



# **CITY OF BOWLING GREEN, KENTUCKY**

**Annual Operating Budget  
Fiscal Year 2011 / 2012**

**July 1, 2011**



***City of Bowling Green, Kentucky***  
***Fiscal Year 2011/2012 Operating Budget***

**Mayor**  
Joe W. Denning

**Commissioners**  
Melinda M. Hill  
Brian "Slim" Nash  
Bill Waltrip  
Bruce Wilkerson

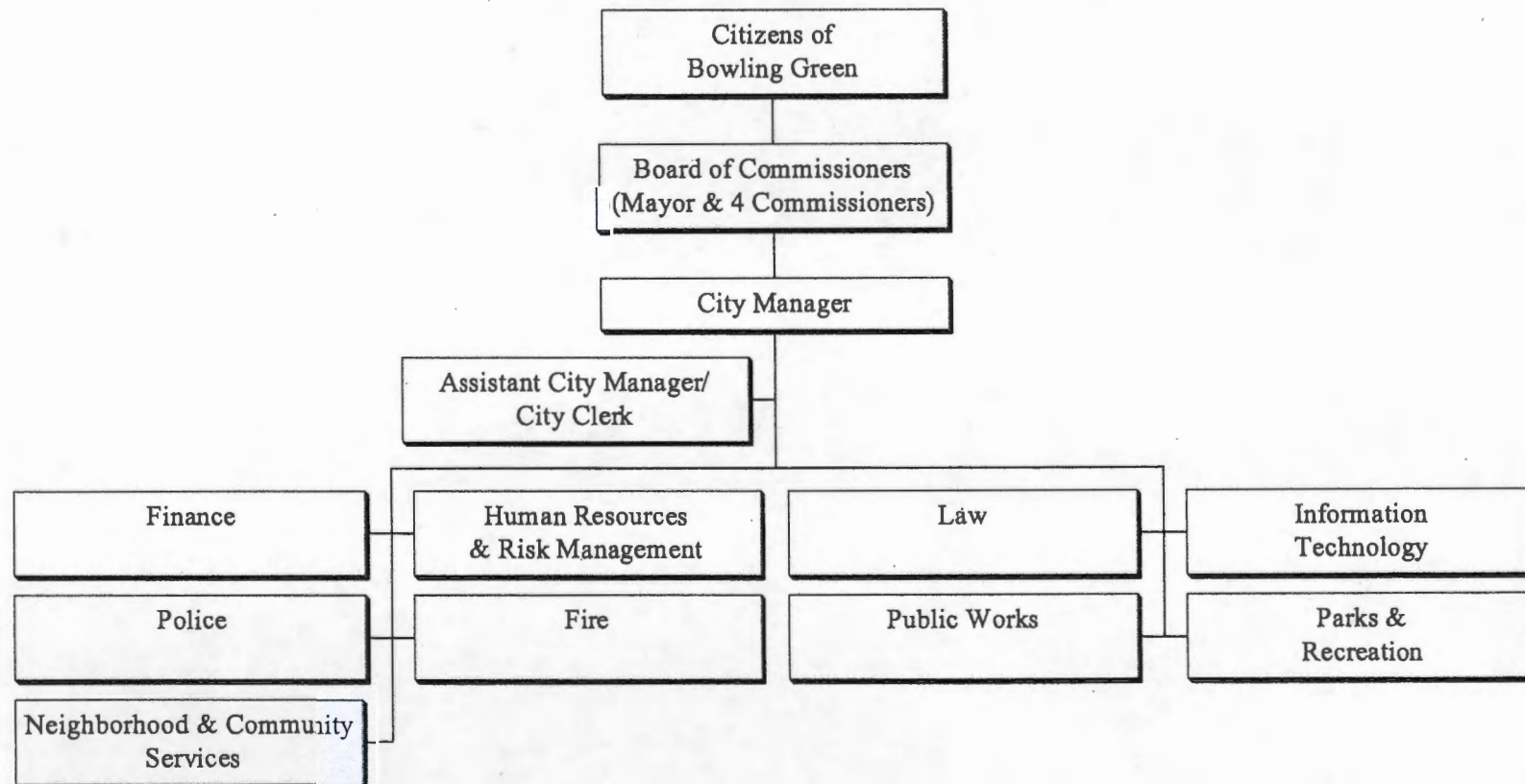
**City Manager**  
Kevin D. DeFebbo

**Budget Team**  
Katie Schaller  
Jeff Meisel  
Michael Grubbs  
Wilma Brown



# CITY OF BOWLING GREEN

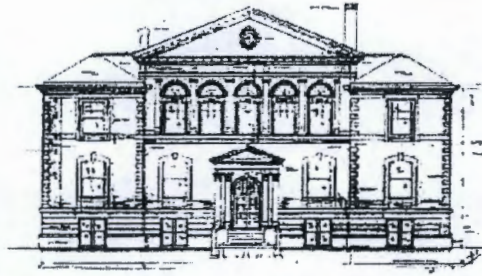
## Table of Organization



DEBORAH JENKINS, CFE, CICA  
*Internal Auditor*

JENNIFER PORTMANN  
*Purchasing Agent*

KIM LANCASTER  
*Executive Assistant/  
Public Information Officer*



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

ASHLEY JACKSON, CKMC  
*Assistant City Clerk*

LAURA HARRIS  
*Graphic Designer*

KEVIN D. DEFEBBO  
*City Manager*

## CITY OF BOWLING GREEN

F O U N D E D 1 7 9 8

### 2011/2012 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

DATE: May 31, 2011

#### INTRODUCTION

This is written to present for your review and action the *Fiscal Year 2011/2012 City Manager's Budget Recommendation*.

This document reflects the input of our employee groups, the senior management staff, and the detailed work of the Budget Team identified above.

We believe this recommendation will provide for our work program, support existing debts, allow for a number of capital improvements, make provisions for future needs and protect the City from known and anticipated threats to our finances.

Pursuant to Kentucky State law, the Board of Commissioners is required to adopt a budget by June 30, 2011.

#### A CHANGING COMPACT

One only had to turn on the television over the last year to see that these are not good times for government.

1001 COLLEGE STREET  
POST OFFICE BOX 430 • BOWLING GREEN • KY • 42102-0430  
270.393.3000 • TTD PHONE NUMBER 1.800.545.1833 EXTENSION 330  
FAX 270.393.3698 • [www.bgky.org](http://www.bgky.org)



A tenacious recession, high unemployment and the impact of fixed costs have forced many governments at multiple levels to re-evaluate how they operate. This has created noisy issues for both those who receive and provide services. Much of this reaction might have been unnecessary if a simple maxim had been followed.

**Take care of today's problems, today.**

It should be apparent to all that problem solving, the central mission of government, has been ransomed by indecision and deficit spending at the federal level.

We in local government have never had the political luxury of this default, but rather have always had to work the problems we faced by presenting and managing a balanced budget.

A balanced budget plan adopted by local government forms in essence a compact between the taxpayers and their local government *to live within its means* and to spend only the amount of revenues it has been given by the people.

Although not always popular, such a compact forces local government to discern the wants versus the needs and have the viscera to say no even to worthy causes just beyond its grasp.

This is how we have always operated in Bowling Green.

Thanks to a conservative budgeting philosophy, we have been able to live within our means while still investing millions in our workforce and the community we call home. This approach to spending the people's money has even allowed us to return funds to our citizens and businesses. For example, over the last five years:

- the Board of Commissioners approved 23 projects and provided \$2.5 million in occupational tax incentives to support the creation of 1,612 jobs through its Job Development Incentive Program (JDIP);
- the Board of Commissioners decreased the occupational license fee rate from 2.0% to 1.85%, allowing approximately \$12 million to flow back to taxpayers;
- the Board of Commissioners chose not to adopt the 4% growth rate allowed by State law, providing property owners with an additional \$441,000 for their own use; and,
- the Board of Commissioners donated \$60,000 of gas franchise fee receipts to help low-income residents.

During this same period, the City participated in the creation of the Downtown Tax Incremental Financing (TIF) District, and its subsequent expansion, by dedicating 80% of future revenues therein making the vision a possibility. We issued \$25 million in General Obligation (GO) Bonds and covered 100% of the resulting debt service to build the new Bowling Green Ballpark during emergent changes in the financial markets. The City was equally decisive when it issued GO Bonds for the Kentucky Transpark and backstopped one-half of the Intermodal Transportation Authority's (ITA) bond payment deficits.



Arguably, the Transpark would have ceased to be a sustainable force for economic development in the region without this commitment.

These accomplishments represent a legacy of achievement for which we should be very proud.

It should be stressed that city finances, however, are never static. The compact with our citizens over these last five years can be divided into two uniquely different periods of time; each with their own challenges and accomplishments. During the first half of that time, the City's budget was marked by significant revenue growth and investment; with the second half, marked by a national recession that dropped city revenues and forced the City to change how it operated. One statistic underscores the reality of this change. From the high mark of revenue projections in Fiscal Year 2007 to Fiscal Year 2011, the City of Bowling Green's budgeted operating revenues decreased by \$4.2 million. As a result, the City was called upon to meet its basic obligations in FY2011 with the same level of resources it received in FY2005.

In order to live within our means, the City reduced its overall labor census by 5%, eliminated a standing department (Citizen Information and Assistance), and temporarily discontinued the pay plan approved for its employees. We eliminated funding for contributory agencies and reduced operating subsidies for most contractual agencies. Finally, we significantly reduced or eliminated funding for most capital equipment and projects including our top priorities: roads, sidewalks and stormwater.

However, even during these trying recessionary times, the City found ways to meet some of its most important needs. For example, we continued to provide job incentives for 500 jobs; moved forward with work on the Old Morgantown Road Corridor; honored an overtime payout to firefighters of over \$1.3 million for settlement of a statewide labor law complaint; made the first debt payments totaling approximately \$2.9 million for the Bowling Green Ballpark and the ITA; maintained non-management staffing levels for both Police and Fire; completed preliminary engineering designs for the Smallhouse/Cave Mill intersection; and provided a partial cost of living adjustment to employees.

If one were to compare the City today to the one that existed five years ago, there has been a marked shift in how we operate. We are now a smaller, leaner and, some might say, a more properly focused organization than the one that served its citizens in 2006.

The worst of the recession appears to be behind us now as the financial facts we face today are not the facts we faced two and a half years ago.

If one were to compare our finances to the classic business cycle, with its peaks and valleys separating the good from the bad years, the City has left the bottom of the curve and is working its way up the slope of economic recovery. We now find ourselves going slowly up the curve, rather than cascading down it.

Although there is not an exact translation between the local economy and our City budget, the best evidence that our budget is on the mend can be seen in the fact that occupational tax receipts have returned to pre-recessionary levels.



What then should the City's response be to this fact in the FY2012 budget?

We believe it is certainly not the time to reload and return to pre-recessionary spending levels. Instead, we believe that the hard decisions made over the past two and a half years have created a new **operating normal** and that this level of spending can be changed incrementally without putting our operating base beyond our means to support it with baseline revenues.

We have three things going for us in this endeavor: (1) a significantly lower cost of government, (2) a healthy fund balance, and (3) a modest increase in occupational tax revenues. This trifecta of options, if properly managed, will allow us to meet all existing obligations and to fund other community and human investments, all without a tax increase.

Some of the more significant recommendations included herein are:

- Increasing the minimum fund balance reserve from 15% to 20%.
- Pre-funding from FY2011 under-spending for a number of multi-year capital improvements, including the 800 MHz radio system and the Paul Walker Greens Rehabilitation project.
- Using cash reserves for our top three community investments: roads, stormwater and sidewalks.
- Addressing some of our pay issues through a number of personnel/wage changes, including the reinstitution of an amended step plan and COLA.
- Presenting final plans for the reinvention of the Department of Housing and Community Development.
- Proposing one-time use of reprogrammed Community Development Block Grant (CDBG) funds to repair or build much needed recreational improvements to augment the Westside Initiative Program.

As a whole, our recommendation can be seen as a **restorative budget** that recommit resources to existing priorities affected by the recession without increasing our operating costs beyond anticipated revenues.

We believe this budget plan stays true to the goal of living within our means while balancing our essential mission as a democratic service organization.

## **BUDGET IN A SNAPSHOT**

The proposed Fiscal Year 2011/2012 expenditure budget for all funds totals \$92,745,154. A complete compendium of this information can be found in **Appendix A**.

The General Fund expenditure budget totals \$52,460,779. This is an increase of \$4,576,052 or 9.6% from the FY2011 adopted budget. The primary source for this increase is in direct relation to an increase in the projected operating revenue budget and due to increased retirement benefits and cost of living/step adjustments, higher projected fuel costs, anticipated utility rate and inflationary increases and the limited use of



unassigned fund balance for specific capital projects as further described herein. A complete summary of these facts can be found in **Appendix B**.

## **KEY BUDGET ELEMENTS**

**Occupational License Fee.** Occupational license fee revenues include employee withholdings and net profit fees at the rate of 1.85%, as well as business registrations, transient permit fees, and delinquent fees on occupational tax payments. This category has experienced times of prosperity as well as times of distress. With that being said, from FY2005 to FY2007, occupational license fees grew by 12.5% (\$3.9 million). Conversely, from FY2007 to FY2010, occupational revenues declined by 3.6% (\$1.3 million), with FY2010 believed to be the trough for this category. Fiscal Year 2011 actuals are expected to finish at or slightly above the FY2010 level (+\$1.3 million) and FY2011 budget (+\$2.2 million). We have projected modest growth for FY2012, mostly due to current positive trends in withholding fees. Therefore, the FY2012 occupational license fee revenues have been budgeted at \$36,024,000, which represents 71% of the General Fund budget.

This figure also equates to:

- +9.2% (+\$3,052,000) above FY2011 adopted budget, and
- +1.5% (+\$524,000) above the projected FY2011 actual revenues.

**Property Taxes.** The property tax budget has been set at \$10,094,000, which includes real estate, personal property, motor vehicle and boats, franchise, and in lieu of taxes. This is a 1.4% decrease (-\$148,000) from the FY2011 budget. The real estate property tax revenue portion of the budget was not changed from the FY2011 budget and makes up 73% of all the various property taxes collected. The actual FY2011 real estate property tax revenues are anticipated to fall well short of the FY2011 budget projection, therefore we have not increased this projection for FY2012. In fact, this revenue line has not met its budget projection since FY2008, when existing property growth reached 6.5% which forced a reduction in the real estate tax rate due to the 4% cap on existing growth per State statute. The following year the real estate tax rate was reduced again due to the library tax moving to the county-wide tax. Since then, there have been no adjustments to the property tax rate to allow for the 4% growth in existing property. The FY2012 budget does not reflect any change in the property tax rate for Calendar Year 2011. The total property tax revenue budget represents 20% of the total General Fund budget for FY2012.

**Debt Service.** Total debt service for all funds in FY2012 will be \$13.1 million, of which \$3.6 million will be reimbursed by outside agencies, bringing the net total to \$9.5 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 \$5.9 million of the total debt service, which represents 11.3% of the General Fund budget. The remainder will be covered by other funds.

Full debt service on the Ballpark Bonds began in FY2010 which is approximately \$1.6 million annually until 2038. Fortunately, the City has been able to stay one year ahead on



the debt service and the full \$1.6 million is budgeted in FY2012 to continue this safeguard. The strategy has been to make the sacrifices necessary to avoid a debt payment cliff each budget year. The City plans to continue with this plan in being good stewards and fulfilling our future commitments related to the investment in the ballpark.

Debt service payments are fully underway on the ITA Bonds totaling \$2.7 million annually. The City and County have met their obligations to each cover 50% of any shortfall on the ITA bond debt service. The City has been setting funds aside for future debt payments in the ITA Fund and has built up one year's worth of debt service. This plan was initiated three years ago and is a critical strategy that must be maintained as a safeguard. Currently, the wage tax is producing around \$600,000. With the upcoming ITA operating budget being over \$400,000, there is less than \$200,000 available for debt service payments on the \$2.7 million annual payment. The maximum City subsidy required is approximately \$1.3 million per year which has been included in the FY2012 debt service budget. A complete outline of the City's Debt Service can be found in **Appendix C**.

**Fund Balance and Special Reserves.** Currently, the General Fund maintains a minimum reserve fund balance equal to 15% of the estimated revenue budget. The actual dollars set aside are adjusted accordingly after the annual budget is adopted. In FY2012, we are recommending that the fund balance reserve level be raised to 20% of the estimated revenues, which would equate to a minimum reserve balance of approximately \$10.1 million.

**Downtown Tax Increment Financing (TIF) District.** In FY2011, over \$49,000 was distributed for incremental revenues generated in the 2009 calendar year. An increase is not anticipated for this distribution next year due to the number of properties taken off the tax roll, combined with the reduction in the property tax rate and nominal new job creation. Therefore, the same amount of \$50,000 has been budgeted for the 80% incremental revenue distribution to the Warren County Downtown Economic Development Authority.

## **PERSONNEL SERVICES**

The proposed FY2012 budget includes several recommendations regarding employee wages, benefits, and the workforce complement. The total impact of these recommendations for the General Fund next year will be approximately \$1,060,000. In addition, the mandated CERS employer contribution rate increases will cost the City another \$500,000 before any wage adjustments are even considered.

**Employee Wages.** The proposed budget includes a 2.5% Cost of Living Adjustment (COLA) and a half-step performance increase for eligible full-time employees. The additional cost for the General Fund will be approximately \$894,000 in FY2012, including the pay increase for part-time personnel and wage-related fringe.

The Board of Commissioners adopted a policy in 2006 stating that the pay increases in the classification/pay schedule would be adjusted to reflect the cost of living index issued by the Governor's Office of Local Development (now Department for Local Government). Per exception provided in the policy for the City's financial policy and



economic conditions, the 2009 DLG COLA (2.7%) was not utilized in preparing the City's FY2011 classification/pay schedule. However the City's pay schedule was adjusted 1.8% as an on-going pay increase to the employees. Employees were also given an additional one-time payment of \$435. This approximated 2.7% for the average employee for the year.

- The DLG COLA for 2010 was 1.5%. Our recommendation is to provide a base salary and pay plan adjustment of 1.5% to reflect the 2010 increase in the Consumer Price Index, plus an additional 1% which would make up for the 0.9% that was not given in FY2011. Thus, the total COLA and pay plan adjustment would be 2.5% for FY2012.
- City pay increases in recent years have not kept par with our public sector peers. For the two fiscal years FY2010 and FY2011, the **combined** COLA and merit/step increases were as follows:

	<u>2-Year Total COLA</u>	<u>2-Year Total Merit Increase</u>	<u>Other Pay/Note</u>
City of Bowling Green	2.3%	none	\$435 one-time
BGMU	2.7%	4% Avg. Pool	
WKU	3.5%	none	Note: FY2010 1.5% one time pay was incorporated into total FY2011 raise
Warren Co. Government	5.0%	none	
City of Owensboro	3.25%	2.5% Avg. Pool	

The average COLA given by the other four employers over two years was 3.6% or 1.3% more than that given to our employees. Thus, the additional 1% proposed for FY2012 will help reduce that gap.

A bi-annual performance merit step plan was also adopted in 2006 and implemented beginning July 1, 2007. Employees were to be eligible for a merit increase every two years, based on at least satisfactory service. Those hired or promoted during a year would not be eligible for an increase for a minimum of one year. The merit step plan was suspended effective July 1, 2009, for budgetary reasons. Most eligible employees had received one step increase as a result of the 2006 plan amendment.

- We presented a recommendation at the 2011 BOC strategic planning session to change the merit step plan from bi-annual to annual steps. The amount of the annual increase would be approximately half of the bi-annual step, which would spread the cost more evenly over future budgets, and help avoid some pay issues and potential inequities that could occur with the bi-annual plan. Employees hired or promoted during FY2011 would not be eligible for a merit increase until July 2012. Performance at or above the "competent" level is required for an employee to receive an increase.



- Using pay grades' midpoints as a comparison for average merit increases, the following are the average expected 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: 1.17%
  - General Schedule Employees only: 1.11%
  - Public Safety (Sworn) Schedule Employees: 1.25%
  - Entry-level police officers and firefighters (grade FP1): 1.41%
- The merit increase will cost the General Fund approximately \$270,000, including wage-related fringe.

The proposed FY2012 budget also includes several other recommendations regarding pay and benefits:

- Part-time/temporary employees would receive a \$0.15/hour pay increase, unless their pay would exceed the maximum for their pay grade.
- The budget proposal also includes a number of upgrades and reclassifications. There were no such classification changes in either the FY2010 or FY2011 budgets. No more than twelve employees are impacted by the proposed changes, which are outlined in **Appendix D**. For example:
  - The custodians in Parks and Recreation are recommended for reclassification from pay grade 105 to grade 107. We have had considerable turnover in this job, which is in the lowest utilized pay grade, and the starting pay rate is well below that for other local public employers.
  - The electrical inspector laid off in March of 2010 was rehired in July to fill a vacant Code Enforcement Inspector position. The position was revised to include electrical inspections with the employee paid based on actual work in each classification (approximately 85% code / 15% electrical for FY2011). Due to recent shifts in the workload and improvement in building permits, the FY2012 split will be 50/50 with a commensurate pay rate adjustment for more time worked as an electrical inspector.

The total cost for the upgrades and reclassifications, including wage-related fringe, would be approximately \$40,000.

- The proposed budget includes a \$100/year increase in the public safety assignment pay rates, which have not changed since 2003. Assignment pay is available to Advanced and Master Police Officers (APO, MPO), Firefighter/EMT's, Firefighter/EMT II's, and Advanced Communications Dispatchers. This action will benefit 153 employees, which includes 21 employees who qualified for new or additional assignment pay in FY2011. Master Police Officers and Firefighter/EMT II's will receive a total \$200



increase (\$100 per assignment). Adding wage-related fringe and overtime, the total cost will be over \$29,300, which will increase the total cost of the Public Safety Assignment Pay Program by 6.7%, to \$471,000.

- The County Employee Retirement System (CERS) mandated rates will increase from 16.93% for non-hazardous employees in FY2011 to 18.96% for FY2012 (+12%). Hazardous rates reflect a smaller increase (+7.5%) in comparison to non-hazardous, going from 33.25% to 35.76%. This represents a budgetary impact of approximately \$500,000 for FY2012 before any salary adjustments. CERS rates have dramatically increased and the mandated costs have been absorbed by the City.
  - 5-year rate increase:
    - 43.7% Non-hazardous
    - 26.8% Hazardous
  - 10-year rate increase:
    - 195.8% Non-hazardous
    - 119.7% Hazardous

**Employee Medical Benefits.** Plan design changes that went into effect January 1, 2009 helped to stabilize the cost of the employee medical benefit plan. The City implemented three different plans, each with varying premiums, deductibles, out of pocket limits, and risk/reward options. The spousal waiver requires employees who are eligible for coverage through their employer to take that coverage. A one-time financial incentive (completed in Calendar Year 2009) helped offset other costs and encouraged employees' spouses to rightfully spread the cost of medical coverage to their employers.

Fiscal Year 2010 costs trended downward; total expenditures for the Health Care Trust Fund were 4.4% less than for FY2009, and a total of 11% less than for FY2008.

FY2008: \$4,291,000

FY2009: \$3,995,000

FY2010: \$3,818,400

Medical claims have risen in FY2011, but the City's total claims and insurance costs should be within or close to budget. Expenditures through mid-May were at 84% of budget. The proposed FY2012 budget shows no additional General Fund cost for employee health care. Almost \$1 million was added to the trust fund reserve in FY2009 and FY2010; the fund balance was over \$4.8 million as of June 30, 2010.

**Employee Workers' Compensation:** Due to the work of the Risk Management Division and safety compliance teams throughout our organization, the City continues to reap dividends from its self-funded workers' compensation (WC) program. Fiscal Year 2012 will be the third year since 2007 that the City has reduced the rates it charges departmental budgets for WC insurance for their employees. This past year, departments were being charged about 65% of the rates issued by Kentucky League of Cities Insurance Services (KLCIS); the FY2012 budget has been prepared utilizing a further reduction to 60% of KLCIS' July 1, 2010 rates. This will save City departments approximately \$35,000 in FY2012 workers' compensation costs.



Since the City's WC trust fund has a healthy fund balance, it appears that by the end of FY2012 there will be an excess of approximately \$79,000 that could be returned to the General Fund. With an historic low cost for our WC premium based on our excellent claims/loss experience over the past three years and other premium credits, our analysis now indicates it might serve the City well to actually lower its WC deductible from \$100,000 and reduce the City's claims risk. Our short-term plan is to further self-insure the City in other lines of coverage (property, liability), and utilize savings to support higher deductibles.

**Position Budgeting.** The City's total workforce was reduced by almost 5% between FY2008 (758 positions) and FY2011 (721 positions). During that period, the total number of positions in the Fire and Police departments increased by 3%, while the total number in all other departments dropped by 9%. A total of 52 public safety positions were added to the City's full-time complement over the past ten years. The FY2012 budget recommends the addition of three new full-time positions, one of which is a retooled restoration of a position cut last year, and ten seasonal positions in Parks and Recreation. A history of the total number of positions added to the workforce and the total complement by department since FY2003 can be found in **Appendix D**. The FY2012 budget includes the following recommended additions:

- **Public Works:** We are recommending the addition of a Public Works Technician position at pay grade 120, which was the same pay grade as two of the former project manager positions that were eliminated last year. The position would be responsible for managing capital projects including preparing cost estimates, requests for proposals and bid documents, and contract management; inspecting public works construction projects; and assisting with surveying. As we see an increase in our public projects and capital budget planning, the return of one technical support position is warranted. The employees who were laid off in 2010 will be given first opportunity to return from layoff.
- **Community Services/International Liaison:** As is described later under New Initiatives, we propose creating a Community Services Specialist position at pay grade 118. This position will incorporate work already initiated in the Police and HCD departments, focus efforts to reach out to our diverse community, and develop an organization-wide strategic Language Access Plan. The additional cost in the FY2012 budget will be offset by other personnel changes.
- **Housing:** An additional full-time Housing Recertification Specialist would be added to the federally-funded Section 8 Rental Assistance Program to adequately manage the caseload of over 500 assisted families. There are presently two Recertification Specialists, a Housing Coordinator and a half-time office person assigned to Housing. Due to recent reorganizations, the staffing devoted to the program has declined while dealing with increased Housing and Urban Development (HUD) case management requirements. Section 8 funds are sufficient to pay for this position.



- Aquatics: Eight seasonal positions in Aquatics have been added starting next spring. Five lifeguards and three athletics staff assistants will assist in providing adequate staffing for security and scheduling flexibility as well as maximizing hours of operation. The additional cost will be funded by aquatics revenues.
- Parker-Bennett Summer Camp: Two athletics staff assistant positions each working ten weeks at 40 hours would improve the staff-to-participant ratio for the summer program held at the Parker-Bennett Community Center. This would start next summer with the first fiscal year cost being \$3,400.
- Increased Hours:
  - An office assistant position in Parks and Recreation would have four hours per week restored (+15%, the position was cut by 468 hours when it was last vacated).
  - A part-time recreation staff assistant position at Parker-Bennett would be increased from 0.41 to 0.68 FTE (increase of 560 hours) to help provide coverage during after school and school break programs. This will also improve the staff-to-participant ratio and provide more coverage during staff absences. The total cost for the additional hours would be \$11,800 including wage-related fringe.
  - The public information intern helps produce videos about City programs and services for airing on the government access channel and the City's website. This position would be increased from 20 to 30 hours per week to increase our own program production capacity. The additional cost of wages and benefits (\$7,500) is more than offset by the recent cancellation of the external contract to produce Spotlight on Bowling Green, which cost over \$20,000 per year.
- Fire: While not an additional position, we are recommending that the vacant deputy fire chief position be filled. One of the two deputy positions has been vacant since the employee retired March 1, 2010, in order to help save money for the City budget. Both the Police and Fire departments have two deputy chiefs; this action will restore the Fire Department's basic management team.

**Closed Police and Firefighters Retirement Fund.** The City is committed to the solvency of the Police and Firefighters Retirement Fund. This is a closed defined benefit plan composed of long-time retired police officers and firefighters and their beneficiaries. As of January 1, 2011, there were 47 members in the plan. The City's General Fund contribution for FY2011 was \$450,000. In addition, the fund had an 8% return on investment in calendar year 2010. As a result, the actuarially-calculated unfunded liability was reduced which resulted in a smaller contribution requirement for FY2012. The contribution amount for FY2012 has been budgeted at \$400,000 which will not only continue the amortization of the unfunded liability plus interest over a 15-year term, but will also allow for a modest cost of living adjustment if approved in the fall.



## CAPITAL IMPROVEMENT PROGRAM

As was the case the last two years, the City's Capital Improvement Program (CIP) will continue to be impacted by the downturn in the economy and limited by the availability of revenues. However, primarily through the use of under-spending and projects carried forward from FY2011, next year's proposed CIP does reflect an increase in investment in the community and the City's facilities. The total recommended FY2012 CIP, including all funds and debt, is \$18.3 million. The proposed budget is an increase of 13.7% from the \$16.1 million FY2011 program.

Only 28% of next year's capital budget will be for new projects, and 72% for payments on existing debt. However, 83% of the FY2011 CIP was for debt; debt payments will be slightly less in FY2012. By comparison, debt service represented 26.6% of the total FY2007 CIP.

The only financed projects proposed in the budget are for new golf carts at all three courses (total of \$389,500, including \$175,000 carried forward from the FY2011 amended CIP for CrossWinds golf cart replacement). This debt service will be paid by the \$1.00 increase in cart fees already implemented. Of the \$5.1 million capital budget (excluding debt), approximately \$2.7 million in proposed projects will be funded from the General Fund, much of it from FY2011 carry-forwards or under-spending. Special Revenues and Enterprise funds will provide the other \$2.0 million. The breakdown of General Fund capital projects using FY2012 operating revenues versus unassigned fund balance and carry-forwards from FY2011 are as follows (\$2,683,950 total):

- FY2012 Operating Revenues: \$622,321 (23.2%)
- Unassigned Fund Balance: \$1,750,779 (65.2%)  
(Stormwater, Sidewalk Construction, Smallhouse/Cave Mill Intersection, Soccer Complex, Lapsley Facility Roof Replacement)
- FY2011 Projects Carried Forward—developed since the FY2011 CIP was approved: \$310,850 (11.6%)  
(City Hall Campus Security Upgrades, Paul Walker Greens, Cart Path Improvements)

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

Several projects were authorized in a previous budget or during the 2011 fiscal year, and will be completed in FY2012. They include:

- Old Morgantown Road reconstruction
- Street Overlay and Sidewalk Reconstruction projects
- Stormwater projects

The proposed FY2012 Capital Improvement Program will continue to address goals targeted for action on the Strategic Plan agenda established by the Board of Commissioners.

## **Goal: Community Livability**

- **Stormwater Mitigation Program:** Recent historic flooding in Bowling Green demonstrates the continued need to direct limited resources into the City's stormwater efforts. The FY2011 budget included \$250,000 and an additional \$400,000 allocated at the close of FY2010 to help address the most critical needs. Last year, South Park Drive, Covington Avenue, and Stubbins Street were recommended for mitigation projects. The FY2012 budget greatly increases the commitment to this effort, which will be a significant undertaking that will take a number of years to fully implement. It all depends on revenues. The Public Works Department has identified at least sixty potential drainage improvement projects of varying size and scope throughout the City. This budget utilizes \$500,000 from prior year General Fund under-spending to help address the backlog. Project prioritization is scheduled to occur in July. Projects could range from deepening an existing basin, to constructing a new retention basin from scratch, to any number of smaller projects. Costs depend greatly upon the conditions, such as rock, level of protection desired (75-year storm, 100-year storm), and market conditions for bids. We are committed to expanding our stormwater mitigation efforts as revenues increase in the future.
- **Sidewalk Improvement Program:** After being placed in abeyance for two years due to budget constraints, the new sidewalk improvement program is proposed to be funded at \$400,000 in FY2012. This priority project was initiated in FY2008. Again, due to the immense scope of the program, it will take many years to complete utilizing existing revenue sources. This level of funding is projected to construct approximately 5,000 linear feet of new sidewalks. The City will continue to devote an additional \$100,000 in State road funds toward rehabilitation of existing sidewalks.
- **Parks and Recreation:** Several projects are proposed in the FY2012 CIP to improve and maintain the City's excellent parks system and recreation programming:
  - **Parker-Bennett Community Center:** A total of \$135,900 is proposed to be invested in the community center. CDBG Year Five carry-forward monies will be used for modest center improvements to open up programming space and improve monitoring, an additional playground geared toward school-age children, a new 20 x 24 open-air picnic shelter, and a renovated all-purpose playing court including lighting and fencing.
  - **Pedigo Park Field Lights and Renovation:** \$90,000 in CDBG Year Five funding will be used to replace the Pedigo Park lighting system, fencing and gates, and implement other improvements to make the ball field suitable for Little League-compliant tournament play.
  - **Lovers Lane Soccer Complex:** Up to \$240,000 will be spent to add a restroom building that will also provide storage and a soccer association



office. SOKY Soccer has initiated fund raising to assist with the cost and plans to raise \$25,000 over the next twelve months.

- **Lampkin Cobb Ballfield:** General Fund (\$45,000) and Lampkin Trust Fund (\$30,000) monies would be used to renovate the Lampkin Park Cobb baseball field to a more practical and safe field surface, including irrigation and warning track improvements and renovation of the score box. The field is currently the home field for the Bowling Green Junior High baseball team.
- **Fitness Equipment Replacement:** A total of 52 pieces of selectorized and cardio-vascular fitness equipment would be replaced at the Moxley fitness center. \$165,000 would be spent to help maintain this reasonably-priced option for City residents to be healthy and fit. The selectorized equipment is eleven years old, and 85% of the cardio-vascular equipment (treadmills, bikes, ellipticals, cross trainers) is more than five years old.
- **Golf Courses:** A total of \$625,350 would be invested in the municipal golf courses including: golf cart replacement; cart path improvements; replacement of the greens at Paul Walker; and improving the CrossWinds irrigation system by providing an alternate access to water supply through BGMU.

#### **Goal: Traffic and Roads**

- **Street Resurfacing Program:** \$850,000 in State funds have been budgeted to continue the street overlay program based on priorities determined through the pavement management evaluation process. Using estimated prices for asphalt, assuming standard road conditions, and if no major road reconstruction or sidewalk/curb/gutter work is required, the budget will provide for at least five miles of newly overlaid street. This past year, the \$811,000 funding level allowed for paving of approximately 5.9 miles of roadway, indicating the impact of increased asphalt/oil prices.
- **Smallhouse/Cave Mill Road Realignment:** A long-range transportation improvement goal is to realign the Smallhouse/Cave Mill Road intersection. A preliminary design was completed in 2009. \$500,000 has been budgeted from under-spending to provide final design and utility realignment, and assist with property acquisition. Funding for construction is not yet available.
- **Downtown Signal Expansion:** \$70,000 in State funds will be used to continue upgrade of traffic signals on Center and Chestnut streets, including signal and pedestrian pole replacement and pedestrian and loop detector installation. The appearance of the traffic signals will be similar to the other downtown signals replaced in 2008.
- **Traffic Signal/Fiber Optics Connection:** \$35,000 in State funds will be used to connect fiber optics to the five City-maintained traffic signals without



it. This work was completed for all signals in the downtown area in 2008. The fiber optic connection allows remote access to signals from a central location and thus quicker response time to traffic-related complaints. The signals are on Cave Mill Road, Smallhouse Road, and Normal Street.

**Goal: Technology Improvements**

- **Computer Switch Replacement:** \$370,000 will be spent to maintain the City's computer system, replacing switches that ensure that the infrastructure can handle current and future data traffic loads. \$220,000 of the funds had already been set aside in the Technology Fund for equipment replacement.

**Goal: Municipal Facilities and Equipment**

- **Sloan Convention Center:** \$274,000 in Convention Center funds have been budgeted for equipment replacement, including tables, dance floors, lobby furniture, door hardware, and sound system improvements.
- **Police Equipment/Facilities:** \$80,000 from the Police Improvement Fund would be used to fund minor building renovations to provide more confidential work spaces for investigators, a digital forensic lab, and evidence control.

In addition, FY2012 will be the seventh consecutive year in which the City will not be replacing any non-public safety passenger vehicles or SUV's and the second consecutive year not to replace any patrol vehicles, making it even more critical that we continue regular maintenance of our vehicles.

- **Fire Equipment/Facilities:** \$94,000 has been budgeted in the Fire Improvement Fund to replace or upgrade equipment. The Self-Contained Breathing Apparatus Fill Station at the Headquarters Fire Station will be replaced; some components of the current system are over 25 years old. Two staff vehicles would also be replaced.
- **Operations Division Building Roof:** \$130,000 is requested for replacement of the standing seam metal roof at the Public Works Operations Building at Lapsley Lane. The project has been deferred since FY2007. The roof on the older part of the building began developing leaks this past year.
- **City Hall Annex Roof and Finishes:** \$155,100 is recommended to fund replacement of the roof on the City Hall Annex building, and for finishes such as carpet replacement, interior and exterior painting, and replacement of vinyl wall coverings. The roof membrane material has deteriorated and needs replacement. Carpet replacement has been deferred since FY2008. Some of the exterior paint is peeling, and interior painting/wall covering replacement was deferred two years.



- **City Hall Campus Facility Security Upgrades:** \$100,000 is being carried forward from FY2011 to provide security improvements in City Hall and the City Hall Annex, primarily to control access to non-public areas of the buildings. Senior Management had tasked an employee Process Action Team (PAT) from several departments to review building security needs and provide recommendations, plans, and cost estimates to address these concerns.
- **Mowing Equipment Replacement:** \$38,000 is recommended to replace a 1994 tractor used by Park Maintenance and Athletics for mowing at Lampkin Park, and a mower used extensively at the cemeteries.
- **Aquatic Center Storage Building:** \$32,000 in aquatics fund revenues would be used to construct a 20 x 30 building to store chemicals near the back pump where most of the chemicals are used.

## AGENCY APPROPRIATIONS

A total of \$1,353,845 is allocated for contract agencies and the City's United Way contribution which is based on a dollar for dollar match of employee pledges. The FY2012 recommended budget proposes to maintain agency funding at the FY2011 adopted budget amounts, with a few exceptions. Two agencies are proposed to receive increases, Drug Task Force to match grant funding per interlocal agreement and Airport Board to restore funding at the FY2009 level for the City's share of administrative costs; and, two agencies requested less funding, Economic Development Authority and Friends of the L&N Depot.

As included in the FY2011 budget, three agencies remain on the list (Capitol Arts, Child Services and Downtown Redevelopment Authority) to be phased out over a two-year period. Taking the funding amounts adopted in FY2010, each of the three agencies were recommended to receive approximately one-third less funding in FY2011, two-thirds less funding in FY2012 and no funding starting in FY2013. Although, the adopted budget for FY2011 adjusted the first year amounts of the agencies' to be phased out, the concept remained in place for the three agencies to no longer receive funding following the two-year period. Therefore, the FY2012 budget proposes two-thirds less funding from the adopted FY2010 budget for these agencies. In addition, FY2012 is proposed to be the final year for funding the Friends of L&N Depot as established under the management agreement.

A new Job Recruitment Incentive Program (JRIP) was introduced with the FY2011 budget to reward the creation of new jobs and established a foundation budget amount (\$45,000) for the Central Region Innovation and Commercialization Center (ICC). In addition to the foundation amount, ICC would have an opportunity to receive additional funding through this incentive program. The City pledged to provide a one-time incentive amount equivalent to 0.2% of the first year payrolls generated from the 1.85% occupational fees by new companies that are recruited or coordinated by the ICC. So far, the ICC has recruited one new company providing 10 new jobs with a projected annual payroll to reach \$832,000 once fully staffed. Based on the first few months of operations for this new company, the ICC is projected to receive \$800 or more in JRIP incentives



after the first 12 months. A total of \$1,665 has been placed in the budget in anticipation of reaching the maximum projected incentive payment.

Finally, another \$19,875 is set aside for the City's share of required grant matches for the Airport Board related to airport improvement projects and \$10,000 will once again be available for continued replacement/upgrading of the City's warning sirens by Emergency Management.

Agency funding comprises 2.6% of the proposed General Fund expenses in FY2012. A complete list of the contract agencies is contained in **Appendix F**.

## **NEW INITIATIVES**

This plan contains a number of administrative policy recommendations that we would like the Commission to consider.

### **A. Increase the Minimum Fund Balance Policy to 20%**

Revenue volatility is the central principle underlying our City budget.

Seventy-one percent (71%) of the General Fund revenue budget comes from the occupational license fee and that tax, as we have painfully experienced, is susceptible to downturns in the economy, especially high unemployment and wage stagnation.

An effective response to this volatility is to combine the benefits of past cuts and new tax receipts to better secure the future against unpredictable times. Moreover, the city currently carries a debt load equal to 11.7% of the General Fund resources which is driven by the two large existing multi-year debt obligations for the Bowling Green Ballpark and the Transpark.

It is being recommended to increase minimum funding reserves (savings) from 15% to 20%. This form of savings can create the pool of funds needed to: (1) balance out years of revenue shortfalls created by the occupational tax's volatility, (2) help the City better indemnify existing debt load, and (3) underwrite mandatory operating expenditures.

Once the City's financial standing has been fortified, the unassigned fund balance should only be tapped for certain capital projects or equipment, especially ones requiring a multi-year cost perspective. What good does it serve the City to have a cash reserve and then not be able to use this to help pay for legitimate needs? For example, the City will need to spend about \$4 million for replacement of the 800 MHz radio system within the next couple of years. It is not realistic to cut the budget in one year to meet this need.

If available, some of the unassigned fund balance (funds in excess of the 20% reserve) should be used to pay for or save for capital equipment and projects. It should never, unless for those exigencies determined by the Board of Commissioners, be used for wages, operating costs or basic debt payments.



## **B. Department of Neighborhood and Community Services (NCS)**

For the last 24 months or so, we have been working to reorganize the Department of Housing and Community Development (HCD).

These efforts have resulted into two distinct phases of change incorporated as opportunity presented itself. Although it may not be appropriate in this document to reiterate all the numerous changes made under Phase I of the plan, these elements stand out as milestones:

- A reduction in the cost of the department to the General Fund.
- A reduction in the number of employees, especially managerial positions.
- Incorporation of some of the related functions of the former Citizen Information and Assistance Department into this department.
- The easing of service silos between divisions.
- Continuation of the Section 8 Program being cost neutral to the General Fund while increasing the actual cash contributions to the General Fund.
- Implementation of new temporary sign requirements and associated administrative protocol.
- Implementation of the new Code Offense Volunteer Eligible Repair (COVER) Program to help low income and at-risk homeowners comply with code violations.
- Implementation of a new Chronic Offender Policy (COP).
- Implementation of an administrative charge off for staff services to the Community Development Block Grant Program.

The proposed Phase II part of the reorganization includes these final recommended key components:

- Renaming the department from Housing and Community Development (HCD) to Neighborhood and Community Services (NCS).
- Promoting Brent Childers as the first NCS Director. Brent will continue to perform his grants and housing management functions as part of this new role.
- Reclassifying Karen Foley to Neighborhood Services Coordinator responsible for the neighborhood services side of the new department.
- Completely rebuilding the NCS website to create a more citizen and contractor friendly profile.
- Creating a new position for Community Services/International Liaison.

The new table of organization for the Neighborhood and Community Service Department can be found in **Supplement 1**.

## **C. Supervisor Training**

One of the programs the City used to fund annually was the *Team Bowling Green Initiative*. This leadership and enrichment program was designed to enhance the interconnectedness of all departments and to create better servant leaders among the participants.



Although worthy on its own face, we would like to take this program and refocus it on our most important training need: supervision. Given the City's changing employee demographic, especially with respect to the number of newly appointed supervisors in the Police and Fire departments, there is a great need to provide supervisory training.

#### **D. Employee Appreciation Event**

In FY2009, the City's annual employee appreciation picnic was suspended due to financial issues.

We are now recommending the return of the event and dovetailing it this year with our professional baseball team and ballpark.

*A City of Bowling Green Employee Appreciation Night at the Bowling Green Ballpark*, including a picnic meal for employees, would launch the return of an annual employee appreciation event.

If approved, the cost is estimated at no more than \$10,000; this is consistent with the cost of past picnic events.

#### **E. Re-institution of the School Crossing Guard Program**

As discussed at a recent work session, staff recommends a restoration of the school crossing guard program with minor changes in location and staffing strength.

We were also asked by the Board of Commissioners to investigate the possibility of transferring this program to the school districts.

This request, as well as our internal review of the program, revealed the need to classify all school crossing guards as seasonal workers.

This classification is consistent with the employee status of other seasonal class employees and would make any discussion of transfer of the program to the school districts more tenable.

#### **F. Westside Recreational Initiative: CDBG**

The fifth year of our Community Development Block Grant (CDBG) program contained \$225,900 for the Nashville based Housing Fund to establish a satellite office in Bowling Green and to augment its loan pool for Bowling Green residents. Since the time of grant approval, the Housing Fund has closed its Bowling Green office and will no longer need these funds.

Under the U.S. Department of Housing and Urban Development's (HUD) rules, the City is allowed to reprogram these funds for HUD approved activities that meet one of the three national CDBG objectives. This chain of events creates a unique one-time opportunity for the City.



We are recommending long needed improvements to the recreational facilities located on the City's west side. The list of improvements at the Parker-Bennett Community Center are as follows:

- \$40,000 for a 6-12 year old Playground;
- \$30,000 for a shelter;
- \$20,900 for improvements to the community center building; and
- \$45,000 for development of a multi-sport court facility.

In addition, we recommend that \$90,000 of these same funds be used for the expansion of the Little League Ballfield at Pedigo Park, including lighting.

### **G. Responding to Community Diversity**

The City has made a consistent effort to provide services to all residents regardless of race, creed or nationality.

Our community is becoming increasingly diverse as the percentage of people who speak English as a second language has increased significantly. This presents unique challenges to both elected and city officials in their ability to communicate and serve those with limited English-speaking skills.

In order to meet this challenge, we are proposing three initiatives for the coming year:

- Creation of a Community Services/International Liaison position in the NCS Department under the auspices of the Neighborhood Services Coordinator.
- Development of an organization-wide strategic Language Access Plan (LAP) for all City departments. Such a plan is required under Executive Order 13166, "Improving Access to Services with Limited English Proficiency." Currently only the Police Department has such a plan.
- Development of a diversity program for all employees to be exposed and trained on the special needs and challenges that limited English-speaking individuals face.

Our efforts with these programs are just beginning.

### **CHALLENGES ON THE HORIZON**

The scarcity of resources underpins every budget decision the City makes as there are never enough resources to meet all needs. The Board of Commissioners' role as a deliberative body is to balance these competing needs and to decide who gets what, when and how. We must achieve this on-going balance by living within our means, spending what the people give us, and abiding by the simple dictum of taking care of today's problems, today.



Our success is also dependent on identifying those challenges which could affect our future viability as an organization and/or as a community. To this end, these issues merit special attention.

### **Meeting the Unforeseen Occurrences (UFO)**

These past years of financial turmoil have amplified a number of inherent problems in our finances. The most significant is the City's susceptibility to cost increases driven by factors beyond control. These unforeseen occurrences are always part of political life; having the impact of putting on the brakes to those things we want to do with our money.

Employee retirement costs are the biggest uncontrolled occurrence. During the last ten years this mandated obligation has grown 120% for hazardous duty positions and 196% for non-hazardous. A simple calculus provides an insight into the affect retirement has on our costs to provide services to the community: for every \$1.00 paid in straight wages for a police officer or firefighter it costs \$1.36; while every dollar in straight wages for non-hazardous costs \$1.19.

We have done what we can to manage this issue but the real solution to this crisis must come from Frankfort or the system may collapse on its weight. This is happening everywhere across this country as health care cost for retirees have increased and investment returns have diminished.

It is also evident that fuel has become a significant cost center. In this budget, the cost of fuel is projected to increase from \$2.89 per gallon to \$4.25 per gallon for gasoline and \$2.85 to \$4.75 per gallon for diesel, which is a net increase of over \$500,000. Few believe that this is the end of the misery, as most analysts contend that fuel prices will continue rising to match the real costs to produce the commodity.

Fuel pricing creates a special problem for the City government given the nature of our business. The Police, Fire, Public Works and Parks and Recreation departments are fuel dependent enterprises. We can and will continue to make small changes to how we consume fuel, but we need to *drive to serve*.

In addition, given the fact that the City of Bowling Green also pays the fuel costs of GO BG Transit to leverage more federal dollars, the total fuel costs here have also risen sharply. If prices continue to rise, the City and GO BG Transit may face the irony of not being able to afford fuel for the buses at a time when bus ridership needs to increase to provide citizens with an alternative to driving their own cars. If the fuel subsidy is cut, we face inevitable cut backs in routes. We have accounted for the full increase requested by GO BG Transit for fuel in this budget, but will need to make a decision on continuing this policy.

### **Providing for Employees**

Our ability to live within our means was not a transformation accomplished without sacrifice, especially from our City employees. The City's success largely depended on our employees doing more with less. They met this difficult challenge with



professionalism and a can-do attitude. We know the Board of Commissioners joins us in thanking them for a job well done.

The maintenance of a consistent and equitable wage policy is necessary to provide for our workforce. As has been mentioned earlier in this report, the City has not had the funds over the past couple of years to maintain its pay plan or to keep pace with the broader COLA provided by a number of peer organizations not hit in the same way by the recession. This can create staffing and morale issues.

Part of this recommendation attempts to address the problem by reinstituting an amended pay plan, restoring a past shortage in the cost of living adjustment, and making a handful of changes to the most egregious pay/classification issues. It is admittedly just a patch on a much larger problem related to the City's market and internal pay structure. In order to properly address this issue, we need to perform another wage and classification study. A professional study for all positions has not been completed since 2003. Larger private firms use this tool consistently for just this purpose.

Although past wage studies have become polarizing, a proper study is needed to fairly answer what people should be paid. We can guess at what we think people should be paid or even ask the employees themselves, but until another analysis is performed, there is no rational way to determine whether we are paying too much or too little.

However, given the reality that we are just coming out of a terrible recession and making an effort to restore city pay levels, this year is not the right time to complete such work. We want to use our funds this year for projects and wages, not studies.

Finances permitting, we recommend that a new wage and classification study be undertaken in the FY2013 budget. This study should be upgraded at least every 10 years.

Health insurance represents another point of nexus with our workforce. Approximately three years ago, the City, with the full support of its Employee Health Committee, made some significant changes to our health program to avoid needed increases in premiums or the loss of plan benefits by spreading risk more equitably and by providing more choice.

These changes have been successful in that the City has not had to increase premiums for its employees or itself over that same period. An increase in premiums is not being proposed for FY2012, but the erosion of medical inflation could take its toll next year unless employee claims subside or other steps are taken to control costs.

We have created a stable health care reserve fund to allow us to make any needed changes in a thoughtful way.

### **Changing Economic Development Environment**

The City's financial problems over the past couple of years were not the result of too much spending, but related to a reduction in the levels of operating revenues caused by the loss of jobs and the stagnation of the local economy.



Although the City was able to adjust for this loss by cutting costs, long term financial viability is directly linked to job creation and the concomitant growth in wages that feed a healthy occupational license fee. It is this same revenue source that will make up 71% of our operating budget in FY2012, pay the bulk of our operating costs, backbone the TIF and the ITA, and support new job creation through the Job Development Incentive Program.

Occupational license fee receipts are the only city revenue source that has grown with any significance. The viable service organization known now would cease to exist without it.

This need for jobs also extends beyond our government organization to the concept of *city as community*. People call a place home, not because of the cuts its government has made, but rather because of the jobs that exist or can be created to support their chosen way of life. Arguably, without sustained and steady job growth, the City we have come to know and love will also significantly change.

It is a reality that is now being played out in thousands of cities across America, even in Kentucky. It can happen here. **It all depends on jobs.** If American history has shown anything it is that people will always move toward opportunity and jobs. We need those jobs and that opportunity to be here in Bowling Green.

What can we do as a city government to help create and sustain jobs?

**First**, we cannot sit passively by and expect jobs to naturally come to the city. More than ever, we must join with our partners at the University, other local governments, and the private sector to compete worldwide for the jobs that sustain us as a government and as a community.

We have already started to do this. The City has been very aggressive in all areas of economic development. We have provided millions in job incentives, the TIF and Transpark, and returned occupational and property taxes to foment private investment. All of these things were done in order to create jobs, to provide a way of life for our citizens, and to yield the base level of tax receipts needed to serve our citizens.

The economic play book of today, however, is markedly different than the one the City used successfully for decades. Economic development in this area will continue to inexorably shift from Bowling Green to the region outside of the city. The availability of full-time fire services represents probably the one special advantage the City offers that continues to tilt some economic development here. But, this is not a special need shared by every business entity coming our way.

There should be little debate about regionalism being the "correct approach" in today's worldwide economy. Job creators looking for a place to locate a business care little about whether that business is located in the corporate limits, but on their own needs of **value and low cost**.

Regionalism does have benefit for the City, but it does not provide the same level of occupational taxes to the City if these same jobs were located in Bowling Green. It does



provide an "indirect benefit" to the City by creating more consumer sales, some service jobs, and hopefully an option for new homeowners to choose to live in Bowling Green even if they now work elsewhere.

We need to adjust for this evolution while maximizing benefit from it. If our tax structure were different, regional economic development, with Bowling Green as the central hub, would be a win-win for us budgetarily. The indirect benefits of regionalism, however, are much harder to quantify in the budget. It is a safe bet that the biggest benefactor of any regionalism is the Commonwealth of Kentucky. Lobbying efforts should continue in Frankfort to change the State's sales tax laws to allow Class 2 cities to keep a part of the sales tax earned within their corporate limits. This is the Kentucky League of Cities' number one focus, but a huge political lift, not soon to become a reality.

**Second**, we must renew efforts to develop land still within the City that can be converted for economic development. We do not necessarily need new neighborhoods, but need new sites within the City for job creation. Targeted annexation of undeveloped land contiguous to City corporate boundaries must be a primary focus. Without a place for business to grow in the City, we will find ourselves facing the burden of being a *grown out community* within a few decades; a recipe for decline given a city tax structure heavily dependent on job growth.

**Third**, we need to focus more attention on further development and completion of the Kentucky Transpark. After all, the City now indemnifies one-half of any debt shortfalls. We face three challenges here. The first is that the basic infrastructure has never been completed for full development. Second, with the lure of cheaper land elsewhere, the Transpark is becoming more difficult to fill because of its relatively high cost in relation to other locations in the region. Third, with a focus on regional benefit, it can become easier to lose sight of the Transpark. For example, we could have economic success without success in the Transpark. The City and its regional partners need to continue to focus on the Transpark: the first regional endeavor. A layout of the Kentucky Transpark Master Plan is included in **Supplement 2**.

We believe the Transpark can be a viable niche location serving the economic interest of the whole region if these tasks are completed. The development of a competitive and sustainable Transpark must be one of our top priorities over the next decade.

There is much work to be done.

**Fourth**, we have come to understand that we are going through a significant time of population realignment. The area of Warren County outside of the City has grown 61% faster than inside the City over the last 10 years. Although we now have the bragging rights of being the third largest city in Kentucky, the real story of the 2010 census is not that achievement but the growth occurring right at our corporate boundaries. This growth has and will continue to stress our regional infrastructure, especially along the points of city and county intersection.

For example, the Smallhouse/Cave Mill area: a city/county interface that is served by one narrow major collector that snakes in and out of the city limits numerous times. The City is now grappling with finding \$3.25 million for just the Smallhouse/Cave Mill



intersection realignment project. This intersection is one part of a much larger traffic problem along this area. Everyday thousands of county residents use this intersection and road to make their way home. The City cannot afford to fix this road alone, nor can the County. A new protocol of collaborative action between the County, the City and the State must be mustered to confront this and the myriad of other such problems affecting multiple jurisdictions.

This is one of the greatest challenges of the next decade.

**In conclusion**, the City now finds itself in manageable financial shape. We can continue to manage if we: (1) balance our new normal with anticipated revenues, (2) properly use our precious occupational receipts to help create new jobs and support existing operations, (3) adjust for unforeseen changes in our fixed cost of operating, (4) develop effective cost share solutions to multi-jurisdictional problems, (5) complete the vision of the Transpark, and (6) develop new locations for jobs within the city.

These challenges are not beyond our ability as an organization to effectively achieve. The job starts now as each budget represents an on-going exercise of reading the financial sign of the times and acting appropriately with the tools available.

We believe this recommendation does just that.

As always, the Budget Team stands ready to assist the Board of Commissioners with its budget deliberations.



## **2011/2012 CITY MANAGER'S BUDGET MESSAGE**

### **ADDENDUM 6/30/11**

The FY2012 budget was presented in a work session on June 7, 2011. As a result of discussion and direction given at that work session, a special work session on June 14<sup>th</sup>, and regular meeting on June 21<sup>st</sup>, some changes were made to the proposed budget. This Addendum clarifies those changes that alter statements, figures, or proposals identified in the City Manager's 2011/2012 Budget Message memorandum dated May 31, 2011.

#### **Budget in a Snapshot page 4**

The total approved 2011/2012 budget for all funds is \$92,777,113 (rather than the proposed \$92,745,154). The General Fund budget totals \$52,522,377 for FY2011/2012 (rather than the proposed \$52,460,779). Changes were made in the legislative budget and agency appropriations as determined by the Board of Commissioners, as well as a slight reduction in Community Development Block Grant (CDBG) funding which was confirmed after the initial budget presentation.

#### **Agency Appropriations pages 16-17**

Appendix F includes the City Manager's recommendations for funding of contract agencies (\$1,346,925) and the City's United Way contribution (\$6,920). After discussion at the June 14<sup>th</sup> special work session and again at the June 21<sup>st</sup> meeting, the Board of Commissioners approved different amounts to the recommendation for the following contract agencies: Capitol Arts Alliance, Inc. and Downtown Redevelopment Authority. The total FY2012 agency funding amount was increased to \$1,379,890. In addition, the Board of Commissioners approved a one-time appropriation to the BG/WC Humane Society for capital improvements to the animal shelter. The Capital Arts Alliance was also removed from the list of agencies to be phased out from receiving funding by FY2013. Agency funding comprises 2.8% (instead of 2.6%) of the General Fund expenditure budget.



# **STRATEGIC PLAN**

## **2011 - 2016 - 2026**

### **Bowling Green: Vision 2026**

The City of Bowling Green is a dynamic urban center, which is a hometown for families and home 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 2016**

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

### **Top Priorities 2011/2012**

- Increased Jobs--consider small business incentive program
- Stormwater Mitigation Program
- Annexation--fill in natural boundaries
- Radio System Replacement
- Budget Management--fiscally sound, including continued review of organizational structure/personnel needs

### **Major Road Projects 2011/2012**

- Old Morgantown Road Rehabilitation Project—Completion
- Smallhouse/Cave Mill Road Intersection Realignment Project



# Appendix A

## All Funds



ORDINANCE NO. BG2011 – 28

ORDINANCE ADOPTING ANNUAL CITY BUDGET

ORDINANCE ADOPTING THE CITY OF BOWLING GREEN, KENTUCKY ANNUAL OPERATING BUDGET FOR FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012, 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 2012.

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

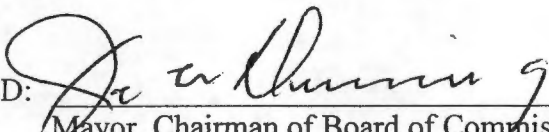
1. The Annual Operating Budget for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012, including all sources of estimated revenues and appropriations for all City funds as set forth in Exhibit No. 1 attached hereto is hereby adopted.
2. All encumbrances outstanding on June 30, 2011 for goods 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, 2011 and ending June 30, 2012.
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, 2011 and ending June 30, 2012.
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.

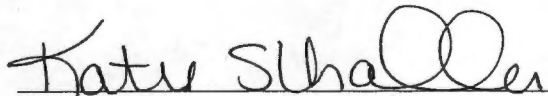


(Ordinance No. BG2011 – 28)

6. This Ordinance is adopted pursuant to KRS 83A.060 in that it was introduced on June 21, 2011, and given final reading on June 27, 2011, and said Ordinance shall be in full force and effect upon signature, recordation and publication in summary pursuant to KRS Chapter 424.

ADOPTED: June 27, 2011

APPROVED:   
Mayor, Chairman of Board of Commissioners

ATTEST:   
City Clerk

SPONSORED BY: Kevin D. DeFebbo, City Manager, 06/15/2011, 12:00 p.m.



**City of Bowling Green, Kentucky**  
**Annual Operating Budget for All Funds and Categories of Government**  
**Estimated Resources In and Resources Out for FY 2011/2012**  
**Exhibit No 1**

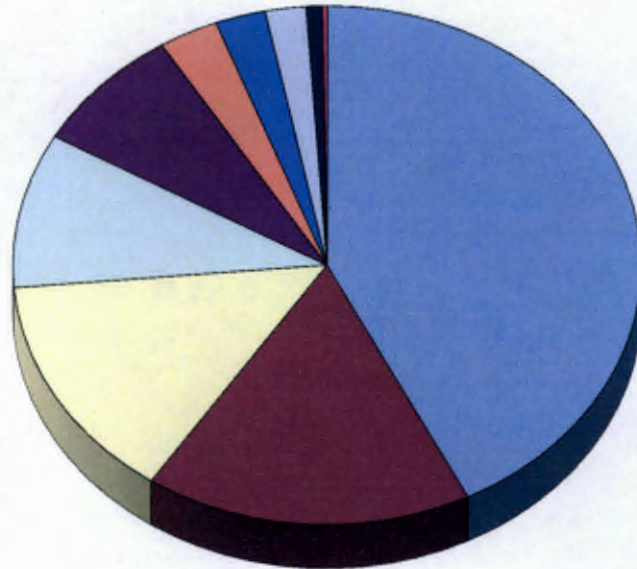
<u>Category of Resources</u>	<u>General Fund</u>	<u>Special Revenue</u>	<u>Capital Projects</u>	<u>Debt Service</u>	<u>Enterprise Funds</u>	<u>Trust Funds</u>	<u>Internal Service</u>	<u>Total</u>
<b>RESOURCES IN:</b>								
Taxes	\$12,500,000	\$2,187,500	\$0	\$0	\$389,000	\$0	\$0	\$15,076,500
Occupational Fees	\$36,024,000	\$2,046,000	\$0	\$0	\$23,000	\$0	\$0	\$38,093,000
License & Permits	\$747,500	\$0	\$0	\$0	\$0	\$0	\$0	\$747,500
Intergovernmental	\$102,000	\$6,963,226	\$0	\$0	\$0	\$0	\$0	\$7,065,226
Fees	\$253,500	\$163,000	\$0	\$2,314,570	\$0	\$0	\$0	\$2,741,070
Charges for Services	\$259,000	\$0	\$0	\$0	\$0	\$22,000	\$1,592,502	\$1,873,502
Parks & Recreation	\$366,000	\$0	\$0	\$0	\$1,951,013	\$0	\$0	\$2,317,013
Miscellaneous	\$339,000	\$242,040	\$0	\$1,336,130	\$285,000	\$1,020,500	\$5,391,940	\$8,614,610
Revenues:	\$50,601,000	\$11,601,766	\$0	\$3,650,700	\$2,648,013	\$1,042,500	\$6,984,442	\$76,528,421
Note/Bond Proceeds	\$0	\$0	\$0	\$0	\$215,000	\$0	\$0	\$215,000
Transfers In	\$109,000	\$36,900	\$1,650,000	\$8,186,890	\$2,372,215	\$0	\$363,650	\$12,718,655
Other Resources:	\$109,000	\$36,900	\$1,650,000	\$8,186,890	\$2,587,215	\$0	\$363,650	\$12,933,655
RESOURCES IN:	\$50,710,000	\$11,638,666	\$1,650,000	\$11,837,590	\$5,235,228	\$1,042,500	\$7,348,092	\$89,462,076
<b>RESOURCES OUT:</b>								
General Government	\$6,739,154	\$0	\$465,000	\$0	\$0	\$0	\$5,466,725	\$12,720,879
Public Safety	\$23,177,628	\$2,188,231	\$0	\$0	\$0	\$995,500	\$0	\$26,361,359
Public Works	\$5,616,314	\$1,148,472	\$1,400,000	\$0	\$0	\$0	\$1,974,652	\$10,139,438
Parks & Recreation	\$5,639,363	\$0	\$38,000	\$0	\$3,591,328	\$0	\$0	\$9,318,691
Planning & Development	\$1,616,819	\$4,557,326	\$0	\$0	\$0	\$0	\$0	\$6,174,145
Community Services	\$632,520	\$0	\$0	\$0	\$0	\$0	\$0	\$632,520
Debt Service	\$0	\$0	\$0	\$12,971,535	\$0	\$0	\$0	\$12,971,535
Intergovernmental	\$279,645	\$0	\$0	\$0	\$1,269,746	\$0	\$0	\$1,549,391
Contingency	\$250,000	\$0	\$12,000	\$0	\$0	\$0	\$0	\$262,000
Expenditures:	\$44,051,443	\$7,894,029	\$1,915,000	\$12,971,535	\$4,861,074	\$995,500	\$7,441,377	\$80,129,958
Transfers Out	\$8,470,934	\$4,067,221	\$0	\$0	\$0	\$30,000	\$79,000	\$12,647,155
RESOURCES OUT:	\$52,522,377	\$11,961,250	\$1,915,000	\$12,971,535	\$4,861,074	\$1,025,500	\$7,520,377	\$92,777,113
RESERVES UTILIZED:	(\$1,812,377)	(\$322,584)	(\$265,000)	(\$1,133,945)	\$374,154	\$17,000	(\$172,285)	(\$3,315,037)



# FY 2012 Resources

## All Funds

- Occupational Fees
- Taxes
- Transfers In
- Miscellaneous
- Intergovernmental
- Fees
- Parks and Recreation
- Charges for Services
- Licenses/Permits
- Note/Bond Proceeds

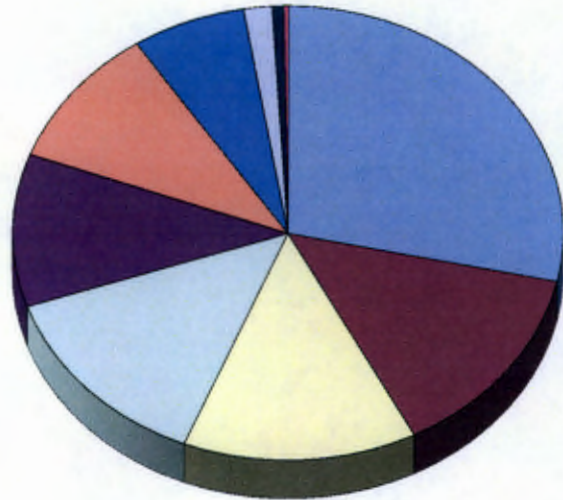


Occupational Fees	\$38,093,000	43%
Taxes	\$15,076,500	17%
Transfers In	\$12,718,655	14%
Miscellaneous	\$8,614,610	10%
Intergovernmental	\$7,065,226	8%
Fees	\$2,741,070	3%
Parks and Recreation	\$2,317,013	3%
Charges for Services	\$1,873,502	2%
Licenses/Permits	\$747,500	1%
Note/Bond Proceeds	\$215,000	0%
<b>Total</b>	<b>\$89,462,076</b>	

# FY 2012 Expenditures

## All Funds

- Public Safety
- Debt Service
- General Government
- Transfers Out
- Public Works
- Parks and Recreation
- Planning and Development
- Intergovernmental
- Community Services
- Contingency



Public Safety	\$26,361,359	28%
Debt Service	\$12,971,535	14%
General Government	\$12,720,879	14%
Transfers Out	\$12,647,155	14%
Public Works	\$10,139,438	11%
Parks and Recreation	\$9,318,691	10%
Planning and Development	\$6,174,145	7%
Intergovernmental	\$1,549,391	2%
Community Services	\$632,520	0.7%
Contingency	\$262,000	0.3%
<b>Total</b>	<b>\$92,777,113</b>	



**BUDGET EXPENDITURE HISTORY  
ALL FUNDS BY TYPE**

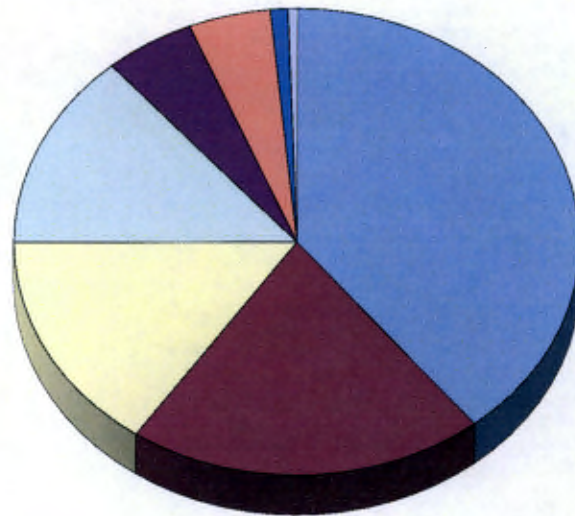
	<u>Actual 2006</u>	<u>Actual 2007</u>	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Actual 2010</u>	<u>Org. Budget 2011</u>	<u>Adj. Budget 2011</u>	<u>Approved 2012</u>
Personnel Services	\$29,670,626	\$31,242,097	\$32,740,637	\$33,273,526	\$34,996,287	\$34,999,585	\$34,093,888	\$36,334,815
Contractual Services	16,979,577	21,479,107	22,936,488	23,376,817	19,623,300	17,641,849	26,693,659	18,926,412
Supplies	3,264,371	3,686,738	5,694,224	4,680,223	3,798,742	3,801,086	4,758,487	4,342,077
Subsidies/Assistance	7,942,932	9,125,690	8,239,714	6,006,114	6,407,435	5,040,192	6,342,454	4,798,951
Property/Fixed Assets	4,831,792	5,127,423	3,579,300	4,877,090	1,248,079	199,640	2,949,332	923,950
Debt Service	7,610,710	9,050,832	24,350,797	15,955,582	13,826,750	13,290,613	43,970,863	14,276,950
Other	<u>12,050,196</u>	<u>15,490,392</u>	<u>17,139,599</u>	<u>57,858,993</u>	<u>18,222,827</u>	<u>17,334,768</u>	<u>14,848,196</u>	<u>13,173,958</u>
<b>Total</b>	<b>\$82,350,204</b>	<b>\$95,202,279</b>	<b>\$114,680,758</b>	<b>\$146,028,345</b>	<b>\$98,123,419</b>	<b>\$92,307,733</b>	<b>\$133,656,879</b>	<b>\$92,777,113</b>

\*Figures include internal service funds

# FY 2012 Expenditures

## All Funds by Type

- Personnel Services
- Contractual Services
- Debt Service
- Transfers Out
- Subsidies and Assistance
- Supplies
- Property and Fixed Assets
- Other



Personnel Services	\$36,334,815	39%
Contractual Services	\$18,926,412	20%
Debt Service	\$14,276,950	15%
Transfers Out	\$12,647,155	14%
Subsidies and Assistance	\$4,798,951	5%
Supplies	\$4,342,077	5%
Property and Fixed Assets	\$923,950	1%
Other	\$526,803	0.6%
<b>Total</b>	<b>\$92,777,113</b>	



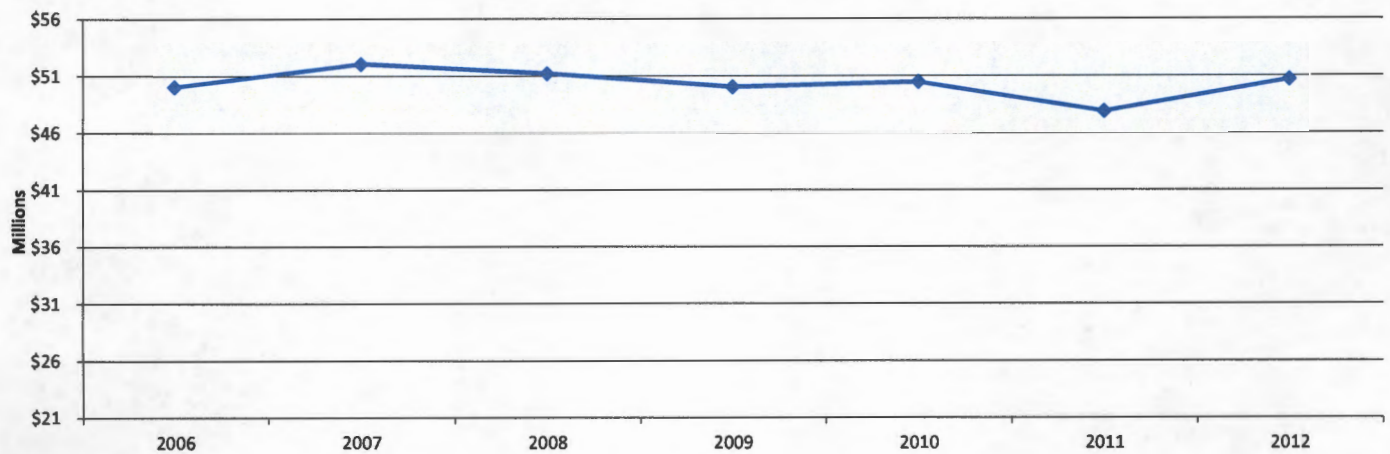
# Appendix B

## General Fund

**GENERAL FUND REVENUE HISTORY  
BY CATEGORY**

Revenue Category	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Org. Budget 2011	Adj. Budget 2011	Approved 2012
Property Taxes	\$ 8,748,651	\$ 9,508,275	\$ 10,328,955	\$ 9,197,818	\$ 9,834,231	\$ 10,242,000	\$ 10,242,000	\$ 10,094,000
Other Taxes	2,406,022	2,294,539	2,416,334	2,347,473	2,331,681	2,497,000	2,497,000	2,329,000
Occupational Fees	25,421,700	27,184,671	27,678,792	27,621,349	27,257,189	26,541,000	26,541,000	29,181,000
Service Enhancement Fees	8,505,545	8,198,765	6,781,494	6,628,297	6,591,651	6,431,000	6,431,000	6,920,000
Licenses & Permits	794,315	735,949	748,023	619,000	909,452	643,000	643,000	747,500
Intergovernmental Grants	949,815	1,115,675	782,513	813,497	1,565,439	102,000	291,472	102,000
Charges for Services	553,842	599,058	547,355	481,491	538,971	495,500	495,500	522,500
Parks & Recreation	361,444	323,999	372,484	380,317	410,116	359,500	362,000	366,000
Miscellaneous	2,101,476	1,678,435	1,371,902	1,835,716	409,017	233,000	293,303	339,000
Other Financing Sources	200,000	414,141	172,231	95,600	612,913	100,000	100,000	109,000

**T \$ 50,042,810 \$ 52,053,507 \$ 51,200,083 \$ 50,020,558 \$ 50,460,661 \$ 47,644,000 \$ 47,896,275 \$ 50,710,000**

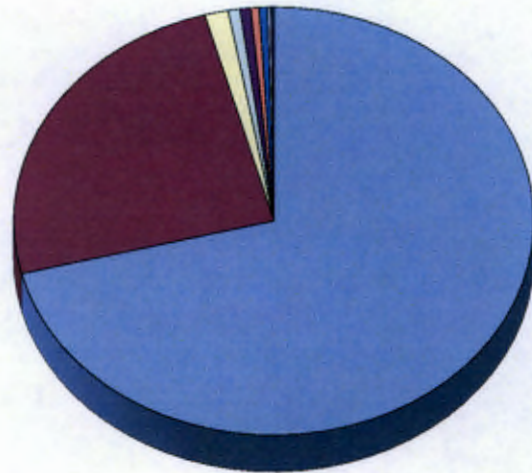




# FY 2012 Resources

## General Fund

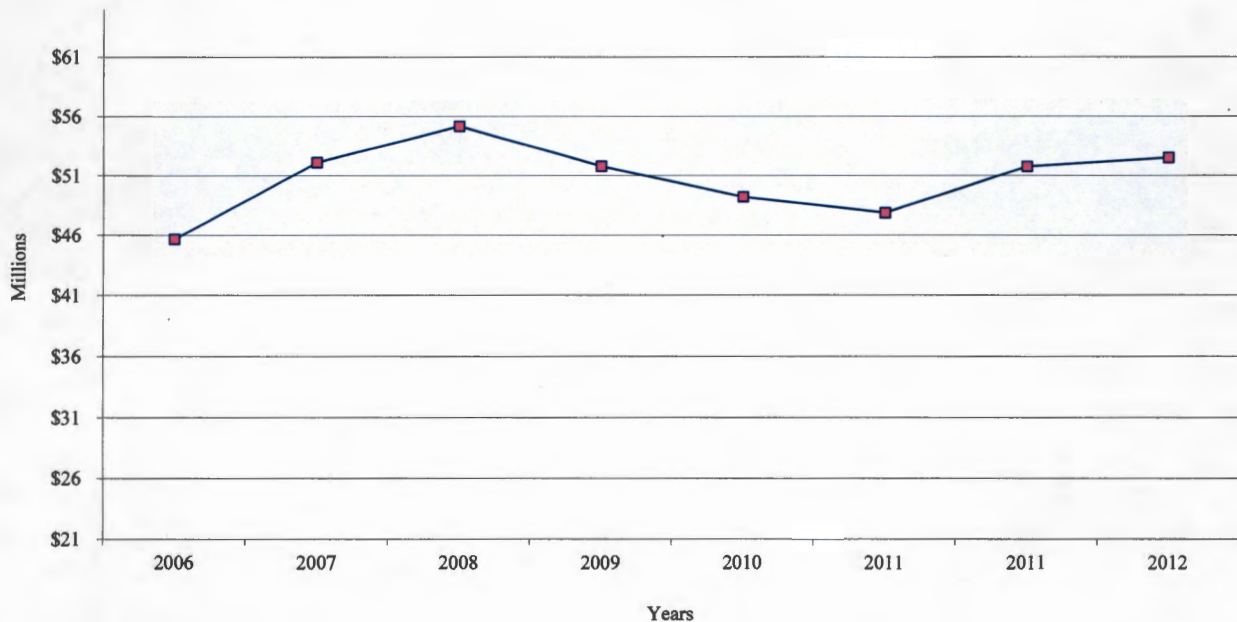
- Occupational Fees
- Taxes
- Licenses/Permits
- Parks and Recreation
- Miscellaneous
- Fees
- Charges for Services
- Transfers In
- Intergovernmental
- Note/Bond Proceeds



Occupational Fees	\$36,024,000	71%
Taxes	\$12,500,000	25%
Licenses/Permits	\$747,500	1.5%
Parks and Recreation	\$366,000	0.7%
Miscellaneous	\$339,000	0.7%
Fees	\$263,500	0.5%
Charges for Services	\$259,000	0.5%
Transfers In	\$109,000	0.2%
Intergovernmental	\$102,000	0.2%
Note/Bond Proceeds	\$0	0%
<b>Total</b>	<b>\$50,710,000</b>	

# GENERAL FUND EXPENDITURE HISTORY BY DEPARTMENT

Department	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Org. Budget 2011	Adj. Budget 2011	Approved 2012
Legislative	\$332,176	\$256,248	\$170,663	\$166,102	\$159,522	\$149,638	\$137,788	\$151,531
Executive	249,591	533,538	632,834	654,279	647,442	827,865	838,154	895,658
CIA	712,924	655,970	598,049	522,024	382,885	-	-	-
Finance	1,301,290	1,207,773	1,219,768	1,242,629	1,233,352	1,300,334	1,275,604	1,349,945
Human Resources	1,510,682	1,624,734	1,689,466	1,651,888	1,545,042	1,731,807	1,571,696	1,754,179
Law	366,944	390,014	365,428	310,590	244,922	280,094	354,044	290,715
Information Tech	1,093,198	1,254,977	1,556,598	1,357,183	1,319,327	1,421,898	1,509,061	1,533,504
Adm Services	842,664	861,261	970,747	908,364	833,916	792,432	819,635	813,622
Police	9,638,278	10,352,287	11,149,242	11,221,795	11,036,479	11,498,520	11,180,193	11,970,048
Fire	8,621,317	9,431,455	9,698,605	9,895,133	11,362,076	10,207,361	10,256,835	10,807,580
Other Public Safety	209,000	328,000	328,000	384,000	410,000	450,000	450,000	400,000
Public Works	1,947,902	1,706,574	1,707,228	1,775,122	1,279,769	1,229,414	1,465,574	1,224,076
Highways/Streets	2,144,082	2,375,206	1,997,997	2,191,349	2,067,501	2,089,364	2,238,078	2,160,686
Building/Plant	1,495,738	1,704,983	1,634,569	1,897,292	1,722,589	1,897,350	1,871,688	2,231,552
Transportation	501,997	806,651	685,569	639,480	1,450,126	276,520	266,008	279,645
Parks	1,454,748	1,632,565	1,881,765	1,704,624	1,602,957	1,623,315	1,698,391	1,710,114
Recreation	506,795	559,899	540,022	521,471	604,330	589,566	588,888	755,825
Athletics	468,452	726,290	961,997	890,679	584,853	929,017	995,072	996,280
Community Centers	679,392	663,746	838,292	895,970	853,175	884,206	858,358	949,363
Other Parks	1,164,642	1,524,621	1,343,912	1,384,195	1,337,604	1,400,927	1,431,192	1,438,156
Neighb. & Comm. Serv.	1,464,403	1,863,575	3,014,158	1,510,949	1,331,078	1,494,266	1,496,456	1,616,819
Community Services	2,374,763	2,808,257	2,963,096	900,093	600,760	258,338	311,304	278,550
Bonds	0	6,141	0	0	0	0	0	0
Intergovernmental	201,850	208,344	153,816	166,319	150,518	131,595	151,595	193,595
Contingency	0	0	0	0	0	500,000	5,607	250,000
Other Financing Uses	6,392,704	8,617,743	9,041,035	9,000,532	6,458,418	5,920,900	10,001,900	8,470,934
<b>Total:</b>	<b>\$45,675,529</b>	<b>\$52,100,854</b>	<b>\$55,142,856</b>	<b>\$51,792,060</b>	<b>\$49,218,642</b>	<b>\$47,884,727</b>	<b>\$51,773,122</b>	<b>\$52,522,377</b>

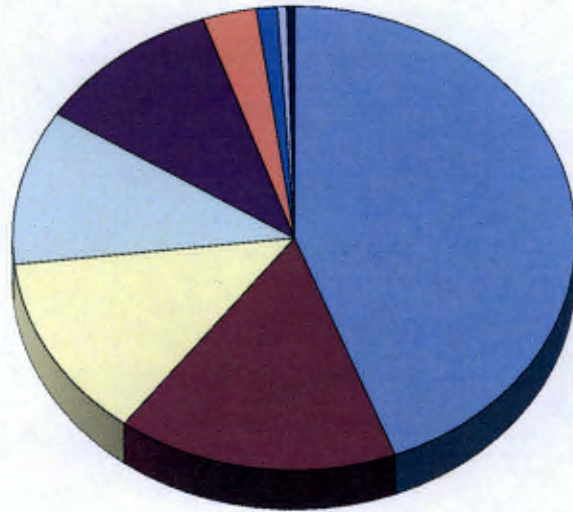




# FY 2012 Expenditures

## General Fund

- Public Safety
- Transfers Out
- General Government
- Parks and Recreation
- Public Works
- Planning and Development
- Community Services
- Intergovernmental
- Contingency



Public Safety	\$23,177,628	44%
Transfers Out	\$8,470,934	16%
General Government	\$6,789,154	13%
Parks and Recreation	\$5,689,363	11%
Public Works	\$5,616,314	11%
Planning and Development	\$1,616,819	3%
Community Services	\$632,520	1%
Intergovernmental	\$279,645	0.5%
Contingency	\$250,000	0.5%
<b>Total</b>	<b>\$52,522,377</b>	



**GENERAL FUND ONLY**  
**FY2011/2012 BUDGET AND ESTIMATED FUND BALANCES**

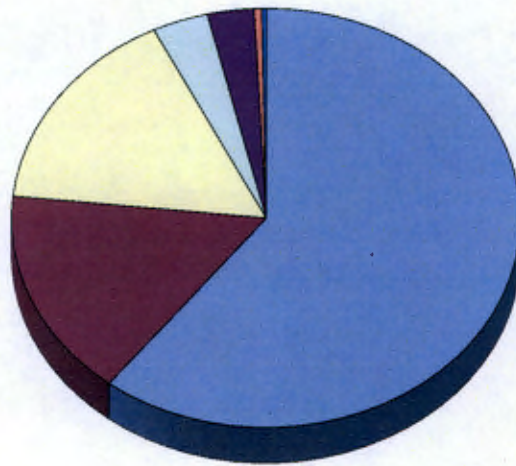
Line	Description	FY2011 Orig. Budget	FY2011 Adj. Budget	FY2011 Estimate	FY2012 Approved
	<b>Reserves Available:</b>				
1	Beginning Total Fund Balance (Estimated)	16,973,985		16,973,985	14,690,122
2	Minimum Reserve Retention (15% of Revenues, 20% eff FY12)	(7,153,357)		(7,153,357)	(10,142,000)
3	<b>Total Reserves Available for Current Year</b>	9,820,628		9,820,628	4,548,122
	<b>Resources In:</b>				
	<b>Revenues:</b>				
4	Property Taxes (vehicles, franch., in lieu of)	10,242,000	10,242,000	10,000,000	10,094,000
5	Other Taxes (ins. prem., franchise, & misc)	2,497,000	2,497,000	2,330,000	2,406,000
6	Occupational Fees	26,541,000	26,541,000	28,770,000	29,104,000
7	Service Enhancement Occupational Fees	6,431,000	6,431,000	6,750,000	6,920,000
8	Licenses & Permits (building, plan rev., electrical)	643,000	643,000	747,500	747,500
9	Intergovernmental Grants	102,000	291,472	260,000	102,000
10	Charges for Services (includes Cemetery)	495,500	495,500	510,000	522,500
11	Parks & Recreation	359,500	362,000	400,000	366,000
12	Miscellaneous	233,000	293,303	235,000	339,000
13	<b>Total Revenues</b>	47,544,000	47,796,275	50,002,500	50,601,000
	<b>Other Sources:</b>				
14	Transfer from Other Funds	100,000	100,000	100,000	109,000
15	Note/Bond/Lease Proceeds	-	-	-	-
16	<b>Total Other Sources</b>	100,000	100,000	100,000	109,000
17	<b>Total Resources In</b>	47,644,000	47,896,275	50,102,500	50,710,000
18	<b>Resources Available for Year (Lines 5+19)</b>	57,464,628	47,896,275	59,923,128	55,258,122
	<b>Resource Uses:</b>				
	<b>Expenditures:</b>				
19	Personnel Service Cost	29,872,636	30,454,050	29,838,024	30,910,377
20	FY11 Salary Adj. 1.8% -- FY12 COLA Plus	462,088		-	622,721
21	FY11 One-Time Paymnt to FT Emps -- FY12 STEP	250,000		-	270,873
22	Contractual (3000s)	7,620,785	8,736,697	8,738,287	7,821,612
23	Supplies (4000s)	1,406,251	1,633,838	1,628,248	1,505,980
24	Subsidies & Assistance (5000s)	1,801,827	1,903,730	1,903,730	1,858,765
25	Property & Fixed Assets (6000s)	20,640	276,174	276,174	41,365
26	Miscellaneous	254,600	17,661	391,000	254,650
27	Transfers Out	5,670,900	5,995,900	5,995,900	6,820,934
28	<b>Total Expenditures</b>	47,359,727	49,018,050	48,771,363	50,107,277
	<b>Other Uses:</b>				
29	Other one-time capital items	275,000			765,100
30	Parks property acquisitions		365,000	365,000	
31	800 Trunking Radio Improvement Fund		600,000	1,400,000	
32	Cash purchase of vehicles/equipment		200,000	500,000	50,000
33	Stormwater Program	250,000	650,000	650,000	500,000
34	Technology Fund		450,000	700,000	200,000
35	Road Construction Fund				500,000
36	Sidewalk Program	-	-	-	400,000
37	<b>Total Other Uses</b>	525,000	2,265,000	3,615,000	2,415,100
38	<b>Total Resource Uses (Line 30+37)</b>	47,884,727	51,283,050	52,386,363	52,522,377
39	<i>Use of Reserves (Line 19 - 38)</i>	(240,727)	(3,386,775)	(2,283,863)	(1,812,377)
40	<b>Estimated Ending Fund Balance (before designated reserves)</b>	16,733,258		14,690,122	12,877,745



# FY 2012 Expenditures

## General Fund by Type

- Personnel Services
- Transfers Out
- Contractual Services
- Subsidies and Assistance
- Supplies
- Other
- Property and Fixed Assets



Personnel Services	\$31,803,971	61%
Transfers Out	\$8,470,934	16%
Contractual Services	\$8,421,712	16%
Subsidies and Assistance	\$1,858,765	4%
Supplies	\$1,555,980	3%
Other	\$254,650	0.5%
Property and Fixed Assets	\$156,365	0.3%
<b>Total</b>	<b>\$52,522,377</b>	

# Appendix C

## Debt



# All Outstanding Debt Issues Plus Anticipated Issues

294663

1

Fiscal Year	General Fund	Fire Improvement	Job Development	WKU	ITA Fund	TIF Fund	CCC Enterprise	Golf Enterprise	Total Debt Service	Net Debt Service After Reimbursements
1999	24,140							109,980	134,120	
2000	48,247							425,898	474,145	
2001	48,201							425,494	473,695	
2002	48,153							432,508	480,661	
2003	48,103		569,600	1,538,500				431,200	2,587,403	
2004	55,737		1,279,700	1,538,500			131,056	495,893	3,500,886	
2005	1,267,509	89,847	1,303,425	1,538,500			573,961	533,226	5,306,468	
2006	1,266,743	146,515	1,489,285	1,538,500			661,712	541,936	5,644,692	
2007	1,395,109	153,969	1,442,384	1,668,500			643,612	534,162	5,837,736	
2008	2,650,524	150,676	1,448,107	1,818,500			724,712	543,626	7,336,145	
2009	2,799,810	1,129,279	1,718,114	1,968,000	1,430,826	920,173	704,172	531,198	11,201,573	
2010	3,007,347	1,536,607	1,947,660	2,124,500	1,214,853	1,610,538	682,422	524,246	12,648,172	
2011	3,003,346	1,322,023	1,510,936	1,406,053	2,671,066	1,610,138	758,612	137,131	12,419,305	9,677,719
2012	2,992,689	1,472,209	1,216,279	2,314,570	2,672,259	1,614,212	732,662	126,565	13,141,445	9,490,745
2013	2,999,252	1,464,126	1,215,471	2,389,433	2,655,580	1,612,588	803,852	130,043	13,270,345	9,553,123
2014	2,996,845	1,459,945	1,212,931	2,470,690	2,659,934	1,610,438	772,739	123,539	13,307,062	9,506,405
2015	2,997,520	1,387,858	1,212,573	2,555,980	2,659,670	1,612,762	839,586	128,491	13,394,440	9,508,625
2016	2,997,445	1,384,997	1,119,251	2,647,980	2,649,864	1,609,388	804,117	120,076	13,333,117	9,360,205
2017	2,878,870	1,321,410	1,055,410	2,743,605	2,650,154	1,612,388	763,652	117,133	13,142,621	9,073,939
2018	2,871,612	1,317,466	1,052,224	2,816,155	2,650,894	1,609,588	787,273	118,859	13,224,071	9,082,469
2019	2,846,945	1,205,417		2,894,805	2,646,838	1,614,512	784,245	118,953	12,111,713	7,893,490
2020	2,704,755	1,157,161		2,984,255	2,646,708	1,613,512		56,003	11,162,392	6,854,784
2021	2,143,784	493,626		3,068,205	2,640,141	1,611,012		56,240	10,013,008	5,624,732
2022	2,142,034	493,532		3,005,705	2,637,619	1,612,012		56,095	9,946,997	5,622,483
2023	2,140,222	497,332		2,807,330	2,628,976	1,611,262		56,021	9,741,143	5,619,325
2024	2,141,188	495,232		2,822,975	2,632,722	1,613,762		56,120	9,761,999	5,622,663
2025	1,038,391	497,456		2,833,475		1,614,262			5,983,584	3,150,109
2026	1,029,930	493,262		2,861,756		1,612,762			5,997,710	3,135,954
2027	938,163	493,376				1,614,262			3,045,801	3,045,801
2028	941,913	497,562				1,611,944			3,051,419	3,051,419
2029	931,925					1,612,776			2,544,701	2,544,701
2030	933,456					1,610,276			2,543,732	2,543,732
2031	928,606					1,610,638			2,539,244	2,539,244
2032	932,269					1,613,626			2,545,895	2,545,895
2033	929,338					1,614,000			2,543,338	2,543,338
2034						1,613,750			1,613,750	1,613,750
2035						1,610,500			1,610,500	1,610,500
2036						1,609,250			1,609,250	1,609,250
2037						1,609,750			1,609,750	1,609,750
2038						1,611,750			1,611,750	1,611,750
TOTAL	\$59,120,119	\$20,660,881	\$20,793,350	\$56,356,472	\$39,748,103	\$47,667,831	\$11,168,385	\$6,930,638	\$262,445,778	\$145,645,898

# Appendix D

## Personnel



**POSITIONS ALLOCATED BY DEPARTMENT**  
**FY2003 thru FY2012**

Department	FY2003		FY2004		FY2005		FY2006		FY2007		FY2008		FY2009		FY2010		FY2011		FY2012	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Legislative		5		5		5		5		5		5		5		5		5		5
City Manager (Exec.)	3		3		3		4		6		6		6		6		7	1	7	1
Citizen Info & Asst.	8		9	1	9	1	9	2	7	2	7	2	7	2	6	2				
Finance	19	8	21	7	21	7	19	5	18	5	18	6	18	6	18	6	18	5	18	5
Human Resources	5	6	6	4	6	4	6	5	6	5	6	5	6	4	6	3	6	4	6	4
Legal			2		2		2		2		2		2		2		2		2	
Information Tech	4	2	5	1	6		6		6		7		7		7		9		9	
Police	125	32	130	34	132	40	138	33	142	30	148	29	152	28	152	28	151	28	151	25
Fire	102		106		109		115		118		119		124		124		124		124	
Public Works	53	11	58	11	59	11	60	12	60	12	60	12	60	12	59	12	52		53	
Parks & Recreation	57	264	58	263	58	257	58	184	58	235	61	239	61	230	61	225	60	226	60	232
Neighb. & Comm. Serv.	21		23		22	1	23	1	26	1	26	1	22	2	22	2	22	1	23	1
<b>Subtotals</b>	<b>397</b>	<b>328</b>	<b>421</b>	<b>326</b>	<b>427</b>	<b>326</b>	<b>440</b>	<b>247</b>	<b>449</b>	<b>295</b>	<b>460</b>	<b>299</b>	<b>465</b>	<b>289</b>	<b>463</b>	<b>283</b>	<b>451</b>	<b>270</b>	<b>453</b>	<b>273</b>
<b>Totals</b>	<b>725</b>		<b>747</b>		<b>753</b>		<b>687</b>		<b>744</b>		<b>759</b>		<b>754</b>		<b>746</b>		<b>721</b>		<b>726</b>	

**NEW PERSONNEL POSITIONS ADDED  
FY2003 thru FY2012**

Department	FY2003		FY2004		FY2005		FY2006		FY2007		FY2008		FY2009		FY2010		FY2011		FY2012	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Legislative																				
City Manager (Exec.)							1*		1*											
Citizen Info & Asst.			1	1				1												
Finance			2								1									
Human Resources			1					1							1*					
Legal			2																	
Information Tech			1		1						1									
Police			4 + 1*	2	4	1	6	1	4		6		4							
Fire			4		3		6		3		1		5							
Public Works			5		1		1	1											1	
Parks & Recreation			1		1						3	1 + 3*				3*		1		10
Neighb. & Comm. Serv.	1*		2				1*		3				1*				*		2	
<b>Total</b>	<b>1</b>	<b>0</b>	<b>24</b>	<b>3</b>	<b>10</b>	<b>1</b>	<b>15</b>	<b>4</b>	<b>11</b>	<b>0</b>	<b>12</b>	<b>4</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>10</b>

\* mid-year addition



**RECOMMENDED RECLASSIFICATIONS AND UPGRADES  
FY2012**

<b>Department</b>	<b>Position No.</b>	<b>Current Position Title</b>	<b>Current Grade</b>	<b>Recommended Position Title</b>	<b>Recommended Grade</b>
Finance	14-016	Office Assistant I	70	Office Assistant II	71
	14-022	Business License Associate	113	Business License Inspector	116
Information Tech.	17-006	System Analyst	122	System Analyst Senior	125
Police	21-116	Evidence Technician	111	Property Custodian	113
Parks & Recreation	upgrade (4)	Custodian	105	Custodian	107
	41-009	Parks Maintenance Supervisor	116	Crew Supervisor I	117
Neighb. & Comm. Serv.	51-030	Neighborhood Action Coordinator	118	Neighborhood Services Coordinator	121
Legislative/City Manager	upgrade (1)	Assistant City Manager/City Clerk	DH1	Assistant City Manager/City Clerk	DH3

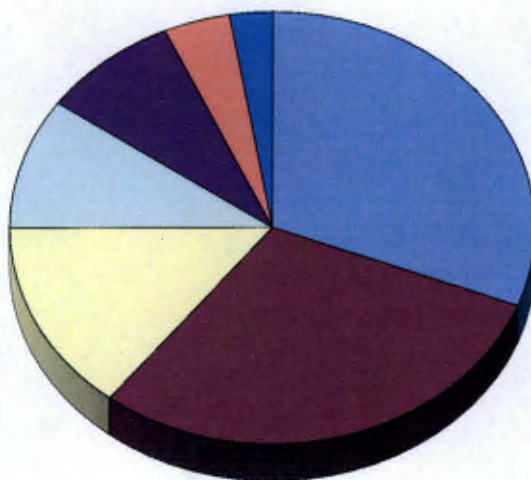
**Total Reclassifications**                      **6**                      **Applies to an individual whose duties changed.**

**Total Upgrades**                                      **5**                      **Applies to all positions with the same classification (title).**

# FY 2012 Personnel Service Expenditures

## All Funds by Department

■ Police  
 ■ Fire  
 ■ Parks and Recreation  
 ■ General Government  
 ■ Public Works  
 ■ Neighborhood & Comm.  
 Services  
 ■ Police/Fire Pension



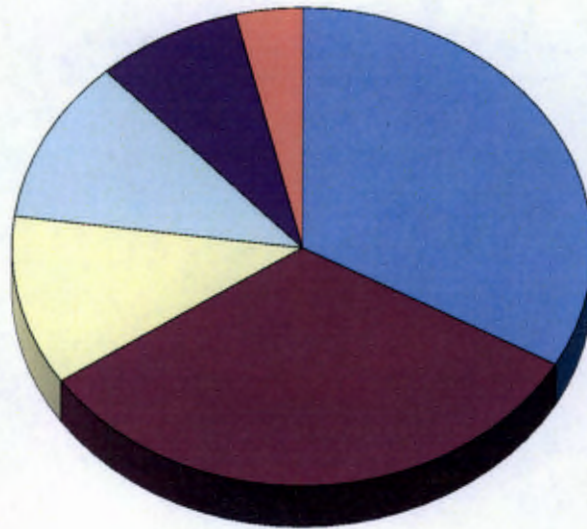
Police	\$11,190,112	31%
Fire	\$10,828,630	30%
Parks and Recreation	\$5,205,820	14%
General Government	\$3,560,244	10%
Public Works	\$3,086,961	8%
Neighborhood & Comm. Services	\$1,488,048	4%
Police/Fire Pension	\$975,000	3%
<b>Total</b>	<b>\$36,334,815</b>	



# FY 2012 Personnel Service Expenditures

## General Fund by Department

- Police
- Fire
- Parks and Recreation
- General Government
- Public Works
- Neighborhood & Comm. Services



Police	\$10,534,942	33%
Fire	\$10,317,526	32%
Parks and Recreation	\$3,672,745	12%
General Government	\$3,515,613	11%
Public Works	\$2,575,721	8%
Neighborhood & Comm. Services	\$1,187,424	4%
Total	\$31,803,971	

# Appendix E

## CIP



**CAPITAL IMPROVEMENT PROGRAM  
FUND ALLOCATION REPORT  
FY2012**

<b>PROJECT TITLE</b>	<b>GENERAL FUND</b>	<b>SPECIAL REVENUES</b>	<b>ENTERPRISE FUNDS</b>	<b>FINANCED PROJECTS</b>	<b>TOTAL</b>
<b>SLOAN CONVENTION CENTER</b>					
Door Hardware Replacement			80,000		80,000
Sound System Improvements			80,000		80,000
Table Replacement			44,000		44,000
Dance Floor Replacement			40,000		40,000
Pre-Function Furniture Replacement			30,000		30,000
<b>Total Convention Center:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$274,000</b>	<b>\$0</b>	<b>\$274,000</b>
<b>INFORMATION TECHNOLOGY</b>					
Cisco Switch Replacement & Related Equipment	150,000	220,000			370,000
Copier Replacement (Year 3)	50,000				50,000
<b>Total Information Technology:</b>	<b>\$200,000</b>	<b>\$220,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$420,000</b>
<b>POLICE</b>					
Construction Projects		80,000			80,000
<b>Total Police:</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$80,000</b>
<b>FIRE</b>					
Vehicle/Equipment Replacement		54,000			54,000
Headquarters SCBA Fill Station Replacement		40,000			40,000
<b>Total Fire:</b>	<b>\$0</b>	<b>\$94,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$94,000</b>
<b>PUBLIC WORKS</b>					
Street Resurfacing (Overlay Project) (Fund 221)		850,000			850,000
Sidewalk Reconstruction Program (Fund 221)		100,000			100,000
Stormwater Mitigation Program (Fund 324)	500,000				500,000
Smallhouse / Cave Mill Road Realignment (Fund 315)	500,000				500,000
Sidewalk Improvement Program (Fund 302)	400,000				400,000
Downtown Signal Expansion (Fund 222)		70,000			70,000
Traffic Signal/Fiber Optics Connection (221)		35,000			35,000
Operations Building Roof Replacement	130,000				130,000
City Hall Campus Facility Security Upgrades	100,000				100,000
City Hall Annex Roof Replacement	99,600				99,600
C.H. Annex Carpet Replacement & Finishes	55,500				55,500
<b>Total Public Works:</b>	<b>\$1,785,100</b>	<b>\$1,055,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,840,100</b>



PROJECT TITLE	GENERAL FUND	SPECIAL REVENUES	ENTERPRISE FUNDS	FINANCED PROJECTS	TOTAL
<b>PARKS &amp; RECREATION</b>					
Mower Equipment Replacement (Fund 301)	38,000				38,000
Lovers Lane Soccer Restroom/Office/Storage Facility	240,000				240,000
Fitness Equipment Replacement	165,000				165,000
Pedigo Park Major Field Lights & Renovation		90,900			90,900
Lampkin Cobb Ballfield	45,000	30,000			75,000
Parker-Bennett Court & Fence Improvements		35,500			35,500
Parker-Bennett Playground Improvements		42,500			42,500
Parker-Bennett Shelter		32,000			32,000
Parker-Bennett Community Center Improvements		25,000			25,000
Aquatic Center Storage Building			32,000		32,000
Golf Cart Replacement @ Nine-Hole Courses				214,500	214,500
Golf Cart Replacement @ CrossWinds				175,000	175,000
Paul Walker Greens Replacement	110,850				110,850
Golf Course Cart Path Improvements	100,000				100,000
CrossWinds Irrigation System Hook-Up			25,000		25,000
<b>Total Parks &amp; Recreation:</b>	<b>\$698,850</b>	<b>\$255,900</b>	<b>\$57,000</b>	<b>\$389,500</b>	<b>\$1,401,250</b>
<b>CAPITAL PROJECT SUBTOTAL</b>	<b>\$2,683,950</b>	<b>\$1,704,900</b>	<b>\$331,000</b>	<b>\$389,500</b>	<b>\$5,109,350</b>
<b>DEBT SERVICE</b>					
CrossWinds Pro Shop Lease 1993			58,800		58,800
Police Headquarters Refinancing Bonds 2002		566,700			566,700
WKU Athletic Facility Bonds 2002		2,314,600			2,314,600
Ladder 1 Replacement Lease Note 2003		76,500			76,500
Convention Center Bonds 2003			732,700		732,700
Depot Renovation Refinancing Lease 2004	82,700				82,700
GO Bond Issue - Series A 2004	943,000		56,000		999,000
GO Bond Issue - Series B 2004	158,000				158,000
14th Ave Re-Alignment/Lapsley Lane Reloc 2005	136,000				136,000
WC Water Dist Special Assmt - Industrial Park	11,500				11,500
WC Water Dist Special Assmt - Russellville Rd	47,500				47,500
GO Bond Issue - Series 2007 A	945,000				945,000
ITA Bond Issue - Series 2007 B & C	1,350,000	1,350,000			2,700,000
John Deere Tractor & Mower Lease			6,200		6,200
Pumper 4 / Quint 2 Financing 2008		126,000			126,000
Ballpark Bond Issue 2008 A	1,614,000				1,614,000
Fire Station Construction/Expansion Bonds 2008B		498,300			498,300
2009 GO Refunding Bonds	670,000	1,270,500			1,940,500
John Deere Greens Roller Lease			5,500		5,500
Fire Aerial & Pumper		151,000			151,000
<b>Total Debt Service:</b>	<b>\$5,957,700</b>	<b>\$6,353,600</b>	<b>\$859,200</b>	<b>\$0</b>	<b>\$13,170,500</b>
<b>GRAND TOTAL</b>	<b>\$8,641,650</b>	<b>\$8,058,500</b>	<b>\$1,190,200</b>	<b>\$389,500</b>	<b>\$18,279,850</b>



## **FY2012 CAPITAL IMPROVEMENT PROGRAM**

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

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

Work on development of the FY2012 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 recommended Capital Improvement Program, including all funds and debt service, is \$18,279,850. Excluding debt service, the proposed capital budget is \$5,109,350, \$2,683,950 of which is General Fund. Total debt service payments for FY2012 are budgeted at \$13,170,500 with \$5,957,700 coming from General Fund revenues, including the \$1.6 million for the Ballpark bond issue and \$1.35 million for the City's share of the ITA debt. The only new debt proposed for FY2012 is to finance new golf carts at the three golf courses (total of \$389,500; \$175,000 from the amended FY2011 capital budget for CrossWinds).

The size of the capital budget dropped 20-25% per year from FY2007 to FY2010. However, the proposed FY2012 CIP does represent a significant increase in project expenditures compared to the low mark two years ago. The following chart compares the total proposed capital budget with those adopted each of the last five fiscal years; debt service; General Fund projects excluding debt; and debt as a percentage of the CIP.

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

(in millions)



Replacement of several vehicles, trucks, smaller pieces of equipment, police cars and the municipal telephone system has been postponed, as well as some major facility improvements, at least two years due to limited revenues.

The following provides a brief description of all of the projects and equipment included in the proposed FY2012 Capital Improvement Program.

**SLOAN CONVENTION CENTER: \$274,000** (paid from Convention Center Enterprise Fund)

- **Door Hardware Replacement Project - \$80,000:** This project involves replacing the hardware on all doors in the Sloan Convention Center. The facility opened in 1995 and most of the hardware is original. Given heavy use of the building, hardware gets scratched, dented, and no longer looks attractive. Some hardware no longer works properly. There are approximately one hundred doors inside and out. All hardware will be replaced at the same time utilizing the same materials for a consistent look throughout the building.
- **Sound System Improvements - \$80,000:** This project is to evaluate issues with the sound system in the convention center. Specific problems have been reported regarding the quality of sound in some of the meeting rooms and ballrooms. Necessary improvement may require replacement of wiring as well as equipment replacement/improvement.
- **Table Replacement - \$44,000:** One hundred and twenty round tables each seating ten people will be replaced. Most of the large round tables were purchased with the opening of the building and are in poor to fair condition due to wear and tear from constant set up and removal.
- **Dance Floor Replacement - \$40,000:** Two portable 30 x 30 dance floors will be replaced. The existing floors are worn and uneven, and present a potential tripping hazard and liability risk. The desired floors will be cam locked, where parts lock into place and can not pop up.
- **Pre-Function Furniture Replacement - \$30,000:** This project will replace the sofas, chairs and tables located primarily in the side lobby area. That furniture was purchased in 2002. The proposed budget will allow for an increase in the number of pieces of furniture.

**INFORMATION TECHNOLOGY: \$420,000**

- **Cisco Switch Replacement & Related Equipment – \$370,000:** Funds will be used to maintain the City's computer system, replacing switches that ensure that the infrastructure can handle current and future data traffic loads. Also included in the project is a replacement of uninterrupted power source devices at most



locations. This will enable the switches to maintain power for a longer period of time to prevent damage in a power failure. Trading in old equipment will reduce the final cost. \$220,000 of the funds have already been set aside in the Technology Fund for equipment replacement.

- Copier Replacement (Year 3) - \$50,000: \$150,000 was initially requested to complete replacement of copiers that had not already been replaced in various departments over the past three years. There are approximately 25 copiers due for replacement. Scan functionality is a newer feature that improves office efficiency and is not available on the older copiers. \$50,000 has been budgeted to replace those most in need of replacement.

**POLICE: \$80,000** (paid from Police Improvement Fund)

- Construction Projects - \$80,000: Funds from the Police Department's special equipment fund will be used to fund minor building renovations to provide more confidential work spaces for investigators, a digital forensic lab, and evidence control. This project will improve the effective use of open space/potential work space and assist in the development of a stand-alone digital forensic lab suitable for forensic analysis of computer and smart phones associated with criminal investigations. Non-structural walls will segregate individual work spaces for investigators, providing improved privacy and minimizing work disruptions compared to the current "bullpen" configuration.

**FIRE: \$94,000** (paid from Fire Improvement Fund)

- Vehicle/Equipment Replacement - \$54,000: Car 3 and Car 9 will be replaced, each at a cost of \$27,000. They are both 2002 Chevy Blazers and are used by the chief training officer and an inspection officer. They have over 100,000 and 90,000 miles, respectively.
- Headquarters SCBA Fill Station Replacement - \$40,000: The Self-Contained Breathing Apparatus Fill Station at the Headquarters Fire Station will be replaced; some components are over 25 years old. The air system maintenance vendor has advised that the current system is beyond reliable repair. It has been out of service and should be replaced.

**PUBLIC WORKS: \$2,840,100**

- Street Resurfacing (Overlay Project) - \$850,000: This on-going program provides for resurfacing of streets according to priorities determined from the pavement management system. FY2012 funding will come from state Liquid Fuel Tax revenues. Using prices as of mid-May, assuming standard road conditions, and if no major road reconstruction or sidewalk/curb/gutter work is required, this budget will provide for approximately five miles of newly overlaid street.



- Sidewalk Reconstruction Program - \$100,000: This on-going program replaces existing sidewalks, curb and gutter. The primary focus is to replace existing sidewalks to improve trip hazards and ADA compliance. The department employs a corridor approach, improving entire blocks rather than individual locations. Funds will be allocated from Liquid Fuel Tax revenues.
- Stormwater Mitigation Program - \$500,000: Recent historic flooding in Bowling Green demonstrates the continued need to direct limited resources into the City's stormwater mitigation efforts. The FY2011 budget included \$250,000 and an additional \$400,000 allocated at the close of FY2010 to help address the most critical needs. The Public Works Department has identified at least sixty potential drainage improvement projects of varying size and scope throughout the city. This budget utilizes \$500,000 from fund balance to help address the backlog. Project prioritization is scheduled to occur in July. Projects could range from deepening an existing basin, to constructing a new retention basin from scratch, to any number of smaller projects. Costs depend greatly upon the conditions, such as rock, level of protection desired (75-year storm, 100-year storm), and market conditions for bids.
- Smallhouse Road/Cave Mill Road Realignment - \$500,000: A long-range transportation improvement goal is to realign the Smallhouse Road/Cave Mill Road intersection. A preliminary design was completed in 2009. \$500,000 has been budgeted using fund balance to provide final design and utility relocation, and assist with property acquisition. Funding for construction is not yet available.
- Sidewalk Improvement Program - \$400,000: After being placed in abeyance for two years due to budget constraints, the new sidewalk improvement program is proposed to be funded at \$400,000 using fund balance. This priority project was initiated in FY2008 utilizing under-spending and fund balance. Needs were prioritized and will take many years to complete utilizing existing revenue sources. This level of funding is projected to construct approximately 5,000 linear feet of new sidewalks.
- Downtown Signal Expansion - \$70,000: State funds will be used to continue the upgrade of traffic signals on Center and Chestnut streets, including signal and pedestrian pole replacement and pedestrian and loop detector installation. The appearance of the traffic signals will be similar to the other downtown signals replaced in 2008.
- Traffic Signal/Fiber Optics Connection - \$35,000: State funds will be used to connect fiber optics to the five City-maintained traffic signals without it. This work was completed for all signals in the downtown area in 2008. The fiber optics connection allows remote access to signals from a central location and thus quicker response time to traffic-related complaints. The signals are on Cave Mill Road (at Greenwood Mall, Chandler Drive, and Smallhouse Road); Smallhouse Road at Highland Way; and Normal Street at Regents Avenue.



- **Operations Building Roof Replacement - \$130,000:** The standing seam metal roof at the Public Works Operations Building at Lapsley Lane will be replaced. The roof on the older part of the building began developing leaks this past year. The project has been deferred since FY2007. Funding will come from fund balance as well as FY2012 General Fund revenues.
- **City Hall Campus Facility Security Upgrades - \$100,000:** Funds are being carried forward from FY2011 to provide security improvements in City Hall and the City Hall Annex, primarily to control access to non-public areas of the buildings. The City's senior management had tasked an employee Process Action Team (PAT) from several departments to review building security needs and provide recommendations, plans, and cost estimates to address these concerns.
- **City Hall Annex Roof Replacement - \$99,600:** The roof membrane material on the City Hall Annex has numerous deteriorated areas, and is a potential safety risk for inspectors or maintenance personnel who must be on the roof. A leak over the IT Department computer room could result in major cost for equipment loss. The roof has had to be patched to prevent leaks until the roof is replaced.
- **City Hall Annex Carpet Replacement & Finishes - \$55,500:** This project involves replacing the carpet in much of the City Hall Annex, interior and exterior painting, and replacement of vinyl wall covering. Carpet replacement has been deferred since FY2008. Some of the exterior paint is peeling, and interior painting/wall covering replacement has been deferred two years. The projects would be bid at the same time for the purpose of cost savings and to prevent getting paint on new carpet.

## **PARKS & RECREATION: \$1,401,250**

- **Mowing Equipment Replacement - \$38,000:** A 1994 tractor used by Park Maintenance and Athletics for mowing at Lampkin Park, and a mower used extensively at the cemeteries will be replaced at a total cost of \$38,000.
- **Lovers Lane Soccer Complex Restroom/Office/Storage Facility - \$240,000:** Up to \$240,000 will be spent to add a restroom building near the back of the complex, which will also provide storage and a soccer association office. The building will also provide limited retreat in bad weather and allow removal of unsightly porta-johns. The soccer program is the largest participant program in the city, accommodating 300 league teams and another 150 plus tournament teams, utilizing all facilities. SOKY Soccer has already initiated fund raising to assist with the cost and plans to raise \$25,000 over the next twelve months. Fund balance will be used for the City's portion of the project.

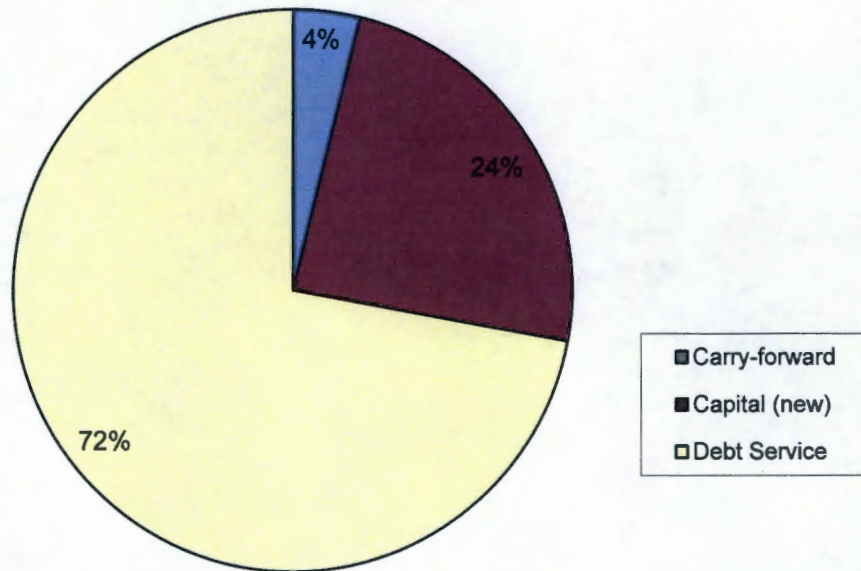


- Fitness Equipment Replacement - \$165,000: A total of 52 pieces of selectorized and cardio-vascular fitness equipment will be replaced at the Moxley fitness center. This expenditure will help maintain this reasonably-priced option for City residents to be healthy and fit. The selectorized equipment is eleven years old, and 85% of the cardio-vascular equipment (treadmills, bikes, ellipticals, cross trainers) is more than five years old.
- Pedigo Park Major Field Lights and Renovation - \$90,900: CDBG Year Five funding will be used to replace the Pedigo Park lighting system, fencing and gates, and implement other improvements to make the ballfield suitable for Little League-compliant tournament play. Netting will be installed to limit foul ball issues. The improvements will enhance recent renovation efforts at the park including new dugouts, fencing, and a concession/restroom/storage building.
- Lampkin Cobb Ballfield - \$75,000: General Fund (\$45,000) and Lampkin Trust Fund (\$30,000) monies will be used to renovate the Lampkin Park Cobb baseball field to a more practical and safe field surface including irrigation and warning track improvements, and renovation of the score box. The field is currently the 'home field' for the Bowling Green Junior High baseball team.
- Parker-Bennett Community Center - \$135,000: A total of \$135,000 is proposed to be invested in the Community Center utilizing CDBG Year Five carry-forward monies.
  - Court & Fence Improvements (\$35,500): The playing court will be repaired and upgraded for use for tennis, basketball, volleyball, and soccer/futsal. Lighting will provide for security and evening play. A fence with gate will address safety concerns.
  - Playground Improvements (\$42,500): The current playground is designed for 2-5 year olds, and is not suitable for older youths that attend the center. An additional playground will be built that is more suitable to school-age children.
  - Shelter (\$32,000): A new 20 x 24 open air shelter will be built on the open concrete space.
  - Community Center Improvements (\$25,000): Modest improvements will be made to the building, including ceiling tile replacement and building modifications to open up the programming space and improve supervisor monitoring of participants.
- Aquatic Center Storage Building - \$32,000: Aquatics fund revenues will be used to construct a 20 x 30 building to store chemicals near the back pump where most of the chemicals are used. Due to a lack of storage space, chemicals are stored in the front pump room, requiring staff to carry the chemicals to the back pump room for usage. This project will address a safety issue that has been documented since 2002.



- **Golf Cart Replacement - \$389,500:** The 2003 fleet of golf carts at the two nine-hole courses (\$214,500) and the 2004 fleet of carts at CrossWinds (\$175,000) will be replaced through lease purchase. The project for CrossWinds was approved in the FY2011 CIP using lease purchase. Normal life expectancy for a fleet of carts at an eighteen-hole facility is four to five years. Maintenance costs have increased and the carts are showing wear. A trade-in allowance will reduce the net cost. The purchases will be financed over five years using the approved \$1.00 increase in cart rental fee.
- **Paul Walker Greens Replacement - \$110,850:** The greens at Paul Walker Golf Course will be replaced using Bermuda grass. Rebuilding the greens and replacing the grass will result in closure of the course for several weeks, causing an estimated revenue loss of \$80,000. Part of the project cost is for maintenance equipment.
- **Golf Course Cart Path Improvements - \$100,000:** Cart paths at all three courses need to be overlaid. Six-foot wide paths will be widened to eight-foot (66% of the 48,856 linear feet of cart paths are six-foot). Some preparation and maintenance work would be performed in-house to save money. The most critical sections of cart path will be addressed with the funds available. Additional funding may be needed in FY2013 to complete the project for all three courses.
- **CrossWinds Irrigation System Hook-Up - \$25,000:** CrossWinds is irrigated using water drawn directly from Barren River. There are times the irrigation lake is dry or the pump station at the river is inoperative due to low river level or equipment malfunction/maintenance. A four-inch water line connection to BGMU water would provide a backup system to irrigate the greens to keep them alive until other water is available.

# FY 2012 Capital Budget - All Funds



Carry-forward	\$711,750
Capital (new)	\$4,397,600
Debt Service	<u>\$13,170,500</u>
Total	\$18,279,850

\* Capital and Debt Service total 19.7% of FY2012 All Funds Expenditures.



# Appendix F

## Agencies

## SUMMARY

### Agency Funding

City Created/Contract Agencies	FY 09/10 Actual	FY 10/11 Adopted	FY 11/12 Recommended	FY 11/12 Approved
BG/WC Drug Task Force	\$44,132	\$33,133	\$45,000	\$45,000
BG/WC Humane Society	\$81,178	\$81,595	\$81,595	\$81,595
BG/WC Regional Airport	\$50,270	\$50,530	\$53,155	\$53,155
BG/WC Welfare Center*	\$42,046	\$28,385	\$28,385	\$28,385
Capitol Arts Alliance, Inc	\$65,042	\$58,399	\$21,955	\$55,000
Central Region ICC	\$49,118	\$45,000	\$45,000	\$45,000
Community Action--Child Services**	\$71,472	\$18,500	\$24,125	\$24,125
Community Action--Transportation	\$206,615	\$206,615	\$206,615	\$206,615
Downtown Redevelopment Authority**	\$86,457	\$58,370	\$29,185	\$22,185
Economic Development Authority	\$119,734	\$130,266	\$125,000	\$125,000
Hobson House Commission	\$53,044	\$52,640	\$52,640	\$52,640
Human Rights Commission	\$60,395	\$59,935	\$59,935	\$59,935
Friends of L&N Depot--Depot Management	\$50,377	\$40,880	\$25,000	\$25,000
BG-WC Operation P.R.I.D.E.	\$24,629	\$24,440	\$24,440	\$24,440
Planning Commission Oper.	\$439,714	\$496,600	\$496,600	\$496,600
Planning Commission Historic Pres	\$46,215			
WC Regional Jail Inmate Mowing (Pride)	\$28,512	\$28,295	\$28,295	\$28,295
	<u>\$1,518,950</u>	<u>\$1,413,583</u>	<u>\$1,346,925</u>	<u>\$1,372,970</u>
United Way of Southern Kentucky***	<u>\$14,000</u>	<u>\$9,135</u>	<u>\$6,920</u>	<u>\$6,920</u>
Total	\$1,532,950	\$1,422,718	\$1,353,845	\$1,379,890

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

\*\* Final year of funding -- Plan to Phase Out per FY2011 Adopted Budget

\*\*\* United Way funding is based upon City employee pledges

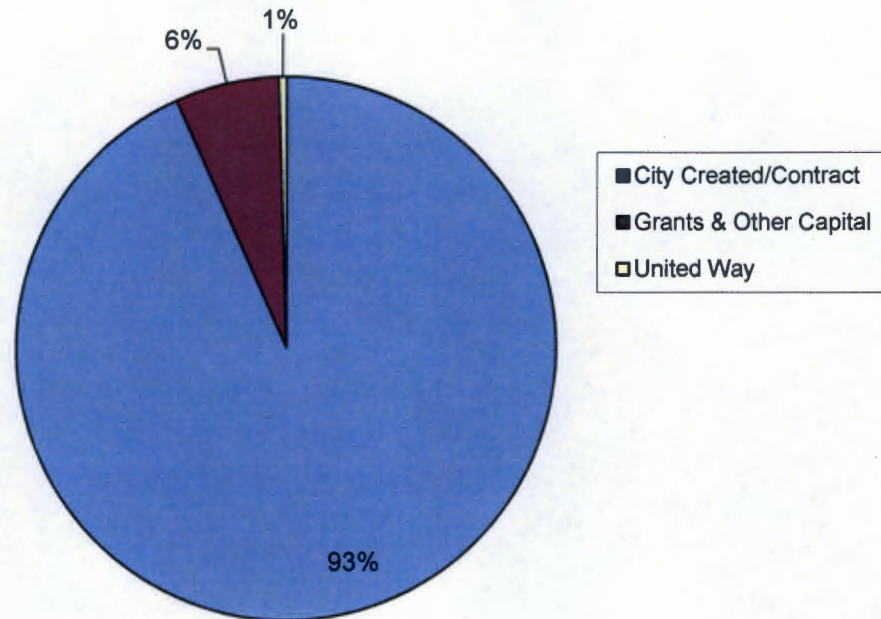
#### Other Agency Funding:

Human Society Capital Impr. Animal Shelter			\$0	\$62,000
Airport Grant Match	\$6,571	\$19,375	\$19,875	\$19,875
Emergency Mgmt Siren Replacement	\$10,000	\$10,000	\$10,000	\$10,000
Subtotal	<u>\$16,571</u>	<u>\$29,375</u>	<u>\$29,875</u>	<u>\$91,875</u>
Total General Fund	\$1,549,521	\$1,452,093	\$1,383,720	\$1,471,765

Agency funding totals approx. 2.8% of FY2012 General Fund Expenditures



# FY 2012 Agency Funding



City Created/Contract	\$1,372,970
Grants & Other Capital	\$91,875
United Way	\$6,920
	<hr/>
Total	\$1,471,765

# Department Summaries



## Department Summary

### Legislative

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
1111 Board of Commissioners	\$158,736	\$146,753	\$148,516
1112 Sister Cities Program	<u>\$816</u>	<u>\$2,885</u>	<u>\$3,015</u>
TOTAL:	\$159,552	\$149,638	\$151,531

**Department Summary**

**City Manager's Office**

	<b><u>FY 09/10 Actual</u></b>	<b><u>FY 10/11 Budget</u></b>	<b><u>FY 11/12 Approved</u></b>
1211 City Manager	\$235,810	\$239,317	\$270,408
1212 Budget Office	\$438	\$1,760	\$1,750
1213 Internal Auditor	\$152,642	\$160,997	\$169,534
1221 Asst. City Manager/City Clerk	\$184,871	\$202,502	\$217,498
1222 Purchasing Agent	\$73,680	\$83,276	\$86,281
1223 Public Information	<u>\$0</u>	<u>\$140,013</u>	<u>\$150,187</u>
TOTAL:	\$647,442	\$827,865	\$895,658



## Department Summary

### Citizen Information and Assistance

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
1303 CIA Administration	\$58,218	\$0	\$0
1313 Neighborhood Action Office	\$108,632	\$0	\$0
1322 City Central	\$115,386	\$0	\$0
1323 Public Information	<u>\$129,974</u>	<u>\$0</u>	<u>\$0</u>
TOTAL:	\$412,210	\$0	\$0

## Department Summary

### Finance

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
1411 Chief Financial Officer	\$226,009	\$252,303	\$212,923
1421 Treasury	\$262,120	\$292,917	\$276,934
1422 Licensing	\$282,540	\$289,061	\$318,808
1432 Accounting	\$497,546	\$516,053	\$541,280
1434 Payroll	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL:	\$1,268,216	\$1,350,334	\$1,349,945



## Department Summary

### Human Resources and Risk Management

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
1511 Personnel Management	\$295,136	\$446,880	\$454,029
1512 Employee Benefits & Wellness	\$3,915,506	\$4,566,265	\$4,981,183
1513 Risk Management	\$1,443,736	\$1,666,928	\$1,665,642
1514 Employee & Organizational Dev.	\$44,368	\$98,600	\$107,600
1515 Workforce Diversity	<u>\$11,118</u>	<u>\$13,000</u>	<u>\$12,450</u>
TOTAL:	\$5,709,865	\$6,791,673	\$7,220,904

## Department Summary

### Law

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
1611 City Attorney	\$147	\$0	\$0
1612 Legal Department	\$242,818	\$255,094	\$265,715
1621 Outside Legal Services	<u>\$1,956</u>	<u>\$25,000</u>	<u>\$25,000</u>
TOTAL:	\$244,922	\$280,094	\$290,715



**Department Summary**

**Information Technology**

	<b><u>FY 09/10 Actual</u></b>	<b><u>FY 10/11 Budget</u></b>	<b><u>FY 11/12 Approved</u></b>
1711 IT Operations	<u>\$1,708,019</u>	<u>\$1,929,898</u>	<u>\$1,998,504</u>
TOTAL:	\$1,708,019	\$1,929,898	\$1,998,504

## Department Summary

### Administrative Services

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
1911 Planning and Zoning	\$508,296	\$496,600	\$496,600
1912 BRADD	\$27,122	\$27,122	\$27,122
1921 Central Services	\$115,354	\$114,060	\$135,250
1924 PBX System	<u>\$183,145</u>	<u>\$154,650</u>	<u>\$154,650</u>
TOTAL:	\$833,916	\$792,432	\$813,622



## Department Summary

### Police

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
2111 Police Administration	\$1,088,100	\$1,096,280	\$1,208,419
2112 Central Services	\$49,791	\$66,680	\$67,130
2121 Professional Standards	\$551,353	\$760,834	\$564,309
2122 Central Records	\$251,216	\$260,541	\$279,914
2123 Communications	\$1,508,839	\$1,738,488	\$1,665,362
2124 Evidence & Property	\$109,689	\$111,761	\$118,402
2126 Crime Scene Processing	\$13,942	\$15,940	\$16,140
2131 Criminal Investigations	\$1,515,411	\$1,468,656	\$1,724,173
2132 Critical Response Team	\$8,723	\$9,824	\$15,424
2134 Special Operations	\$665,497	\$677,990	\$633,790
2136 Traffic & Patrol	\$6,667,891	\$6,590,264	\$6,783,700
2137 Special Traffic Enforcement	<u>\$108,328</u>	<u>\$84,432</u>	<u>\$86,835</u>
TOTAL:	\$12,538,780	\$12,881,690	\$13,163,598

## Department Summary

### Fire

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
2211 Fire Chief	\$964,567	\$901,813	\$1,048,617
2221 Fire Suppression	\$10,357,137	\$9,027,231	\$9,557,539
2231 Fire Prevention	\$442,692	\$434,692	\$473,087
2241 Fire Training	\$282,142	\$307,742	\$312,625
2251 Fire Repair Services	\$148,610	\$144,761	\$150,918
2252 Fire Stations/Buildings	<u>\$2,357,844</u>	<u>\$402,180</u>	<u>\$259,475</u>
TOTAL:	\$14,552,992	\$11,218,419	\$11,802,261



## Department Summary

### Other Public Safety

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
2921 Police/Fire Retirees	<u>\$1,396,603</u>	<u>\$1,458,500</u>	<u>\$1,395,500</u>
TOTAL:	\$1,396,603	\$1,458,500	\$1,395,500

## Department Summary

### Public Works

	<b>FY 09/10 Actual</b>	<b>FY 10/11 Budget</b>	<b>FY 11/12 Approved</b>
3111 Public Works Director	\$311,060	\$168,732	\$190,165
3112 Field Engineering	\$124,981	\$85,753	\$0
3113 Planning & Design	\$1,869,264	\$450,033	\$1,108,792
3115 Storm Water Management	<u>\$434,453</u>	<u>\$774,896</u>	<u>\$995,119</u>
TOTAL:	\$2,739,757	\$1,479,414	\$2,294,076



## Department Summary

### Operations

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
3311 General Supervision	\$186,254	\$216,825	\$221,842
3321 Weed & Alley Maintenance	\$194,435	\$186,254	\$194,154
3322 Brush, Leaf, Trash Removal	\$391,643	\$399,045	\$423,381
3323 Sweeping & Snow Removal	\$132,668	\$138,022	\$143,037
3331 Storm Drainage	\$345,047	\$346,318	\$363,575
3341 Street Maintenance & Overlay	\$888,779	\$864,523	\$903,665
3342 Sidewalk Construction/Reconstruction	\$1,271,453	\$505,396	\$868,045
3343 Street Traffic Control	\$337,430	\$333,901	\$416,878
3351 Provisional Services	<u>\$11,946</u>	<u>\$10,082</u>	<u>\$11,109</u>
TOTAL:	\$3,759,655	\$3,000,366	\$3,545,686

## Department Summary

### Fleet Management

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
3411 General Supervision	\$177,466	\$144,996	\$194,139
3412 Inventory Control	\$57,390	\$57,067	\$60,981
3421 Vehicle Maintenance	\$1,268,952	\$1,285,221	\$1,690,380
3423 Accident Repairs	<u>\$28,092</u>	<u>\$84,000</u>	<u>\$29,152</u>
TOTAL:	\$1,531,900	\$1,571,284	\$1,974,652



**Department Summary**

**Buildings and Plant**

	<b><u>FY 09/10 Actual</u></b>	<b><u>FY 10/11 Budget</u></b>	<b><u>FY 11/12 Approved</u></b>
3511 Custodial Services	\$146,809	\$153,369	\$153,369
3512 Facilities Maintenance	\$629,684	\$602,181	\$853,893
3521 Street Lighting	<u>\$1,035,466</u>	<u>\$1,141,800</u>	<u>\$1,224,290</u>
TOTAL:	\$1,811,960	\$1,897,350	\$2,231,552

## Department Summary

### Landfills

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
3611 General Supervision	\$0	\$0	\$0
3613 Maintenance & Monitoring	<u>\$66,539</u>	<u>\$123,159</u>	<u>\$93,472</u>
TOTAL:	\$66,539	\$123,159	\$93,472



## Department Summary

### Transportation

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
3711 Airport Board	\$78,820	\$69,905	\$73,030
3712 Public Transit	<u>\$2,466,781</u>	<u>\$1,558,315</u>	<u>\$1,183,615</u>
TOTAL:	\$2,545,601	\$1,628,220	\$1,256,645

## Department Summary

### Parks

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
4111 Parks Director	\$411,389	\$419,580	\$451,292
4121 Park Maintenance	<u>\$1,201,208</u>	<u>\$1,203,735</u>	<u>\$1,282,822</u>
TOTAL:	\$1,612,598	\$1,623,315	\$1,734,114



## Department Summary

### Recreation

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
4211 Playgrounds	\$97,538	\$24,990	\$24,990
4222 Preston Miller Pool	\$862,548	\$951,421	\$975,057
4223 Instructional Swimming	\$21,632	\$22,126	\$24,093
4231 Fitness	\$293,213	\$324,232	\$482,130
4241 Special Populations	<u>\$213,579</u>	<u>\$240,344</u>	<u>\$248,705</u>
TOTAL:	\$1,488,511	\$1,563,113	\$1,754,975

## Department Summary

### Athletics

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
4311 General Supervision	\$514,729	\$829,976	\$927,041
4322 Tennis	\$8,974	\$10,787	\$10,631
4323 Soccer	\$3,668	\$3,920	\$3,920
4324 Basketball	\$22,316	\$33,852	\$37,746
4325 Volleyball	\$32,977	\$48,032	\$14,492
4327 Disc Golf	<u>\$2,190</u>	<u>\$2,450</u>	<u>\$2,450</u>
TOTAL:	\$584,853	\$929,017	\$996,280



## Department Summary

### Community Centers

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
4411 Bowling Green Community Ctr.	\$250,717	\$251,906	\$257,394
4412 Parker Bennett Community Center	\$139,287	\$149,950	\$166,590
4413 Kummer/Little Community Ctr.	\$3,518	\$4,820	\$4,820
4421 Community Center Maint.	<u>\$459,654</u>	<u>\$477,530</u>	<u>\$520,559</u>
TOTAL:	\$853,175	\$884,206	\$949,363

## Department Summary

### Golf Courses

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
4511 Crosswinds Golf Course	\$945,625	\$653,113	\$633,100
4512 Paul Walker Golf Course	\$187,564	\$199,170	\$317,301
4513 The Golf Course At Riverview	\$245,231	\$275,785	\$389,214
4521 Crosswinds Maintenance	\$715,927	\$709,573	\$758,063
4522 Paul Walker Maintenance	\$252,171	\$243,816	\$237,711
4523 Course At Riverview Maintenance	<u>\$255,287</u>	<u>\$245,995</u>	<u>\$256,789</u>
TOTAL:	\$2,601,806	\$2,327,452	\$2,592,178



## Department Summary

### Other Parks

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
4611 Cemetery Administration	\$111,345	\$118,369	\$123,392
4612 Cemetery Maintenance	\$562,199	\$511,500	\$547,255
4621 Landscape	\$563,015	\$607,284	\$621,134
4622 Operation PRIDE	\$54,495	\$52,735	\$52,735
4631 Hobson House Commission	\$53,044	\$52,640	\$52,640
4641 Arts Commission	<u>\$65,042</u>	<u>\$58,399</u>	<u>\$55,000</u>
TOTAL:	\$1,409,139	\$1,400,927	\$1,452,156

## Department Summary

### Neighborhood & Community Services (formerly Housing & Community Development)

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
5111 Neighborhood & Comm. Serv. Admin.	\$700,904	\$219,793	\$193,954
5113 Neighborhood Actn/City Central	\$0	\$172,383	\$223,078
5121 Economic Development	\$488,019	\$175,266	\$171,665
5131 Housing Assistance	\$3,334,592	\$3,585,772	\$3,508,326
5141 Building & Inspection	\$570,111	\$532,339	\$598,218
5151 Code Enforcement	<u>\$442,298</u>	<u>\$496,714</u>	<u>\$501,904</u>
TOTAL:	\$5,535,923	\$5,182,267	\$5,197,145



## Department Summary

### Community Services

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
6111 Health Services	\$0	\$0	\$0
6121 Human Services	\$449,226	\$159,088	\$174,365
6131 Other Community Services	<u>\$151,534</u>	<u>\$99,250</u>	<u>\$104,185</u>
TOTAL:	\$600,760	\$258,338	\$278,550

## Department Summary

### Bonds

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
7102 2010 Aerial Platform & Pumper Lease	\$0	\$0	\$150,870
7104 2004 GO Bonds	\$1,102,538	\$1,106,000	\$1,102,500
7106 2002 Police Headquarters Bonds	\$570,176	\$563,900	\$566,700
7107 2007 GO Bonds	\$943,925	\$949,525	\$944,525
7111 2000 GO Bonds / 2009 Refinancing GO	\$1,452,757	\$1,490,750	\$1,493,555
7112 2002 WKU Bonds	\$2,124,388	\$2,274,500	\$2,314,570
7114 2004 Fire Platform Truck Note	\$77,079	\$77,800	\$76,300
7115 2004 Fleet & Equip Lease	\$136,058	\$0	\$0
7116 2003 KLC Refinancing Lease	\$362,070	\$88,900	\$0
7117 2001 Depot Lease	\$88,634	\$85,750	\$82,750
7118 2005 Fleet Lease	\$208,765	\$208,800	\$0
7122 2005 Fire Pumper Lease	\$305,037	\$0	\$0
7123 2005 14th Street/Lapsley Lease	\$135,763	\$135,770	\$135,925
7124 2007 Pumper & Quint	\$129,887	\$129,925	\$126,050

*continue on next page*



## Department Summary

### Bonds (continued)

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
7125 WCWD SC Industrial Park Bonds	\$12,768	\$12,685	\$11,535
7126 WCWD Russellville Road Loan	\$37,119	\$47,050	\$47,050
7127 2008 GO Bonds - Fire	\$494,813	\$496,775	\$498,500
7128 2007 GO Bonds - ITA	\$2,351,971	\$2,671,100	\$3,806,205
7129 2008 GO Bonds - Ballpark (TIF)	<u>\$1,610,538</u>	<u>\$1,610,150</u>	<u>\$1,614,500</u>
TOTAL:	\$12,144,282	\$11,949,380	\$12,971,535

## Department Summary

### Intergovernmental

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
8111 Conv. & Visitors Bureau/Conv. Ctr	\$993,980	\$1,496,462	\$1,269,746
8131 Humane Society	\$82,219	\$81,595	\$143,595
8142 Hartland/Corvette Tax District	<u>\$68,299</u>	<u>\$50,000</u>	<u>\$50,000</u>
TOTAL:	\$1,144,498	\$1,628,057	\$1,463,341



**Department Summary**

**Contingency**

	<b><u>FY 09/10 Actual</u></b>	<b><u>FY 10/11 Budget</u></b>	<b><u>FY 11/12 Approved</u></b>
8911 Contingency Allocation	<u>\$0</u>	<u>\$500,000</u>	<u>\$262,000</u>
TOTAL:	\$0	\$500,000	\$262,000

## Department Summary

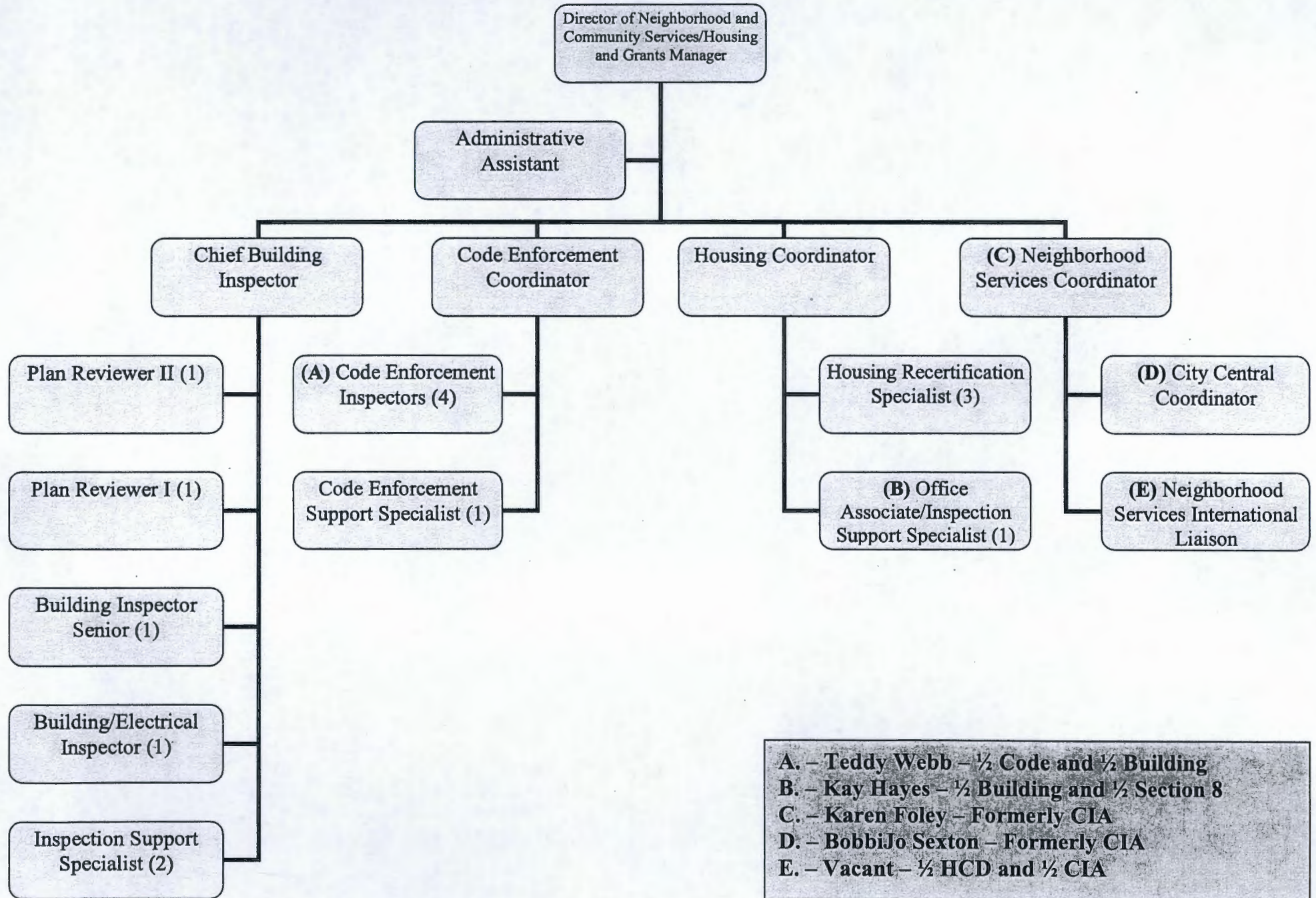
### Other Financing Uses

	<u>FY 09/10 Actual</u>	<u>FY 10/11 Budget</u>	<u>FY 11/12 Approved</u>
9111 Transfers Out General Fund	\$610,015	\$100,000	\$109,000
9121 Transfers Out Special Revenues	\$2,815,130	\$2,388,550	\$34,400
9131 Transfers Out Capital Projects	\$391,906	\$250,000	\$1,650,000
9141 Transfers Out Debt Service	\$11,866,599	\$11,949,380	\$8,186,890
9151 Transfers Out Enterprises	\$2,536,297	\$1,993,395	\$2,303,215
9161 Transfers Out Internals	<u>\$0</u>	<u>\$0</u>	<u>\$363,650</u>
TOTAL:	\$18,219,948	\$16,681,325	\$12,647,155



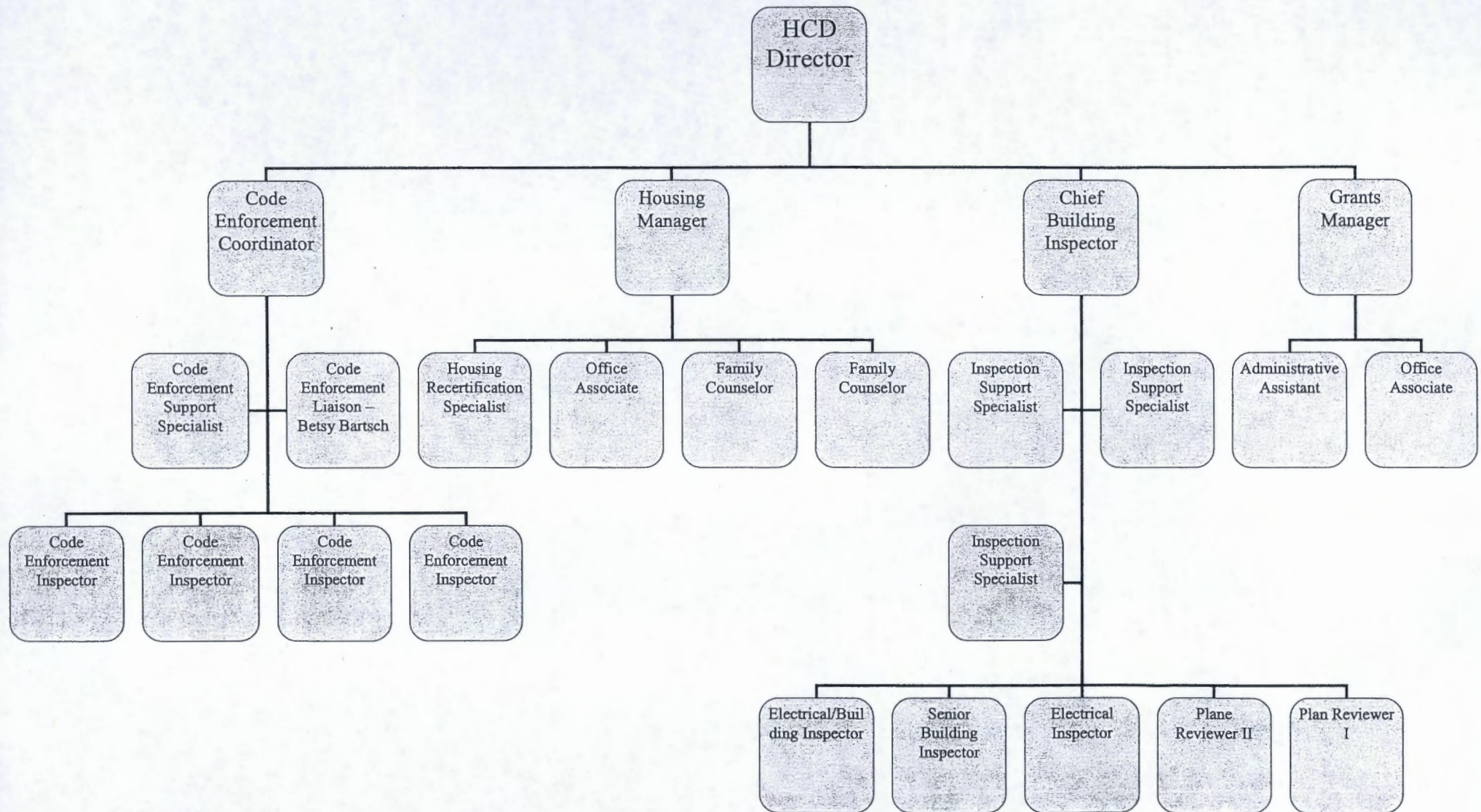
# Supplement 1

# Neighborhood and Community Services – Proposed Organizational Chart





## Housing and Community Development FY09



# Supplement 2



