

TOWN OF KERNERSVILLE



BUDGET FISCAL YEAR 2016-2017

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The Honorable Mayor and Board of Alderman
Town of Kernersville

Dear Mayor and Alderman:

As required by the Local Government Budget and Fiscal Control Act, as amended; enclosed you will find a balanced budget recommendation for all funds of the Town of Kernersville for the Fiscal Year 2016-2017. The public hearing date for the FY 16-17 budget has been set for June 7, 2016 and notice of submission of this budget to the Board of Aldermen will be published in accordance with all the requirements of G.S. 159-12; as well as other State and Federal requirements. A copy of this budget has been placed on file with the Town Clerk, and in the Paddison Memorial Library for public inspection.

BUDGET PREPARATION

Kernersville has been very fortunate over the last seven or eight years. Though times were very difficult and the Staff and Alderman were forced to make cuts and changes the Town ended up coming through the recession in good shape. We still managed to see some growth occurring and we were planning for future growth with the understanding that it may be several years before the efforts and plans paid off.

The outlook started getting better in FY14-15 and in FY15-16 things really began to improve. The revenues were beginning to increase again and the tax base was growing ever so slightly. This was an indication that the economy was improving throughout the state and in many of the different private sectors. The best indicator though was the building and growth that was taking place during these years, but was not yet on the property tax rolls.

When doing the budget for FY15-16 we realized that the following year (FY16-17) would most likely be the best year in some time for Kernersville. That assumption was correct. In preparing the budget for this year it is obvious that there has been a tremendous amount of growth in the tax base. Knowing that this much growth is not likely to occur again for many years we have recommended many large capital projects in this budget. If these projects are not implemented in the budget this year it may be many more years before they are because the growth in the tax base will not be there to support them.

FY 2016-2017 Budget Highlights

I. REVENUE

The revenues for FY16-17 are estimated to be \$44,809,549 (**See Exhibit A**). This is an increase from the \$28,006,514 that was approved in FY15-16. However, this large increase is due entirely to the large capital infrastructure projects that are in the budget. The new accounting procedures adopted several years ago require us to show the full

cost of the project as both an expense and a revenue (if we do a loan for it). Without these large projects the revenue would be approximately \$30 million. There are slight revenue increases projected in most every category for FY16-17. The biggest increases are in Ad Valorem Taxes and Unrestricted Intergovernmental Revenues.

Ad Valorem Taxes

The largest revenue source for the Town is Ad Valorem Taxes (property taxes), which are derived from the tax base of the Town. In the early 2000's the tax base grew about 5-8% a year. However, in about 2008 this growth rate dropped to about 3-4% and then declined even further in 2010-2011. The growth in the tax base remained low for several more years, but in FY15-16 we actually saw a good increase.

The growth in the tax base for FY16-17 is projected to be the largest in quite some time. We are projecting this growth to be about 6.2% for this fiscal year. This is mainly due to the new VA Clinic, the apartments on Macy Grove Road, and the two new buildings in Triad Business Park. The tax base for FY16-17 is projected to increase to \$2,690,744,337 which is up from the \$2.523 billion in FY15-16. With all of this growth the Ad Valorem Taxes are projected to be \$13,234,545 for FY16-17. This is up from \$12,480,855 that was approved in FY15-16.

Unrestricted Governmental Revenue

The Unrestricted Governmental Revenues source is the second largest revenue source for the Town. These are revenues that are collected by the State on our behalf and then passed through to us. The revenues that make up this category are the ABC Tax, Sales and Use Tax, Telecom Sales Tax, Utility Franchise Tax, Video Programming Tax, Rental Vehicle Tax and the Solid Waste Disposal Tax. The largest revenue source in this category is the Sales and Use Tax, as it accounts for more than half of the revenue generated by the category.

Sales and Use Tax

This revenue source increased steadily from 1998-2007, seeing increases ranging from 4-15%. From 2007 to 2010 the revenues either decreased or remained flat. Beginning in FY11-12 we observed a slight annual increase in the Sales and Use Tax revenues. The revenues have increased between 2-3.5% since then.

This year we are recommending a 7% increase in the Sales and Use Tax revenues. This is about the same percentage that was recommended last year, and we are projecting the actual amount collected for FY15-16 to be even greater than what we initially budgeted. The increase for FY16-17 is in line with what the NCLM recommends for us to forecast. We have used their forecasts for the last several years and they have been very accurate. We think this year will prove to be the same.

Like last year, there are still ongoing discussions taking place at the NC General Assembly about the tax code and the distribution of the Sales and Use Tax. However, we feel slightly more confident that any changes will not have a negative impact on Kernersville. It appears now that the legislators have studied the situation from many different perspectives and are trying to make create a distribution method that will have the least amount of impact on all municipalities. In all of the newer proposals Kernersville does not suffer a loss of Sales and Use Tax revenue. If this continues to hold true Kernersville should be ok in the future from the Sales and Use Tax standpoint.

Utility Franchise Tax

The Town experienced about a 40% increase in this revenue source in FY15-16 (compared to approved FY14-15). While we are projecting a significant increase for FY16-17 it will not be 40%. The NCLM has indicated that the Town can expect about a 19% increase in this revenue source and we have budgeted accordingly. This year we are forecasting this source to produce \$1,505,749 in revenue for the Town.

Functionally Related Revenue

Rent from Town Property

The Town currently collects rent on the following properties: the Communications Tower at Public Services, tower land leases, the Library, the Recycling Center, Allegacy Federal Credit Union, the Chamber of Commerce building and the buildings on South Main Street (115-141S.Main). These properties are a good source of revenue for the Town and they increase slightly every year.

For FY16-17 we are projecting the amount of rent on Town property to be \$493,067. This is a slight increase from last year. This is a good source of revenue and it is equal to slightly more than 2 cents on the tax rate. Though the Town definitely does not need to be in the rental business, the Town is fortunate that it can generate revenues off the investments it has made for the future. All of the buildings that the Town owns are generating enough rent to pay for themselves and still produce positive income. Currently we have leases in place that will extend through this year for all of the properties.

We do anticipate losing the rent from the library in the near future. Currently the County pays the Town \$88,911 per year in rent. When the County vacates the building the decision will need to be made as to what to do with the building and whether or not the Board wishes to replace the income that it generates. We also anticipate losing about \$32,000 year in rent from one of our tower leases. We have been notified by one of our lessees that they will not renew their lease at the end of the year. There may be a possibility to lease their space on the tower to someone else but we will have to wait and see what the options are.

Building Inspection Fees

With the increase in growth we are forecasting an increase in inspection fees. For FY15-16 we are projecting collecting \$339,950 in inspection fees. This is more than the approved amount of \$320,000 for FY15-16. We anticipate this number staying above the \$300,000 for the next few years as we continue to see growth and development occur in the town.

Yard Waste Cart Fee

This fee was implemented in FY11-12 as a way to offset the expenses involved with collecting the yard waste carts. A study was conducted that found about 2300 households in Kernersville (about 1/3) actually utilized the yard waste carts. However, all of the households were paying for the pick-up and disposal of the yard waste because it was part of the operating budget and there was no separate fee for this service. Based on this the Board of Alderman decided to implement the fee so that only those folks who used the service were paying for it. The fee was based on what it cost to provide the service for one year to each household that uses the service.

After further study, we are recommending eliminating the fee. The citizens were told when the fee was implemented that we would analyze it every year and reduce it or eliminate it when possible. The number of uses has declined and the cost of providing the service has declined. Therefore, we feel like this is a good time to eliminate the fee.

Unassigned Fund Balance

The Unrestricted General Fund is broken out into several categories. The Unassigned Fund Balance portion should be used as a “rainy day” fund and to cover expenses that occur mid-year that are not budgeted at the beginning of the year. The Town has always been conservative in its appropriation of the Unassigned Fund Balance and thus has maintained a healthy Fund Balance throughout the years.

The Town usually appropriates money from the Unassigned Fund Balance to balance the budget. It varies from year to year as to whether or not the money is actually spent. Some years the full amount appropriated is spent, some years more is spent, and some years there is less spent than what is appropriated.

Exhibit B shows the amount of Unassigned Fund Balance for the last several years and how it has increased/decreased over the years (**See Exhibit B**). The exhibit shows that there was a large amount of savings at the end of FY14-15 and the Unassigned Fund Balance increased by about \$1.17 million. However, this is not completely accurate. Most of this was money that was already budgeted in FY14-15 but was not spent during the fiscal year. Therefore, it will be carried over and spent in FY15-16. This means that in FY15-16 the Unassigned Fund Balance will decrease by the amount that was carried over plus the amount that was originally appropriated and any new expenses that were

incurred. The Unassigned Fund Balance at the end of FY15-16 will likely be below \$7 million.

The amount that is being recommended this year for appropriation is actually to cover the two fire engines that were budgeted and ordered in FY15-16. Neither of these will arrive by the end of the fiscal year and thus the money will go back into the Unassigned Fund Balance and it will need to be encumbered and carried into FY16-17. The \$537,035 represents the full amount of one of the trucks (payment already in budget) and the first payment on the other truck. There is no other amount being recommended for appropriation.

II. EXPENSES

The Town of Kernersville is a full service community, which means that we provide a full array of services to the citizens. The Town currently has ten departments that provide services to the citizens: Governing Body, Administration, Fire/Rescue, Police, Public Services, Parks & Recreation, Community Development, Human Resources, Finance, and Information Systems. Through these departments the Town offers services to the citizens and businesses ranging from permits and inspections to four full time Fire/Rescue stations. Other than Winston-Salem we are the only municipality in Forsyth County that offers a full range of services. This wide offering of services is what makes our tax rate higher than municipalities like Clemmons, Lewisville, Walkertown, Rural Hall and Tobaccoville. None of these offer all of the services offered by Kernersville.

The cost of the services provided by all these departments makes up the expenses of the Town. All of the services that the citizens enjoy are provided by one of these departments. These departments also provide many services that some citizens may never use.

The three largest departments are Police, Public Services and Fire/Rescue, in that order. Together they account for about 75% of the entire operating budget. These three departments also account for more than 75% of the employees of the Town. Exhibit C shows the General Fund expenditures by department (**See Exhibit C**).

Operating Expenses

The expenses of the Town basically fall into two categories: Operating Expenses and Capital Expenses. The Operating Expenses are mainly made up of two categories: personnel related and operating/maintenance related. Both of these are necessary to perform the daily operations of the Town. This is usually the largest portion of the budget.

Personnel Related Operating Expenses

The employees are the Town's greatest asset as they provide the manpower for the services that all citizens enjoy. The Town has always operated with a smaller staff

than many surrounding municipalities. In FY10-11 the Town experienced a reduction in force and repeated this in FY's 11-13. During this time the force was reduced nearly 10%. However, we were aware that some of the positions would be needed in the future when the growth returned and the economy strengthened.

Last year we added six new positions to the workforce with the budget. Another four positions were added in Parks and Recreation shortly after the fiscal year started. These new positions really helped the Town get back to the staffing levels necessary to provide adequate services in all areas.

Though there are several positions that are needed we are only recommending two positions. One of these is already a position but it is currently part-time and we are recommending making it full-time. This is the part-time athletic coordinator in Parks and Recreation. The position currently works 1430 hours and we are recommending making it a full-time position (2080 hours). With the increase in activities in Parks and Recreation it is essential that we have this position full-time. The department is at a tremendous loss when this position is not filled and the activities decline. It is anticipated that with this position working full-time the activities, participation and revenues will increase.

We are also recommending a new Police Officer position. This position will serve as a security officer for Town Hall. They will be located in the lobby as you enter the front of the building and will provide security for the staff and visitors at Town Hall. All visitors will be required to stop and check-in with the officer before entering the building. It is unfortunate that we need this position but with today's society it is essential. We have many people in the building on a daily basis and we do not know the intentions of a lot of them. They can enter the building and go anywhere they like and this does cause a safety issue. There have been many meetings between Human Resources, PD, Town Manager and the Town Attorney to discuss the security of Town Hall and the liabilities involved. It was determined that providing a security officer was a good first step. This will give everyone a better sense of security while they are in the building and will make them safer.

Benefits and Salaries

The employees are the most critical part of the Town operations. Our employees constantly go above and beyond the call of duty when providing services to the citizens. Their dedication to the Town and their job shows in everything they do. For this reason, it is important that we offer competitive wages and benefits so that we can retain them. We are always in competition with other municipalities and employers in the private sector to attract and retain good employees. As the economy continues to improve and jobs become more available we will experience an increase in turnover. We have noticed this starting to occur already. There has been an increase in turnover due to employees taking jobs elsewhere for more pay and better benefits. However, we lose very few employees to other municipalities because our pay and benefits are competitive. The Town employees have always taken pride in their work and they have always done what

was asked and more. The Town constantly receives compliments on its workforce and they always make the Town look good.

COLA and Merit Increases/401K Contribution

This year we are recommending a 2% Merit increase for all employees that meet the standards. This will be the first time in three years that we have given a merit increase. We feel that it is important to do this because it recognizes the employees that are doing a good job and those that are going above and beyond the job description. This is an important tool in helping to retain our employees.

We are also recommending to continue the 401K Contribution. This year we are recommending that the contribution remain at 1%. While this is significantly lower than what it was prior to FY08-09 it is still a contribution and will help the employees with their retirement. This is another important tool in help to retain our employees because this is a benefit offered by most of our competitors.

Health Insurance

The benefit package that the Town offers is competitive with other municipalities around us. The Town offers insurance coverage to the employee and the employee's family. For many years the employee did not have to pay for any of their coverage but they did pay a percentage of the dependent coverage. This changed in FY11-12 when the employees began paying for a portion of their insurance along with any dependent coverage expense.

Beginning in FY14-15 the employees started contributing even more toward the premiums. They began paying \$40/\$55/\$70 monthly for employee only coverage. The amount they paid depended on their participation level in the wellness program. For all other coverages (employee/spouse, employee/children, employee/family) the Town paid 50% of the premium and the employee paid 50% of the premium. This resulted in significant increases in the amount the employees had to pay, but it was necessary to keep the cost of the Town's portion under control and reasonable.

This year we will experience the largest percentage increase we have had in a while. When we started negotiations the premium increase was projected to be 33%. After working with the insurance company and changing the plan significantly we ended up at an increase of about 8%. This will affect the cost of the premiums to employees and the Town. We are recommending a \$5 increase in employee only coverage and other increases ranging from \$15-40 month for dependent coverage. Employees will still be able to participate in the wellness programs and receive discounts on their insurance. We have increased the amount of the discounts this year because we are trying to encourage even more participation in the wellness program. This year the discounts are \$40, making the rates employees pay \$25/\$65/\$105.

Health insurance is an area that is ever changing. We always anticipate it increasing every year. The Town has been fortunate that over the past few years we

have experienced minimal increases when compared to other municipalities and private sector companies. We will continue to work to keep these costs low.

Salary Study/Developmental Pay

Developmental Pay adjustments and the salary study were started in 2000. This pay plan is derived from the average salary range for like jobs in other municipalities our size. Developmental pay is designed so that an employee will be at the mid-point of the salary range within five years of being hired. An employee will receive pay adjustments each year if necessary to help move the salary closer to the mid-point.

Under the salary study we review 1/3 of the workforce every year and make adjustments to the salary grades as necessary. This is designed to make sure that the Town's salaries remain competitive with others. Through the salary study we make pay grade adjustments for employees and we also make pay adjustments for their positions. This helps retain the employees that are above mid-point or maximum for their respective pay grade. This program has been very successful so far and has given the Town a competitive pay plan for most positions. This year the Police Department was on the rotation to be studied. We also did a study of the CDL drivers in Public Services. The study recommended an increase in pay for the non-sworn position in the Police Dept and for the position of Sargent and Lieutenant. It did not recommend an increase for any position below Sargent because we are currently at 103% of market. It also recommended an increase in the pay rate for CDL drivers because we are low on that and have difficulty hiring qualified drivers.

The salary study and developmental pay plan have decreased the amount of turnover for the Town and helped improve employee morale. Therefore, we are recommending no changes to this process. Also, it is not possible to eliminate developmental pay for just one year because of the way the plan is structured. If it is eliminated this year then only the departments that are currently being studied will be impacted. To be fair to all employees, developmental pay would have to be eliminated for three years so that all Town employees are treated equally. This would then put us about three years behind in the adjustment of the pay scale and would cause our salaries to be out of line with other municipalities. This would result in having a tremendous increase all at once in order to bring our salaries in line with where they need to be. This is something that Greensboro and Winston-Salem have experienced the last couple of years.

The benefits of our plan can be seen by looking at the problems other municipalities are now experiencing with their workforce. Several of the municipalities around Kernersville have been forced to spend a lot of money at once to bring their salaries to competitive levels. Otherwise, they will lose their employees and have a difficult time replacing them. Kernersville is fortunate that we do not have this problem. The ongoing salary study every year prevents this and it allows us to continue attracting good employees.

Operating/Maintenance Related Operating Expenses

The staff has done an excellent job of holding the line on operating/maintenance expenses for the last several years. During this time the increase in these expenses has ranged from 3-5%. This is a typical increase because of the increases that we have no control over, such as power, water/sewer, gas, supplies, etc. These areas increase every year by 2% or more and there is nothing we can do about it. We also experience an increase most every year in our outside professional services.

Capital Expenses

Capital Expenses primarily consist of capital equipment purchases and infrastructure improvements. While this is a large expense these items are usually purchased on an installment purchase plan and financed over a four-year period or longer. This negates the need for a large one-time payment.

Equipment

The Town has a five-year Capital Improvement Plan in place that projects the equipment that should be replaced each fiscal year. This plan takes into account the age of the equipment, the useful life of the equipment and the maintenance and repair expenses associated with a piece of equipment as it gets older. The Town strives to replace equipment before it becomes totally worn out. The Town did fall behind in equipment replacement and upgrades because of the struggling economy and tight budgets several years ago. Fortunately, the Town has made big strides in replacing equipment the last couple of years and our fleet is now much better.

There are several new pieces of equipment recommended in this year's budget. The equipment being recommended for replacement is either beyond its useful life, is mandated to be replaced, or is equipment we need to do the jobs more effectively and efficiently. The pieces of Capital Equipment discussed in the following sections will be purchased using the installment purchase method. Exhibit D shows the recommended Capital Equipment Purchases for FY16-17 and the justifications for each (**See Exhibit D**).

Fire Rescue Equipment

This year we are recommending only one new piece of equipment in the Fire/Rescue Department. We are recommending the purchase of a new vehicle for the Fire Marshall's office. This would be a replacement vehicle for a vehicle that is currently being used. This would complete the replacement of the vehicles for the Fire Prevention Division.

Police Equipment

The Town has a program in place to replace vehicles in the Police Department every year. The number of vehicles replaced varies from five vehicles to as many as ten. The average life cycle for a vehicle in the Police Department is about eight to nine years

and 110,000 miles. These vehicles are at the end of their useful life cycle by the time they are replaced.

This year we are recommending replacing seven patrol vehicles. Last year we purchased SUV's instead of cars because of the interior room and anticipated value at the end of their service. We are recommending purchasing SUV's again this year for the patrol vehicles.

We are also recommending updating the security system at Town Hall this year. This will include replacing the current cameras and adding new cameras in other locations and updating the locking system that is used on the doors. This actually benefits all of the departments at Town Hall but it is being purchased through the Police Department.

We are also recommending purchasing twenty (20) in-car radios this year. We have purchased 20 each year for the last two years and the purchase this year will complete what we need for all vehicles. These radios have proven to work better than the hand held radios and they are easier to use when in the car.

Parks and Recreation Vehicles/Equipment

There is no equipment being recommended this year for Parks and Recreation. We are recommending a fence for the maintenance building. There is a lot of materials and supplies and some equipment stored on the outside around the building and we currently do not have a good way to keep citizens out of this area after hours. A fence will allow us to keep citizens from going into this area on the weekends and after hours. It will also help screen the building and everything around it.

Public Services Equipment- Street Division

We are recommending the purchase of a snow plow kit for the new swap body truck. This will give us another unit to use for snow events. This will help clear the streets sooner during the snow events. We are also recommending a new mower to replace the old mower that is currently being used.

Public Services Equipment- Stormwater Division

There are several new pieces of equipment recommended for the Stormwater Division in FY16-17. The two main ones are a swap body truck and a rear loader. The swap body truck will primarily be used to perform tasks related to the good housekeeping portion of the Stormwater program. It will be used for leaf collection, road cleaning, debris collection and other similar tasks. All of the attachments being recommended will be used on this truck to perform the various associated task. All of this equipment will be paid for using Stormwater funds and therefore it will not impact the General Fund operating budget.

Community Development- Inspections Division

This year we are recommending the purchase of a new software package for the Inspections Division. This new software will allow our inspectors to spend most of their time out in the field and will eliminate the need for them to come back to the office for inspections tickets and requests. Currently contractors and homeowners must call to both schedule inspections and get results. For larger projects this could end up being hundreds of interactions. With the new software the contractors/homeowners will have the ability to schedule an inspection and review the results online at their convenience. They will also be able to pay for their permits online. Inspectors will also be able to input their inspection results from the field, saving them trips back to the office. This new software will reduce the turnaround time of inspections and will make the division operate more efficiently and effectively. This will greatly benefit the contractors, homeowners and Town staff. Contractors have been asking for years when we were going to make the current process better and more like what surrounding municipalities use and this is the first step in doing this. We are recommending a small technology fee to be added onto every inspection to help offset the cost of this software. This fee will allow us to recover a substantial portion of the cost.

Information Systems

This year we are recommending replacing the internal Wi-Fi infrastructure at Town Hall. The Town depends on the Wi-Fi for many things. It is used by the PD for uploading vehicle evidence to the server, used by the Assistant DA on court days, used by the Alderman during meetings and it is used by everyone for any laptop or tablet connection. The current system is six years old and the security certificate is now out of date, meaning that the current controller cannot be upgraded. The controller is also obsolete and is no longer supported by the manufacturer. Also, our access points can only run the slower technology and not the new technology. Therefore, we are recommending replacing the internal Wi-Fi controller and access points. We will also be adding nine new access points that will help the citizens and staff.

Capital Infrastructure Expenses/Improvements

The most expensive items that a Town faces are usually the improvements to infrastructure or the construction of new infrastructure. The Town has a lot of infrastructure to maintain and repair on an evolving basis. Most of these major improvements have been delayed for the last five years because of the slow economy. However, with a substantial increase in tax base and revenue this year we feel that there is an opportunity to do several major infrastructure projects. Two of these projects are new facilities. These facilities have been needed for many years but there has not been an opportunity to build them. This may very well be the only opportunity for the foreseeable future to do any of these projects. Exhibit E gives a summary of the recommended Capital Infrastructure Projects for FY16-17 (**See Exhibit E**).

Public Services Facility

We are recommending the construction of a new Public Works Facility. This facility was planned and designed over ten years ago and has been in waiting since that time.

The original design has been revised recently so that the building will meet the current and future needs.

The current facility is old and does not accommodate all of the Public Services personnel. The new facility will be big enough to accommodate all employees and it will also have facilities for the crews to use. This facility will also have an area in the basement that could serve as a back-up 911 center in the future.

Fire/Rescue Station 42

Station 42 is currently located on South Park Drive in South Park Industrial Park. This station is essentially an office/warehouse combination building. The Town moved into this building in the mid to late 1970's and it was to be a temporary location and station. Almost forty years later it is still being used as a fire station. The building never was really suited to be a fire station and as the needs have changed over the years its usefulness has declined even more. While the station can still be used it really doesn't meet and serve the needs of the Fire/Rescue personnel that occupy the station. Also, the location of the station has become a bigger hindrance than in previous years. There is a lot of traffic, especially truck traffic, in this area all day. This delays an already critical response time.

We are recommending that a new, modern station be built in the vicinity of Highway 66. We are hopeful that we can build the station large enough to accommodate some of the administration that are currently housed at Station 41. The new station and location will provide a much quicker and safer response to all calls. It will also provide our employees with a station that is actually a station and not an office converted into a station. This will allow for a much better training, meeting and working environment.

Police Department 911 Communication System

As everyone knows, technology is ever changing. The Town purchased its current 911 communication system about 15 years ago. Like most technology, that system is out of date and no longer serviced by Motorola. This is forcing us to upgrade our current communication to a new system. This system will be the new P25 system and will utilize the latest technology available.

Without this upgrade we are just waiting for something to happen and hoping that it doesn't. If our current system breaks our communication in PD would be severely impacted for an unknown time because there are no readily available parts for the system. This is the reason we need to replace the system as soon as we can. This problem is not unique to Kernersville. All municipalities that perform dispatch will have to upgrade to the current technology if they wish to continue dispatching calls.

Town Hall Paving

The public parking lots around Town Hall are used heavily on a daily basis. They are used by visitors and employees at Town Hall, Library visitors, Senior Center visitors, Chamber of Commerce visitors, business owners and their customers. These parking lots have not been paved in over 25 years. The wear and tear on them is becoming worse

every year. There are several places where the asphalt has started to come up. Patching these places will only be a temporary fix and will not last long.

For these reasons we are recommending paving the lots on the east and west side of Town Hall and the lots behind the Town owned buildings on S.Main Street. As stated earlier, all of these lots are heavily used and if we do not do something now it will only cost more to do the repair in the future.

Renovations to Bathrooms and Picnic Shelter

In FY15-16 shelters two and three were renovated at Fourth of July Park. This year we are recommending renovating shelter one. Like the other two shelters, this one is about 20 years old. It is in pretty bad shape and needs to be renovated. This is the last shelter in the park so upon completion we will have all new shelters at Fourth of July Park.

We are also recommending renovating the bathrooms at Harmon Park. These bathrooms are the original ones built in the park and they are in poor shape. We get a lot of complaints on them from the citizens and regardless of what we do to them they still look bad. We will renovate them and make them slightly bigger and use more modern materials and furnishings so that they are not only more appealing but more efficient.

Change in Service

As is the case every year, all services offered by the Town are periodically evaluated to determine if they can be offered in a way that is more beneficial to the citizens and the organization. Several service changes have occurred the last several years as a result of this analysis.

This year we are recommending only one service change. The Town currently picks up hand piles every week. We are recommending changing this to a quarterly pick-up. We feel that by not charging an annual fee for the yard waste carts we will see more people start to use the carts and thus decrease the need for weekly hand pile pick-up. We still want to offer the service but reducing the frequency will help reduce the cost of providing the service.

While it is not an actual change in service, we are recommending changing the yard cart service fee. For the last several years there has been an annual fee of \$60 for the yard waste carts. We are recommending eliminating that fee this year.

III. Financial Position of the Town

The Town has always strived to maintain a strong financial position. Previous Boards worked hard to ensure that the Town is not burdened with heavy long-term debt and low cash reserves. Because of these continued efforts, the Unassigned Fund Balance of the Unrestricted General Fund has always been strong and the debt load fairly low for many years. There are several indicators used to measure the financial position

of municipalities, six of which are highlighted below. Exhibit F shows these indicators and the trend since 2008. The most recent indicators are based on FY14-15 information (**See Exhibit F**).

Service Obligation

The service obligation of a town measures whether or not a government can pay for its annual operations through using its annual revenues. This measurement is done using an operations ratio, which is total revenues divided by total expenditures. Kernersville's operations ratio for FY14-15 was 103%. This means that we collected more than we actually spent. This occurred because of the items that were not purchased in FY14-15 and carried over to FY15-16, thus making our expenses lower.

Dependency

The indicator of dependency shows the extent to which a local government relies on other governments (i.e. Federal, State) for resources. Dependency is analyzed using the intergovernmental ratio, which is intergovernmental revenue divided by total revenue. This takes into account the unrestricted government revenue sources and some Town grants. If a municipality is heavily dependent upon other governments for resources, it may be hit very hard if funding agencies face difficult economic times and lower or eliminate financial support.

The intergovernmental ratio for the Town for FY14-15 was 33%, meaning that 33% of our total revenue comes from other government resources.

Because of the uncertainty of funding from other government sources, a low ratio is preferred. An example of this is the Sales Tax Hold Harmless revenue. This is a large revenue source for the Town and we rely heavily on it. If the State reduces it our budget is negatively impacted. This has been a concern for the last three years, and is a major reason to reduce our dependency. The more dependent we are on other government resources the larger the potential shortfall may be in the future. We will continue to monitor this ratio and if it increases significantly we will alert the Board of Alderman.

Financing Obligation

The financing obligation of a Town is the amount of Town expenditures committed to annual debt service. This indicator is measured by the debt service ratio of the Town, which is debt service divided by total expenditures. For the Town this consists mainly of the installment purchase payments for the yearly capital purchases and also the long-term debt related to infrastructure projects.

The debt service ratio for the Town has ranged from 8% to 11% over the last eight years. The highest of these was FY08-09 at 11% and the lowest was FY05-06 at 8%. The variance is mainly dependent upon the amount of equipment purchased that year. The debt service ratio decreased to 9% in FY10-11 and remained at 9% through FY12-13. In FY13-14 it dropped to 8%. For FY14-15 it remained at 8%. The bond rating agencies have cited a benchmark of no more than 20% for a local government. We are well within their requirements.

Liquidity

The liquidity measures the Town's ability to meet its short-term obligations and is determined by using a quick ratio, which is cash and investments divided by current liabilities. The Town's quick ratio is currently 8.98, which is a little higher than last year. This is due to the fact that we retired some short-term debt and didn't take on an equal amount in FY14-15. The Town is in excellent shape as far as our liquidity is concerned. The Town is in a good position to meet all of its short-term obligations.

Solvency

The solvency is a measure of the Town's ability to meet long-term obligations and is calculated by determining the amount of fund balance available as a percentage of expenditures. When doing this calculation, the entire General Fund is used in the calculations, not just the Unassigned portion of the General Fund. Over the last eight years the Town's solvency has ranged from a low of 26% in FY05-06 to a high of almost 43% in FY12-13, which is very good considering the recent economic downturn. Our solvency percentage for FY13-14 was 32.53%. It increased to 36.73% for FY14-15.

The Local Government Commission requires the available fund balance to be at least 8%; however, they prefer that the Town is within the range of its peer municipalities, which is between 30-35%. In doing this calculation, only the Unassigned portion of the General Fund is used. The Town is currently at about 26%, which is well above the 8% and within range of our peer group.

Leverage

The Town's leverage measures the extent to which we rely on tax-supported debt and it is calculated by dividing the tax-supported, long-term debt by the assessed value. From FY09-10 - FY12-13, the leverage has ranged from 20-23%. The leverage in FY12-13 was 23%. It decreased just slightly to 22% for FY13-14. It rose just slightly to 24% FY14-15.

Overall the Town is strong financially. We are well within the benchmarks that are set by the State and the bond rating agencies. We will continue to monitor our position on an ongoing basis and recommend any changes to the Board of Alderman.

IV. RECOMMENDATION FOR FY 16-17

In order to meet the needs of the citizens and continue providing the high quality services they deserve and desire, we are recommending a tax rate of **57.00 cents per \$100 valuation for FY16-17**. Exhibit G shows the Town's tax rate from 1995-2015 (**See Exhibit G**).

The recommendation of a 57 cent tax rate allows the Town to keep the services the same while doing several major infrastructure projects. These projects (Fire/Rescue Department, Public Services Building, 911 System) are badly needed by the Town. They

have been on the CIP for many years but we have not been able to build them for one reason or another. As mentioned earlier, the Town had a significant increase in the tax base and tax revenue this year. It is not likely that we will see this much increase in one year at any time in the near future. We need to take advantage of this opportunity in FY16-17 and do these projects. Without this significant increase in the tax base it would require a tax increase of more than 4 cents to do the infrastructure projects. If we wait the cost of construction will only increase and the tax increase that is needed will only increase.

The average home value in Kernersville is about \$145,000. An increase of 2.75 cents will cost the average homeowner \$39.84 cents more per year. That is less than \$4 per month. The owner of a \$200,000 home will pay \$55 more per year, or about \$4.60 per month. While this is an increase the citizens did see a decrease in their monthly bills this year because of a new rate implemented by the Board of Alderman. The Board lowered the rate multiplier for sewer in late 2015. This lowered the sewer bill for the average homeowner by about \$26 per month (if they have sewer). This equates to about \$312 per year. For the owner of a \$145,000 home this is equal to a 20 cent tax decrease. For the owner of a \$200,000 this is equal to a 15 cent tax decrease. These reductions are significantly more than a 2.75 cent tax increase.

We feel that this tax increase is more than justified. All of these improvements will help the Town provide better services to the citizens now and in the future. These departments provide most of the services that are used by the citizens on a daily basis. Two of these improvements are directly related to life and safety. It is very difficult to measure the value of these solely in dollar terms. The citizens want to be as safe as possible and they expect the Board of Alderman to provide the departments responsible for this with the necessary equipment and infrastructure. The recommendation of the new Fire/Rescue Station and the communication system does this.

Compared to other services and amenities that they may pay for, the citizens are definitely getting a great value for their tax dollars. An analysis was conducted three years ago that compared other average monthly expenses to an average monthly tax bill. This comparison was based on the median priced home in Kernersville. That analysis is updated every year so that we can see what the citizens are getting for their tax dollars in comparison to other services they pay for. The comparison with updated data for FY16-17 is reflected in Exhibit H. The data again reflects that the citizens are actually getting a lot of services for their tax dollars. The taxes that citizens pay monthly is actually less than all of the other services they may use on a monthly basis. The taxes they pay provide them with multiple services compared to just the single service they get when paying the other monthly bills (**See Exhibit H**).

The Board of Alderman has done and continues to do an excellent job planning for the future growth of Kernersville. Kernersville has remained competitive in the marketplace by keeping a low tax rate while providing high quality services. Kernersville has attracted and continues to attract residents and businesses. We are seeing growth in both of these areas and we expect to this trend continue. A lot of this growth and

expansion occurred at a difficult time, but it occurred because of the atmosphere that Kernersville offers. It is critical that Kernersville continues to remain competitive. The tax rate being proposed for FY16-17 allows Kernersville to remain competitive in attracting and retaining new citizens and business both now and in the future, while providing high-quality services that the citizens enjoy and deserve.

Even at a rate of 57 cents Kernersville will still have one of the lowest, if not the lowest, tax rate in the Triad among the full service municipalities. There are several municipalities in the Triad that are lower but none of these provide all of the services that Kernersville provides. Exhibit I shows the tax rate of surrounding municipalities (**See Exhibit I**).

V. FUTURE CONCERNS

Beginning in FY09-10, this section was included in the Budget Message to inform the Board of Alderman of concerns regarding future Town budgets. Many of the past concerns have been addressed and they are no longer a major concern. However, some of them still remain.

For the last three years the biggest concern has been the revenues of the Town. While this is still a concern it is not as pressing as it has been. We experienced significant growth for FY16-17 in the tax base and that has provided some much needed revenue. We also have a better idea about the status of the Sales and Use Tax revenue. However, this revenue is controlled by the State and is subject to change at any time. This could be unfavorable for Kernersville or it could be positive. We will continue to monitor this and notify the Board if we see any significant changes.

Another big concern is the health insurance situation and Obamacare. We anticipate the cost of health insurance to continue increasing. This year the Town was hit with a large increase. We were able to change several things about the plan and keep the increase to a manageable level. However, that may not always be the case. We anticipate that there will be significant changes to the plan in the future and also to the cost of the plan. As mentioned the previous two years, the Town has been told that by 2018 the cost of providing health care through an outside provider may be too much for the Town to bear. If this is the case, the Town will have to look at alternative ways to provide health care for the employees. We are not sure what this coverage will cost or what the plan will look like but we are planning for it to be different in many ways. We will continue to work to provide good coverage to the employees for the best price possible and will make necessary adjustments in the future.

While we are recommending several new pieces of equipment this year and four major infrastructure improvements there are many more things on the list to be done. The Board of Alderman was presented with a list of items to be considered for bond referendum in February 2016. The total cost of everything on that list was about \$80 million. These items will have to be done at some time in the future. We are hopeful that by doing the recommended projects this year we will be able to phase in the other projects

at a later date and have a minimal impact on the tax rate. It is still very probable that a bond referendum or another tax increase will be needed at some point to do other large projects.

Another concern that we have is the continued appropriation of the Unassigned Fund Balance of the General Fund to either help balance the budget or purchase items that were not budgeted for initially. As mentioned earlier in another section, it appears as though the Unassigned Fund Balance increased \$1.2 million in FY14-15. But again, this is not accurate. This increase occurred because there were many items that were not purchased that were budgeted for in FY14-15. The money for these items was carried over to FY15-16 and will be purchased in FY15-16. In addition to that there have been large expenses made in FY15-16 that were not budgeted for. Taking all of that into account, the Unassigned Fund Balance will most likely be less than \$7 million at the end of FY15-16. This still leaves our percentage of Unassigned Fund Balance well above our policy of 20% but we need to be aware of the amount coming out of this account. Fortunately, in FY16-17 the only appropriation being recommended is money that will be carried over from FY15-16 for two fire trucks.

Kernersville is continuing to prosper and move forward. We have faced some difficult years but we feel like things are starting to turn around. We are hopeful that the growth will continue for many years. We are looking forward to another good year in FY16-17.

Respectfully submitted,



Curtis L. Swisher
Town Manager

On June 28th, 2016 the Board of Alderman adopted the budget with the following changes to the draft budget that was presented on June 7th, 2016. These changes are reflected in the Board Approved column of the final budget.

Expenses:

Increased the Administration Dept to \$333,688 to reflect a salary increase for the Town Manager.

Increased the Police Department expenditures to \$10,799,576 to reflect the implementation of the Pay Study for PO I, PO II's, Sergeants and Lieutenants.

Decreased the Community Development Department- Permit and Enforcement Division expenditures to \$441,679 to reflect the elimination of the Permitting Software.

Decreased the overall expenditures to \$44,630,873 to reflect the above mentioned changes.

Revenues:

Decreased the loan for installment purchases line item to \$15,561,500 to reflect the elimination of the Permitting Software.

Decreased the Fund Balance Appropriated to \$527,009 to reflect a change in appropriation.

Decreased the overall General Fund Revenues to \$44,630,873 to reflect the above mentioned changes.

EXHIBIT A
GENERAL FUND REVENUES BY TYPE
FISCAL YEAR 2016-17

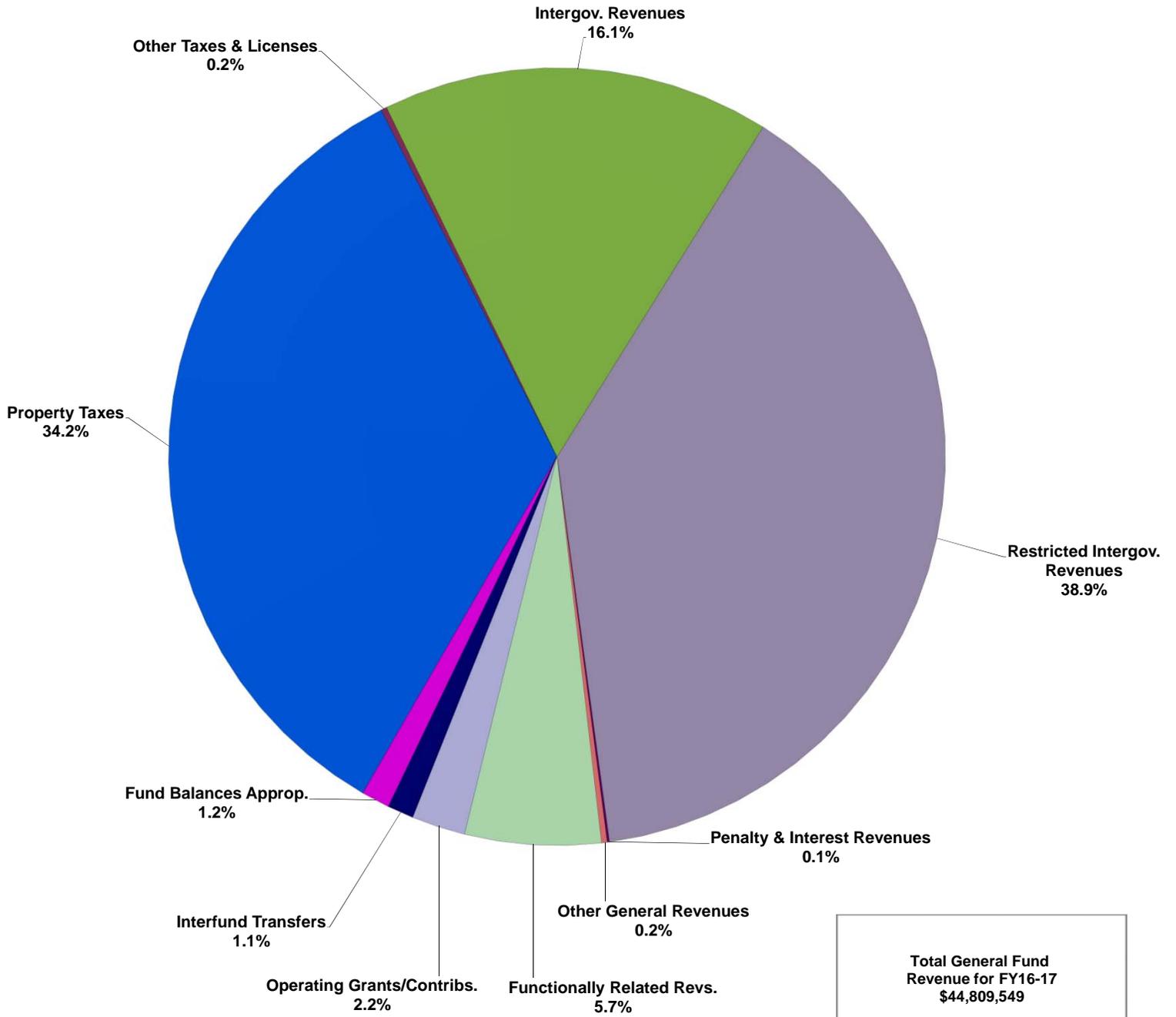


EXHIBIT B

TOWN OF KERNERSVILLE, NORTH CAROLINA FUND BALANCES, GOVERNMENTAL FUNDS Last Ten Fiscal Years (modified accrual basis of accounting)

	Fiscal Year									
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
General Fund										
Reserved	\$ 2,514,747	\$ 1,782,385	\$ 1,843,203	\$ 1,685,444	\$ 1,745,510	N/A	N/A	N/A	N/A	N/A
Unreserved	5,094,836	5,859,677	8,032,164	7,711,465	7,214,136	N/A	N/A	N/A	N/A	N/A
Non-spendable	N/A	N/A	N/A	N/A	N/A	\$ 22,917	\$ 14,490	\$ 16,479	\$ 222,957	\$ 5,250
Restricted	N/A	N/A	N/A	N/A	N/A	1,588,285	2,939,846	2,171,712	2,043,075	2,227,084
Committed	N/A	N/A	N/A	N/A	N/A	147,933	625,097	1,120,723	821,040	684,526
Assigned	N/A	N/A	N/A	N/A	N/A	302,337	500,654	397,654	226,126	253,144
Unassigned	N/A	N/A	N/A	N/A	N/A	7,034,981	5,619,305	7,733,398	7,178,931	8,348,194
Total general fund	7,609,583	7,642,062	9,875,367	9,396,909	8,959,646	9,096,453	9,699,392	11,439,966	10,492,129	11,518,198
All other governmental funds										
Reserved	628,635	36,154	38,724	219,342	144,729	N/A	N/A	N/A	N/A	N/A
Unreserved, reported in:										
Special revenue funds	1,540,238	1,067,588	666,922	639,156	342,578	N/A	N/A	N/A	N/A	N/A
Capital projects funds	2,677,188	3,811,937	4,222,041	2,723,237	2,190,716	N/A	N/A	N/A	N/A	N/A
Restricted	N/A	N/A	N/A	N/A	N/A	429,216	200,460	258,598	362,304	385,268
Committed	N/A	N/A	N/A	N/A	N/A	1,766,051	798,805	719,729	658,824	651,339
Assigned	N/A	N/A	N/A	N/A	N/A	119,429	338,229	277,892	-	-
Total all other governmental funds	4,846,061	4,915,679	4,927,687	3,581,735	2,678,023	2,314,696	1,337,494	1,256,219	1,021,128	1,036,607
Total fund balance	\$ 12,455,644	\$ 12,557,741	\$ 14,803,054	\$ 12,978,644	\$ 11,637,669	\$ 11,411,149	\$ 11,036,886	\$ 12,696,185	\$ 11,513,257	\$ 12,554,805

N/A - Not applicable prior to and subsequent to the implementation of GASB Statement No. 54.

Source: Balance Sheet - Governmental Funds (Exhibit 3 in Basic Financial Statements)

EXHIBIT C

GENERAL FUND EXPENDITURES BY FUNCTION FISCAL YEAR 2016-17

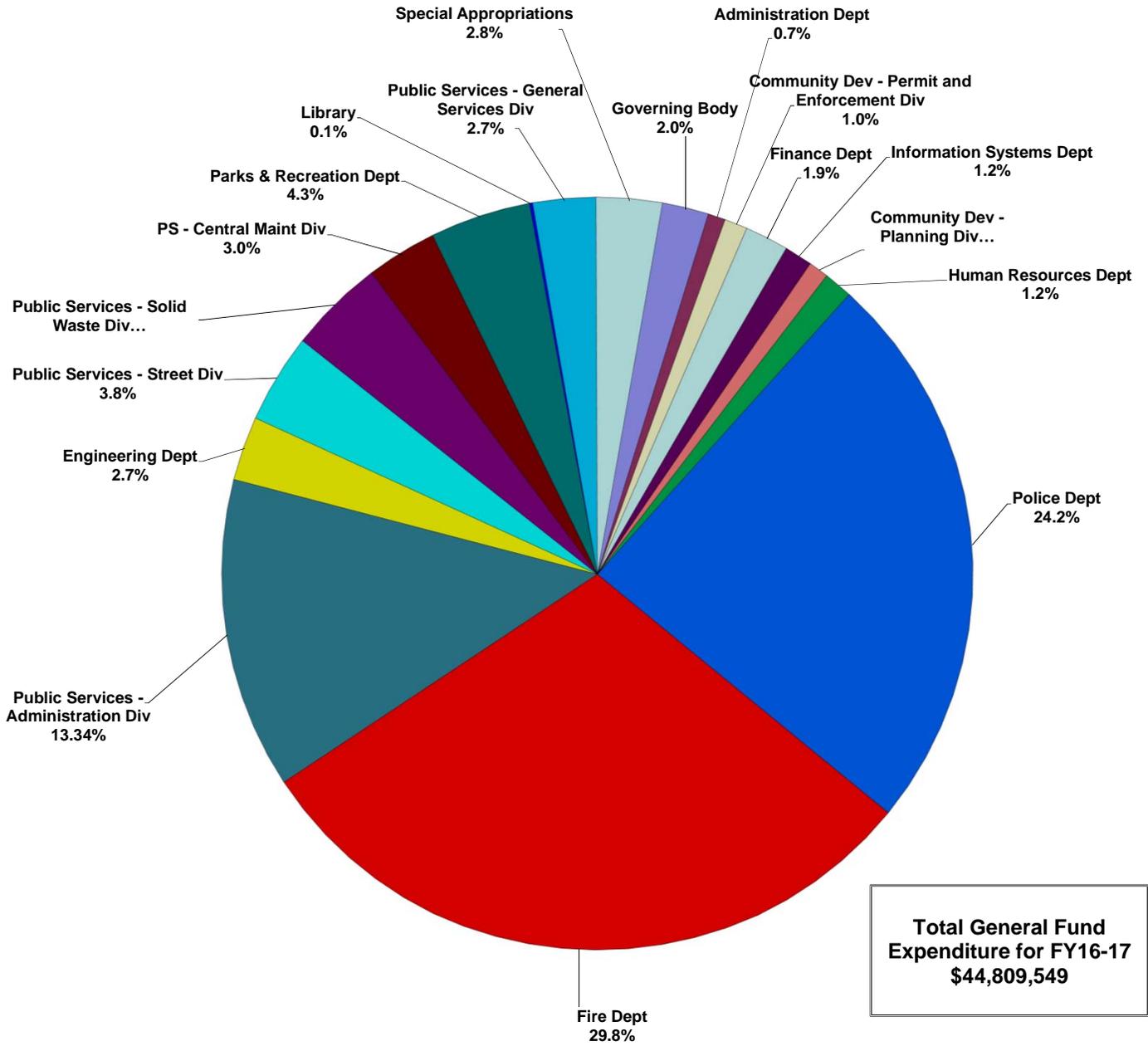


Exhibit D: Recommended Capital Purchases FY16-17

Police Dept.- 7 Patrol Vehicles	\$287,000 \$61,301 p/yr/5yrs	These vehicles will replace older vehicles in the fleet with high mileage and excessive maintenance costs. We are recommending purchasing SUV's this year because they offer more room for the officers and the equipment. They also depreciate less than the cars and will have a better resale value.
Police Dept.- 20 In-Car Radios	\$75,000 \$16,019 p/yr/5 yrs	The officers are currently using portable, hand-held radios and do not have in-car radios. We wanted to try this a few years ago when it was time to replace the in-car radios to see if it was feasible. We have found that the hand-held radios are difficult to use while driving and they do not have the reception quality of the in-car radios when the officers are in the car. This will complete the phasing in of the in-car radios.
Police Dept.- Town Hall Security System	\$80,000 \$17,087 p/yr/5/yrs	This system will upgrade the current cameras at Town Hall to a newer and more reliable technology. We will also increase the number of cameras. This also includes and upgrade to the door locks.
Fire Rescue Dept.- Fire Prevention Vehicle	\$35,000 \$7,476 p/yr/5 yrs	This vehicle will replace one of the current vehicles being used by the Fire Marshal's office.
Public Services Dept. - Streets Zero Turn Mower	\$15,000 \$3,204 p/yr/5yrs	This mower will replace the mower that is currently being used.
Public Services Dept. - Streets Snow Plow Kit	\$40,000 \$8,544 p/yr/5 yrs	This will be an attachment for the new swap body truck that is being purchased through the Stormwater Division. This will give us one more truck capable of pushing snow in the winter.

Exhibit D: Recommended Capital Purchases FY16-17

<p>Public Services Dept.- Stormwater Division</p> <p>Skid Steer Loader</p>	<p>\$75,000 \$16,019 p/yr/5 yrs</p>	<p>This will replace the current skid steer loader that we use. The current loader is old and unreliable. This is a heavily used piece of equipment and we need it to be working and reliable all of the time.</p>
<p>Public Services Dept.- Stormwater Division</p> <p>Swapbody Truck</p>	<p>\$140,000 \$29,903 p/yr/5 yrs</p>	<p>This will be the second swap body truck in the fleet. These trucks are very versatile and allow us to do multiple tasks/functions with one truck. This truck will be assigned to the Stormwater Division and will primarily be used for tasks related to Stormwater efforts.</p>
<p>Public Services Dept. – Stormwater Division</p> <p>Dump Bed Attachment</p>	<p>\$15,000 \$3,204 p/yr/5 yrs</p>	<p>This attachment will be used for the swap body truck that is being purchased. We will use it for the collection of debris, etc and for hauling debris from clean-up of the stormwater areas. We will also use it for hauling materials to these areas.</p>
<p>Public Services Dept. – Stormwater Division</p> <p>Brine Tank Attachment</p>	<p>\$20,000 \$4,272 p/yr/5 yrs</p>	<p>This attachment will be used with the swap body truck for the Stormwater Division. It will be used primarily to clean the streets and construction areas and in the winter it will be used to treat the roads with brine.</p>
<p>Public Services Dept. – Stormwater Division</p> <p>Dump Flat Bed Attachment</p>	<p>\$15,000 \$3,204 p/yr/5 yrs</p>	<p>This attachment is similar to the other dump bed attachment except it has no rails on it. It will be used for similar purposes but will be used for tasks that the other dump bed can't perform as well and efficient. This will also give us another dump attachment to use for the other swap body truck.</p>

Exhibit D: Recommended Capital Purchases FY16-17

<p>Public Services Dept. – Stormwater Division</p> <p>Leaf Vacuum</p>	<p>\$85,000 \$18,155 p/yr/5/yrs</p>	<p>This attachment will be solely for leaf pick-up. This is a good housekeeping function of Stormwater and is a part of our program. This attachment will give us another newer, better leaf vacuum to use during the fall for leaf collection. This will make the process quicker and more efficient.</p>
<p>Community Development Dept. - Inspections Division</p> <p>Inspections Software</p>	<p>\$188,000 \$40,155 p/yr/5/yrs</p>	<p>This software will completely automate our inspections department. Currently contractors must call to both schedule inspections and get results. On a larger project, this could be hundreds of interactions. With the new software contractors will have the ability to schedule and view results online at their convenience as well as pay for their permits. Inspectors will also be able to input their inspection results from the field, saving an hour per day per inspector in the office. Contractors, homeowners, and staff will all experience great benefits from this software. We are recommending a technology fee to help offset the cost of the software.</p>
<p>Information Systems Dept.-</p> <p>Wi-Fi upgrade</p>	<p>\$39,500 \$8,437 p/yr/5 yrs</p>	<p>The current Wi-Fi system is six years old. The security certificate is out of date and the current controllers can no longer be upgraded. The current controller is also obsolete and no longer supported by the manufacturer. The current access points can only run the older, slower technology. We are recommending replacing the controller and the access points so that our Wi-Fi is using current technology and speeds.</p>
<p>Parks and Recreation Dept.-</p> <p>Maintenance Building Fencing</p>	<p>\$35,000 \$7,476 p/yr/5yrs</p>	<p>There is not currently any fencing at the P&R Maintenance Building located at Ivey Redmon Park. This causes a problem when there is no staff present because anyone can easily get to the building. There is a lot of materials and equipment around the building on the outside that needs to be secured and screened. The fence will do both of these.</p>

EXHIBIT E: Recommended Capital Infrastructure Projects FY16-17

Department/Purchase	Cost	Justification
Police Department- Communications System	\$2,400,000 \$313,440 p/yr/10 yrs	The current system we are using for 911 is old and no longer supported by Motorola. If our system breaks we will most likely be forced to immediately replace it so that we can dispatch calls. The amount of downtime we would experience is an unknown. This is not just a Kernersville problem, all dispatching authorities across the state are having to upgrade to the new technology at some point.
Public Services Dept.- Public Services Building	\$5,130,000 \$440,000 p/yr/20 yrs	The current building that houses the Public Services Administration and other crews is old and not large enough to accommodate the department. We need a new building that will house our staff and give the crews a meeting area and locker room type area. This new building will also house the back-up 911 center in the basement.
Fire/Rescue Dept.- New Station 42	\$6,200,000 \$530,875 p/yr/20 yrs	The current Station 42 is no longer suited to be used as a fire station. It was put into use in the late 1970's and was then only supposed to be a temporary station. The building is really an office warehouse and is set-up that way. However, while it is good for that it is not good for a fire station. Also, the area around the current station is becoming more congested and is a problem. The station needs to be relocated to a more accessible area.
General Services- Town Hall Parking Lot Paving	\$550,000 \$71,830 p/yr/10/yr	The public parking lots around Town Hall are used heavily on a daily basis. The wear and tear is starting to show. These lots have not been repaved in over twenty years. They need to be repaved now because the asphalt is starting to pop up and large cracks and holes are developing. Delaying the paving will only cost more money in the future

EXHIBIT E: Recommended Capital Infrastructure Projects FY16-17

<p>Parks and Recreation Dept.- 4th of July Shelter #1</p>	<p>\$50,000 \$6,530 p/yr/10 yrs</p>	<p>Last year we replaced Shelters # 2 and #3. This is the last remaining shelter at 4th of July Park and it needs to be replaced as well. This is the original shelter that was built with the park and it is old and starting to fall in and become a liability.</p>
<p>Parks and Recreation Dept.- Harmon Park Bathrooms</p>	<p>\$150,000 \$19,590 p/yr/10 yrs</p>	<p>The current bathrooms are the original ones that were built in the park. These restrooms are old, dingy, outdated and the source of a lot of complaints. Harmon Park is used a lot by the citizens and the restrooms are in terrible shape and it is time to replace them. The new building will be larger with larger restrooms and it will also include a family restroom.</p>

EXHIBIT F

North Carolina Financial Condition Analysis

Key: **KERNERSVILLE** ■

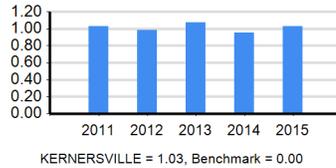
General Fund

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Resource Flow

Service Obligation

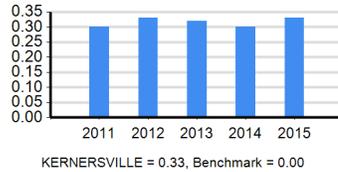
Operations ratio



Service obligation measures whether or not a government's annual revenues were sufficient to pay for annual operations. The operations ratio is calculated as total revenues divided by total expenditures (plus transfers to debt service fund).

Dependency

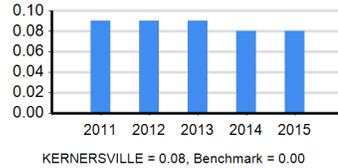
Intergovernmental ratio



Dependency measures the extent to which a government relies on other governments for resources. The intergovernmental ratio is calculated as total intergovernmental revenue divided by total revenue.

Financing Obligation

Debt service ratio

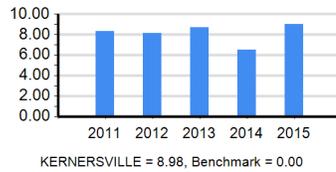


Financing obligation addresses service flexibility or the amount of expenditures committed to annual debt service. The debt service ratio is calculated as debt service divided by total expenditures (plus transfers to debt service fund).

Resource Stock

Liquidity

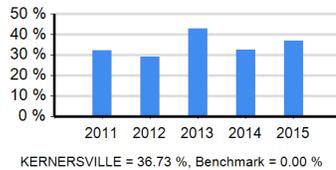
Quick ratio



Liquidity measures a government's ability to meet its short-term obligations. The quick ratio is calculated as cash & investments divided by current liabilities.

Solvency

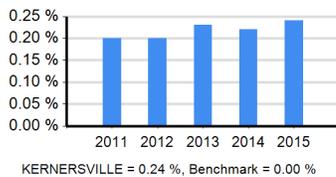
Fund balance available as percentage of expenditures



Solvency measures a government's ability to meet long-term obligations. Fund balance as a percentage of expenditures is calculated as available fund balance divided by expenditures plus transfers out.

Leverage

Debt as percentage of assessed value



Leverage measures the extent to which a government relies on tax-supported debt. The ratio of debt as a percentage of assessed value is calculated as tax-supported, long-term debt divided by assessed value.

Exhibit G: Kernersville's Tax Rate FY 1995-96 to Current

Tax Year	FY End	Tax Rate
1995	1996	0.56
1996	1997	0.56
1997*	1998	0.52
1998	1999	0.52
1999	2000	0.52
2000	2001	0.54
2001*	2002	0.47
2002	2003	0.495
2003	2004	0.495
2004	2005	0.525
2005*	2006	0.525
2006	2007	0.55
2007	2008	0.55
2008	2009	0.55
2009*	2010	0.4975
2010	2011	0.4975
2011	2012	0.4975
2012	2013	0.4975
2013*	2014	0.5275
2014	2015	0.5425
2015	2016	0.5425
2016	2017	0.57 (proposed)

* Revaluation Year

Exhibit H: Comparison of Monthly Bills

Possible Resident Monthly Bills	Amount
Current Town Tax Bill (Median Single Family Owner @ 54.25 cent)	\$ 65.58
Tax Bill at rate of 57 cents (Median Single Family Home of \$145,000)	\$ 68.88
Century Link New Customer Internet & Home Phone Bundle	\$ 71.90
Gas for Car (30 miles/day, 25 mpg, \$2.05/gallon)	\$ 73.80
Cell Phone (AT&T unlimited minutes/text and 5 GB Data)	\$ 75.00
City of W-S Water/Sewer Usage (1500 cu ft monthly)	\$ 84.06
YMCA Membership (Kernersville Branch-Household w/ dependents)	\$ 91.00
Century Link New Customer Internet, TV, & Home Phone Bundle	\$ 96.89
Duke Power (all Electric-average of 900 kwh)	\$ 136.37
Time Warner Cable Current Customer (Digital TV & High Speed Internet)	\$ 146.99
Car Payment (5 year loan on 2016 Honda Civic Sedan @ \$19,500 @ 2.95%)	\$ 349.10
House Payment (30 yr Fixed at 3.75% for \$145,000, 20% down)	\$ 535.87

Exhibit I: Current Tax Rate of Surrounding Municipalities

Jurisdiction	Tax Rate
Guilford County	0.76
Reidsville	0.74 (0.99 downtown)
Forsyth County	0.731
Asheboro	0.665
High Point	0.65
Greensboro	0.6325
Eden	0.609
Lexington	0.60
Burlington	0.58 (0.74 downtown)
Kernersville	0.57 (proposed)
Winston-Salem	0.565 (0.655 downtown)
Thomasville	0.56

General Fund Revenues

Revenues Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Property Taxes							
Ad Valorem Taxes - Current Yr.	\$12,338,613	\$12,480,855	\$12,480,855	\$12,480,855	\$13,905,421	\$13,972,673	\$13,972,673
NC Vehicle Tax - Current Yrs.	1,082,784	1,025,009	1,025,009	1,025,009	1,111,177	1,111,177	\$1,111,177
Ad Valorem Taxes - Prior Yrs.	132,052	175,500	175,500	175,500	175,500	175,500	175,500
Subtotal Property Taxes	13,553,449	13,681,364	13,681,364	13,681,364	15,192,098	15,259,350	15,259,350
Other Taxes & Licenses							
Local Vehicle Fee - Current Yr.	2,445	3,000	3,000	4,000	4,000	4,000	4,000
Local Vehicle Fee - NC Vehicle Tax System	99,795	85,500	85,500	90,500	90,500	90,500	90,500
Local Vehicle Fee - Prior Yrs.	3,129	4,500	4,500	4,500	4,500	4,500	4,500
Cable/Video Programming Revs.	19,306	50,000	50,000	8,000	8,000	8,000	8,000
Subtotal Other Fees	124,675	143,000	143,000	107,000	107,000	107,000	107,000
Unrestricted Intergov'tal Revs.							
Alcoholic Bev. Tax - County	338,017	300,950	300,950	300,950	358,503	358,503	358,503
Alcoholic Bev. Tax - State	114,584	109,500	109,500	107,709	113,095	113,095	113,095
Rental Vehicle Fees	67,663	55,000	55,000	55,000	55,000	55,000	55,000
Sales Tax Hold Harmless	0	0	0	0	0	0	0
Sales and Use Tax - Quarterly	4,239,411	4,354,327	4,354,327	4,430,184	4,689,216	4,713,466	4,713,466
Telecom Sales Tax	231,508	235,982	235,982	203,727	199,653	199,653	199,653
Utility Franchise Tax	1,340,231	1,255,069	1,255,069	1,434,047	1,505,749	1,505,749	1,505,749
Video Program	259,111	250,918	250,918	244,860	239,963	239,963	239,963
Solid Waste Disposal Tax	15,503	15,439	15,439	15,193	14,966	14,966	14,966
Subtotal Unrestricted IG Revs.	6,606,028	6,577,185	6,577,185	6,791,670	7,176,145	7,200,395	7,200,395
Restricted Intergovernmental Revenues							
CCUC Bond Reimbursement	0	0	0	0	0	0	0
CCUC Rate Differential Reimbursement	0	0	0	0	0	0	0
Loan for Installment Purchases	2,102,469	2,262,400	2,262,400	2,262,400	15,561,500	15,561,500	15,561,500
Federal Emergency Mgmt.	0	0	0	0	0	0	0
Federal Homeland Safety-Fire	0	0	0	0	0	0	0
Federal Homeland Safety-FF-32101	0	0	0	0	0	0	0
Federal Bullet Proof Vest Partnership	1,620	2,000	2,000	2,000	5,950	5,950	5,950
Gov. Highway Safety Program	0	0	0	0	0	0	0
Gov. Hwy Safety Grant-Forsyth CO.DWI	38,437	9,768	29,705	15,775	17,035	17,035	17,035
Gov. Hwy Safety Grant	0	0	0	0	0	0	0
Gov. Crime Commission - Rifle Replacement	11,109	14,980	14,980	14,813	21,200	21,200	21,200
GHSP - Traffic Crash Reconstruction	5,816	0	0	0	0	0	0
GHSP	0	0	130,785	99,621	74,400	74,400	74,400
Org. Crime Drug Enf. Task Force	4,870	1,500	1,500	5,291	1,500	1,500	1,500
Immigration Customs Enforcement Grant	0	0	0	0	0	0	0
Gov. Crime Commission Grant	0	0	0	0	0	0	0
Gov. Crime Commission Grant-GREAT	0	0	0	0	0	0	0
Powell Bill	647,548	641,073	641,073	641,073	641,073	641,073	641,073
DENR- Urban & Comm. Forestry Grant	0	0	0	0	0	0	0
DENR- Urban & Comm. Forestry Grant #2	0	0	0	0	0	0	0
NC Dept. of Pollution Grant	-25,000	0	0	0	16,000	16,000	16,000
Due fr. NCDOT	0	0	0	0	0	0	0
Due fr. NCDOT - Piney Grove Widening	940,892	0	0	0	0	0	0
Due fr. NCDOT - S. Main/Century Place Sidewalk	0	37,564	37,564	37,564	0	0	0
Due fr. NCDOT - Senior Shuttle	14,413	28,000	28,000	23,509	24,215	24,215	24,215
Due from Metro Planning Org.	0	0	0	0	100,000	100,000	100,000
Due from MPO-Reedy Fork	0	47,500	47,500	47,500	0	0	0
Due fr. CCUC - Project Reimbursement	0	0	0	0	0	0	0
Due fr. CCUC - Reimbursement Piney Grove Rd.	41,867	0	0	0	0	0	0
Due fr. CCUC - Sanitary Sewer	47,853	100,000	100,000	100,000	100,000	100,000	100,000
Due fr. CCUC - Sanitary Sewer Brookford Rd/Hospit	0	680,000	680,000	32,500	819,835	819,835	819,835
Due fr. CCUC - Wastewater Treat. Plant Durham St	0	0	0	0	0	0	0
Subtotal Restricted IG Revs.	3,831,894	3,824,785	3,975,507	3,282,046	17,382,708	17,382,708	17,382,708
Penalty & Interest Revenues							
Interest on Escrow	1,949	350	350	350	500	500	500
Interest on Investments	4,866	8,000	8,000	8,000	10,000	10,000	10,000
Interest/Penalties Property taxes	53,078	30,000	30,000	30,000	30,000	30,000	30,000
Interest on Powell Bill funds	52	100	100	194	200	200	200
Subtotal Pen. & Interest Revs.	59,945	38,450	38,450	38,544	40,700	40,700	40,700
Other General Revenues							
Miscellaneous Revenues	58,595	30,000	30,000	30,000	30,000	30,000	30,000
Miscellaneous Reclass	0	0	0	0	0	0	0
Sale of Fixed Assets	111,089	75,000	375,000	375,000	75,000	75,000	75,000
Sale of Unclaimed Property	900	0	0	0	0	0	0
Subtotal Other General Revs.	170,584	105,000	405,000	405,000	105,000	105,000	105,000
<i>Continued on next page</i>							

General Fund Revenues							
Revenues Detailed, continued							
Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Functionally Related Revs.							
Miscellaneous - Police Dept.	\$2,957	\$2,001	\$2,001	\$2,259	\$2,000	\$2,000	\$2,000
Miscellaneous - Solid Waste	94,131	104,000	104,000	104,500	109,180	109,180	109,180
Parking Fines	157	100	100	475	500	500	500
Fire Code	0	0	0	0	0	0	0
Zoning Fines	22	0	0	4,029	2,000	2,000	2,000
Building Inspections	274,777	320,000	320,000	339,950	330,550	330,550	330,550
Commercial Industrial Collection	690,171	723,000	723,000	727,000	729,540	729,540	729,540
Commercial Industrial Late Fee	4,980	3,600	3,600	3,715	3,600	3,600	3,600
Court Facility Fees	16,670	16,000	16,000	16,000	16,000	16,000	16,000
Court Officer Fees	10,052	7,000	7,000	7,000	7,000	7,000	7,000
Special Occ. Permit-Precious Metals	1,023	650	650	650	1,225	1,225	1,225
Driveway Permits	2,005	1,200	1,200	1,900	1,900	1,900	1,900
Environmental Compliance Fees	1,500	1,500	1,500	500	1,500	1,500	1,500
Fire Dept Revenue/Inspection Fees	29,496	36,000	36,000	36,000	36,000	36,000	36,000
Homeowner Recovery Fee	35	45	45	55	55	55	55
Off-Duty Police Officer Fee	38,088	43,500	43,500	50,632	84,516	84,516	84,516
Peddler License	1,292	200	200	538	538	538	538
PD Range Use Fees	0	0	0	350	350	350	350
Recreation Revenues	294,212	299,900	299,900	262,960	294,500	299,000	299,000
Recycling Fees - Current Year	207,285	209,560	209,560	209,600	205,625	205,625	205,625
Recycling Fees - Prior Years	2,010	1,400	1,400	1,583	1,250	1,250	1,250
Rent on Dumpsters	74,160	79,345	79,345	83,750	84,516	84,516	84,516
Rent on Recycling Dumpsters	8,887	8,800	8,800	9,250	9,480	9,480	9,480
Rent on Town Property	134,685	169,819	169,819	134,000	174,238	174,238	174,238
Rent on Library - Forsyth Co.	84,626	86,742	86,742	86,742	88,911	88,911	88,911
Rent on Communication Towers	220,588	214,343	214,343	214,343	229,918	229,918	229,918
Road Development Fees (Caleb's Creek)	40,696	2,932	2,932	18,000	14,660	14,660	14,660
Recreational Land Fees (Caleb's Creek)	3,809	1,172	1,172	8,000	5,860	5,860	5,860
PM Development Recreation Fee	0	0	0	0	1,500	1,500	1,500
Street Lighting Reimbursements	3,425	5,364	5,364	3,425	5,364	5,364	5,364
Street Signs	1,950	2,800	2,800	4,205	0	0	0
Subdivision Fees	2,941	1,000	1,000	15,000	8,000	8,000	8,000
External Plan Reviews	0	0	0	0	0	0	0
Annual Yard Waste Cart Fee	113,630	110,000	110,000	113,430	0	0	0
Utility Access Fees (Calebs Creek)	19,032	5,856	5,856	36,000	29,280	29,280	29,280
Utility Cut Permits	100	1,500	1,500	500	1,500	1,500	1,500
Watershed Fees	4,525	3,000	3,000	10,000	6,000	6,000	6,000
Yard Waste Container Sales	3,660	1,500	1,500	2,658	1,800	1,800	1,800
Extra Solid Waste Containers Sales	0	0	0	0	0	0	0
Zoning Fees	54,558	25,000	25,000	34,643	30,000	30,000	30,000
Subtotal Other General Rev.	2,442,136	2,488,829	2,488,829	2,543,641	2,518,856	2,523,356	2,523,356
Operating Grants/Contribs.							
Medical Loss Ratio Rebate	0	0	0	0	0	0	0
Contribution - Recreation Program	1,450	0	0	3,263	0	0	0
Contribution - Police Dept.	0	0	0	6,822	0	0	0
Contribution - Community Appearance	0	0	0	0	0	0	0
Contribution - Fire Dept.	0	500	500	950	0	0	0
Community Development Grants	695	0	0	615	0	0	0
Contribution - Recreation	0	0	0	0	0	0	0
Due from Developers-Durham St	0	0	0	36,221	0	0	0
Due fr. - Medical Self-Ins. Fund	0	0	0	0	0	0	0
Contracted Fire Services	9,500	9,500	9,500	9,500	9,500	9,500	9,500
Due fr. Forsyth Co. Sch. Res. Officer	425,677	376,397	376,397	376,397	500,135	500,135	500,135
Due fr. CCUC - N. Main St.	0	0	0	0	0	0	0
Due fr. CCUC - Revolve. Loan	496,800	496,800	496,800	496,800	487,120	487,120	487,120
Subtotal Operating Grants	934,122	883,197	883,197	930,569	996,755	996,755	996,755
Interfund Transfers							
Trans. fr. Stormwater Fund - Street	133,410	0	0	0	0	0	0
Trans. fr. Stormwater Fund - San.	168,500	0	0	0	0	0	0
Trans. Fr. Stormwater Fund - Eng.	124,000	0	0	0	0	0	0
Trans. Fr. Stormwater Fund - Rent	25,000	0	0	0	0	0	0
Trans. Fr. Stormwater Fund - Com. Devel.	51,000	0	0	0	0	0	0
Trans fr. JAG Fund Equity	79	0	0	0	0	0	0
Trans fr. TET Fund Equity	0	0	0	0	0	0	0
Trans. Fr. SWEF - Central Maintenance	0	0	0	0	0	0	0
Trans fr. Capt. Reserve I.O.I.	110	50	50	50	50	100	100
Trans fr. Capt. Reserve Fund - Transportation	56,622	0	56,271	56,271	0	0	0
Trans. Fr. CRF - Group Insurance Expense	79,928	0	0	0	0	0	0
Trans. Fr. LEF-Federal Justice	0	0	36,000	36,000	0	0	0
Trans fr. Occupancy Tax Fund-Kernersville Muse	21,150	0	0	0	0	0	0
Trans. fr. Occup. Tax - Recreation	26,510	11,510	11,510	11,510	48,500	48,500	48,500
Trans fr. LLEFSL-GHSP MATCH	0	0	0	0	0	0	0
Trans. fr. TCPO Fund - Project Labor	0	0	0	0	0	0	0
Trans. fr. Stormwater	0	0	0	0	0	0	0
Trans fr. Kerner Mill Greenway CPO - Project La	0	0	0	0	0	0	0
Trans. fr. Public Services Capital Project Fund	0	0	0	0	440,000	440,000	440,000
Subtotal Interfund Transfers	686,309	11,560	103,831	103,831	488,550	488,600	488,600
Fund Balances Approp.							
Fund Balance Appropriated	0	253,144	1,423,106	559,704	537,035	527,009	527,009
* Fund Balance Unassigned	9,285,864	9,032,720	7,862,758	8,726,160			
* Not Included In Totals							
Totals	28,409,140	28,006,514	29,719,469	28,443,369	44,544,847	44,630,873	44,630,873

General Fund Expenditures

2016-17 Annual Budget

By Department

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Governing Body	\$615,593	\$643,041	\$686,041	\$750,402	\$956,238	\$891,239	\$891,239
Administration Department	951,755	337,306	337,306	321,293	335,788	333,688	333,688
Community Dev - Permit/Enforcement Division	322,209	452,038	452,038	427,633	441,679	441,679	441,679
Finance Department	797,604	819,602	848,861	848,416	843,707	837,782	837,782
Information Systems Department	408,677	482,750	482,750	466,604	538,033	538,033	538,033
Community Development - Planning Division	354,907	337,793	339,845	330,668	385,766	385,766	385,766
Human Resources Department	675,250	577,006	577,006	531,268	553,387	553,387	553,387
Police Department	7,323,265	7,478,979	7,709,517	7,697,508	11,093,624	10,799,576	10,799,576
Fire Department	5,364,073	5,714,329	6,873,954	5,851,884	13,304,890	13,304,890	13,304,890
Engineering Department	1,031,806	1,121,805	1,201,176	480,145	1,233,937	1,225,937	1,225,937
Public Services - Street Division	2,452,248	1,752,799	1,752,799	1,696,820	1,736,116	1,712,665	1,712,665
Public Services - Solid Waste Division	1,764,289	2,086,863	2,090,664	2,044,991	1,854,321	1,833,460	1,833,460
Parks & Recreation Department	1,720,854	2,421,376	2,587,127	2,741,093	1,985,320	1,935,120	1,935,120
Public Services - Library	41,314	60,291	103,588	103,558	60,553	58,053	58,053
Public Services - General Services Division	563,531	766,364	2,013,062	2,002,760	1,225,139	1,207,640	1,207,640
Special Appropriations	1,269,835	1,201,069	1,264,606	1,201,069	1,265,422	1,265,422	1,265,422
Public Services - Administration Division	379,578	347,040	347,040	306,796	5,945,070	5,953,286	5,953,286
Public Services - Central Maintenance Division	1,224,274	1,410,063	1,410,063	1,243,240	1,419,828	1,353,250	1,353,250
Totals	27,261,061	28,010,514	31,077,443	29,046,149	45,178,819	44,630,873	44,630,873

GOVERNING BODY

GOALS & OBJECTIVE FY 2016-17

It is the mission of the Governing Body of the Town of Kernersville to continue to improve the quality of life for each citizen through proper planning and growth and by providing excellent service and protection at a cost affordable to all.

Goals and Objectives for Fiscal Year 2016-2017:

1. Continue to maintain the high quality of life currently enjoyed by our citizens by providing a high level of services and to seek ways to enhance these services to improve the quality of life.
2. Have planned and managed quality growth and development.
3. Pursue and support economic development opportunities by increasing the tax base, maintaining a stable tax rate, and working with developers to develop Kernersville.
4. Continue to actively pursue improvements to the Transportation system in and around the Town to relieve the existing and future pressures on our current road network. Work with NCDOT for possible grant funding.
5. Continue to follow the CIP as closely as possible in order to ensure quality equipment and infrastructure for the future.
6. Continue to offer funding assistance to non-profit organizations.
7. Begin several large infrastructure-related projects.
8. Continue to foster a good working relationship with officials and representatives from other agencies and municipalities.
9. Continue to provide transparency of Town government by following best practices and procedures throughout the organization.

Governing Body

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Fees Paid to Elected Officials	\$16,600	\$16,800	\$16,800	\$16,800	\$16,800	\$16,800	\$16,800
Expense Allowance	6,225	6,300	6,300	6,300	6,456	6,456	6,456
FICA tax expense	1,746	1,768	1,768	1,768	1,780	1,780	1,780
Group Insurance Expense	6,946	6,027	6,027	5,795	6,516	6,516	6,516
Unemployment Insurance	113	0	0	0	0	0	0
Subtotal Personnel	31,630	30,895	30,895	30,663	31,552	31,552	31,552
Operating and Maintenance							
Professional Services	175	500	500	3,950	500	501	501
Legal Expense	182,073	170,000	210,000	270,000	250,000	185,000	185,000
Telephone & Postage	74	400	400	77	80	80	80
Printing	330	550	550	350	550	550	550
Travel	3,574	5,316	5,316	5,316	0	0	0
Election Expense	0	10,500	10,500	10,500	10,900	10,900	10,900
Advertising	8,064	6,000	6,000	4,515	6,000	6,000	6,000
Departmental Sup. & Mat.	1,097	1,500	1,500	2,250	1,500	1,500	1,500
Contracted Services	4,084	3,200	3,200	1,350	3,200	3,200	3,200
Contracted Services - Christmas	18,630	10,000	10,000	12,245	12,250	12,250	12,250
Dues - Council of Government	5,003	5,003	5,003	5,045	5,077	5,077	5,077
Dues - Institute of Government	2,723	2,823	2,823	2,823	2,923	2,923	2,923
Dues - NLC and NCLM	20,997	22,254	22,254	21,851	22,700	22,700	22,700
Dues - Piedmont Partnership	0	0	0	0	0	0	0
Insurance and Bonds	6,091	16,800	16,800	6,538	6,731	6,731	6,731
Miscellaneous	1,343	2,000	2,000	2,000	2,000	2,000	2,000
Subtotal Operating	254,258	256,846	296,846	348,810	324,411	259,412	259,412
Other Improvements							
Capital Outlay - Economic Development	0	0	0	0	0	0	0
Econ. Develop. - Chamber	31,250	31,250	31,250	31,250	31,250	31,250	31,250
Econ. Develop. - Downtown	0	0	0	0	0	0	0
Econ. Develop TBP/Infr. Reimb.	57,437	50,000	50,000	45,446	95,650	95,650	95,650
Econ. Develop Deere Hitachi/Infr. Reimbursement	110,000	125,000	125,000	121,346	119,200	119,200	119,200
Econ. Develop. - City of High Point	0	0	0	0	41,925	41,925	41,925
Subtotal Capital Outlay	198,687	206,250	206,250	198,042	288,025	288,025	288,025
Special Appropriations							
Property Taxes	845	0	0	0	0	0	0
Fire District Tax	1,105	0	0	0	0	0	0
Community Appearance	4,946	3,600	3,600	2,937	3,600	3,600	3,600
Arts Council Grant	750	750	750	750	750	750	750
War Memorial Foundation Grant	0	0	0	0	0	0	0
Kernersville Cares for Kids Grant	0	6,500	6,500	6,500	6,500	6,500	6,500
Kernersville Museum	0	20,000	20,000	41,500	70,000	70,000	70,000
Kernersville Little Theatre Grant	6,500	0	3,000	3,000	6,000	6,000	6,000
Housing Grant Match	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Shepherd Center Grant	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Sister City Program Expense	0	2,100	2,100	2,100	2,100	2,100	2,100
Senior Services	10,000	10,000	10,000	10,000	12,500	12,500	12,500
Subtotal Other	41,146	59,950	62,950	83,787	118,450	118,450	118,450
Installment Purchase							
Installment Purchase	89,872	89,100	89,100	89,100	193,800	193,800	193,800
Subtotal Installment Purchase	89,872	89,100	89,100	89,100	193,800	193,800	193,800
Totals	615,593	643,041	686,041	750,402	956,238	891,239	891,239

Governing Body Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Administrative Buildings	Fifth of Fifteen Annual Payments	\$89,100
Harmon Lane Land	Two of Fifteen Annual Payments.	104,700
Subtotal Installment Purchase		193,800
Capital Outlay - Infrastructure (I.P.) *		
Subtotal Capital Outlay - Infrastructure (I.P.) *		0
Capital Outlay - Land (I.P.)		
Subtotal Capital Outlay - Land (I.P.)		0
* Item(s) is being paid for under installment purchase financing.		

ADMINISTRATION DEPARTMENT

GOALS & OBJECTIVES FY 2016-17

The Town of Kernersville is dedicated to ensuring the health, safety and well-being of our citizens. This mission is accomplished by managing the Town's resources efficiently and effectively in the provision of services for a growing, thriving community.

The Administration Department serves to develop an organization that is responsive to the desires of the Board of Aldermen and the needs of the citizens. Emphasis is placed upon formal and informal communication with the citizens, Governing Body, Department Heads and employees to assure that organizational goals are established and met.

The Administration Department is composed of: Town Manager, Assistant to the Town Manager/ Town Clerk and Deputy Town Clerk.

Goals and Objectives for Fiscal Year 2016-2017:

1. Aid the Board of Aldermen in determining priorities necessary to prepare the Town for the short-term and long-term future.
2. Monitor the Town's finances in order to maintain a healthy financial position.
3. Continue to provide an open and transparent government to the citizens at all levels.
4. Assist the Mayor and the Board of Aldermen through the Appointments Process, working closely with the Board of Aldermen Nominations Committee, to encourage wide citizen participation in local government policy-making and goal setting.
5. Continue to ensure the historical and legal integrity of Town records through preservation and archival of official records into a central database that can be accessed by Town Officials and citizens.
6. Continue professional development of Town Clerk.
7. Work with all departments to further expand and improve the annual benchmarking and performance measurement report.
8. Continue to work with other departments in seeking ways to improve efficiencies in operations.

Administration Department

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$214,477	\$223,357	\$223,357	\$208,069	\$217,797	\$217,797	\$217,797
Salaries & Wages - Temp/PT	718	0	0	0	0	0	0
Salaries & Wages - Overtime	0	0	0	0	0	0	0
Automobile Allowance	6,000	6,000	6,000	6,000	7,200	7,200	7,200
FICA Tax Expenses	16,381	17,554	17,554	16,385	17,237	17,237	17,237
Group Insurance Expenses	26,393	27,271	27,271	29,239	29,516	29,516	29,516
Retirees Insurance Expense	0	6,368	6,368	6,774	6,866	6,866	6,866
Retirement Expense - Reg.	14,622	14,898	14,898	13,879	15,791	15,791	15,791
Employee Appreciation	0	105	105	105	315	315	315
Unemployment Insurance	24	0	0	0	0	0	0
Retirement Expense - 401K	957	2,234	2,234	2,081	2,178	2,178	2,178
Employee Training	3,376	5,150	5,150	5,586	6,500	5,200	5,200
Subtotal Personnel	282,948	302,937	302,937	288,118	303,400	302,100	302,100
Operating and Maintenance							
Professional Services	40	0	0	72	0	0	0
Telephone & Postage	972	800	800	946	950	950	950
Printing	1,189	1,950	1,950	1,950	1,950	1,950	1,950
Travel	3,620	5,950	5,950	3,600	7,850	7,050	7,050
Maintenance/Repair - Building	0	0	0	0	0	0	0
Maintenance/Repair - Other	510	200	200	200	200	200	200
Departmental Supplies/Mat.	4,738	3,700	3,700	4,800	1,800	1,800	1,800
Contracted Services	14,300	10,635	10,635	10,635	8,995	8,995	8,995
Dues & Subscriptions	2,197	2,673	2,673	2,673	2,673	2,673	2,673
Insurance & Bonds	6,899	7,661	7,661	7,699	7,170	7,170	7,170
Miscellaneous Expenses	531	800	800	600	800	800	800
Subtotal Operating	34,995	34,369	34,369	33,175	32,388	31,588	31,588
Capital Outlay							
Capital Outlay - Land	546,900	0	0	0	0	0	0
Capital Outlay - Buildings	86,012	0	0	0	0	0	0
Capital Outlay - Equipment	0	0	0	0	0	0	0
Subtotal Capital Outlay	632,912	0	0	0	0	0	0
Special Appropriations							
Property Tax Expense	900	0	0	0	0	0	0
Subtotal Special Appropriations	900	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	0
Subtotal Installment Purchase	0	0	0	0	0	0	0
Totals	951,755	337,306	337,306	321,293	335,788	333,688	333,688

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVE FY 2016-17

The **Community Development Department** includes the functional budget sections of *Planning, Engineering* and *Inspections*. The Community Development Department has two teams. Those two teams are *Development Services Division*, and *Planning & Engineering Division*. Their goals are:

1. **Development Services** - Enhance the Town's development review services by placing all Community Development staff dealing with development reviews under one team to improve the efficiency and customer service to our citizens and development clientele.
2. **Planning & Engineering** - Focus our land use, sewer and transportation long range planning and projects under one team to better coordinate those crucial community development efforts into addressing the Town's future challenges and opportunities.

It is the responsibility of the Community Development Department to promote the health, safety, and welfare of our citizens and businesses by providing services that relate to economic development, planning, engineering, transportation, zoning, building codes, GIS, watershed regulations, surveying and regulatory enforcement. A major responsibility of the Community Development Department is the daily review and permitting of developments. Along with that responsibility, the Department also undertakes numerous long range planning projects to accomplish the adopted *Kernersville Development Plan* goals of enhancing Kernersville's "small town atmosphere"; establishing Kernersville as a "unique high quality community within the Triad"; developing a "progressive planning program"; and improving the "natural environment".

Goals and Objectives for Fiscal Year 2016-2017

Planning & Engineering Division

1. Land Use Plan

- a. Finalize the preparation of a land use, corridor, and development study of the downtown area between East Mountain St., South Main St., Salisbury St., Pineview St. and NC 66.
- b. Complete the North Main Street/Macy Grove Extension Area Plan.

2. Transportation

- a. To assist in implementing the *Thoroughfare and Street Plan* complete the *Transportation and Traffic Study* that is being funded with \$100,000 from the Winston-Salem Urban Area Metropolitan Planning Organization.
- b. Continue to work with NCDOT on finalizing the South Main Street / Old Winston Road intersection improvements.
- c. Continue operation of the senior transit service.

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVE FY 2016-17

- d. Continue to work with Winston-Salem Urban Area Metropolitan Planning Organization, Greensboro Metropolitan Planning Organization, Forsyth County and Guilford County on pursuing funding for the final design and construction of the Piedmont Greenway– Triad Park Reedy Fork Section.

3. **Staff Support to Boards:**

- a. Provide staff support to the Town Manager, Board of Aldermen, Planning Board, Board of Adjustment, Community Appearance, and Chamber in growth management activities.

4. **Economic Development:**

- a. Continue updating the current inventory of available developable land and buildings.
- b. Continue refining the marketing material that compliments and coordinates with Winston-Salem Business Incorporated, Greensboro Partnership Economic Development, and Kernersville Chamber of Commerce.
- c. Continue to enhance the website to meet citizens and developer's needs.

5. ***Unified Development Ordinance (UDO):***

- a. Undertake amendments to the UDO as State Statutes and development practices change regarding growth management regulations.

6. **Geographic Information System (GIS):**

- a. Upgrade our ESRI basic license to standard license. By upgrading from a basic license to a standard license, staff will be able to undertake additional resources available to support advanced geographic data, complex data analysis, data integration and the design and production of more specialized mapping requests.
- b. Prepare the 2016 Growth and Traffic Data Report.
- c. Continue examining best business practices for Community Development and other Town departments; and develop recommended areas for applying GIS to daily tasks as applicable.

7. **Sewer**

- a. If agreements are reached with property owners, complete the right-of-way acquisition and begin the sewer line construction to serve the Brookford Rd / Medical Parkway area.
- b. Continue implementing the recommendations of the *Strategic Sewer Investment Plan* that would extend sewer lines to promote economic development.

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVE FY 2016-17

Development Services Division

1. Development and Permit Reviews:

- a. Continue building and maintaining strong professional working relationship with the business and development communities.
- b. Continue to staff and enhance the development review process within Development Services, and with other Town departments including the outside agency of North Carolina Department of Transportation, and City County Utilities Commission.
- c. Continue to evaluate efficiency and effectiveness of division operations, procedures and use of resources; implement improvements as needed.

2. Permit and Enforcement Software:

- a. Upgrade building and development review software to enhance the review process through automation and information technology systems in managing the development review process and implementation and records management systems for division operations.

3. Inspections:

- a. Staff to obtain additional building inspection certifications.
- b. Provide training on enhancing customer service.

Community Development Department - Planning Division

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$249,455	\$223,640	\$223,640	\$223,640	\$256,937	\$256,937	\$256,937
Salaries & Wages - Temp/PT		0	0	0	0	0	0
FICA Tax Expenses	18,217	17,120	17,120	17,122	19,667	19,667	19,667
Group Insurance Expenses	33,830	31,127	31,127	31,127	36,329	36,329	36,329
Retirement Expense - Reg.	17,236	14,917	14,917	14,917	18,628	18,628	18,628
Employee Appreciation	105	140	140	175	140	140	140
Unemployment Insurance	16	0	0	0	0	0	0
Retirement Expense - 401K	1,127	2,237	2,237	2,237	2,570	2,570	2,570
Employee Training	1,372	2,500	2,500	2,500	2,500	2,500	2,500
Subtotal Personnel	321,359	291,681	291,681	291,718	336,771	336,771	336,771
Operating and Maintenance							
Professional Services	1,643	4,500	4,500	4,500	4,500	4,500	4,500
Telephone & Postage	2,486	3,920	3,920	3,177	3,177	3,177	3,177
Printing	3,421	6,000	6,000	6,000	5,000	5,000	5,000
Travel	1,202	2,000	2,000	2,000	2,000	2,000	2,000
Maintenance/Repair - Other	2,660	2,600	2,600	3,273	3,872	3,872	3,872
Advertising	2,531	2,500	2,500	2,500	2,500	2,500	2,500
Office Supplies	554	1,000	1,000	1,000	1,000	1,000	1,000
Departmental Supplies/Mat.	3,786	9,350	9,350	9,350	10,250	10,250	10,250
Contracted Services	375	3,900	5,900	5,900	5,900	5,900	5,900
Contracted Services-B40	0	0	0	0	0	0	0
Dues and Subscriptions	993	1,200	1,200	1,200	1,200	1,200	1,200
Insurance and Bonds	13,874	9,092	9,144	50	9,546	9,546	9,546
Miscellaneous Expenses	22	50	50	50	50	50	50
Subtotal Operating	33,548	46,112	48,164	38,950	48,995	48,995	48,995
Capital Outlay							
Sidewalk Construction/Repair	0	0	0	0	0	0	0
Capital Outlay - Equipment	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Totals	354,907	337,793	339,845	330,668	385,766	385,766	385,766

Community Development Dept. - Permit and Enforcement Division

Expenditures Detailed
2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$213,680	\$258,290	\$248,290	\$248,290	\$281,464	\$281,464	\$281,464
Salaries & Wages - Temp/PT	2,474	2,800	2,800	2,800	2,800	2,800	2,800
Salaries & Wages - Overtime	14,903	0	0	0	0	0	0
FICA Tax Expenses	47,734	19,987	19,987	19,222	21,760	21,760	21,760
Group Insurance Expenses	551	58,098	58,098	58,098	58,255	58,255	58,255
Retirees Insurance Expense	14,771	6,368	6,368	6,368	6,386	6,386	6,386
Retirement Expense - Reg.	35	17,228	17,228	16,561	20,407	20,407	20,407
Employee Appreciation	127	175	175	175	175	175	175
Unemployment Insurance		0	0	127	0	0	0
Retirement Expense - 401K	977	2,583	2,583	2,483	2,815	2,815	2,815
Employee Training	1,330	3,250	3,250	3,250	3,250	3,250	3,250
Subtotal Personnel	296,581	368,779	358,779	357,374	397,312	397,312	397,312
Operating and Maintenance							
Professional Services	3,525	1,500	11,500	11,500	11,500	11,500	11,500
Telephone & Postage	3,991	4,730	4,730	4,730	4,550	4,550	4,550
Printing	466	600	600	600	600	600	600
Travel	290	2,000	2,000	2,000	2,000	2,000	2,000
Advertising	0	500	500	500	500	500	500
Office Supplies	473	650	650	650	650	650	650
Departmental Supplies/Mat.	6,711	4,500	4,500	4,500	6,550	6,550	6,550
Uniforms and Accessories	1,096	1,250	1,250	1,250	1,250	1,250	1,250
Contracted Services	0	30,600	30,600	30,600	900	900	900
Dues and Subscriptions	677	875	875	875	875	875	875
Insurance and Bonds	8,333	8,128	8,128	8,128	10,066	10,066	10,066
Miscellaneous Expenses	67	50	50	50	50	50	50
Subtotal Operating	25,629	55,383	65,383	65,383	39,491	39,491	39,491
Capital Outlay							
Capital Outlay - Equipment	0	0	0	0	0	0	0
Capital Outlay - Equipment (I.P.)	0	23,000	23,000	0	0	0	0
Subtotal Capital Outlay	0	23,000	23,000	0	0	0	0
Installment Purchase							
Installment Purchase	0	4,876	4,876	4,876	4,876	4,876	4,876
Subtotal Installment Purchase	0	4,876	4,876	4,876	4,876	4,876	4,876
Totals	322,209	452,038	452,038	427,633	441,679	441,679	441,679

CD Permit and Enforcement Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Inspector Truck	Second of five annual payments	\$4,876
Subtotal Installment Purchase		4,876
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
Capital Outlay - Equipment (I.P.) *		
Subtotal Capital Outlay - Equipment (I.P.)		0
* Item(s) is being paid for under installment purchase financing.		

Community Development Dept. - Engineering Department

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$193,333	\$111,801	\$111,801	\$111,802	\$69,384	\$69,384	\$69,384
Salaries & Wages - Overtime		0	0	0	0		
FICA Tax Expenses	14,339	8,561	8,561	8,553	5,311	5,311	5,311
Group Insurance Expenses	22,611	15,151	15,151	15,151	11,636	11,636	11,636
Retirement Expense - Reg.	12,933	7,458	7,458	7,458	5,031	5,031	5,031
Employee Appreciation	35	105	105	105	35	35	35
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	846	1,119	1,119	1,119	694	694	694
Employee Training	1,249	2,400	2,400	2,400	2,400	2,400	2,400
Subtotal Personnel	245,346	146,595	146,595	146,588	94,491	94,491	94,491
Operating and Maintenance							
Professional Services	51,555	57,500	57,500	70,000	170,000	162,000	162,000
Prof. Serv. Reedy Fork Creek Greenway	26,984	0	23,100	23,100	0	0	0
Prof. Serv. S. Main/Century Blvd. Sidewalk	0	46,955	46,955	0	0	0	0
Professional Services - Duffield Ct	0	0	0	0	0	0	0
Prof. Serv. Sanitary Sewer Study	62,352	100,000	100,000	100,000	100,000	100,000	100,000
Prof. Serv. Eng Plan Brookford/Hospital	245	20,000	20,000	32,500	49,335	49,335	49,335
Prof. Serv. W. Mountain St. Turn Ln/Sidewalk	0	0	0	0	0	0	0
Telephone & Postage	510	200	200	200	1,256	1,256	1,256
Printing	841	600	600	600	600	600	600
Travel	383	2,000	2,000	2,000	2,000	2,000	2,000
Maintenance/Repair - Other	1,309	1,200	1,200	600	600	600	600
Advertising	0	0	0	0	500	500	500
Advertising - Brookfork/Hospital	0	1,000	1,000	0	0	0	0
Advertising - W. Mountain St. Turn Ln/Sidewalk	0	0	0	0	0	0	0
Advertising - Reedy Fork Creek Greenway	0	0	0	0	0	0	0
Advertising - S. Main/Century Blvd. Sidewalk	0	755	755	0	0	0	0
Office Supplies	673	1,000	1,000	1,000	1,000	1,000	1,000
Departmental Supplies/Mat.	6,997	9,787	9,787	9,787	6,483	6,483	6,483
Contracted Services	0	0	0	0	0	0	0
Contracted Services - Transit	23,789	33,000	33,000	29,386	30,268	30,268	30,268
Dues and Subscriptions	1,466	1,000	1,000	800	800	800	800
Insurance and Bonds	9,289	6,963	6,963	6,963	5,754	5,754	5,754
Miscellaneous Expenses	68	350	350	350	350	350	350
Subtotal Operating	186,460	282,310	305,410	277,286	368,946	360,946	360,946
Capital Outlay							
CO - ROW: W. Mountain St. Turn Ln/Sidewalk	0	0	0	0	0	0	0
CO - ROW: Reedy Fork Creek Greenway	0	0	0	0	0	0	0
CO - ROW: S. Main/Century Place Sidewalk	0	22,900	22,900	0	0	0	0
CO - Land: Macy Grove Sidewalk	0	0	17,252	17,252	0	0	0
CO - Land: Union Cross Sidewalk	0	0	39,019	39,019	0	0	0
CO - ROW: Brookford/Hospital	0	70,000	70,000	0	80,500	80,500	80,500
CO - Land	600,000	0	0	0	0	0	0
Capital Outlay - Gen Improvements	0	0	0	0	0	0	0
Capital Outlay - Gen Impr. Brookford/Hospital	0	600,000	600,000	0	690,000	690,000	690,000
CO - GI S. Main/Old Winston Intersection	0	0	0	0	0	0	0
CO - GI Century Blvd. Sidewalk	0	0	0	0	0	0	0
Subtotal Capital Outlay	600,000	692,900	749,171	56,271	770,500	770,500	770,500
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	0
Subtotal Installment Purchase	0	0	0	0	0	0	0
Totals	1,031,806	1,121,805	1,201,176	480,145	1,233,937	1,225,937	1,225,937

Com. Development Dept. - Engineering Dept. - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Subtotal Installment Purchase		0
Capital Outlay - Gen Improvements: ROW		
CO - ROW: Brookford/Hospital	New Request	80,500
Subtotal Cap. Outlay - Gen Improvements: ROW		80,500
Capital Outlay - Gen Improvements		
General Improvements - Brookford/Hospital	New Request	690,000
Subtotal Capital Outlay - Gen Improvements		690,000
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equip.		0

FINANCE DEPARTMENT

GOALS & OBJECTIVES FY 2016-17

The Finance Department strives to provide quality financial services to all customers at the highest achievable levels of customer satisfaction. In a spirit of integrity, excellence, and dedication, the Finance Department is committed to providing timely, accurate, clear, and complete financial information and support to other Departments, elected officials, and citizens. The Department provides sound financial management, financial reporting and cost effective acquisition of goods and services for Town government that is consistent with local, state and federal laws and governmental accounting and regulatory requirements.

The Department manages all the Town's funds, including investment and debt portfolios, plans and administers financial policies and develops long-range financial plans. The Finance Department is also responsible for the revenue collections of all amounts due for governmental services, manages installment purchase contracts, and prepares numerous Town, state and federal reports.

Goals and Objectives for Fiscal Year 2016-17:

1. Improve and formalize the Capital Improvement Program focusing on budgetary requirements and assisting departments with prioritization.
2. Continuously review departmental financial activities and processes to ensure proper internal controls relating to cash transactions, purchasing and payroll.
3. Improve financial processes and efficiencies by evaluating current financial procedures. Update financial software and provide assistance and training to other Departments.
4. Maintain high levels of professional accounting and financial reporting standards worthy of the Government Finance Officers Association (GFOA) "Certificate of Achievement for Excellence in Financial Reporting" Program.
5. Analyze and maintain performance measures and benchmarks to show progression and identify areas where performance can be increased.
6. Ensure that all Town purchases are made in accordance with the procurement laws of the state of North Carolina and the Finance Policies and procedures of the Town.
7. Advance employee skills and knowledge-base through training, attending industry and professional conferences to increase operational efficiencies, job knowledge and skills. Stay abreast of changes in the regulations and standards of accounting and financial reporting.

Finance Department

Expenditures Detailed

2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$334,197	\$343,375	\$343,375	\$343,922	\$354,899	\$354,899	\$354,899
Salaries & Wages - Temp/PT	0	0	0	0	0	0	\$0
Salaries & Wages - Overtime	271	2,750	2,750	1,750	2,000	2,000	\$2,000
FICA Tax Expenses	24,972	26,495	26,495	26,495	27,319	27,319	27,319
Group Insurance Expenses	43,319	45,871	45,871	48,769	53,978	53,978	53,978
Retirees Insurance Expense	551	5,408	5,408	5,408	5,906	5,906	5,906
Retirement Expense - Reg.	23,131	23,087	23,087	23,087	25,876	25,876	25,876
Employee Appreciation	140	210	210	210	210	210	210
Unemployment Insurance	3,107	0	0	0	0	0	0
Retirement Expense - 401K	1,514	3,462	3,462	3,462	3,569	3,569	3,569
Employee Training	14,795	13,843	16,843	11,750	12,575	9,800	9,800
Subtotal Personnel	445,998	464,501	467,501	464,853	486,332	483,557	483,557
Operating and Maintenance							
Professional Services	76,930	82,435	87,935	87,935	80,000	78,700	78,700
Telephone & Postage	5,850	8,048	8,048	8,958	8,050	8,050	8,050
Printing	2,350	4,210	4,210	4,210	4,150	4,150	4,150
Travel	8,805	13,662	13,662	13,662	11,600	11,600	11,600
Software Maintenance Fees	33,487	38,530	38,530	38,530	58,530	58,530	58,530
Advertising	43	0	0	100	150	150	150
Office Supplies	2,225	3,000	3,000	2,300	2,650	2,650	2,650
Departmental Supplies/Mat.	12,527	18,984	21,604	23,500	9,500	6,500	6,500
Contracted Services	156,050	142,300	142,300	142,300	144,500	144,500	144,500
Banking Services	21,471	22,350	22,350	22,350	22,350	23,500	23,500
Dues and Subscriptions	1,629	1,640	1,640	1,640	1,640	1,640	1,640
Insurance and Bonds	13,301	14,122	14,211	14,258	14,005	14,005	14,005
Miscellaneous Expenses	110	250	250	200	250	250	250
Shortage/Overage	-30	0	0	0	0	0	0
Subtotal Operating	334,745	349,531	357,740	359,943	357,375	354,225	354,225
Capital Outlay							
Capital Outlay - Equipment	11,293	0	18,050	18,050	0	0	0
Capital Outlay - Equipment (I.P.)	0	0	0	0	0	0	0
Subtotal Capital Outlay	11,293	0	18,050	18,050	0	0	0
Installment Purchase							
Installment Purchase	5,568	5,570	5,570	5,570	0	0	0
Subtotal Installment Purchase	5,568	5,570	5,570	5,570	0	0	0
Totals	797,604	819,602	848,861	848,416	843,707	837,782	837,782

INFORMATION SYSTEMS DEPARTMENT

GOALS & OBJECTIVES FY 2016-2017

Directs and coordinates local and wide area network (LAN/WAN) activities along with software, website and social media activities by performing the duties personally or through other employees or contracted services. Installs, configures, modifies, and troubleshoots client and server hardware and software, providing technical assistance and training to users and peers so as to support all departmental services provided to the citizens. Provides enterprise wide direction for all technology related projects. Manages various websites delivery information to both internal customers and external citizens. Provides project management services for various enterprise level and department level projects related to technology.

This department strives to provide for the availability of data, exchange of information and protection of the information assets while maintaining a reasonable budget and complying with industry standard practices and regulations. The purpose of this department is to serve as an advisor to the Board of Alderman, Town Manager and to all other departments and staff within the organization in the management and use of information technology.

Goals and Objectives for Fiscal Year 2016-2017:

1. Provide 100% uptime for all network services supporting public safety and other departments.
2. Expand surveillance cameras and facility access controls to additional parks and other town buildings using network IP based equipment tying into a centralized video management system.
3. Reestablish a regular set of educational opportunities through the TOK University training program to be led by the Business Analyst
4. Produce a Catalog of Services document that includes inventory of services, software, hardware and networking equipment.
5. Replace/upgrade aging networking equipment.
6. Add storage for pictures and videos to support newer processes in the departments.
7. Publish new refreshed toknc.com website presenting more department specific info providing for specific departmental needs.
8. Produce a Town information specific mobile app to supplement toknc.com.

Information Systems Department

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	200,206	\$221,345	\$221,345	\$206,000	\$246,612	\$246,612	\$246,612
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	0	0	0	0	0	0	0
Auto Allowance Expense	675	0	0	675	675	675	675
FICA Tax Expenses	15,099	16,944	16,944	15,770	18,877	18,877	18,877
Group Insurance Expenses	21,518	27,401	27,401	27,401	28,409	28,409	28,409
Retirement Expense - Reg.	13,498	14,764	14,764	13,741	17,880	17,880	17,880
Employee Appreciation	70	140	140	140	140	140	140
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	885	2,214	2,214	2,060	2,467	2,467	2,467
Employee Training	4,256	5,050	5,050	5,000	6,500	6,500	6,500
Subtotal Personnel	256,207	287,858	287,858	270,787	321,560	321,560	321,560
Operating and Maintenance							
Professional Services	40	2,000	2,000	4,300	2,400	2,400	2,400
Telephone & Postage	39,176	46,340	46,340	45,400	46,400	46,400	46,400
Travel	4,268	4,500	4,500	5,100	6,500	6,500	6,500
Maintenance/Repair - Network	31,941	63,000	63,000	63,000	63,000	63,000	63,000
Departmental Supplies/Mat.	1,264	1,200	1,200	1,100	1,400	1,400	1,400
Equipment Replacement	0	0	0	0	0	0	0
Software Lic. Renewals/Updates	35,240	20,600	20,600	20,600	20,800	20,800	20,800
Dues and Subscriptions	677	800	800	150	150	150	150
Insurance and Bonds	8,647	9,329	9,329	9,369	10,160	10,160	10,160
Miscellaneous Expenses	238	200	200	200	200	200	200
Subtotal Operating	121,490	147,969	147,969	149,219	151,010	151,010	151,010
Capital Outlay							
Capital Outlay - Equipment	0	0	0	0	0	0	0
Capital Outlay - Equipment (I.P.)	0	24,400	24,400	24,352	39,500	39,500	39,500
Subtotal Capital Outlay	0	24,400	24,400	24,352	39,500	39,500	39,500
Installment Purchase							
Installment Purchase	30,980	22,523	22,523	22,246	25,963	25,963	25,963
Subtotal Installment Purchase	30,980	22,523	22,523	22,246	25,963	25,963	25,963
Totals	408,677	482,750	482,750	466,604	538,033	538,033	538,033

Information Systems - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Computer Storage and Backup System	Fourth of five annual payments.	\$12,350
Host Servers Replacement	Second of five annual payments	5,173
Internal Wifi Controller and Access Points	First of five annual payments	8,440
Subtotal Installment Purchase		25,963
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		
		0
Capital Outlay - Equipment (I.P.) *		
Internal Wifi Controller and Access Points	New Request	39,500
Subtotal Capital Outlay - Equipment (I.P.)		39,500
* Item(s) is being paid for under installment purchase financing.		

HUMAN RESOURCES DEPARTMENT

GOALS & OBJECTIVES FY 2016-17

The mission of the Human Resources Department is to provide effective Human Resource, Safety, and Risk Management through creation, by development and implementation of policies, programs, and services which contribute to the attainment of management and employee goals. Our goals for FY 2016-2017, many of which define what we continually strive to accomplish, include:

Goals and Objectives for Fiscal Year 2016-2017:

Recruiting and Hiring

Our continuing goal is to hire the most qualified employees by: pre-planning staffing needs; ensuring an effective internal interview process; increasing organizational visibility in the employment marketplace; identifying the best and most cost effective recruitment sources, conducting thorough reference checks, and actively participating in the onboarding process at the Department level for all new hires. Our current goal is to implement electronic Human Resources Management software to better enhance our recruiting efforts.

Employee Retention

While hiring quality employees is one of our primary goals, equally important is our ongoing goal of retaining our valued employees which we succeed by: assuring effective leadership qualities in our managers; furnishing technical, interpersonal, and career development training and coaching; conducting exit and stay interviews to supply relevant feedback to management; enhancing two-way communication between employees and management; and providing a safe workplace environment. We are also charged with providing competitive wages and benefits for our employees by conducting annual market pay studies for employee groups and securing cost effective, high quality benefits.

Legal Compliance

To accomplish this continuing goal, we must ensure that the Town has an inclusive workforce that is allowed to work in a safe and discrimination/harassment free environment by: maintaining compliance with employment laws and government regulations, developing policies and procedures and providing pertinent training for managers and employees.

Training and Development

To successfully attain this goal, we will continue to grow effective leadership skills and ensure career development of employees, by annually monitoring departmental workforce succession plans and providing training in the area of employment law, government regulations and litigation avoidance.

HUMAN RESOURCES DEPARTMENT

GOALS & OBJECTIVES FY 2016-17

Safety and Risk Management

We continually utilize Risk Management practices to provide quality and cost-effective coverage while implementing programs to assist in the reduction of property and liability claims as well as reducing employee workplace injuries. This is accomplished by aggressively managing our safety programs, thoroughly conducting accident and injury investigations as well as liability claims, to develop a successful safety culture. Additionally, our intention is to work closely with the Occupational Health and Safety Administration in a consultative capacity. This, in turn, will limit exposures to employees and property.

Goals and Objectives for Fiscal Year 2016-2017:

1. Complete the implementation of the Cyber Recruiter module portion of our Human Resources Management System.
2. Finalize a document scanning/disposal policy in accordance to the Department of Cultural Resources to reduce onsite document storage.
3. Partner with NCDOL and Consultative Services to achieve requirements to pursue a Public Sector SHARP certification.
4. Partner with management and internal committees to enhance inclusion focus throughout the organization.
5. Reduce adjusted turnover by 2%.

Human Resources Department

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$229,848	\$237,323	\$237,323	\$238,996	\$245,273	\$245,273	\$245,273
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Medical Loss Ratio Rebate	0	0	0	0	0	0	0
FICA Tax Expenses	17,464	18,156	18,156	18,284	18,764	18,764	18,764
Group Insurance Expenses	29,316	33,879	33,879	31,456	33,026	33,026	33,026
Retiree's Insurance Expense	152,236	0	0	0	0	0	0
Retirement Expense - Reg.	15,894	15,830	15,830	15,942	17,783	17,783	17,783
Employee Appreciation	37,208	43,755	43,755	40,729	45,680	45,680	45,680
Unemployment Insurance	22,557	30,000	30,000	1,050	1,000	1,000	1,000
Retirement Expense - 401K	1,033	2,374	2,374	2,390	2,453	2,453	2,453
Employee Training	14,341	23,760	23,760	23,516	29,530	29,530	29,530
Subtotal Personnel	519,897	405,077	405,077	372,363	393,509	393,509	393,509
Operating and Maintenance							
Professional Services	89,331	75,500	75,500	75,675	75,500	75,500	75,500
Telephone & Postage	2,632	3,039	3,039	2,200	3,039	3,039	3,039
Printing	204	200	200	200	200	200	200
Travel	2,117	5,170	5,170	4,378	7,750	7,750	7,750
Maintenance/Repair - Building	0	0	0	0	0	0	0
Maintenance/Repair - Other	3,898	1,800	1,800	1,561	1,800	1,800	1,800
Maintenance/Repair - EDP	29,881	26,600	26,600	35,157	41,000	41,000	41,000
Advertising	183	0	0	0	0	0	0
Office Supplies	1,138	1,600	1,600	1,600	1,600	1,600	1,600
Departmental Supplies/Mat.	1,377	2,600	2,600	2,600	2,800	2,800	2,800
Contracted Services	7,750	7,750	7,750	7,750	7,750	7,750	7,750
Dues and Subscriptions	1,154	1,145	1,145	1,394	2,085	2,085	2,085
Insurance and Bonds	9,180	9,865	9,865	9,906	9,694	9,694	9,694
Miscellaneous Expenses	191	300	300	300	300	300	300
Subtotal Operating	149,036	135,569	135,569	142,721	153,518	153,518	153,518
Capital Outlay							
Capital Outlay - Equipment	6,317	30,000	30,000	10,020	0	0	0
Subtotal Capital Outlay	6,317	30,000	30,000	10,020	0	0	0
Installment Purchase							
Installment Purchase	0	6,360	6,360	6,164	6,360	6,360	6,360
Subtotal Installment Purchase	0	6,360	6,360	6,164	6,360	6,360	6,360
Totals	675,250	577,006	577,006	531,268	553,387	553,387	553,387

Human Resources Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Sage Software Upgrade	Second of five annual payments	\$6,360
Subtotal Installment Purchase		6,360
Capital Outlay - Equipment (I.P.) *		
Subtotal Capital Outlay - Equipment (I.P.)		0

POLICE DEPARTMENT

GOALS & OBJECTIVES FY 2016-17

The Kernersville Police Department and its personnel envision a community where all citizens enjoy the highest quality of life that is free of crime and disorder. We will accomplish this by providing outstanding police services in a legal, ethical, and professional manner. The Kernersville Police Department will enhance its reputation and practice of delivering “A Higher Level Of Service”.

Goals and Objectives for Fiscal Year 2016-2017:

1. Deliver the best possible services to our citizens.

We will increase information to, educational activities for, and interaction with our citizens. We will significantly enhance use of social media to include disseminating more information and reviewing and responding to citizen comments.

2. Enhance the overall quality of life for all citizens.

We will implement strategies to reduce problems in the community and increase crime prevention efforts. We will focus on resolving community problems with problem solving focus in each patrol zone.

3. Eliminate criminal activity and the conditions that foster crime and the fear of crime.

We will target crime and criminals relentlessly. We will utilize specialized divisions to focus on trends and support other units. We will expand Neighborhood Watch.

4. Enhance roadway safety.

We will utilize various tactics including enforcement and education to reduce traffic violations, crashes, DWI offenses, and reckless driving.

5. Continually improve agency efficiency and effectiveness.

We will enhance methods and strategies to more efficiently use resources and improve effectiveness through a review a redistribution of tasks with the agency.

6. Provide a great work environment that attracts and retains a diverse cadre of quality personnel, rewards excellence, and enhances the skills of, and opportunities for, all personnel.

We will select the best personnel, and reward and develop them for the benefit of the agency and the community.

Police Department

Expenditures Detailed

2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$735,389	\$779,049	\$779,049	\$803,873	\$792,379	\$792,379	\$792,379
Salaries & Wages - Reg. (Sworn)	3,393,421	3,447,794	3,497,794	3,333,454	3,540,210	3,528,820	3,528,820
Salaries & Wages - Off-Duty	35,673	55,000	58,500	66,200	78,500	78,500	78,500
Salaries & Wages - Temp/PT	0	0	1,000	1,600	7,200	7,200	7,200
Salaries & Wages - Overtime (Reg)	26,853	35,000	35,000	27,887	35,000	35,000	35,000
Salaries & Wages - Overtime (Sworn)	8,196	28,000	28,000	19,258	35,000	25,000	25,000
Salaries & Wages - Off-Duty OT	0	0	0	0	0	0	0
Clothing Allowance Expense	5,800	6,600	6,600	6,350	5,800	5,800	5,800
FICA Tax Expenses	313,953	333,116	337,018	326,018	344,034	342,398	342,398
Group Insurance Expenses	690,172	736,696	749,860	749,860	814,886	807,725	807,725
Retirees Insurance Expense	3,835	51,144	55,410	55,410	67,728	67,728	67,728
Retirement Expense - Reg.	52,652	54,298	54,298	59,471	66,191	66,191	66,191
Retirement Expense - Sworn	246,465	248,520	252,304	239,719	286,017	284,306	284,306
Employee Appreciation	1,610	3,010	3,010	3,045	3,080	3,080	3,080
Unemployment Insurance	1,348	0	0	0	0	0	0
Retirement Expense - 401K Reg	3,439	8,141	8,141	8,318	8,274	8,274	8,274
Retirement Exp. - 401K (Sworn)	166,306	173,790	176,340	167,636	178,761	177,691	177,691
Retirement Supplemental	98,812	105,811	105,811	125,961	144,096	144,096	144,096
Employee Training	23,286	35,000	35,000	15,000	60,000	40,000	40,000
Subtotal Personnel	5,807,209	6,100,969	6,183,135	6,009,060	6,467,156	6,414,188	6,414,188
Operating and Maintenance							
Professional Services	48,224	41,260	73,525	112,934	106,430	95,000	95,000
Telephone & Postage	54,474	66,520	66,520	69,192	67,272	67,272	67,272
Printing	790	3,250	3,250	3,250	3,250	3,250	3,250
Departmental Utilities Expense	12,006	15,720	16,520	15,000	21,240	21,240	21,240
Travel	23,684	33,750	33,750	25,000	35,950	35,950	35,950
Travel - FC - DWI Grant	0	0	0	0	0	0	0
Travel - FC - DWI Grant 2016	0	0	800	100	0	0	0
Maintenance/Repair - Comm Tower	15,662	0	0	0	0	0	0
Maintenance/Repair - Radio	36,329	40,800	40,800	38,585	43,460	43,460	43,460
Maintenance/Repair - Other	88,345	132,500	132,500	149,776	184,430	149,430	149,430
Building and Equipment Rental	0	0	14,250	14,250	23,000	23,000	23,000
Advertising	0	1,500	1,500	1,000	1,500	1,500	1,500
Office Supplies	10,378	15,000	15,000	15,000	15,000	15,000	15,000
Departmental Supplies/Mat.	195,532	127,500	133,200	145,000	328,952	159,952	159,952
Departmental Supplies/Mat. - DWI Grant	0	0	0	0	0	0	0
Gov Hwy Safety Materials	0	0	0	0	0	0	0
GHSP-Saved By The Belt Supplies/Mat.	0	0	0	0	0	0	0
GCC/Materials/Rifle Replacement Grant	14,812	14,980	14,980	14,812	21,200	21,200	21,200
GHSP/Materials/Operation Crash Reconstruction	11,632	0	0	0	0	0	0
Supplies/Materials - DWI Grant	0	0	13,385	13,385	0	0	0
Departmental Supplies/Mat. Gov. Hwy	-40	0	0	0	0	0	0
Uniforms & Accessories	60,869	48,500	48,500	76,889	103,650	78,000	78,000
Uniforms & Accessories - DWI Grant	0	0	0	0	0	0	0
Uniforms & Accessories - DWI Grant 2016	0	0	7,200	7,200	0	0	0
Equipment Lease Expense	20,685	24,688	24,688	20,844	23,832	23,832	23,832
Dues and Subscriptions	1,843	5,000	5,000	2,850	5,000	5,000	5,000
Insurance and Bonds	269,914	144,045	147,017	147,017	141,153	141,153	141,153
Miscellaneous Expenses	1,548	1,700	1,700	1,380	1,700	1,700	1,700
Forsyth Co.- Park Fine, Unclaim	0	0	0	0	0	0	0
Information & Ammo Expense	23,823	45,220	45,220	54,076	43,965	43,965	43,965
Information Expense	0	0	36,000	36,000	0	0	0
Subtotal Operating	890,508	761,933	875,305	927,540	1,170,984	929,904	929,904

Police Department

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
continued							
Capital Outlay							
Capital Outlay - General Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay - Equipment	9,404	28,000	28,000	28,000	0	0	0
Capital Outlay - Equipment - DWI Grant	0	0	0	0	0	0	0
Capital Outlay - Equipment - GHSP KYS	0	0	0	0	0	0	0
Capital Outlay - Equip. GHSP-SBTB	0	0	0	0	0	0	0
Capital Outlay - Equip. GHSP-SBTB	0	0	35,000	35,000	0	0	0
Capital Outlay - Equipment (IP)	140,628	274,000	274,000	268,538	2,767,000	2,767,000	2,767,000
Non-Capital - Equipment (IP)	190,638	65,000	65,000	63,805	75,000	75,000	75,000
Subtotal Capital Outlay	340,670	367,000	402,000	395,343	2,842,000	2,842,000	2,842,000
Special Appropriations							
K-9 costs	7,586	10,450	10,450	9,547	12,410	12,410	12,410
Governor's Crime Commission Grant	0	0	0	0	0	0	0
Subtotal Special Appropriations	7,586	10,450	10,450	9,547	12,410	12,410	12,410
Installment Purchase							
Installment Purchase	277,292	238,627	238,627	356,019	601,074	601,074	601,074
Subtotal Installment Purchase	277,292	238,627	238,627	356,019	601,074	601,074	601,074
Totals	7,323,265	7,478,979	7,709,517	7,697,508	11,093,624	10,799,576	10,799,576

Police Department - Capital Outlay		
Item	Remarks	Project Cost
Installment Purchase		
5 - Patrol Car Replacements	Five of Five Annual Payments	\$24,750
5 - Patrol Car Replacements	Fourth of Five Annual Payments	24,200
Vehicle Replacement Program (6 Cars)	Third of Five Annual Payments	30,710
Commication Radios	Third of Five Annual Payments	17,600
Computers	Third of Five Annual Payments	24,100
5 - Vehicle Replacements	Second of Five Annual Payments	33,919
1 - Canine Vehicle (Replacement)	Second of Five Annual Payments	6,784
Recording System	Second of Five Annual Payments	13,780
Barcoding System - Evidence Room	Second of Five Annual Payments	3,604
In-Car Radios (20) - Replacement	Second of Five Annual Payments	13,780
In-Car Radios (20) - Replacement	First of Five Annual Payments	16,019
7 - Patrol Car Replacements	First of Five Annual Payments	61,301
Building Security System - Town Hal	First of Five Annual Payments	17,087
Police Communication System	First of Ten Annual Payments	313,440
Subtotal Installment Purchase		601,074
Capital Outlay - General Improvement		
Subtotal General Improvement		0
Capital Outlay - Equipment		
Subtotal for Capital Outlay - Equipment		0
Capital Outlay - Equipment (I.P.) *		
Building Security System - Town Hal	New Request	80,000
7 - Patrol Car Replacements	New Request	287,000
Police Communication System	New Request	2,400,000
Subtotal Capital Outlay - Equipment (I.P.)		2,767,000
Non-Capital Outlay - Equipment (I.P.) *		
In-Car Radios (20)	New Request	75,000
Subtotal Non-Capital Outlay - Equipment (I.P.)		75,000
* Item(s) is being paid for under installment purchase financing.		

FIRE DEPARTMENT

GOALS & OBJECTIVE FY 2016-17

The mission of the Kernersville Fire Rescue Department is to provide quality services and prevent harm to the community we serve. During fiscal year 2016-2017 our goals and objectives focus on continual professional improvement, seeking innovative, efficient and effective ways to enhance the services we provide. Highlights include the construction of a new state of the art fire station to replace Station 42, construction of a training facility and improving customer service through best practices in all aspects of the services we provide to the citizens of the Town of Kernersville.

Goals and Objectives for Fiscal Year 2016-2017:

1. Strategically evaluate our existing emergency service delivery in order to provide the highest quality of services to our citizens while maintaining the safety of our responders.

Focus areas include:

- Design and begin construction of a new fire station for the replacement of station 42 that will serve the community for 50 plus years.
- Evaluate the possibility of seeking accreditation to confirm we are providing innovative, efficient and superior fire prevention, fire suppression and emergency services to our community.
- Conduct a GIS study to evaluate our current response model to ensure correct response and location of responding units.
- Continue to evaluate Capital Improvement Plan for replacement of equipment, and vehicles to ensure the safest and most economical options available.

2. Strategically evaluate our fire prevention and public education programs.

Focus areas include:

- Evaluate current fire prevention programs that include code enforcement through fire inspections that focus on compliance through education.
- Evaluate current plan review programs with a focus on being a strategic partner in community growth and development.
- Evaluate current public education services provided such as Project F-I-R-E and the car seat safety program looking for innovative ways to enhance and improve these programs.
- Look for innovative programs to continually improve the customer service and education services provided.

FIRE DEPARTMENT

GOALS & OBJECTIVE FY 2016-17

3. Develop a comprehensive training and professional development program concentrating on developing our personnel to provide the highest level of fire and emergency services to the citizens we serve.

Focus areas include:

- Evaluate current training program for fire and emergency services.
- Implement a multi-year training program that focuses on core areas of fire, technical rescue, and emergency medical and hazardous material response.
- Evaluate and implement a promotional policy.
- Evaluate and implement professional development strategies that enhance the work environment of current employees.
- Design and begin construction of a training center.

4. Strive to provide exceptional customer service.

Focus areas include:

- Establish effective customer service through frequent transparent communications.
- Seek input from current employees on ways to improve internal and external customer service.

5. Strengthen relationships with our strategic partners and assisting agencies.

Focus areas include:

- Evaluate current relationships focusing on enhancing service delivery.
- Establish ongoing meetings.

Establish regular training sessions with our assisting agencies.

Fire Department

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$2,971,895	\$3,115,512	\$3,115,512	\$3,115,512	\$3,191,759	\$3,191,759	\$3,191,759
Salaries & Wages - Temp/PT	20,893	0	0	4,959	0	0	0
Salaries & Wages - Overtime	222,884	240,120	240,120	240,120	240,120	240,120	240,120
FICA Tax Expenses	229,737	256,894	256,894	257,273	262,727	262,727	262,727
Group Insurance Expenses	618,588	641,002	641,002	641,002	712,196	712,196	712,196
Retirees Insurance Expense	5,610	56,261	56,261	56,261	68,003	68,003	68,003
Retirement Expense - Reg.	220,474	223,821	223,821	223,821	248,812	248,812	248,812
Employee Appreciation	1,155	2,450	2,450	2,450	2,450	2,450	2,450
Retirement Expense - 401K	1,095	33,557	33,557	33,557	34,319	34,319	34,319
Unemployment Insurance	14,538	0	0	0	0	0	0
Employee Training	17,066	18,500	18,900	22,500	18,000	18,000	18,000
Subtotal Personnel	4,323,934	4,588,117	4,588,517	4,597,455	4,778,386	4,778,386	4,778,386
Operating and Maintenance							
Professional Services	23,061	25,220	25,220	25,220	25,220	25,220	25,220
Telephone & Postage	8,294	9,500	9,500	9,500	9,500	9,500	9,500
Printing	590	850	850	850	850	850	850
Departmental Utilities Expense	48,322	50,000	50,000	50,000	50,000	50,000	50,000
Travel	5,917	6,000	6,000	6,000	6,000	6,000	6,000
Maintenance/Repair - Bldg.	27,478	15,000	72,253	125,000	28,000	28,000	28,000
Maintenance/Repair - Radio	198	4,000	4,000	5,600	5,600	5,600	5,600
Maintenance/Repair - Other	8,447	12,000	12,000	12,000	12,000	12,000	12,000
Maintenance/Repair - Fire Truck	25,581	15,000	18,900	25,000	15,000	15,000	15,000
Advertising	166	750	750	778	750	750	750
Supplies/Fire Truck Repairs		0	0	0	0	0	0
Office Supplies	2,125	2,500	2,500	2,500	2,500	2,500	2,500
Departmental Supplies/Mat.	72,562	60,000	89,741	65,000	60,000	60,000	60,000
Departmental Supplies/Mat. Grant	0	0	0	0	0	0	0
Fire Grant Supplies & Materials	0	0	0	0	0	0	0
Uniforms & Accessories	82,438	69,000	169,000	69,000	52,500	52,500	52,500
Equipment Lease Expense	1,188	1,500	1,500	1,500	1,500	1,500	1,500
Contracted Services	17,039	30,850	48,350	30,850	30,535	30,535	30,535
Dues and Subscriptions	9,421	9,895	9,895	9,895	9,280	9,280	9,280
Insurance and Bonds	289,614	118,787	119,618	118,969	118,926	118,926	118,926
Miscellaneous Expenses	1,211	1,500	1,500	1,500	1,500	1,500	1,500
Public Educ./Fire Prevention	3,982	4,500	4,500	4,884	4,500	4,500	4,500
Subtotal Operating	627,634	436,852	646,077	564,046	434,161	434,161	434,161
Capital Outlay							
Capital Outlay - Building (I.P.)	0	0	0	0	6,200,000	6,200,000	6,200,000
Capital Outlay - Improvements (I.P.)	0	0	0	0	0	0	0
Capital Outlay - Equipment	0	0	950,000	0	475,000	475,000	475,000
Capital Outlay - Equipment (IP)	0	67,000	67,000	68,024	510,000	510,000	510,000
Non-Capital - Equipment (IP)	66,259	295,000	295,000	294,999	0	0	0
Subtotal Capital Outlay	66,259	362,000	1,312,000	363,023	7,185,000	7,185,000	7,185,000

continued

Fire Department

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
continued							
Special Appropriations							
Fire Protection Contracts	12,500	17,500	17,500	17,500	17,500	17,500	17,500
Subtotal Special Appropriations	12,500	17,500	17,500	17,500	17,500	17,500	17,500
Installment Purchase							
Installment Purchase	333,745	309,860	309,860	309,860	889,843	889,843	889,843
Subtotal Installment Purchase	333,745	309,860	309,860	309,860	889,843	889,843	889,843
Totals	5,364,073	5,714,329	6,873,954	5,851,884	13,304,890	13,304,890	13,304,890

Fire Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Breathing air cylinder replacement (2nd year)	Fifth of five annual payments	\$7,010
Fire Station Land	Fifth of fifteen annual payments	15,200
Breathing air cylinder replacement (3rd year)	Fourth of five annual payments	5,400
Radios and radio equipment	Fourth of five annual payments	18,700
Aerial apparatus	Fourth of twelve annual payments	93,910
Communication radios and equipment	Third of five annual payments	20,550
Fire Engine with mounted equipment	Second of ten annual payments	51,880
Chief Vehicle - Replacement	Second of five annual payments	6,784
SCBA Equipment - Replacement	Second of five annual payments	62,538
Training Officer Vehicle	Second of five annual payments	7,420
Fire Engine	First of ten annual payments	62,100
Fire Marshall Vehicle	First of five annual payments	7,476
New Fire Station	First of twenty annual payments	530,875
Subtotal Installment Purchase		889,843
Capital Outlay - Equipment		
New Fire Station	New Request	6,200,000
Subtotal Capital Outlay - Equipment (I.P.)		6,200,000
Capital Outlay - Equipment		
Fire Truck	New Request	475,000
Subtotal Capital Outlay - Equipment (I.P.)		475,000
Capital Outlay - Equipment (I.P.) *		
Fire Truck	New Request	475,000
Fire Marshall Vehicle	New Request	35,000
Subtotal Capital Outlay - Equipment (I.P.)		510,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES -ADMINISTRATION DIVISION

GOALS & OBJECTIVES FY 2016-17

The purpose of this Division is to provide leadership, planning, operational control, budgeting, training management and administrative support to the four operational divisions of the Department.

Goals and Objectives for Fiscal Year 2016-2017:

1. Research replacement for Mobile311, plan for implementation of new product at the end of FY16-17.
2. Develop new system for tracking data used to create the annual report. This may be done in conjunction with new work order system.
3. Assist Solid Waste in conducting a rerouting analysis of the residential collection program.

Public Services - Administration Division

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$272,079	\$222,972	\$222,972	\$214,000	\$240,350	\$247,439	\$247,439
Salaries & Wages - Temp/PT	192	5,000	5,000	2,100	5,000	5,000	5,000
Salaries & Wages - Overtime	0	5,000	5,000	500	1,855	1,855	1,855
Auto Allowance Expense	0	0	0	0	0	0	0
FICA Tax Expenses	20,348	17,834	17,834	16,581	18,922	19,465	19,465
Group Insurance Expenses	34,885	29,112	29,112	27,075	39,365	39,365	39,365
Retirees Insurance Expense	1,755	12,885	12,885	10,922	13,733	13,733	13,733
Retirement Expense - Reg.	19,058	15,206	15,206	14,308	17,560	18,074	18,074
Employee Appreciation	70	140	140	140	140	140	140
Unemployment Insurance	117	0	0	0	0	0	0
Retirement Expense - 401K	1,184	2,280	2,280	2,145	2,423	2,493	2,493
Employee Training	2,081	4,025	4,025	3,000	4,150	4,150	4,150
Subtotal Personnel	351,770	314,454	314,454	290,771	343,498	351,714	351,714
Operating and Maintenance							
Professional Services	40	275	275	0	275	275	275
Telephone & Postage	2,919	3,350	3,350	3,300	3,350	3,350	3,350
Printing	1,212	1,250	1,250	1,250	1,250	1,250	1,250
Travel	1,768	4,500	4,500	1,600	4,500	4,500	4,500
Advertising	420	125	125	125	125	125	125
Office Supplies	924	1,100	1,100	1,000	1,100	1,100	1,100
Departmental Supplies/Mat.	5,542	5,400	5,400	5,000	5,400	5,400	5,400
Uniforms & Accessories	487	750	750	750	750	750	750
Dues and Subscriptions	1,235	1,354	1,354	1,000	1,079	1,079	1,079
Insurance and Bonds	12,138	12,482	12,482	0	11,443	11,443	11,443
Miscellaneous Expenses	1,122	2,000	2,000	2,000	2,300	2,300	2,300
Subtotal Operating	27,808	32,586	32,586	16,025	31,572	31,572	31,572
Capital Outlay							
Capital Outlay - Building	0	0	0	0	5,130,000	5,130,000	5,130,000
Capital Outlay - Equipment	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	5,130,000	5,130,000	5,130,000
Installment Purchase							
Installment Purchase	0	0	0	0	440,000	440,000	440,000
Subtotal Installment Purchase	0	0	0	0	440,000	440,000	440,000
Totals	379,578	347,040	347,040	306,796	5,945,070	5,953,286	5,953,286

PS Administration Division- Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Public Services Operation Building	First of twenty annual payments	\$440,000
Subtotal Installment Purchase		440,000
Capital Outlay - Building		
Public Services Operation Building	New Request	5,130,000
Subtotal Capital Outlay - General Improvement		5,130,000

PUBLIC SERVICES-STREET DIVISION

GOALS & OBJECTIVES FY 2016-17

The Street Division provides four primary services for the Town: roadway construction, street maintenance, right-of-way maintenance, and emergency response. These services include roadway and drainage repairs, construction project management and inspections, asphalt resurfacing, mowing and landscaping along the public roadways, and emergency services such as snow removal, storm debris cleanup, assistance to the Police and Fire Departments in emergency street closures, and accident cleanup. The primary emphasis during this fiscal year start the Kerner Mill Greenway Project.

Goals and Objectives for Fiscal Year 2016-2017:

1. Conduct Sidewalk Condition Rating (SCR) study.
2. Research replacement for Mobile311.
3. Construct buildings/sheds for dry storage and salt equipemt.
4. Manage resurfacing of Town Hall and Public Parking Lot
5. Improve processes and procedures for development review and inspections.

Public Services - Street Division

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$660,714	\$605,168	\$605,168	\$559,633	\$567,502	\$567,502	\$567,502
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	11,427	30,500	30,500	25,000	30,500	30,500	30,500
Auto Allowance Expense	675	0	0	0	0	0	0
FICA Tax Expenses	49,506	48,680	48,680	44,776	45,790	45,790	45,790
Group Insurance Expenses	125,647	124,204	124,204	120,000	124,832	123,341	123,341
Retirees Insurance Expense	58	12,205	12,205	11,900	6,926	6,866	6,866
Retirement Expense - Reg.	46,712	42,400	42,400	38,996	43,356	43,356	43,356
Employee Appreciation	315	665	665	665	560	560	560
Unemployment Insurance	848	0	0	0	0	0	0
Retirement Expense - 401K	3,028	6,357	6,357	5,847	5,981	5,981	5,981
Employee Training	5,284	5,760	5,760	5,663	6,420	6,420	6,420
Subtotal Personnel	904,214	875,939	875,939	812,480	831,867	830,316	830,316
Operating and Maintenance							
Professional Services	4,060	5,300	5,300	5,000	8,450	8,450	8,450
Telephone & Postage	8,638	9,000	9,000	8,900	10,200	10,200	10,200
Printing	1,078	1,650	1,650	1,500	1,650	1,650	1,650
Street Lighting	400,269	416,753	416,753	415,000	457,666	457,666	457,666
Decorative Street Lighting	0	5,751	5,751	5,751	5,751	5,751	5,751
Departmental Utilities Expense	6,893	8,284	8,284	8,000	8,920	8,920	8,920
Travel	528	2,300	2,300	2,300	2,300	2,300	2,300
Maintenance/Repair - Other	683	700	700	300	800	800	800
Advertising	255	1,000	1,000	750	1,000	1,000	1,000
Office Supplies	1,370	1,400	1,400	1,350	4,300	4,300	4,300
Departmental Supplies/Mat.	12,362	26,159	26,159	26,000	28,850	23,850	23,850
Street Supplies and Materials	75,037	43,940	67,720	77,720	58,770	58,770	58,770
Signs	18,605	24,254	24,254	23,000	25,254	25,254	25,254
Uniforms & Accessories	6,059	6,000	6,000	6,000	6,000	6,000	6,000
Equipment Lease Expense	12,080	12,759	12,759	12,500	37,184	20,284	20,284
Landfill Tipping Fees	18,972	24,000	220	0	24,000	24,000	24,000
Contracted Services	99,964	69,450	69,450	68,000	72,650	72,650	72,650
Contracted Services	12,102	0	0	0	0	0	0
Dues and Subscriptions	858	1,270	1,270	1,200	1,470	1,470	1,470
Insurance and Bonds	56,134	56,820	56,820	58,999	56,136	56,136	56,136
Miscellaneous Expenses	1,898	2,150	2,150	2,150	2,150	2,150	2,150
Subtotal Operating	737,844	718,940	718,940	724,420	813,501	791,601	791,601
Capital Outlay							
General Improvements	0	0	0	0	0	0	0
General Improvements	402,898	0	0	4,000	0	0	0
General Improvements	60,743	0	0	0	0	0	0
General Improvements	23,450	0	0	0	0	0	0
Sidewalk Construction/Repair	12,069	20,000	20,000	18,000	0	0	0
Capital Outlay - Equipment	#####	0	0	0	0	0	0
Capital Outlay - Equipment (IP)	0	50,000	50,000	50,000	55,000	55,000	55,000
Subtotal Capital Outlay	734,870	70,000	70,000	72,000	55,000	55,000	55,000
Installment Purchase							
Installment Purchase	75,320	87,920	87,920	87,920	35,748	35,748	35,748
Subtotal Installment Purchase	75,320	87,920	87,920	87,920	35,748	35,748	35,748
Totals	2,452,248	1,752,799	1,752,799	1,696,820	1,736,116	1,712,665	1,712,665

Public Services - Street Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Mini Excavator	Fourth of five annual payments	\$13,400
Salt Storage Facility	Second of five annual payments	10,600
Snow Plow Kit	First of five annual payments	8,544
Zero Turn Mower	First of five annual payments	3,204
Subtotal Installment Purchase		35,748
Capital Outlay - General Improvement		
Subtotal Capital Outlay - General Improvement		0
Sidewalk construction		
Subtotal Sidewalk Constr.		0
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		
Capital Outlay - Equipment (IP) *		
Snow Plow Kit	New Request	40,000
Zero Turn Mower	New Request	15,000
Subtotal Capital Outlay - Equipment (IP)		55,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES- SOLID WASTE DIVISION

GOALS & OBJECTIVES FY 2016-17

The Solid Waste Division is responsible for the promotion of a healthy and clean environment through the timely collection and disposal of solid waste. However, a priority of this Division is not just disposal, but rather re-purposing of this material through an effective recycling program. The Division also provides special services to include white good and bulky item collections, yard waste collections and public education programs.

Goals and Objectives for Fiscal Year 2016-2017:

1. Implement Motion Link vehicle tracking and analysis system for all commercial services.
2. Analyze and update routing and mapping for residential refuse and recycling.
3. Analyze and update routing and mapping for commercial refuse and recycling.
4. Research replacement for Mobile311.
5. Commercial Supervisor to obtain Public Works Supervisor (PWS) Credential.
6. Develop and implement pay plan similar to that of the Streets and Central Maintenance.

Public Services - Solid Waste Division

Expenditures Detailed

2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	647,952	\$590,614	\$590,614	\$560,000	\$612,637	\$612,637	\$612,637
Salaries & Wages - Temp/PT	2,241	2,000	5,200	5,200	13,000	13,000	13,000
Salaries & Wages - Overtime	7,043	9,000	9,000	8,500	9,000	9,000	9,000
FICA Tax Expenses	48,216	46,075	46,075	43,939	48,600	48,596	48,596
Group Insurance Expenses	129,158	141,980	141,980	\$140,000	147,547	145,435	145,435
Retirees Insurance Expense	2,235	25,472	25,472	22,000	24,102	23,892	23,892
Retirement Expense - Reg.	45,507	39,995	39,995	37,919	45,069	45,069	45,069
Employee Appreciation	280	665	665	665	630	595	595
Unemployment Insurance	1,056	0	0	0	0	0	0
Retirement Expense - 401K	2,977	5,997	5,997	5,685	6,217	6,217	6,217
Employee Training	933	1,950	1,950	1,500	1,950	1,950	1,950
Subtotal Personnel	887,599	863,748	866,948	825,408	908,752	906,391	906,391
Operating and Maintenance							
Professional Services	44,372	40,700	40,700	40,700	51,035	51,035	51,035
Telephone & Postage	5,273	5,900	5,900	5,825	6,000	6,000	6,000
Printing	10,592	10,760	10,760	10,500	12,388	12,388	12,388
Travel	663	1,575	1,575	1,425	1,575	1,575	1,575
Advertising	1,620	2,800	2,800	2,800	2,800	2,800	2,800
Office Supplies	1,164	2,100	2,100	2,000	2,100	2,100	2,100
Departmental Supplies/Mat.	38,694	32,510	32,510	31,950	46,640	41,640	41,640
Departmental Supplies/Recycle	28,277	30,200	30,200	29,900	38,100	35,600	35,600
Uniforms & Accessories	9,289	9,200	9,200	8,450	9,200	9,200	9,200
Equipment Lease Expense	2,500	5,000	5,000	5,000	0	0	0
Landfill Tipping Fees	450,078	462,000	462,000	462,000	476,000	470,000	470,000
Solid Waste Fees Expense	22,576	27,000	27,000	26,200	32,000	27,000	27,000
Contracted Services	45,045	56,040	56,040	54,950	56,040	56,040	56,040
Dues and Subscriptions	669	900	900	850	900	900	900
Insurance and Bonds	45,345	46,262	46,863	46,965	47,812	47,812	47,812
Miscellaneous Expenses	1,420	1,500	1,500	1,400	1,500	1,500	1,500
Subtotal Operating	707,576	734,447	735,048	730,915	784,090	765,590	765,590
Capital Outlay							
Capital Outlay - General Improvements	0	0	0	0	0	0	0
Capital Outlay - Equipment	0	0	0	0	0	0	0
Capital Outlay - Equipment (IP)	0	257,000	257,000	257,000	0	0	0
Subtotal Capital Outlay	0	257,000	257,000	257,000	0	0	0
Installment Purchase							
Installment Purchase	169,113	231,668	231,668	231,668	161,479	161,479	161,479
Subtotal Installment Purchase	169,113	231,668	231,668	231,668	161,479	161,479	161,479
Totals	1,764,289	2,086,863	2,090,664	2,044,991	1,854,321	1,833,460	1,833,460

Public Services - Solid Waste Division- Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Automated Refuse Collection Truck-Recycle	Fifth of five annual payments	\$53,498
Automated Refuse Collection Truck-Refuse	Fifth of five annual payments	53,498
Recycling Truck - Front Loader	Second of five annual payments	54,483
Subtotal Installment Purchase		161,479
Capital Outlay - Equipment (I.P.)		
Subtotal Capital Outlay - Equipment (I.P.)		0
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES-CENTRAL MAINTENANCE DIVISION

GOALS & OBJECTIVES FY 2016-17

The Central Maintenance Division is tasked with three primary functions: fleet/equipment maintenance, building maintenance, and custodial services. However, the top priority of the Division is to maintain the Town's emergency response and critical equipment in an operational state that will insure timely, effective delivery of services. Another priority of the Division is cost reduction of building, vehicle and equipment maintenance through the use of an effective preventive maintenance program. Currently, the Division maintains 350 pieces of equipment and 20 buildings with multiple private and public tenants.

Goals and Objectives for Fiscal Year 2016-2017:

1. Due to staff turn-over in prior year, attempt to become an ASE certified facility was not successful. Therefore, this goal is being moved to the 16-17 budget.
2. Maintain 99% equipment availability rating.
3. Conduct a garage customer satisfaction survey.

Public Services - Central Maintenance Division

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$303,995	\$331,697	\$331,697	\$322,000	\$363,172	\$363,172	\$363,172
Salaries & Wages - Temp/PT	1,653	0	0	0	0	0	0
Salaries & Wages - Overtime	675	2,250	2,250	2,250	2,250	2,250	2,250
FICA Tax Expenses	22,239	25,569	25,569	24,827	27,977	27,977	27,977
Group Insurance Expenses	74,783	86,356	86,356	70,000	68,659	68,659	68,659
Retirees Insurance Expense	1,652	17,643	17,643	17,000	13,853	13,733	13,733
Retirement Expense - Reg.	21,230	22,275	22,275	21,628	26,494	26,494	26,494
Employee Appreciation	70	280	280	280	280	280	280
Unemployment Insurance	368	0	0	0	0	0	0
Retirement Expense - 401K	1,403	3,340	3,340	3,243	3,655	3,655	3,655
Employee Training	3,121	4,110	4,110	4,110	5,010	5,010	5,010
Subtotal Personnel	431,188	493,520	493,520	465,338	511,350	511,230	511,230
Operating and Maintenance							
Professional Services	439	400	400	400	400	400	400
Telephone & Postage	3,314	4,440	4,440	4,400	4,440	4,440	4,440
Printing	580	600	600	600	600	600	600
Departmental Utilities Expense	0	0	0	0	0	0	0
Travel	0	2,700	2,700	2,500	2,700	2,700	2,700
Maintenance/Repair - Bldg.	0	0	0	0	0	0	0
Maintenance/Repair - Radio	1,578	5,450	5,450	3,000	5,450	5,450	5,450
Maintenance/Repair - Other	3,713	5,520	5,520	5,500	5,520	5,520	5,520
Subcontracted Vehicle Repair	67,032	84,100	84,100	84,000	95,600	90,000	90,000
Advertising	2,262	0	0	1,068	500	500	500
Office Supplies	237	800	800	800	800	800	800
Departmental Supplies/Mat.	16,788	16,876	16,876	16,000	17,841	17,841	17,841
Oil and Lubricant	14,543	14,568	14,568	14,000	14,568	14,568	14,568
Gasoline	195,586	223,632	223,632	148,632	169,716	159,716	159,716
Tires	95,801	108,509	108,509	108,000	128,509	120,000	120,000
Diesel Fuel	160,110	208,978	208,978	133,978	152,178	142,178	142,178
Parts & Accessories	180,467	187,898	187,898	187,000	240,842	218,342	218,342
Uniforms & Accessories	6,776	6,000	6,000	6,000	6,000	6,000	6,000
State Hwy Use Tax	9,835	9,718	9,718	25,720	24,568	15,662	15,662
Contracted Services	10,103	9,950	9,950	9,900	10,250	10,250	10,250
Dues and Subscriptions	150	525	525	525	525	525	525
Insurance and Bonds	23,428	24,879	24,879	24,879	26,471	25,528	25,528
Miscellaneous Expenses	342	1,000	1,000	1,000	1,000	1,000	1,000
Subtotal Operating	793,086	916,543	916,543	777,902	908,478	842,020	842,020
Capital Outlay							
Capital Outlay - Bldgs.	0	0	0	0	0	0	0
Capital Outlay - Equipment (IP)	0	0	0	0	0	0	0
Capital Outlay - Equipment	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	0
Subtotal Installment Purchase	0	0	0	0	0	0	0
	1,224,274	1,410,063	1,410,063	1,243,240	1,419,828	1,353,250	1,353,250

PUBLIC SERVICES-GENERAL SERVICES

GOALS & OBJECTIVES FY 2016-17

General Services is one of the operational components of the Central Maintenance Division. This unit is tasked with two primary functions; building maintenance and custodial services. Although these services vary by location, this unit is generally responsible for the following buildings: Town Hall, Stockton Law Enforcement Center, Paddison Library, Senior Center, all Public Services Buildings, Community House, Chamber of Commerce, Recycling Center, the Allegacy Bank Building and the rental buildings generally referred to as 115, 117, 119, 121, 123, 125, 133 and 141 South Main Street. This unit also provides maintenance assistance to the Fire Department and the Parks and Recreation Department.

Goals and Objectives for Fiscal Year 2016-2017:

1. Replace remaining HVAC Valves and Actuators.
2. Remodel Town Hall (upstairs) bathrooms.
3. Resurface Town Hall and Public Parking Area.

Public Services - General Services Division

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$106,425	\$145,478	\$145,478	\$140,000	\$135,084	\$135,084	\$135,084
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	0	0	0	0	0	0	0
FICA Tax Expenses	8,046	11,140	11,140	10,721	10,345	10,345	10,345
Group Insurance Expenses	18,570	33,748	33,748	30,000	27,669	27,669	27,669
Retirement Expense - Reg.	7,349	9,704	9,704	9,338	9,794	9,794	9,794
Employee Appreciation	70	140	140	140	140	140	140
Unemployment Insurance	149	0	0	0	0	0	0
Retirement Expense - 401K	480	1,455	1,455	1,400	1,351	1,351	1,351
Employee Training	198	225	225	225	1,900	1,900	1,900
Subtotal Personnel	141,286	201,890	201,890	191,824	186,282	186,283	186,283
Operating and Maintenance							
Professional Services	16,680	150	8,650	8,650	150	150	150
Telephone & Postage	3,120	2,936	2,936	2,900	3,216	3,216	3,216
Printing	0	0	0	0	150	150	150
Departmental Utilities Expense	122,095	140,578	140,578	140,578	151,158	151,158	151,158
Travel	0	450	450	250	900	900	900
Maintenance/Repair - Bldg.	155,489	38,000	67,698	67,698	101,000	91,000	91,000
Maintenance/Repair - Radio	0	295	295	295	295	295	295
Maintenance/Repair - Other Equip.	36,488	29,700	63,200	63,200	29,700	24,700	24,700
Advertising	0	0	0	0	0	0	0
Departmental Supplies/Mat.	23,388	31,800	31,800	31,800	31,800	29,300	29,300
Uniforms & Accessories	1,733	1,700	1,700	1,700	1,825	1,825	1,825
Contracted Services	36,682	36,450	1,211,450	1,211,450	43,910	43,910	43,910
Insurance and Bonds	7,336	7,895	7,895	7,895	8,403	8,403	8,403
Miscellaneous Expenses	30	1,700	1,700	1,700	1,700	1,700	1,700
Subtotal Operating	403,041	291,654	1,538,352	1,538,116	374,207	356,707	356,707
Capital Outlay							
Capital Outlay - Buildings	0	0	0	0	0	0	0
Capital Outlay - Gen Improvements (I.P)	0	230,000	230,000	230,000	550,000	550,000	550,000
Capital Outlay - Equipment	0	0	0	0	0	0	0
Capital Outlay - Equipment (I.P.)	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	230,000	230,000	230,000	550,000	550,000	550,000
Installment Purchase							
Installment Purchase	19,204	42,820	42,820	42,820	114,650	114,650	114,650
Subtotal Installment Purchase	19,204	42,820	42,820	42,820	114,650	114,650	114,650
Totals	563,531	766,364	2,013,062	2,002,760	1,225,139	1,207,640	1,207,640

Public Services - General Services Division - Capital Outlay		
Item	Remarks	Item or Project Cost
Installment Purchase		
Resurface Public Services Yard	Fifth of five annual payments	\$11,720
Replace Roof at Public Services Admin Bldg	Fifth of five annual payments	4,050
Replace Roof and Gutters at Town Hall	Fifth of five annual payments	4,050
Public Services Facility - Paving	Second of ten annual payments	23,000
Town Hall Parking Lots Paving	First of ten annual payments	71,830
Subtotal Installment Purchase		114,650
Capital Outlay - Buildings		
Subtotal Capital Outlay - Buildings		0
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
Capital Outlay - General Improvements (I.P.)		
Town Hall Parking Lots - Paving	New Request	550,000
Subtotal Capital Outlay - General Improvements (I.P.)		550,000
* Item(s) is being paid for under installment purchase financing.		

PARKS AND RECREATION DEPARTMENT

GOALS & OBJECTIVES FY 2016-2017

“Kernersville Parks and Recreation strives to improve the quality of life & safety for its citizens & employees by offering diverse quality programs, activities, parks & town facilities while also protecting the environment.”

Kernersville is a leader when it comes to generating economic revenues due to tourism thru the usage of the Ivey M. Redmon Sports Complex and through a shared use agreement with Kernersville Little League/Swaim Complex. This past year these two facilities hosted 50 state and national level athletic tournaments ranging in multiple sporting events. We also host several high school cross-country meets as we are their home course, youth lacrosse leagues, and organize several large adult weeknight athletic leagues in basketball, soccer, and softball.

This Department operates ten current facilities. These facilities are Kernersville Recreation Center, Fourth of July, Harmon Park, Civitan Park, Old Lake Park, Ivey M. Redmon Sports Complex, Century Lake Park, Kernersville Mountain Bike Park, and Rotary Park and the Bagely-Cash Sports Complex, a user agreement facility with the Forsyth County School System. The Department also maintains additional acreage of common space turf and landscape beds as well some DOT right of way in addition to the park acreage. The Department currently produces 200 (+) special events and programs per year, upholds 35+ corporate accounts, achieves numerous sponsorships, and maintains a high media presence. Current staff is composed of 14 full-time and roster of seasonal and part-time staff.

Goals and Objectives for Fiscal Year 2016-2017:

1. Search and apply for external funding opportunities that will both advance the departments planning efforts and benefit the Town.
 - a) Seek to apply for North Carolina Parks and Recreation Trust Fund grant & Land Water Conservation Grant for the upcoming capital park projects.
 - b) Revisit and complete corporate sponsorship policy packages for departmental marketable amenities at KPRD sporting complexes.
 - c) Take advantage of a new software “e-Civic” a grant search, application, & management tool. Software which will assist us in funding several large and small projects.
2. Maintain the upward trend of becoming a more self-sustaining department.
 - a) Each additional fiscal year look to increase department revenues, Report increased amount with the department annual report.
 - b) Continue to monitor our program offerings. Evaluate cost recovery, social benefit, competition in relation to our mission. Begin to exit programming that doesn’t fit our purpose and/or find that competitors can do better than us.

PARKS AND RECREATION DEPARTMENT

GOALS & OBJECTIVES FY 2016-2017

3. Improving & developing park facilities.
 - a) Improvement of turf grass on the athletic fields at Bagley-Cash Sports Complex.
 - b) Refine the standards, procedures, and expectations in the Parks Maintenance and Landscaping policy manual.
 - c) Establish effective inspections, reporting, and, repairs of all system amenities, equipment, and, facilities.
 - d) Complete ADA (Americans with Disabilities Act) system inspections, create a long term ADA transitional plan in order to meet the current inclusion standards.
 - e) Evaluate current staffing roster and expected workload in the future to address additional staffing needs in each division.

4. Provide well organized programs, athletics, and, special events to meet the needs of the citizens.
 - a) Recruit and contract 75 quality independent instructors and vendors
 - b) Offer at up to 15 community special events
 - c) Contract up to 3 providers to offer ½ day specialty camps in addition to current summer camp offerings

6. Maintain positive and effective avenues of departmental communications.
 - a) Obtain corporate sponsorship for all major events.
 - b) Design and distribute 3 departmental programming brochures.
 - c) Maintain positive working relationship with the local media
 - d) Continue to promote and effectively use the department's communication software.
 - e) Expand our cyber presence through social media to keep the public informed.

Parks & Recreation Department

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	\$333,495	\$372,182	\$372,182	\$454,499	\$564,234	\$564,234	\$564,234
Salaries & Wages - Temp/PT	120,494	136,698	136,698	136,698	126,690	126,690	126,690
Salaries & Wages - Overtime	6,204	6,000	6,000	8,000	7,000	7,000	7,000
FICA Tax Expenses	34,007	39,416	39,416	45,866	53,432	53,432	53,432
Group Insurance Expenses	56,780	84,051	84,051	84,051	120,443	120,443	120,443
Retirees Insurance Expense	531	6,517	6,517	6,517	6,866	6,866	6,866
Retirement Expense - Reg.	24,284	34,343	34,343	39,967	40,113	40,113	40,113
Employee Appreciation	210	350	350	350	525	525	525
Unemployment Insurance	1,415	0	0	0	0	0	0
Retirement Expense - 401K	1,539	3,782	3,782	4,625	5,713	5,713	5,713
Employee Training	4,645	2,490	2,490	8,000	3,715	3,715	3,715
Subtotal Personnel	583,603	685,829	685,829	788,573	928,731	928,731	928,731
Operating and Maintenance							
Professional Services	43,000	56,400	62,653	62,653	8,550	8,550	8,550
Telephone & Postage	7,217	8,400	9,100	9,100	12,600	12,600	12,600
Printing	0	500	500	200	500	500	500
Departmental Utilities Expense	82,465	75,700	75,700	77,000	77,000	77,000	77,000
Travel	2,940	2,620	2,620	2,620	3,100	3,100	3,100
Maintenance/Repair - Bldg.	96,886	93,100	108,664	150,000	81,700	70,000	70,000
Maintenance/Repair - Radio	0	0	0	0	0	0	0
Maintenance/Repair - Ballfields	445,096	31,000	53,000	53,000	47,500	35,000	35,000
Maintenance/Repair - Other	6,368	6,800	6,800	6,800	6,800	6,800	6,800
Building & Equipment Rental	63,104	70,390	70,390	70,390	71,150	71,150	71,150
Advertising	1,549	800	800	1,500	800	800	800
Office Supplies	3,479	4,220	5,035	5,035	4,070	4,070	4,070
Departmental Supplies/Mat.	48,925	47,400	47,400	47,400	44,000	32,000	32,000
Departmental Supplies/Facilities	0	0	0	0	25,000	17,000	17,000
Landscaping Supplies/Mat.	10,884	14,150	14,150	14,150	6,500	5,500	5,500
Landscaping Supplies/Parks	0	0	0	0	26,400	21,400	21,400
Landscaping Supl/Mat. Tree Care	0	0	0	0	0	0	0
Concession Supplies/Mat.	0	2,000	2,000	0	2,000	2,000	2,000
Uniforms & Accessories	3,465	3,805	3,805	5,000	5,330	5,330	5,330
Equipment Lease Expense	25,816	29,300	29,300	29,300	29,300	29,300	29,300
Special Events	30,489	32,800	32,800	32,800	34,500	34,500	34,500
Athletic Expenses	77,607	71,722	71,722	71,722	78,722	78,722	78,722
Recreational Activities - Gen Program	38,848	22,500	30,420	39,000	22,500	22,500	22,500
Recreational Camps	28,182	28,190	28,190	28,190	28,190	28,190	28,190
Wildlife Maintenance	0	0	0	400	400	400	400
Special Marketing Activities	18,581	19,705	19,705	19,705	20,205	20,205	20,205
Contracted Services	3,437	4,000	4,000	4,000	4,000	4,000	4,000
Dues and Subscriptions	2,093	2,090	4,589	4,600	2,995	2,995	2,995
Insurance and Bonds	20,091	21,269	21,269	21,269	25,371	25,371	25,371
Miscellaneous Expenses	1,550	1,500	1,500	1,500	1,500	1,500	1,500
Subtotal Operating	1,062,071	650,361	706,112	757,334	670,683	620,483	620,483

continued.

Parks & Recreation Department

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
continued.							
Capital Outlay							
Capital Outlay - Land	0	0	0	0	0	0	0
Capital Outlay - Buildings	0	0	0	0	0	0	0
Capital Outlay - General Improvements (I.P.)	0	0	110,000	110,000	0	0	0
Capital Outlay - Improvements (I.P.)	0	867,000	867,000	867,000	200,000	200,000	200,000
Capital Outlay - Equipment	0	0	0	0	0	0	0
Capital Outlay - Equipment (I.P.)	29,936	80,000	80,000	80,000	0	0	0
Non-Capital Outlay - Equipment (I.P.) *	0	0	0	0	35,000	35,000	35,000
Subtotal Capital Outlay	29,936	947,000	1,057,000	1,057,000	235,000	235,000	235,000
Installment Purchase							
Installment Purchase	45,243	138,186	138,186	138,186	150,906	150,906	150,906
Subtotal Installment Purchase	45,243	138,186	138,186	138,186	150,906	150,906	150,906
Totals	1,720,854	2,421,376	2,587,127	2,741,093	1,985,320	1,935,120	1,935,120

Parks & Recreation Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Crew Cab Truck	Fifth of five annual payments	\$5,700
Mower	Fifth of five annual payments	1,800
Admin Vehicle	Third of five annual payments	6,150
Landscaping Truck	Second of five annual payments	5,936
Wireless Camera System - Fourth of July Park	Second of five annual payments	11,024
General Improvements at Ivey Redmon Sports Complex	Second of five annual payments	86,700
Fourth of July Park - Shelter Improvements	First of ten annual payments	6,530
Harmon Park - Bathroom Improvements	First of ten annual payments	19,590
Maintenance Building Fencing - Ivey Redmon Park	First of ten annual payments	7,476
Subtotal Installment Purchase		150,906
Capital Outlay - Equipment (I.P.) *		
Subtotal Capital Outlay - Equipment (I.P.)		0
Capital Outlay - General Improvements (I.P.) *		
Fourth of July Park - Shelter Improvements	New Request	50,000
Harmon Park - Bathroom Improvements	New Request	150,000
Subtotal Capital Outlay - Equipment (I.P.)		200,000
Non-Capital Outlay - Equipment (I.P.) *		
Maintenance Building Fencing - Ivey Redmon Park	New Request	35,000
Subtotal Non-Capital Outlay - Equipment (I.P.)		35,000
* Item(s) is being paid for under installment purchase financing.		

PADDISON MEMORIAL LIBRARY

GOALS & OBJECTIVES FY 2016-17

The Paddison Memorial Library is a public gift which has been entrusted to the Town of Kernersville. Therefore, it is our responsibility to manage and maintain this facility in accordance with said Trust. The upper floor of this building is sub-leased to Forsyth County, except the Paddison Room, for the purpose of providing a public library. The lower floor is leased to the Kernersville Shepherd's Center. The Shepherd's Center is using this space to provide a Senior Enrichment Center. However, some of the space is periodically sub-leased to other community groups when not in use by the Senior Enrichment Center. Expenses associated with this account are for cleaning supplies, electrical, plumbing, HVAC, building maintenance and utilities, as outlined in the lease agreement. Maintenance and custodial services are provided by the General Services Component of the Central Maintenance Division, Public Services Department.

Goals and Objectives for Fiscal Year 2016-2017:

1. Replace carpet in foyer with industrial/commercial grade tiles.
2. Since this facility will be abandoned by the county within two years, develop a preliminary plan for use of this space.

Library

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Operating and Maintenance							
Departmental Utilities Expense	\$18,559	\$25,200	\$25,200	\$25,200	\$25,200	\$25,200	\$25,200
Maintenance/Repair - Bldg.	5,699	10,000	53,297	53,297	10,000	7,500	7,500
Maintenance/Repair - Other	2,566	8,000	8,000	8,000	8,000	8,000	8,000
Departmental Supplies	6,903	6,900	6,900	6,900	6,900	6,900	6,900
Contracted Services	5,660	7,230	7,230	7,200	7,494	7,494	7,494
Insurance and Bonds	1,927	2,661	2,661	2,661	2,659	2,659	2,659
Miscellaneous Expenses	0	300	300	300	300	300	300
Subtotal Operating	41,314	60,291	103,588	103,558	60,553	58,053	58,053
Capital Outlay							
Capital Outlay - Bldgs.	0	0	0	0	0	0	0
Capital Outlay - General Improv.	0	0	0	0	0	0	0
Capital Outlay - Equipment	0	0	0	0	0	0	0
Capital Outlay - Equipment	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	0
Subtotal Installment Purchase	0	0	0	0	0	0	0
Totals	41,314	60,291	103,588	103,558	60,553	58,053	58,053

SPECIAL APPROPRIATIONS

GOALS & OBJECTIVES FY 2016-17

The items contained in this budget are generally transfer items where the Revenue is generated by the General Fund and the expenditures occur in other budgetary funds. The exceptions are departmental transfers for salary-related expenses and debt service payments for the general obligation refunding bonds for street improvements.

Special Appropriations

Expenditures Detailed

2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Operating and Maintenance							
Reserve for Future Group Insurance	0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Cap Res/future Transp Projects	0	0	0	0	0	0	0
Transfer to Cap Res/future Fire Dept Projects	0	0	0	0	0	0	0
Transfer to Cap Res/CRF Development Fee	0	0	63,537	0	51,300	51,300	51,300
Transfer to Cap Res/Future Group Insurance Expense	0	0	0	0	0	0	0
Transfer to Cap Res/CRF Utility Access Fee	0	0	0	0	0	0	0
Transfer to Cap Reserve Fund - Future Eng. Projects	0	0	0	0	0	0	0
Transfer to Stormwater Fund for Fees	216,579	220,579	220,579	220,579	220,579	220,579	220,579
Transfer to Stormwater Fund	0	0	0	0	0	0	0
Transfer to Contribution - Recreational Project	0	0	0	0	0	0	0
Transfer to E911 - from General Fund	59,392	0	0	0	31,440	31,440	31,440
Transfer to E911 - Debt Service	0	0	0	0	0	0	0
Transfer to Self-Med. Loss	0	0	0	0	0	0	0
Transfer to Traffic Enf. Team	0	0	0	0	0	0	0
Transfer to Transportation-Ad Valorem Tax	0	0	0	0	0	0	0
Transfer to Transportation Fund -	0	0	0	0	0	0	0
Transfer to Kerner Mill Greenway CPO	0	0	0	0	0	0	0
Transfer to D-CFBB	0	0	0	0	0	0	0
Transfer to Stormwater Fund -	0	0	0	0	0	0	0
Transfer to Contributions - PD	0	0	0	0	0	0	0
Subtotal Operating	275,971	220,579	284,116	220,579	303,319	303,319	303,319
Other							
FY11-12 Reserve - Salaries							
Reserve - DEVPR	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Subtotal Other	0	0	0	0	0	0	0
Debt Service							
Street Bond Payment - Principal	405,000	405,000	405,000	405,000	405,000	405,000	405,000
Street Bond Payment - Interest	82,384	78,690	78,690	78,690	69,983	69,983	69,983
Revolving Sewer Loan - Principal	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Revolving Sewer Loan - Interest	106,480	96,800	96,800	96,800	87,120	87,120	87,120
Subtotal Debt Service	993,864	980,490	980,490	980,490	962,103	962,103	962,103
Totals	1,269,835	1,201,069	1,264,606	1,201,069	1,265,422	1,265,422	1,265,422

FORFEITURE FUND

GOALS & OBJECTIVES FY 2016-17

The Forfeiture Funds consist of three revenue and expenditure accounts associated with Law Enforcement. The revenue supporting these funds is derived primarily from drug investigations. The funds are utilized to enhance departmental operations; support the Special Weapons and Tactics Team and enhance drug awareness programs. The utilization of these funds is managed under strict guidelines set by federal and state law. The use of these funds is to enhance law enforcement/criminal justice operations and may not be used to supplant normally budgeted operations.

Goals and Objectives for Fiscal Year 2016-2017:

1. Enhance agency capacity and capabilities by using funds to acquire items outside the normal expected budget process of the Town.
2. Enhance officer and citizen safety by acquiring additional training and equipment.
3. Leverage resources by using funds for the matching portion of various grants.
4. Continue to support drug enforcement and education programs.
5. Support the mission of the Special Weapons and Tactics Team and Narcotics Division.

Law Enforcement Forfeiture - Federal Justice

Revenues Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Loan for Installment Purchases	0	\$335,000	\$335,000	\$335,000	\$0	\$0	\$0
Interest on Investments	9	25	25	25	25	25	\$25
Forfeiture Funds - Fed. Justice	95,368	0	0	29,699	0	0	0
Restitution Payments	3,342	0	0	2,744	0	0	0
Fund Balance Appropriated	0	106,993	181,993	123,139	79,975	79,975	79,975
Fund Balance Unappropriated*	207,635	100,642	25,642	84,496	4,521	4,521	4,521
* Not included in totals							
Totals	98,718.58	442,018	517,018	490,607	80,000	80,000	80,000

Law Enforcement Forfeiture - Federal Justice

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Operating and Maintenance							
Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Departmental Supplies/Mat.	38,660	0	25,000	0	0	0	\$0
Uniforms and Accessories	0	0	0	0	0	0	\$0
Information/Ammo Expense	32,308	36,000	0	0	8,982	8,982	8,982
Employee Training	0	0	0	0	0	0	0
Travel	0	0	0	0	0	0	0
Subtotal Operating	70,967	36,000	25,000	0	8,982	8,982	8,982
Capital Outlay							
Capital Outlay - Improvements	0	0	0	0	0	0	0
Capital Outlay - Equipment	7,163	0	50,000	49,983	0	0	0
Capital Outlay - Equipment (LP)	0	335,000	335,000	333,606	0	0	0
Subtotal Capital Outlay	7,163	335,000	385,000	383,589	0	0	0
Special Appropriations							
Transfer to General Fund	0	0	36,000	36,000	0	0	0
Subtotal Special Appropriations	0	0	36,000	36,000	0	0	0
Installment Purchase							
Installment Purchase	0	71,018	71,018	71,018	71,018	71,018	71,018
Subtotal Installment Purchase	0	71,018	71,018	71,018	71,018	71,018	71,018
Totals	78,131	442,018	517,018	490,607	80,000	80,000	80,000

Law Enforcement Forfeiture - Federal Justice - Capital Outlay

Item	Remarks	Item or Project Cost
Capital Outlay - Other Improvements		
Rescue Vehicle	Second of Five Annual Payments	71,018
Subtotal Capital Outlay - Other Improvements		71,018
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0

Law Enforcement Forfeiture - State/Local

Revenues Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Interest on Investments	5	\$25	\$25	\$25	\$25	\$25	\$25
Forfeiture Funds - State/Local	0	0	0	0	0	0	0
State Unauth. Substance Tax	9,118	225	225	9,802	0	0	0
Loan for Installment Purchases	0	50,000	50,000	50,000	0	0	0
Fund Balance Appropriated	0	10,600	33,700	24,123	10,825	10,825	10,825
Fund Balance Unappropriated*	48,276	37,676	14,576	24,153	13,328	13,328	13,328
* Not included in totals							
Totals	9,123	60,850	83,950	83,950	10,850	10,850	10,850

Law Enforcement Forfeiture - State/Local

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Operating and Maintenance							
Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Training	0	0	0	0	0	0	0
Travel	210	250	250	250	250	250	250
Departmental Supplies/Mat.	1,125	0	0	0	0	0	0
Information and Ammo Expense	0	0	10,500	10,500	0	0	0
Trans. to GF-GHSP-Grant Match	0	0	0	0	0	0	0
Subtotal Operating	1,335	250	10,750	10,750	250	250	250
Capital Outlay							
General Improvements	0	0	0	0	0	0	0
Capital Outlay Equipment	0	0	12,600	12,600	0	0	0
Capital Outlay - Equipment	0	50,000	50,000	50,000	0	0	0
Subtotal Capital Outlay	0	50,000	62,600	62,600	0	0	0
Installment Purchase	0	10,600	10,600	10,600	10,600	10,600	10,600
Subtotal Installment Purchase	0	10,600	10,600	10,600	10,600	10,600	10,600
Totals	1,335	60,850	83,950	83,950	10,850	10,850	10,850

Law Enforce. Forfeiture -State and Local - Capital Outlay

Item	Remarks	Item or Project Cost
Capital Outlay - Other Improvements		
Fire Arms Simulator	Second of Five Annual Payments	\$10,600
Subtotal Capital Outlay - Other Improvements		10,600
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		

JUSTICE ASSISTANCE GRANT

GOALS & OBJECTIVES FY 2016-2017

The JAG Program, administered by the Bureau of Justice Assistance (BJA), is the leading source of federal justice funding to state and local jurisdictions. The JAG Program provides states, tribes, and local governments with critical funding necessary to support a range of program areas including law enforcement, prosecution and court, prevention and education, corrections and community corrections, drug treatment and enforcement, planning, evaluation, and technology improvement, and crime victim and witness initiatives.

CONTRIBUTIONS

GOALS & OBJECTIVES FY 2016-17

The Contributions Fund is comprised of a variety of projects/programs that are supported through private contributions and donations.

The Projects and Programs within this Fund serve to further enhance the quality of life for the Kernersville Community and impact our citizens by supporting programs such as the Police Day Camp; Clean Slate Graffiti Eradication Program; Protector Fund; Teddy Bear Program; Buckle Bear and the Dog Park.

Goals and Objectives for Fiscal Year 2016-2017:

1. Leverage funds for the benefit of the Agency and Community.

Contributions

Revenues Detailed
2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Interest on Investments	0	\$25	\$25	\$25	\$25	\$25	\$25
Contributions - Park Development	0	0	0	0	0	0	0
Contributions - Police Dept.	1,400	0	0	482	807	807	807
Contributions - Fire Department	138	0	0	25	0	0	0
Contributions - Earth Day	0	0	0	1,410	0	0	0
Contributions - Recreation Special Events	0	0	0	0	0	0	0
Contributions - Police Day Camp	4,100	4,000	4,000	4,000	4,000	4,000	4,000
Contributions - Protector Prog.	0	0	0	0	0	0	0
Contributions - Teddy Bear	0	0	0	0	0	0	0
Contributions - Buckle Bear	30	0	0	850	50	50	50
Transfer fr. GF - Police Contrib.	0	0	0	0	0	0	0
Transfer fr. GF - Fire Contrib.	0	0	0	0	0	0	0
Transfer fr. GF-Park Development	0	0	0	0	0	0	0
Fund Balance Appropriated	0	1,125	1,125	725	200	200	200
Fund Balance Unappropriated*	84,681	83,556	83,556	83,956	83,756	83,756	83,756
* Not included in totals							
Totals	5,668	5,150	5,150	7,517	5,082	5,082	5,082

Contributions Fund

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Operating and Maintenance							
Departmental Supplies/Mat.	\$968	\$650	\$650	\$600	\$650	\$650	\$650
Explorers Program Expense	\$1,447	\$0	\$0	232	232	232	232
Police Day Camp Expenses	3,700	4,000	4,000	4,000	4,000	4,000	4,000
Protector Program Expenses	150	500	500	500	200	200	200
FD Buckle Bear	50	0	0	0	0	0	0
Reserve - PD Projects	0	0	0	0	0	0	0
Earth Day	0	0	0	0	0	0	0
Departmental Supplies - Park Development	0	0	0	0	0	0	0
Subtotal Operating	6,315	5,150	5,150	5,332	5,082	5,082	5,082
Capital Outlay							
Capital Outlay - Buildings	0	0	0	0	0	0	0
Capital Outlay - Equip. - Police	0	0	0	0	0	0	0
Capital Outlay - Equip. - Recr.	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Totals	6,315	5,150	5,150	5,332	5,082	5,082	5,082

E-911 FUND

GOALS & OBJECTIVES FY 2016-17

The primary purpose of the E-911 fund is to support E-911 call related efforts and activities.

The Kernersville Police Department currently operates a secondary public safety answering point (PSAP). Incoming calls are initially received by either the Forsyth or Guilford County PSAP Centers. The calls are then transferred to KPD Communications for handling and dispatch.

Goals and Objectives for Fiscal Year 2016-2017:

1. Continue to process E-911 calls in the most efficient and effective manner possible.
2. Evaluate the possibility and feasibility of becoming a primary PSAP to provide improved services to the Citizens of Kernersville.
3. Evaluate the possibility and feasibility of handling calls for and dispatching Kernersville Fire Rescue resources.

E-911

Revenues Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Interest on Investments	4	\$0	\$0	\$30	\$0	\$0	\$0
Loan for Installment Purchases	0	0	0	0	0	0	0
Revenue from Telephone Co.	0	0	0	0	0	0	0
Revenue from Tower Rental	0	0	0	0	0	0	0
Forsyth County Reimb. E-911	0	26,000	26,000	26,684	28,000	28,000	28,000
Trans. from General Fund	59,392	46,433	46,433	46,433	31,440	31,440	31,440
Fund Balance Appropriated	0	0	0	0	0	0	0
Fund Balance Unapropriated*	4,036	4,036	4,036	7,388	7,388	7,388	7,388
* Not included in totals							
Totals	59,396	72,433	72,433	73,147	59,440	59,440	59,440

E-911

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Operating and Maintenance							
Professional Services	\$404	\$1,200	\$1,200	\$500	\$1,200	\$1,200	\$1,200
Telephone & Postage	8,129	10,620	10,620	9,250	10,620	10,620	10,620
Departmental Utilities	0	0	0	0	0	0	0
Travel	0	0	0	0	0	0	0
Maintenance & Repair - Other Equip.	12,534	13,185	13,185	13,185	38,700	38,700	38,700
Departmental Supplies/Mat.	1,017	3,900	3,900	3,518	6,040	6,040	6,040
E-911 Equipment Lease	2,596	2,800	2,800	2,614	2,880	2,880	2,880
Mapping & GIS Expense	0	0	0	0	0	0	0
Subtotal Operating	24,680	31,705	31,705	29,067	59,440	59,440	59,440
Capital Outlay							
Capital Outlay - Gen. Improve.	0	0	0	0	0	0	0
Capital Outlay - Equipment	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	40,728	40,728	40,728	40,728	0	0	0
Subtotal Installment Purchase	40,728	40,728	40,728	40,728	0	0	0
Totals	65,408	72,433	72,433	69,795	59,440	59,440	59,440

WORKERS' COMPENSATION SELF-INSURANCE FUND

GOALS & OBJECTIVES FY 2016-2017

The mission of the Human Resources Department is to provide effective Human Resource, Safety, and Risk Management through creation, by development and implementation of policies, programs, and services which contribute to the attainment of management and employee goals. Our goals for FY 2016-2017, many of which define what we continually strive to accomplish, include:

The Town established this self-insurance fund in FY 2000-01 to provide quality and cost effective medical care for employees with compensable workplace injuries. Utilizing this fund for Workers' Compensation administration ensures an overall savings to the Town and avoids the need to purchase insurance coverage with higher annual premiums. Ongoing training efforts and injury review, along with departmental focus on safety, enables the Town to minimize excessive cost against this fund.

Workers' Compensation Self-Insurance

Revenues Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Interest on Investments	20	\$100	\$100	\$100	\$100	\$100	\$100
Charges for Services	610,723	311,126	311,126	311,126	318,528	318,528	318,528
Fund Balance Appropriated	0	0	0	0	0	0	0
Fund Balance Unappropriated*	381,146	381,146	381,146	381,146	381,146	381,146	381,146
* Not included in totals							
Totals	610,743	311,226	311,226	311,226	318,628	318,628	318,628

Workers' Compensation Self-Insurance

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Workers' Comp. Claims/Serv.	\$406,469	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000
Stop Loss Insurance	60,096	66,106	66,106	66,106	74,628	74,628	74,628
Subtotal Personnel	466,565	301,106	301,106	301,106	309,628	309,628	309,628
Operating and Maintenance							
Professional Services	7,500	10,120	10,120	10,120	9,000	9,000	9,000
Increase in Reserves	0	0	0	0	0	0	0
Subtotal Operating	7,500	10,120	10,120	10,120	9,000	9,000	9,000
Special Appropriations							
Increase in Reserves	0	0	0	0	0	0	0
Subtotal Special Approp.	0	0	0	0	0	0	0
Totals	474,065	311,226	311,226	311,226	318,628	318,628	318,628

STORMWATER ENTERPRISE FUND

GOALS & OBJECTIVES FY 2016-17

The Stormwater Division is responsible for the implementation of the NPDES Permit for the discharge of stormwater into the municipal separate storm sewer system located within the jurisdictional area of the Town of Kernersville. Additionally, the Division manages and coordinates the operations and maintenance of the stormwater infrastructure and municipal stormwater activities.

Goals and Objectives for Fiscal Year 2016-2017:

1. Update infrastructure asset inventory.
2. Perform stream restoration of a section of Beeson Creek.
3. Construction BMP for Salt Storage Facility.
4. Renew NPDES Permit

Stormwater Enterprise Fund

Revenues Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Loan for Installment Purchases	224,081	\$0	\$0	\$0	\$565,000	\$350,000	\$350,000
Interest on Investments	121	225	225	587	500	500	500
Interest and Penalties	3,869	3,000	3,000	1,000	1,000	1,000	1,000
Stormwater Fees	1,007,327	1,062,747	1,062,747	1,034,000	1,064,000	1,064,000	1,064,000
Medical Loss Rebate	0	0	0	0	0	0	0
Transfer fr. GF - Town's SW fees	216,579	220,579	220,579	220,579	220,579	220,579	220,579
Fund Balance Appropriated	0	446,136	472,280	343,555	191,210	145,288	145,288
Fund Balance Unappropriated*	1,391,142	945,006	918,862	985,941	794,731	840,653	840,653
* Not included in totals							
Totals	1,451,977	1,732,687	1,758,831	1,599,721	2,042,289	1,781,367	1,781,367

Stormwater Enterprise Fund

Expenditures Detailed

2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Personnel & Professional							
Salaries & Wages - Regular	139,349	\$269,534	\$269,534	\$225,000	\$382,159	\$382,159	\$382,159
Salaries & Wages - Reg - Engineering	0	15,196	15,196	15,196	0	0	0
Salaries & Wages - Reg - Inspection	0	19,200	19,200	19,000	0	0	0
Salaries & Wages - Reg - Planning	0	29,157	29,157	28,510	0	0	0
Salaries & Wages - Reg - Sanitation	0	32,432	32,432	32,432	0	0	0
Salaries & Wages - Reg - Streets	0	16,689	16,689	16,689	0	0	0
Salaries & Wages - Temp/PT	0	6,000	6,000	0	0	0	0
Salaries & Wages - Overtime	0	500	500	1,000	1,000	1,000	1,000
FICA Tax Expenses	10,289	21,122	21,122	25,853	29,336	29,336	29,336
FICA Tax Expenses - Engineering	0	1,163	1,163	1,163	0	0	0
FICA Tax Expenses - Inspection	0	1,469	1,469	1,454	0	0	0
FICA Tax Expenses - Planning	0	2,231	2,231	2,182	0	0	0
FICA Tax Expenses - Sanitation	0	2,482	2,482	2,482	0	0	0
FICA Tax Expenses - Streets	0	1,277	1,277	1,277	0	0	0
Group Insurance Expenses	21,177	40,930	40,930	39,000	66,764	66,764	66,764
Group Insurance Expenses - Engineering	0	1,814	1,814	1,800	0	0	0
Group Insurance Expenses - Inspection	0	2,156	2,156	2,100	0	0	0
Group Insurance Expenses - Planning	0	3,421	3,421	3,400	0	0	0
Group Insurance Expenses - Sanitation	0	9,009	9,009	9,009	0	0	0
Group Insurance Expenses - Streets	0	2,882	2,882	2,882	0	0	0
Retirement Expense - Reg.	10,216	18,012	18,012	15,075	27,780	27,780	27,780
Retirement Expense - Reg. - Engineering	0	1,014	1,014	1,014	0	0	0
Retirement Expense - Reg. - Inspection	0	1,281	1,281	1,268	0	0	0
Retirement Expense - Reg. - Planning	0	1,945	1,945	1,902	0	0	0
Retirement Expense - Reg. - Sanitation	0	2,164	2,164	2,164	0	0	0
Retirement Expense - Reg. - Streets	0	1,114	1,114	1,114	0	0	0
Employee Appreciation	0	70	70	120	315	315	315
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	569	2,701	2,701	2,260	3,832	3,832	3,832
Retirement Expense - 401K - Engineering	0	152	152	152	0	0	0
Retirement Expense - 401K - Inspection	0	192	192	190	0	0	0
Retirement Expense - 401K - Planning	0	292	292	286	0	0	0
Retirement Expense - 401K - Sanitation	0	325	325	325	0	0	0
Retirement Expense - 401K - Streets	0	167	167	167	0	0	0
Employee Training	3,387	4,000	4,000	3,000	4,000	4,000	4,000
Employee Training - Engineering	0	1,008	1,008	0	0	0	0
Employee Training - Planning	0	350	350	0	0	0	0
Subtotal Personnel	184,986	513,451	513,451	459,466	515,186	515,186	515,186
Operating and Maintenance							
Professional Services	80,121	75,000	78,889	64,889	70,000	70,000	70,000
Professional Services - Engineering	0	3,274	3,274	3,000	0	0	0
Stormwater Fees Expense	17,747	17,700	17,700	19,278	19,500	19,500	19,500
Telephone & Postage	4,500	5,900	5,900	5,400	5,900	5,900	5,900
Printing	4,025	7,000	7,000	5,500	7,000	7,000	7,000
Departmental Utilities	1,749	2,000	2,000	2,600	3,000	3,000	3,000
Travel	38	3,150	3,150	3,549	3,150	3,150	3,150
Travel - Engineering	0	840	840	0	0	0	0
Travel- Planning	0	280	280	0	0	0	0
Maintenance Repair - Other	0	2,000	2,000	0	2,000	2,000	2,000
Maintenance Repair - Storm Drains	49,230	200,000	200,000	150,000	200,000	200,000	200,000
Building and Equipment Rental	0	25,000	25,000	25,000	25,000	25,000	25,000

continued

Stormwater Enterprise Fund

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
continued.							
Advertising	2,400	5,000	5,000	2,400	3,000	3,000	3,000
Advertising - HT Retrofit BMP	0	0	0	0	0	0	0
Office Supplies	2,657	3,250	3,250	3,250	3,250	3,250	3,250
Departmental Supplies/Mat.	15,704	16,100	16,100	26,100	16,500	16,500	16,500
Departmental Supplies/Mat. - Engineering	0	4,144	4,144	0	0	0	0
Departmental Supplies/Mat. - Planning	0	1,309	1,309	0	0	0	0
Departmental Supplies/Mat. - Sanitation	0	10,170	10,170	10,000	10,000	10,000	10,000
Departmental Supplies/Mat. - Streets	0	3,691	3,691	3,500	3,500	3,500	3,500
Street Supplies/Materials	0	10,000	10,000	10,000	10,000	10,000	10,000
Diesel Fuel - Central Maintenance	0	8,000	8,000	5,000	5,000	5,000	5,000
Parts & Accessories - Central Maintenance	0	30,000	30,000	25,000	30,000	30,000	30,000
Uniforms	843	650	650	650	1,000	1,000	1,000
Equipment Lease Expense	0	5,000	5,000	4,759	5,000	5,000	5,000
Contracted Services	13,672	74,960	97,215	97,000	40,790	40,790	40,790
Dues and Subscriptions	2,995	3,638	3,638	3,138	3,638	3,638	3,638
Insurance and Bonds	19,224	26,115	26,115	26,177	26,131	26,131	26,131
Miscellaneous Expenses	1,016	2,000	2,000	2,000	2,000	2,000	2,000
Subtotal Operating/Maintenance	215,921	546,171	572,315	498,190	495,359	495,359	495,359
Capital Outlay							
Cap. Outlay - Land-HT Retrofit	0	0	0	0	0	0	0
Capital Outlay - Gen. Improve.	298,472	225,000	225,000	200,000	300,000	300,000	300,000
Cap Out-Gen Imp Duffield	0	0	0	0	0	0	0
Cap Out-Gen Imp HT Retrofit	0	0	0	0	0	0	0
Capital Outlay - Equipment	126,274	402,000	402,000	396,000	0	0	0
Capital Outlay - Equipment (IP)	224,081	0	0	0	565,000	350,000	350,000
Subtotal Capital Outlay	648,827	627,000	627,000	596,000	865,000	650,000	650,000
Installment Purchase							
Installment Purchase	46,062	46,065	46,065	46,065	166,744	120,822	120,822
Subtotal Installment Purchase	46,062	46,065	46,065	46,065	166,744	120,822	120,822
Totals	1,095,796	1,732,687	1,758,831	1,599,721	2,042,289	1,781,367	1,781,367

Stormwater Enterprise Fund - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Street Sweeper	Third of Five Annual Payments	\$46,065
Skid Steer Loader	First of Five Annual Payments	16,019
Swapbody Truck w/Attachements	First of Five Annual Payments	29,903
Swapbody Dump Bed	First of Five Annual Payments	3,204
Swapbody Water Tank	First of Five Annual Payments	4,272
Swapbody Dump Flat Bed	First of Five Annual Payments	3,204
Leaf Vacuum	First of Five Annual Payments	18,155
Subtotal Installment Purchase		120,822
General Improvement		
Ivey Redmon Stream Restoration	New Request	300,000
Subtotal Capital Outlay - General Improvement		300,000
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
Capital Outlay - Equipment (I.P.)		
Skid Steer Loader	New Request	75,000
Swapbody Truck w/Attachements	New Request	140,000
Swapbody Dump Bed	New Request	15,000
Swapbody Water Tank	New Request	20,000
Swapbody Dump Flat Bed	New Request	15,000
Leaf Vacuum	New Request	85,000
Subtotal Capital Outlay - Equipment (I.P.)		350,000
* Item(s) is being paid for under installment purchase financing.		

OCCUPANCY TAX FUND

GOALS & OBJECTIVES FY 2016-17

This fund was established to control the revenue generated by the tax charged on motel and motel rooms. The revenue generated by this user fee was established in three (3) separate local bills approved by the North Carolina General Assembly.

The revenue generated from the 1983 and 1989 legislation is restricted for expenditures of a Cultural, Recreational, or Economic Development purpose.

The revenue generated from the 1997 legislation is restricted as follows:

- A. Two Thirds (2/3) of the revenue must be expended to “Promote Travel and Tourism”. The legislature defined this as:

Promote Travel and Tourism – To advertise or market an area or activity, publish and distribute pamphlets and other materials, conduct market research, or engage in similar promotional activities that attract tourists or business travelers to the area; the term includes administrative expenses incurred in engaging in these activities.

- B. One third (1/3) of the revenue must be expended for “Tourism-Related Expenditures.” The legislation defines this as:

Tourism – Related Expenditures – Expenditures that, in the judgment of the entity making the expenditure, are designed to increase the use of lodging and meeting and convention facilities in the area by attracting tourists or business travelers to the area; the term includes tourism-related capital expenditures.

We will continue to disperse these funds to the agencies that promote tourism and economic development. Funding this year will be allocated to the Chamber of Commerce, Paul J. Ciener Botanical Gardens, Korner's Folly and the Parks and Recreation Department.

Occupancy Tax

Revenues Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Interest Earned on Investments	6	\$10	\$10	\$60	\$50	\$50	\$50
Occupancy Tax Proceeds	113,742	91,000	91,000	129,950	91,000	91,000	91,000
Fund Balance Appropriated	0	0	0	0	46,950	46,950	46,950
Fund Balance Unappropriated*	18,068	18,068	18,068	57,068	10,068	10,068	10,068
* Not included in totals							
Totals	113,749	91,010	91,010	130,010	138,000	138,000	138,000

Occupancy Tax

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Operating and Maintenance							
Promotional/Printing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Chamber of Commerce - Tourism	19,500	24,500	24,500	24,500	24,500	24,500	24,500
Tourism Related Expenditures	0	0	0	0	0	0	0
Korner's Folly Grant	30,000	35,000	35,000	35,000	40,000	40,000	40,000
KDPDC Grant	0	0	0	0	0	0	0
PJC Botanical Gardens	15,000	20,000	20,000	20,000	25,000	25,000	25,000
State High School Cross Country	0	0	0	0	0	0	0
Transfer to GF - Recreation	26,510	11,510	11,510	11,510	48,500	48,500	48,500
Totals	91,010	91,010	91,010	91,010	138,000	138,000	138,000

PUBLIC SERVICES- KERNER MILL GREENWAY

GOALS & OBJECTIVES FY 2016-17

The Kerner Mill Greenway Capital Project Ordinance was created to fund the design and construction of Phase I of the Kerner Mill Greenway.

Goals and Objectives for Fiscal Year 2016-2017:

1. Complete Right of Way (ROW) acquisition.
2. Obtain approval to start construction and begin clearing in September of 2016.

Kerners Mill Creek Greenway - Capital Project Ordinance

Revenues Detailed 2016-17 Annual Budget

Classification	Project Life to Date FY 14-15	Original Approved FY 11-12	Revised Life to Date FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Interest Earned on Investments	\$133	\$0	\$0	\$90	\$100	\$100	\$100
NCDOT Grants	0	1,040,000	1,155,063	0	1,155,063	1,155,063	1,155,063
MPO Grants	0	0	0	0	0	0	0
Due fr. CCUC	0	250,000	250,000	0	250,000	250,000	250,000
Due fr. Private Developers	0	0	0	0	0	0	0
Trans. fr. GF- Operations	338,806	338,806	338,806	0	0	0	0
Fund Balance Appropriated	0	0	15,000	0	37,529	37,529	37,529
Fund Balance Unappropriated*	95,549	95,549	80,549	37,529	0	0	0
This page is for informational purposes only. It reflects the total budget for a multi-year project. For the current or multi-year plan, ask for additional information.							
* Not included in totals							
Totals	338,939	1,628,806	1,758,869	90	1,442,692	1,442,692	1,442,692

Kerner Mill Creek Greenway Capital Project Ordinance

Expenditures Detailed 2016-17 Annual Budget

Classification	Actual Life to Date FY 14-15	Original Approved FY 11-12	Revised Life to Date FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Operating and Maintenance							
Professional Services	\$131,640	\$130,000	\$245,063	\$6,110	\$80,561	\$80,561	\$80,561
Printing	0	300	300	0	300	300	300
Advertising	0	600	600	0	600	600	600
Contracted Services	5,950	15,000	15,000	0	9,050	9,050	9,050
Subtotal Operating	137,590	145,900	260,963	6,110	90,511	90,511	90,511
Capital Outlay							
Capital Outlay - Land	1,800	33,333	48,333	50,000	6,608	6,608	6,608
Capital Outlay - Infrastructure	0	1,345,573	1,345,573	0	1,345,573	1,345,573	1,345,573
Subtotal Capital Outlay	1,800	1,378,906	1,393,906	50,000	1,352,181	1,352,181	1,352,181
Interfund Transfers							
Transfer to GF - Project Labor	104,000	104,000	104,000	0	0	0	0
Subtotal Interfund Transfers	104,000	104,000	104,000	0	0	0	0
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Totals	243,390	1,628,806	1,758,869	56,110	1,442,692	1,442,692	1,442,692

Kerners Mill Creek Greenway Capital Project Ordinance

Item	Remarks	Item or Project Cost
Capital Outlay - Land		
Land	New Request	\$6,608
Subtotal Capital Outlay - Land		6,608
Capital Outlay - Infrastructure		
Greenway Construction	New Request	1,345,573
Subtotal Capital Outlay - Infrastructure		1,345,573

PUBLIC SERVICES FACILITY CAPITAL PROJECTS ORDINANCE FUND

GOALS & OBJECTIVES FY 2016-17

The Public Services Facility Capital Project Ordinance was created in response to the need to upgrade and improve facilities which provide support, storage, training and operational needs of all Public Services Activities.

Goals and Objectives for Fiscal Year 2016-2017:

1. Obtain funding to complete Phase IA (Operations Building).
2. Begin construction of building in September or October of 2016. Estimated build time is 16 months.

Public Services Facility - Capital Project Ordinance

Revenues Detailed 2016-17 Annual Budget

Classification	Project Life to Date FY 14-15	Original Approved FY 07-08	Revised Life to Date FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Interest on Investments	27,232	\$0	\$27,076	\$478	\$100	\$100	\$100
Trans. from General Fund	567,326	370,000	567,326	0	0	0	0
Trans. from Stormwater Fund	405,000	0	405,000	0	0	0	0
Fund Balance Appropriated	0	0	0	0	454,900	454,900	454,900
Fund Balance Unappropriated*	555,790	555,790	555,790	556,268	101,368	101,368	101,368
This page is for informational purposes only. It reflects the total budget for a multi-year project. For the current or multi-year plan, ask for additional information.							
* Not included in totals							
Totals	999,558	370,000	999,402	478	455,000	455,000	455,000

Public Services Facility - Capital Project Ordinance

Expenditures Detailed 2016-17 Annual Budget

Classification	Project Life to Date FY 14-15	Original Approved FY 07-08	Revised Life to Date FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Capital Outlay							
Professional Services	\$441,125	\$0	\$441,125	\$0	\$15,000	\$15,000	\$15,000
Property Tax	2,644	0	7,932	0	0	0	0
Transfer to Gen. Fund - Loan Payment	0	0	0	0	440,000	440,000	440,000
Capital Outlay - Reserve	550,345	370,000	150,345	0	0	0	0
Subtotal Capital Outlay	994,114	370,000	599,402	0	455,000	455,000	455,000
This page is for informational purposes only. It reflects the total budget for a multi-year project. For the current or multi-year plan, ask for additional information.							
Totals	994,114	370,000	599,402	0	455,000	455,000	455,000

Public Services Facility CPO - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Operations Building	First of twenty annual payments	\$440,000
Subtotal Capital Outlay - General Improvements		440,000
Capital Outlay - Buildings		
Operations Building	New Request	5,130,000
Subtotal Capital Outlay - Buildings		5,130,000
Capital Outlay - Reserves		
Subtotal Capital Outlay - Reserves		0

CAPITAL RESERVE FUND

GOALS & OBJECTIVES FY 2016-17

The Capital Reserve Fund was established as a mechanism for accumulating funds for large projects that are important to the future of the Town. Funds that accumulate will be dedicated for specific projects such as future transportation projects and fire station land acquisition and construction. Most likely in the future, funds will be accumulated for other large projects as capital needs are identified.

Capital Reserve Fund revenues will primarily come from inter-fund transfers from the General Fund. As identified projects come to fruition, funds will be transferred from the Capital Reserve Fund to either the General Fund or specific capital project ordinance funds to cover project expenditures.

Capital Reserve Fund

Revenues Detailed 2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-16	Dept'al Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Interest Earned on Investments	\$147	\$50	\$50	\$680	\$100	\$100	\$100
Transfer from General Fund	0	0	0	0	0	0	0
Transfer fr Gen Fund-Transportation Projects	0	0	0	0	0	0	0
Transfer fr Gen Fund-Development Fee Projects	0	39,000	102,537	102,537	51,300	51,300	51,300
Transfer fr Gen Fund-Future Engineering Projects	0	0	0	0	0	0	0
Transfer fr Stormwater Fund-Group Insurance	0	0	0	0	0	0	0
Fund Balance Appropriated		720,565	720,565	0	766,831	766,831	766,831
Fund Balance Unappropriated*	723,490	2,925	2,925	769,756	2,925	2,925	2,925
This page is for informational purposes only. It reflects the total budget for a multi-year project. For the current or multi-year plan, ask for additional information.							
Totals	147	759,615	823,152	103,217	818,231	818,231	818,231

Capital Reserve Fund

Expenditures Detailed

2016-17 Annual Budget

Classification	Actual FY 14-15	Approved FY 15-16	Revised FY 15-16	Estimated FY 15-17	Dept'l Request FY 16-17	Manager Recom. FY 16-17	Board Approved FY 16-17
Reserve for Piney Grove Rd Project	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve for Future Development Fee Projects	0	128,773	192,310	0	243,610	243,610	243,610
Reserve for Future Group Insurance Expense	0	1,632	1,632	0	1,632	1,632	1,632
Reserved for Fire Department	0	65,000	65,000	0	65,000	65,000	65,000
Reserved for Transportation Projects	0	506,879	506,879	0	450,608	450,608	450,608
Reserved for Future Project - Durham Street	0	57,281	57,281	0	57,281	57,281	57,281
Reserved for Future Recreation Projects	0	0	0	0	0	0	0
Transfer to General Fund - Interest	110	50	50	680	100	100	100
Transfer to General Fund	79,928	0	0	56,271	0	0	0
Transfer to General Fund - Transportation Projects	56,622	0	0	0	0	0	0
This page is for informational purposes only. It reflects the total budget for a multi-year project. For the current or multi-year plan, ask for additional information.							
Totals	136,660	759,615	823,152	56,951	818,231	818,231	818,231

ORDINANCE NO. O-2016-22
AN ORDINANCE MAKING APPROPRIATIONS FOR THE OVERALL OPERATIONS
OF THE TOWN OF KERNERSVILLE FOR THE YEAR JULY 1, 2016
THROUGH JUNE 30, 2017

WHEREAS, this Board of Aldermen of the Town of Kernersville has received a budget with a recommended plan for the operation of the town government and its activities for the fiscal year 2016-2017 from the Town Manager, and

WHEREAS, after deliberations held in Open Session with the citizens of Kernersville, it is the desire of the Board of Aldermen to adopt said budget to provide for the effective and orderly provision of services to the Town of Kernersville.

NOW, THEREFORE, BE IT ORDAINED:

Section 1. That revenues for the General Fund be established as follows:

General Fund

Ad Valorem Taxes	15,259,350
Other Taxes & Fees	107,000
Unrestricted Intergovernmental Revenue	7,200,395
Restricted Intergovernmental Revenue	17,382,708
Penalty and Interest	40,700
Other Revenues	105,000
Functionally Related Revenues	2,523,356
Operating Grants/Contributions	996,755
Interfund Transfers	488,600
<u>Fund Balance Appropriated</u>	<u>527,009</u>
Total Anticipated Revenues	44,630,873

Section 2. That expenditures for the General Fund be appropriated as follows:

General Fund

Governing Body	891,239
Administrative Department	333,688
Inspections Permits & Enforcement (Division of Community Development)	441,679
Finance Department	837,782
Information Technology Department	538,033
Planning and Zoning (Division of Community Development)	385,766
Human Resources Department	553,387
Police Department	10,799,576
Fire Department	13,304,890
Engineering Department	1,225,937
Street (Division of Public Services)	1,712,665
Solid Waste (Division of Public Services)	1,833,460
Recreation and Parks Department	1,935,120
Paddison Memorial Library Department	58,053
General Services Department	1,207,640
Special Appropriations Department	1,265,422
Public Services Administration	5,953,286
<u>Central Maintenance (Division of Public Services)</u>	<u>1,353,250</u>
Total	44,630,873

Section 3. That there is hereby levied a tax rate of fifty-seven cents (\$0.57) per one hundred dollars assessed valuation on all real property and other applicable property within the Town of Kernersville, such rate based upon an estimated total assessed valuation of property for purposes of taxation of \$2,484,640,243. and an estimated collection rate of 98.66% through June 30, 2017.

Section 4. That anticipated revenues for the Law Enforcement Forfeiture Funds be established as follows:

Other Revenue	75
Fund Balance Appropriated	90,800
Total Anticipated Revenues	90,875

The expenditures for the Law Enforcement Forfeiture Funds shall be authorized as follows:

Law Enforcement Forfeiture Funds Expenses	90,875
Total	90,875

Section 5. That anticipated revenues for the Contributions Fund be established as follows:

Other Revenue	25
Contributions	4,857
Fund Balance Appropriated	200
Total Anticipated Revenues	5,082

The expenditures for the Contributions Fund shall be authorized as follows:

Contribution Fund Expenses	5,082
Total	5,082

Section 6. That anticipated revenues for the E-911 Fund be established as follows:

Forsyth County Reimb. E-911	28,000
Transfer from General Fund	31,440
Fund Balance Appropriated	0
Total Anticipated Revenues	59,440

The expenditures for the E-911 Fund shall be authorized as follows:

E-911 Expenses	59,440
Total	59,440

Section 7. That a Workman's Comp Self-Insurance Fund be established with anticipated revenues as follows:

Other Revenue	100
Charges for Services	318,528
Total Anticipated Revenues	318,628

The expenditures for the Workman's Comp Self-Insurance Fund shall be authorized as follows:

Workman's Comp Self-Insurance Expenses	318,628
Total	318,628

Section 8. That a Stormwater Enterprise Fund be established with anticipated revenues as follows:

Other Revenues	1,500
IP Loan Proceeds	350,000
Stormwater Fees	1,064,000
Due/fr General Fund - Town's Stormwater Fees	220,579
Fund Balance Appropriated	145,288
Total Anticipated Revenues	1,781,367

The expenditures for the Stormwater Enterprise Fund shall be authorized as follows:

Stormwater Enterprise Fund Expenses	1,781,367
Total	1,781,367

Section 9. That an Occupancy Tax Fund be established with anticipated revenues as follows:

Occupancy Tax Revenue	91,000
Other Revenues	50
Fund Balance Appropriated	46,950
Total Anticipated Revenues	138,000

The expenditures for the Occupancy Tax Fund shall be authorized as follows:

Occupancy Tax Fund Expenses	89,500
Transfer to General Fund - Recreation	48,500
Total	138,000

Section 10. That an Capital Reserve Fund be established with anticipated revenues as follows:

Other Revenues	100
Transfer from General Fund-Development Project Fees	51,300
Fund Balance Approp.	766,831
Total Anticipated Revenues	818,231

The expenditures for the Capital Reserve Fund shall be authorized as follows:

Reserve for Future Development Fee Projects	243,610
Reserve for Future Group Insurance Expense	1,632
Reserved for Fire Department	65,000
Reserved for Transportation Projects	450,608
Reserved for Future Project - Durham Street	57,281
Transfer to General Fund- Interest on investments	100
Total	818,231

Section 11. That the Schedule of Fees and Charges be adopted for fiscal year 2016-17 in accordance with Exhibit A attached and made a part of this Ordinance.

Section 12. That the Town Manager be authorized to establish rates and charges for all other use of Town Facilities and services other than special assessments or other charges regulated by State law or Local Ordinance.

Section 13. That the Town Manager, as Budget Officer, be authorized to make budget amendments to all departments and be required to have such amendments entered into the minutes of the next regular meeting of the Board of Alderman.

Section 14. That the Town Manager, as Budget Officer, be authorized to transfer amounts between line item expenditures within a department without limitation and without a report being required.

Section 15. That within funds appropriated a one percent (1.00%) 401-K contribution has been allocated for regular employees.

Section 16. That within funds appropriated a two percent (2.00%) of salaries has been allocated for merit increases for eligible employees.

Section 17. That this budget ordinance be entered into the minutes of the Board and, within five days after adoption, copies thereof shall be filed with the Finance Officer, Budget Officer and Clerk to the Board of Aldermen.

Adopted this the 28th day of June, 2016.

Attest:

Keith Hooker

Keith Hooker, Town Clerk



Dawn H. Morgan
Dawn H. Morgan, Mayor

Schedule of Fees

July 1, 2016, Revised Sept. 7, 2016

The Town Manager shall have the authority to set any fee not otherwise listed and shall have authority to make any interpretations of any fee listed on this schedule.

Administration, Finance, and All Departments

Agenda Sunshine List – Notice of Special Meetings – Fee set by State Law Annually	\$10.00
Auto License Tax per vehicle	\$5.00
CD	\$1.00
Burn a copy of CD	
Checks (Returned) Processing Fee	\$25.00
Code of Ordinances – Supplement Service Annually	\$50.00
Code of Ordinances (with notebook)	\$100.00
Computer Printout Reports (greenbar 8.5" X 15") Per page	\$0.20
Documents, Reprints etc. Per page black & white, 8.5" x 11 and 8.5" x 14"	\$0.15
Documents, Reprints etc. Per page color, 8.5" x 11 and 8.5" x 14"	\$0.25
Documents, Reprints, etc. Per page black & white, 11" x 17"	\$0.20
Documents, Reprints, etc. Per page color, 11" x 17"	\$0.30
Handicapped Parking - Sign (Sign and Sticker)	\$45.00
Handicapped Parking - Sign Only	\$35.00
Handicapped Parking Sign - Van Accessible Sign Only	\$20.00
Handicapped Sign - \$250 Sticker Only (sticker for Fine Increase)	\$5.00
Notary Service – Fee set by State Law	\$5.00
Peddling Sales Permit – for 6 month period	\$50.00
Recycling Fee (includes magazines, junk mail and pasteboard) Billed annually	\$32.40
Solid Waste Bill Late Fee	\$10.00
Street & Alley Closing Applications	\$1,250.00
Taxi Driver Permit Fee	\$15.00
Taxi Driver Renewal Fee	\$15.00
Taxi Franchise Application Fee	\$50.00
Taxi Franchise Renewal	\$50.00

Community Development Rezoning Fees

Adjoining Property Owner Letters	\$12.00
General Use District Rezoning	\$884.00
Re-Advertising	\$304.00
Special Use District Add a Use or Site Change requiring Community Development Dept. Review Only	\$884.00
Special Use District Industrial, Commercial, Multifamily, PRD, Manufactured Housing Districts >1.5 acres	\$1,713.00
Special Use District Industrial, Commercial, Multifamily, PRD, Manufactured Housing Districts Road Improvements/Dedication Reviews	\$2,032.00
Special Use District Industrial, Commercial, Multifamily, PRD, Manufactured Housing Districts	\$1,391.00

* Fee revised or added FY 16-17

Community Development Rezoning Fees

<1.5 acres	
Special Use District Industrial, Commercial, Multifamily, PRD, Manufactured Housing Districts High Density Project	\$2,032.00
Special Use District Industrial, Commercial, Multifamily, PRD, Manufactured Housing Districts II Phase Zoning: Final Development Plan Review High Density Project	\$1,602.00
Special Use District Industrial, Commercial, Multifamily, PRD, Manufactured Housing Districts II Phase Zoning: Final Development Plan Review	\$833.00
Special Use District Residential Single Family excluding PRD <1.5 acres	\$495.00
Special Use District Residential Single Family excluding PRD >1.5 acres	\$1,264.00
Special Use District Residential Single Family excluding PRD >5 acres With Road Improvement/Dedication Reviews	\$2,032.00
Vested Rights/Existing Development Application	\$641.00

Community Development Subdivision Fees

Exempt Subdivisions/Staff Approval	\$128.00
Final Plat - Major	\$256.00
Final Plat - Minor	\$128.00
Preliminary Approval Extension	\$128.00
Preliminary Subdivision Minimum (no Maximum)	\$384.00
Preliminary Subdivision Per lot	\$38.00

Community Development Board of Adjustment Fees

Appeals	\$256.00
Appeals Rehearing	\$256.00
Communication Towers See Special Note #1 at the end of fee schedule.	\$3,842.00
Special Use Permits By Board of Adjustment Residential	\$256.00
Special Use Permits By Board of Adjustment Non-Residential	\$641.00
Special Use Permits By Board of Adjustment High Density Project	\$961.00
Variances	\$320.00

Community Development Zoning Fee for Building Permit / Plan Review

Accessory Swimming Pool	\$52.00
Floodplain Development Permit	\$164.00
Fuel Tanks, Commercial and Industrial	\$114.00
Industrial and Commercial Unit Upfit Plus \$10 per 1,000 sq. ft.	\$114.00
Industrial, Commercial, Multi family & other Plus \$10 per 1,000 sq. ft.	\$114.00
Residential Additions	\$52.00
Single Family Residential	\$52.00

* Fee revised or added FY 16-17

Community Development Zoning Fee for Building Permit / Plan Review

per unit	
Single Family, Accessory Building	\$52.00
Zoning Permit (Administrative only, no inspection)	\$52.00
Zoning Permit (requiring plan review on-site inspection)	\$80.00

Community Development Sign Review Business

Ground On/Off Premise Signs	\$85.00
1st sign \$25 each additional	
Off Premise Sign Review	\$401.00
Sign Panel Change-Out Only	\$52.00
1st sign, \$10 each add panel	
Wall or Projecting Sign	\$85.00
1st sign, \$10 each add sign	

Community Development Miscellaneous Charges

Blue Prints 18" x 24"	\$3.84
Blue Prints 24" x 36"	\$3.84
Blue Prints 30" x 42"	\$6.73
Copier Print - Vellum 36" x any length	\$2.56
Per foot	
Copier Print 18" x 24"	\$3.84
Copier Print 24" x 36"	\$3.84
Copier Print Roll Feed 36"x any length	\$1.93
Per foot	
GIS Maps - Custom	\$19.00
Minimum plus \$12 per 15 mins after 1st 15 mins	
Reinspection after 1st inspection	\$80.00

Other

Application for Unified Development Ordinance Text Amendments	\$768.00
Home Occupation Review	\$65.00
Kernersville Development Plan Amendment	\$768.00
Letter to DMV & ABC	\$65.00
Plan Review by Planning Board	\$641.00
Postage & Mailing Charges	\$8.00
Public Plans	\$0.00
No Fee	
Research for Zoning Letters	\$65.00
Rezoning Signs - Charges for Sign after 1st Sign	\$65.00
Special Use Permits <1.5 acres	\$1,280.00
Non Board of Adjustment	
Special Use Permits >1.5 acres	\$1,602.00
Non Board of Adjustment	
Special Use Permits High Density Project	\$1,602.00
Non Board of Adjustment	
Special Use Permits Road Improve/Dedication Review	\$1,921.00
Non Board of Adjustment	
Staff Changes or Minor Changes (new plan & review)	\$320.00
Non Board of Adjustment	

* Fee revised or added FY 16-17

BUILDING INSPECTION FEES

NEW RESIDENTIAL CONSTRUCTION SINGLE-FAMILY ATTACHED & DETACHED					
	Building	Electrical	Plumbing	Heating/Air	Energy Eff.
0-2000 sq. ft.	\$319.00	\$128.00	\$128.00	\$128.00	\$128.00
2001-3000	\$340.00	\$193.00	\$193.00	\$193.00	\$128.00
3000+	\$377.00	\$256.00	\$256.00	\$256.00	\$128.00
*All new residential construction subject to \$10 Homeowner Recovery Fee.					
NEW APARTMENTS					
Apt. 1st unit	\$256.00	\$128.00	\$128.00	\$128.00	\$128.00
Each addtl unit	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00
NEW ACCESSORY STRUCTURES					
Additions/Remodeling/Sunroom	\$225.00	\$97.00	\$97.00	\$97.00	\$97.00
Garages, workshops, storage bldgs. 575 sq. ft. and below	\$161.00	\$80.00	\$80.00	\$80.00	\$80.00
Garages, workshops, storage bldgs. Above 575 sq. ft. See standard new residential construction fees.					
NEW COMMERCIAL, INDUSTRIAL, INSTITUTIONAL					
	Building	Electrical	Plumbing	Mechanical	Energy Eff.
Assembly, Educational, Institutional Uses					
<i>Minimum Fee for all uses (or)</i>	\$384.00	\$141.00	\$141.00	\$141.00	\$141.00
1st 10,000 sq. ft.	0.166	0.039	0.039	0.039	0.032
2nd 10,000 sq. ft.	0.077	0.022	0.022	0.022	0.020
20,001 + sq. ft.	0.052	0.027	0.027	0.027	0.010
Business, Mercantile Uses					
1st 10,000 sq.ft.	0.166	0.039	0.039	0.039	0.027
2nd 10,000 sq. ft.	0.052	0.027	0.027	0.027	0.020
20,001 + sq. ft.	0.027	0.009	0.009	0.009	0.008
Factory, Industrial Uses					
1st 10,000 sq.ft.	0.166	0.052	0.052	0.052	0.020
2nd 10,000 sq. ft.	0.052	0.027	0.027	0.027	0.010
20,001 + sq. ft.	0.027	0.027	0.009	0.009	0.008
Hazardous Uses					
1st 10,000 sq.ft.	0.266	0.069	0.052	0.052	0.020
2nd 10,000 sq. ft.	0.103	0.052	0.052	0.052	0.020
20,001 + sq. ft.	0.052	0.039	0.039	0.039	0.010
Storage Uses					
1st 10,000 sq. ft. Storage	0.115	0.027	0.027	0.027	0.010
10,000 + sq. ft. Storage	0.004	0.003	0.003	0.003	0.020
COMMERCIAL, INDUSTRIAL, INSTITUTIONAL - UPFIT OR RENOVATION					
	Building	Electrical	Plumbing	Mechanical	Energy Eff.
Minimum (or)	\$310.00	\$128.00	\$128.00	\$128.00	\$128.00
per square foot	0.080	0.023	0.023	0.023	0.023

Building Inspection Fees

1-Miscellaneous Building/Trade Fees

Cell Tower - new (Includes Electrical)	\$160.00
Commerical re-roof	\$80.00
Construction Trailers	\$80.00
Daycare / Adult Day Care / Group Home Inspection	\$143.00
Demolition - Commercial/Industrial bldg.	\$114.00
Demolition - Residential buildings only	\$87.00
Foundation only permits	\$258.00
Marquees, Canopies, Fixed Awnings (Inspect structural, wind design, clearances)	\$80.00
Mobile Homes - Double/Triple Wide	\$321.00
Mobile Homes - Single Wide	\$241.00
Modular Homes - Building	\$241.00
Each Additional Trade is \$80.00	
Relocation of residence to new foundation building permit	\$241.00
Each Additional Trade is \$80.00	
Solar Panel (Includes Electrical)	\$160.00

2-Accessory Structures (Minimum Fees)

Carport, patio cover, screened porch	\$97.00
Decks, docks, open porches	\$97.00
Misc/Basic Building Permit	\$80.00
Swimming Pools - above ground (includes structural,plumb.,elect. inspec.)	\$80.00
Swimming Pools - underground (includes underground, roughs, final inspec.)	\$172.00
Workshop, storage bldg., pump house	\$97.00

3-Electrical

Additional fee for lighted signs	\$80.00
Cell Tower - co-locate	\$80.00
Commercial service change, relocation, reconnect	\$143.00
Electrical Inspection for vacant structure	\$87.00
Generators - Residential (Includes Mechanical)	\$160.00
Low Voltage	\$80.00
Misc/Basic Electrical Permit	\$50.00
Residential Service change, relocation, reconnect	\$80.00
Service pole with disconnect & meter base	\$80.00
Solar Panel (Includes Building)	\$160.00
Temporary Power - Individual meter	\$97.00

4-Plumbing

Electric Water Heater Replacement (Includes Electrical)	\$80.00 *
Gas Water Heater Replacement (Includes Electrical)	\$80.00
Grease Traps	\$80.00
Misc/Basic Plumbing Permit	\$50.00
Pumps, Sump Pumps, Replacement Fixtures, Sewer Lines, Misc.	\$80.00
Tankless Water Heater	\$80.00

* Fee revised or added FY 16-17

Building Inspection Fees

4-Plumbing

(Includes Electrical)

5-Refrigeration Units

0 - 20 hp per system	\$80.00
20+ hp per system	\$319.00
Minimum Fee	\$80.00
Refrigeration lines, per line	\$27.00

6-Mechanical

Exhaust systems, 0-3,000 CFM	\$161.00
Exhaust systems, 3,001- 5,000 CFM	\$193.00
Exhaust systems, 5,001 + CFM	\$641.00
Fuel storage (Installation - above ground) 1 tank 0-10,000 gal.	\$80.00
Generators - Residential (Includes Electrical)	\$160.00
Heating Units above 25 tons	\$128.00
Hood & Duct Systems (Includes hoods, fans, ducts, fire ext. equip., dampers, grease removal equip.)	\$80.00
Multiple Unit Change Out - 1st Unit (Each Additional Unit \$50)	\$80.00
Replace furnace, boiler, air handler, duct heater, ductwork, fireplace, woodstove, conversion burner, automatic flue damper, swimming pool heater, misc. minimum fee (Includes Electrical)	\$80.00
Spray Booth	\$97.00
Tanks & Piping 1- Installation - underground 1 tank	\$80.00
Tanks & Piping 2- Removal - underground 1 tank	\$80.00
Tanks & Piping 3- Each additional tank	\$40.00

7-Other Fees

All Other Services: A reasonable fee based on cost of installation or square footage will be established by the Director of Inspections for any work not included in this fee schedule

Any permit not listed	\$80.00
Minimum Fee	
Any re-inspection	\$80.00
Cancellation and/or Refunds: Upon written request and prior to the first inspection, permits may be cancelled by Permit Holder 75% of the permit fee will be refunded with the remaining 25% to be retained by the Town to cover administrative and processing expenses	
Expired Permit Renewal Fee: G.S.153A-358 If work does not commence within 6 months from permit issuance date or work is discontinued for 12 months, all permits shall be revoked FULL CALCULATED FEE TO RESTORE PERMITS	
Stop Work Order	\$258.00
Work commencing prior to permit issuance Double Calculated Fees	

8-Green Building Rebates

Geothermal Heat Pumps Existing Structures Mechanical Fee (50% Rebate/\$25 value)	
Geothermal Heat Pumps Existing Structures Electrical Fee (50% Rebate/\$25 value)	
Gray/Rain Water collection for flushing fixtures Existing Structures Plumbing Fee (50% Rebate/\$40 value)	

* Fee revised or added FY 16-17

Building Inspection Fees

8-Green Building Rebates

Green Building Rebates See Special Note #3 at the end of fee schedule

ICC/NAHB National Green Building Standard Certification (currently in development)	
New Structures 25% Rebate of Blanket Permit Fee	(Not to exceed \$500)
NAHB Model Green Building Home Guideline Certification	
New Structures 25% Rebate of Blanket Permit Fee	(Not to exceed \$500)
NC HealthyBuilt Home Certification	
New Structures 25% Rebate of Blanket Permit Fee	(Not to exceed \$500)
Photovoltaic Energy Systems	
Existing Structures Electrical Fee	(50% Rebate/\$40 value)
Photovoltaic Energy Systems	
Existing Structures Building Fee	(50% Rebate/\$40 value)
Solar Hot Water Heating	
Existing Structures Building Fee	(50% Rebate/\$40 value)
Solar Hot Water Heating	
Existing Structures Plumbing Fee	(50% Rebate/\$25 value)
Solar Hot Water Heating	
Existing Structures Electrical Fee	(50% Rebate/\$25 value)
USEPA Energy Star Certification	
New Structures 25% Rebate of Blanket Permit Fee	(Not to exceed \$500)
USGBC Leadership in Energy & Environmental Design (LEED) Certification	
New Structures 25% Rebate of Blanket Permit Fee	(Not to exceed \$500)

Engineering Division

Blue Prints 18" x 24"	\$3.84
Blue Prints 24" x 36"	\$3.84
Blue Prints 30" x 42"	\$6.73
Copier Print - Roll Feed - 36" x any length Per Foot	\$1.93
Copier Print - Vellum - 36" x any length Per Foot	\$2.56
Copier Prints 18" x 24"	\$3.84
Copier Prints 24" x 36"	\$3.84
Driveway Permit (Inspection required) - All Other Accesses	\$55.00
Driveway Permit (Inspection required) - Single Family Residential (Driveway Apron)	\$45.00
Fees for external reviews of infrastructure plans and Traffic Impact Analysis (TIA) To be paid in full by the entity submitting the plans and /or the TIA	
Forsyth County Dial-In Service - Printed Copy	\$3.00
Forsyth County Dial-In Service - Screen Only	\$2.00

Engineering Environmental Compliance Fees

Environmental Buffer Signs	\$75.00
Lower Abbots Creek & Deep River Sewer Service Area Environmental Review 10 + Acres	\$1,500.00
Lower Abbots Creek & Deep River Sewer Service Area Environmental Review 5 - 10 Acres	\$1,000.00
Lower Abbots Creek & Deep River Sewer Service Area Environmental Review Less than One Acre, No Fee	
Lower Abbots Creek & Deep River Sewer Service Area Environmental Review	\$500.00

* Fee revised or added FY 16-17

Engineering Environmental Compliance Fees

1 - 5 Acres

Engineering Preliminary Subdivision Fees

Engineering Site Plan Review 1-5 Acres	\$300.00
Engineering Site Plan Review 5+ Acres	\$500.00
Engineering Site Plan Review Less than One Acre	\$150.00
Infrastructure Inspection Fee	\$1.00
Fee Per Linear Foot of Public Street	

Engineering Fees for Watershed/Stormwater Permit Site Plan Review

Common Law Vesting Application	\$1,000.00
Copy of Watershed Ordinance with Map	\$15.00
Vested Rights Established, Watershed Permit	\$100.00
Watershed Map	\$10.00

High Density Watershed Permit Review by Watershed Administrator

High Density Residential and Multiple Users of High Density BMP's Any Size Parcel	\$1,100.00
High Density Watershed Permit Without Pond Review	\$65.00
Watershed Review Committee, Industrial, Commercial, MH and MF Districts - 5 + Acres	\$950.00
Watershed Review Committee, Industrial, Commercial, MH and MF Districts - Less than one acre	\$500.00
Watershed Review Committee, Industrial, Commercial, MH and MF Districts 1- 5 Acres	\$750.00

Low Density Watershed Permit Review by Watershed Administrator

Accessory Building	
No Fee	
Industrial, Commercial, MH and MF Districts - 5 + acres	\$125.00
Industrial, Commercial, MH and MF Districts - Under 5 acres	\$100.00
Low Density Residential 5 + acres	\$100.00
Low Density Residential Under 5 acres	\$50.00

Fire Rescue

Absorbent-Hydrocarbon - Per Bag	\$30.00
Cars/Pickup	\$50.00
Per hour	
Engine/ladder	\$100.00
Per hour	
Fire Extinguisher - Per 20#	\$30.00
Foam - Actual cost + 20%	\$0.00
Squad/Brush Units	\$100.00
Per hour	
Stand By Firefighters	\$25.00
Per hour per Firefighter (when required by Fire Official or requested by occupancy)	
Straw - Per Bale	
Actual Cost plus 20%	

Fire Prevention

1st Inspection (Annual, Initial, Primary, First Complaint, or Request Inspection)

* Fee revised or added FY 16-17

Fire Prevention

No Fee	
2nd Inspection (Notice of Compliance Issued)	
No Fee	
3rd Inspection (This amount plus fines, fined \$100 for each outstanding Fire Code Violation)	\$50.00
4th Inspection (This amount plus fines, fined \$200 for each outstanding Fire Code Violation)	\$100.00
5th Inspection (This amount plus fines; fined \$300 for each o/s Fire Code Violation plus Court Costs)	\$150.00
ABC Permit Inspection	\$100.00
All other Permits Required by the Fire Prevention Code	\$100.00
Amusement Buildings (Haunted Houses, etc.)	\$125.00
Any other function Requiring Fire Prevention Inspection and Approval Not Previously Listed	\$50.00
Bon Fire Permit	\$20.00
Certificate of Occupancy Re-Inspection	\$50.00
Copies of Fire Report	\$0.25
No Charge for First Copy, \$0.25/page for additional copies	
Day Care Inspection	\$50.00
Fire Lane Violation	\$50.00
Fireworks for Public Display	\$125.00
Fireworks Standby (Fire Dept.)	\$100.00
Foster Homes, Charitable, Non-Profit Governmental Exempt	
General Fire Code Violation Fine	\$100.00
Hazardous Material Spills/Fires	\$100.00
Per hour per apparatus plus actual cost + 20%	
Keyholder Failure to Respond	\$100.00
Plans Review	\$50.00
Plus .03 per sq. ft.	
Removal of stop work order	\$300.00
State License Inspection Fee	\$50.00
Tank Installation, Abandonment or Removal	\$150.00
Each Additional Tank \$50	
Up-fit Review	\$50.00
Plus .03 per sq. ft.	
Working without Permit	\$100.00
Plus Double Permit Fee	
Construction Permits	
Installation all others not listed but required by N C Fire Code	\$100.00
Installation of Automatic Fire Extinguishing Systems per 24,000 square feet of each floor level	\$100.00
Installation of Fire Alarm and Detection Systems and related equipment per 24,000 square feet of each floor level	\$100.00
Installation of Fire Pumps and related equipment	\$100.00
Installation of Private Fire Hydrants	\$100.00
Installation of Standpipe Systems (New, Modification or Renovation)	\$100.00
Exceptions	
Any assembly occupancy violation that is an imminent danger, life safety violation is an automatic \$250 fine per violation and possible evacuation of the occupancy.	
Churches exempt from permit fees	
Failure to report unwanted Fire per NC Fire Code per occurrence	\$500.00

* Fee revised or added FY 16-17

Fire Prevention

Exceptions

Locked or blocked exits are automatically a \$250 fine for first occurrence. Second occurrence within one year shall be a fine of \$500 per door. Third occurrence within one year shall be \$1000 per door.

Overcrowding \$250 per person in excess of posted occupant load

Tents, Temporary Membrane & Air Structure

Per Permit Period \$50.00

Police Dept

Finger Print Charges \$10.00

Per card

Off Duty Officer Supervisor Fee \$35.00

Per Hour (5 or more off duty officers requires a supervisor)

Off Duty Police Officer Fee \$30.00 *

Per Officer Per Hour

Public Records Research

See Special Note #2 at the end of document.

Range Instructor \$30.00

Per Hour

Range Use Fee \$50.00

For Use Up to 4 Hours

Range Use Fee \$100.00 *

For Use Over 4 Hours

State Finger Print Processing Fee \$38.00

Taxi Driver Permit Fee \$15.00

Taxi Driver Renewal Fee \$15.00

Taxi Franchise Application Fee \$50.00

Taxi Franchise Renewal \$50.00

Video Copy, Research and Copy Costs - Police In-Camera Video System \$5.00

Per Video Retrieval & Copies of Other Recordings

Parking Fines

30 Day Late Fee for Non-Payment of Parking Fine \$30.00

Assessment of a \$30 late fee for all unpaid parking fines after 30 days

All Other Parking Violations \$5.00

Fire Lane Violation \$50.00

Oversized Vehicle Parking in Violation of CO 9-186 \$50.00

Violation of Certain Vehicles to Be Parked only for loading and unloading

Precious Metals Dealers Permit Fees

Annual Renewal Permit for Employee \$3.00

Dealers and Special Occasion Permits \$180.00 *

Fee Includes State Finger Print Processing Fee

Employee Permits \$10.00

Public Services Sanitation Division

Cardboard Recycling Collection

Bi-Monthly \$20.00

Per Month

* Fee revised or added FY 16-17

Public Services Sanitation Division

Cardboard Recycling Collection

Container Lease - 6 & 8 yard Per Month	\$10.00
Once per Week Service Per Month	\$35.00

Commercial Sanitation Collection

Collection of one (1) 95 gallon comingle recycle roll out per roll out	\$5.00
Collection of one (1) 95 gallon rollout container (Small Business)	\$40.00
Collection of one (1) refuse dumpster - 2 yard	\$66.00
Collection of one (1) refuse dumpster - 4 yard	\$66.00
Collection of one (1) refuse dumpster - 6 Yard	\$76.00
Collection of one (1) refuse dumpster - 8 Yard	\$88.00
Collection: Fees Applicable to those non-residential establishments, restaurants, apartments and mobile home parks which contract solely with the Town of Kernersville for collection of solid waste. Fees are for once per week collection. Additional weekly collections shall be charged in even multiples.	
Each additional 95 gallon roll out up to three (3) per small business per extra roll out	\$20.00
Set Truck Service Per month for twice a week service	\$60.00
Set Truck Service Per month for once a week service	\$30.00
Set Truck Service Per month for three times a week	\$90.00
Special one time collection of one (1) refuse dumpster by special arrangement Each pick up	\$40.00

Condominium/Townhouse Collection

2nd weekly collection of (1) 95 gal rollout or 1 dumpster	\$35.00
Cardboard Recycling Collection - Bi Monthly Per Month	\$20.00
Cardboard Recycling Collection - once per week Per Month	\$35.00
Once per week (1) 95 gallon rollout or (1) dumpster (2, 4, 6, 8 Yard) No Fee	
Refuse Dumpster Lease - 95 gallon rollout No Fee	
Refuse dumpster Lease - 2 yard Per Month	\$22.00
Refuse dumpster Lease - 4 yard Per Month	\$22.00
Refuse dumpster Lease - 6 yard Per Month	\$22.00
Refuse dumpster Lease - 8 yard Per Month	\$27.00

Residential Sanitation Collection

Annual Fee for Additional Refuse Cart Collection	\$60.00
Annual Fee for Yard Cart Collection No Fee	
Knuckle Boom Truck Service	\$60.00

* Fee revised or added FY 16-17

Public Services Sanitation Division

Residential Sanitation Collection

For Each Additional Half Load

Knuckle Boom Truck Service	\$0.00 *
First Load No Fee	
Once per week collection of 95 Gallon rollout container for Refuse & Recycling	
First Cart Only No Fee	
Refuse Cart Purchase Price For Extra Carts and Replacements	\$60.00
Request for one time use of refuse dumpster for 48 hr. period incl drop off and pickup	\$60.00
Yard Cart Purchase Price	\$60.00

Public Services Street Division

Industrial Street Improvement to Curb & Gutter (per linear foot)	\$118.00
Add \$16 per linear foot for sidewalk plus drainage costs	
Install Type III Barricades (Permanent Mount)	\$400.00
Per unit	
Installation of Stop Signs	\$150.00
Installation of Street Name Signs	\$200.00
Mowing Neglected Private Lots	
Cost + 50% min 1.5 hours	
Removal and Replacement of Failing Utility Patches & other street repairs related to negligence, faulty workmanship, and/or materials by Contractors, Sub-Contractors, Builders, Developers, Utility Companies, etc.	
Cost + 50%	
Residential Street Improvement to Curb & Gutter (per linear foot)	\$68.00
Add \$16 per linear foot for sidewalk plus drainage costs	
Street Cleaning @ Construction Sites	
Cost + 50%	
Street Flushing @ Construction Sites	\$250.00
Per trip	
Tight Radius/Zero Turn Mower	\$35.00
Per hour	
Tractor w/Flail Mower	\$65.00
Per hour	
Tractor w/Rotary Mower	\$75.00
Per hour	
Tractor w/Side Arm Mower	\$95.00
Per hour	
Utility Cut Penalty (Excavating in the ROW or cutting the street without a permit)	\$500.00
Utility Installation Permit (inspection required) and Encroachment Permit	\$100.00

Recreation Facility Reservations

Civitan Baseball Field	\$35.00
Per Hour	
Harmon Park Wedding Gazebo	\$150.00
Half Day 5 hours	
Harmon Park Wedding Gazebo	\$250.00
Full Day	
Kernersville Recreation Center	\$75.00
Per hour	

* Fee revised or added FY 16-17

Recreation Park Reservations

Picnic Shelters Half Day	\$35.00
Picnic Shelters Full Day	\$70.00 *

Recreation Sports Complex

Bagley Sports Complex Rental Weeklong	\$3,500.00
Bagley Sports Complex Rental Per Field/Fri Only	\$75.00
Bagley Sports Complex Rental Per Field/Per Day Sat/Sun	\$200.00
Ivey M. Redmon Sports Complex Additional Field Prep drag and striping	\$40.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 1) 3 - teams or less (Team = 5 runners or more) No Fee. See Special Note #4 at the end of document.	\$0.00 *
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 2) 4 - 10 teams (Team = 5 runners or more) See Special Note #4 at the end of document.	\$50.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 3) 11 - 20 teams (Team = 5 runners or more) See Special Note #4 at the end of document.	\$100.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 4) 21 - 35 teams (Team = 5 runners or more) See Special Note #4 at the end of document.	\$250.00 *
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 5) 36 - 50 teams (Team = 5 runners or more) See Special Note #4 at the end of document.	\$400.00 *
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 6) 51 - teams or more (Team = 5 runners or more) See Special Note #4 at the end of document.	\$600.00 *
Ivey M. Redmon Sports Complex Gate Fee Charged Per day	\$100.00
Ivey M. Redmon Sports Complex Temporary Fencing Fees	\$60.00
Ivey M. Redmon Sports Complex Tournament Usage (incl lights,bases,scoreboards,restrms,init field prep) Per day per field	\$185.00
Ivey M. Redmon Sports Complex Tournament Usage(incl lights,bases,scoreboards,restrms,init field prep) For 3 field complex Sat & Sun	\$1,100.00
Ivey M. Redmon Sports Complex Tournament Usage(incl lights,bases,scoreboards,restrms,init field prep) For 3 field complex Fri , Sat & Sun	\$1,300.00
Ivey M. Redmon Sports Complex Vendor on Site Fee Per weekend tourney or 10% of gross receipts for tournaments more than 3 days	\$50.00
Ivey M. Redmon Sports Complex Weekday Hourly Field Rental (incl lights,bases,scoreboards,restrms,init field prep)	\$60.00
Swaim Baseball Complex Tournament Usage (incl lights,bases,scoreboards,restrms,init field prep) Per day per field	\$185.00 *

* Fee revised or added FY 16-17

Special Notes:

#1 - Reference Communications Tower Fee: This amount is a surety to cover the cost of the Town's consultant who reviews the electronic technical portion of the submittal. If the review cost is less than \$3000, then a refund will take place. If the review cost is more, additional funds are required prior to final review. **The Special Use Permit and applicable Inspection Fees are a separate fee.**

#2 - Requests for research of public records such as accident statistical data and summary reports on specific locations will be compiled at the cost of 15 cents per copy made plus a special service fee of \$15 per hour for the time involved compiling and researching the request. These requests require extensive use of technology resources and clerical assistance to complete.

#3 - Regular fees must be paid in full at time of plan review or permit issuance. Fee rebates will be refunded upon project completion and certification by a third party inspection agency.

#4 - Fees are for course rental only. This does not include staff on day of event, porta john's or any equipment.