal Services:

- Represent the City in civil litigation, which also includes monitoring outside, private counsel.

Performance Measures

Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Proposed FY15
Percentage of employees rating contract review services as excellent or good	93.8%	90.2%	90%	90%
Percentage of employees rating all other legal services as excellent or good	95.6%	90.2%	90%	90%

LAW DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Legal Services		
Decrease to rental, utility, and books and publications accounts; increase to supply and small equipment accounts	\$ (3,658)	Decreased cost is related to move to City Hall Annex facility
Outside Legal Services		
Increase to professional services account	20,000	Additional funding will cover outside counsel hired to represent City
Pay Adjustment	4,507	FY2015 cost of living adjustment, one-half step increase, and fringe benefit changes
TOTAL IMPACT	\$ 20,849	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Legal Services	\$ 274,130	\$ 285,200	\$ 286,049	\$ 849	+0.3%
Outside Legal Services	2,285	25,000	45,000	20,000	+80.0%
TOTAL EXPENSES	\$ 276,415	\$ 310,200	\$ 331,049	\$ 20,849	+6.7%

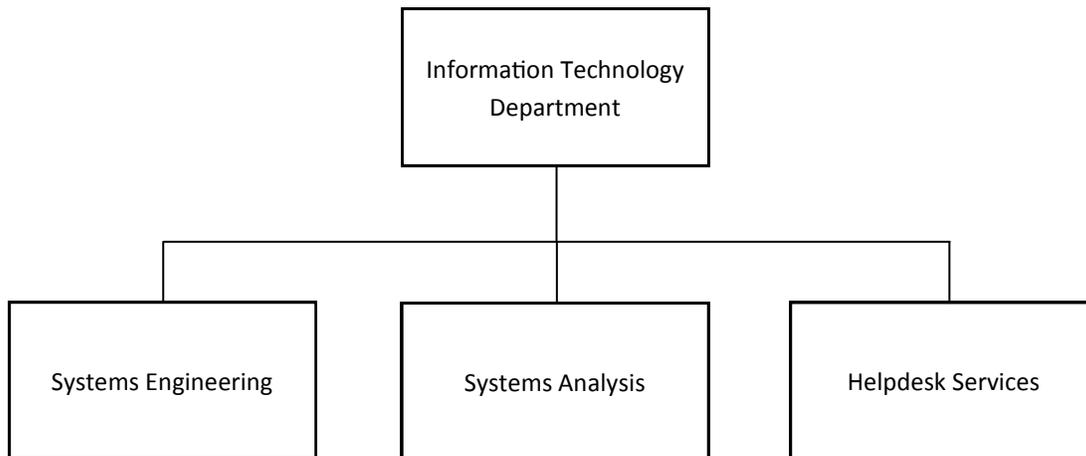
Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
City Attorney	DH6	1	1.0	1	1.0	0	0.0
Paralegal	120	1	1.0	1	1.0	0	0.0
Total Positions & FTE		2	2.0	2	2.0	0	0.0

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 FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015
Personnel	\$ 739,277	\$ 760,296	\$ 780,161
Contractual Services	736,198	671,323	744,645
Supplies & Materials	549,936	160,000	515,100
Assets	151,030	144,000	56,000
Contingency & Other	0	0	0
TOTAL EXPENSES	\$ 2,176,441	\$ 1,735,619	\$ 2,095,906
Positions	Total Budgeted Full Time Positions	9	9
	Total Budgeted Part Time Positions	0	0
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

- Developed City of Bowling Green Smartphone APP
- Upgraded Public Safety Enroute software to new, major platform
- Implemented a new building security access system
- Migrated Groupwise e-mail to Microsoft Outlook
- Tested air cards and began migration as replacement for wireless mesh network
- Added several new forms to Online Forms Processing
- Established a new indoor guest WIFI network
- Redesigned the Web GIS application
- Upgraded Timeclock and began City-wide implementation project
- Implemented texting system
- Began implementation of new Alpine software for Fire Department
- Completed plans with Public Works Department for City Hall Annex renovations

Goals

Systems Engineering:

- Maintain and enhance the City's infrastructure including switches, routers, firewalls, wireless equipment and any related network equipment and systems.
- Provide support for other City systems, including but not limited to VOIP and security systems.

Systems Analysis:

- Improve customer service for City employees by discussing ideas and use input to maintain a long-range plan for information technology systems to stay in-tune with technological advances.
- Work with other departments when needs arise to identify the best solutions with cost effective means.

Helpdesk Services:

- Effectively record and manage Helpdesk calls; ensure calls are properly prioritized and addressed in a timely manner.
- Provide quality customer service to the Board of Commissioners, City staff, other governmental agencies and the general public.
- Work with Helpdesk Specialists to make changes to approach and exploit software to better serve the customers and improve communication.

Performance Measures

Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Proposed FY15
Survey Rating of Network Services (1 low to 4 high)	3.02	2.99	3.0	3.0
Survey Rating of Application Services (1 low to 4 high)	3.08	3.05	3.0	3.1
Survey Rating of Desktop Services/Helpdesk (1 low to 4 high)	3.12	3.14	3.0	3.15
Survey Rating Cell Phone Service (1 low to 4 high)	2.21	3.23	3.0	3.2
Survey Rating of Office Phone Service (1 low to 4 high)	2.73	3.08	3.0	3.1
Survey Rating of Overall IT Service (1 low to 4 high)	N/A	3.18	3.0	3.2
General Fund Expenditure Efficiency (IT expense/GF expense)	2.88%	2.82%	2.84%	2.85%
Helpdesk staff ticket closings (% of total tickets)	57.5%	58.6%	56.0%	58.0%

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
IT Operations		
Increase to professional services, software maintenance, vehicle maintenance, supply, and small equipment accounts; decrease to equipment repairs, telephone, special education, and capital asset accounts	\$ 340,422	Increased funding is due to CIP project to purchase new mobile data computers for the Police Department, new software maintenance contracts and facility renovations at the City Hall Annex
Pay Adjustment	19,865	FY2015 cost of living adjustment, one-half step increase, one upgrade and fringe benefit changes
TOTAL IMPACT	\$ 360,287	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
IT Operations	\$ 2,176,441	\$ 1,735,619	\$ 2,095,906	\$ 360,287	+20.8%
TOTAL EXPENSES	\$ 2,176,441	\$ 1,735,619	\$ 2,095,906	\$ 360,287	+20.8%

Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Chief Information Officer	DH2	1	1.0	1	1.0	0	0.0
Help Desk Specialist	118	2	2.0	2	2.0	0	0.0
System Analyst	122	2	2.0	1	1.0	-1	-1.0
System Analyst Sr	125	2	2.0	3	3.0	+1	+1.0
System Engineer	126	1	1.0	1	1.0	0	0.0
System Engineer Sr	127	1	1.0	1	1.0	0	0.0
Total Positions & FTE		9	9.0	9	9.0	0	0.0

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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		
Increase to dues account	1,266	Additional funding required for dues based on population figures
Central Services		
Increase to equipment repairs and asset accounts; decrease to postage and supply accounts	41,600	Additional funding is required to cover increasing copier maintenance costs, including addition of Parks maintenance, and purchase of mail machine
VOIP & Cell Service		
Decrease to telephone and small equipment accounts	(50,940)	No impact on performance is expected, savings achieved through use of VOIP system
TOTAL IMPACT	\$ (8,074)	

Departmental Budget by Division

EXPENSES:	ADOPTED		APPROVED	FY14-FY15	
	ACTUAL FY2013	BUDGET FY2014	BUDGET FY2015	Change	% Difference
Planning & Zoning	\$ 535,268	\$ 471,770	\$ 471,770	\$ 0	0.0%
BRADD	29,034	29,034	30,300	1,266	+4.4%
Central Services	132,503	135,300	176,900	41,600	+30.7%
VOIP & Cell Service	188,179	159,980	109,040	(50,940)	-31.8%
TOTAL EXPENSES	\$ 884,984	\$ 796,084	\$ 788,010	\$ (8,074)	-1.0%

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.

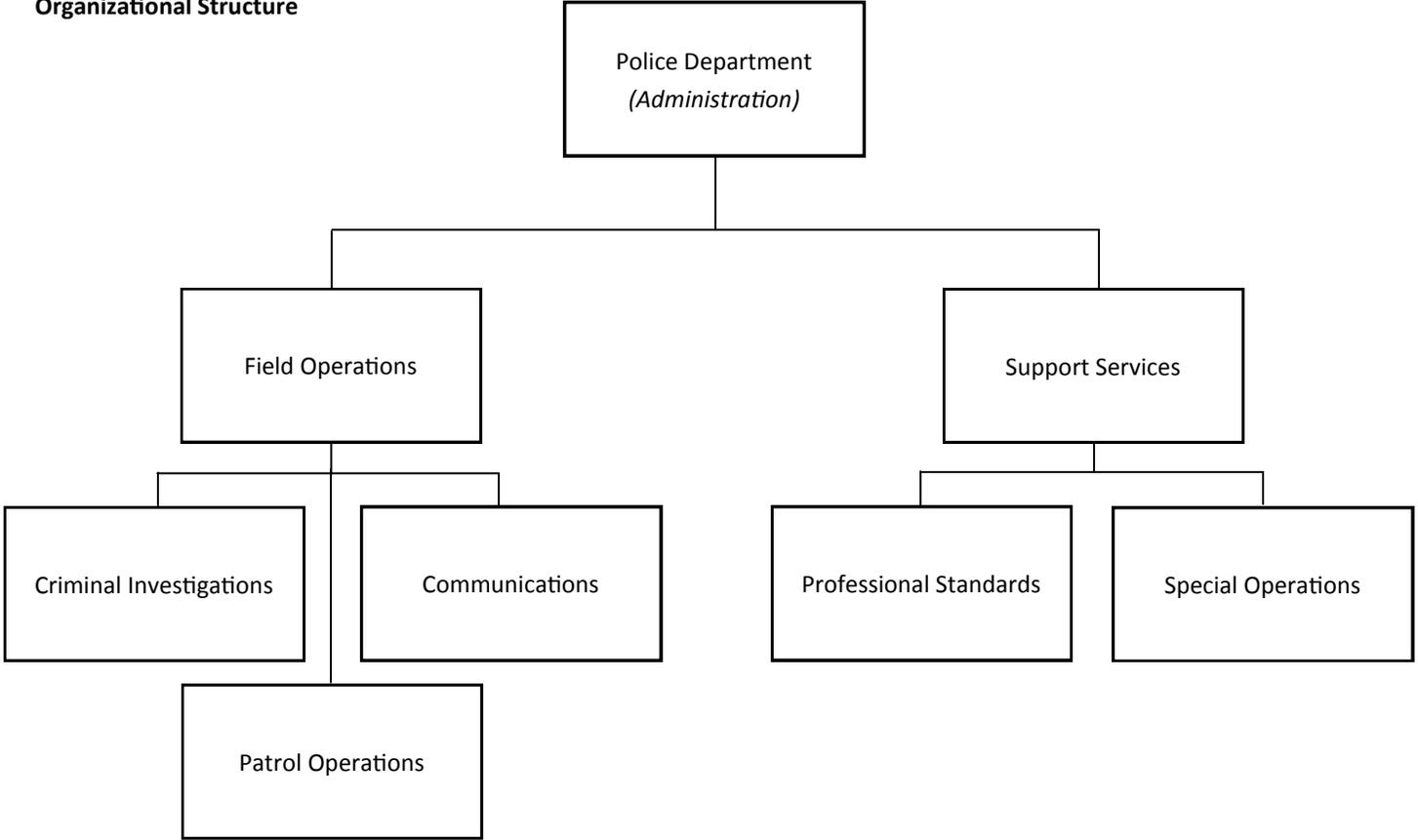
Department Budget Summary

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015
	Personnel	\$ 11,177,444	\$ 11,620,333
Contractual Services	2,329,340	4,916,619	1,450,276
Supplies & Materials	595,891	455,363	625,451
Subsidies & Assistance	1,591	5,000	5,000
Assets	297,475	338,580	300,000
Contingency & Other	5,551	4,000	4,000
TOTAL EXPENSES	\$ 14,407,293	\$ 17,339,895	\$ 14,042,378

Positions	Total Budgeted Full Time Positions	151	151	148
	Total Budgeted Full Time Positions	25	22	22

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

- Police Department accreditation completed— 5th consecutive five year term
- Completed records software upgrade
- Computer Aided Dispatch (CAD) software upgrade
- Construction of a new bulk evidence storage facility
- Customer survey completed by Dr. Victoria Gordon
- Developed in-house training for both new detectives and supervisors
- KYOPS overhaul assistance with statewide records management
- New performance objectives/measurements for BGPD accepted by City Manager
- Radio agency signed contract with Motorola to build a new public safety radio system

Goals

Administration:

- Increase minority employee hiring
- Increase citizen interaction with Police Department

Professional Standards:

- Monitor professional standards described in the Policy and Procedure Manual
- Monthly staff inspections
- Monthly audits of allocated funds
- Maintain the agency's professional accreditation
- Provide officers with useful and up to date training annually

Special Operations:

- Maintain the integrity and sustainability of the City's official records as prescribed by law and policy
- Streamline the uniform ordering process with IT to the next level by direct requests to vendors
- Continue to monitor the scrap metal recyclers for compliance with all laws

Communications:

- Improved emergency response and planning capabilities
- Engage current public safety communication technology including CAD and 9-1-1 improvements

Investigations:

- Complete thorough follow-up investigations
- Proactively seek ways to insure compliance with sex offender laws
- Increase forensic lab effectiveness and capabilities

Patrol:

- More police visibility in the community including increased use of bicycle and motorcycle patrol capabilities
- Improve Department Infrastructure
- Reduction of traffic crashes
- Reduce crime

Performance Measures

Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Proposed FY15
Total average time from receipt of top priority police telephone call to arrival on scene	273 seconds	Unable to provide	264 seconds	< 297 seconds
Number of injury producing traffic accidents	323	Unable to provide	337	<406
Number of complaints made against sworn personnel during reporting period	3	7	5	4
Number of complaints against sworn personnel sustained during reporting period (regardless of when initiated)	0	2	1	0

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POLICE DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration		
Increase to travel and small equipment accounts; reduction to professional services, construction, repairs, vehicle maintenance fee, telephone and local meeting accounts	\$ (177,611)	Decrease is a result of Animal Control program move to the Neighborhood and Community Services Department
Professional Standards		
Increase to vehicle maintenance fee accounts, special education and small equipment accounts; decrease to travel and supply accounts	30,275	Increase is a result of the replacement of tasers
Special Operations		
Increase to utility and supply accounts; reduction to vehicle maintenance, repair and uniform fee accounts	(31,622)	Decrease is due to reduced cost of uniform supplies
Communications		
Increase to telephone, supply and small equipment accounts; reduction to construction, professional services and repair accounts	(3,317,179)	Decrease is result of capital funding of radio infrastructure system in FY2014
Investigations		
Reduction to travel and small equipment accounts; increase to vehicle maintenance fee account	4,374	Increase due to fleet lease rate increase
Patrol Operations		
Increase to small equipment accounts; reduction to repairs, travel and supply accounts	156,928	Increase is a result of replacement of in-car cameras
Pay Adjustment	37,318	FY2015 cost of living adjustment, one-half step increase and fringe benefit changes; also moved three positions to other departments
TOTAL IMPACT	\$ (3,297,517)	

Departmental Budget by Division

EXPENSES:	ACTUAL	ADOPTED	APPROVED	FY14-FY15	% Difference
	FY2013	BUDGET FY2014	BUDGET FY2015	Change	
Administration	\$ 1,156,969	\$ 1,392,918	\$ 1,230,171	\$ (162,747)	-11.7%
Professional Standards	621,129	558,034	597,144	39,110	+7.0%
Special Operations	966,646	1,023,282	1,011,107	(12,175)	-1.2%
Communications	2,372,333	5,052,356	1,780,653	(3,271,703)	-64.8%
Investigations	1,733,909	1,577,268	1,706,170	128,902	+8.2%
Patrol Operations	7,556,307	7,736,037	7,717,133	(18,904)	-0.2%
TOTAL EXPENSES	\$ 14,407,292	\$ 17,339,895	\$ 14,042,378	\$ (3,297,517)	-19.0%

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POLICE DEPARTMENT SUMMARY, *continued*

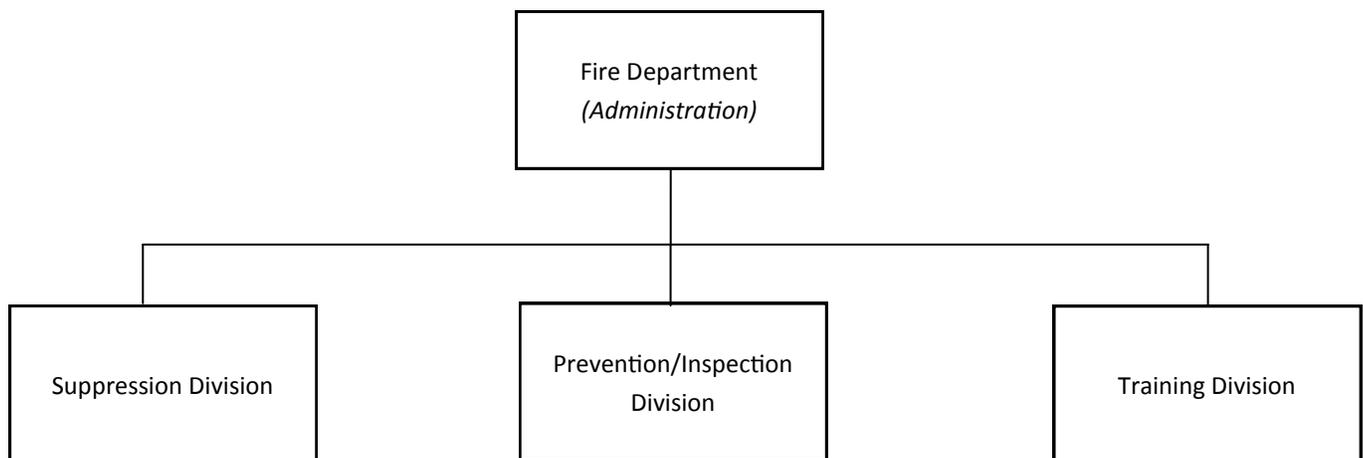
Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Admin Services Supervisor	118	1	1.0	1	1.0	0	0.0
Adv Comm Dispatcher	116	9	9.0	11	11.0	+2	+2.0
Adv Police Officer	FP1	21.0	21.0	17.0	17.0	-4	-4.0
Animal Control Officer	117	2.0	2.0	0.0	0.0	-2	-2.0
Assistant Police Chief	FP4	4	4.0	4	4.0	0	0.0
Comm Dispatch Assistant	79	1	0.5	1	0.5	0	0.0
Communications Ctr Manager	124	1	1.0	1	1.0	0	0.0
Communications Dispatcher	116	9	9.0	7	7.0	-2	-2.0
Communications Supervisor	120	4	4.0	4	4.0	0	0.0
Crime Analyst	114	1	1.0	0	0.0	-1	-1.0
Deputy Police Chief	FP5	2	2.0	2	2.0	0	0.0
Executive Assistant	118	1	1.0	1	1.0	0	0.0
GIS Mapping Assistant	81	1	0.5	1	0.5	0	0.0
Master Police Officer	FP1	26	26.0	31.0	31.0	+5	+5.0
Office Associate	111	3	3.0	3	3.0	0	0.0
Office Associate Sr	113	4	4.0	4	4.0	0	0.0
Police Cadet	71	10	5.0	10	5.0	0	0.0
Police Captain	FP3	6	6.0	6	6.0	0	0.0
Police Chief	DH5	1	1.0	1	1.0	0	0.0
Police Officer	FP1	39	39.0	38	38.0	-1	-1.0
Police Sergeant	FP2	14	14.0	14	14.0	0	0.0
Property Custodian	113	2	2.0	2	2.0	0	0.0
School Crossing Guard	73	10	1.83	10	1.83	0	0.0
Victim Advocate	118	1	1.0	1	1.0	0	0.0
Total Positions & FTE		173	158.83	170	155.83	-3	-3.0

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 FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	
Personnel	\$ 11,023,961	\$ 11,250,525	\$ 11,374,653	
Contractual Services	427,693	587,986	624,292	
Supplies & Materials	378,812	373,108	350,808	
Subsidies & Assistance	0	0	0	
Assets	50,016	53,500	170,000	
TOTAL EXPENSES	\$ 11,880,482	\$ 12,265,119	\$ 12,519,753	
Positions	Total Budgeted Full Time Positions	124	123	123
	Total Budgeted Part Time Positions	0	0	0
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

- Reaccreditation completed
- Car one certification completed
- Developing Record Management System into station and apparatus maintenance
- Mutual aid training with County fire departments ongoing
- Developing new recruit class standing orders
- Improved overall inspection capabilities of department members

Goals

Administration:

- Improve ISO rating: Previous ISO review resulted in a PPC score improvement less than two points from improving rating from 3 to 2
- Review/improve succession planning efforts
- Comprehensive medical service Fire Department response review
- Manage transition for fire records management upgrade

Prevention:

- City fire loss reduction through fire inspection and plan review
- Develop home fire prevention inspection program
- Develop public education program to be a more broad, diverse and contemporary program
- Promote the department emergency response media attention
- Support the current Fire Investigations division with needed resources and funding

Training:

- Expand mutual aid training with County departments
- Explore/expand Officer Development programs
- Design/construct concrete pad for structural collapse props
- Revise Company Performance Drills Program (CPD's)
- Administer Structural Collapse Technician training class
- Develop and implement Incident Safety Officer certification program

Suppression:

- Develop system/protocols for tracking property/lives saved
- Evaluate response times for each crew and make recommendations for improvement
- Develop Incident Safety Officer (ISO) program within ranks of personnel
- Improve apparatus/equipment check out and inventory tracking system

Performance Measures

Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Proposed FY15
Overall unit response time	3:40	4:06	4:00	3:50
Hours of training per sworn personnel	183	196	205	210
Number of public education classes conducted	162	207	220	225
Number of fire inspections completed	2,597	1,897	2,300	3,200
Number of fire re-inspections completed	697	508	600	900

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FIRE DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration		
Reduction to capital equipment and telephone accounts	\$ (20,455)	Decrease due to purchase of new vehicle in FY2014 budget
Suppression		
Increase to repair and supply accounts; reduction to small equipment account	(7,270)	No impact on performance is expected
Prevention/Inspection		
Increase to special education, supply and asset accounts; decrease to small equipment account	129,500	Additional funding provided for mobile education center trailer
Training		
Increase to professional service account	6,470	Increase for FEMA structural collapse training
Repairs & Facilities Maintenance		
Increase to vehicle maintenance fee, utility and small equipment accounts; reduction to construction, repair and supply accounts	22,261	Citywide increase of vehicle maintenance fees required for FY2015
Pay Adjustment	124,128	FY2015 cost of living adjustment, one-half step increase and fringe benefit changes
TOTAL IMPACT	\$ 254,634	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Administration	\$ 1,041,296	\$ 1,096,241	\$1,077,426	\$ (18,815)	-1.7%
Suppression	9,758,266	9,792,026	9,910,126	118,100	+1.2%
Prevention/Inspection	377,226	516,578	646,746	130,168	+25.2%
Training	267,976	294,239	297,159	2,920	+1.0%
Repairs & Facilities Maintenance	435,718	566,035	588,296	22,261	+3.9%
TOTAL EXPENSES	\$11,880,482	\$ 12,265,119	\$ 12,519,753	\$ 254,634	+2.1%

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FIRE DEPARTMENT SUMMARY, *continued*

Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Administrative Assistant	115	1	1.0	1	1.0	0	0.0
Assistant Fire Chief / Prevention	FP4	1	1.0	1	1.0	0	0.0
Assistant Fire Chief / Suppression	FP4	3	3.0	3	3.0	0	0.0
Assistant Fire Chief / Training	FP4	1	1.0	1	1.0	0	0.0
Company Commander / EMT	FP3	29	29.0	29	29.0	0	0.0
Deputy Fire Chief	FP5	2	2.0	2	2.0	0	0.0
Fire Apparatus Operator	FP2	1	1.0	1	1.0	0	0.0
Fire Apparatus Operator / EMT	FP2	27	27.0	27	27.0	0	0.0
Fire Chief	DH5	1	1.0	1	1.0	0	0.0
Fire Code Inspector	118	1	1.0	1	1.0	0	0.0
Fire Prevention / Education Spec	FP1	1	1.0	1	1.0	0	0.0
Firefighter	FP1	7	7.0	9	9.0	+2	+2.0
Firefighter / EMT	FP1	18	18.0	21	21.0	+3	+3.0
Firefighter / EMT II	FP1	29	29.0	24	24.0	-5	-5.0
Office Associate	111	1	1.0	1	1.0	0	0.0
Total Positions & FTE		123	123.0	123	123.0	0	0.0

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 Decrease to Police & Fire pension accounts	\$ (57,000) No impact on performance is expected
TOTAL IMPACT	\$ (57,000)

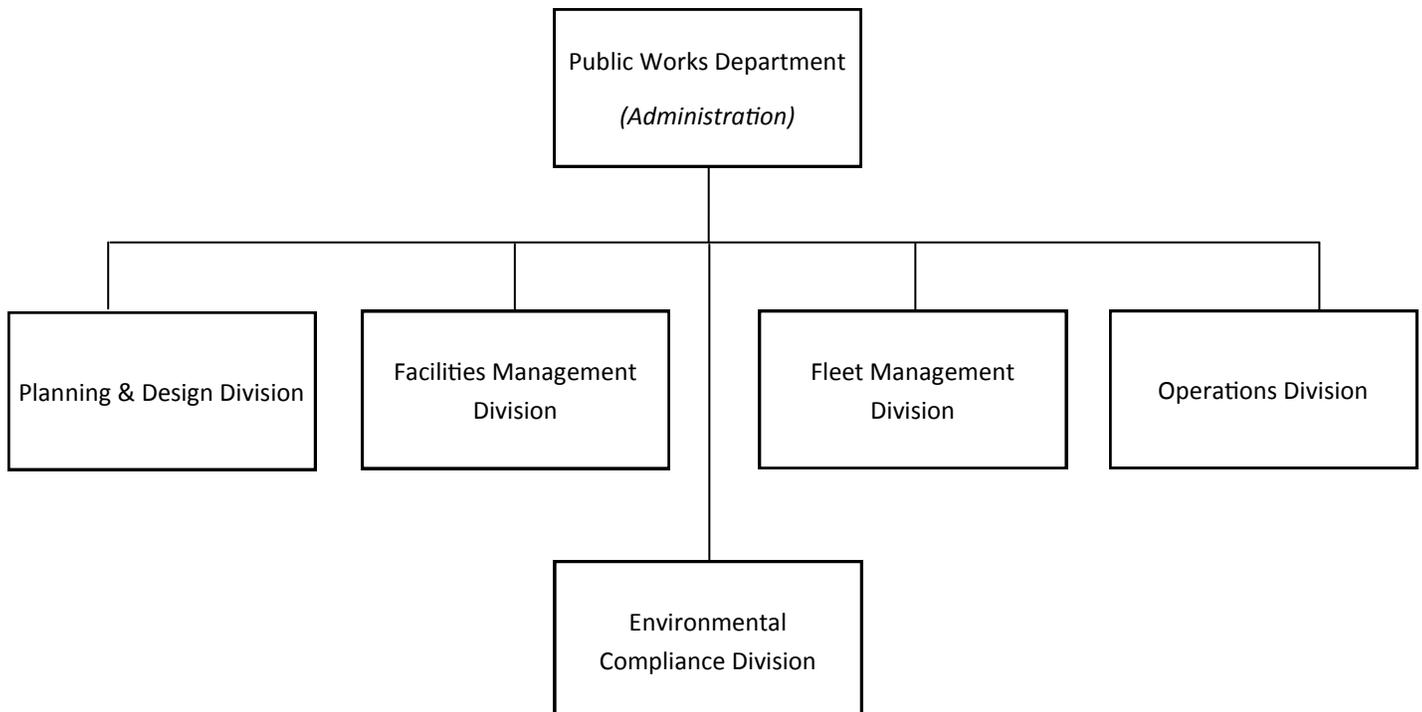
Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Police & Fire Retirees	\$ 1,371,637	\$ 1,397,000	\$ 1,340,000	\$ (57,000)	-4.1%
TOTAL EXPENSES	\$ 1,371,637	\$ 1,397,000	\$ 1,340,000	\$ (57,000)	-4.1%

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 FY2013	FY2014	FY2015
Personnel	\$ 3,170,865	\$ 3,285,899	\$ 3,443,378
Contractual Services	6,518,787	7,472,270	6,970,322
Supplies & Materials	1,544,262	1,551,785	1,507,360
Subsidies & Assistance	11,000	0	0
Assets	109,411	190,500	805,000
Contingency	0	24,285	38,990
TOTAL EXPENSES	\$ 11,354,325	\$ 12,524,739	\$ 12,765,050
Positions	Total Budgeted Full Time Positions	53	53
	Total Budgeted Part Time Positions	0	0
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

- A new Emergency Response Team protocol and supporting GIS is nearing completion. This initiative relied on interaction with multiple divisions to develop a system to provide better response in emergency situations.
- Public Works won Human Resource’s annual safety award.
- Public Works, in cooperation with other departments, continued to improve facilities. Projects include work at the soccer complex, Crosswinds and Paul Walker Golf courses, and Police headquarters.
- The Department completed the year with no lost time injuries.
- Public Works improved efficiency through innovations. A few of these innovations include the use of GIS technology to develop our emergency APP, crime mapping tool, and sidewalk inspection mobile APP. Staff also developed new tools including a manhole lifting devise, a mower chute defection system, and a down-hole camera system to improve efficiency and safety.
- Staff continued to improve sustainability efforts through procured performance contracting. The current program will provide new, more efficient equipment to several facilities. Much of this equipment was near end of life.
- Staff worked with NCS to develop increased citizen interaction for the new sidewalk program.
- Fleet began an oil testing program to monitor engine performance and life expectancy on older vehicles.
- Operations repaired an above average amount of sinkholes while maintaining other services.
- Reorganized existing divisions structure and created new Environmental Compliance Division.

Goals

Department Goals:

The overall goals of the Public Works Department are as follows:

- 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

Division Objectives:

While all divisions share common goals, the execution of these goals vary. Each division is called on to meet these goals depending on the role they fill within the organization.

Performance Measures

Performance Measures	Actual CY12	Actual CY13	Estimated FY14	Proposed FY15
Planning and Design: Response time – Average time to complete non-commercial building permit, detailed development plan, and subdivision plan reviews. <i>Target is 5 workdays.</i>	3.63 Days	3.24 Days	3.52 Days	< 5 Work Days
Fleet: Response time – Average time to complete a Preventative Maintenance (PM-A) Work Orders. <i>Target is 4 hours.</i>	2.47 Hours	2.24 Hours	2.29 Hours	< 4 Hours
Facilities: Response time - Average time from assignment to completion of a non-emergency work orders. <i>Target is 1 hour.</i>	0.46 Hours	4.02 Hours	5.11 Hours	< 1 Hour
Operations: Response time - Average time from date of receiving a service request to date of completion. <i>Target is 3 days.</i>	2.15 Days	1.55 Days	1.33 Days	< 3 Work Days
Environmental Compliance: Percentage – Percentage of Post-construction BMPs audited. <i>Target is 25% per year.</i>	N/A	5%	3%	>= 25%

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PUBLIC WORKS DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration		
Increase to professional services, vehicle maintenance, telephone and travel accounts; reduction to repair and supply accounts	\$ 7,894	Increase in funding is due to reaccreditation expenses
Environmental Compliance		
Increase to all accounts	217,701	Created new division, split from Planning and Design
Planning and Design		
Increase professional services, vehicle maintenance fee, backyard CIP and stormwater construction, telephone, travel and capital asset accounts	943,787	Increase is a result of Smallhouse Road improvements which was off set by the reorganization of the new Environmental Compliance Division
Facilities Management		
Increase to custodial services and utility accounts; reduction to construction accounts	(2,059,791)	Decrease is due to City Hall Annex and NCS renovations budgeted in FY2014
Fleet Management		
Increase to professional service, supply and repair accounts; decrease to contingency and fuel accounts	35,276	Increase is due to additional funding for repairs
Operations Management		
Increase to utility, street resurfacing, land repair, and capital equipment accounts; reduction to vehicle maintenance fee accounts	937,965	Increase in funding is due to sinkhole repairs, additional street resurfacing and vehicle replacements
Pay Adjustment	157,479	FY2015 cost of living adjustment, one-half step increase, fringe benefit changes, and one new FT and PT positions added
TOTAL IMPACT	\$ 240,311	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Administration	\$ 203,227	\$ 203,149	\$ 224,356	\$ 21,207	+1.1%
Environmental Compliance	118,534	96,879	473,192	376,313	+388.4%
Planning and Design	3,737,502	1,830,975	2,755,671	924,696	+50.5%
Facilities Management	2,099,835	4,466,998	2,332,877	(2,134,121)	-47.8%
Fleet Management	2,003,170	2,003,359	2,050,187	46,828	+2.3%
Operations Management	3,192,057	3,923,379	4,928,767	1,005,388	+25.6%
TOTAL EXPENSES	\$ 11,354,325	\$ 12,524,739	\$ 12,765,050	\$ 240,311	+1.9%

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PUBLIC WORKS DEPARTMENT SUMMARY, *continued*

Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Administrative Assistant	115	1	1.0	1	1.0	0	0.0
Assistant City Engineer	126	1	1.0	1	1.0	0	0.0
Building Maintenance Mechanic	114	1	1.0	1	1.0	0	0.0
City Engineer	131	1	1.0	1	1.0	0	0.0
City Surveyor	125	1	1.0	1	1.0	0	0.0
Civil Engineer	124	1	1.0	1	1.0	0	0.0
Crew Leader	115	3	3.0	3	3.0	0	0.0
Crew Supervisor II	118	2	2.0	2	2.0	0	0.0
Environmental Compliance Coordinator	122	0	0.0	1	1.0	+1	+1.0
Environmental Manager	125	1	1.0	1	1.0	0	0.0
Equipment Technician	112	1	1.0	1	1.0	0	0.0
Equipment Technician—Master	116	3	3.0	3	3.0	0	0.0
Equipment Technician Certified	114	1	1.0	1	1.0	0	0.0
Facilities Maintenance Supervisor	118	1	1.0	0	0.0	-1	-1.0
Fire Equipment Mechanic	117	1	1.0	1	1.0	0	0.0
Fleet Inventory Coordinator	117	1	1.0	1	1.0	0	0.0
Fleet Manager	123	1	1.0	1	1.0	0	0.0
Fleet Supervisor	120	1	1.0	1	1.0	0	0.0
GIS Manager	124	1	1.0	1	1.0	0	0.0
GIS Technician	114	0	0.0	1	1.0	+1	+1.0
Hydrologist	122	1	1.0	0	0.0	-1	-1.0
Laborer II	110	1	1.0	2	2.0	+1	+1.0
Office Assistant II	71	0	0.0	1	0.5	+1	+0.5
Office Associate	111	2	2.0	2	2.0	0	0.0
Operations Division Manager	124	1	1.0	1	1.0	0	0.0
Operations Technician I	110	9	9.0	9	9.0	0	0.0
Operations Technician II	112	8	8.0	8	8.0	0	0.0
Operations Technician III	114	5	5.0	5	5.0	0	0.0
Public Works Director	DH4	1	1.0	1	1.0	0	0.0
Public Works Inspector	121	1	1.0	1	1.0	0	0.0
Public Works Technician	120	1	1.0	2	2.0	+1	+1.0
Total Positions & FTE		53	53.0	56	55.5	+3	+2.5

TRANSPORTATION

The Transportation program is responsible for contributing funds to local transportation agencies, such as the BG/WC Regional Airport and the GO BG Transit System operated by Community Action of Southern Kentucky. Funds are used for operation, planning, maintenance and capital needs of the transportation provider.

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Airport Board		
Decrease to contributions accounts	\$ (35,625)	Decreased funding due to capital improvements approved in FY2014 budget
Public Transit		
Increase to contributions and administrative service accounts	435,000	Increase in funding is linked to federal grant funding availability
TOTAL IMPACT	\$ 399,375	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Airport Board	\$ 57,427	\$ 102,125	\$ 66,500	\$ (35,625)	-34.9%
Public Transit	948,123	987,110	1,422,110	435,000	+44.1%
TOTAL EXPENSES	\$ 1,005,550	\$ 1,089,235	\$ 1,488,610	\$ 399,375	+36.7%

PARKS & RECREATION DEPARTMENT SUMMARY

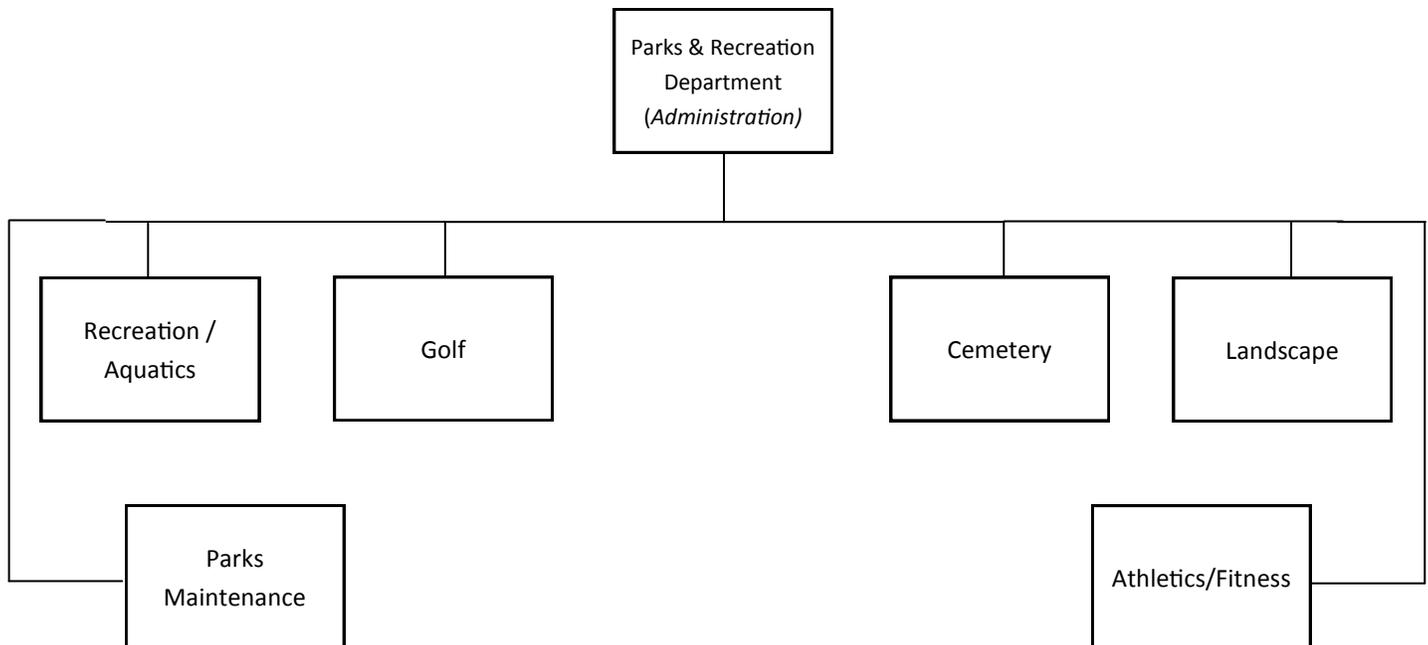
Mission The Parks and Recreation Department's mission is to offer a comprehensive variety of quality recreational programs and facilities to the residents and guests of our community.

Department Budget Summary

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET	APPROVED BUDGET
		FY2014	FY2015
Personnel	\$ 4,903,873	\$ 5,231,619	\$ 5,118,840
Contractual Services	1,986,121	1,639,501	2,211,915
Supplies & Materials	1,030,834	1,123,098	1,271,436
Subsidies & Assistance	0	0	0
Assets	129,261	54,000	137,000
Debt Service	577,663	572,899	0
Contingency	439	10,250	150
TOTAL EXPENSES	\$ 8,628,191	\$ 8,631,367	\$ 8,739,341

Positions	Total Budgeted Full Time Positions	60	58	57
	Total Budgeted Part Time Positions	241	242	239

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



PARKS & RECREATION DEPARTMENT SUMMARY, *continued*

Accomplishments

- Extended BGPR office hours until 5:00pm Monday-Friday.
- BGPR Administration facilitated two community open houses promoting summer and winter programs respectively.
- Park Ranger daily usage at R. Sims Aquatic Center dramatically improved customer service.
- Fitness Men's and Women's locker rooms were renovated with Parks Maintenance staff.
- Moxley Community Center increased participation through increased programming.
- Parker-Bennett Community Center offered a "Before School" program for teenagers waiting on buses.
- Lampkin Park Field #1 and #2 dugouts and backstops were renovated.
- Landscape Division attained an Urban Forestry Grant to purchase software to inventory City of BG trees.
- Golf Division decreased expenditures and began a GROW Golf initiative that focuses on golf instruction.
- Golf Division installed the Forward Tees/Tee it Forward program at all three municipal golf courses.
- Crosswinds Golf Course's cart path was widened through cooperative work between BGPR and Public Works.
- Recreation Division programmed an Adult Dodgeball League.
- BGPR decreased overtime by \$10,500 (9%).

Goals

Administration:

- BGPR will decrease overtime by a minimum of 9%.
- BGPR will exhibit greater intra-divisional support through projects and programs.

Parks Maintenance:

- A comprehensive work order computer system will be adopted.
- Establish priorities and standards based on National Recreation and Park Association Standards for care.

Fitness:

- Cost recovery ratio of 75% and reduce personnel expenditures.

Special Populations:

- Develop a Youth Special Olympics program for elementary school age children.
- Oversee Area Five Special Olympics regional basketball tournament, spring games, and bowling tournament.

Athletics:

- Increase programming through addition of: lacrosse, wiffleball, kickball, and ultimate frisbee.
- Pursue facility upgrades at Lampkin Park Field #1 & #2 and Hobson Grove dugouts.

FO Moxley Community Center:

- Develop a "Winter Break Camp" and bi-monthly senior programs.

Parker-Bennett Community Center:

- Develop a volunteer "Mentoring" program and a reading program.

Cemetery:

- Achieve 90% of all burial information and input into computer system to provide online access to citizens for research.

Landscape:

- Increase usage of Memorial Tree Program.
- Inventory all Emerald Ash trees on city property in preparation for Emerald Ash borer arrival.

Aquatics:

- Reach a minimum of 80,000 participants at R. Sims Aquatic Center.
- Offer a full range of Learn to Swim classes during June and July.

Golf:

- Develop "Grow Golf" initiative to incorporate part-time staff oversight and increase amount of programming.
- Reduce maintenance expenditures through development of additional "naturalized" areas.

Recreation:

- Offer an adult kickball league.

Performance Measures

Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Proposed FY15
Total participation	1,196,205	1,180,283	1,167,550	1,225,000
Total revenues	\$2,698,447	\$2,452,478	\$2,455,737	\$2,700,000
Number of 9 hole rounds played	120,049	111,227	103,000	120,000
Russell Sims Aquatic Center participation	89,406	81,732	77,500	90,000

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PARKS & RECREATION DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration		
Increase to construction, vehicle maintenance account, resale and supply accounts; reduction to advertising, travel and professional service accounts	\$ 411,590	Additional funding provided for new West-end soccer field
Maintenance		
Increase to repair, construction, improvements, supply and capital asset accounts; reduction to utility and telephone accounts	314,831	Increase in funding due to construction and improvements at Hobson Grove Park and the purchase of replacement vehicles
Athletics		
Reduction to supply and small equipment accounts; increase to professional services, construction, repair and vehicle maintenance fee accounts	17,655	Increase in budget will fund Kereiakes Park tennis court resurfacing
Recreation		
Reduction to improvement, small equipment and debt service accounts; increase to professional services and consumable item accounts	(538,760)	Decrease is due to transfer of debt service payments from Aquatics to the Debt Service fund
Cemetery		
Increase to vehicle maintenance fee, improvement and supply accounts; reduction to small equipment and consumable item accounts	878	Additional funding required for increased vehicle maintenance fees
Landscape		
Reduction to rental, supply and small equipment accounts; increase to custodial service, repair and vehicle maintenance fee accounts	18,853	Additional funding required for increased vehicle maintenance fees
Golf		
Reduction to supply and advertising accounts	(4,294)	No impact on service is expected
Pay Adjustment	(112,779)	FY2015 cost of living adjustment, one-half step increase, elimination of two FT and four PT positions, one new full time position added, three upgrades, and fringe benefit changes
TOTAL IMPACT	\$ 107,794	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Administration	\$ 477,392	\$ 494,645	\$ 918,760	\$ 424,115	+85.7%
Maintenance	1,979,400	2,203,095	2,566,648	363,553	+16.5%
Athletics/Fitness	1,323,860	871,447	875,326	3,879	+0.4%
Recreation	1,561,046	1,804,733	1,235,311	(569,422)	-31.5%
Cemetery	659,867	684,533	700,817	16,284	+2.4%
Landscape	653,151	611,987	617,832	5,845	+1.0%
Golf	1,973,475	1,960,927	1,824,647	(136,280)	-6.9%
TOTAL EXPENSES	\$ 8,628,191	\$ 8,631,367	\$ 8,739,341	\$ 107,794	+1.2%

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PARKS AND RECREATION DEPARTMENT SUMMARY, *continued*

Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Administrative Manager	117	1	1.0	1	1.0	0	0.0
Administrative Manager II	120	1	1.0	1	1.0	0	0.0
Aerobics Instructors	81	8	0.93	8	0.93	0	0.0
Assistant Pool Manager	75	1	0.29	1	0.29	0	0.0
Athletic Facility Coordinator	114	1	1.0	1	1.0	0	0.0
Athletic Program Manager	123	1	1.0	1	1.0	0	0.0
Athletic Staff Assistant I	70	79	13.57	79	13.57	0	0.0
Athletic Staff Assistant II	71	14	6.02	12	4.86	-2	-1.16
Athletics Staff Assistant Sr	76	3	1.88	3	1.88	0	0.0
Athletic Supervisor	118	1	1.0	1	1.0	0	0.0
Carpenter	115	1	1.0	1	1.0	0	0.0
Community Center Coordinator	114	2	2.0	2	2.0	0	0.0
Community Center Supervisor	117	2	2.0	2	2.0	0	0.0
Crew Supervisor I	117	5	5.0	4	4.0	-1	-1.0
Crew Supervisor II	118	1	1.0	1	1.0	0	0.0
Custodian	107	4	4.0	4	4.0	0	0.0
Equipment Mechanic—Sr	115	2	2.0	2	2.0	0	0.0
Fitness / Wellness Supervisor	118	1	1.0	1	1.0	0	0.0
Fitness Coordinator	114	1	1.0	1	1.0	0	0.0
Golf Maintenance Supervisor	125	0	0.0	1	1.0	+1	+1.0
Golf Operations Superintendent	124	1	1.0	0	0.0	-1	-1.0
Golf Professional	116	2	2.0	1	1.0	-1	-1.0
Golf Shop Supervisor	115	0	0.0	1	1.0	+1	+1.0
Greenskeeper I	73	10	6.53	12	7.86	+2	+1.33
Heavy Equipment Operator	113	2	2.0	2	2.0	0	0.0
Irrigation/Spray Technician	112	2	2.0	2	2.0	0	0.0
Laborer	74	15	9.53	15	9.53	0	0.0
Landscape Gardener	110	3	3.0	3	3.0	0	0.0
Landscape Helper	76	4	3.29	3	2.63	-1	-0.66
Landscape Manager	123	1	1.0	1	1.0	0	0.0
<i>Positions continued on next page</i>							

PARKS AND RECREATION DEPARTMENT SUMMARY, *continued*

Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Lifeguard	73	38	7.83	38	7.83	0	0.0
Office Assistant II	71	4	2.95	4	2.95	0	0.0
Office Associate	111	1	1.0	2	2.0	+1	+1.0
Office Associate Sr	113	2	2.0	1	1.0	-1	-1.0
Park Ranger	79	6	2.75	6	2.75	0	0.0
Parks & Recreation Director	DH1	1	1.0	1	1.0	0	0.0
Parks Facility Maintainer	110	5	5.0	5	5.0	0	0.0
Parks Facility Maintainer Sr	112	6	6.0	6	6.0	0	0.0
Parks Forester / Arborist	120	1	1.0	1	1.0	0	0.0
Parks Maint Division Manager	124	1	1.0	0	0.0	-1	-1.0
Parks Maintenance Supervisor	116	1	1.0	1	1.0	0	0.0
Parks / Golf Maint Superintendent	125	0	0.0	1	1.0	+1	+1.0
Pool Manager	78	1	0.29	1	0.29	0	0.0
Recreation Division Manager	123	1	1.0	1	1.0	0	0.0
Recreation Staff Assistant I	70	19	7.08	16	6.21	-3	-0.87
Recreation Staff Assistant II	72	15	8.01	15	8.01	0	0.0
Recreation Staff Assistant Sr	76	3	2.07	4	2.37	+1	+0.3
Referee	82	22	0.46	22	0.46	0	0.0
Special Pops Coordinator	120	1	1.0	1	1.0	0	0.0
Special Pops Instructor	114	1	1.0	1	1.0	0	0.0
Trades Worker Sr	118	2	2.0	2	2.0	0	0.0
Total Positions & FTE		300	131.48	296	128.42	-4	-2.06

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OTHER PARKS

Operation P.R.I.D.E., Inc. 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 Decrease in contributions account	\$ (25,949) Decreased funding is due to the elimination of the Warren County Jailer inmate mowing program
Hobson House Commission No change in funding	0 No impact
TOTAL IMPACT	\$ (25,949)

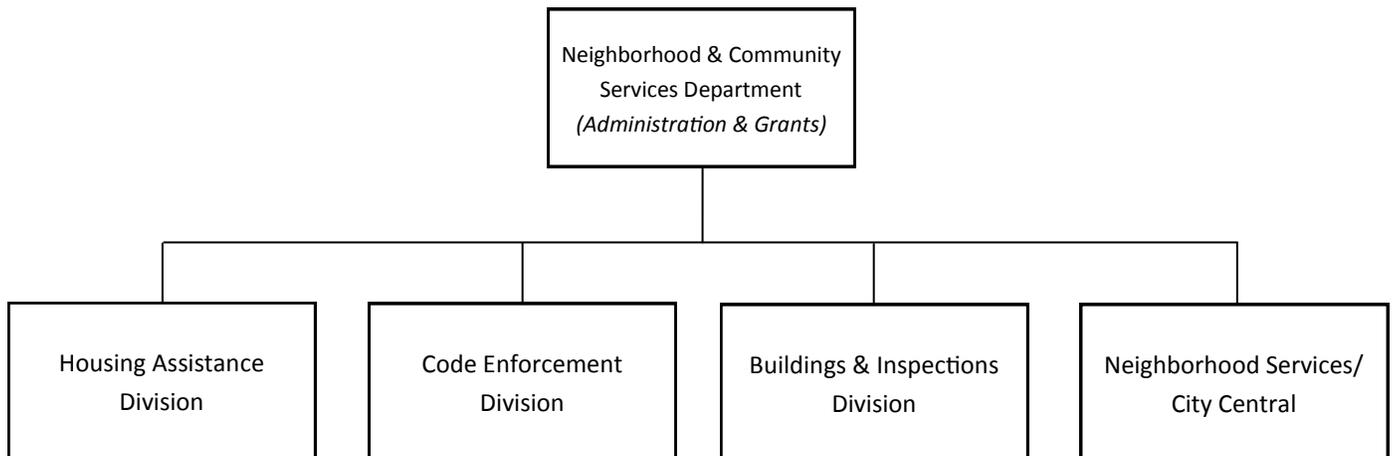
Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Operation PRIDE	\$ 58,825	\$ 59,389	\$ 33,440	\$ (25,949)	-43.7%
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	\$ 86,080	\$ (25,949)	-23.2%

NEIGHBORHOOD & COMMUNITY SERVICES DEPARTMENT SUMMARY

Mission	Working to provide affordable housing, ensure quality construction and property maintenance, and to foster economic opportunity through partnerships with public and private entities.			
Department Budget Summary				
EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	
Personnel	\$ 1,462,091	\$ 1,531,375	\$ 1,714,605	
Contractual Services	616,010	672,136	1,198,421	
Supplies & Materials	17,523	21,035	24,315	
Subsidies & Assistance	2,908,467	3,033,160	2,914,000	
Assets	15,326	20,000	50,000	
Contingency	0	31,780	39,153	
TOTAL EXPENSES	\$ 5,019,417	\$ 5,309,486	\$ 5,940,494	
Positions	Total Budgeted Full Time Positions	23	23	26
	Total Budgeted Part Time Positions	0	0	0
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

- Housing Division Received 9th consecutive High Performer status from HUD
- Developed 5-year Consolidated Plan
- Restarted the Target Area Program
- Rewrote Chapter 27 Ordinance through a Citizen Committee Workgroup
- Rewrote the Administrative Plan for the Housing Division
- Approved City-Wide Language Access Plan

Goals

Administration & Grants:

- Obtain and administer 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.
- Build and sustain positive working relationships between City of Bowling Green departments and members of the international communities of Bowling Green through community outreach, language access, and training.

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 FY12	Actual FY13	Estimated FY14	Proposed FY15
Percent of Housing Choice Vouchers available/utilized	99.1%	99%	99.9%	99.8%
Rate of voluntary Code Enforcement compliance	92%	92%	94%	90%
Amount of Code Enforcement expenditures per citizen	\$7.21	\$7.53	\$7.30	\$7.50
Average number of days from commercial permit application to issuance	16	13	8	10
Number of building and electrical permits issued	1,815	1,908	1,380	1,500
Number of neighborhood meetings conducted	72	64	52	65
Number of International Outreach activities	20	106	140	155
Number of customer service calls answered	1,562	1,093	1,300	1,400

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NEIGHBORHOOD & COMMUNITY SERVICES DEPARTMENT SUMMARY, *continued*

Budgetary Changes and Impact

Recommendation		Impact/Explanation
Administration & Grants		
Increase to construction account; reduction to travel and administrative and professional services accounts	\$ 26,904	Increase in funding provides for new business development incentives
Neighborhood Services/City Central		
Reduction to travel and professional services accounts; increase to special event and local meeting accounts	(31)	No impact expected
Housing Assistance		
Increase to construction and landlord payment accounts; reduction to administrative and professional services accounts	354,323	Increase in funding is due to additional Housing Choice Voucher costs and provides for the BG Reinvestment Area capital project
Buildings & Inspections		
Increase to vehicle maintenance fee, special education and capital asset accounts; reduction to travel account	6,127	Additional funding provides for the purchase of a new vehicle
Code Enforcement		
Increase to professional services, telephone, vehicle maintenance fee, travel, special education and capital equipment accounts; reduction to repair and rehabilitation accounts	60,455	Increase in funding due to transfer of Animal Control program to NCS from Police Department
Pay Adjustment	183,230	FY2015 cost of living adjustment, one-half step increase and fringe benefit changes; one new FT position added and added the two Animal Control positions from Police Department
TOTAL IMPACT	\$ 631,008	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Administration & Grants	\$ 508,456	\$ 444,402	\$ 556,105	\$ 111,703	+25.1%
Neighborhood Services & City Central	243,877	262,502	266,181	3,679	+1.4%
Housing Assistance	3,302,672	3,461,800	3,810,283	348,483	+10.1%
Buildings & Inspections	525,031	620,433	602,452	(17,981)	-2.9%
Code Enforcement	439,381	520,349	705,473	185,124	+35.6%
TOTAL EXPENSES	\$ 5,019,417	\$ 5,309,486	\$ 5,940,494	\$ 631,008	+11.9%

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NEIGHBORHOOD & COMMUNITY SERVICES DEPARTMENT SUMMARY, *continued*

Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Administrative Assistant	115	1	1.0	1	1.0	0	0.0
Animal Control Officer	117	0	0.0	2	2.0	+2	+2.0
Building Inspector Sr	119	1	1.0	1	1.0	0	0.0
Code Enforcement Support Specialist	115	1	1.0	1	1.0	0	0.0
Chief Building Inspector	125	1	1.0	1	1.0	0	0.0
City Central Coordinator	118	1	1.0	1	1.0	0	0.0
Code Enforcement Coordinator	121	1	1.0	1	1.0	0	0.0
Code Enforcement Inspector	117	4	4.0	4	4.0	0	0.0
Community Services Specialist	116	1	1.0	1	1.0	0	0.0
Electrical Building Inspector	121	1	1.0	0	0.0	-1	-1.0
Electrical Inspector	119	0	0.0	1	1.0	+1	+1.0
Grants Coordinator	122	0	0.0	1	1.0	+1	+1.0
Housing Coordinator	121	1	1.0	1	1.0	0	0.0
Housing Recertification Specialist	116	3	3.0	3	3.0	0	0.0
Inspection Support Specialist	115	2	2.0	2	2.0	0	0.0
Neighborhood & Comm Svcs Director	DH1	1	1.0	1	1.0	0	0.0
Neighborhood Services Coordinator	121	1	1.0	1	1.0	0	0.0
Office Associate/Insp Supp Spec	111	1	1.0	1	1.0	0	0.0
Plan Reviewer	121	1	1.0	1	1.0	0	0.0
Plan Review II	123	1	1.0	1	1.0	0	0.0
Total Positions & FTE		23	23.0	26.0	26.0	+3	+3.0

COMMUNITY SERVICES

The Community Services program provides funding assistance to other government affiliated agencies, 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. Additionally, incremental revenues collected from the WKU Gateway to Downtown Bowling Green TIF District are distributed to the Warren County Downtown Economic Development Authority.

Budgetary Changes and Impact

Recommendation	Impact/Explanation
Human Services Decrease to appropriation	\$ (260) No impact on performance is expected
Other Community Services Increase to contribution account	277,000 Additional budget will fund increased payment due for City's portion of TIF revenue
TOTAL IMPACT	\$ 276,640

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Human Services	\$ 149,333	\$ 146,500	\$ 146,240	\$ 260	-0.2%
Other Community	113,047	125,000	402,000	277,000	+221.6%
TOTAL EXPENSES	\$ 262,380	\$ 271,500	\$ 548,240	\$ 276,640	+101.9%

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 FY2013	FY2014	BUDGET FY2015	FY14-FY15 Change	
John Deere Equipment Lease ¹	\$ 0	\$ 0	\$ 8,500	\$ 8,500	N/A
2010 Aerial Platform & Pumper Lease	150,849	150,850	151,000	150	+0.1%
Hartland Pro Shop Lease ¹	0	0	67,000	67,000	N/A
2004/2012A & B GO Bonds ²	5,285,629	969,700	368,500 ²	(601,200)	-62.0%
Greensroller Lease ¹	0	0	5,700	5,700	N/A
2002/2013A Police Headquarters Bonds	571,087	583,750	1,235,000 ¹	651,250	+111.6%
2007A GO Bonds	948,925	947,625	946,000	(1,625)	-0.2%
2009 Refinancing GO Bonds	1,491,552	1,488,650	1,943,000 ¹	454,350	+30.5%
2002/2012 WKU Bonds	2,389,433	2,470,690	2,556,000	85,310	+3.5%
2004 Fire Platform Truck Note	73,591	72,800	0	(72,800)	N/A
2004 Depot Lease	79,632	76,700	74,000	(2,700)	-3.5%
2005 Lapsley Lease	228,998	87,300	88,000	700	+0.8%
2007 Pumper & Quint	124,000	122,000	121,000	(1,000)	-0.8%
WCWD SC Industrial Park Bonds	118,813	0	0	0	0.0%
WCWD Russellville Road Loan	25,580	47,500	47,500	0	0.0%
2008B GO Bonds - Fire	494,613	495,700	496,500	800	+0.2%
2007B & C GO Bonds - ITA ³	6,133,703	3,296,719	2,660,000	(636,719)	-19.3%
2008A GO Bonds - Ballpark (TIF)	1,612,588	1,610,500	1,613,000	2,500	+0.2%
TOTAL EXPENSES	\$ 19,728,993	\$ 12,420,484	\$ 12,380,700	\$ (39,784)	-0.3%

¹ Debt service previously budgeted in the Golf and Aquatics enterprise funds has been moved to the Debt Service Fund with the reclassification of those funds to the General Fund.

² The FY2013 expenditure is due to the refinancing of the debt, while the decreased budget in FY2015 is a result of the payoff of the refunded debt.

³ The large expenditure shown in FY2013 is due to the retirement of additional debt resulting from ITA land sales.

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 Center		
Reduction to professional service, repair, insurance premium and interest accounts; increase to debt service principal, small equipment, transfer-out and capital asset accounts	\$ 54,515	Additional funding will provide for replacement of trash compactor and serviceware and transfer out appropriation to Parks Capital Improvement Fund
Humane Society		
No change in funding	0	
Hartland/Corvette Tax District		
Elimination of expenses	(70,000)	Hartland/Corvette taxing district transfer from General Fund has been discontinued
Pay Adjustment	103	FY2015 cost of living adjustment and one-half step increase
TOTAL IMPACT	\$ 15,382	

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
	Convention & Visitor's Bureau/ Convention Center	\$ 896,730	\$ 1,191,370	\$ 1,245,988	\$ 54,618
Humane Society	87,000	87,000	87,000	0	0.0%
Hartland/Corvette Tax District	73,946	70,000	0	(70,000)	-100.0%
TOTAL EXPENSES	\$ 1,057,676	\$ 1,348,370	\$ 1,332,988	\$ 15,382	+1.1%

Position Detail

Title	Grade	FY2014 Budgeted		FY2015 Budgeted		FY14—FY15 Variance	
		Positions	FTE	Positions	FTE	Positions	FTE
Human Resources Director	DH1	1	0.1	1	0.1	0	0.0
Total Positions & FTE		1	0.1	1	0.1	0	0.0

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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 Increase to General Fund contingency	\$ 25,000 Increased funding due to reclassification of Golf and Aquatics to the General Fund
TOTAL IMPACT	\$ 25,000

Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY13-FY14 Change	% Difference
Contingency	\$ 0	\$ 275,000	\$ 300,000	\$ 25,000	+9.1%
TOTAL EXPENSES	\$ 0	\$ 275,000	\$ 300,000	\$ 25,000	+9.1%

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		
Increase in transfer out to the General fund	\$ 514,500	Increased funding is due to reclassification of Golf and Aquatics to the General fund
Transfers-Out, to Special Revenue Funds		
Increase in transfer out to special revenue funds	205,299	Increased funding will cover rising costs associated with the new radio system
Transfers-Out, to Capital Project Funds		
Increase in transfer out to capital project funds	727,500	Increased funding will provide for capital construction projects
Transfers-Out, to Debt Service Funds		
Increase in transfer out to debt service fund accounts	761,658	Increased funding is due to reclassification of Golf and Aquatics to the General fund
Transfers-Out, to Enterprise Fund		
Decrease in transfer out to enterprise fund accounts	(927,847)	Decreased funding is due to reclassification of Golf and Aquatics to the General Fund
Transfers-Out, to Internal Service Funds		
Decrease to transfer out to internal service fund accounts	(100,000)	Decreased funding due to elimination of subsidy for fuel in Fleet Management
TOTAL IMPACT	\$ 1,181,110	

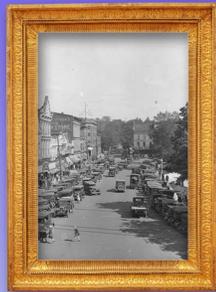
Departmental Budget by Division

EXPENSES:	ACTUAL FY2013	ADOPTED BUDGET FY2014	APPROVED BUDGET FY2015	FY14-FY15 Change	% Difference
Transfers-Out, to General Fund	\$ 30,000	\$ 0	\$ 514,500	\$ 514,500	N/A
Transfers-Out, to Special Revenue Funds	51,233	53,665	258,964	205,299	+382.6%
Transfers-Out, to Capital Project Funds	4,213,500	2,650,000	3,377,500	727,500	+27.4%
Transfers-Out, to Debt Service Funds	8,252,497	7,983,042	8,744,700	761,658	+9.5%
Transfers-Out, to Enterprise Fund	2,351,759	2,036,847	1,109,000	(927,847)	-45.5%
Transfers-Out, to Internal Service Funds	833,733	900,000	800,000	(100,000)	-11.1%
TOTAL EXPENSES	\$ 15,732,723	\$ 13,623,554	\$ 14,804,664	\$ 1,181,110	+9.4%

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APPENDIX H

GLOSSARY AND ACRONYMS



Glossary of Terms

APPRAISED VALUE: The estimate of fair market value assigned to property by Warren County Tax Assessor.

APPROPRIATION: An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

APPROVED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the Board of Commissioners.

ASSESSED VALUE: a value established for real and personal property for use as a basis for levying property taxes.

BLOCK GRANT FUND: is a special revenue fund used to account for revenues and expenditures related to Community Development Block Grants for housing, public facilities, and economic development projects.

BOND: a written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specified rate. The payment on bonds is identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

BOND PROCEEDS: Resources derived from issuance of bonds for specific purposes.

BOND RATING: a rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. The City of Bowling Green has an AA rating from Moody's and Standard & Poor's.

BUDGET: a comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services. The City's budget is adopted annually.

BUDGET ADMENDMENT: a formal change of budgeted appropriations requiring two readings by the Board of Commissioners.

BUDGET CALENDAR: The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT: The official written statement prepared by the City staff reflecting the decisions made by the Board during budget deliberations.

BUDGET MESSAGE: a general discussion of the budget which provides the Board of Commissioners and the public with a

general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

BUDGET ORDINANCE: The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the Board of Commissioners each year.

CAPITAL: Category of expenditures for capital acquisitions that include:

- Land or easements,
- Buildings acquired, constructed, or improved,
- Parks and recreation facilities,
- Infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights, and
- Capital equipment over \$5,000 with an expected life of two or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software.

CAPITAL IMPROVEMENT PROGRAM (CIP): issued separately but in coordination with the budget document, the CIP is the plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five-year period. Generally, projects over \$20,000 are included in the CIP.

CAPITAL PROJECT FUNDS: is used to account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition and/or construction of major capital projects, including buildings, parks, streets, bridges and other City facilities, infrastructure, and equipment. The primary revenue sources in this fund are bond proceeds, grant receipts, and developer contributions.

CEMETERY PERPETUAL TRUST FUND: is a trust and agency fund used to account for monies provided by private donors and from the sale of cemetery lots. The principal amount is to be maintained intact and invested. Investment earnings are used for cemetery maintenance.

COAL MINERAL TAX FUND: is a special revenue fund that accounts for the receipt and disbursement of coal and mineral severance taxes received from the State.

CODE OF ORDINANCES: a compilation of ordinances as adopted and approved by the Board of Commissioners.

Glossary of Terms, *continued*

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND: Used to account for receipts from CDBG grants and usage of these monies to further community development.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Issued at the end of a fiscal year, it includes comparisons to budgeted amounts in the general and special revenue funds to ensure compliance with the legally adopted budget. The CAFR is prepared in accordance with GAAP (Generally Accepted Accounting Principles), the accounting principles that are commonly used in preparing financial statements and generally accepted by the readers of those statements. The authoritative source of GAAP for state and local governments is the Governmental Accounting Standards Board (GASB).

CONTRACTUAL SERVICES: include administrative and professional services, utilities, custodial services, repairs, rentals, construction, road work, insurance premiums and deductibles, telephone costs, postage and freight, advertising and printing, dues and membership fees for professional organizations, and travel costs.

DEBT SERVICE: Payment of long term debt principal, interest, and related costs.

DEBT SERVICE FUND: is a governmental fund type used to account for the accumulation of resources that are restricted, committed, or assigned to fund debt service and actual principal and interest payments.

DEPARTMENT: a major administrative or operational division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may include activities or divisions which are accounted for different funds. It is also the legal level of budgetary control for the City.

EMPLOYEE HEALTH CARE TRUST FUND: is an internal service fund used to account for the accumulation of resources for the purpose of funding medical costs of city employees and dependents.

ENTERPRISE FUND: a proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

EXPENDITURE: The outlay of or obligation to pay cash; a decrease in net financial resources.

E911 FUND: is a special revenue fund used to account for the

special surcharge placed on telephone bills for the city's enhanced 911 system.

FIRE IMPROVEMENT FUND: is a special revenue fund used to account for capital outlays of the fire department. Funding is provided by the fire insurance premium taxes.

FISCAL YEAR: The time period beginning on July 1st of a calendar year and ending on June 30th of the following calendar year. Budgeting is carried out on a fiscal year schedule.

FLEET MANAGEMENT FUND: is an internal service fund used to account for the operating costs of centralized maintenance of automotive equipment used by other city departments. Department billings are on a cost reimbursement basis.

FULL-TIME EQUIVALENT POSITION (FTE): a part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a seasonal employee working four months, or 690 hours, would be equivalent to 0.3 of a full-time position.

FUND: A fund is a fiscal and accounting entity with a self-balancing set of accounts.

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made.

GENERAL FUND: is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The revenues for this fund are generated from taxes, occupational fees, licenses and permits, intergovernmental sources, and charges for services.

GENERAL OBLIGATION BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

HOUSING CHOICE VOUCHERS: is a special revenue fund used to account for revenues and expenditures related to the Section 8 Housing Voucher rental assistance program funded by the U.S. Department of Housing and Urban Development.

INTERNAL SERVICE FUND: a proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to the other governments, on a cost-reimbursement basis.

JOB DEVELOPMENT INCENTIVE FUND: is a special revenue fund used to account for job development incentive payments

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Glossary of Terms, *continued*

to industrial prospects within city boundaries to provide incentives for the creation of new jobs in the industrial sector. Employee withholdings generated by new jobs are deposited to the fund to reduce incentive payment obligations payable in annual installments not to exceed five years.

LAMPKIN PARK TRUST FUND: is a trust and agency fund used to account for the receipt of one-seventh of the net income from C.W. Lampkin Charitable Trust. The money shall be used for the maintenance, improvement, and development of Lampkin Park as long as the park bears the name.

LANDFILL CLOSURE FUND: is a special revenue fund used to account for revenues and expenditures applicable to government landfill closure and post-closure care.

LIQUID FUEL TAX FUND: is a special revenue fund used to account for the recipient and disbursement of taxes on fuel received from the State.

MODIFIED ACCRUAL: The basis of accounting where expenditures are recognized when incurred and payment is due and revenues are recognized when they are measurable and available (generally collected within 60 days).

OTHER FINANCING SOURCES: include operating transfers out, contingency, and other objects.

PERFORMANCE MEASUREMENTS: Any systematic attempt to learn how responsive a government's services are to the needs of constituents through the use of standards, workload indicators, etc.

PERSONNEL SERVICES: include wages, supplemental pay, overtime, insurance costs, retirement, worker's compensation, tuition reimbursements, and other benefits expenditures.

POLICE/FIRE PENSION FUND: is a trust and agency fund used to account for the accumulation of resources to be used for retirement annuity payments. Resources are contributed by employees at rates fixed by law and by the City at amounts determined sufficient by the Commonwealth of Kentucky and/ or the Board of Commissioners based on an actuarial valuation.

PROPERTY AND FIXED ASSETS: include purchase of land and buildings, improvements, machinery, vehicles, equipment, and furniture and fixtures.

PROPERTY TAX RATE: The rate at which real and personal property in the city is taxed in order to produce revenues sufficient to conduct necessary governmental activities. This rate is currently \$0.206 per \$100 of assessed valuation.

PROPRIETARY FUND: The Aquatics, Golf and Convention Center funds are proprietary funds (where user charges and fees typically cover the cost of the services provided) within the City. *Effective with the FY2015 budget, Aquatics and Golf will no longer be classified as enterprise funds.*

PROPOSED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as proposed by the City Manager to the Board of Commissioners for approval.

REVENUE: Income received from various sources used to finance government services. For example, local employee withholding taxes.

SPECIAL REVENUE FUND: a governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations, or other governments.

TAX BASE: The total assessed value of real property within the City.

TAX LEVY: The total amount to be raised by general property taxes for purposes specified in the Property Tax Ordinance.

TOURIST AND CONVENTION FUND: a trust fund agency used to account for the collection of a three percent (3%) hotel/motel transient room tax, a one percent (1%) special room tax for the operation of Sloan Convention Center, and payment to the BG Area Convention & Visitors Bureau. These monies are not used by the City, but only by the Tourist & Convention Commission.

TRANSFER: An appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

USER CHARGES/FEEs: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WORKERS' COMPENSATION FUND: is an internal service fund used to account for the accumulation of resources for the purpose of funding workers' compensation costs for city employees.

Acronyms

ABC	Alcoholic Beverage Control	IT	Information Technology
ACH	Automated Clearing House	ITA	Intermodal Transportation Authority
ACM	Assistant City Manager	JDIP	Job Development Incentive Program
AP	Accounts Payable	KLC	Kentucky League of Cities
BG	Bowling Green	KLCIS	Kentucky League of Cities Insurance Services
BG/WC	Bowling Green/Warren County	KRS	Kentucky Revised Statutes
BGPR	Bowling Green Parks and Recreation	kw	Kilowatts
BMP	Best Management Practices	LFT	Liquid Fuel Tax
BOC	Board of Commissioners	M	Millions
BRADD	Barren River Area Development District	MDC	Mobile Data Computer
CAFR	Comprehensive Annual Financial Report	MO	Municipal Order
CASKY	Community Action of Southern Kentucky	NCS	Neighborhood and Community Services
CCC	Convention Center Corporation	NEPS	New/Expanded Programs or Services
CDBG	Community Development Block Grant	NWS	New World Systems (also known as Logos)
CERS	County Employee Retirement System	Ord	Ordinance
CFO	Chief Financial Officer	PAFR	Popular Annual Financial Report
CH	City Hall	PB	Position Budgeting
CIA	Citizen Information and Assistance	PM	Preventative Maintenance
CIP	Capital Improvement Program	Pmts	Payments
CM	City Manager	PO	Purchase Order
COLA	Cost of Living Adjustment	POE	Purchase Order Employee
CPD	Company Performance Drills	PPC	Public Protection Classification
CPM	Center for Performance Measurement	PT	Part-Time
CVB	Bowling Green Area Convention and Visitors Bureau	Res	Resolution
CY	Calendar Year	RFP	Request for Proposal
DH	Department Head	SCKY	South Central Kentucky
DLG	Kentucky Department for Local Government	SKYPAC	Southern Kentucky Performing Arts Center
DM	Document Management	SM	Senior Management
EFT	Electronic Funds Transfer	Sr	Senior
FB	Fund Balance	SUV	Sport Utility Vehicle
FDIC	Federal Deposit Insurance Corporation	The CLICK	The City's Local Intranet for Communication & Knowledge
FEMA	Federal Emergency Management Association	TIF	Tax Increment Financing
FT	Full-Time	VNR	Video News Release
FTE	Full-Time Equivalent	VOIP	Voice Over Internet Protocol (telephone system)
FY	Fiscal Year	w/h	Withholdings
GF	General Fund	w/o	Without
GFOA	Government Finance Officers Association	WC	Warren County
GIS	Geographic Information Systems	WKU	Western Kentucky University
GO	General Obligation		
HR	Human Resources		
HUD	US Department of Housing and Urban Development		
IRB	Industrial Revenue Bond		
IRS	Internal Revenue Service		
ISO	Insurance Services Office		

Fiscal Year 2014-2015 Budget

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A special thanks is extended to Laura Harris, the City's Graphic Designer, for designing the Budget Document cover page and the presentation headers and footers. Also, Erin Ballou deserves special recognition for the substantial completion of the Budget Document and presentation packet. Finally, all department budget contacts listed above should be acknowledged for their effort and cooperation during the budget process.

