

TOWN OF KERNERSVILLE



BUDGET FISCAL YEAR 2017-2018

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May 15, 2017

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 2017-2018. The public hearing date for the FY 17-18 budget has been set for June 6, 2017 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

The budget outlook for Kernersville started getting better beginning with 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.

The revenue projections for FY 16-17 indicated that the economy was definitely improving for Kernersville. There was a significant increase in the tax base which in turn increased the ad valorem tax received by the Town. There was also an increase in the sales/use tax revenues. Both of these revenues are indicators of the health of the economy. The significant increase from these sources, along with others the Town relies on, allowed the Town to have an unprecedented year in FY 16-17. The Town budgeted for two new buildings, a new communication system, paving of parking lots, and other pieces of equipment that are necessary to the daily operations. This much being done in one year is not common for the Town.

Upon recommendation and approval of the FY 16-17 budget, it was hopeful that there would be enough growth to sustain the Town at that level in FY17-18. As the numbers started to come in it appeared that there would be enough growth to fulfill all the obligations and do so without a tax increase. While the growth was substantial it is not projected to be as much as it was in FY16-17. However, it is still enough that the Town is able to purchase needed equipment and do some other things that are necessary.

FY 2017-2018 Budget Highlights

I. REVENUE NEUTRAL

According to G.S. 159-11(e), in each year in which a general reappraisal of real property has been conducted, the budget officer shall include in the budget, for comparison purposes, a statement of the revenue-neutral property tax rate for the budget. The revenue-neutral property tax rate is the rate that is estimated to produce property tax revenue for the next fiscal year equal to the revenue for the current fiscal year if no reappraisal had occurred. The rate is then adjusted by a growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general reappraisal, after adjustments for annexation, de-annexation, or merger.

There was a revaluation done in 2017 for both Forsyth and Guilford Counties. This revaluation did increase the tax base for both counties. The tax base for Forsyth County is projected to be \$2,764,449,842 and Guilford is projected to be \$132,641,043. Based on these numbers, the revenue neutral rate is 52.95 before any growth is calculated. The average growth rate for the period since the last revaluation is 3.86%, making the new revenue neutral rate 55 cents.

However, we feel that this revenue neutral rate is not completely accurate. This rate is calculated using the AVT collection amount from FY16-17. In FY16-17 there was \$572,000 appropriated from Fund Balance. If this appropriation was not made, then the AVT collection amount and the tax rate would have been higher in order to generate the revenue needed to balance the budget. It is likely that without this appropriation the tax rate for FY16-17 would have been 59-60 cents. In turn, this would have made the revenue neutral rate for FY17-18 higher, somewhere between 57.5-58 cents. The revenue neutral rate is also low because there was a growth rate of 0.67% for one of the years during the time since the last revaluation. If we use a more feasible growth rate of 3.25% for this year it makes the average growth 4.7%. This makes the revenue neutral rate 55.45 cents. Based on these facts this is what we feel the true revenue neutral rate is (**See Exhibit A**).

II. REVENUE

The revenues for FY17-18 are estimated to be \$31,973,047 (**See Exhibit B**). This is a decrease from what was approved in FY16-17. However, as you may remember the revenues for FY16-17 were inflated because of the loan amount for installment purchases such as the new buildings and communications system. The budget this year does not include as many high price items so the loan is less. Like last year, there are slight revenue increases projected in most every category for FY17-18. 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. As mentioned earlier, this category saw a negative increase several years ago because of low growth and a negative revaluation year. However, in FY15-16 there was slight growth in the tax base and then in FY16-17 the growth was a little over 6%.

The growth in the tax base for FY17-18 is projected to be about 4.8%. The tax base for FY17-18 is projected to increase to \$2,897,090,885 which is up from the \$2.69 billion in FY16-17. With all of this growth the Ad Valorem Taxes are projected to be \$15,849,107 for FY17-18. This is up from \$15,083,850 that was approved in FY16-17. These numbers represent the taxes on property and vehicles.

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.

In FY16-17 we projected an increase of about 7% for Sales and Use Tax. If this occurred, it would have been the largest increase in several years for this source. It appears as though the increase is going to be about 6% for FY16-17. Based on this, we are recommending a 5.9% increase for Sales and Use Tax for FY17-18. This projection is slightly higher than the NCLM projections but analysis indicates that we are historically slightly higher in this category than the NCLM projections.

As in the past few years, 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. There have been minor changes made to the distribution method and none of these have negatively impacted Kernersville. We may not be getting as much as we would have before the change but it is minimal. It also appears now that the legislators have studied the situation from many different perspectives and are trying to create a

distribution method that will have the least amount of impact on all municipalities. We are hopeful that any future changes will be of little to no impact on Kernersville.

Utility Franchise Tax

The Town experienced about a 40% increase in this revenue source in FY15-16 (compared to approved FY14-15). In FY16-17 we projected an increase of 19% for this category. However, there is actually going to be a decrease in this category over what we projected and what we actually collected in FY15-16. Based on this information, and the projections from the NCLM, we are projecting a decrease of about 6% for this category in FY17-18. Hopefully this will be the case at the end of the year and our decrease is not more than projected.

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.

We have a slight increase built in on the rental contracts for Town buildings. Therefore, we are projecting an increase in rental income for FY 17-18. The amount of rent on Town property is projected to be \$203,450 for FY 17-18, up from \$174,238 in FY 16-17. 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, most likely in FY18-19. The County will pay \$91,134 in rent this year for the library building. 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. In FY16-17 we also lost one of the lessees on the tower. However, we negotiated a new lease with an existing lessee and had an increase on the other leases and together these offset the loss. The income from the tower will actually slightly increase in FY17-18.

Building Inspection Fees

Building inspection fees are directly related to the economy and building that is taking place. Obviously the more building occurring the more fees we will collect. We are estimating collecting \$350,000 in inspection fees for FY16-17. This is more than the \$330,500 that was budgeted. Based on this we are projecting inspection fees in the amount of \$350,000 for FY17-18. This could increase or decrease depending on how strong the economy stays.

Road Development Fees/Recreational Land Fees

These two revenue sources are directly related to the Caleb's Creek Development. When the development was approved the Board of Alderman made these two fees a condition of the rezoning. The purpose of these fees is to help pay for the road improvements that the Town will have to do and to help with some of the recreational improvements that will be necessary. In previous years there has not been much development in the area and therefore not much revenue generated. However, we are anticipating that changing in FY17-18 and have budgeted the corresponding revenue. We are projecting these two revenues being close to \$70,000 for FY17-18.

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.

Though we would prefer not to, the Town usually appropriates money from the Unassigned Fund Balance to balance the budget. This has been especially true in the last seven years when the economy and growth were down. 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 C shows the amount of Unassigned Fund Balance for the last several years and how it has increased/decreased over the years (**See Exhibit C**). The amount of savings/spending is not always a true depiction of what is spent or saved in the Unassigned Fund Balance. One year may show a significant savings when there is actually not one. This may occur because several large pieces of equipment may not be purchased in the year that they are budgeted. If this occurs the money is not spent and it shows as a savings in the Unassigned Fund Balance. However, this money is usually encumbered and spent the following fiscal year. If this happens it will look like more money is spent from the Unassigned Fund Balance than what was actually appropriated. This makes it very difficult to look at the exhibit and determine what was actually spent from the Unassigned Fund Balance.

For FY16-17 we recommended appropriating \$527,009 from the Fund Balance. This was to cover the cost of the new fire engine and the payment on another engine. There will be much more than this spent in FY16-17. The Board made several property purchases that were not budgeted for and there were also several repairs made to different buildings that were not initially budgeted for.

For FY17-18 we are not recommending any appropriation from Fund Balance. This will be the first time in almost seven years that there has not been an appropriation

recommended. We hope that we can go through the year and at year's end not have spent any money from Fund Balance. We would like to see the Fund Balance start to increase instead of a continuing decrease.

III. 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 D shows the General Fund expenditures by department (**See Exhibit D**).

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.

Over the last two budget cycles the Town has added some of these positions back to the workforce. In FY15-16 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. In FY16-17 we added a new Police Officer position (security officer at Town Hall) and converted a part-time position in Parks and Recreation to a full-time position.

For FY17-18 we are recommending four new position. Three of these positions will start in January. We feel that all of these new positions are necessary and critical to continuing the service as it is in the departments.

Sanitation Driver

We are recommending adding a new sanitation driver. We have advised the Board in previous years that we were very close to needing a new route and that would entail adding a truck and driver. We have reached that limit and we must now add the truck and driver. This position will start in January when the truck is delivered. The truck is covered later in the budget.

Custodian

This position is being recommended for the new Public Services building. We currently utilize a contract cleaning service to clean the building. The new building is much larger than the existing building and the contract price will increase significantly. After some analysis, it has been determined that it will be less expensive to hire a full-time person for the new building. This position will also serve as a back-up to the custodians at the Town Hall/Library and will help them out when needed and fill in when they are gone.

Police Officer

This position is currently in the budget but it is frozen. This position was originally scheduled to be unfrozen by January 2017 but was not. It is important to unfreeze this position so that the department can be back to full staff.

Safety Officer

This is a new position being recommended for the Fire/Rescue Department. This position will focus on all safety aspects in the department. The person will conduct safety training exercises, create/review safety policy and they will also act in the capacity of safety officer on fire calls. These positions are becoming more critical in the departments because they are the ones that arrive on scene first and assess the situation and make sure the firemen know all safety risks/factors involved. We currently do not have any safety officers in the department. The long term goal is to have one on each shift, so we will need to add two more in the future.

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

A Merit or COLA increase was recommended and implemented in FY13-14, FY15-16 and FY16-17. A COLA of 2% was last given in FY15-16. We are recommending a small COLA of 1% for this year.

One area of benefits where we feel the Town is lacking is in 401K contributions. This was eliminated completely several years ago and it has slowly been re-implemented. We currently offer a 1% 401K contribution to our employees. The average for like municipalities is 3-4%. Based on this we are recommending a slight increase in the 401K contribution this year to 2.0%. This will help us close that gap and hopefully we can continue closing it in future years. This is another important tool in helping to retain our employees because this is a benefit offered by most of our competitors.

Health Insurance

Health insurance is an ever changing cost to a municipality. Aside from salaries it is the greatest part of the benefits/salaries portion of the budget. The Town always works hard to obtain the best coverage possible for the employees for the most reasonable price. In recent years this has been a much tougher challenge, and we look for it to only continue to become tougher. 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.

FY's 15-16 and 16-17 were perhaps the two most difficult when it comes to insurance premiums. We started negotiations in both of those years looking at steep increases. In FY16-17 we started out at 33% and ended up at roughly an 8% increase. To reach such small increases a lot of plan changes were necessary. We also had to pass a lot of the increase along to employees. The biggest increase was in the area of dependent coverage. This increase was as much as \$40/month for FY16-17. This increase came after two years of increases of \$80/month. We also experienced an increase in employee only coverage during these two years.

For FY17-18 we are anticipating an increase of about 4.5% for our health insurance. In order to have such a small increase, we are recommending changing companies and changing some of the aspects of our plan. There will also be some cost increases to employees but the majority of this increase can be offset if they participate in the Employee Wellness Program. We are increasing the wellness incentives in an effort to get more employees involved. Having more involvement in the wellness program will only drive down our claims cost in the future.

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 salary study included every department except the Police Department and the Fire/Rescue Department. The most changes recommended by the study were for positions in Public Services, Parks and Recreation and Inspections. These pay grade changes are badly needed because these positions are the ones that are the most difficult to fill when they become vacant. This is mainly due to the pay. The study also recommended a slight change in the market rate for the Department Heads.

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. The city of Winston-Salem spent over \$2 million last year and they are recommending another \$2 million this year. The Forsyth County Sheriff's Department is also requesting pay raises for their employees. 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. For FY17-18 the amount recommended for over 80% of the operating and maintenance line items is the same amount that was recommended for FY16-17. The only changes were for the line items where the Town experiences an increase from an outside vendor or for line items that have items in them that are a necessity. The increase in the overall operating and maintenance category was around 3%.

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 E shows the recommended Capital Equipment Purchases for FY17-18 and the justifications for each (**See Exhibit E**).

Fire Rescue Equipment

This year we are recommending three new pieces of equipment for the Fire/Rescue Department. We are recommending eight (8) new AED's. These AED's will replace the current ones that are no longer serviceable. This is a critical piece of equipment that is on each apparatus.

We are also recommending two new thermal imaging cameras. Two of the cameras were replaced in FY16-17 and this will replace two of the remaining three cameras. These new cameras will have much better technology than our old ones and will function much better. These cameras are now a critical piece of equipment that is used in a fire.

There is also a new vehicle recommended for the Battalion Chief. The current vehicle is starting to see increased maintenance cost and is becoming less reliable. The current vehicle will be placed into reserve status and will be used as a back-up when necessary.

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 and one CID vehicle. Replacing seven patrol vehicles a year makes the life cycle of a vehicle about nine years. This is the top end of the life cycle and it is hoped that at some point in the future we can replace more vehicles each year and reduce the time we have each vehicle. However, the cost of doing this is not feasible right now because the cost of maintenance is still low for the older vehicles. We weigh the maintenance cost and the vehicle value against the replacement cost each year to determine if it is feasible to replace more.

We are also recommending replacing eight of the in-car cameras. The current cameras are not being serviced and supported anymore and we have several of them that are broken and no longer working. We have been taking cameras out of CID's vehicles and other vehicles to use in patrol vehicles. Our plan is to replace several cameras each year until we have new ones that work in all of the patrol cars.

Parks and Recreation Vehicles/Equipment

In FY16-17 we did not recommend any equipment to be purchased for Parks and Recreation. There were some improvements made to facilities and a fence was erected at the maintenance building, but no equipment was purchased. This year we are recommending three pieces of equipment and a gate for Ivey Redmon Park.

We are recommending a new crew cab truck to replace the older truck that is being used. The last truck that was purchased for Parks and Recreation was a crew cab truck in FY12-13. The truck being recommended this year will replace a 1999 regular cab truck. The 1999 will be moved to a reserve status and the current reserve vehicle will be sold. We have found that it is now much more effective to purchase crew cab trucks for the crews as opposed to regular cab trucks.

There is also a Jacobson Truckster being recommended for the department this year. This is a heavy-duty utility vehicle and it will be used along with the 4X4 Gator that the department now uses. It will most likely replace the Gator in a few years as the Gator ages out. This unit has the towing power of a F250 truck and it also has an 8-foot long dump bed. This will make landscaping work and park maintenance much easier. It will be primarily used at Ivey Redmon park but will also be used in the other parks for jobs that cannot be done using a truck.

The other piece of equipment being recommended is an attachment for the Bobcat. This is an attachment that is designed for turf maintenance. This unit is designed to seed, plug and aerate at the same time. This will allow for faster and more efficient seeding of the fields and will also do a much better job than the current method because this unit places the seeds into the soil as opposed to on top of the ground. This unit will also eliminate the need for the sprigger that has been requested in the past.

An automatic gate for Ivey Redmon Park is also being recommended. This will be a programmable gate that will open and close at the established times. This gate will provide better security than the current gate, which will help mitigate the number of people that are in the park after hours. This gate will be located at the main entrance to the park.

Public Services Equipment- Street Division

We are recommending the purchase of three new salt brine spray systems this year. These will be attachments for the one ton trucks that are currently in the department. This will allow us to brine more, if not all, streets in snow events. We do not currently have this capability.

A new salt brine mixer is also being recommended for FY17-18. This mixer will replace the current mixer that is 10+ years old. It takes more than one day to mix the brine using the current mixer. The mixer that is being recommended will mix the brine in hours. This will allow us to apply more brine to the streets in less time, and also cover more streets.

Public Services Equipment- Solid Waste Division

A few years ago staff told the Board of Alderman that if the residential development continued growing at the rate it was then it would be necessary to implement a new sanitation route in the future. That time has come. Due to this, there is a new automated truck being recommended for FY17-18. This truck will be added to the daily collection routes. We are recommending leasing this vehicle instead of purchasing it. The payments are cheaper through a lease and we also do not have to worry about the maintenance on the truck after five years. We will try a lease with this truck and if it appears to be beneficial to the Town then we may lease future trucks like this one as well.

Community Development- Inspections Division

We are recommending a new vehicle to replace a 2001 Ford Truck. The current vehicle is starting to incur increased repair costs and needs to be replaced now so that we do not have to replace it mid-year. The current truck will most likely remain as a shared back-up and the current shared back-up will be sold.

Information Systems

The last time the Town upgraded the servers that are used for information storage was about six years ago. Those servers are now in need of replacement. They have become unreliable and we are no longer able to secure a hardware maintenance agreement for them. These servers play a critical role in the daily operations of the Town and therefore we need them to function continuously without fail.

We are also recommending a new audio/video system for the courtroom. The current system is not very good and during the meetings it is difficult for both the Board and the citizens to clearly hear the proceedings. The new system will be much better than the current system and it will make it much easier for everyone to clearly hear the proceedings. We are also recommending a new monitor for the courtroom which will allow the citizens sitting near the back to see what is on the screen.

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. The Board of Alderman approved over \$14 million in capital infrastructure improvements in FY16-17. Based on that, there are not many capital infrastructure improvements being recommended for FY17-18.

Street Repaving

Because of other needs, the Town has not done any major street repaving for the last five years. The roads have continued to deteriorate during this time. The last road condition report showed that a majority of our roads are now rated as a B or C. The Town must spend some money in repaving for the next several years to help improve the condition of our roads. This year we are recommending allocating \$1 million for repaving. It is estimated that we need to allocate \$900,000 a year for several years just to get all of

our roads up to good condition. This may not be possible but we will do what we can to help the situation.

Fourth of July Park Inclusion Renovation

We are recommending renovating some areas at 4th of July Park so that the park is more inclusive and handicap accessible. In the Spring of 2016 the department conducted a system-wide ADA audit to determine which amenities were non-compliant to the 2010 ADA Standards. Based on these findings we are focusing on four areas to upgrade at 4th of July Park.

The first area deals with improved access. There is currently a paved walking trail that goes around the park. There are several areas of this trail that are popping up from the roots growing under the asphalt. This poses a problem for all individuals that are walking, and it poses an especially difficult problem for someone that is disabled and uses a walker/cane or wheelchair. We are recommending replacing the asphalt in these areas along the trail.

The second area of focus also deals with access. We are recommending adding some rest-stop areas along the walkway between the parking lot and play areas. This will give individuals that are not able to walk a long distance a place to stop and sit. This will meet one of the universal design principles as it relates to ADA compliance.

The third area of focus will deal with improving the play spaces. We are recommending retrofitting the playground to allow inclusive and interactive play. There will be some additions and modifications to the current play area and there will be some changes made to make it more accessible. The new playground will also provide better fall protection if someone were to fall onto the ground.

We are also recommending a new approach and entrance to the park from the rear side near Bodenhamer Street. There is not currently a viable ADA accessible entrance in this area, even though there is a parking lot. A lot of people use this side to access the park so it needs to be easily accessible for everyone.

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. However, this year we did not find any service that could be modified to save money while maintaining the high quality service our citizens deserve. Therefore, the only change in service this year will be the additional sanitation route that we are recommending adding.

IV. 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 FY15-16 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 FY15-16 was 103%. This means that we had more revenue than we did expenses in FY15-16. This is due to the fact that several large pieces of equipment and some projects were not done in FY15-16. However, they were carried over to the next fiscal year so this ratio will adjust for FY16-17.

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 FY15-16 was 34%, meaning that 34% of our total revenue comes from other government resources. Our dependency increased slightly for FY15-16 mainly due to some water/sewer projects and DOT projects that had outside funding sources.

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 FY15-16 it increased just slightly to 9%. This is due in large part to some larger capital purchases that were done on an installment purchase basis. 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 for FY13-14 was 6.49. For FY15-16 the ratio increased to 10.32 indicating that we are in a better financial position to meet our short-term obligations. The Town remains 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%. For FY15-16 our solvency percentage increased to 34.33%. This is largely due to the fact that some budgeted expenses were not done and the money remained in the General Fund. However, as mentioned earlier the expense will be incurred in FY16-17 and the percentage will be lowered.

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 22-26%, 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. In FY15-16 the leverage was 20%.

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.

V. RECOMMENDATION FOR FY 17-18

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 **55.45 cents per \$100 valuation for FY17-18**. The recommendation of a 55.45 cent tax rate accurately reflects the Town's growth since the last revaluation and it accurately accounts for the property revaluation in 2017. Exhibit G shows the Town's tax rate from 1995-2015 (**See Exhibit G**).

While a tax rate of 55.45 cents is a rate decrease of 1.55 cents, not all citizens will see their taxes change. Some citizens will experience a tax decrease, some will experience a tax increase and some will experience no change at all. This will depend on what happens to the value of their property during the revaluation. There is no true way to make it equal for all citizens because of the variance in property values. All we can do is adjust the rate to neutral and account accurately for any growth that has occurred. This has been done and the reflective rate is 55.45

This rate allows the Town to keep the services the same while replacing some old equipment and adding some new equipment. This rate will also allow the Town to do some much need repaving to Town streets. This rate will also allow the Town to cover the projected expenses without having to appropriate much money from the General Fund.

Compared to other services and amenities that they may pay for, the citizens are still receiving 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 FY17-18 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 this trend to 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 FY17-18 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.

At a rate of 55.45 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**).

VI. 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. That growth was less in FY17-18 and will most likely be less in future years. While we continue to have the revenue we need, our ability to do major projects in the future may be slightly diminished when compared to the last two budget cycles. 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 what health insurance will look like and cost in the future. We anticipate the cost of health insurance to continue increasing. This year the Town was able to offset a large increase by changing providers. That most likely will not be an option for the next few years. We have also avoided large increases by making plan changes. This will continue to be something we look at every year but it is becoming more difficult to impact the premiums by changing the plan. In the future the Town may have to look at self-funding as an option. This option has pros and cons and these will need to be weighed when making the decision. There are also other options on the table that will be looked at every year when doing the insurance renewal.

The Board of Alderman has definitely done a lot in the last two budget cycles. There have been buildings built and equipment purchased and other improvements made in town. However, there are still many projects that need doing and a lot of equipment that needs replacing. The Board of Alderman was presented with a list of items to be considered for a 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 know that it is not feasible to do this all at once, but it is imperative that the Alderman stay aware of these needs. We will continue to recommend them when it is possible and will work through the list gradually. 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, there was a large amount spent from the Unassigned Fund Balance in FY16-17 that was not initially budgeted. This was used to purchase several pieces of property and to make building repairs that were not initially budgeted. The Town still has a strong Unassigned Fund Balance but it has declined some in the last few budget cycles. We were in the 30% range for the Fund Balance and now we are down to around 22-24%. Our Fund Balance Policy states that once the balance goes below 20% the Town Manager must inform the Board and then create a plan for getting it back above 20%. We will continue to monitor the situation and inform the Board accordingly.

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 FY17-18.

Respectfully submitted,

A handwritten signature in cursive script, reading "Curtis L. Swisher".

Curtis L. Swisher
Town Manager

EXHIBIT A: REVENUE NEUTRAL TAX RATE CALCULATION

Step 1: Annual Tax Base Growth Calculation

<u>2013-14</u>	with annex	2,404,246,331	
2014-15	w/out annex	2,420,494,390	0.675807%
<u>2014-15</u>	with annex	2,423,549,290	
2015-16	w/out annex	2,523,113,104	4.108182%
<u>2015-16</u>	with annex	2,523,373,304	
2016-17	w/out annex	2,691,290,236	6.654463%
<u>2017-18</u>		2,897,090,885	3 yr avg growth 3.81%

$$\text{Step 2: } \frac{\text{Tax Base (FY17-18)}}{100} = \frac{\$2,897,090,885}{100} = \$28,970,908$$

Step 3: Calculation of tax rate needed to produce equal tax levy

$$\text{Tax Base (FY17-18)} \times \text{Rate Needed} = \text{AVT collection for FY16-17}$$

Therefore:

$$\text{Rate Needed} = \frac{\text{AVT Collection (FY 16-17)}}{\text{Tax Base (FY17-18)}}$$

$$\text{Rate Needed} = \frac{\$15,341,990}{\$28,970,908}$$

Rate Needed= .5296 or 52.96 cents per \$100 valuation

Step 4: Calculation of Revenue Neutral

$$\text{Revenue Neutral Tax Rate} = \text{Revenue Neutral Rate} \times \text{Growth Factor of 3.81\%}$$

$$52.96 \times 1.0381 = 55.02 \text{ cents per } \$100 \text{ valuation}$$

Using a growth rate of 3.25% for the first year would return a 3 year average growth of 4.7%, making the tax rate 55.45.

EXHIBIT B
GENERAL FUND REVENUES
FY 17-18

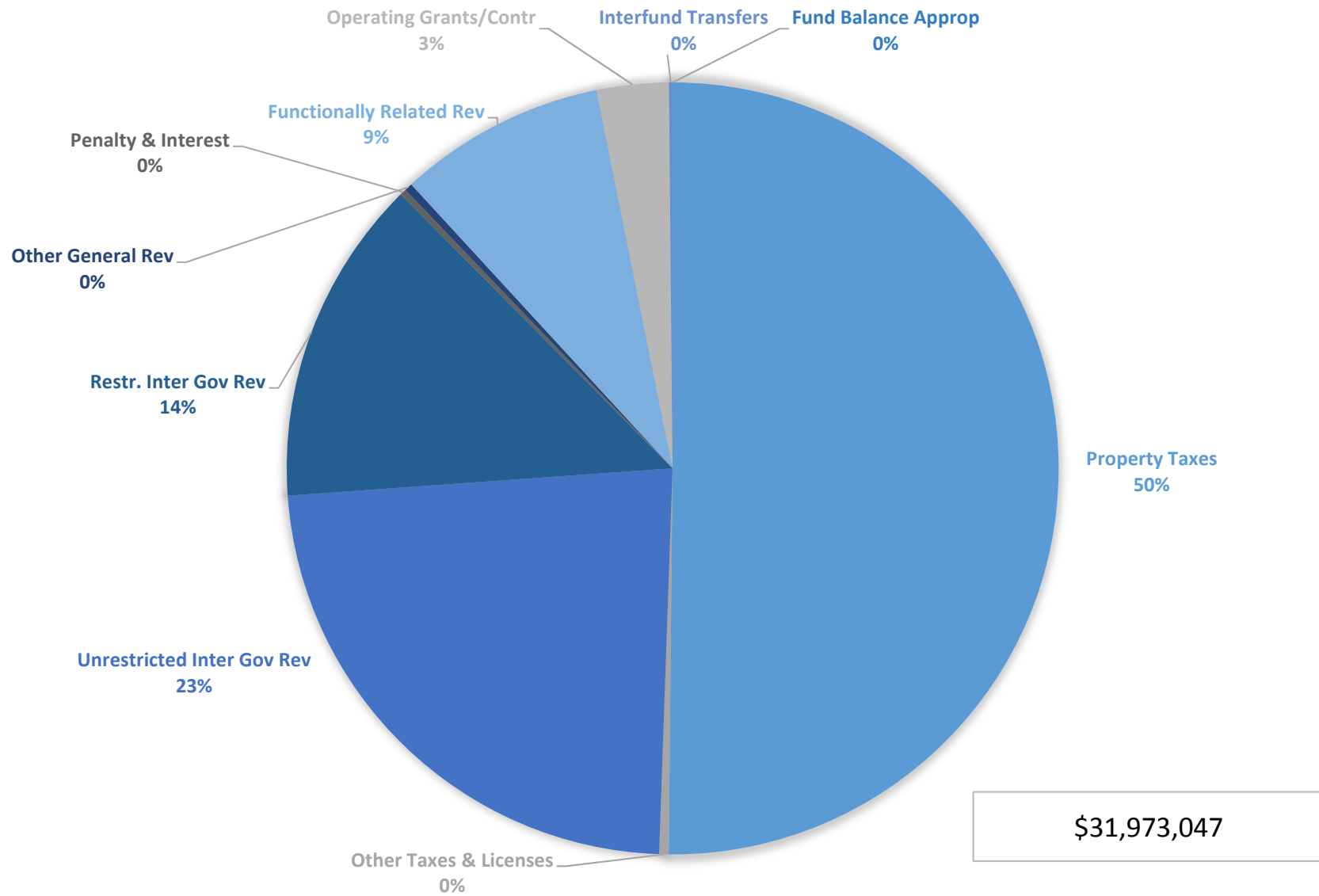


EXHIBIT C
TOWN OF KERNERSVILLE
FUND BALANCES,
GOVERNMENTAL FUNDS

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Fund										
Reserved	\$1,782,385	\$1,843,203	\$1,685,444	\$1,745,510	N/A	N/A	N/A	N/A	N/A	N/A
Unreserved	\$5,859,677	\$8,032,164	\$7,711,465	\$7,214,136	N/A	N/A	N/A	N/A	N/A	N/A
Non-spendable	N/A	N/A	N/A	N/A	\$22,917	\$14,490	\$16,479	\$222,957	\$5,250	\$5,935
Restricted	N/A	N/A	N/A	N/A	\$1,588,285	\$2,939,846	\$2,171,712	\$2,043,075	\$2,227,084	\$4,931,738
Committed	N/A	N/A	N/A	N/A	\$147,933	\$625,097	\$1,120,723	\$821,040	\$684,526	\$730,792
Assigned	N/A	N/A	N/A	N/A	\$302,337	\$500,654	\$397,654	\$226,126	\$253,144	\$527,009
Unassigned	N/A	N/A	N/A	N/A	\$7,034,981	\$5,619,305	\$7,733,398	\$7,178,931	\$8,348,194	\$6,209,156
Total General Fund	\$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	\$12,404,630
All other Gov't funds										
Reserved	\$36,154	\$38,724	\$219,342	\$144,729	N/A	N/A	N/A	N/A	N/A	N/A
Unreserved, reported in:										
Special revenue funds	\$1,067,588	\$666,922	\$639,156	\$342,578	N/A	N/A	N/A	N/A	N/A	N/A
Capital projects funds	\$3,811,937	\$4,222,041	\$2,723,237	\$2,190,716	N/A	N/A	N/A	N/A	N/A	N/A
Restricted	N/A	N/A	N/A	N/A	\$429,216	\$200,460	\$258,598	\$362,304	\$385,268	\$363,958
Committed	N/A	N/A	N/A	N/A	\$1,766,051	\$798,805	\$719,729	\$658,824	\$651,339	\$562,150
Assigned	N/A	N/A	N/A	N/A	\$119,429	\$338,229	\$277,892	-	-	-
Total all other gov't funds	\$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	\$926,108
Total Fund Balance	\$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	\$13,330,738

EXHIBIT D
GENERAL FUND EXPENDITURES
FY 17-18

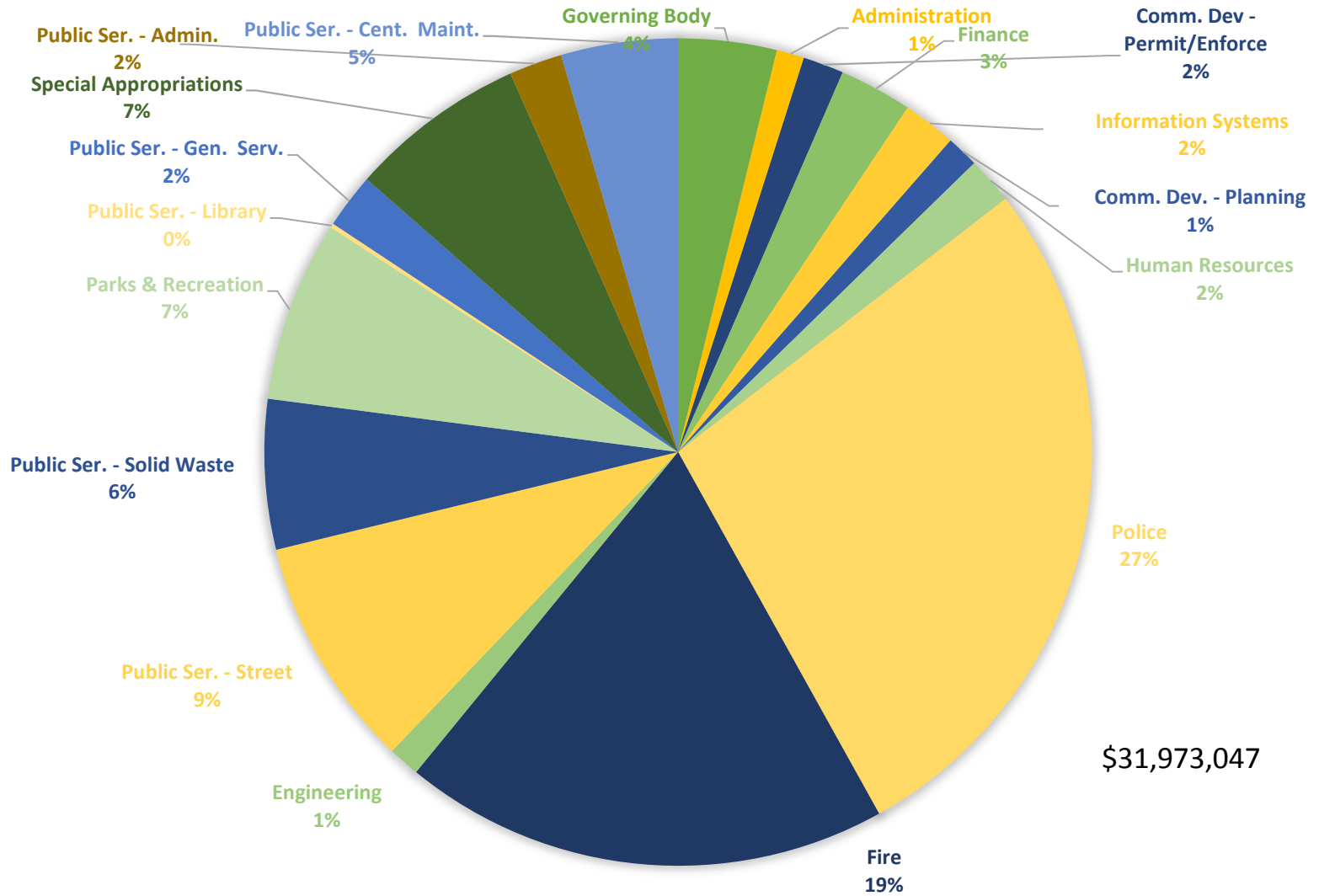


Exhibit E: Recommended Capital Purchases FY17-18

Police Dept.- 8 Vehicles	\$389,000 \$83,361 p/yr/5yrs	These vehicles will replace older vehicles in the fleet with high mileage and excessive maintenance costs. This may be a mix of patrol vehicles and CID vehicles. The price includes the necessary equipment.
Police Dept.- 8 In-Car Camera Replacements	\$46,400 \$9,976 p/yr/5 yrs	These in-car cameras will replace the current cameras that are no longer working. Our current cameras are no longer supported by the manufacturer and parts are no longer available. We have been forced to switch cameras out of other cars and use parts from one to make another. This is no longer an option.
Fire Rescue Dept.- Battalion Chief Vehicle	\$40,000 \$8,600 p/yr/5 yrs	This vehicle will replace the current vehicle being used by the Battalion Chief. The current vehicle is starting to experience increased maintenance cost and is becoming more unreliable. It will be placed into a reserve status.
Fire Rescue Dept.- 8 AED Replacements	\$34,000 \$7,310 p/yr/5yrs	We carry AED's on all of our Fire/Rescue vehicles. These AED's are older and not as reliable as they once were. We are recommending replacing them before they become a liability for the Town.
Fire Rescue Dept.- 2 Thermal Imaging Cameras	\$20,000 \$4,300 p/yr/5 yrs	This will replace two of the remaining three thermal imaging cameras in the department. Our current cameras are 10+ years old and not reliable. These recommended cameras will use the newest technology and will provide a much better service to the user.
Community Development Dept- Inspections Division Inspector Vehicle	\$24,000 \$5,160 p/yr/5 yrs	This vehicle will replace a 2001 truck that is currently being used. This current vehicle is starting to incur increased repair costs and needs to be replaced now so that we do not have to replace it mid-year.

Exhibit E: Recommended Capital Purchases FY17-18

Public Services Dept.- Street Division 3 Salt Brine Spray Systems	\$18,000 \$3,870 p/yr/5 yrs	These systems will be used on the 1 Ton trucks in the Street Department. With these three extra spray systems we will most likely be able to brine all of the road in town during a snow event. We are not currently able to do that.
Public Services Dept.- Street Division Salt Brine Mixer	\$35,000 \$7,525 p/yr/5 yrs	This mixer will replace the current mixer that is 10+ years old. The current mixer takes 24 hours to mix the brine solution. The recommended mixer will do it in less than 8 hours. This will allow us to spread more brine faster during snow events.
Public Services Dept. – Central Maintenance Division Hydraulic Lift	\$25,000 \$5,375 p/yr/5 yrs	This is a replacement lift for one that is currently being used in the garage. The current lift is not reliable and not safe.
Public Services Dept. – Sanitation Division Automated Collection Truck	Lease of \$48,840 for 5 years	This will be a new truck added to the sanitation fleet. New residential growth has made it necessary to add a new route. This truck will be used for that route.
Information Systems Dept- Server Storage	\$77,000 \$16,691 p/yr/5 yrs	Our current servers used for storage have reached the end of their useful life and are not as reliable as they need to be. We can no longer get a hardware maintenance agreement for them.
Information Systems Dept- Courtroom Audio/Video upgrade	\$36,000 \$7,740 p/yr/5yrs	This will replace the current system in the courtroom. The current system does not work correctly all of the time and is not really good when it does work. The new system will make it easier for the citizens and the Board to hear/see the proceedings.

Exhibit E: Recommended Capital Purchases FY17-18

<p>Parks and Recreation Dept-</p> <p>Crew Cab Truck</p>	<p>\$49,500 \$10,642 p/yr/5/yr</p>	<p>This truck will replace a 1999 regular cab truck. We have found that it is more effective to purchase crew cab trucks as opposed to regular cab because they can haul more people. The 1999 truck will be moved to a reserve status and the reserve truck will be sold.</p>
<p>Parks and Recreation Dept-</p> <p>Jacobson Truckster</p>	<p>\$30,000 \$6,450 p/yr/5/yr</p>	<p>This is a heavy-duty utility vehicle that will be used along with the 4X4 Gator that the department now uses. It will most likely replace the Gator at some point in the future. The Truckster has the towing power of a F250 truck and it also has an 8-foot long dump bed. This unit will make landscaping work and park maintenance much easier. It will be primarily used at Ivey Redmon Park and is much more practical for everyday use than a truck.</p>
<p>Parks and Recreation Dept.-</p> <p>Bobcat Attachment</p>	<p>\$6,500 \$1,397 p/yr/5 yrs</p>	<p>The is an attachment that will be used with the Bobcat. It will allow us to overseed all turf areas faster and more effective, and it will do a much better job than the current method we are using.</p>
<p>Parks and Recreation Dept.-</p> <p>Automatic Gate for Ivey Redmon Park</p>	<p>\$21,000 \$4,515 p/yr/5yrs</p>	<p>This will replace the current entrance gate at Ivey Redmon Park. This gate will be automatic and it will also be programmable so that we can program the times for it to open and close. This will greatly enhance the security at the park during off hours.</p>

North Carolina Financial Condition Analysis

EXHIBIT F

Key: KERNERSVILLE

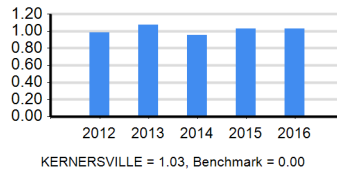
General Fund

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Resource Flow

Service Obligation

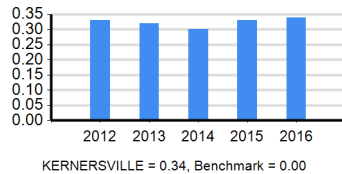
Operations ratio



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

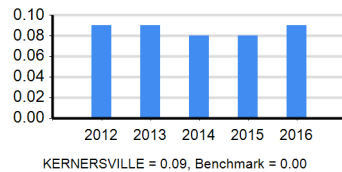
Intergovernmental ratio



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

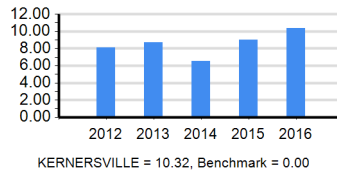


Financing obligation addresses service flexibility or the amount of expenditures committed to annual debt service. The debt service ratio is calculated as debt service divided by total expenditures (plus transfers to debt service fund).

Resource Stock

Liquidity

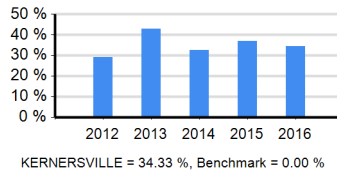
Quick ratio



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

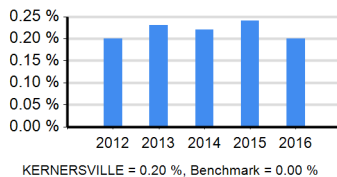
Fund balance available as percentage of expenditures



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 1996-97 to Current

Tax Year	FY End	Tax Rate
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
2017*	2018	0.5545 (proposed)

* Revaluation Year

Exhibit H: Comparison of Monthly Bills

Possible Resident Monthly Bills	Amount
Tax Bill at rate of 55.75 cents (Median Single Family Home of \$150,000)	\$ 69.69
Current Tax Bill at rate of 57 cents (Median Single Family Home)	\$ 71.25
Gas for Car (30 miles/day, 25 mpg, \$2.25/gallon)	\$ 82.13
City of W-S Water/Sewer Usage (1500 cu ft bi-monthly) (amount is monthly)	\$ 82.67
YMCA Membership (Kernersville Branch-Household w/ dependents)	\$ 83.00
Spectrum New Customer (Digital TV & Internet)	\$ 84.21
Duke Power (Average of 900 kwh)	\$ 102.39
Century Link New Customer (Internet & Home Phone) with taxes/fees	\$ 103.00
Spectrum New Customer (Digital TV, Internet & Home Phone) with taxes/fees	\$ 104.29
Cell Phone (AT&T 2 lines with unlimited minutes/text/data) with taxes/fees	\$ 130.64
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	0.755
Reidsville	0.74 (0.99 downtown)
Forsyth County	0.731
Asheboro	0.665
High Point	0.6475
Greensboro	0.6325
Eden	0.609
Lexington	0.60 (0.80 downtown)
Burlington	0.58 (0.74 downtown)
Winston-Salem	0.585 (0.675 downtown)
Thomasville	0.56
Kernersville	0.57 (0.5545 proposed)

General Fund Revenues							
Revenues Detailed 2017-18 Annual Budget							
Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Property Taxes							
Ad Valorem Taxes - Current Yr.	\$12,837,114	\$13,972,673	\$13,972,673	\$14,275,331	\$14,633,843	\$14,633,843	\$14,633,843
Ad Valorem Taxes - Prior Yrs.	85,115	175,500	175,500	85,100	177,650	177,650	177,650
NC Vehicle Tax & Tags - Current Yrs.	1,140,135	1,111,177	1,111,177	1,248,297	1,215,264	1,215,264	1,215,264
Subtotal Property Taxes	14,062,365	15,259,350	15,259,350	15,608,728	16,026,757	16,026,757	16,026,757
Other Taxes & Licenses							
Local Vehicle Fee - Current Yr.	3,985	4,000	4,000	3,079	4,000	4,000	4,000
Local Vehicle Fee - Prior Yrs.	321	4,500	4,500	248	248	248	248
Local Vehicle Tax - Prior Yrs.	99,406	90,500	90,500	108,263	108,263	108,263	108,263
Cable/Video Programming Revs.	12,064	8,000	8,000	12,050	12,050	12,050	12,050
Subtotal Other Fees	115,776	107,000	107,000	123,640	124,561	124,561	124,561
Unrestricted Intergov'tal Revs.							
Alcoholic Bev. Tax - County	378,426	358,503	358,503	358,503	362,088	362,088	362,088
Alcoholic Bev. Tax - State	106,354	113,095	113,095	113,095	114,095	114,095	114,095
Rental Vehicle Fees	72,872	55,000	55,000	74,500	74,500	74,500	74,500
Sales and Use Tax - Quarterly	4,605,164	4,713,466	4,713,466	4,670,952	4,869,467	5,018,250	5,018,250
Telecom Sales Tax	197,470	199,653	199,653	203,478	188,790	188,790	188,790
Utility Franchise Tax	1,472,837	1,505,749	1,505,749	1,460,874	1,365,917	1,435,917	1,435,917
Video Program	246,558	239,963	239,963	251,450	248,935	248,935	248,935
Solid Waste Disposal Tax	15,670	14,966	14,966	27,000	32,000	32,000	32,000
Subtotal Unrestricted IG Revs.	7,095,350	7,200,395	7,200,395	7,159,852	7,255,792	7,474,575	7,474,575
Restricted Intergovernmental Revenues							
Loan for Installment Purchases	2,262,400	15,561,500	4,231,500	4,231,500	215,000	3,022,035	3,022,035
Federal Bullet Proof Vest Partnership	0	5,950	5,950	6,260	6,260	6,260	6,260
Gov. Highway Safety Program	0	0	0	0	0	0	0
Gov. Hwy Safety Grant-Forsyth CO.DWI	18,394	17,035	17,035	19,777	19,721	19,721	19,721
Gov. Crime Commission – Rifle Replacement	0	21,200	21,200	21,200	0	0	0
GHSP	50,265	74,400	76,765	85,000	52,080	52,080	52,080
Org. Crime Drug Enf. Task Force	690	1,500	1,500	3,000	1,500	1,500	1,500
Powell Bill	646,769	641,073	641,073	638,428	640,000	640,000	640,000
NC Dept. of Pollution Grant	0	16,000	16,000	12,000	0	0	0
Due fr. NCDOT	0	0	0	0	0	0	0
Due fr. NCDOT - Elderly Disabled Transportation	24,638	0	0	0	0	0	0
Due fr. NCDOT - Senior Shuttle	0	24,215	24,215	24,215	24,938	24,938	24,938
Due from Metro Planning Org.	0	100,000	80,000	80,000	3,832,943	0	0
Due from MPO - Reedy Fork	0	0	0	0	0	0	0
Due from MPO - S. Main Reedy Fork	0	0	0	0	0	0	0
Due fr. CCUC - Reedy Fork	0	0	720,096	641,255	0	0	0
Due fr. CCUC - Project Reimbursement	0	0	0	0	0	0	0
Due fr. CCUC - Sanitary Sewer	114,474	100,000	175,000				

Continued on next page

General Fund Revenues							
Revenues Detailed, continued							
2017-18 Annual Budget							
Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Functionally Related Revs.							
Miscellaneous - Police Dept.	\$3,336	\$2,000	\$2,000	\$3,000	\$2,000	\$2,000	\$2,000
Miscellaneous - Solid Waste	99,397	109,180	109,180	116,182	119,840	119,840	119,840
Parking Fines	-572	500	500	500	500	500	500
Fire Code	0	0	0	0	0	0	0
Zoning Fines	-576	2,000	2,000	8,900	8,000	8,000	8,000
Building Inspections	385,642	330,550	330,550	350,000	350,000	350,000	350,000
Commercial Industrial Collection	691,856	729,540	729,540	733,444	739,044	739,044	739,044
Commercial Industrial Late Fee	6,195	3,600	3,600	3,950	3,600	3,600	3,600
Court Facility Fees	18,214	16,000	16,000	7,500	1,600	1,600	1,600
Court Officer Fees	4,204	7,000	7,000	4,000	4,000	4,000	4,000
Special Occ. Permit-Precious Metals	138	1,225	1,225	266	266	266	266
Driveway Permits	3,525	1,900	1,900	5,000	5,000	5,000	5,000
Environmental Compliance Fees	0	1,500	1,500	0	0	0	0
Fire Dept Revenue/Inspection Fees	37,456	36,000	36,000	43,000	40,000	40,000	40,000
Homeowner Recovery Fee	98	55	55	120	120	120	120
Off-Duty Police Officer Fee	62,957	84,516	84,516	59,057	84,107	84,107	84,107
Peddler License	2,052	538	538	500	500	500	500
PD Range Use Fees	600	350	1,950	1,650	600	600	600
Recreation Revenues	287,249	299,000	325,697	285,000	299,000	299,000	299,000
Recycling Fees - Current Year	208,040	205,625	205,625	210,568	207,150	207,150	207,150
Recycling Fees - Prior Years	2,360	1,250	1,250	2,185	1,250	1,250	1,250
Rent on Dumpsters	77,516	84,516	84,516	88,080	88,080	88,080	88,080
Rent on Recycling Dumpsters	9,170	9,480	9,480	9,480	9,480	9,480	9,480
Rent on Town Property	170,604	174,238	174,238	174,238	203,450	203,450	203,450
Rent on Library - Forsyth Co.	79,513	88,911	88,911	88,911	91,134	91,134	91,134
Rent on Communication Towers	312,751	229,918	289,918	289,918	232,198	232,198	232,198
Road Development Fees (Caleb's Creek)	36,650	14,660	14,660	49,926	49,926	49,926	49,926
Recreational Land Fees (Caleb's Creek)	14,650	5,860	5,860	19,970	19,970	19,970	19,970
PM Development Recreation Fee	0	1,500	1,500	1,500	50,000	50,000	50,000
Street Lighting Reimbursements	3,425	5,364	5,364	5,364	5,364	5,364	5,364
Street Signs	4,205	0	0	0	0	0	0
Subdivision Fees	16,966	8,000	8,000	6,000	6,000	6,000	6,000
External Plan Reviews	0	0	0	0	0	0	0
Annual Yard Waste Cart Fee	114,720	0	0	0	0	0	0
Annual Solid Waste Cont. Fee	30	0	0	0	0	0	0
Utility Access Fees (Calebs Creek)	73,200	29,280	29,280	99,852	99,852	99,852	99,852
Utility Cut Permits	400	1,500	1,500	1,200	1,500	1,500	1,500
Watershed Fees	11,250	6,000	6,000	6,000	6,000	6,000	6,000
Yard Waste Container Sales	4,008	1,800	1,800	20,000	9,000	9,000	9,000
Extra Solid Waste Containers Sales	0	0	0	0	0	0	0
Zoning Fees	52,917	30,000	30,000	40,000	33,000	33,000	33,000
Subtotal Other General Rev.	2,794,146	2,523,356	2,611,653	2,735,261	2,771,531	2,771,531	2,771,531
Operating Grants/Contribs.							
Medical Loss Ratio Rebate	3,263	0	0	0	0	0	0
Contribution - Community Appearance	0	0	5,000	55,000	0	0	0
Contribution - Fire Dept.	950	0	0	0	0	0	0
Community Development Grants	655	0	0	0	0	0	0
Due from Developers-Cedar Knolls Drive	0	0	0	53,509	0	0	0
Due from Developers-Durham St	0	0	114,367	114,367	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	470,496	500,135	500,135	397,715	475,480	475,480	475,480
Due fr. CCUC - N. Main St.	434,727	0	0	0	0	0	0
Due fr. CCUC - Revolve. Loan	496,800	487,120	487,120	487,120	477,440	477,440	477,440
Due fr. NC Dept. of Commerce -Downtown Revita	0	0	0	94,340	0	0	0
Subtotal Operating Grants	1,416,391	996,755	1,116,122	1,211,551	962,420	962,420	962,420
Interfund Transfers							
Trans fr. Capt. Reserve I.O.I.	1,613	100	100	100	100	100	100
Trans fr. Capt. Reserve Fund - Transportation	56,271	0	0	0	250,000	0	0
Trans. Fr. CRF - Group Insurance Expense	0	0	0	0	0	0	0
Trans. Fr. LEF-Federal Justice	36,000	0	18,570	13,840	0	0	0
Trans fr. Occupancy Tax Fund-Kernersville Muse	0	0	0	0	0	0	0
Trans. fr. Occup. Tax - Recreation	11,510	48,500	48,500	48,500	48,500	48,500	48,500
Trans fr. LLEFSL-GHSP MATCH	0	0	0	0	0	0	0
Trans fr. Kerner Mill Greenway CPO - Project Lat	0	0	0	0	0	0	0
Trans. fr. Public Services Capital Project Fund	0	440,000	0	0	0	0	0
Subtotal Interfund Transfers	105,394	488,600	67,170	62,440	298,600	48,600	48,600
Fund Balances Approp.							
Fund Balance Appropriated	0	527,009	2,553,200	626,250	0	0	0
* Fund Balance Unassigned	6,735,721	6,208,712	3,655,512	5,483,221	5,483,221	5,483,221	5,483,221
* Not Included In Totals							
Totals	29,115,942	44,630,873	36,271,475	33,812,032	33,030,172	31,973,047	31,973,047

General Fund Expenditures						
2017-18 Annual Budget						
By Department						
Classification	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Governing Body	\$891,239	\$1,704,000	\$1,034,227	\$1,210,545	\$1,227,820	\$1,227,820
Administration Department	333,688	333,688	336,791	346,497	344,177	344,177
Community Dev - Permit/Enforcement Division	441,679	470,679	459,454	579,854	509,811	509,811
Finance Department	837,782	872,782	844,486	911,673	910,574	910,574
Information Systems Department	538,033	541,693	541,693	668,089	664,245	664,245
Community Development - Planning Division	385,766	380,266	381,425	403,294	402,339	402,339
Human Resources Department	553,387	553,387	539,837	581,425	581,318	581,318
Police Department	10,799,576	10,928,451	10,741,755	9,048,536	8,765,161	8,765,161
Fire Department	13,304,890	7,114,915	6,360,579	6,128,864	6,073,255	6,073,255
Engineering Department	1,225,937	1,997,687	1,857,221	5,181,587	390,318	390,318
Public Services - Street Division	1,712,665	1,836,684	1,569,322	2,950,231	2,895,982	2,895,982
Public Services - Solid Waste Division	1,833,460	1,833,460	1,778,153	1,903,190	1,871,673	1,871,673
Parks & Recreation Department	1,935,120	2,166,883	2,028,987	2,289,205	2,260,917	2,260,917
Public Services - Library	58,053	58,053	46,229	56,092	56,092	56,092
Public Services - General Services Division	1,207,640	1,651,102	2,114,373	725,456	685,792	685,792
Special Appropriations	1,265,422	2,061,924	2,115,433	2,209,384	2,209,384	2,209,384
Public Services - Administration Division	5,953,286	383,286	788,450	670,056	663,146	663,146
Public Services - Central Maintenance Division	1,353,250	1,382,535	1,372,980	1,504,393	1,461,043	1,461,043
Totals	44,630,873	36,271,475	34,911,394	37,368,371	31,973,047	31,973,047

GOVERNING BODY

GOALS & OBJECTIVE FY 2017-18

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 2017-2018:

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 2017-18 Annual Budget							
Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
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	6,456	6,456	6,456	6,300	6,300	6,300
FICA tax expense	1,746	1,780	1,780	1,780	1,768	1,768	1,768
Group Insurance Expense	5,839	6,516	6,516	6,516	6,516	6,516	6,516
Subtotal Personnel	30,410	31,552	31,552	31,552	31,384	31,384	31,384
Operating and Maintenance							
Professional Services	32,590	501	8,501	8,501	501	501	501
Legal Expense	283,601	185,000	235,000	285,000	210,000	185,000	185,000
Legal Trust	40,000	0	0	0	0	0	0
Telephone & Postage	76	80	80	77	80	80	80
Printing	176	550	550	550	550	550	550
Travel	6,924	0	10,000	10,000	10,500	10,000	10,000
Election Expense	0	10,900	17,831	17,831	33,175	33,175	33,175
Advertising	4,594	6,000	6,000	6,600	6,600	6,000	6,000
Departmental Sup. & Mat.	2,622	1,500	7,692	7,692	2,400	1,500	1,500
Contracted Services	725	3,200	3,200	3,200	3,200	3,200	3,200
Contracted Services - Christmas	12,245	12,250	23,888	23,888	14,250	14,250	14,250
Dues - Council of Government	5,045	5,077	5,077	5,077	5,084	5,084	5,084
Dues - Institute of Government	2,823	2,923	2,923	2,901	3,000	2,923	2,923
Dues - NLC and NCLM	21,712	22,700	22,700	22,900	22,900	22,900	22,900
Dues - Piedmont Partnership	0	0	0	0	0	0	0
Insurance and Bonds	6,537	6,731	6,731	6,731	6,146	6,146	6,146
Miscellaneous	2,828	2,000	2,000	2,000	2,000	2,000	2,000
Subtotal Operating	422,499	259,412	352,173	402,948	320,386	293,309	293,309
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.	45,446	95,650	95,650	95,648	95,648	140,000	140,000
Econ. Develop Deere Hitachi/Infr. Reimbursement	121,346	119,200	119,200	118,654	0	0	0
Capital Outlay - Land	0	0	720,000	0	0	0	0
Econ. Develop. - City of High Point	0	41,925	41,925	41,925	54,151	54,151	54,151
Subtotal Capital Outlay	198,042	288,025	1,008,025	287,477	181,049	225,401	225,401
Special Appropriations							
Community Appearance	1,263	3,600	3,600	3,600	5,500	5,500	5,500
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	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Kernersville Museum	41,500	70,000	70,000	70,000	53,000	53,000	53,000
Kernersville Little Theatre Grant	3,000	6,000	6,000	6,000	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	20,000	20,000	20,000
Sister City Program Expense	2,100	2,100	2,100	2,100	2,100	2,100	2,100
PART Contribution	0	0	0	0	15,000	15,000	15,000
Senior Services	10,000	12,500	12,500	12,500	12,500	12,500	12,500
Subtotal Other	82,113	118,450	118,450	118,450	123,350	123,350	123,350
Capital Outlay							
Capital Outlay - Land	0	0	0	0	270,000	270,000	270,000
Subtotal Capital Outlay	0	0	0	0	270,000	270,000	270,000
Installment Purchase							
Installment Purchase	194,931	193,800	193,800	193,800	284,376	284,376	284,376
Subtotal Installment Purchase	194,931	193,800	193,800	193,800	284,376	284,376	284,376
Totals	927,994	891,239	1,704,000	1,034,227	1,210,545	1,227,820	1,227,820

Governing Body Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Administrative Buildings	Six of Fifteen Annual Payments	\$86,000
Harmon Lane Land	Three of Fifteen Annual Payments.	102,700
401 S. Main Street	First of Ten Annual Payments	36,859
109 S. Cherry Street	First of Ten Annual Payments	16,992
137 W. Mountain Street	First of Ten Annual Payments	18,299
101 N. Main Street	First of Ten Annual Payments	23,527
Subtotal Installment Purchase		284,376
Capital Outlay - Infrastructure (I.P.) *		
109 S. Cherry Street	New Request	130,000
137 W. Mountain Street	New Request	140,000
Subtotal Capital Outlay - Infrastructure (I.P.) *		270,000
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 2017-18

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 2017-2018:

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. Hire and train new Deputy Clerk.
8. Work with all departments to further expand and improve the annual benchmarking and performance measurement report.
9. Continue to work with other departments in seeking ways to improve efficiencies in operations.

Administration Department

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$212,437	\$217,797	\$217,797	\$217,797	\$222,053	\$222,053	\$222,053
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	0	0	0	0	0	0	0
Automobile Allowance	6,000	7,200	7,200	7,200	7,200	7,200	7,200
FICA Tax Expenses	15,972	17,237	17,237	17,237	17,546	17,546	17,546
Group Insurance Expenses	25,910	29,516	29,516	29,516	31,258	31,062	31,062
Retirees Insurance Expense	6,265	6,866	6,866	6,866	7,200	7,161	7,161
Retirement Expense - Reg.	14,469	15,791	15,791	15,791	16,654	16,654	16,654
Employee Appreciation	105	315	315	315	105	105	105
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	2,169	2,178	2,178	2,178	4,354	4,354	4,354
Employee Training	6,048	5,200	5,200	5,200	5,200	5,200	5,200
Subtotal Personnel	289,375	302,100	302,100	302,100	311,570	311,335	311,335
Operating and Maintenance							
Professional Services	72	0	0	0	0	0	0
Telephone & Postage	1,013	950	950	1,107	1,150	1,150	1,150
Printing	1,546	1,950	1,950	1,950	1,950	1,950	1,950
Travel	4,064	7,050	7,050	7,050	6,350	6,350	6,350
Maintenance/Repair - Building	0	0	0	0	0	0	0
Maintenance/Repair - Other	103	200	200	107	200	200	200
Departmental Supplies/Mat.	4,607	1,800	1,800	4,903	4,830	2,250	2,250
Contracted Services	9,718	8,995	8,995	8,830	8,500	8,995	8,995
Dues & Subscriptions	2,657	2,673	2,673	2,740	3,307	3,307	3,307
Insurance & Bonds	7,699	7,170	7,170	7,204	7,840	7,840	7,840
Miscellaneous Expenses	782	800	800	800	800	800	800
Subtotal Operating	32,260	31,588	31,588	34,691	34,927	32,842	32,842
Capital Outlay							
Capital Outlay - Land	0	0	0	0	0	0	0
Capital Outlay - Buildings	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
Special Appropriations							
Property Tax Expense	537	0	0	0	0	0	0
Subtotal Special Appropriations	537	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	322,172	333,688	333,688	336,791	346,497	344,177	344,177

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVES FY 2017-18

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 community development efforts crucial to 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 to maintain the integrity of the UDO through 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 2017-2018

Planning & Engineering Division

1. **Land Use**
 - a. Begin 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. Work on implementing the adopted *North Main Street/Macy Grove Road 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. 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 & OBJECTIVES FY 2017-18

- 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.
- e. Continue to work with NCDOT on the funding, design and construction of the Macy Grove Road Extension from East Mountain Street to North Main, Macy Grove Road Extension from North Main Street to Piney Grove Road, and the Big Mill Farm Road Interchange & Hopkins Road widening.

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 to work with commercial and industrial development community to identify sites for economic development.
- b. Continue updating the current inventory of available developable land and buildings available for development or redevelopment.
- c. Continue refining the marketing material that compliments and coordinates with Winston-Salem Business Incorporated, Greensboro Partnership Economic Development, and Kernersville Chamber of Commerce.
- d. 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. Continue to develop GIS maps and data application for the website.
- b. Prepare the 2017 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 & OBJECTIVES FY 2017-18

- c. Continue to work towards the clean-up of the Abbotts Creek Treatment Plant, Abbotts Creek Pump Station, and Jefferson Street Treatment Plant.

Development Services Division

1. Development and Permit Reviews:

- a. With an anticipated issuance of over 3,000+ permits, and undertaking 6,000+ inspections, evaluate procedures and use of resources.
- b. Undertake modifications as needed to improve efficiency and service to our clientele.
- c. Continue building and maintaining strong professional working relationships with the business and development communities.
- d. Continue to staff and enhance the development review process within Development Services and with other Town departments including the outside agencies of North Carolina Department of Transportation and City County Utilities Commission.

2. Permit and Enforcement Software:

- a. Request proposals to upgrade building and development review software. New software is needed to enhance the review process through automation and information technology systems in managing the development review process.
- b. Implement records management protocol 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 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$221,388	\$256,937	\$256,937	\$256,937	\$264,980	\$264,980	\$264,980
Salaries & Wages - Temp/PT	\$0	0	0	0	0	0	0
FICA Tax Expenses	16,362	19,667	19,667	19,667	20,282	20,282	20,282
Group Insurance Expenses	29,405	36,329	36,329	36,329	37,335	36,380	36,380
Retirement Expense - Reg.	15,094	18,628	18,628	18,628	19,874	19,874	19,874
Employee Appreciation	210	140	140	140	140	140	140
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	2,263	2,570	2,570	2,570	5,197	5,197	5,197
Employee Training	2,312	2,500	3,800	3,400	3,400	3,400	3,400
Subtotal Personnel	287,033	336,771	338,071	337,671	351,208	350,253	350,253
Operating and Maintenance							
Professional Services	40	4,500	0	0	7,500	7,500	7,500
Telephone & Postage	2,585	3,177	3,177	3,031	3,031	3,031	3,031
Printing	3,105	5,000	5,000	5,000	5,000	5,000	5,000
Travel	1,696	2,000	2,100	1,500	2,000	2,000	2,000
Maintenance/Repair - Other	3,272	3,872	3,872	4,344	4,800	4,800	4,800
Advertising	2,966	2,500	2,500	1,900	2,500	2,500	2,500
Office Supplies	965	1,000	1,000	1,000	1,000	1,000	1,000
Departmental Supplies/Mat.	9,171	10,250	9,250	10,250	10,050	10,050	10,050
Contracted Services	0	5,900	4,500	5,900	5,900	5,900	5,900
Contracted Services-B40	0	0	0	0	0	0	0
Dues and Subscriptions	1,281	1,200	1,200	1,200	1,200	1,200	1,200
Insurance and Bonds	9,150	9,546	9,546	9,579	9,055	9,055	9,055
Miscellaneous Expenses	18	50	50	50	50	50	50
Subtotal Operating	34,249	48,995	42,195	43,754	52,086	52,086	52,086
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	321,282	385,766	380,266	381,425	403,294	402,339	402,339

Community Development Depart. - Permit and Enforcement Division

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$226,707	\$281,464	\$286,964	\$281,464	\$298,445	\$298,445	\$298,445
Salaries & Wages - Temp/PT	324	2,800	2,364	2,800	2,800	2,800	2,800
Salaries & Wages - Overtime	0	0	0	0	0	0	0
FICA Tax Expenses	15,779	21,760	21,760	21,760	23,059	23,059	23,059
Group Insurance Expenses	43,373	58,255	58,255	58,255	70,377	69,173	69,173
Retirees Insurance Expense	5,935	6,386	6,386	6,386	3,360	3,221	3,221
Retirement Expense - Reg.	15,304	20,407	20,407	20,407	22,384	22,384	22,384
Employee Appreciation	140	175	175	175	175	175	175
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	2,294	2,815	2,815	2,815	5,853	5,853	5,853
Employee Training	2,493	3,250	3,250	3,250	5,705	5,705	5,705
Subtotal Personnel	312,350	397,312	402,376	397,312	432,158	430,815	430,815
Operating and Maintenance							
Professional Services	17,696	11,500	4,000	6,000	10,000	10,000	10,000
Telephone & Postage	3,974	4,550	4,550	4,550	7,380	7,380	7,380
Printing	0	600	600	600	600	600	600
Travel	1,128	2,000	2,000	2,000	4,070	4,070	4,070
Advertising	129	500	500	500	500	500	500
Office Supplies	42	650	650	650	650	650	650
Departmental Supplies/Mat.	3,960	6,550	5,550	5,750	8,200	8,200	8,200
Uniforms and Accessories	878	1,250	1,250	1,250	1,500	1,500	1,500
Contracted Services	5,099	900	8,900	900	69,600	900	900
Dues and Subscriptions	635	875	875	875	875	875	875
Insurance and Bonds	8,166	10,066	10,502	10,141	10,235	10,235	10,235
Miscellaneous Expenses	0	50	50	50	50	50	50
Subtotal Operating	41,708	39,491	39,427	33,266	113,660	44,960	44,960
Capital Outlay							
Capital Outlay - Equipment	0	0	24,000	24,000	0	0	0
Capital Outlay - Equipment (I.P.)	21,180	0	0	0	24,000	24,000	24,000
Subtotal Capital Outlay	21,180	0	24,000	24,000	24,000	24,000	24,000
Installment Purchase							
Installment Purchase	4,725	4,876	4,876	4,876	10,036	10,036	10,036
Subtotal Installment Purchase	4,725	4,876	4,876	4,876	10,036	10,036	10,036
Totals	379,962	441,679	470,679	459,454	579,854	509,811	509,811

Community Development Dept. - Engineering Department

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$114,869	\$69,384	\$69,384	\$69,384	\$70,428	\$70,428	\$70,428
Salaries & Wages - Overtime	0	0	0	0	0	0	0
FICA Tax Expenses	8,490	5,311	5,311	5,311	5,391	5,391	5,391
Group Insurance Expenses	15,722	11,636	11,636	11,636	12,314	12,224	12,224
Retirement Expense - Reg.	7,994	5,031	5,031	5,031	5,283	5,283	5,283
Employee Appreciation	0	35	35	35	35	35	35
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	1,199	694	694	694	1,381	1,381	1,381
Employee Training	2,259	2,400	2,900	2,900	2,900	2,900	2,900
Subtotal Personnel	150,533	94,491	94,991	94,991	97,732	97,642	97,642
Operating and Maintenance							
Professional Services	57,558	162,000	192,000	172,000	62,000	62,000	62,000
Prof. Serv. Reedy Fork Creek Greenway	23,016	0	0	0	0	0	0
Prof. Serv. Sanitary Sewer Study	139,556	100,000	215,500	175,000	175,000	175,000	175,000
Prof. Serv. Eng Plan Brookford/Hospital	0	49,335	49,335	49,335	0	0	0
Prof. Serv. W. Mountain St. Turn Ln/Sidewalk	0	0	0	0	0	0	0
Telephone & Postage	132	1,256	1,256	1,256	1,152	1,152	1,152
Printing	0	600	600	600	600	600	600
Travel	1,395	2,000	1,500	1,500	2,000	2,000	2,000
Maintenance/Repair - Other	0	600	600	1,100	1,100	1,100	1,100
Advertising	0	500	500	500	500	500	500
Advertising - Brookford/Hospital	0	0	0	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	0	0	0	0	0	0
Office Supplies	192	1,000	1,000	1,000	1,000	1,000	1,000
Departmental Supplies/Mat.	7,536	6,483	6,483	6,483	6,628	6,628	6,628
Contracted Services	0	0	0	0	0	0	0
Contracted Services - Transit	28,004	30,268	30,268	30,268	31,174	31,174	31,174
Dues and Subscriptions	454	800	800	800	1,200	1,200	1,200
Insurance and Bonds	7,003	5,754	5,754	5,788	9,972	9,972	9,972
Miscellaneous Expenses	0	350	350	350	350	350	350
Subtotal Operating	264,846	360,946	505,946	445,980	292,676	292,676	292,676
Capital Outlay							
CO - ROW: W. Mountain St. Turn Ln/Sidewalk	65,995	0	0	0	0	0	0
CO - Land: Macy Grove Sidewalk	17,252	0	0	0	0	0	0
CO - Land: Union Cross Sidewalk	39,019	0	0	0	0	0	0
CO - ROW: Brookford/Hospital	0	80,500	80,500	0	0	0	0
CO - Land	0	0	0	0	0	0	0
Capital Outlay - Gen Improvements	0	0	0	0	0	0	0
Capital Outlay - Gen Impr. Brookford/Hospital	0	690,000	690,000	690,000	0	0	0
C.O. - Gen Improve - Old G'boro Sewer	0	0	240,000	240,000	0	0	0
C.O. - Gen Improve - Old G'boro Rd-Water Line	0	0	386,250	386,250	0	0	0
CO - GI S. Main/Old Winston Intersection	0	0	0	0	4,791,179	0	0
Subtotal Capital Outlay	122,265	770,500	1,396,750	1,316,250	4,791,179	0	0
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	0
Subtotal Installment Purchase	0	0	0	0	0	0	0
Totals	537,644	1,225,937	1,997,687	1,857,221	5,181,587	390,318	390,318

CD Permit and Enforcement Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Inspector Truck	Three of five annual payments	\$4,876
Inspector Vehicle	First of five annual payments	5,160
Subtotal Installment Purchase		10,036
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
Capital Outlay - Equipment (I.P.) *		
Inspector Vehicle	New Request	24,000
Subtotal Capital Outlay - Equipment (I.P.)		24,000
* Item(s) is being paid for under installment purchase financing.		

FINANCE DEPARTMENT

GOALS & OBJECTIVES FY 2017-18

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 2017-18:

1. Explore opportunities to increase the transparency and timeliness of financial reporting.
2. Evaluate and improve financial processes to ensure compliance with applicable policies, laws, and accounting standards.
3. Assess the feasibility and efficiency of transitioning to cloud-based accounting software functions and services.
4. Implement an enhanced Capital Improvement Program, focusing on budgetary requirements and assisting departments with prioritization.
5. 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.
6. 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							
2017-18 Annual Budget							
Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$339,708	\$354,899	\$354,899	\$350,496	\$365,122	\$365,122	\$365,122
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	460	2,000	2,000	1,250	2,000	2,000	2,000
FICA Tax Expenses	24,735	27,319	27,319	26,925	28,101	28,101	28,101
Group Insurance Expenses	47,808	53,978	53,978	54,835	57,376	56,796	56,796
Retirees Insurance Expense	5,555	5,906	5,906	6,539	6,240	5,721	5,721
Retirement Expense - Reg.	22,907	25,876	25,876	25,502	27,535	27,535	27,535
Employee Appreciation	140	210	210	210	210	210	210
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	3,434	3,569	3,569	3,518	7,161	7,161	7,161
Employee Training	7,749	9,800	12,800	8,790	9,605	9,605	9,605
Subtotal Personnel	452,495	483,557	486,557	478,065	503,350	502,251	502,251
Operating and Maintenance							
Professional Services	82,696	78,700	78,700	56,871	77,935	77,935	77,935
Telephone & Postage	6,921	8,050	8,050	8,150	8,288	8,288	8,288
Printing	2,682	4,150	4,150	3,027	3,910	3,910	3,910
Travel	7,244	11,600	11,600	10,910	13,264	13,264	13,264
Software Maintenance Fees	36,923	58,530	58,530	38,530	42,383	42,383	42,383
Advertising	1,469	150	150	150	0	0	0
Office Supplies	2,846	2,650	2,650	2,375	2,850	2,850	2,850
Departmental Supplies/Mat.	21,821	6,500	15,500	14,292	13,750	13,750	13,750
Contracted Services	158,476	144,500	144,500	175,650	185,000	185,000	185,000
Banking Services	28,979	23,500	39,500	40,497	39,875	39,875	39,875
Dues and Subscriptions	1,603	1,640	1,640	1,765	1,810	1,810	1,810
Insurance and Bonds	14,258	14,005	14,005	14,039	19,083	19,083	19,083
Miscellaneous Expenses	54	250	250	165	175	175	175
Shortage/Overage	-4	0	0	0	0	0	0
Subtotal Operating	365,968	354,225	379,225	366,421	408,323	408,323	408,323
Capital Outlay							
Capital Outlay - Equipment	13,967	0	7,000	0	0	0	0
Capital Outlay - Equipment (I.P.)	0	0	0	0	0	0	0
Subtotal Capital Outlay	13,967	0	7,000	0	0	0	0
Installment Purchase							
Installment Purchase	5,568	0	0	0	0	0	0
Subtotal Installment Purchase	5,568	0	0	0	0	0	0
Totals	837,997	837,782	872,782	844,486	911,673	910,574	910,574

INFORMATION SYSTEMS DEPARTMENT

GOALS & OBJECTIVES FY 2017-2018

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 2017-2018:

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 (Harmon & Redmon) and other town buildings (Parks Admin) using network IP based equipment tying into a centralize video management system.
3. Produce a Catalog of Services document that includes inventory of services, software, hardware and networking equipment.
4. Continue replacement of aging networking equipment.
5. Produce a Town information specific mobile app to supplement toknc.com.
6. Continue to assist Chamber in their technology needs
7. Replace aging storage devices for VMware server infrastructure
8. Upgrade to latest version of financial software and time keeping software
9. Assist in the technology up fit for new Public Services and Fire Department building
10. Replace the high click count copiers throughout the organization
11. Complete the replacement of new network aircard devices for PD Patrol

Information Systems Department

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$206,349	\$246,612	\$246,612	\$246,612	\$263,191	\$263,191	\$263,191
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	0	0	0	0	0	0	0
Auto Allowance Expense	701	675	675	675	675	675	675
FICA Tax Expenses	15,545	18,877	18,877	18,877	20,145	20,145	20,145
Group Insurance Expenses	20,739	28,409	28,409	28,409	29,177	28,333	28,333
Retirement Expense - Reg.	14,088	17,880	17,880	17,880	19,740	19,740	19,740
Employee Appreciation	140	140	140	140	140	140	140
Unemployment Insurance	0	0	0	0			
Retirement Expense - 401K	2,112	2,467	2,467	2,467	5,161	5,161	5,161
Employee Training	4,530	6,500	6,500	6,485	6,500	6,500	6,500
Subtotal Personnel	264,203	321,560	321,560	321,545	344,729	343,885	343,885
Operating and Maintenance							
Professional Services	4,305	2,400	2,400	0	0	0	0
Telephone & Postage	38,476	46,400	46,400	49,900	53,600	50,600	50,600
Travel	3,714	6,500	6,500	6,500	6,500	6,500	6,500
Maintenance/Repair - Network	62,448	63,000	66,660	63,000	63,000	63,000	63,000
Departmental Supplies/Mat.	1,390	1,400	1,400	1,400	1,400	1,400	1,400
Equipment Replacement	0	0	0	0	0	0	0
Software Lic. Renewals/Updates	20,654	20,800	20,800	20,869	22,800	22,800	22,800
Dues and Subscriptions	849	150	150	710	950	950	950
Insurance and Bonds	9,369	10,160	10,160	10,193	10,881	10,881	10,881
Miscellaneous Expenses	347	200	200	200	200	200	200
Subtotal Operating	141,553	151,010	154,670	152,772	159,331	156,331	156,331
Capital Outlay							
Capital Outlay - Equipment	0	0	0	0	0	0	0
Capital Outlay - Equipment (I.P.)	24,352	39,500	39,500	39,500	113,635	113,635	113,635
Subtotal Capital Outlay	24,352	39,500	39,500	39,500	113,635	113,635	113,635
Installment Purchase							
Installment Purchase	22,246	25,963	25,963	25,963	50,394	50,394	50,394
Subtotal Installment Purchase	22,246	25,963	25,963	25,963	50,394	50,394	50,394
Totals	452,354	538,033	541,693	539,780	668,089	664,245	664,245

Information Systems - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Computer Storage and Backup System	Five of five annual payments.	\$12,350
Host Servers Replacement	Third of five annual payments	5,173
Internal Wifi Controller and Access Points	Second of five annual payments	8,440
Server Storage Equipment	First of five annual payments	16,691
Courtroom Audio and Visual Update	First of five annual payments	7,740
Subtotal Installment Purchase		50,394
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
Capital Outlay - Equipment (I.P.) *		
Server Storage Equipment	New Request	77,635
Courtroom Audio and Visual Update	New Request	36,000
Subtotal Capital Outlay - Equipment (I.P.)		113,635
* Item(s) is being paid for under installment purchase financing.		

HUMAN RESOURCES DEPARTMENT

GOALS & OBJECTIVES FY 2017-18

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 2017-2018, many of which define what we continually strive to accomplish, include:

Goals and Objectives for Fiscal Year 2017-2018:

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 2017-18

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 2017-2018:

1. Continue to enhance the newly implemented HR Portal systems to include additional electronic forms for employees and supervisors and provide access to reports.
2. Further established partnerships with NCDOL and Consultative Services to achieve requirements to pursue a Public Sector SHARP certifications with individual departments.
3. Continue the partnership with management and internal committees to enhance inclusion focus throughout the organization.
4. Reduce adjusted turnover by 2%.
5. Enhance the organization's safety culture by enabling employee involvement in safety committees, cross functional hazard assessment, and self-evaluations of overall departmental safety health.

Human Resources Department

Expenditures Detailed

2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$239,004	\$245,273	\$245,273	\$245,882	\$253,419	\$253,419	\$253,419
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	18,444	18,764	18,764	22,023	23,183	23,183	23,183
Group Insurance Expenses	31,706	33,026	33,026	32,217	33,995	33,888	33,888
Retiree's Insurance Expense	0	0	0	0	0	0	0
Retirement Expense - Reg.	16,100	17,783	17,783	17,827	19,007	19,007	19,007
Employee Appreciation	40,478	45,680	45,680	42,000	49,620	49,620	49,620
Unemployment Insurance	1,050	1,000	1,000	0	1,000	1,000	1,000
Retirement Expense - 401K	2,414	2,453	2,453	2,459	4,970	4,970	4,970
Employee Training	20,726	29,530	29,530	22,963	38,655	38,655	38,655
Subtotal Personnel	369,922	393,509	393,509	385,371	423,849	423,742	423,742
Operating and Maintenance							
Professional Services	75,675	75,500	75,500	87,019	75,500	75,500	75,500
Telephone & Postage	2,901	3,039	3,039	3,031	3,039	3,039	3,039
Printing	0	200	200	200	200	200	200
Travel	2,824	7,750	7,750	6,100	3,050	3,050	3,050
Maintenance/Repair - Building	0	0	0	0	0	0	0
Maintenance/Repair - Other	1,141	1,800	1,800	1,300	2,800	2,800	2,800
Maintenance/Repair - EDP	34,647	41,000	41,000	24,400	30,400	30,400	30,400
Advertising	0	0	0	0	0	0	0
Office Supplies	1,431	1,600	1,600	1,600	1,600	1,600	1,600
Departmental Supplies/Mat.	2,606	2,800	2,800	4,800	11,000	11,000	11,000
Contracted Services	7,750	7,750	7,750	7,750	7,750	7,750	7,750
Dues and Subscriptions	1,509	2,085	2,085	1,880	3,080	3,080	3,080
Insurance and Bonds	9,906	9,694	9,694	9,726	12,497	12,497	12,497
Miscellaneous Expenses	294	300	300	300	300	300	300
Subtotal Operating	140,684	153,518	153,518	148,106	151,216	151,216	151,216
Capital Outlay							
Capital Outlay - Equipment	10,020	0	0	0	0	0	0
Capital Outlay - Equipment LP	26,517	0	0	0	0	0	0
Subtotal Capital Outlay	36,537	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	6,164	6,360	6,360	6,360	6,360	6,360	6,360
Subtotal Installment Purchase	6,164	6,360	6,360	6,360	6,360	6,360	6,360
Totals	553,307	553,387	553,387	539,837	581,425	581,318	581,318

Human Resources Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase	Third of five annual payments	\$6,360
Sage Software Upgrade		
Subtotal Installment Purchase		6,360
Capital Outlay - Equipment (I.P.) *		
Subtotal Capital Outlay - Equipment (I.P.)		0
* Item(s) is being paid for under installment purchase financing.		

POLICE DEPARTMENT

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

1. Deliver the best possible services to our citizens.

We will continue to increase information to, educational activities for, and interaction with our citizens. We will continue to monitor and enhance 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 continue to enhance crime prevention, implementing strategies to reduce problems in the community. We will focus on resolving community issues with problem solving focus in each patrol zone by enhancing geo-policing making officers more familiar with their assigned areas and community members.

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

It is the Department’s goal to prevent crime. We will target crime and criminals relentlessly. We will utilize every division in the department to focus on trends, problems, and concerns effecting the citizens of Kernersville. We will continue to expand Neighborhood Watch and social media with Crime Prevention to be as transparent as possible with the community.

4. Enhance roadway safety.

Our Traffic Team and patrol group 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 continue to review and enhance methods and strategies to more efficiently use resources and improve effectiveness through a review and redistribution of tasks within 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

2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$799,232	\$792,379	\$792,379	\$723,760	\$814,166	\$814,166	\$814,166
Salaries & Wages - Reg. (Sworn)	3,366,701	3,528,820	3,528,820	3,520,502	3,664,642	3,664,642	3,664,642
Salaries & Wages - Off-Duty	58,072	78,500	78,500	55,120	78,500	78,500	78,500
Salaries & Wages - Temp/PT	260	7,200	7,200	2,130	7,200	7,200	7,200
Salaries & Wages - Overtime (Reg)	27,379	35,000	35,000	32,000	36,000	36,000	36,000
Salaries & Wages - Overtime (Sworn)	20,507	25,000	25,000	40,000	35,000	35,000	35,000
Salaries & Wages - Off-Duty OT	0	0	0	0	0	0	0
Clothing Allowance Expense	6,350	5,800	6,238	5,800	5,800	5,800	5,800
FICA Tax Expenses	317,729	342,398	342,398	335,253	355,299	355,299	355,299
Group Insurance Expenses	687,770	807,725	807,725	807,725	864,664	842,216	842,216
Retirees Insurance Expense	52,624	67,728	70,712	67,728	90,036	87,755	87,755
Retirement Expense - Reg.	55,543	66,191	66,191	54,793	61,638	61,638	61,638
Retirement Expense - Sworn	245,089	284,306	284,306	284,841	305,221	305,221	305,221
Employee Appreciation	2,765	3,080	3,080	3,080	3,115	3,115	3,115
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K Reg	8,327	8,274	8,274	7,558	15,967	15,967	15,967
Retirement Exp. - 401K (Sworn)	171,391	177,691	177,691	178,026	169,364	169,364	169,364
Retirement Supplemental	125,572	144,096	156,096	156,096	175,005	175,005	175,005
Employee Training	19,485	40,000	40,000	30,000	40,000	40,000	40,000
Subtotal Personnel	5,964,797	6,414,188	6,429,610	6,304,412	6,721,617	6,696,888	6,696,888
Operating and Maintenance							
Professional Services	84,722	95,000	99,000	92,966	88,083	95,000	95,000
Telephone & Postage	65,968	67,272	67,272	68,558	69,984	67,272	67,272
Printing	517	3,250	3,250	2,000	3,250	3,250	3,250
Departmental Utilities Expense	11,069	21,240	21,240	17,422	18,000	21,240	21,240
Travel	31,354	35,950	36,750	46,000	50,000	35,950	35,950
Travel - FC - DWI Grant	0	0	0	0	0	0	0
Travel - FC - DWI Grant 2016	88	0	0	0	0	0	0
Maintenance/Repair - Comm Tower	0	0	0	0	0	0	0
Maintenance/Repair - Radio	35,585	43,460	43,460	43,000	18,960	43,460	43,460
Maintenance/Repair - Other	134,723	149,430	166,080	154,474	184,484	149,430	149,430
Building and Equipment Rental	14,250	23,000	23,000	22,800	23,256	23,256	23,256
Advertising	1,606	1,500	1,500	1,500	1,500	1,500	1,500
Office Supplies	13,006	15,000	15,000	15,000	16,000	15,000	15,000
Departmental Supplies/Mat.	149,691	159,952	204,992	220,000	365,671	169,671	169,671
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	21,200	21,200	21,200	0	0	0
GHSP/Materials/Operation Crash Reconstruction	0	0	0	0	0	0	0
Supplies/Materials - DWI Grant	10,556	0	1,255	0	0	0	0
Range Use Fee Expenses	749	0	1,600	1,650	1,600	1,600	1,600
Departmental Supplies/Mat. Gov. Hwy	0	0	0	0	0	0	0
Uniforms & Accessories	64,438	78,000	93,678	75,000	111,250	78,000	78,000
Uniforms & Accessories - DWI Grant	0	0	0	0	0	0	0
Uniforms & Accessories - DWI Grant 2016	5,695	0	1,110	0	0	0	0
Equipment Lease Expense	19,750	23,832	23,832	23,024	24,432	23,832	23,832
Dues and Subscriptions	5,009	5,000	5,000	5,000	7,500	5,000	5,000
Insurance and Bonds	157,417	141,153	141,153	145,468	171,216	171,216	171,216
Miscellaneous Expenses	1,158	1,700	6,000	6,000	8,300	1,700	1,700
Forsyth Co.- Park Fine, Unclaimed	0	0	0	0	0	0	0
Information & Ammo Expense	56,163	43,965	43,965	43,700	45,902	43,965	43,965
Information Expense	36,000	0	18,570	0	0	0	0
Subtotal Operating	914,326	929,904	1,038,907	1,004,763	1,209,388	950,342	950,342
<i>Continued on next page</i>							

Police Department

Expenditures Detailed

2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Capital Outlay							
Capital Outlay - General Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay - Equipment	53,897	0	3,200	3,200	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	35,000	0	0	0	0	0	0
Capital Outlay - Equipment (IP)	262,602	2,767,000	2,767,000	2,744,416	435,000	435,400	435,400
Non-Capital - Equipment (IP)	63,805	75,000	75,000	73,890	0	0	0
Subtotal Capital Outlay	415,304	2,842,000	2,845,200	2,821,506	435,000	435,400	435,400
Special Appropriations							
K-9 costs	10,222	12,410	13,660	10,000	12,600	12,600	12,600
Governor's Crime Commission Grant	0	0	0	0	0	0	0
Subtotal Special Appropriations	10,222	12,410	13,660	10,000	12,600	12,600	12,600
Installment Purchase							
Installment Purchase	236,194	601,074	601,074	601,074	669,931	669,931	669,931
Subtotal Installment Purchase	236,194	601,074	601,074	601,074	669,931	669,931	669,931
Totals	7,540,843	10,799,576	10,928,451	10,741,755	9,048,536	8,765,161	8,765,161

Police Department - Capital Outlay

Item	Remarks	Project Cost
Installment Purchase		
5 - Patrol Car Replacements	Five of Five Annual Payments	\$24,200
Vehicle Replacement Program (6 Cars)	Four of Five Annual Payments	30,710
Communication Radios	Four of Five Annual Payments	17,600
Computers	Four of Five Annual Payments	24,100
5 - Vehicle Replacements	Three of Five Annual Payments	33,919
1 - Canine Vehicle (Replacement)	Three of Five Annual Payments	6,784
Recording System	Three of Five Annual Payments	13,780
Barcoding System - Evidence Room	Three of Five Annual Payments	3,604
In-Car Radios (20) - Replacement	Three of Five Annual Payments	13,780
In-Car Radios (20) - Replacement	Two of Five Annual Payments	16,019
7 - Patrol Car Replacements	Two of Five Annual Payments	61,301
Building Security System - Town Hall	Two of Five Annual Payments	17,087
Police Communication System	Two of Five Annual Payments	313,440
Eight (8) Police Vehicles	First of Five Annual Payments	83,631
Eight (8) In-Car Camera Replacements	First of Five Annual Payments	9,976
Subtotal Installment Purchase		669,931
Capital Outlay - General Improvement		
Subtotal General Improvement		0
Capital Outlay - Equipment		
Subtotal for Capital Outlay - Equipment		0
Capital Outlay - Equipment (I.P.) *		
Eight (8) Police Vehicles	New Request	389,000
Eight (8) In-Car Camera Replacements	New Request	46,400
Subtotal Capital Outlay - Equipment (I.P.)		435,400
* Item(s) is being paid for under installment purchase financing.		

FIRE RESCUE DEPARTMENT

GOALS & OBJECTIVES FY 2017-2018

The mission of the Kernersville Fire Rescue Department is to provide quality services and prevent harm to the community we serve. During fiscal year 2017-2018 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 seeking additional personnel to enhance the services we provide. Continuing to improve 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 2017-2018:

- 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:

- Complete design and construction of a new fire station for the replacement of station 42 that will serve the community for 50 plus years.
- Seek accreditation achieving the registered agency status to confirm we are providing innovative, efficient and superior fire prevention, fire suppression and emergency services to our community.
- Seek a new position of a Fire Operations Specialist to manage planning/budgeting and accreditation from Center of Public Safety Excellence.
- Begin steps to meet our GIS study goals to enhance our current response model to ensure correct response and location of responding units.
- Seek one new position per shift as a Safety & Training Captain.
- 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:

- Continue to evaluate current fire prevention programs that include code enforcement through fire inspections that focus on compliance through education.
- Continue to evaluate current plan review programs with a focus on being a strategic partner in community growth and development.
- Continue to 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 RESCUE DEPARTMENT

GOALS & OBJECTIVES FY 2017-2018

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:

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

4. *Strive to provide exceptional customer service.*

Focus areas include:

- Continue effective customer service through frequent transparent communications.
- Continue to 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:

- Continue to evaluate current relationships focusing on enhancing service delivery.
- Continue ongoing meetings and seek to establish new meetings and relationships.
- Continue regular training sessions with our assisting agencies.

Fire Department

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$3,143,364	\$3,191,759	\$3,191,759	\$3,191,759	\$3,401,560	\$3,401,560	\$3,401,560
Salaries & Wages - Temp/PT	4,959	0	0	10,657	0	0	0
Salaries & Wages - Overtime	218,274	240,120	240,120	240,120	240,000	240,000	240,000
FICA Tax Expenses	239,424	262,727	262,727	263,542	278,770	278,770	278,770
Group Insurance Expenses	637,272	712,196	712,196		774,802	760,807	760,807
Retirees Insurance Expense	60,337	68,003	68,003		78,502	77,941	77,941
Retirement Expense - Reg.	226,340	248,812	248,812	248,812	273,117	273,117	273,117
Employee Appreciation	2,395	2,450	2,450	2,450	2,485	2,485	2,485
Retirement Expense - 401K	33,934	34,319	34,319	34,319	66,499	66,499	66,499
Employee Training	10,020	18,000	24,200	24,200	31,600	24,000	24,000
Subtotal Personnel	4,576,318	4,778,386	4,784,586	4,015,859	5,147,335	5,125,179	5,125,179
Operating and Maintenance							
Professional Services	21,702	25,220	25,220	25,220	26,175	26,175	26,175
Telephone & Postage	8,503	9,500	9,500	9,500	10,344	10,344	10,344
Printing	768	850	850	850	1,500	1,500	1,500
Departmental Utilities Expense	43,332	50,000	50,000	50,000	50,000	50,000	50,000
Travel	9,535	6,000	6,000	6,000	20,000	12,000	12,000
Maintenance/Repair - Bldg.	129,480	28,000	142,578	166,000	28,000	28,000	28,000
Maintenance/Repair - Radio	3,630	5,600	5,600	5,600	7,400	7,400	7,400
Maintenance/Repair - Other	9,920	12,000	12,000	12,000	12,500	12,500	12,500
Maintenance/Repair - Fire Truck	18,462	15,000	15,000	15,000	15,000	15,000	15,000
Advertising	778	750	750	815	1,000	1,000	1,000
Supplies/Fire Truck Repairs	0	0	0	0	0	0	0
Office Supplies	2,601	2,500	2,500	2,708	3,000	3,000	3,000
Departmental Supplies/Mat.	60,539	60,000	382,134	382,134	105,453	80,000	80,000
Departmental Supplies/Mat. Grant	0	0	0	0	0	0	0
Fire Grant Supplies & Materials	0	0	0	0	0	0	0
Uniforms & Accessories	160,964	52,500	60,741	60,740	52,000	52,000	52,000
Equipment Lease Expense	1,018	1,500	1,500	1,500	1,500	1,500	1,500
Contracted Services	39,098	30,535	41,882	41,882	23,600	23,600	23,600
Dues and Subscriptions	8,415	9,280	9,280	9,280	9,620	9,620	9,620
Insurance and Bonds	122,440	118,926	118,926	112,133	117,269	117,269	117,269
Miscellaneous Expenses	1,491	1,500	1,500	1,500	1,500	1,500	1,500
Public Educ./Fire Prevention	4,884	4,500	4,500	6,000	7,000	7,000	7,000
Subtotal Operating	647,558	434,161	890,461	908,862	492,861	459,408	459,408
Capital Outlay							
Capital Outlay - Building (I.P.)	0	6,200,000	0	0	0	0	0
Capital Outlay - Improvements (I.P.)	0	0	0	0	0	0	0
Capital Outlay - Equipment	0	475,000	553,400	553,400	0	0	0
Capital Outlay - Equipment (IP)	68,024	510,000	510,000	513,000	94,000	94,000	94,000
Non-Capital - Equipment (IP)	0	0	0	0	0	0	0
Subtotal Capital Outlay	68,024	7,185,000	1,063,400	1,066,400	94,000	94,000	94,000
<i>Continued on next page</i>							

Expenditures Detailed

2017-18 Annual Budget

Totals	5,616,363	13,304,890	7,114,915	6,360,579	6,128,864	6,073,255	6,073,255
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Fire Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Fire Station Land	Six of fifteen annual payments	\$15,200
Breathing air cylinder replacement (3rd year)	Five of five annual payments	5,400
Radios and radio equipment	Five of five annual payments	18,700
Aerial apparatus	Five of twelve annual payments	93,910
Communication radios and equipment	Four of five annual payments	20,550
Fire Engine with mounted equipment	Three of ten annual payments	51,880
Chief Vehicle - Replacement	Three of five annual payments	6,784
SCBA Equipment - Replacement	Three of five annual payments	62,538
Training Officer Vehicle	Three of five annual payments	7,420
Fire Engine	Two of ten annual payments	62,100
Fire Marshall Vehicle	Two of five annual payments	7,476
8 AED Replacements	First of five annual payments	7,310
Battalion Chief Vehicle	First of five annual payments	8,600
Thermal Imaging Camera	First of five annual payments	4,300
Subtotal Installment Purchase		372,168
Capital Outlay - Equipment (I.P.) *		
Eight (8) AED Replacements	New Request	34,000
Battalion Chief Vehicle	New Request	40,000
Two (2) Thermal Imaging Camera	New Request	20,000
Subtotal Capital Outlay - Equipment (I.P.)		94,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES -ADMINISTRATION DIVISION

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

1. Complete construction of the Operations Building and prepare a move-in plan for the department.
2. Analyze all data streams and processes in order to validate data needs.
3. Conduct a departmental strategic plan review.
4. Review and remove any files, equipment, furniture, etc. that are no long needed before moving into the new building-complete move by the end of December.

Public Services - Administration Division

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$230,255	\$247,439	\$247,439	\$225,000	\$253,680	\$253,680	\$253,680
Salaries & Wages - Temp/PT	2,953	5,000	5,000	0	0	0	0
Salaries & Wages - Overtime	0	1,855	1,855	0	1,015	1,015	1,015
Auto Allowance Expense	0	0	0	0	0	0	0
FICA Tax Expenses	17,150	19,465	19,465	17,213	19,495	19,495	19,495
Group Insurance Expenses	29,087	39,365	39,365	39,365	41,376	40,393	40,393
Retirees Insurance Expense	12,950	13,733	13,733	13,733	14,399	14,322	14,322
Retirement Expense - Reg.	15,513	18,074	18,074	16,313	19,103	19,103	19,103
Employee Appreciation	70	140	140		140	140	140
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	2,326	2,493	2,493	2,250	4,975	4,975	4,975
Employee Training	3,600	4,150	4,150	4,000	3,575	3,575	3,575
Subtotal Personnel	313,904	351,714	351,714	317,874	357,758	356,698	356,698
Operating and Maintenance							
Professional Services	0	275	275	0	275	275	275
Telephone & Postage	2,306	3,350	3,350	3,300	4,900	4,900	4,900
Printing	1,080	1,250	1,250	1,250	1,250	1,250	1,250
Travel	2,430	4,500	4,500	4,000	3,800	3,800	3,800
Advertising	0	125	125	0	125	125	125
Office Supplies	592	1,100	1,100	1,100	1,100	1,100	1,100
Departmental Supplies/Mat.	4,211	5,400	5,400	5,400	14,250	8,400	8,400
Uniforms & Accessories	407	750	750	750	800	800	800
Dues and Subscriptions	1,197	1,079	1,079	1,000	1,069	1,069	1,069
Insurance and Bonds	12,492	11,443	11,443	11,476	9,056	9,056	9,056
Miscellaneous Expenses	1,712	2,300	2,300	2,300	2,300	2,300	2,300
Subtotal Operating	26,426	31,572	31,572	30,576	38,925	33,075	33,075
Capital Outlay							
Capital Outlay - Building	0	5,130,000	0	0	0	0	0
Capital Outlay - Equipment	0	0	0	0	0	0	0
Non-Capital - Equipment (IP)	0	0	0	0	225,000	225,000	225,000
Subtotal Capital Outlay	0	5,130,000	0	0	225,000	225,000	225,000
Installment Purchase							
Installment Purchase	0	440,000	0	440,000	48,373	48,373	48,373
Subtotal Installment Purchase	0	440,000	0	440,000	48,373	48,373	48,373
Totals	340,330	5,953,286	383,286	788,450	670,056	663,146	663,146

PS Administration Division- Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase	First of five annual payments	\$48,373
Furniture and Appliances		
Subtotal Installment Purchase		48,373
Capital Outlay - Building		
Subtotal Capital Outlay - General Improvement		0
Non-Capital Outlay - Equipment (I.P.) *		
Furniture and Appliances	New Request	225,000
Subtotal Non Capital Equipment (I.P)		225,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES-STREET DIVISION

GOALS & OBJECTIVES FY 2017-18

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.

Goals and Objectives for Fiscal Year 2017-2018:

1. Resurface approximately 9 lane miles.
2. Evaluate crosslines of >24" CMP and RCP to determine cost to repair and or replace. This study will be in conducted with the Stormwater Division
3. Convert exsiting Administration build into a storage facility.
4. Assist the Director with the strategic plan review.
5. Convert all field operations to paperless.
6. Review and remove any files, equipment, furniture, etc. that are no long needed before moving into the new building-complete move by the end of December.

Public Services - Street Division

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$577,780	\$567,502	\$567,502	\$493,000	\$613,423	\$613,423	\$613,423
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	20,963	30,500	30,500	20,000	35,500	35,500	35,500
Auto Allowance Expense	571	0	0	571	0	0	0
FICA Tax Expenses	43,870	45,790	45,790	39,245	49,686	49,686	49,686
Group Insurance Expenses	108,292	123,341	123,341	123,341	124,176	120,966	120,966
Retirees Insurance Expense	12,292	6,866	6,866	6,866	7,200	7,161	7,161
Retirement Expense - Reg.	40,501	43,356	43,356	37,193	48,670	48,670	48,670
Employee Appreciation	595	560	560		560	560	560
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	6,072	5,981	5,981	5,130	12,033	12,033	12,033
Employee Training	6,481	6,420	6,420	6,400	6,420	6,420	6,420
Subtotal Personnel	817,417	830,316	830,316	731,746	897,668	894,419	894,419
Operating and Maintenance							
Professional Services	4,241	8,450	8,450	6,000	7,300	7,300	7,300
Telephone & Postage	7,940	10,200	10,200	10,200	12,600	12,600	12,600
Printing	950	1,650	1,650	800	1,650	1,650	1,650
Street Lighting	414,859	457,666	457,666	430,000	463,428	463,428	463,428
Decorative Street Lighting	0	5,751	5,751	5,751	5,751	5,751	5,751
Departmental Utilities Expense	7,230	8,920	8,920	6,100	11,112	11,112	11,112
Travel	1,021	2,300	2,300	1,163	2,300	2,300	2,300
Maintenance/Repair - Bldg.	0	0	0	0	0	0	0
Maintenance/Repair - Other	699	800	800	800	1,000	1,000	1,000
Advertising	765	1,000	1,000	900	1,000	1,000	1,000
Office Supplies	1,450	4,300	4,300	4,300	4,250	4,250	4,250
Departmental Supplies/Mat.	26,025	23,850	23,850	23,850	36,250	18,250	18,250
Street Supplies and Materials	66,383	58,770	58,770	58,770	58,770	58,770	58,770
Signs	23,922	25,254	25,254	25,000	25,254	25,254	25,254
Uniforms & Accessories	5,822	6,000	6,000	6,000	6,600	6,600	6,600
Equipment Lease Expense	11,938	20,284	8,525	12,000	17,400	17,400	17,400
Landfill Tipping Fees	220	24,000	0	0	24,000	24,000	24,000
Contracted Services	71,005	72,650	96,650	96,000	106,825	73,825	73,825
Contracted Services	0	0	0	0	0	0	0
Dues and Subscriptions	755	1,470	1,470	600	1,470	1,470	1,470
Insurance and Bonds	59,232	56,136	56,136	57,944	35,888	35,888	35,888
Miscellaneous Expenses	2,155	2,150	2,150	2,150	2,150	2,150	2,150
Subtotal Operating	706,615	791,601	779,842	748,328	824,998	773,998	773,998
Capital Outlay							
Capital Outlay - Building (IP)	47,106	0	0	0	0	0	0
General Improvements	0	0	0	0	1,000,000	1,000,000	1,000,000
General Improvements	0	0	0	0	0	0	0
General Improvements	0	0	0	0	0	0	0
General Improvements	0	0	0	0	0	0	0
Sidewalk Construction/Repair	20,251	0	0	0	25,000	25,000	25,000
Capital Outlay - Equipment	0	0	135,778	0	0	0	0
Capital Outlay - Equipment (IP)	0	55,000	55,000	53,500	53,000	53,000	53,000
Subtotal Capital Outlay	67,358	55,000	190,778	53,500	1,078,000	1,078,000	1,078,000
Installment Purchase							
Installment Purchase	84,558	35,748	35,748	35,748	149,565	149,565	149,565
Subtotal Installment Purchase	84,558	35,748	35,748	35,748	149,565	149,565	149,565
Totals	1,675,948	1,712,665	1,836,684	1,569,322	2,950,231	2,895,982	2,895,982

Public Services - Street Division - Capital Outlay		
Item	Remarks	Item or Project Cost
Installment Purchase		
Mini Excavator	Five of five annual payments	\$13,400
Salt Storage Facility	Three of five annual payments	10,600
Snow Plow Kit	Two of five annual payments	8,544
Zero Turn Mower	Two of five annual payments	3,204
Salt Brine Spray System	First of five annual payments	3,870
Salt Brine Mixer	First of five annual payments	7,525
Paving	First of ten annual payments	102,422
Subtotal Installment Purchase		149,565
Capital Outlay - General Improvement		
Paving	New Request	1,000,000
Subtotal Capital Outlay - General Improvement		1,000,000
Sidewalk construction		
Sidewalk Construction/Repair	New Request	25,000
Subtotal Sidewalk Constr.		25,000
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
Capital Outlay - Equipment (IP) *		
Salt Brine Spray System	New Request	18,000
Salt Brine Mixer	New Request	35,000
Subtotal Capital Outlay - Equipment (IP)		53,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES- SOLID WASTE DIVISION

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

1. Analyze the potential growth of new residential and commercial areas and how it will impact current and future operations.
2. Assist the Director with the strategic plan review.
3. Review and remove any files, equipment, furniture, etc. that are no long needed before moving into the new building-complete move by the end of December.

Public Services - Solid Waste Division

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$575,799	\$612,637	\$612,637	\$580,000	\$642,295	\$642,295	\$642,295
Salaries & Wages - Temp/PT	5,162	13,000	13,000	0	13,000	13,000	13,000
Salaries & Wages - Overtime	5,038	9,000	9,000	9,000	9,000	9,000	9,000
FICA Tax Expenses	42,624	48,596	48,596	45,059	50,865	50,865	50,865
Group Insurance Expenses	125,524	145,435	145,435	\$145,435	154,681	153,296	153,296
Retirees Insurance Expense	21,679	23,892	23,892	23,892	35,518	35,086	35,086
Retirement Expense - Reg.	39,372	45,069	45,069	42,703	48,848	48,848	48,848
Employee Appreciation	595	595	595		595	595	595
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	5,903	6,217	6,217	5,890	12,603	12,603	12,603
Employee Training	1,033	1,950	1,950	1,500	2,250	2,250	2,250
Subtotal Personnel	822,728	906,391	906,391	853,479	969,655	967,838	967,838
Operating and Maintenance							
Professional Services	41,062	51,035	51,035	50,975	58,200	58,200	58,200
Telephone & Postage	3,242	6,000	6,000	5,950	7,000	7,000	7,000
Printing	10,726	12,388	12,388	12,000	12,875	12,875	12,875
Travel	0	1,575	1,575	1,275	1,575	1,575	1,575
Advertising	2,721	2,800	2,800	2,695	2,800	2,800	2,800
Office Supplies	2,098	2,100	2,100	2,000	2,100	2,100	2,100
Departmental Supplies/Mat.	31,919	41,640	41,640	41,500	57,335	48,335	48,335
Departmental Supplies/Recycle	29,045	35,600	35,600	35,600	42,100	35,600	35,600
Uniforms & Accessories	7,039	9,200	9,200	8,900	9,200	9,200	9,200
Equipment Lease Expense	0	0	0	0	48,840	48,840	48,840
Landfill Tipping Fees	470,096	470,000	470,000	470,000	509,200	495,000	495,000
Solid Waste Fees Expense	30,401	27,000	27,000	26,500	32,000	32,000	32,000
Contracted Services	55,977	56,040	56,040	55,800	56,040	56,040	56,040
Dues and Subscriptions	857	900	900	800	975	975	975
Insurance and Bonds	46,965	47,812	47,812	49,179	37,312	37,312	37,312
Miscellaneous Expenses	1,491	1,500	1,500	1,500	1,500	1,500	1,500
Earth Day Program Expenses	0	0	0	0	0	0	0
Subtotal Operating	733,638	765,590	765,590	764,674	879,052	849,352	849,352
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)	264,801	0	0	0	0	0	0
Subtotal Capital Outlay	264,801	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	221,913	161,479	161,479	160,000	54,483	54,483	54,483
Subtotal Installment Purchase	221,913	161,479	161,479	160,000	54,483	54,483	54,483
Totals	2,043,081	1,833,460	1,833,460	1,778,153	1,903,190	1,871,673	1,871,673

Public Services - Solid Waste Division- Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase	Three of five annual payments	\$54,483
Recycling Truck - Front Loader		
Subtotal Installment Purchase		54,483
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.		

PUBLIC SERVICES-CENTRAL MAINTENANCE DIVISION

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

1. Work with Finance Department to have additional surplus sales to keep sale line cleared.
2. Maintain 99% equipment availability rating.
3. Analyze garage space for when new building is complete.
4. Assist the Director with the strategic plan review.
5. Review and remove any files, equipment, furniture, etc. that are no long needed before moving into the new building-complete move by the end of December.

Public Services - Central Maintenance Division

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$343,069	\$363,172	\$363,172	\$360,000	\$380,532	\$380,532	\$380,532
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	5,387	2,250	2,250	2,600	2,500	2,500	2,500
Auto Allowance Expense	701	0	0	0	0	0	0
FICA Tax Expenses	25,890	27,977	27,977	27,739	29,324	29,324	29,324
Group Insurance Expenses	58,933	68,659	68,659	68,659	72,115	71,184	71,184
Retirees Insurance Expense	15,686	13,733	13,733	13,733	14,399	14,322	14,322
Retirement Expense - Reg.	23,211	26,494	26,494	26,289	28,728	28,728	28,728
Employee Appreciation	350	280	280		280	280	280
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	3,480	3,655	3,655	3,626	7,462	7,462	7,462
Employee Training	2,888	5,010	5,010	4,500	5,010	5,010	5,010
Subtotal Personnel	479,595	511,230	511,230	507,146	540,350	539,342	539,342
Operating and Maintenance							
Professional Services	1,033	400	400	400	400	400	400
Telephone & Postage	2,402	4,440	4,440	4,440	4,440	4,440	4,440
Printing	462	600	600	600	600	600	600
Departmental Utilities Expense	0	0	0	0	0	0	0
Travel	1,132	2,700	2,700	2,500	2,400	2,400	2,400
Maintenance/Repair - Bldg.	0	0	0	0	0	0	0
Maintenance/Repair - Radio	4,544	5,450	5,450	5,450	5,450	5,450	5,450
Maintenance/Repair - Other	5,415	5,520	5,520	5,520	5,520	5,520	5,520
Subcontracted Vehicle Repair	78,694	90,000	113,905	113,905	105,600	95,000	95,000
Advertising	1,067	500	500	0	500	500	500
Office Supplies	-201	800	800	800	800	800	800
Departmental Supplies/Mat.	17,167	17,841	17,841	17,841	20,491	20,491	20,491
Oil and Lubricant	14,074	14,568	14,568	14,000	14,568	14,568	14,568
Gasoline	123,147	159,716	159,716	154,000	161,974	161,974	161,974
Tires	107,531	120,000	120,000	120,000	145,303	145,303	145,303
Diesel Fuel	112,754	142,178	142,178	147,000	152,178	152,178	152,178
Parts & Accessories	182,051	218,342	218,342	215,000	240,842	220,000	220,000
Uniforms & Accessories	5,778	6,000	6,000	6,000	6,000	6,000	6,000
State Hwy Use Tax	19,284	15,662	21,042	21,042	24,568	13,668	13,668
Contracted Services	2,408	10,250	10,250	10,250	10,450	10,450	10,450
Dues and Subscriptions	1,700	525	525	525	575	575	575
Insurance and Bonds	24,940	25,528	25,528	25,561	30,009	30,009	30,009
Miscellaneous Expenses	941	1,000	1,000	1,000	1,000	1,000	1,000
Subtotal Operating	706,324	842,020	871,305	865,834	933,668	891,326	891,326
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	25,000	25,000	25,000
Subtotal Capital Outlay	0	0	0	0	25,000	25,000	25,000
Installment Purchase							
Installment Purchase	0	0	0	0	5,375	5,375	5,375
Subtotal Installment Purchase	0	0	0	0	5,375	5,375	5,375
Totals	1,185,919	1,353,250	1,382,535	1,372,980	1,504,393	1,461,043	1,461,043

PS Central Maintenance Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase	First of five annual payments	\$5,375
Hydraulic Lift		
Subtotal Installment Purchase		5,375
Capital Outlay - Equipment (I.P.)	New Request	25,000
Hydraulic Lift		
Subtotal Capital Outlay - Equipment (I.P.)		25,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES-GENERAL SERVICES

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

1. Remodel Town Hall (courtroom) bathrooms.
2. Assist Streets with the conversion of the Administration building into a storage facility.
3. Assist the Director with the strategic plan review.
4. Review and remove any files, equipment, furniture, etc. that are no long needed before moving into the new building-complete move by the end of December.

Public Services - General Services Division

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$132,343	\$135,084	\$135,084	\$135,084	\$149,998	\$149,998	\$149,998
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	697	0	0	112	500	500	500
FICA Tax Expenses	10,044	10,345	10,345	10,354	11,524	11,524	11,524
Group Insurance Expenses	24,868	27,669	27,669	27,669	29,425	32,561	32,561
Retirement Expense - Reg.	8,928	9,794	9,794	9,802	11,288	11,288	11,288
Employee Appreciation	70	140	140	140	140	140	140
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	1,338	1,351	1,351	1,352	2,894	2,894	2,894
Employee Training	218	1,900	1,900	1,875	0	0	0
Subtotal Personnel	178,506	186,283	186,283	186,388	205,769	208,905	208,905
Operating and Maintenance							
Professional Services	6,731	150	150	150	150	150	150
Telephone & Postage	2,180	3,216	3,216	3,216	4,416	4,416	4,416
Printing	0	150	150	150	150	150	150
Departmental Utilities Expense	119,659	151,158	151,158	116,000	151,158	151,158	151,158
Travel	246	900	900	900	800	800	800
Maintenance/Repair - Bldg.	67,959	91,000	146,508	145,000	140,800	100,000	100,000
Maintenance/Repair - Radio	250	295	295	295	295	295	295
Maintenance/Repair - Other Equip.	63,153	24,700	24,700	24,700	37,700	35,700	35,700
Advertising	0	0	0	0	0	0	0
Departmental Supplies/Mat.	30,145	29,300	29,300	29,300	31,700	31,700	31,700
Uniforms & Accessories	1,420	1,825	1,825	1,825	1,925	1,925	1,925
Contracted Services	900,856	43,910	431,864	931,864	42,020	42,020	42,020
Insurance and Bonds	7,936	8,403	8,403	8,435	12,043	12,043	12,043
Miscellaneous Expenses	19	1,700	1,700	1,500	1,700	1,700	1,700
Subtotal Operating	1,200,554	356,707	800,169	1,263,335	424,857	382,057	382,057
Capital Outlay							
Capital Outlay - Buildings	0	0	0	0	0	0	0
Capital Outlay - Gen Improvements (I.P.)	230,000	550,000	550,000	550,000	0	0	0
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	230,000	550,000	550,000	550,000	0	0	0
Installment Purchase							
Installment Purchase	41,903	114,650	114,650	114,650	94,830	94,830	94,830
Subtotal Installment Purchase	41,903	114,650	114,650	114,650	94,830	94,830	94,830
Totals	1,650,963	1,207,640	1,651,102	2,114,373	725,456	685,792	685,792

Public Services - General Services Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Public Services Facility - Paving	Three of ten annual payments	\$23,000
Town Hall Parking Lots Paving	Two of ten annual payments	71,830
Subtotal Installment Purchase		94,830
Capital Outlay - Buildings		
Subtotal Capital Outlay - Buildings		0
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
Capital Outlay - General Improvements (I.P.)		
Subtotal Capital Outlay - General Improvements (I.P.)		0
* Item(s) is being paid for under installment purchase financing.		

PARKS AND RECREATION DEPARTMENT

GOALS & OBJECTIVES FY 2017-2018

“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 through 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 Bagley-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 14 seasonal or part-time staff.

Goals and Objectives for Fiscal Year 2017-2018:

1. Search and apply for external funding opportunities that will both advance the departments planning efforts and benefit the Town.
 - a) Continue seeking and applying for grants for the upcoming capital projects.
 - b) Continue to utilize “e-Civic” a grant database system & management tool. Software which will assist us in locating funding opportunities for 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.

PARKS AND RECREATION DEPARTMENT

GOALS & OBJECTIVES FY 2017-2018

3. Improving & developing park facilities.
 - a) Improve and maintain turf grass on all athletic fields.
 - b) Establish effective inspections, reporting, and, repairs of all system amenities, equipment, and, facilities.
 - c) Begin to implement ADA transitional plan in order to meet the inclusion standards including some Universal design concepts.
 - d) Evaluate future projected workload in association with future staffing needs.
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 improve and promote the use the department's registration software.
 - e) Expand our cyber presence through social media to keep the public informed.

Parks & Recreation Department

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$448,194	\$564,234	\$564,234	\$564,234	\$586,756	\$586,756	\$586,756
Salaries & Wages - Temp/PT	98,900	126,690	126,690	129,320	129,320	133,310	133,310
Salaries & Wages - Overtime	6,071	7,000	7,000	7,000	7,000	7,000	7,000
FICA Tax Expenses	40,793	53,432	53,432	53,593	55,356	55,661	55,661
Group Insurance Expenses	69,207	120,443	120,443	120,443	132,103	128,033	128,033
Retirees Insurance Expense	6,410	6,866	6,866	6,866	2,400	2,387	2,387
Retirement Expense - Reg.	35,361	40,113	40,113	50,791	44,532	44,532	44,532
Employee Appreciation	420	525	525		525	525	525
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	4,451	5,713	5,713	5,713	11,509	11,509	11,509
Employee Training	9,381	3,715	3,715	4,000	7,640	7,640	7,640
Subtotal Personnel	719,188	928,731	928,731	941,960	977,141	977,353	977,353
Operating and Maintenance							
Professional Services	15,358	8,550	48,050	8,550	72,210	56,210	56,210
Telephone & Postage	9,506	12,600	12,600	12,600	12,600	12,600	12,600
Printing	132	500	500	500	500	500	500
Departmental Utilities Expense	77,619	77,000	92,000	90,000	80,100	80,100	80,100
Travel	2,638	3,100	3,100	5,500	5,675	5,675	5,675
Maintenance/Repair - Bldg.	167,223	70,000	93,168	70,000	62,600	62,600	62,600
Maintenance/Repair - Radio	0	0	0	0	0	0	0
Maintenance/Repair - Ballfields	52,051	35,000	47,000	50,000	51,500	51,500	51,500
Maintenance/Repair - Other	5,908	6,800	6,800	6,800	6,800	6,800	6,800
Building & Equipment Rental	68,631	71,150	71,150	71,150	75,930	75,930	75,930
Advertising	1,648	800	800	1,700	800	800	800
Office Supplies	5,107	4,070	4,070	4,500	4,120	4,120	4,120
Departmental Supplies/Mat.	47,331	32,000	32,000	35,000	35,800	35,800	35,800
Departmental Supplies/Facilities	0	17,000	20,552	17,000	29,000	20,000	20,000
Landscaping Supplies/Mat.	15,356	5,500	5,500	5,500	13,000	9,500	9,500
Landscaping Supplies/Parks	0	21,400	24,400	21,400	30,000	30,000	30,000
Landscaping Supl/Mat. Tree Care	0	0	0	0	0	0	0
Concession Supplies/Mat.	33	2,000	2,000	2,000	2,000	2,000	2,000
Uniforms & Accessories	5,245	5,330	5,330	5,330	6,990	6,990	6,990
Equipment Lease Expense	27,346	29,300	29,300	29,300	33,800	33,800	33,800
Special Events	34,446	34,500	34,500	34,500	34,500	34,500	34,500
Athletic Expenses	68,601	78,722	78,722	78,722	78,722	78,722	78,722
Recreational Activities - Gen Program	45,380	22,500	50,713	46,000	22,500	22,500	22,500
Recreational Camps	29,639	28,190	28,190	29,000	32,440	32,440	32,440
Wildlife Maintenance	21	400	400	0	4,400	4,400	4,400
Special Marketing Activities	17,874	20,205	20,205	20,205	20,200	20,200	20,200
Contracted Services	2,267	4,000	8,330	4,000	10,800	10,800	10,800
Contracted Services - KSA	0	0	0	0	12,000	12,000	12,000
Dues and Subscriptions	4,245	2,995	2,995	4,800	4,405	4,405	4,405
Insurance and Bonds	21,290	25,371	25,371	25,464	34,969	34,969	34,969
Miscellaneous Expenses	1,505	1,500	1,500	1,600	1,500	1,500	1,500
Subtotal Operating	726,400	620,483	749,246	681,121	779,861	751,361	751,361
<i>Continued on next page</i>							

Parks & Recreation Department

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Capital Outlay							
Capital Outlay - General Improvements	\$159,124	\$0	\$35,000	\$0	\$0	\$0	\$0
Capital Outlay - Improvements (I.P.)	748,692	200,000	200,000	220,000	213,000	213,000	213,000
Capital Outlay - Equipment	0	0	68,000	0	0	0	0
Capital Outlay - Equipment (I.P.)	29,571	0	0	0	107,000	107,000	107,000
Non-Capital Outlay - Equipment (I.P.) *	0	35,000	35,000	35,000	0	0	0
Subtotal Capital Outlay	937,388	235,000	338,000	255,000	320,000	320,000	320,000
Installment Purchase							
Installment Purchase	136,912	150,906	150,906	150,906	212,203	212,203	212,203
Subtotal Installment Purchase	136,912	150,906	150,906	150,906	212,203	212,203	212,203
Totals	2,519,888	1,935,120	2,166,883	2,028,987	2,289,205	2,260,917	2,260,917

Parks & Recreation Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Admin Vehicle	Four of five annual payments	\$6,150
Landscaping Truck	Three of five annual payments	5,936
Wireless Camera System - Fourth of July Park	Three of five annual payments	11,024
General Improvements at Ivey Redmon Sports Complex	Three of five annual payments	86,700
Fourth of July Park - Shelter Improvements	Two of ten annual payments	6,530
Harmon Park - Bathroom Improvements	Two of ten annual payments	19,590
Maintenance Building Fencing - Ivey Redmon Park	Two of ten annual payments	7,476
Crew Cab Pickup Truck	First of five annual payments	10,642
Jacobson Truckster	First of five annual payments	6,450
Park Automatic Gate	First of five annual payments	4,515
Bobcat Overseeder Attachment	First of five annual payments	1,397
Fourth of July Park - ADA Upgrade/Replacement	First of five annual payments	45,793
Subtotal Installment Purchase		212,203
Capital Outlay - Equipment (I.P.) *		
Crew Cab Pickup Truck	New Request	49,500
Jacobson Truckster	New Request	30,000
Park Automatic Gate	New Request	21,000
Bobcat Overseeder Attachment	New Request	6,500
Subtotal Capital Outlay - Equipment (I.P.)		107,000
Capital Outlay - General Improvements (I.P.) *		
Fourth of July Park - ADA Upgrade/Replacement	New Request	213,000
Subtotal Capital Outlay - Equipment (I.P.)		213,000
Non-Capital Outlay - Equipment (I.P.) *		
Subtotal Non-Capital Outlay - Equipment (I.P.)		0
* Item(s) is being paid for under installment purchase financing.		

PADDISON MEMORIAL LIBRARY

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

1. Due to the impending reuse and repurpose of this building in the near future, the only goals are to keep existing equipment operating.

Library

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Operating and Maintenance							
Departmental Utilities Expense	\$19,587	\$25,200	\$25,200	\$15,000	\$25,200	\$25,200	\$25,200
Maintenance/Repair - Bldg.	44,435	7,500	7,500	7,500	10,000	10,000	10,000
Maintenance/Repair - Other	4,753	8,000	8,000	7,000	5,000	5,000	5,000
Departmental Supplies	6,896	6,900	6,900	6,900	6,900	6,900	6,900
Contracted Services	5,330	7,494	7,494	7,400	7,494	7,494	7,494
Insurance and Bonds	2,067	2,659	2,659	2,129	1,198	1,198	1,198
Miscellaneous Expenses	0	300	300	300	300	300	300
Subtotal Operating	83,068	58,053	58,053	46,229	56,092	56,092	56,092
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	83,068	58,053	58,053	46,229	56,092	56,092	56,092

SPECIAL APPROPRIATIONS

GOALS & OBJECTIVES FY 2017-18

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

2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Operating and Maintenance							
Reserve for Future Group Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Cap Reserve from GF	0	0	65,000	65,000	0	0	0
Transfer to Cap Reserve from GF - Cedar Knoll	0	0	70,000	123,509	0	0	0
Transfer to Cap Res/future Transp Projects	0	0	0	0	350,000	350,000	350,000
Transfer to Cap Res/future Fire Dept Projects	0	0	530,875	530,875	0	0	0
Transfer to Cap Res/CRF Development Fee	102,537	51,300	51,300	51,300	219,748	219,748	219,748
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	114,367	114,367	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	46,433	31,440	47,700	47,700	34,242	34,242	34,242
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 Public Services Facility- CPO Fund -Debt Service	0	0	0	0	441,100	441,100	441,100
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	365,549	303,319	1,099,821	1,153,330	1,265,669	1,265,669	1,265,669
Other							
FY11-12 Reserve - Salaries	0	0	0	0	0	0	0
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	78,690	69,983	69,983	69,983	61,275	61,275	61,275
Revolving Sewer Loan - Principal	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Revolving Sewer Loan - Interest	96,800	87,120	87,120	87,120	77,440	77,440	77,440
Subtotal Debt Service	980,490	962,103	962,103	962,103	943,715	943,715	943,715
Totals	1,346,039	1,265,422	2,061,924	2,115,433	2,209,384	2,209,384	2,209,384

FORFEITURE FUND

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

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, Narcotics Division, and the overall mission of the Department.

Law Enforcement Forfeiture - Federal Justice

Revenues Detailed	
2017-18 Annual Budget	

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Loan for Installment Purchases	\$335,000	\$0	\$0	\$0	\$0	\$0	\$0
Interest on Investments	101	25	25	25	25	25	25
Forfeiture Funds - Fed. Justice	69,916	0	98,269	98,268	0	0	0
Restitution Payments	4,284	0	1,070	1,070	0	0	0
Fund Balance Appropriated	0	79,975	0	0	70,993	70,993	70,993
Fund Balance Unappropriated*	128,523	48,548	128,523	128,523	57,530	57,530	57,530
* Not included in totals							
Totals	409,301	80,000	99,364	99,363	71,018	71,018	71,018

Law Enforcement Forfeiture - Federal Justice

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Operating and Maintenance							
Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Departmental Supplies/Mat.	0	0	0	0	0	0	0
Uniforms and Accessories	0	0	9,776	4,300	0	0	0
Information/Ammo Expense	0	8,982	0	0	0	0	0
Employee Training	0	0	0	0	0	0	0
Travel	0	0	0	0	0	0	0
Subtotal Operating	0	8,982	9,776	4,300	0	0	0
Capital Outlay							
Capital Outlay - Improvements	0	0	0	0	0	0	0
Capital Outlay - Equipment	49,983	0	0	0	0	0	0
Capital Outlay - Equipment (LP)	333,606	0	0	0	0	0	0
Subtotal Capital Outlay	383,589	0	0	0	0	0	0
Special Appropriations							
Transfer to General Fund	36,000	0	18,570	24,045	0	0	0
Subtotal Special Appropriations	36,000	0	18,570	24,045	0	0	0
Installment Purchase							
Installment Purchase	68,824	71,018	71,018	71,018	71,018	71,018	71,018
Subtotal Installment Purchase	68,824	71,018	71,018	71,018	71,018	71,018	71,018
Totals	488,413	80,000	99,364	99,363	71,018	71,018	71,018

Law Enforcement Forfeiture - Federal Justice - Capital Outlay

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

Law Enforcement Forfeiture - US Treasury

Revenues Detailed

2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Interest on Investments	\$23	\$25	\$25	\$25	\$25	\$25	\$25
Forfeiture Funds - U.S. Treasurer	7,477	0	5,755	0	0	0	0
Fund Balance Appropriated	0	0	0	0	0	0	0
Fund Balance Unappropriated*	30,073	30,073	30,073	30,073	30,073	30,073	30,073
* Not included in totals							
Totals	7,500	25	5,780	25	25	25	25

Law Enforcement Forfeiture - US Treasury

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Operating and Maintenance							
Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Training	0	0	0	0	0	0	0
Travel	0	0	0	0	0	0	0
Departmental Supplies/Mat.	0	25	5,780	25	25	25	25
Subtotal Operating	0	25	5,780	25	25	25	25
Capital Outlay							
Capital Outlay - General Improvements	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	0	25	5,780	25	25	25	25

[illegible]

Revenues Detailed	
2017-18 Annual Budget	

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Interest on Investments	\$48	\$25	\$25	\$25	\$25	\$25	\$25
Forfeiture Funds - State/Local	0	0	0	0	0	0	0
State Unauth. Substance Tax	15,381	0	5,378	5,378	0	0	0
Loan for Installment Purchases	50,000	0	0	0	0	0	0
Fund Balance Appropriated	0	10,825	10,825	10,347	10,825	10,825	10,825
Fund Balance Unappropriated*	44,495	33,670	33,670	34,148	23,323	23,323	23,323
* Not included in totals							
Totals	65,428	10,850	16,228	15,750	10,850	10,850	10,850

Law Enforcement Forfeiture - State/Local

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
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.	0	0	5,378	4,900	0	0	0
Information and Ammo Expense	8,028	0	0	0	0	0	0
Trans. to GF-GHSP-Grant Match	0	0	0	0	0	0	0
Subtotal Operating	8,238	250	5,628	5,150	250	250	250
Capital Outlay							
General Improvements	0	0	0	0	0	0	0
Capital Outlay Equipment	10,972	0	0	0	0	0	0
Capital Outlay - Equipment	50,000	0	0	0	0	0	0
Subtotal Capital Outlay	60,972	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	10,272	10,600	10,600	10,600	10,600	10,600	10,600
Subtotal Installment Purchase	10,272	10,600	10,600	10,600	10,600	10,600	10,600
Totals	79,482	10,850	16,228	15,750	10,850	10,850	10,850

Law Enforce. Forfeiture -State and Local - Capital Outlay

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

JUSTICE ASSISTANCE GRANT

GOALS & OBJECTIVES FY 2017-2018

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.

Justice Assistance Grant	
1. Agency Name	
2. Agency Address	
3. Agency Phone	
4. Agency Fax	
5. Agency Email	
6. Agency Website	
7. Agency Type	
8. Agency Size	
9. Agency Budget	
10. Agency Description	
11. Agency Mission Statement	
12. Agency Vision Statement	
13. Agency Goals	
14. Agency Objectives	
15. Agency Programs	
16. Agency Services	
17. Agency Staff	
18. Agency Board	
19. Agency Partners	
20. Agency Funding	
21. Agency Impact	
22. Agency Evaluation	
23. Agency Accountability	
24. Agency Transparency	
25. Agency Integrity	
26. Agency Ethics	
27. Agency Compliance	
28. Agency Risk Management	
29. Agency Quality Improvement	
30. Agency Customer Satisfaction	
31. Agency Employee Satisfaction	
32. Agency Community Engagement	
33. Agency Environmental Stewardship	
34. Agency Social Responsibility	
35. Agency Diversity and Inclusion	
36. Agency Accessibility	
37. Agency Information Security	
38. Agency Data Privacy	
39. Agency Cybersecurity	
40. Agency Disaster Preparedness	
41. Agency Business Continuity	
42. Agency Crisis Management	
43. Agency Public Relations	
44. Agency Marketing	
45. Agency Communications	
46. Agency Outreach	
47. Agency Advocacy	
48. Agency Policy Development	
49. Agency Rulemaking	
50. Agency Enforcement	
51. Agency Investigation	
52. Agency Prosecution	
53. Agency Defense	
54. Agency Juvenile Justice	
55. Agency Adult Justice	
56. Agency Probation	
57. Agency Parole	
58. Agency Corrections	
59. Agency Law Enforcement	
60. Agency Judiciary	
61. Agency Legal Services	
62. Agency Public Defender	
63. Agency Prosecutor General	
64. Agency Attorney General	
65. Agency State Bar	
66. Agency County Bar	
67. Agency City Bar	
68. Agency Town Bar	
69. Agency Village Bar	
70. Agency Precinct Bar	
71. Agency Ward Bar	
72. Agency District Bar	
73. Agency County Bar	
74. Agency State Bar	
75. Agency National Bar	
76. Agency International Bar	
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Revenues Detailed	
2017-18 Annual Budget	

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Interest on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal J.A.G.	0	0	0	0	0	0	0
Federal J.A.G. - Grant	0	0	0	0	0	0	0
Trans. fr. Police Contributions	0	0	0	0	0	0	0
Fund Balance Appropriated	0	0	0	0	0	0	0
Fund Balance Unappropriated*	0	0	0	0	0	0	0
* Not included in totals							
Totals	0	0	0	0	0	0	0

Justice Assistance Grant

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Operating and Maintenance							
Telephone & Postage	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Departmental Supplies/Mat.	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Departmental Supplies/Mat. - Grant	0	0	0	0	0	0	0
Trans. to General Fund - Fund Equity	0	0	0	0	0	0	0
Subtotal Operating	0	0	0	0	0	0	0
Capital Outlay							
Capital Outlay - Equipment	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Totals		0	0	0	0	0	0

CONTRIBUTIONS

GOALS & OBJECTIVES FY 2017-18

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 2017-18:

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

Contributions	
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Revenues Detailed	
2017-18 Annual Budget	

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Interest on Investments	\$70	\$25	\$25	\$70	\$25	\$25	\$25
Contributions - Park Development	0	0	0	0	0	0	0
Contributions - Police Dept.	301	807	3,875	3,875	1,600	1,600	1,600
Contributions - Fire Department	25	0	0	0	0	0	0
Contributions - Earth Day	2,040	0	0	0	0	0	0
Contributions - Recreation Special Events	35	0	0	0	0	0	0
Contributions - Police Day Camp	2,875	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	1,115	50	1,055	1,055	0	0	0
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	200	6,000	0	1,215	1,215	1,215
Fund Balance Unappropriated*	85,848	83,756	83,756	86,902	85,687	85,687	85,687
* Not included in totals							
Totals	6,461	5,082	14,955	9,000	6,840	6,840	6,840

Contributions Fund							
Expenditures Detailed 2017-18 Annual Budget							
Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Operating and Maintenance							
Departmental Supplies/Mat.	\$600	\$650	\$3,718	\$3,445	\$1,600	\$1,600	\$1,600
Explorers Program Expense	\$232	\$232	\$232	200	840	840	840
Police Day Camp Expenses	3,215	4,000	4,000	4,000	4,000	4,000	4,000
Protector Program Expenses	340	200	200	300	400	400	400
FD Buckle Bear	750	0	6,805	0	0	0	0
Reserve - PD Projects	0	0	0	0	0	0	0
Earth Day	157	0	0	0	0	0	0
Departmental Supplies - Park Development	0	0	0	0	0	0	0
Subtotal Operating	5,294	5,082	14,955	7,945	6,840	6,840	6,840
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	5,294	5,082	14,955	7,945	6,840	6,840	6,840

E-911 FUND

GOALS & OBJECTIVES FY 2017-18

The primary purpose of the E-911 fund is to support E-911 call related efforts and activities. The E-911 Fund is supported through general fund revenues and a reimbursement process from Forsyth County, which was obtained thorough a formal agreement between the Town and Forsyth County. The expenditures within this fund include expenses that are allowable as defined by the NC 911 Board and state law. The primary goal of this fund is to process E-911 calls in the most efficient and effective manner possible.

E-911

Revenues Detailed

2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Interest on Investments	\$137	\$0	\$0	\$123	\$25	\$25	\$25
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	26,684	28,000	28,000	28,063	28,000	28,000	28,000
Trans. from General Fund	46,433	31,440	47,700	47,700	34,242	34,242	34,242
Fund Balance Appropriated	0	0	0	0	0	0	0
Fund Balance Unappropriated*	20,094	20,094	20,094	20,094	20,094	20,094	20,094
* Not included in totals							
Totals	73,254	59,440	75,700	75,886	62,267	62,267	62,267

E-911

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Operating and Maintenance							
Professional Services	\$864	\$1,200	\$17,460	\$16,975	\$0	\$0	\$0
Telephone & Postage	9,471	10,620	10,620	10,000	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.	0	38,700	38,700	37,987	48,527	48,527	48,527
Departmental Supplies/Mat.	3,518	6,040	6,040	0	240	240	240
E-911 Equipment Lease	2,614	2,880	2,880	2,615	2,880	2,880	2,880
Mapping & GIS Expense	0	0	0	0	0	0	0
Subtotal Operating	16,467	59,440	75,700	67,577	62,267	62,267	62,267
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	40,729	0	0	0	0	0	0
Subtotal Installment Purchase	40,729	0	0	0	0	0	0
Totals	57,196	59,440	75,700	67,577	62,267	62,267	62,267

WORKERS' COMPENSATION SELF-INSURANCE FUND

GOALS & OBJECTIVES FY 2017-2018

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 2017-2018, 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	
2017-18 Annual Budget	

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Interest on Investments	\$933	\$100	\$100	\$100	\$100	\$100	\$100
Charges for Services	311,126	318,528	318,528	318,528	303,884	303,884	303,884
Fund Balance Appropriated	0	0	0	0	0	0	0
Fund Balance Unappropriated*	558,178	558,178	558,178	558,178	558,178	558,178	558,178
* Not included in totals							
Totals	312,059	318,628	318,628	318,628	303,984	303,984	303,984

Workers' Compensation Self-Insurance

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Workers' Comp. Claims/Serv. Stop Loss Insurance	\$59,483 66,043	\$235,000 74,628	\$235,000 74,628	\$235,000 74,628	\$235,000 59,984	\$235,000 59,984	\$235,000 59,984
Subtotal Personnel	125,526	309,628	309,628	309,628	294,984	294,984	294,984
Operating and Maintenance							
Professional Services Increase in Reserves	9,500 0	9,000 0	9,000 0	9,000 0	9,000 0	9,000 0	9,000 0
Subtotal Operating	9,500	9,000	9,000	9,000	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	135,026	318,628	318,628	318,628	303,984	303,984	303,984

STORMWATER ENTERPRISE FUND

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

1. Evaluate crosslines of >24" corrugated metal pipes and RCP to determine cost to repair and or replace. This study will be in conducted with the Streets Division.
2. Perform stream restoration of Phase I of Beeson Creek.
3. Assist the Director with the strategic plan review.
4. Construct 10-tier bio retention device at the new Public Services Building.
5. Review and remove any files, equipment, furniture, etc. that are no long needed before moving into the new building-complete move by the end of December.

Stormwater Enterprise Fund

Revenues Detailed

2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Loan for Installment Purchases	\$0	\$350,000	\$350,000	\$350,000	\$0	\$0	\$0
Clean Water Trust Fund	0	0	0	0	400,000	400,000	400,000
Due fr. NCDWQ Grant	0	0	8,600	0	0	0	0
Division of Water Resources	0	0	0	0	45,000	45,000	45,000
Interest on Investments	2,277	500	500	500	500	500	500
Interest and Penalties	2,637	1,000	1,000	3,000	2,500	2,500	2,500
Stormwater Fees	1,034,400	1,064,000	1,064,000	1,042,720	1,071,527	1,071,527	1,071,527
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	145,288	217,688	121,405	200,000	268,284	268,284
Fund Balance Unappropriated*	894,311	749,023	676,623	772,906	572,906	572,906	572,906
* Not included in totals							
Totals	1,255,893	1,781,367	1,862,367	1,738,204	1,940,106	2,008,390	2,008,390

Stormwater Enterprise Fund

Expenditures Detailed 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Personnel & Professional							
Salaries & Wages - Regular	\$212,326	\$382,159	\$380,159	\$325,000	\$408,896	\$408,896	\$408,896
Salaries & Wages - Reg - Engineering	14,764	0	0	0	0	0	0
Salaries & Wages - Reg - Inspection	17,877	0	0	0	0	0	0
Salaries & Wages - Reg - Planning	26,800	0	0	0	0	0	0
Salaries & Wages - Reg - Sanitation	31,365	0	0	0	0	0	0
Salaries & Wages - Reg - Streets	11,731	0	0	0	0	0	0
Salaries & Wages - Temp/PT	960	0	0	0	0	0	0
Salaries & Wages - Overtime	1,847	1,000	3,000	5,500	8,000	8,000	8,000
FICA Tax Expenses	15,619	29,336	29,336	25,284	31,917	31,917	31,917
FICA Tax Expenses - Engineering	1,084	0	0	0	0	0	0
FICA Tax Expenses - Inspection	1,315	0	0	0	0	0	0
FICA Tax Expenses - Planning	1,969	0	0	0	0	0	0
FICA Tax Expenses - Sanitation	2,256	0	0	0	0	0	0
FICA Tax Expenses - Streets	817	0	0	0	0	0	0
Group Insurance Expenses	36,189	66,764	66,764	66,764	79,014	77,932	77,932
Group Insurance Expenses - Engineering	1,794	0	0	0	0	0	0
Group Insurance Expenses - Inspection	1,897	0	0	0	0	0	0
Group Insurance Expenses - Planning	3,161	0	0	0	0	0	0
Group Insurance Expenses - Sanitation	6,822	0	0	0	0	0	0
Group Insurance Expenses - Streets	2,544	0	0	0	0	0	0
Retirees Insurance Expense	0	0	0	0	0	3,221	3,221
Retirement Expense - Reg.	14,008	27,780	27,780	24,788	31,268	31,268	31,268
Retirement Expense - Reg. - Engineering	968	0	0	0	0	0	0
Retirement Expense - Reg. - Inspection	1,161	0	0	0	0	0	0
Retirement Expense - Reg. - Planning	1,788	0	0	0	0	0	0
Retirement Expense - Reg. - Sanitation	2,042	0	0	0	0	0	0
Retirement Expense - Reg. - Streets	734	0	0	0	0	0	0
Employee Appreciation	155	315	315		315	315	315
Unemployment Insurance	0	0	0	0	0	0	0
Retirement Expense - 401K	2,100	3,832	3,832	4,958	8,021	8,021	8,021
Retirement Expense - 401K - Engineering	145	0	0	0	0	0	0
Retirement Expense - 401K - Inspection	174	0	0	0	0	0	0
Retirement Expense - 401K - Planning	268	0	0	0	0	0	0
Retirement Expense - 401K - Sanitation	306	0	0	0	0	0	0
Retirement Expense - 401K - Streets	110	0	0	0	0	0	0
Employee Training	1,648	4,000	4,000	4,000	4,000	4,000	4,000
Employee Training - Engineering	0	0	0	0	0	0	0
Employee Training - Planning	0	0	0	0	0	0	0
Subtotal Personnel	418,745	515,186	515,186	456,294	571,431	573,570	573,570
Operating and Maintenance							
Professional Services	55,326	70,000	110,000	120,000	77,500	77,500	77,500
Professional Services - Engineering	0	0	0	0	0	0	0
Stormwater Fees Expense	19,278	19,500	19,500	19,500	19,500	19,500	19,500
Telephone & Postage	5,084	5,900	5,900	5,500	5,900	5,900	5,900
Printing	4,259	7,000	7,000	6,000	10,600	10,600	10,600
Departmental Utilities	2,097	3,000	3,000	3,000	7,500	7,500	7,500
Travel	3,548	3,150	3,150	3,100	3,556	3,556	3,556
Travel - Engineering	0	0	0	0	0	0	0
Travel- Planning	0	0	0	0	0	0	0
Maintenance Repair - Other	0	2,000	2,000	1,500	2,000	2,000	2,000
Maintenance Repair - Storm Drains	119,519	200,000	281,000	200,000	200,000	200,000	200,000
Building and Equipment Rental	0	25,000	25,000	25,000	60,000	60,000	60,000
<i>Continued on next page</i>							

Stormwater Enterprise Fund

Expenditures Detailed

2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Operating and Maintenance							
Advertising	\$2,625	\$3,000	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000
Advertising - HT Retrofit BMP	0	0	0	0	0	0	0
Office Supplies	3,981	3,250	3,250	3,200	6,030	6,030	6,030
Departmental Supplies/Mat.	42,579	16,500	26,500	16,000	82,000	82,000	82,000
Departmental Supplies/Mat. - Engineering	1,790	0	0	0	0	0	0
Departmental Supplies/Mat. - Planning	481	0	0	0	0	0	0
Departmental Supplies/Mat. - Sanitation	8,001	10,000	10,000	10,000	10,000	10,000	10,000
Departmental Supplies/Mat. - Streets	3,698	3,500	3,500	3,500	3,500	3,500	3,500
Street Supplies/Materials	9,864	10,000	10,000	10,000	10,000	10,000	10,000
Diesel Fuel - Central Maintenance	0	5,000	5,000	5,000	5,000	5,000	5,000
Parts & Accessories - Central Maintenance	3,354	30,000	30,000	30,000	15,000	15,000	15,000
Uniforms	580	1,000	1,000	1,000	1,000	1,000	1,000
Equipment Lease Expense	2,168	5,000	5,000	5,000	5,000	5,000	5,000
Contracted Services	84,500	40,790	40,790	40,000	37,620	37,620	37,620
Contracted Services-Beeson Creek	0	0	0	0	630,000	630,000	630,000
Contracted Services-Bioretenion (PS Bldg)	0	0	0	0	90,000	90,000	90,000
Dues and Subscriptions	1,970	3,638	3,638	3,638	3,638	3,638	3,638
Insurance and Bonds	26,177	26,131	26,131	26,224	22,654	22,654	22,654
Miscellaneous Expenses	350	2,000	2,000	2,000	2,000	2,000	2,000
Subtotal Operating/Maintenance	401,230	495,359	626,359	542,162	1,313,998	1,313,998	1,313,998
Capital Outlay							
Cap. Outlay - Land-HT Retrofit	0	0	0	0	0	0	0
Capital Outlay - Gen. Improve.	165,114	300,000	250,000	100,000	0	0	0
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	380,961	0	0	0	0	0	0
Capital Outlay - Equipment (IP)	0	350,000	350,000	300,000	0	0	0
Subtotal Capital Outlay	546,075	650,000	600,000	400,000	0	0	0
Installment Purchase							
Installment Purchase	46,062	120,822	120,822	120,822	120,822	120,822	120,822
Subtotal Installment Purchase	46,062	120,822	120,822	120,822	120,822	120,822	120,822
Totals	1,412,112	1,781,367	1,862,367	1,519,278	2,006,251	2,008,390	2,008,390

Stormwater Enterprise Fund - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Street Sweeper	Four of Five Annual Payments	\$46,065
Skid Steer Loader	Two of Five Annual Payments	16,019
Swapbody Truck w/Attachments	Two of Five Annual Payments	29,903
Swapbody Dump Bed	Two of Five Annual Payments	3,204
Swapbody Water Tank	Two of Five Annual Payments	4,272
Swapbody Dump Flat Bed	Two of Five Annual Payments	3,204
Leaf Vacuum	Two of Five Annual Payments	18,155
Subtotal Installment Purchase		120,822
General Improvement		
Subtotal Capital Outlay - General Improvement		0
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.		

OCCUPANCY TAX FUND

GOALS & OBJECTIVES FY 2017-18

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.

PUBLIC SERVICES - KERNER MILL GREENWAY

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

1. Obtain approval to proceed with project.
2. Complete 50% of construction by the end of the fiscal year.

Kerners Mill Creek Greenway - Capital Project Ordinance

Revenues Detailed 2017-18 Annual Budget

Classification	Actual Life to Date FY 15-16	Original Approved FY 11-12	Revised Life to Date FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Interest Earned on Investments	\$333	\$0	\$0	\$100	\$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	403,806	65,000	0	0	0
Fund Balance Appropriated	0	0	15,000	0	25,603	25,603	25,603
Fund Balance Unappropriated*	5,257	5,257		25,603	0	0	0
<p style="text-align: center;">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.</p>							
* Not included in totals							
Totals	339,139	1,628,806	1,823,869	65,100	1,430,766	1,430,766	1,430,766

Kerner Mill Creek Greenway Capital Project Ordinance

Expenditures Detailed

2017-18 Annual Budget

[illegible]

Kerners Mill Creek Greenway Capital Project Ordinance

Item	Remarks	Item or Project Cost
Capital Outlay - Land	New Request	\$72,603
Land		
Subtotal Capital Outlay - Land		72,603
Capital Outlay - Infrastructure	New Request	1,236,573
Greenway Construction		
Subtotal Capital Outlay - Infrastructure		1,236,573

PUBLIC SERVICES FACILITY CAPITAL PROJECTS ORDINANCE FUND

GOALS & OBJECTIVES FY 2017-18

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 2017-2018:

1. Complete construction of Operations Building by the end of November.
2. Move into new facility by the end of December.
3. Close out fund.

Public Services Facility - Capital Project Ordinance

Revenues Detailed 2017-18 Annual Budget

Classification	Actual Life to Date FY 16-17	Original Approved FY 07-08	Revised Life to Date FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
IP Loan Proceeds	\$29	\$0	\$5,130,000	\$5,130,000	\$0	\$0	\$0
Interest on Investments	27,232	0	28,576	924	505	505	505
Trans. from General Fund	567,326	370,000	567,326	0	441,100	441,100	441,100
Trans. from Stormwater Fund	405,000	0	405,000	0	0	0	0
Fund Balance Appropriated	0	0	0	0	2,408,196	2,408,196	2,408,196
Fund Balance Unappropriated*	556,893		556,893	0	0	0	0
<p style="text-align: center;">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.</p>							
<p>* Not included in totals</p>							
Totals	999,587	370,000	6,130,902	5,130,924	2,849,801	2,849,801	2,849,801

Public Services Facility - Capital Project Ordinance

	Expenditures Detailed 2017-18 Annual Budget
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[illegible]

Public Services Facility CPO - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase	Second of fifteen annual payments	\$441,100
Public Services Operations Building		
Subtotal Capital Outlay - General Improvements		441,100
Capital Outlay - Buildings		2,130,000
Subtotal Capital Outlay - Buildings		2,130,000
Capital Outlay - Reserves		\$0
Subtotal Capital Outlay - Reserves		0

Fire Department Facility Capital Project Ordinance Fund

Revenues Detailed 2017-18 Annual Budget

Classification	Actual Life to Date FY 16-17	Original Approved 16-17	Revised Life to Date FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
IP Loan Proceeds	\$0	\$6,200,000	\$6,200,000	\$0	\$6,900,000	\$6,900,000	\$6,900,000
Interest on Investments	0	0	0	0	0	0	0
Trans. from General Fund	530,875	530,875	530,875	530,875	0	0	0
Trans. from Stormwater Fund	0	0	0	0	0	0	0
Fund Balance Appropriated	0	0	0	0	510,385	510,385	510,385
Fund Balance Unappropriated*	0	0	530,875	530,875	20,490	20,490	20,490
<p style="text-align: center;">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.</p>							
<p>* Not included in totals</p>							
Totals	530,875	6,730,875	6,730,875	530,875	7,410,385	7,410,385	7,410,385

Fire Department Facility - Capital Project Ordinance

Expenditures Detailed

2017-18 Annual Budget

[illegible]

Fire Department Facility CPO - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
New Fire Station	First of twenty annual payments	\$510,385
Subtotal Installment Purchase		510,385
Capital Outlay - Equipment		
New Fire Station	New Request	6,900,000
Subtotal Capital Outlay - Equipment (I.P.)		6,900,000
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment (I.P.)		0
Capital Outlay - Equipment (I.P.) *		
Subtotal Capital Outlay - Equipment (I.P.)		0
* Item(s) is being paid for under installment purchase financing.		

CAPITAL RESERVE FUND

GOALS & OBJECTIVES FY 2017-18

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 2017-18 Annual Budget

Classification	Actual FY 15-16	Approved FY 16-17	Revised FY 16-17	Estimated FY 16-17	Dept'al Request FY 17-18	Manager Recom. FY 17-18	Board Approved FY 17-18
Interest Earned on Investments	\$1,613	\$100	\$100	\$2,000	\$2,000	\$2,000	\$2,000
Transfer from General Fund	0	0	0	0	0	0	0
Transfer fr Gen Fund - Transportation Projects	0	0	0	0	0	350,000	350,000
Transfer fr Gen Fund - Development Fee Projects	102,537	51,300	51,300	222,548	0	0	0
Transfer fr Gen Fund - Development - Cedar Knoll	0	0	70,000	123,509	219,748	219,748	219,748
Transfer fr Gen Fund - Future Engineering Projects	0	0	114,367	114,367	0	0	0
Transfer fr Stormwater Fund - Group Insurance	0	0	0	0	0	0	0
Fund Balance Appropriated	0	766,831	766,831	0	1,227,255	1,227,255	1,227,255
Fund Balance Unappropriated*	730,792	0	0	1,227,255	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	104,150	818,231	1,002,598	462,424	1,449,003	1,799,003	1,799,003

Capital Reserve Fund

Expenditures Detailed	
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2017-18 Annual Budget

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ORDINANCE NO. O-2017-26
AN ORDINANCE MAKING APPROPRIATIONS FOR THE OVERALL OPERATIONS
OF THE TOWN OF KERNERSVILLE FOR THE YEAR JULY 1, 2017
THROUGH JUNE 30, 2018

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 2017-2018 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	16,026,757
Other Taxes & Fees	124,561
Unrestricted Intergovernmental Revenue	7,474,575
Restricted Intergovernmental Revenue	4,375,335
Penalty and Interest	83,768
Other Revenues	105,500
Functionally Related Revenues	2,771,531
Operating Grants/Contributions	962,420
Interfund Transfers	48,600
Fund Balance Appropriated	0
Total Anticipated Revenues	31,973,047

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

General Fund

Governing Body	1,227,820
Administrative Department	344,177
Inspections Permits & Enforcement (Division of Community Development)	509,811
Finance Department	910,574
Information Technology Department	664,245
Planning and Zoning (Division of Community Development)	402,339
Human Resources Department	581,318
Police Department	8,765,161
Fire Department	6,073,255
Engineering Department	390,318
Street (Division of Public Services)	2,895,982
Solid Waste (Division of Public Services)	1,871,673
Recreation and Parks Department	2,260,917
Paddison Memorial Library Department	56,092
General Services Department	685,792
Special Appropriations Department	2,209,384
Public Services Administration	663,146
<u>Central Maintenance (Division of Public Services)</u>	<u>1,461,043</u>
Total	31,973,047

Section 3. That there is hereby levied a tax rate of fifty-five fourty five cents (\$0.5545) 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 \$2,897,090,885. and an estimated collection rate of 98.66% through June 30, 2018.

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

Other Revenue	75
Fund Balance Appropriated	81,818
Total Anticipated Revenues	81,893

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

Law Enforcement Forfeiture Funds Expenses	81,893
Total	81,893

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

Other Revenue	25
Contributions	5,600
Fund Balance Appropriated	1,215
Total Anticipated Revenues	6,840

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

Contribution Fund Expenses	6,840
Total	6,840

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

Other Revenue	25
Forsyth County Reimb. E-911	28,000
Transfer from General Fund	34,242
Fund Balance Appropriated	0
Total Anticipated Revenues	62,267

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

E-911 Expenses	62,267
Total	62,267

Section 7. That a Workers' Compensation Self-Insurance Fund be established with anticipated revenues as follows:

Other Revenue	100
Charges for Services	303,884
Total Anticipated Revenues	303,984

The expenditures for the Workers' Compensation Self-Insurance Fund shall be authorized as follows:

Workers' Compensation Self-Insurance Expenses	303,984
Total	303,984

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

Other Revenues	3,000
Clean Water Trust Fund	400,000
Division of Water Resources	45,000
IP Loan Proceeds	0
Stormwater Fees	1,071,527
Due/fr General Fund - Town's Stormwater Fees	220,579
Fund Balance Appropriated	268,284
Total Anticipated Revenues	2,008,390

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

Stormwater Enterprise Fund Expenses	2,008,390
Total	2,008,390

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

Occupancy Tax Revenue	120,000
Other Revenues	50
Fund Balance Appropriated	17,950
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	2,000
Transfer from General Fund-Transportation Projects	350,000
Transfer from General Fund-Cedar Knolls Project	219,748
Fund Balance Approp.	1,227,255
Total Anticipated Revenues	1,799,003

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

Reserve for Future Development Fee Projects	634,606
Reserve for Future Group Insurance Expense	1,632
Reserved for Fire Department	65,000
Reserved for Transportation Projects	800,608
Reserved for Future Project - Durham Street	171,648
Reserved for Future Project - Cedar Knolls Project	123,509
Transfer to General Fund- Interest on investments	2,000
Total	1,799,003

Section 11. That the Schedule of Fees and Charges be adopted for fiscal year 2017-18 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.

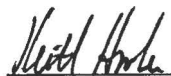
Section 15. That within funds appropriated a two percent (2.00%) 401-K contribution has been allocated for regular employees.

Section 16. That within funds appropriated a one percent (1.00%) of salaries has been allocated for a COLA increase 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.

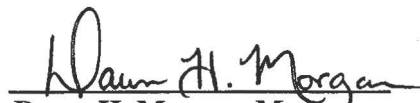
Adopted this the 27th day of June, 2017.

Attest:



Keith Hooker, Town Clerk




Dawn H. Morgan, Mayor

Schedule of Fees

July 1, 2017

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 color, 11" x 17"	\$0.30
Documents, Reprints, etc. Per page black & white, 11" x 17"	\$0.20
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 High Density Project	\$2,032.00
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 <1.5 acres	\$1,391.00
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 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 >5 acres With Road Improvement/Dedication Reviews	\$2,032.00

Community Development Rezoning Fees	
Special Use District Residential Single Family excluding PRD >1.5 acres	\$1,264.00
Special Use District Residential Single Family excluding PRD <1.5 acres	\$495.00
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 Non-Residential	\$641.00
Special Use Permits By Board of Adjustment Residential	\$256.00
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
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 per unit	\$52.00
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 1st sign \$25 each additional	\$132.00
Off Premise Sign Review	\$401.00
Sign Panel Change-Out Only 1st sign, \$10 each add panel	\$52.00
Wall or Projecting Sign 1st sign, \$10 each additional	\$132.00

Community Development Miscellaneous Charges	
Copier Print - Vellum 36" x any length Per foot	\$2.56
Copier Print 18" x 24"	\$3.84
Copier Print 24" x 36"	\$3.84
Copier Print Roll Feed 36"x any length Per foot	\$1.93

Community Development Miscellaneous Charges	
GIS Maps - Custom	\$19.00
Minimum plus \$12 per 15 mins after 1st 15 mins	
Reinspection after 1st inspection	\$50.00
<u>Other</u>	
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	

Building Inspection Fees	
<u>1 - Miscellaneous Building / Trade Fees</u>	
Cell Tower - equipment, additions or upgrades	\$160.00
Cell Tower - new	\$320.00
(Includes Electrical)	
Commercial re-roof	\$80.00
Construction Trailers	\$80.00
Daycare / Adult Day Care / Group Home Inspection	\$132.00
Demolition - Commercial/Industrial bldg.	\$52.00
Demolition - Residential buildings only	\$52.00
Foundation only permits	
25% of total like High Point	
Marquees, Canopies, Fixed Awnings	\$80.00
(Inspect structural, wind design, clearances)	
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	\$160.00
(Includes Electrical)	
<u>2 - Accessory Structure (Minimum Fees)</u>	
Carport, patio cover, screened porch	\$132.00
(add \$88 per PME trade)	
Decks, docks, open porches	\$132.00
(add \$88 per PME trade)	
Misc. / Basic Building Permit	\$80.00
Swimming Pools - above ground	\$132.00
(Includes structural, plumbing, electrical inspection)	
Swimming Pools - underground	\$212.00
(Includes underground, roughs, final inspection)	
Workshop, storage bldg., pump house	\$132.00
(add \$88 per PME trade)	

Building Inspection Fees	
<u>3 - Electrical</u>	
Additional fee for lighted signs	\$80.00
Cell Tower - co-locate	\$80.00
Commercial service change, relocation, reconnect	\$143.00
<u>3 - Electrical</u>	
Electrical Inspection for vacant structure	\$80.00
Generators - Residential (Includes Mechanical)	\$160.00
Low Voltage	\$80.00
Misc. / Basic Electrical Permit	\$80.00
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
Gas Water Heater Replacement (Includes Electrical)	\$80.00
<u>4 - Plumbing</u>	
Electric Water Heater Replacement (Includes Electrical)	\$80.00
Grease Traps	\$80.00
Misc. / Basic Plumbing Permit	\$80.00
Pumps, Sump Pumps, Replacement Fixtures, Sewer Lines, Misc.	\$80.00
Tankless Water Heater (Includes Electrical)	\$80.00
<u>5 - Refrigeration Units</u>	
0 - 20 hp per system	\$80.00
Minimum Fee	\$80.00
<u>6 - Mechanical</u>	
Exhaust systems, 0-3,000 CFM	\$161.00
Exhaust systems, 3,001- 5,000 CFM	\$193.00
Exhaust systems, 5,001 + CFM	\$641.00
Generators - Residential (Includes Electrical)	\$160.00
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	\$80.00
<u>7 - Other Fees</u>	
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 re-inspection	\$50.00
<u>7 - Other Fees</u>	
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	

Building Inspection Fees

8 - Green Building Permits

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)
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 Electrical Fee (50% Rebate/\$25 value)
Solar Hot Water Heating
Existing Structures Plumbing Fee (50% Rebate/\$25 value)
Solar Hot Water Heating
Existing Structures Building Fee (50% Rebate/\$40 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)

BUILDING INSPECTION FEES

NEW RESIDENTIAL CONSTRUCTION SINGLE-FAMILY ATTACHED & DETACHED						
	Building	Electrical	Plumbing	Heating/Air	Energy Eff.	Total
0-2000 sq. ft.	\$319.00	\$128.00	\$128.00	\$128.00	\$128.00	\$831.00
2001-3000	\$340.00	\$193.00	\$193.00	\$193.00	\$128.00	\$1,047.00
3000+	\$377.00	\$256.00	\$256.00	\$256.00	\$128.00	\$1,273.00
*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	\$768.00
Each addtl unit	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$325.00
NEW ACCESSORY STRUCTURES						
Additions/ Remodeling/ Sunroom	\$225.00	\$97.00	\$97.00	\$97.00	\$97.00	\$613.00
Garages, workshops, storage bldgs. 575 sq. ft. and below	\$161.00	\$80.00	\$80.00	\$80.00	\$80.00	\$481.00
Garages, workshops, storage bldgs. Above 575 sq. ft. See standard new residential construction fees.						

BUILDING INSPECTION FEES

NEW COMMERCIAL, INDUSTRIAL, INSTITUTIONAL						
	Building	Electrical	Plumbing	Heating/Air	Energy Eff.	Total
Assembly, Educational, Institutional Uses						
Minimum Fee for all uses (or)	\$384.00	\$141.00	\$141.00	\$141.00	\$141.00	\$948.00
1st 10,000 sq. ft.	\$0.17	\$0.04	\$0.04	\$0.04	\$0.03	\$0.32
2nd 10,000 sq. ft.	\$0.08	\$0.02	\$0.02	\$0.02	\$0.02	\$0.16
20,001 + sq. ft.	\$0.05	\$0.03	\$0.03	\$0.03	\$0.01	\$0.14
Business, Mercantile Uses						
1st 10,000 sq.ft.	\$0.17	\$0.04	\$0.04	\$0.04	\$0.03	\$0.31
2nd 10,000 sq. ft.	\$0.05	\$0.03	\$0.03	\$0.03	\$0.02	\$0.15
20,001 + sq. ft.	\$0.03	\$0.01	\$0.01	\$0.01	\$0.01	\$0.06
Factory, Industrial Uses						
1st 10,000 sq.ft.	\$0.17	\$0.05	\$0.05	\$0.05	\$0.02	\$0.34
2nd 10,000 sq. ft.	\$0.05	\$0.03	\$0.03	\$0.03	\$0.01	\$0.14
20,001 + sq. ft.	\$0.03	\$0.03	\$0.01	\$0.01	\$0.01	\$0.08
Hazardous Uses						
1st 10,000 sq.ft.	\$0.27	\$0.07	\$0.05	\$0.05	\$0.02	\$0.46
2nd 10,000 sq. ft.	\$0.10	\$0.05	\$0.05	\$0.05	\$0.02	\$0.28
20,001 + sq. ft.	\$0.05	\$0.04	\$0.04	\$0.04	\$0.01	\$0.18
Storage Uses						
1st 10,000 sq. ft. Storage	0.115	0.027	0.027	0.027	0.010	0.206
10,000 + sq. ft. Storage	0.004	0.003	0.003	0.003	0.020	0.033
COMMERCIAL, INDUSTRIAL, INSTITUTIONAL - UPFIT OR RENOVATION						
	Building	Electrical	Plumbing	Heating/Air	Energy Eff.	Total
Minimum (or)	\$310.00	\$128.00	\$128.00	\$128.00	\$128.00	\$822.00
per square foot	\$0.08	\$0.02	\$0.02	\$0.02	\$0.02	\$0.17

Engineering Division

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	

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

Engineering Fees for Watershed / Stormwater Permit Site Plan Review

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
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)	
No Fee	
2nd Inspection (Notice of Compliance Issued)	
No Fee	
3rd Inspection	\$50.00
(This amount plus fines, fined \$100 for each outstanding Fire Code Violation)	
4th Inspection	\$100.00
(This amount plus fines, fined \$200 for each outstanding Fire Code Violation)	
5th Inspection	\$150.00
(This amount plus fines; fined \$300 for each o/s Fire Code Violation plus Court Costs)	
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
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Fire Prevention	
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
<u>Exceptions</u>	
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.	
<u>Churches exempt from permit fees</u>	
Failure to report unwanted Fire per NC Fire Code per occurrence	\$500.00
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	
<u>Tents, Temporary Membrane, & Air Structure</u>	
Per Permit Period	\$50.00
Police Department	
Finger Print Charges Per card	\$10.00
Off Duty Officer Supervisor Fee Per Hour (5 or more off duty officers requires a supervisor)	\$35.00
Off Duty Police Officer Fee Per Officer Per Hour	\$30.00
Public Records Research See Special Note #2 at the end of document.	
Range Instructor Per Hour	\$30.00
Range Use Fee For Use Up to 4 Hours	\$50.00
Range Use Fee For Use Over 4 Hours	\$100.00
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 Per Video Retrieval & Copies of Other Recordings	\$5.00
<u>Parking Fines</u>	
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	
<u>Precious Metals Dealers Permit Fees</u>	
Annual Renewal Permit for Employee	\$3.00
Dealers and Special Occasion Permits Fee Includes State Finger Print Processing Fee	\$180.00
Employee Permits	\$10.00

Public Services Sanitation Division

Cardboard Recycling Collection

Bi-Monthly	\$20.00
Per Month	
Container Lease - 6 & 8 yard	\$10.00
Per Month	
Once per Week Service	\$35.00
Per Month	

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	\$90.00
Per month for three times a week	
Set Truck Service	\$30.00
Per month for once a week service	
Set Truck Service	\$60.00
Per month for twice a week service	
Special one time collection of one (1) refuse dumpster by special arrangement	\$40.00
Each pick up	

Condominium / Townhouse Collection

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

Condominium / Townhouse Collection

Refuse Dumpster Lease - 95 gallon rollout	
No Fee	
Refuse dumpster Lease - 2 yard	\$22.00
Per Month	
Refuse dumpster Lease - 4 yard	\$22.00
Per Month	
Refuse dumpster Lease - 6 yard	\$22.00
Per Month	
Refuse dumpster Lease - 8 yard	\$27.00
Per Month	

Residential Sanitation Collection

Annual Fee for Additional Refuse Cart Collection	\$60.00
Annual Fee for Yard Cart Collection	
No Fee	
Knuckle Boom Truck Service	\$0.00
First Load No Fee	
Knuckle Boom Truck Service	\$60.00
For Each Additional Half Load	
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

Public Services Sanitation Division	
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	

Recreation Park Reservations	
Picnic Shelters	\$35.00
Half Day	
Picnic Shelters	\$70.00
Full Day	

Recreation Sports Complex	
Bagley Sports Complex Rental	\$200.00
Per Field/Per Day Sat/Sun	
Bagley Sports Complex Rental	\$75.00
Per Field/Fri Only	
Bagley Sports Complex Rental	\$3,500.00
Weeklong	
Ivey M. Redmon Sports Complex Additional Field Prep drag and striping	\$40.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 1)	\$0.00
3 - teams or less (Team = 5 runners or more) No Fee. See Special Note #4 at the end of document.	

Recreation Sports Complex	
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 (including lights, bases, scoreboards, restrooms, initial field prep) Per day per field	\$185.00
Ivey M. Redmon Sports Complex Tournament Usage (including lights, bases, scoreboards, restrooms, initial field prep) For 3 field complex Fri , Sat & Sun	\$1,300.00
Ivey M. Redmon Sports Complex Tournament Usage (including lights, bases, scoreboards, restrooms, initial field prep) For 3 field complex Sat & Sun	\$1,100.00
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 (including lights, bases, scoreboards, restrooms, initial field prep)	\$60.00
Swaim Baseball Complex Tournament Usage (including lights, bases, scoreboards, restrooms, initial field prep) Per day per field	\$185.00

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 complied 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 even, porta johns or any equipment.