

TOWN OF KERNERSVILLE



DRAFT BUDGET FISCAL YEAR 2018-2019

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The Honorable Mayor and Board of Alderman
Town of Kernersville

Dear Mayor and Alderman:

As required by the Local Government Budget and Fiscal Control Act, as amended; enclosed you will find a balanced budget recommendation for all funds of the Town of Kernersville for the Fiscal Year 2018-2019. The public hearing date for the FY 18-19 budget has been set for June 5, 2018 and notice of submission of this budget to the Board of Aldermen will be published in accordance with all the requirements of N.C.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 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. 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.

In FY17-18 the Town once again saw an increase in the tax base and other revenue sources. This increase was not as great as the increase in FY16-17, but it was enough to allow the Town to purchase some replacement equipment and do some smaller capital construction projects. A property revaluation occurred in FY17-18, and the Town did lower the tax rate so that it would be revenue neutral.

When starting the FY18-19 budget we were cautiously optimistic about what the budget would hold. We were worried that it may have been overly aggressive to lower the tax rate to revenue neutral in FY17-18 because all of the surrounding municipalities either remained the same or increased their rate. We were also worried that the tax base may not increase as much as it had in previous years. Another concern was that we knew in FY16-17 that it would take about a 4-5 cent tax increase to pay for all of the projects that were done that year yet we only raised the rate 2.75 cents. That meant that another 2 cents would likely be required in the future.

As it turned out, our concerns were valid. The tax base did not increase nearly as much for FY18-19 as it had in the past three or four years. In fact, the increase was 1.3%, which is about the lowest we have seen in several years. Also, the reduction in the tax rate last year did come back to hurt us. It looks as though there have been many appeals of property values, and this is causing the value of property to be decreased. The tax rate was lowered in FY17-18 in anticipation of the property values remaining the same, and now some have been lowered. This in turn impacts the overall tax base and the revenue from it.

FY 2018-2019 Budget Highlights

I. REVENUE

The revenues for FY18-19 are estimated to be \$34,457,843 (**See Exhibit A**). This is an increase from what was approved in FY17-18. This increase is mainly due to three revenue sources: Ad Valorem Taxes, Sales and Use Tax, and Functionally Related 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, beginning in FY15-16 the tax base started to grow slightly. In FY16-17 there was a little over 6% growth in the tax base, and in FY17-18 the growth rate was about 4.8%.

The growth in the tax base for FY18-19 is projected to be about 1.3%. This is the lowest it has been in years. This low growth rate is somewhat puzzling because the growth rate should be much more based on the permits that have been issued for construction. The tax base for FY18-19 is projected to increase to \$2,936,103,964 which is up from the \$2.89 billion in FY17-18. The Ad Valorem Tax revenue is projected to be \$16,586,534 if the recommended tax rate is approved. These numbers represent the taxes on property and vehicles.

Unrestricted Intergovernmental Revenue

The Unrestricted Governmental Revenues source is the second largest revenue source for the Town. 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. Between FY11-12 to FY16-17 the revenues from this source increase 2-3.5%.

Beginning in FY16-17 the revenues from Sales and Use tax were experiencing a growth rate of more than 5% each year. In FY16-17 we projected an increase of about 7% for this source, and the actual increase realized was in the 6% range. Based on this, we recommended an increase of 5.9% for FY17-18. If the revenues stay like they have for the first 6 months we will have an actual increase of 5.5-6% for FY17-18.

Based on the increase that occurred in FY17-18, and the recommendations of the NCLM, we are forecasting an 8% increase in Sales and Use tax for FY18-19. This may be overly aggressive and is more of an increase than in previous years, but we feel as though we will be close at the end of the year. The NCLM is forecasting a 6% increase across the state and we have been about 1.5-2% higher than the statewide average the last few years.

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, these discussions have tapered off in the last year, and we do not think they will impact us this year in the short session.

Alcoholic Beverage Tax- County

The ABC tax revenue is the portion of the tax that the Town receives from the sales through the local ABC store. This includes the transactions at the actual ABC store and the liquor and wine sold in restaurants. This revenue source has been good for the Town over the years, and it is expected to increase again in FY18-19. We are projecting an increase of almost 30% for FY18-19. This is mainly based on our estimated collections for FY17-18.

Utility Franchise Tax

This revenue source used to increase every year. However, in FY16-17 the NCLM told all municipalities to expect this revenue source to start declining. So far this has been the case. This revenue source decreased in FY17-18, and we are anticipating that it will decrease again in FY18-19. It is only a slight decrease, but is one that will likely continue for the next several years.

Functionally Related Revenue

Rent from Town Property

The Town currently collects rent on the following properties: 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 (115-141 S.Main). All of these properties are a good source of revenue for the Town. We have contracts in place for at least the next year for most of these properties so we anticipate a continued source of revenue from them.

We have projected rent from the Library for a full year for FY18-19. It is likely that we will not get a full years rent but we are not sure at this time how many months we will receive. The new library is supposed to be completed in November or December. They will then need to get everything moved into the new building and out of the old building, so it could be sometime in 2019 before they vacate the current building. The Town will lose the revenue from this building after FY18-19 unless it is rented to another tenant.

Building Inspection Fees

Building inspection fees are directly related to the economy and the construction that is occurring. Our requests for permits and inspections has reached the highest point in years and we expect it to continue. For this reason, we are projecting the revenue generated by building inspection fees to be significantly higher than in recent years. We are also recommending an 8.2% technology fee to be placed on each permit. This will help generate additional revenue and will help offset the significant cost of the new software package that is being recommended. We feel confident that this revenue projection will be accurate, and it may even be on the low side.

Commercial Industrial Collection

This source is the revenue that is generated from our commercial solid waste collection. These are the dumpsters that are rented to businesses for their commercial use. The business pays for the dumpster and then pays to have it emptied. Some businesses choose to rent a dumpster from another provider and have us empty it.

We are recommending a small increase in our commercial collection fees and our rental fees. This will allow us to generate slightly more revenue and make it feasible to offer the service. Even with the slight increase in fees we will still be competitive with other providers and we do not anticipate losing any customers.

Miscellaneous-Solid Waste

The revenue generated from this source comes mainly from the residential recycling fee. The fee is currently \$32.40 per household a year. It has been this same amount for many years.

This year we are recommending raising the fee to \$52. This increase is being recommended because of two reasons. First, it costs the Town \$52 per household to provide the service. The Town is not in a position to supplement the cost of the recycling service and the yard waste collection service. Second, our cost to dispose of the recyclables is likely to increase, and this could make our cost of providing the service even more than \$52. Currently we are able to sell our recyclables, but starting in FY18-19 we anticipate having to pay to dispose of them. This will greatly change the cost of this service.

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 appropriate money from the Unassigned Fund Balance to balance the budget, there is usually an appropriation recommended. 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 B shows the amount of Unassigned Fund Balance for the last several years and how it has increased/decreased over the years (**See Exhibit B**). The 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 a budgeted project may not be completed or 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 in that year 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. The actual appropriation at the end of the year was zero. This was due to some budgeted expenses not occurring and the money going back into Fund Balance. In FY17-18 we did not recommend appropriating any money from Fund Balance. It is likely however that there will be money spent from Fund Balance because of several major expenses that occurred during the year. Also, there were some items that were purchased in FY16-17 but paid for in FY17-18. The money to pay for these items will come from Fund Balance because it was transferred back into Fund Balance at the end of FY16-17.

For FY18-19 we are recommending appropriating \$473,110 from Fund Balance. We are hopeful that not all of this amount will be spent during the year but it is possible. Our Fund Balance is still healthy and we have significantly more than the required amount.

II. EXPENSES

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

The budget is comprised of many different categories. Exhibit C shows the budget broken down into the major categories. These categories are:

- salaries/wages
- health insurance
- insurance/bonds
- committed installment purchase payments
- special appropriations
- training/travel
- committed operating/maintenance expenses
- uncommitted operating/maintenance expenses
- recommended new capital purchases
- installment purchase payments for the recommended new capital purchases

All of these categories can be found in each department's budget. This breakdown gives a picture of how the expenses are actually allocated and what makes up the budget. The biggest single expense for the Town is Salaries/Wages. This category alone is almost 46% of the budget. When combined with Health Insurance it is 54% of the budget.

The committed expenses in operating and maintenance comprise 18% of the budget. The common expenses that fall into this category are professional services, dues/subscriptions, contracted services, telephone/postage, uniforms, software contracts, etc. These are expenses that the department must have to operate and their cost is already fixed. The uncommitted expenses in the operating/maintenance

category make up about 3% of the budget. These expenses are things such as departmental supplies, miscellaneous expenses, office supplies, printing, etc. While some of this expense can be eliminated it is not possible to completely eliminate all of it. We have already cut this category in every department to the maximum extent that we feel it can be cut. What is being recommended in the budget is necessary for the department to operate effectively.

When all of the categories that are “fixed” are added together they account for 95% of the budget. This leaves only a very small portion of the budget (uncommitted operating/maintenance expenses and new installment purchase payment) that is truly flexible, unless there are adjustments made to personnel and health insurance. **(See Exhibit C)**

The three largest departments are Police, Public Services and Fire/Rescue, in that order. Together they account for about 69% 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. Several years ago the Town reduced the workforce by nearly 10%. This was done because of a decline in work for the positions and because of a decline in revenues for the Town.

Over the last several budget cycles the Town has added some of these positions back to the workforce. These positions have been necessary in order to continue providing the services that citizens want and demand. There are more positions that are needed, but for this year we are not recommending adding any new full-time positions in the general operating budget. We are recommending one part-time position in Parks and Recreation for additional programming.

We are recommending unfreezing one of the technician positions in Stormwater. The new growth and development we are experiencing has made this necessary. We are no longer able to keep up with the demand with the current level of staffing. The funding for this position will come from the Stormwater Enterprise Fund and will not impact the operating budget.

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, mainly High Point, Winston-Salem and Greensboro. With the private sector economy booming like it is right now we experience competition from those companies as well.

In FY17-18 we experienced a slight increase in employees leaving and going to other municipalities. However, we still hire more people from other municipalities than we lose to them. Our pay for entry level positions is very competitive and we have stayed ahead of the other municipalities in our area for the last several years. We are starting to see the others increase their starting pay and this will make it more difficult on the Town in the future.

The Town has been very proactive in providing competitive benefits and salaries for the last 20 years. A variety of pay incentives, pay increases, benefits, and benefit plans, including a competitive insurance plan, has helped recruit and retain employees.

Cost of Living Adjustment (COLA) and Merit Increases/401K Contribution

The Town has provided either a COLA or Merit increase to employees for the last several years. This increase has ranged from 1-2%. In FY17-18 we provided a 1% COLA. We are not recommending either of these increases in FY18-19.

For several years the Town was lacking in what employees were offered as a 401k contribution. The 401K contribution was eliminated completely several years ago and then was implemented at 1% two years ago. In FY17-18 the Board approved another 1% contribution, bringing the total contribution to 2%

This year we are recommending retaining the 401K at 2%. We are very hopeful that we can increase this contribution in the future because this is one area where we are behind other municipalities. Most of those around us are offering at least 3% and some contribute as much as 5%. If everything else is equal this contribution difference can cause us to lose employees and actually has caused us to lose two in FY17-18.

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 that trend to continue. 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. After that, the cost of insurance for employees increased almost every year. Their cost for employee coverage increased as did their cost for other coverages (employee/spouse, employee/children, employee/family). The cost for these other coverages more than doubled beginning in FY14-15. It then increased again in FY15-16 and FY16-17. In FY17-18 we only recommended a small increase in the insurance cost for employees. We were able to do this by once again changing our plan and going with one that had higher deductibles and less coverage in some areas.

For FY18-19 we are not recommending any increase in health insurance coverage for employees. There have been significant increases the last several years and we are finding it increasingly difficult to keep our price in line with other municipalities. Exhibit E shows how we compare in the four categories of health insurance offerings. We are right in line for most of the coverages, but we are the second highest for family coverage. While we are in the range now, it can quickly change. Employees can reduce what they pay by participating in the wellness program and earning wellness incentives. There are two incentives and each one is worth \$60. While our costs are in line with other municipalities it is based on an employee having one of the two incentives. If an employee does not have either of the incentives, then what they pay for insurance is at the top of the range. We must stay aware of this and work to keep the cost down with and without the incentives (**See Exhibit E**). Also, with no COLA or Merit increase being recommended some employees would actually experience a pay decrease if we implemented an increase in insurance. We feel that it is best to absorb the increase this year and not pass it along to employees.

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. The mid-point of the range is the market rate for that position.

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 mainly focused on the Fire/Rescue Department positions. A couple of other positions (Custodians, Commercial Equipment Operators and Development Services Manager) were studied due to pay disparities within the Market or significant changes within their responsibility. Most positions received a grade adjustment to remain competitive for recruitment/retention purposes. Review of the Commercial Drivers within our Public Services Department were 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 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.

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. Winston-Salem has spent over \$3 million in the last two fiscal years to get their salaries to a competitive level. They are likely to recommend a tax increase this year to further increase their salaries. Greensboro implemented a pay increase mid-year two years ago, and they continue to increase their salaries. The Forsyth County Sheriff's Department also raised the salaries of their employees to keep them competitive. All of these municipalities have done this so that they will not lose their employees. Kernersville is fortunate that we have not really had this problem in recent years, though we are starting to experience it a little now. We must continue to offer competitive salaries to attract and retain our employees. The ongoing salary study and developmental pay is an important part of this.

Operating/Maintenance Related Operating Expenses

Like last year, the staff has done an excellent job of keeping the increases in operating/maintenance items to a minimum. Every line item in this category was set to amount that it was in FY17-18 and then an appropriate increase or decrease was determined. This means that many of the line items really started at what they were in FY16-17, because the same process was used in the FY17-18 budget. The increase in the overall operating and maintenance category was around 3% again this year. As discussed earlier, most of the expenses in this category are committed expenses.

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 few years and our fleet is now much better.

There is not much new equipment being recommended for FY18-19, and every piece that is being recommended is to replace an older piece of equipment. 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 F shows the recommended Capital Equipment Purchases for FY18-19 and the justifications for each (**See Exhibit F**).

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 vehicles in the Police Department. Replacing seven vehicles a year makes the life cycle of a vehicle about ten years. While this is not very old for a personal vehicle it is a lot of time for a police car. This is the top end of the life cycle for most of our police cars. These vehicles are operational for 12 hours a day. This places a lot of wear and tear on the engine. 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. The decision as to which vehicle is replaced is based on mileage, maintenance cost, performance and other factors.

We are also recommending replacing nine of the in-car cameras. This will be the second year that we have replaced 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. Our plan is to replace several cameras each year until we have new ones in all of the patrol cars.

Public Services Equipment- Street Division

We are recommending the purchase of a new utility truck this year for the Street Division. This will replace the current truck that is being used. The new truck will also be equipped with a snow plow attachment, making it possible to use this truck for snow plowing in the winter.

Public Services Equipment- Solid Waste Division

We are recommending only one new piece of equipment for the Solid Waste Division this year. We are recommending a new Front End Loader Trash Truck. This truck is one of four that is used for the collection of commercial solid waste. At 18 years old it is the oldest of the trucks used on a daily basis. This truck has surpassed its useful life and is no longer reliable. This truck is one that generates revenue for the Town and therefore we need a truck that will be reliable every day.

Governing Body

For several years we have been trying to improve the courtroom area that is used for Board meetings and court functions. In FY17-18 the Board approved a new sound system for the courtroom that will be used during Board meetings. This will help make it easier for the citizens to hear and understand the proceedings and for the Board to hear the citizens and staff.

This year we are recommending new furniture for the courtroom. The current furniture is designed in a way that requires it to be set-up and taken down for all of the meetings. Some weeks this may occur two or three times. This takes a lot of time and labor. The furniture is also scratched and damaged from being moved. The new furniture that we are recommending will be designed in a way that allows the majority of it to remain in place, and the only piece that will be moved in/out is the section for the judge. This will reduce the time required every month to set up for the meetings and will help preserve the life of the furniture. The new furniture will also have bullet proof plates on the bottom of it. This will allow the Board or the Judge to get down behind it in case of a shooting.

Fire/Rescue Department

For FY18-19 we are recommending replacing some more hose, nozzles and other equipment associated with the hose in the Fire/Rescue Department. We currently have about 10,000 feet of supply hose in our inventory. Until the Board approved an emergency purchase of hose in 2017, the newest hose in inventory was 12 years old. The oldest hose in inventory was almost 20 years old. Close to 50% of inventory has severely delaminated liners. A delaminated liner could cause a catastrophic failure while operating on the fire scene. The nozzles and other associated equipment used on the hoses are also old, and some do not work properly.

The total cost to completely fix the problem is about \$160,000. This includes replacing all of the hose, nozzles and other associated equipment. In November 2017

the Board approved the purchase of \$42,000 in hose and \$7,800 in nozzles to replace the most critically damaged hose and nozzles. Our plan is to replace some hose and other equipment every year until we have replaced all of the current inventory. It is crucial that we do this because of the safety hazards the current equipment poses for our firemen and citizens.

We are also recommending two new mowers for the Fire/Rescue Department. One of these will be a replacement mower for the mower at Station 43. That mower is almost 20 years old and is very unreliable. The other mower will be used at the new Station 42. The current Station 42 does not have any grass so there is not a mower at the station now.

There is also a recommendation to purchase five SCBA bottles to be used as reserve bottles. We purchased a new inventory of bottles several years ago but did not purchase any reserve bottles at the time. Our current reserve bottles are not the same type of bottles as our primary bottle and therefore they can only be used as a reserve in an emergency situation. It is necessary to have a back-up bottle because the main bottle can be depleted in a fire, and then if another call comes in there is not a bottle to use.

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. Because of this there were not many capital infrastructure improvements recommended in FY17-18, and there are not many being recommended in FY18-19.

Street Repaving

Because of other needs and fiscal constraints, the Town did not do any major street repaving for about five years. However, in FY17-18 the Board approved \$1 million in street repaving. We are recommending another \$1 million in repaving for this year's budget. The last road condition report showed that a majority of Town maintained roads are now rated as a B or C. The Town must continue to spend some money on repaving for the next several years to help improve the condition of our roads.

Station 43 Roof

We are recommending replacing the roof on Station 43. The current roof is starting to leak and we are experiencing some minor problems with it. The roof has been evaluated, and it needs to be replaced before it becomes worse and causes major problems.

Lights at Ivey Redmon

This year we are recommending lighting the remaining soccer fields at Ivey Redmon Park and retro-fitting the existing lights. We are recommending this based on an agreement with KSA and others to convert one, and possibly two, of the fields to turf. KSA will pay for the field conversion and the Town will pay for the lights. There will also be a new use agreement established that gives the Town more use of the existing fields and the new turf field.

We feel that this is a very good deal for the Town. It will allow us to have more field space to use and it will also increase the amount of time those fields can be used by everyone. Field space is a huge need in Kernersville and this will allow more field space to become available. However, we do not recommend doing the lights if KSA does not agree to turf the field and if a new use agreement is not reached. The entire deal must benefit all parties.

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.

III. Financial Position of the Town

The Town has always strived to maintain a strong financial position. Previous Boards worked hard to ensure that the Town is not burdened with heavy long-term debt and low cash reserves. Because of these continued efforts, the Unassigned Fund Balance of the Unrestricted General Fund has always been strong and the debt load fairly low for many years. There are several indicators used to measure the financial position of municipalities, six of which are highlighted below. Exhibit G shows these indicators and the trend since 2008. The most recent indicators are based on FY16-17 information (**See Exhibit G**).

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 FY16-17 was 104%. This means that we had more revenue than we did expenses in FY16-17. This is due to the fact that several large pieces of equipment and some projects were not done in FY16-17. However, they were carried over to the next fiscal year so this ratio will adjust for FY17-18.

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 FY16-17 was 32%, meaning that 32% of our total revenue comes from other government resources. Our dependency decreased slightly for FY16-17 mainly because of fewer projects with 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% since FY05-06 years. In FY15-16 it was 9%. It dropped to 8% in FY16-17. This is mainly due to the fact that the Town borrowed less money in FY16-17 than it did in FY15-16 and some debt was retired.

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 liquidity for FY15-16 was 10.32. It increased to 11.82, which means our position improved slightly over FY15-16. 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 twelve years the Town's solvency has ranged from a low of 26% in FY05-06 to a high of almost 43% in FY12-13. In FY15-16 our solvency percentage was 34.33%. This increased to

35.43% in FY16-17 indicating that the Town had a larger amount of fund balance available to meet obligations.

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% but slightly lower than 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 - FY15-16, the leverage ranged from 20-23%. It increased to 45% in FY16-17 mainly due to the \$14 million in capital projects that were approved.

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

IV. RECOMMENDATION FOR FY 18-19

In order to meet the needs of the citizens and continue providing the high quality services they deserve and desire, we are recommending a tax rate of **57 cents per \$100 valuation for FY18-19**. This rate will take the Town back to what the rate was in FY16-17, which was before the property revaluation in 2017. Exhibit H shows the Town's tax rate from 1995-2017 (**See Exhibit H**).

There are two main reasons that a tax increase is necessary. An increase is necessary to generate the needed revenue and to stabilize the revenue stream for the future. It appears as though some of the property values decreased in 2018 from what they were initially in 2017 after the revaluation. The Town only recognized a .41% growth in the tax base for FY18-19. However, all of our indicators suggest that there was more growth than this that occurred. If our indicators are correct then it stands to reason that the new property values from the revaluation were appealed and then lowered. This would definitely offset some of the growth that the Town should have experienced. The Town also had some one-time revenue in FY17-18 that will not occur in any future years. In FY17-18 the Town borrowed money for the property that was purchased at 401 S. Main St. and 100 N. Main Street. However, the expense was recognized in FY16-17. This means that almost all of the money that was borrowed was revenue with no offsetting expense. The Town also received a reimbursement from CCUC in FY17-18 for the incentives that have been paid out to TDO for Triad Business Park. The total of these two revenue sources was a little over \$750,000. If these sources of revenue were not included in FY17-18 there would not have been a tax decrease recommended. Most likely a tax increase would have been recommended. Therefore, a tax increase is necessary this year to help stabilize the revenues.

We are also facing a tax increase because of the large amount of capital infrastructure improvements that occurred in FY16-17. As was mentioned earlier, there were almost \$14 million of improvements made in FY16-17. At that time, it was discussed that a tax increase of 4-5 cents would be necessary to pay for the improvements. The Board of Alderman approved a 2.75 cent increase in FY16-17. However, the rate was lowered 1.55 cents in FY17-18. That means that going into FY18-19 the net tax increase since doing the capital projects in FY16-17 has only been 1.2 cents. It is necessary to add another 1.55 cent this year. Adding 1.55 cents this year may allow another tax increase to be avoided in the near future.

This rate allows the Town to keep the services the same while replacing some old equipment and adding some new equipment. Without a tax increase it will not be possible to do the recommended capital projects or replace any equipment. A tax increase 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 FY18-19 is reflected in Exhibit I. 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 I**).

V. FUTURE CONCERNS

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

For the last three years the biggest concern has been the revenues of the Town. This concern decreased in FY16-17 and FY17-18. We experienced significant growth in the tax base in FY16-17, and that provided some much needed revenue. That growth was less in FY17-18. In FY18-19 there appears to be almost no growth in the tax base and that does pose a concern. However, we feel as though Kernersville is still poised to experience some significant growth in the tax base in future years and with a lean budget we will be positioned to take full advantage of that growth. We still remain optimistic about the Sales and Use Tax revenue, but we are cautiously optimistic regarding its future. 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 concern the last several years has been health insurance and what it will look like and cost in the future. That concern has not changed and likely will not change for many years. As in previous years, we anticipate the cost of health insurance to continue increasing. The Town has avoided big increases the last two years. In FY16-17 the Town made changes to the plan to help avoid the increases. Last year the Town switched providers and made plan changes. We will continue to work hard to keep the insurance costs low, but this becomes more difficult every year. 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 three budget cycles. There have been buildings built and equipment purchased and other improvements made in town. However, there are still many projects that need to be done and a lot of equipment to be replaced. 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. Exhibit J shows a list of these items. The list has recently been updated to reflect the latest costs and one or two new items (old library renovations, road projects). Most of these projects are ones that will need to be done at some time in the future. We know that it is not feasible to do all of them at once, but it is imperative that the Alderman stay aware of these needs. We will continue to recommend them when it is possible to do them in the operating budget and will work through the list gradually. However, the annual operating budget cannot support these large items on a regular basis. If this Board or future Boards wish to do multiple items on the list it will be necessary to do it through a bond referendum. A bond will allow the Town to have a longer financing period, thus making it possible to do more projects. It is still very probable that a bond referendum or another tax increase will be needed at some point to do other large projects **(See Exhibit J)**

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. For the first time in several years the Town did not appropriate any money from Fund Balance in the approved budget for FY17-18. However, it is likely that some money will be spent from Fund Balance. There were many items carried over from FY16-17 that must be paid for in FY17-18 and there were some unexpected expenditures during the year. 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.

The Board of Alderman has done and continues to do an excellent job planning for the future growth of Kernersville and has kept Kernersville competitive in the marketplace by providing high quality services with a low tax rate. Kernersville has attracted and continues to attract residents and businesses. We are seeing growth in both of these

areas and we expect to this trend continue. A lot of this growth and expansion occurred at a difficult time, but it occurred because of the atmosphere that Kernersville offers. It is critical that Kernersville continues to remain competitive. The tax rate being proposed for FY18-19 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 57 cents Kernersville will likely still have 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 K shows the tax rate of surrounding municipalities (**See Exhibit K**).

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 FY18-19

Respectfully submitted,

Curtis L. Swisher

EXHIBIT A

GENERAL FUND REVENUES BY TYPE
FISCAL YEAR 2018-19

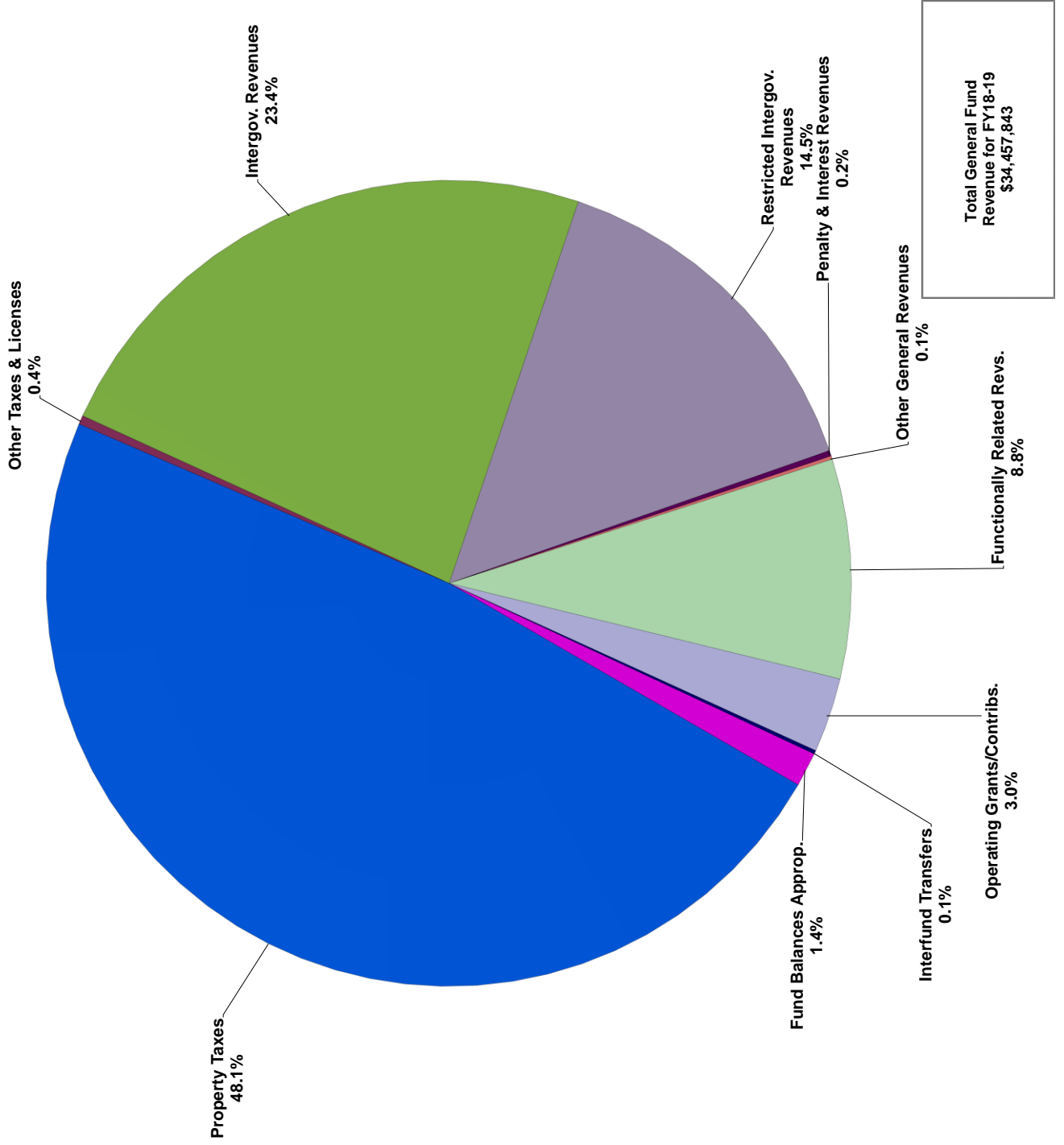


Exhibit B
TOWN OF KERNERSVILLE
FUND BALANCES,
GOVERNMENTAL FUNDS

General Fund	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Reserved	\$1,843,203	\$1,685,444	\$1,745,510	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Unreserved	\$8,032,164	\$7,711,465	\$7,214,136	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Non-spendable	N/A	N/A	N/A	\$22,917	\$14,490	\$16,479	\$222,957	\$5,250	\$5,935	\$261,570
Restricted	N/A	N/A	N/A	\$1,588,285	\$2,939,846	\$2,171,712	\$2,043,075	\$2,227,084	\$4,931,738	\$3,925,085
Committed	N/A	N/A	N/A	\$147,933	\$625,097	\$1,120,723	\$821,040	\$684,526	\$730,792	\$1,023,656
Assigned	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	\$7,034,981	\$5,619,305	\$7,733,398	\$7,178,931	\$8,348,194	\$6,209,156	\$7,571,262
Total General Fund	\$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	\$12,781,573
All other Gov't funds										
Reserved	\$38,724	\$219,342	\$144,729	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Unreserved, reported in:										
Special revenue funds	\$666,922	\$639,156	\$342,578	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Capital projects funds	\$4,222,041	\$2,723,237	\$2,190,716	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Restricted	N/A	N/A	N/A	\$429,216	\$200,460	\$258,598	\$362,304	\$385,268	\$363,958	\$386,441
Committed	N/A	N/A	N/A	\$1,766,051	\$798,805	\$719,729	\$658,824	\$651,339	\$562,150	\$3,725,147
Assigned	N/A	N/A	N/A	\$119,429	\$338,229	\$277,892	-	-	-	-
Total all other gov't funds	\$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	\$4,111,588
Total Fund Balance	\$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	\$16,893,161

Exhibit C Expense Categories

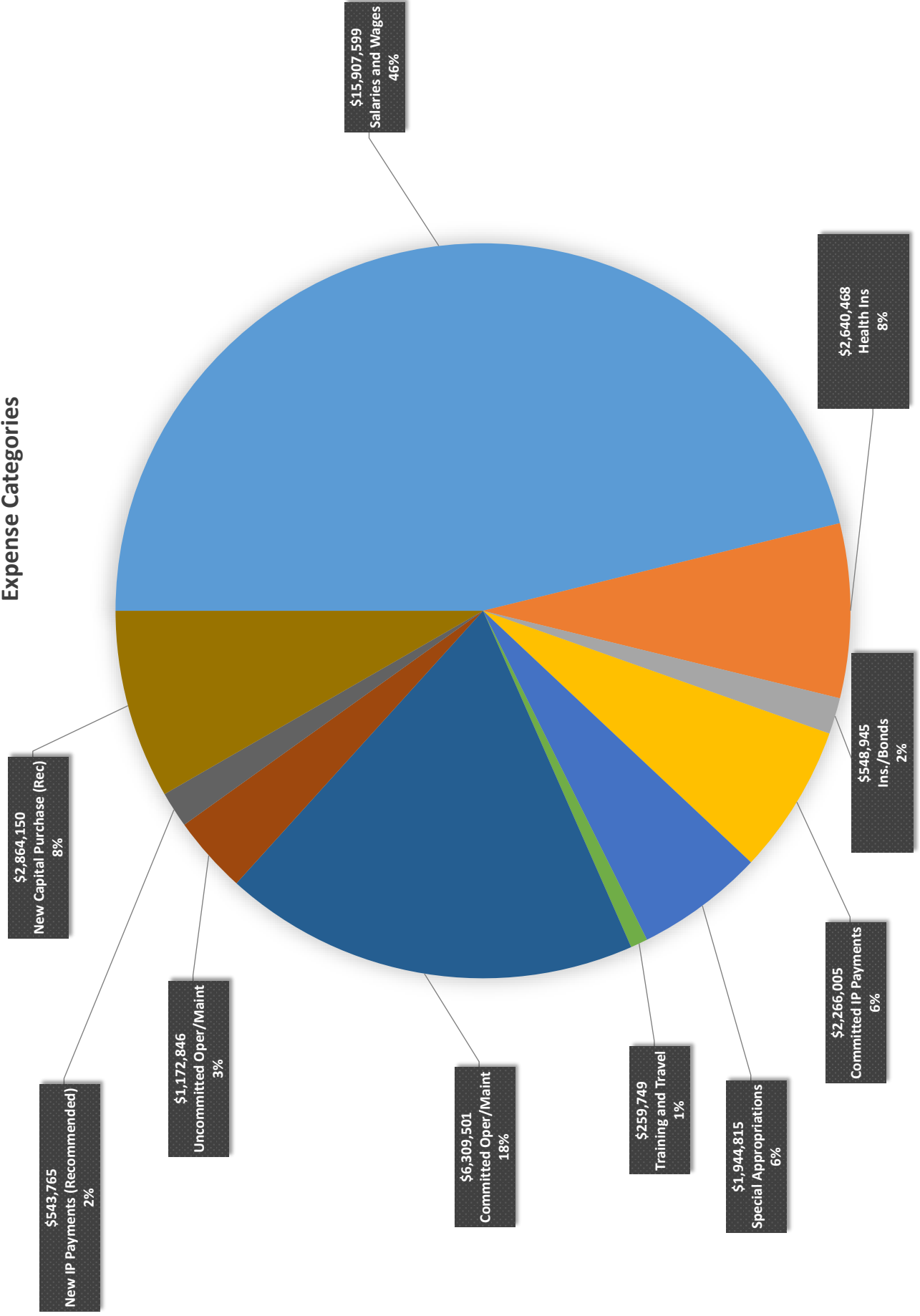
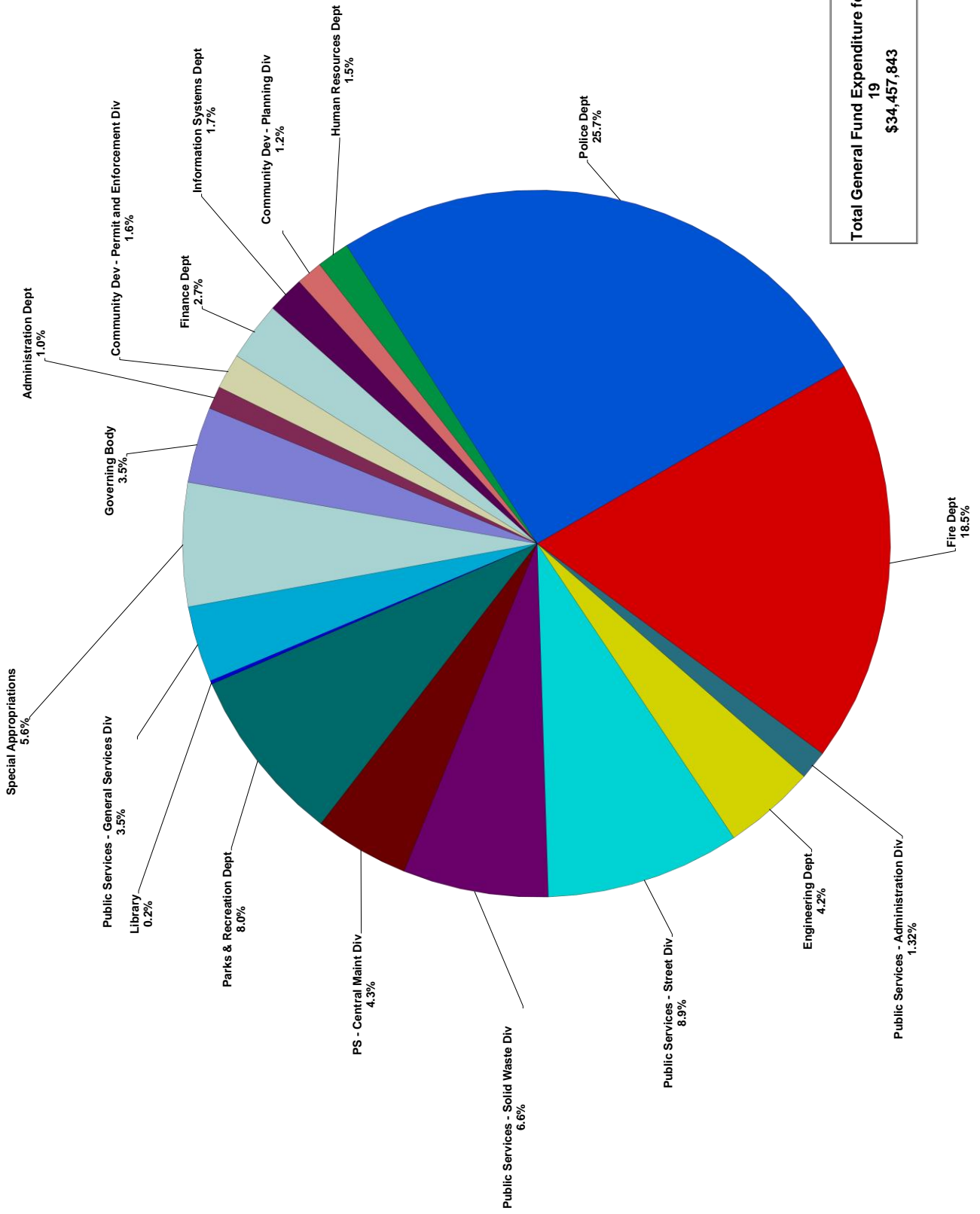


EXHIBIT D

GENERAL FUND EXPENDITURES BY FUNCTION FISCAL YEAR 2018-19



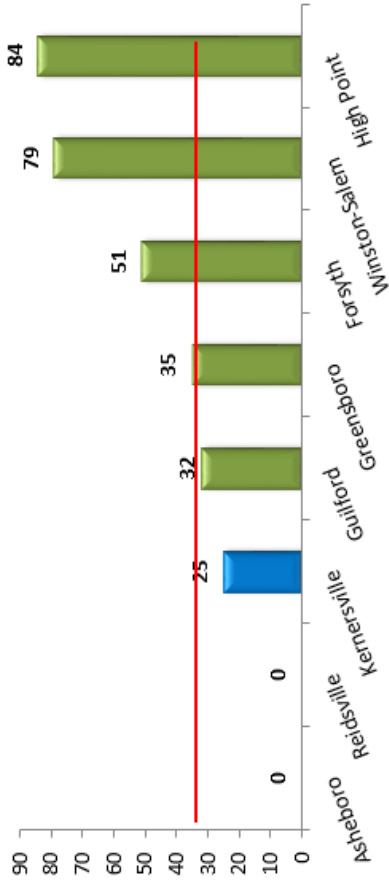
Total General Fund Expenditure for FY18-19
\$34,457,843



Employee Contribution Coverage Tiers

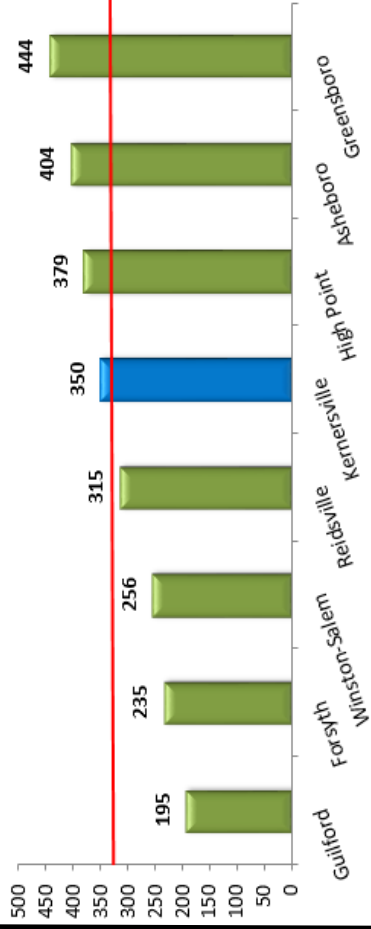
Employee Only

Median - \$33



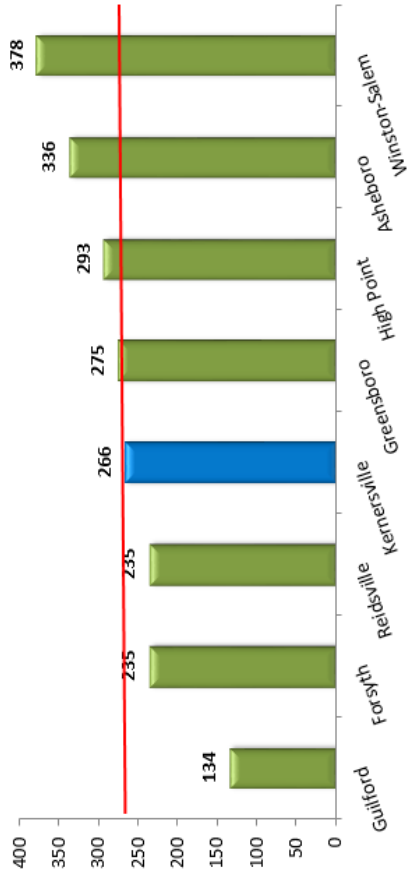
Employee + Spouse

Median - \$333



Employee + Child(ren)

Median - \$271



Employee + Family

Median - \$531

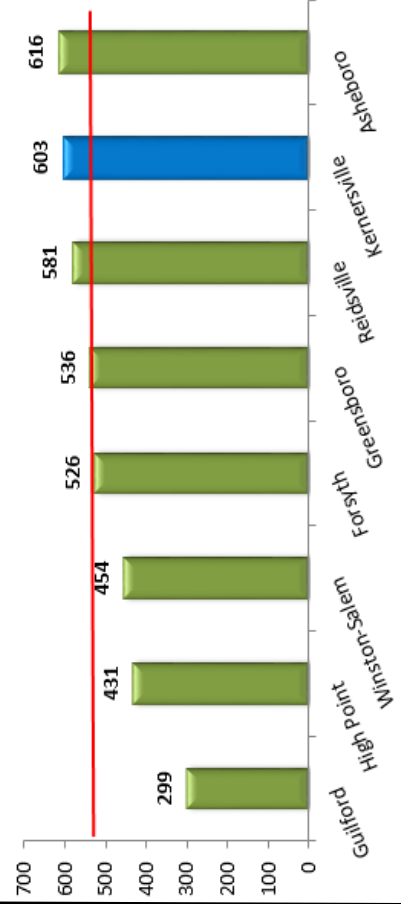


Exhibit F: Recommended Capital Purchases FY18-19

<p>Police Dept.- 7 Vehicles</p>	<p>\$387,925 \$93,627 p/yr/5yrs</p>	<p>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 other vehicles. The price includes the necessary equipment.</p>
<p>Police Dept.- 9 In-Car Camera Replacements</p>	<p>\$54,225 \$12,946 p/yr/5 yrs</p>	<p>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.</p>
<p>Public Services Dept.- Street Division Utility Truck w/ snow plow attachment</p>	<p>\$45,000 \$10,744 /yr/5yrs</p>	<p>This truck will replace the current truck that is being used by the department. The new truck will also have a snow plow attachment that can be used during snow events.</p>
<p>Public Services Dept. – Solid Waste Division Automated Collection Truck</p>	<p>\$272,000 \$63,580 p/yr/5yrs</p>	<p>This truck will replace an 18 year old truck, the oldest one in the fleet that is used on a daily basis. The old truck is beyond its recommended useful life and is starting to experience major problems and become unreliable.</p>
<p>Governing Body Courtroom Furniture</p>	<p>\$40,000 \$9,550 p/yr/5yrs</p>	<p>This furniture will replace the current furniture used for Town meetings and court. The existing furniture must be moved in and out all of the time. The new furniture will be more stationary and only one piece will have to be moved for meetings. This will save time and money and also wear and tear on the furniture.</p>

Exhibit F: Recommended Capital Purchases FY18-19

<p>Fire/Rescue Dept.</p> <p>New Hose and Associated Equipment</p>	<p>\$80,000 \$19,100 p/yr/5yrs</p>	<p>The newest hose in our inventory is 12 years old with the oldest almost 20 years old. Close to 50% of the inventory has severely delaminated liners. This can cause a catastrophic failure. The worst hose was replaced in FY17-18. The cost to replace the remaining hose and related equipment is \$160,000. We are recommending doing half this year and half next year.</p>
<p>Fire/Rescue Dept.</p> <p>Two Lawn Mowers</p>	<p>\$20,000 \$4,775 p/yr/5yrs</p>	<p>One of these lawn mowers will replace the old mower at Station 43 and the other mower will be for use at the new Station 42.</p>
<p>Fire/Rescue Dept.</p> <p>Five SCBA Bottles</p>	<p>\$10,000 \$2,390 p/yr/5yrs</p>	<p>These bottles will serve as reserve bottles. Our current reserve will work with our new devices, but can only be used in an emergency. Therefore, it is necessary to purchase reserve bottles in case the main bottle is depleted in a fire and the crew receives another call shortly thereafter.</p>

Exhibit G

KERNERSVILLE FINANCIAL POSITION

North Carolina Financial Condition Analysis

Key: KERNERSVILLE

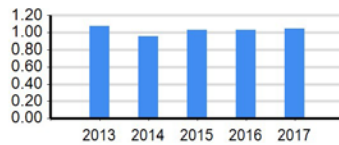
General Fund

Report Generation: 4/19/2018 6:37:41 PM

Resource Flow

Service Obligation

Operations ratio

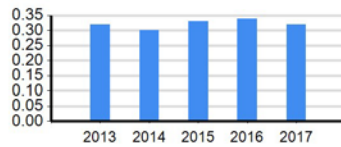


KERNERSVILLE = 1.04, Benchmark = 0.00

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

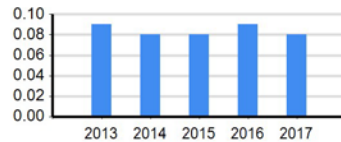


KERNERSVILLE = 0.32, Benchmark = 0.00

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



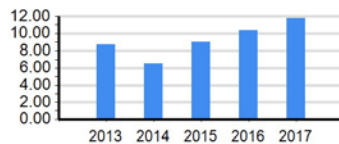
KERNERSVILLE = 0.08, Benchmark = 0.00

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

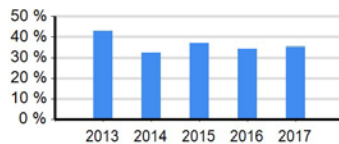


KERNERSVILLE = 11.82, Benchmark = 0.00

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

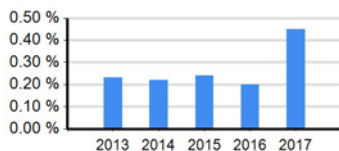


KERNERSVILLE = 35.43 %, Benchmark = 0.00 %

Solvency measures a government's ability to meet longterm 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



KERNERSVILLE = 0.45 %, Benchmark = 0.00 %

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 taxsupported, long-term debt divided by assessed value.

KERNERSVILLE			2013	2014	2015	2016	2017
<u>Dimension</u>	<u>Indicator</u>	<u>Elements</u>					
Service Obligation	Operations Ratio		1.07	0.95	1.03	1.03	1.04
		Total Revenues	24,131,061	23,511,971	25,509,418	26,443,421	28,434,123
		Total Expenditures	22,603,974	24,724,606	24,868,116	25,695,323	27,332,298
Dependency	Intergovernmental Ratio		0.32	0.30	0.33	0.34	0.32
		Total Intergovernmental Revenue	7,787,851	6,974,952	8,360,452	8,929,608	9,047,095
		Total Revenue	24,131,061	23,511,971	25,509,418	26,443,421	28,434,123
Financing Obligation	Debt Service Ratio		0.09	0.08	0.08	0.09	0.08
		Debt Service	2,029,599	2,058,213	2,095,201	2,231,677	2,302,496
		Total Expenditures	22,603,974	24,724,606	24,868,116	25,695,323	27,332,298
Liquidity	Quick Ratio		8.71	6.49	8.98	10.32	11.82
		Cash & Investments	10,505,702	9,724,937	9,836,993	8,268,463	9,389,486
		Current Liabilities (not including Deferred Revenue)	1,206,526	1,498,840	1,095,115	801,506	794,568
Solvency	Fund Balance Available as a Percentage of Expenditures	Dept. of State Treasurer Calculation	42.83	32.53	36.73	34.33	35.43
Leverage	Debt as a Percentage of Assessed Value		0.23	0.22	0.24	0.20	0.45
		Tax-Supported, Long-Term Debt	5,837,267	5,256,033	5,881,700	5,219,007	12,118,563
		Assessed Value	2,588,488,431	2,408,841,185	2,480,513,338	2,572,349,363	2,717,575,686

Exhibit H: 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
2018	2019	.57 (proposed)

* Revaluation Year

Exhibit I: Comparison of Monthly Bills

Possible Resident Monthly Bills	Amount
Current Tax Bill at 55.45 cent rate (Median Single Family Home of \$150,000)	\$ 69.31
Proposed Tax Bill at 57 cent rate (Median Single Family Home)	\$ 71.25
YMCA Membership (Kernersville Branch-Household w/ dependents)	\$ 85.00
City of W-S Water/Sewer Usage (1500 cu ft bi-monthly) (amount is monthly)	\$ 86.67
Gas for Car (30 miles/day, 25 mpg, \$2.65/gallon)	\$ 96.73
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) with taxes/fees	\$ 114.00
Spectrum New Customer (Digital TV, Internet & Home Phone) with taxes/fees	\$ 125.00
Cell Phone (AT&T 2 lines with unlimited minutes/text/data) includes tax	\$ 160.13
Car Payment (5 year loan on 2018 Honda Civic Sedan @ \$19,500 @ 2.9%)	\$ 349.52
House Payment (30 yr Fixed at 4.25% for \$160,000, 20% down)	\$ 787.10

EXHIBIT J
FUTURE POTENTIAL BOND PROJECTS

	2016	2018
Parks and Recreation		
Ivey M.Redmon Sports Complex		
Baseball Stadium	\$3,800,000.00	\$5,000,000.00
Multi-Use Stadium	\$2,630,000.00	\$3,900,000.00
Dual Multi-Use Fields	\$1,800,000.00	\$3,100,000.00
New Parking	\$2,100,000.00	\$3,120,000.00
Contingency	\$1,700,000.00	
Other (utilities, stm water, landscape, sidewalks, etc)	\$780,000.00	\$600,000.00
Total Ivey	\$12,810,000.00	\$15,720,000.00
Civitan		
Tennis Courts	\$500,000.00	\$700,000.00
Basketball Courts	\$17,000.00	
Picnic Shelters	\$60,000.00	\$130,000.00
Playground	\$240,000.00	\$130,000.00
Splash Pad	\$160,000.00	\$600,000.00
Restroom Renovation	\$200,000.00	\$190,000.00
Fitness Components	\$40,000.00	\$40,000.00
Community Garden	\$12,000.00	
Parking Improvements	\$109,000.00	\$125,000.00
Remaining Work and Contingency	\$1,100,000.00	\$900,000.00
Total Civitan	\$2,438,000.00	\$2,815,000.00
Community Recreation Center	\$7,100,000.00	\$7,500,000.00
Total Parks and Rec	\$22,348,000.00	\$26,035,000.00
Public Services		
Public Services Operations Bldg	\$5,500,000.00	
Road Improvements/Resurfacing	\$9,000,000.00	\$6,000,000.00
Possible Library Renovations		\$1,000,000.00
Parking and Storage for Street Equipment		\$250,000.00
Total Public Services	\$14,500,000.00	\$7,250,000.00
Community Development		
Transportation Projects		
S.Main/Old Winston Improvements	\$958,237.00	
Linville Springs Connector	\$1,400,000.00	
Durham Street	\$710,000.00	\$900,000.00
Shields Road Extension	\$1,555,000.00	\$7,775,000.00
Piney Grove Rd. Widening (Phase II)	\$1,200,000.00	\$1,730,300.00

W.Mtn St Sidewalk w/3 lane section	\$245,919.00	\$1,407,500.00
Clayton Forest Extension	\$570,000.00	\$2,900,000.00
Harmon Creek Extension	\$580,000.00	\$2,900,000.00
Macy Grove Interchange Sidewalk	\$25,000.00	
Union Cross Rd. Widening Sidewalk	\$50,000.00	
S.Main/Century Place Sidewalk	\$252,200.00	\$625,433.00
Reedy Fork Greenway	\$120,000.00	\$3,120,000.00
Bodenhamer Sidewalk	\$125,000.00	\$480,400.00
Old Winston Sidewalk	\$148,000.00	\$232,105.00
Cedar Knolls Drive	\$20,000.00	\$90,000.00
Harmon Creek Dual Left Turns	\$3,800.00	
S.Cherry St. Widening and Sidewalks	\$253,000.00	\$1,265,000.00
Oakhurst Sidewalk Extension	\$30,400.00	\$386,400.00
Pineview Sidewalk	\$45,000.00	\$198,200.00
Bodenhamer Streetscape and Sidewalk		\$1,500,000.00
Broad Street Sidewalk		\$186,100.00
Harmon Lane Sidewalk		\$223,300.00
Southern Street 10" Mult-Use Greenway Connection		\$340,800.00
Triad Park Reedy Fork Creek Greenway		\$4,046,393.00
Beltway Greenway		\$2,500,000.00
Total Community Development	\$8,291,556.00	\$32,806,931.00

Fire/Rescue

Land for Station 42	\$1,200,000.00	
Station 42 Design and Construction	\$5,800,000.00	
New Station 44		\$4,000,000.00
Land for Station 45		\$1,000,000.00
New Station 45		\$4,000,000.00
Total Fire/Rescue	\$7,000,000.00	\$9,000,000.00

Police Department

Upgrade of 911 System to P25 Platform	\$2,875,000.00	
Additional Equip to become Primary PSAP	\$75,000.00	
Equipment to be Fire Dispatch	\$850,000.00	
New Police Headquarters	\$15,000,000.00	\$15,000,000.00
Range Upgrades	\$1,000,000.00	\$1,000,000.00
Police Support Building	\$1,000,000.00	\$1,000,000.00
Total Police	\$20,800,000.00	\$17,000,000.00

Governing Body

CommunityCivic Center	\$9,000,000.00	\$9,900,000.00
Total Gov Body	\$9,000,000.00	\$9,900,000.00

Total of All Bond Projects	\$81,939,556.00	\$101,991,931.00
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Exhibit K: Current Tax Rate of Surrounding Municipalities

Jurisdiction	Tax Rate
Reidsville	0.74 (0.99 downtown)
Guilford County	0.7305
Forsyth County	0.7235
Asheboro	0.665
High Point	0.6475
Greensboro	0.6325
Eden	0.609
Thomasville	0.60
Lexington	0.65 (0.85 downtown)
Burlington	0.5973 (0.7673 downtown)
Winston-Salem	0.5974 (0.6874 downtown)
Kernersville	0.5545 (0.57 proposed)

General Fund Revenues

Revenues Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Property Taxes							
Ad Valorem Taxes - Current Yr.	\$14,141,898	\$14,633,843	\$14,633,843	\$14,946,612	\$15,184,291	\$15,184,291	
Ad Valorem Taxes - Prior Yrs.	50,300	177,650	177,650	75,000	75,000	75,000	
NC Vehicle Tax & Tags - Current Yrs.	1,126,776	1,215,264	1,215,264	1,199,466	1,327,243	1,327,243	
Subtotal Property Taxes	15,318,974	16,026,757	16,026,757	16,221,078	16,586,534	16,586,534	0
Other Taxes & Licenses							
Local Vehicle Fee - Current Yr.	2,910	4,000	4,000	4,000	4,000	4,000	
Local Vehicle Fee - Prior Yrs.	133	248	248	200	200	200	
Local Vehicle Tax - Prior Yrs.	92,925	108,263	108,263	105,250	105,500	105,500	
Cable/Video Programming Revs.	14,687	12,050	12,050	12,000	12,000	12,000	
Subtotal Other Fees	110,656	124,561	124,561	121,450	121,700	121,700	0
Unrestricted Intergov'tal Revs.							
Alcoholic Bev. Tax - County	477,163	362,088	362,088	480,000	480,000	480,000	
Alcoholic Bev. Tax - State	109,583	114,095	114,095	114,000	114,095	114,095	
Rental Vehicle Fees	71,880	74,500	74,500	73,000	74,500	74,500	
Sales and Use Tax - Quarterly	4,833,178	5,018,250	5,018,250	5,106,610	5,519,967	5,519,967	
Telecom Sales Tax	193,431	188,790	188,790	188,900	188,944	188,944	
Utility Franchise Tax	1,443,830	1,435,917	1,435,917	1,398,317	1,419,292	1,419,292	
Video Program	246,731	248,935	248,935	250,800	224,717	224,717	
Solid Waste Disposal Tax	16,263	32,000	32,000	32,000	32,000	32,000	
Subtotal Unrestricted IG Revs.	7,392,058	7,474,575	7,474,575	7,650,727	8,053,515	8,053,515	0
Restricted Intergovernmental Revenues							
Loan for Installment Purchases	4,231,500	3,022,035	3,142,035	3,022,035	2,849,150	2,849,150	
Federal Bullet Proof Vest Partnership	10,150	6,260	6,260	5,400	12,180	12,180	
Gov. Highway Safety Program	0	0	0	0	0	0	
Gov. Hwy Safety Grant-Forsyth CO.DWI	21,324	19,721	19,721	7,574	13,743	13,743	
Gov. Crime Commission – Rifle Replacement	14,980	0	19,252	19,252	0	0	
GHSP	86,564	52,080	52,080	47,471	36,803	36,803	
Org. Crime Drug Enf. Task Force	5,823	1,500	1,500	4,000	1,500	1,500	
FBI Joint Terror Task Force	0	0	11,200	5,000	5,000	5,000	
Powell Bill	638,428	640,000	640,000	646,848	646,848	646,848	
NC Dept. of Pollution Grant	10,620	0	0	0	0	0	
Due fr. NCDOT-School St- Sidewalks	0	0	0	22,536	0	0	
Due fr. NCDOT - Senior Shuttle	10,359	24,938	24,938	28,000	24,938	24,938	
Due from Metro Planning Org.	0	0	80,000	80,000	0	0	
Due from MPO - Reedy Fork	0	0	0	0	0	0	
Due from MPO - S. Main Reedy Fork	0	0	0	0	0	0	
Due fr. CCUC - Reedy Fork	0	0	0	0	0	0	
Due fr. CCUC - Project Reimbursement	0	0	119,000	119,000	0	0	
Due fr. CCUC - Sanitary Sewer	121,194	175,000	175,000	175,000	175,000	175,000	
Due fr. CCUC - Reimb-PY Triad Business Park Project	0	293,801	293,801	293,801	0	0	
Due fr. CCUC - Reimb-CY Triad Business Park Project	0	140,000	140,000	140,000	137,080	137,080	
Due fr. CCUC - Reimb-Old Greensboro Rd. SL	0	0	404,432	404,432	0	0	
Due fr. CCUC - Reimb-Old Greensboro Rd. WL	0	0	0	0	0	0	
Due fr. CCUC - Brookford Sewer Project Reimb.	0	0	142,600	142,600	1,081,020	1,081,020	
Due fr. CCUC - GF Expense Reimbursement	0	0	75,000	0	0	0	
Subtotal Restricted IG Revs.	5,150,942	4,375,335	5,346,819	5,162,949	4,983,262	4,983,262	0
Penalty & Interest Revenues							
Interest on Escrow	662	5,168	5,168	750	1,000	1,000	
Interest on Investments	42,776	46,950	46,950	48,000	46,950	46,950	
Interest/Penalties Property taxes	25,139	30,000	30,000	28,000	28,000	28,000	
Interest on Powell Bill funds	1,434	1,650	1,650	1,950	1,650	1,650	
Subtotal Pen. & Interest Revs.	70,011	83,768	83,768	78,700	77,600	77,600	0
Other General Revenues							
Miscellaneous Revenues	126,317	30,000	30,000	81,603	30,000	30,000	
Miscellaneous Reclclass	0	0	0	0	0	0	
Sale of Fixed Assets	73,727	75,000	75,000	15,645	15,000	15,000	
Sale of Non-Capital Items	0	0	0	5,000	0	0	
Sale of Unclaimed Property	1,643	500	500	63	500	500	
Subtotal Other General Revs.	201,687	105,500	105,500	102,312	45,500	45,500	0

Continued on next page

General Fund Revenues

Revenues Detailed, continued

2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Functionally Related Revs.							
Police - Blood Test Fee	\$0	\$0	\$100	\$100	\$100	\$100	
Miscellaneous - Police Dept.	3,265	2,000	2,000	2,800	2,000	\$2,000	
Miscellaneous - Solid Waste	142,812	119,840	119,840	124,600	112,600	112,600	
Parking Fines	127	500	500	500	500	500	
Fire Code	0	0	0	0	0	0	
Zoning Fines	7,238	8,000	8,000	9,000	9,000	9,000	
Building Inspections	403,753	350,000	350,000	350,000	465,959	465,959	
Commercial Industrial Collection	729,651	739,044	739,044	740,000	793,669	793,669	
Commercial Industrial Late Fee	5,400	3,600	3,600	4,140	3,600	3,600	
Court Facility Fees	5,705	1,600	1,600	13,800	5,000	5,000	
Court Officer Fees	4,975	4,000	4,000	7,680	4,000	4,000	
Special Occ. Permit - Precious Metals	0	266	266	38	266	266	
Driveway Permits	6,130	5,000	5,000	4,700	5,000	5,000	
Environmental Compliance Fees	0	0	0	5,000	5,000	5,000	
Fire Dept Revenue/Inspection Fees	35,898	40,000	40,000	20,500	40,000	40,000	
Homeowner Recovery Fee	152	120	120	140	140	140	
Off-Duty Police Officer Fee	59,141	84,107	84,107	83,880	83,736	83,736	
Peddler License	550	500	500	50	500	500	
PD Range Use Fees	1,194	600	1,000	2,000	2,000	2,000	
Recreation Revenues	90,714	299,000	324,568	255,000	324,568	324,568	
Recycling Fees - Current Year	209,216	207,150	207,150	208,800	342,775	342,775	
Recycling Fees - Prior Years	1,449	1,250	1,250	1,400	1,400	1,400	
Rent on Dumpsters	84,564	88,080	88,080	88,080	88,080	88,080	
Rent on Recycling Dumpsters	9,690	9,480	9,480	9,480	9,480	9,480	
Rent on Town Property	177,784	203,450	203,450	203,450	203,450	203,450	
Rent on Library - Forsyth Co.	81,501	91,134	91,134	91,134	93,411	93,411	
Rent on Communication Towers	200,436	232,198	232,198	232,198	240,000	240,000	
Road Development Fees (Caleb's Creek)	54,233	49,926	49,926	42,679	38,787	38,787	
Recreational Land Fees (Caleb's Creek)	21,230	19,970	19,970	17,822	16,567	16,567	
PM Development Recreation Fee	2,750	50,000	50,000	5,313	5,303	5,303	
Street Lighting Reimbursements	3,425	5,364	5,364	5,364	5,364	5,364	
Street Signs	0	0	0	0	0	0	
Subdivision Fees	10,330	6,000	6,000	6,000	6,000	6,000	
External Plan Reviews	0	0	0	0	0	0	
Annual Yard Waste Cart Fee	0	0	0	240	0	0	
Annual Solid Waste Cont. Fee	4,530	0	0	4,320	0	0	
Utility Access Fees (Calebs Creek)	106,147	99,852	99,852	77,572	77,572	77,572	
Utility Cut Permits	1,100	1,500	1,500	1,400	1,500	1,500	
Watershed Fees	8,255	6,000	6,000	6,000	6,000	6,000	
Yard Waste Container Sales	27,120	9,000	9,000	5,280	5,300	5,300	
Extra Solid Waste Containers Sales	0	0	0	0	0	0	
Zoning Fees	48,235	33,000	33,000	32,417	35,000	35,000	
Subtotal Other General Rev.	2,548,700	2,771,531	2,797,599	2,662,877	3,033,627	3,033,627	0
Operating Grants/Contribs.							
Medical Loss Ratio Rebate	0	0	0	0	0	0	
Contribution - Community Appearance	55,000	0	0	0	0	0	
Contribution - Community Appearance Downtown Revitalization	0	0	50,000	50,000	0	0	
Contribution - Fire Dept.	0	0	0	140	0	0	
Community Development Grants	0	0	0	0	0	0	
Due fr. Developers - Cedar Knolls Drive	53,509	0	0	0	0	0	
Due fr. Developers - Durham St.	114,367	0	0	0	0	0	
Contracted Fire Services	9,500	9,500	9,500	0	9,500	9,500	
Due fr. Forsyth Co. Sch. Res. Officer	298,287	475,480	475,480	456,039	555,235	555,235	
Due fr. CCUC - N. Main St.	641,255	0	0	0	0	0	
Due fr. CCUC - Revolve. Loan	487,120	477,440	477,440	477,440	467,760	467,760	
Due fr. NC Dept. of Commerce - Downtown Revitalization	94,340	0	100,000	100,000	0	0	
Subtotal Operating Grants	1,753,378	962,420	1,112,420	1,083,619	1,032,495	1,032,495	0
Interfund Transfers							
Trans. fr. Capt. Reserve I.O.I.	0	100	4,100	6,000	2,000	2,000	
Trans. fr. Capt. Reserve Fund - Transportation	0	0	30,000	30,000	0	0	
Trans. fr. CRF - Group Insurance Expense	0	0	0	0	0	0	
Trans. fr. LEF - Federal Justice	18,570	0	30,860	30,800	0	0	
Trans. fr. Occupancy Tax Fund - Kernersville Museum	0	0	0	0	0	0	
Trans. fr. Occup. Tax - Recreation	68,500	48,500	48,500	48,500	48,500	48,500	
Trans. fr. LLEFSL - GHSP MATCH	0	0	0	0	0	0	
Trans. fr. Kerner Mill Greenway CPO - Project Labor	0	0	0	0	0	0	
Trans. fr. Public Services Capital Project Fund	0	0	0	0	0	0	
Subtotal Interfund Transfers	87,070	48,600	113,460	115,300	50,500	50,500	0
Fund Balances Approp.							
Fund Balance Appropriated	0	0	1,948,077	997,516	469,523	473,110	0
* Fund Balance Unassigned	7,571,262	7,571,262	5,805,975	6,873,746	5,319,288		
* Not Included In Totals							
Totals	32,633,476	31,973,047	35,133,536	34,196,528	34,454,256	34,457,843	0

General Fund Expenditures

2018-19 Annual Budget

By Department

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Governing Body	\$1,793,606	\$1,227,820	\$1,497,003	\$1,472,485	\$1,207,697	\$1,196,926	\$0
Administration Department	327,183	344,177	354,623	343,450	363,658	361,152	0
Community Dev - Permit/Enforcement Division	465,397	509,811	532,884	507,698	591,619	554,229	0
Finance Department	852,474	910,574	935,166	910,663	938,130	927,360	0
Information Systems Department	532,063	664,245	691,650	690,437	604,350	580,382	0
Community Development - Planning Division	370,029	402,339	402,405	401,220	413,482	413,003	0
Human Resources Department	546,767	581,318	602,476	599,596	520,932	512,863	0
Police Department	9,780,618	8,765,161	9,788,648	9,602,176	8,947,332	8,847,741	0
Fire Department	7,010,748	6,073,255	6,137,680	6,169,221	6,445,933	6,365,711	0
Engineering Department	338,931	390,318	1,043,563	977,899	2,657,753	1,446,838	0
Public Services - Street Division	1,750,118	2,895,982	2,961,631	2,870,277	3,120,068	3,052,088	0
Public Services - Solid Waste Division	1,833,991	1,871,673	1,876,831	1,871,999	2,385,320	2,283,595	0
Parks & Recreation Department	2,008,949	2,260,917	2,678,182	2,390,805	2,799,934	2,772,994	0
Public Services - Library	49,365	56,092	56,092	54,894	55,110	56,308	0
Public Services - General Services Division	1,416,163	685,792	838,611	796,662	1,254,979	1,198,479	0
Special Appropriations	2,115,433	2,209,384	2,499,744	2,236,865	1,484,136	1,944,815	0
Public Services - Administration Division	365,781	663,146	663,210	659,447	457,996	456,051	0
Public Services - Central Maintenance Division	1,340,992	1,461,043	1,573,137	1,636,648	1,612,227	1,487,308	0
Totals	32,898,607	31,973,047	35,133,536	34,192,442	35,860,656	34,457,843	0

GOVERNING BODY

GOALS & OBJECTIVE FY 2018-19

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 2018-2019:

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 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Fees Paid to Elected Officials	\$16,800	\$16,800	\$16,800	\$16,800	\$16,800	\$16,800	
Expense Allowance	6,300	6,300	6,300	6,300	6,300	6,300	
FICA tax expense	1,767	1,768	1,768	1,768	1,768	1,768	0
Group Insurance Expense	5,556	6,516	6,516	750	482	482	
Subtotal Personnel	30,424	31,384	31,384	25,618	25,350	25,350	0
Operating and Maintenance							
Professional Services	63,400	501	501	501	501	501	
Legal Expense	401,622	185,000	291,000	225,000	185,000	185,000	
Legal Trust	0	0	109,000	34,000	0	0	
Telephone & Postage	98	80	180	180	180	80	
Printing	195	550	550	550	550	550	
Travel	10,059	10,000	10,000	14,000	10,000	10,000	
Software Maintenance Fees	0	0	0	0	0	0	
Election Expense	17,831	33,175	33,175	33,175	33,175	33,175	
Advertising	7,422	6,000	6,000	6,000	6,000	6,000	
Departmental Sup. & Mat.	2,349	1,500	1,500	1,500	1,500	1,500	
Contracted Services - Software	0	0	0	0	0	0	
Contracted Services	1,300	3,200	3,200	3,200	7,575	7,575	
Contracted Services - Christmas	24,745	14,250	46,317	44,249	14,250	14,250	
Software License & Renewal	0	0	0	0	0	0	
Dues - Council of Government	5,077	5,084	5,084	5,084	5,193	5,193	
Dues - Institute of Government	2,901	2,923	2,966	2,966	2,966	2,966	
Dues - NLC and NCLM	22,707	22,900	22,900	22,900	22,900	22,900	
Dues - Piedmont Partnership	0	0	0	0	0	0	
Insurance and Bonds	6,731	6,146	6,146	6,146	6,266	6,266	
Miscellaneous	1,346	2,000	2,000	2,000	2,000	2,000	
Subtotal Operating	567,783	293,309	540,519	401,451	298,056	297,956	0
Other Improvements							
Capital Outlay - Economic Development	0	0	0	0	0	0	
Econ. Develop. - Chamber	31,250	31,250	31,250	31,250	31,250	31,250	
Econ. Develop. - Downtown	0	0	0	0	0	0	
Econ. Develop TBP/Infr. Reimb.	95,648	140,000	140,000	137,080	140,000	137,080	
Econ. Develop Deere Hitachi/Infr. Reimbursement	118,654	0	0	0	0	0	
Capital Outlay - Land	180,000	0	0	0	0	0	
Econ. Develop. - City of High Point	0	54,151	99,651	99,360	54,151	53,900	
Subtotal Capital Outlay	425,552	225,401	270,901	267,690	225,401	222,230	0
Special Appropriations							
Community Appearance	3,242	5,500	5,500	5,500	5,500	5,500	
Arts Council Grant	750	750	750	750	750	750	
War Memorial Foundation Grant	0	0	0	0	0	0	
Kernersville Museum	70,000	53,000	53,000	53,000	47,000	42,000	
Kernersville Little Theatre Grant	6,000	6,000	6,000	6,000	6,000	6,000	
Kernersville Cares for Kids Grant	6,500	6,500	6,500	6,500	6,500	6,500	
Housing Grant Match	2,000	2,000	2,000	2,000	2,000	2,000	
Shepherd Center Grant	15,000	20,000	20,000	20,000	20,000	20,000	
Sister City Program Expense	0	2,100	2,100	2,100	2,100	2,100	
Senior Services	12,500	12,500	12,500	12,500	15,000	12,500	
PART Contribution	0	15,000	15,000	15,000	15,000	15,000	
Subtotal Other	115,992	123,350	123,350	123,350	119,850	112,350	0

Continued on next page

Governing Body

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Capital Outlay							
Capital Outlay - Land	\$282,500	\$270,000	\$270,000	\$270,000	\$215,000	\$215,000	
Capital Outlay - Land	180,000	0	0	0	0	0	
Capital Outlay - Gen Improvement	0	0	0	100,000	0	0	
Capital Outlay - Equipment	0	0	0	0	40,000	40,000	
Subtotal Capital Outlay	462,500	270,000	270,000	370,000	255,000	255,000	0
Installment Purchase							
Installment Purchase	191,355	284,376	260,849	284,376	284,040	284,040	
Subtotal Installment Purchase	191,355	284,376	260,849	284,376	284,040	284,040	0
Totals	1,793,606	1,227,820	1,497,003	1,472,485	1,207,697	1,196,926	0

Governing Body Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Administrative Buildings	Six of Fifteen Annual Payments	\$83,620
Harmon Lane Land	Four of Fifteen Annual Payments	100,600
401 S. Main Street	Two of Ten Annual Payments	34,260
109 S. Cherry Street	Two of Ten Annual Payments	15,800
137 W. Mountain Street	Two of Ten Annual Payments	17,010
120 and 126 North Cherry St.	One of Ten Annual Payments	23,200
Courtroom Furniture	First of Five Annual Payments	9,550
Subtotal Installment Purchase		284,040
Capital Outlay - Infrastructure (I.P.) *		
Subtotal Capital Outlay - Infrastructure (I.P.) *		0
Capital Outlay - Land (I.P.)		
Land: 120 and 126 North Cherry St.	New Request	215,000
Subtotal Capital Outlay - Land (I.P.)		215,000
Capital Outlay - Equipment (I.P.)		
Courtroom Furniture	New Request	40,000
Subtotal Capital Outlay - Equipment (I.P.)		40,000
* Item(s) is being paid for under installment purchase financing.		

ADMINISTRATION DEPARTMENT

GOALS & OBJECTIVE FY 2018-19

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 2018-2019:

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

Administration Department

Expenditures Detailed 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$217,428	\$222,053	\$222,053	\$222,053	\$223,014	\$223,014	
Salaries & Wages - Temp/PT	0	0	0	0	0	0	
Salaries & Wages - Overtime	0	0	0	0	0	0	
Automobile Allowance	7,200	7,200	7,200	7,200	7,200	7,200	
FICA Tax Expenses	16,244	17,546	17,546	17,546	17,620	17,620	0
Group Insurance Expenses	27,994	31,062	31,062	31,062	43,501	43,501	
Retirees Insurance Expense	6,891	7,161	7,161	7,161	7,658	7,658	
Retirement Expense - Reg.	15,449	16,654	16,654	16,654	17,284	17,284	0
Employee Appreciation	105	105	105	105	105	105	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	2,131	4,354	8,137	3,331	4,461	4,461	0
Employee Training	1,905	5,200	5,200	5,200	7,800	7,300	
Subtotal Personnel	295,346	311,335	315,118	310,312	328,643	328,143	0
Operating and Maintenance							
Professional Services	0	0	505	55	0	0	
Telephone & Postage	1,302	1,150	1,150	1,150	1,150	1,150	
Printing	1,345	1,950	1,950	1,950	1,950	1,950	
Travel	3,861	6,350	6,350	6,350	8,050	6,050	
Maintenance/Repair - Building	0	0	0	0	0	0	
Maintenance/Repair - Other	0	200	200	200	200	200	
Software Maintenance Fees	0	0	0	0	0	0	
Advertising	314	0	0	0	0	0	
Departmental Supplies/Mat.	3,961	2,250	2,250	2,250	2,250	2,250	
Contracted Services - Software	0	0	0	0	9,180	9,180	
Contracted Services	10,018	8,995	10,368	9,180	0	0	
Software License & Renewal	0	0	0	0	0	0	
Dues & Subscriptions	3,089	3,307	3,307	3,307	3,313	3,307	
Insurance & Bonds	7,204	7,840	7,896	7,896	8,122	8,122	
Miscellaneous Expenses	742	800	800	800	800	800	
Subtotal Operating	31,837	32,842	34,776	33,138	35,015	33,009	0
Capital Outlay							
Capital Outlay - Land	0	0	0	0	0	0	
Capital Outlay - Buildings	0	0	0	0	0	0	
Capital Outlay - Equipment	0	0	0	0	0	0	
Subtotal Capital Outlay	0	0	0	0	0	0	0
Special Appropriations							
Property Tax Expense	0	0	4,729	0	0	0	
Subtotal Special Appropriations	0	0	4,729	0	0	0	0
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	
Subtotal Installment Purchase	0	0	0	0	0	0	0
Full-Time Positions - 3 Part-Time Positions - 0							
Totals	327,183	344,177	354,623	343,450	363,658	361,152	0

Community Development Department - Planning Division

Expenditures Detailed

2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'l Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$257,908	\$264,980	\$264,980	\$264,980	\$269,878	\$269,878	
Salaries & Wages - Temp/PT	\$0	0	0	0	0	0	
FICA Tax Expenses	18,859	20,282	20,282	20,282	20,657	20,657	0
Group Insurance Expenses	35,896	36,380	36,380	36,380	41,171	41,171	
Retirement Expense - Reg.	18,153	19,874	19,874	19,874	20,916	20,916	0
Employee Appreciation	140	140	140	140	140	140	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	2,504	5,197	5,197	3,975	5,398	5,398	0
Employee Training	3,476	3,400	3,400	3,400	3,384	3,400	
Subtotal Personnel	336,935	350,253	350,253	349,031	361,544	361,560	0
Operating and Maintenance							
Professional Services	79	7,500	7,500	7,500	7,500	7,500	
Telephone & Postage	2,271	3,031	3,031	3,031	1,342	1,342	
Printing	3,319	5,000	5,000	5,000	5,000	5,000	
Travel	1,507	2,000	2,000	2,000	2,495	2,000	
Maintenance/Repair - Other	4,344	4,800	4,800	4,837	0	0	
Software Maintenance Fees	0	0	0	0	6,935	6,935	
Advertising	1,268	2,500	2,500	2,500	2,500	2,500	
Office Supplies	565	1,000	1,000	1,000	1,000	1,000	
Departmental Supplies/Mat.	8,530	10,050	10,050	10,050	8,500	8,500	
Contracted Services - Software	0	0	0	0	0	0	
Contracted Services	450	5,900	5,900	5,900	5,900	5,900	
Contracted Services-B40	0	0	0	0	0	0	
Software License & Renewal	0	0	0	0	0	0	
Dues and Subscriptions	1,181	1,200	1,200	1,200	1,200	1,200	
Insurance and Bonds	9,579	9,055	9,121	9,121	9,516	9,516	
Miscellaneous Expenses	0	50	50	50	50	50	
Subtotal Operating	33,093	52,086	52,152	52,189	51,938	51,443	0
Capital Outlay							
Sidewalk Construction/Repair	0	0	0	0	0	0	
Capital Outlay - Equipment	0	0	0	0	0	0	
Subtotal Capital Outlay	0	0	0	0	0	0	0
Totals							
	370,029	402,339	402,405	401,220	413,482	413,003	0
Full-Time Positions - 4							
Part-Time Positions - 0							

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVE FY 2018-19

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** – Improve the efficiency and customer service to our citizens and development clientele.
2. **Planning & Engineering** – Undertake growth management planning and regulatory activities to address challenges and opportunities in the community development fields of economic development, land use planning, watershed protection, sewer expansion, and transportation planning.

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, watershed protection, transportation, sewer, zoning, building codes, GIS, watershed regulations, and regulatory enforcement. A major responsibility of the Community Development Department is to maintain the integrity of the UDO and North Carolina Building Codes 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 2018-2019:

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. Implement the adopted *North Main Street/Macy Grove Road Extension Area Plan*.

2. Transportation:

- a. Implement the recommendations of *Transportation and Traffic Study*.
- b. Continue operation of the senior transit service.
- c. 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.

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVE FY 2018-19

- d. Work with NCDOT on the 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. Stormwater and Watershed Regulations:

- a. Participate in stormwater and watershed workshops to stay updated on changes to the State's mandated stormwater and watershed regulations.
- b. Prepare required amendments to our stormwater and watershed regulations as required by the State of North Carolina.

4. Economic Development:

- a. Work with the commercial and industrial development community to identify sites for economic development.
- b. Inventory developable land and buildings available for development or redevelopment.
- c. Refine the marketing material that compliments and coordinates with Winston-Salem Business Incorporated, Greensboro Partnership Economic Development, and Kernersville Chamber of Commerce.
- d. Enhance the website to meet citizens and developer's needs.

5. 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.

6. Unified Development Ordinance (UDO):

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

7. Geographic Information System (GIS):

- a. Continue to develop GIS map and data application for the website.
- b. Prepare the 2018 Growth and Traffic Data Report.
- c. Examine best business practices for Community Development and other Town departments; and develop recommended areas for applying GIS to daily tasks as applicable.

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVE FY 2018-19

8. Sewer:

- a. Pursue the sewer line construction to serve western portion of the Kernersville Medical Parkway.
- b. Implement the recommendations of the *Strategic Sewer Investment Plan* that would extend sewer lines to promote economic development.
- c. 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. Implement new plan review and permitting processes and procedures.
- 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.
- e. Implement changes to subdivision fee structures to ensure developers are paying all costs for reviews.

2. Permit and Enforcement Software:

- a. Implement the new building and development review software 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.
- c. Provide additional educational opportunities for staff.
- d. Develop succession planning within the division and provide appropriate training.
- e. Develop code enforcement program; including onboarding of new staff, updates to applicable codes, and procedures to ensure civil citation collections.

Community Development Dept. - Permit and Enforcement Division

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$288,660	\$298,445	\$292,445	\$298,445	\$286,176	\$286,176	
Salaries & Wages - Temp/PT	-24	2,800	2,800	1,800	1,800	1,800	
Salaries & Wages - Overtime	123	0	6,000	1,000	1,000	1,000	
FICA Tax Expenses	19,556	23,059	23,059	23,059	22,121	22,121	0
Group Insurance Expenses	63,055	69,173	69,173	69,173	72,589	72,589	
Retirees Insurance Expense	6,411	3,221	3,221	3,221	0	0	
Retirement Expense - Reg.	20,363	22,384	22,384	22,459	22,257	22,257	0
Employee Appreciation	175	175	175	175	175	175	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	2,809	5,853	5,853	4,492	5,744	5,744	0
Employee Training	3,080	5,705	5,705	5,705	5,730	5,705	
Subtotal Personnel	404,209	430,815	430,815	429,529	417,592	417,567	0
Operating and Maintenance							
Professional Services	1,585	10,000	10,000	10,000	20,000	10,000	
Telephone & Postage	2,070	7,380	7,380	7,380	8,165	7,800	
Printing	550	600	600	600	600	600	
Travel	1,458	4,070	4,070	4,070	5,230	4,730	
Software Maintenance Fees	0	0	0	0	0	0	
Advertising	114	500	500	500	500	500	
Office Supplies	198	650	650	650	650	650	
Departmental Supplies/Mat.	5,871	8,200	8,200	8,200	14,978	14,978	
Uniforms and Accessories	1,259	1,500	1,500	1,500	2,000	1,500	
Contracted Services - Software	0	0	0	0	73,940	73,940	
Contracted Services	8,590	900	23,900	0	0	0	
Software License & Renewal	0	0	0	0	0	0	
Dues and Subscriptions	857	875	875	875	875	875	
Insurance and Bonds	10,141	10,235	10,308	10,308	11,149	11,149	
Miscellaneous Expenses	0	50	50	50	50	50	
Subtotal Operating	32,694	44,960	68,033	44,133	138,137	126,772	0
Capital Outlay							
Capital Outlay - Equipment	23,769	0	0	0	0	0	
Capital Outlay - Equipment (I.P.)	0	24,000	24,000	24,000	26,000	0	
Subtotal Capital Outlay	23,769	24,000	24,000	24,000	26,000	0	0
Installment Purchase							
Installment Purchase	4,725	10,036	10,036	10,036	9,890	9,890	
Subtotal Installment Purchase	4,725	10,036	10,036	10,036	9,890	9,890	0
Full-Time Positions - 5							
Part-Time Positions - 2							
Totals	465,397	509,811	532,884	507,698	591,619	554,229	0

CD Permit and Enforcement Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Inspector Truck	Four of five annual payments	\$4,730
Inspector Vehicle	Two of five annual payments	5,160
Subtotal Installment Purchase		9,890
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
Capital Outlay - Equipment (I.P.) *		
Subtotal Capital Outlay - Equipment (I.P.)		0
* Item(s) is being paid for under installment purchase financing.		

Community Development Dept. - Engineering Department

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$69,757	\$70,428	\$75,232	\$70,428	\$91,800	\$91,800	
Salaries & Wages - Overtime	0	0	0	0	0	0	
FICA Tax Expenses	5,011	5,391	5,759	5,391	7,026	7,026	0
Group Insurance Expenses	11,576	12,224	12,863	12,863	8,200	8,200	
Retirement Expense - Reg.	5,011	5,283	5,571	5,283	7,115	7,115	0
Employee Appreciation	0	35	35	35	35	35	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	691	1,381	1,477	1,057	1,836	1,836	0
Employee Training	2,760	2,900	2,900	2,900	3,000	3,000	
Subtotal Personnel	94,806	97,642	103,837	97,957	119,012	119,012	0
Operating and Maintenance							
Professional Services	101,975	62,000	132,000	132,000	90,000	15,000	
Prof. Serv. Reedy Fork Creek Greenway	0	0	0	0	0	0	
Prof. Serv. Sanitary Sewer Study	102,393	175,000	175,000	175,000	175,000	175,000	
Prof. Serv. Eng Plan Brookford/Hospital	0	0	67,600	67,600	98,170	98,170	
Prof. Serv. W. Mountain St. Turn Ln/Sidewalk	0	0	0	0	0	0	
Prof. Serv. Durham St.	0	0	30,000	0	0	0	
Telephone & Postage	67	1,152	1,152	1,152	1,352	1,152	
Printing	444	600	600	600	600	600	
Travel	1,227	2,000	2,000	2,000	2,500	2,500	
Maintenance/Repair - Other	1,077	1,100	1,100	1,100	1,100	1,100	
Software Maintenance Fees	0	0	0	0	3,428	3,428	
Advertising	0	500	500	500	500	500	
Advertising - Brookford/Hospital	0	0	0	0	750	750	
Advertising - W. Mountain St. Turn Ln/Sidewalk	0	0	0	0	0	0	
Advertising - Reedy Fork Creek Greenway	0	0	0	0	0	0	
Advertising - S. Main/Century Blvd. Sidewalk	0	0	0	0	0	0	
Office Supplies	60	1,000	1,000	1,000	1,000	1,000	
Departmental Supplies/Mat.	3,786	6,628	6,628	6,628	3,700	3,428	
Contracted Services - Software	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	
Contracted Services - Transit	26,385	31,174	31,174	31,174	33,000	33,000	
Software License & Renewal	0	0	0	0	0	0	
Dues and Subscriptions	669	1,200	1,200	1,200	1,200	1,200	
Insurance and Bonds	5,788	9,972	9,990	9,990	8,548	8,548	
Miscellaneous Expenses	254	350	350	350	350	350	
Subtotal Operating	244,125	292,676	460,294	430,294	421,198	345,726	0
Capital Outlay							
CO - ROW: W. Mountain St. Turn Ln/Sidewalk	0	0	0	0	0	0	
CO - Land: Macy Grove Sidewalk	0	0	0	0	0	0	
CO - Land: Union Cross Sidewalk	0	0	0	0	0	0	
CO - ROW: Brookford/Hospital	0	0	0	75,000	47,100	47,100	
CO - Land	0	0	0	0	0	0	
Capital Outlay - Gen Improvements	0	0	0	0	48,405	0	
Capital Outlay - Gen Impr. Brookford/Hospital	0	0	75,000	0	935,000	935,000	
C.O. - Gen Improve - Old G'boro Sewer	0	0	404,432	374,648	0	0	
C.O. - Gen Improve - Old G'boro Rd-Water Line	0	0	0	0	0	0	
CO - GI S. Main/Old Winston Intersection	0	0	0	0	1,087,038	0	
Subtotal Capital Outlay	0	0	479,432	449,648	2,117,543	982,100	0
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	
Subtotal Installment Purchase	0	0	0	0	0	0	0
Full-Time Positions - 1							
Part-Time Positions - 0							
Totals	338,931	390,318	1,043,563	977,899	2,657,753	1,446,838	0

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

Item	Remarks	Item or Project Cost
Installment Purchase		
Subtotal Installment Purchase		0
Capital Outlay - Gen Improvements: ROW		
Brookford Rd/Hospital Sewer Project Right-of-Way	New Request	47,100
Subtotal Cap. Outlay - Gen Improvements: ROW		47,100
Capital Outlay - Gen Improvements		
Brookford Rd/Hospital Sewer Project	New Request	935,000
Subtotal Capital Outlay - Gen Improvements		935,000
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equip.		0

* Item(s) is being paid for under installment purchase financing.

FINANCE DEPARTMENT

GOALS & OBJECTIVES FY 2018-19

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 2018-19:

1. Adhere to 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.
2. Assess and enhance financial processes to ensure conformity with all applicable policies, laws, and accounting standards.
3. Utilize an upgraded Capital Improvement Program, focusing on budgetary requirements, forward planning, and assisting departments with prioritization.
4. Explore opportunities for expanding the functionality and features of the Town's financial software.
5. Attend training and professional conferences to advance employee skills and knowledge relating to financial operations and accounting standards.
6. Evaluate solutions for increasing the use of electronic financial processes, such as invoicing customers and paying vendors.

Finance Department

Expenditures Detailed 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$350,509	\$365,122	\$365,122	\$365,122	\$377,567	\$377,567	
Salaries & Wages - Temp/PT	0	0	0	0	0	0	
Salaries & Wages - Overtime	0	2,000	2,000	1,350	2,000	2,000	
FICA Tax Expenses	25,539	28,101	28,101	28,049	29,053	29,053	0
Group Insurance Expenses	52,887	56,796	56,796	56,796	62,880	62,880	
Retirees Insurance Expense	5,906	5,721	5,721	5,500	6,218	6,218	
Retirement Expense - Reg.	24,843	27,535	27,535	27,486	29,417	29,417	0
Employee Appreciation	70	210	210	175	210	210	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	3,426	7,161	7,161	5,498	7,592	7,592	0
Employee Training	5,998	9,605	10,105	10,258	13,880	12,000	
Subtotal Personnel	469,178	502,251	502,751	500,234	528,817	526,937	0
Operating and Maintenance							
Professional Services	69,221	77,935	86,135	75,500	76,000	75,000	
Telephone & Postage	3,859	8,288	7,288	7,500	8,288	8,288	
Printing	2,272	3,910	3,410	2,500	2,500	2,500	
Travel	8,727	13,264	21,564	15,529	13,279	13,264	
Maintenance & Repair - Building	0	0	16,000	0	0	0	
Software Maintenance Fees	40,486	42,383	42,383	45,600	41,600	40,000	
Advertising	0	0	0	0	0	0	
Office Supplies	1,973	2,850	2,850	2,400	2,500	2,500	
Departmental Supplies/Mat.	15,440	13,750	11,750	10,000	10,000	8,500	
Contracted Services - Software	0	0	0	0	0	0	
Contracted Services	172,463	185,000	180,000	185,000	185,000	182,000	
Banking Services	41,098	39,875	39,875	45,240	47,200	45,500	
Software License & Renewal	0	0	0	0	0	0	
Dues and Subscriptions	2,298	1,810	1,810	1,810	2,000	2,000	
Insurance and Bonds	14,039	19,083	19,175	19,175	20,696	20,696	
Miscellaneous Expenses	129	175	175	175	250	175	
Shortage/Overage	-2	0	0	0	0	0	
Subtotal Operating	372,002	408,323	432,415	410,429	409,313	400,423	0
Capital Outlay							
Capital Outlay - Equipment	11,295	0	0	0	0	0	
Capital Outlay - Equipment (I.P.)	0	0	0	0	0	0	
Subtotal Capital Outlay	11,295	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	
Subtotal Installment Purchase	0	0	0	0	0	0	0
 Full-Time Positions - 6 Part-Time Positions - 0							
Totals	852,474	910,574	935,166	910,663	938,130	927,360	0

INFORMATION TECHNOLOGY DEPARTMENT

GOALS & OBJECTIVE FY 2018-19

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 2018-2019:

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 (Redmon and Civitan) and other town buildings (Parks Admin) using network IP based equipment tying into a centralized video management system.
3. Produce a Catalog of Services document that includes inventory of services, software, hardware and networking equipment.
4. Continue replacement aging networking equipment.
5. Produce a Town information specific mobile app to supplement toknc.com.
6. Upgrade the Town Hall Kiosk system to use the Brightsign product for updates.
7. Upgrade Kronos to a newer server and latest version.
8. Assist in the technology up fit for new Fire Department building.
9. Replace the Fuel Pump key pad pedestal and change from analog phone to over secure network.
10. Implement a Cyber Security Awareness plan with employee accountability.
11. Address and update Business Continuity and disaster Recovery plan.
12. Implement a Mobile Device Management program.

Information Technology Department

Expenditures Detailed 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$248,303	\$263,191	\$263,191	\$263,191	\$272,336	\$272,336	
Salaries & Wages - Temp/PT	0	0	0	0	0	0	
Salaries & Wages - Overtime	0	0	0	0	0	0	
Auto Allowance Expense	649	675	675	675	675	675	
FICA Tax Expenses	18,647	20,145	20,145	20,145	20,845	20,845	0
Group Insurance Expenses	27,576	28,333	28,333	28,333	31,677	31,677	
Retirement Expense - Reg.	17,517	19,740	19,740	19,740	21,107	21,107	0
Employee Appreciation	89	140	140	140	140	140	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	2,416	5,161	5,161	3,948	5,447	5,447	0
Employee Training	6,436	6,500	6,500	6,500	22,970	13,000	
Subtotal Personnel	321,634	343,885	343,885	342,672	375,197	365,227	0
Operating and Maintenance							
Professional Services	60	0	2,341	2,341	0	0	
Telephone & Postage	46,848	50,600	50,600	50,600	58,580	58,580	
Travel	2,169	6,500	6,500	6,500	6,500	4,500	
Maintenance/Repair - Network	65,218	63,000	63,000	63,000	87,998	78,000	
Departmental Supplies/Mat.	1,431	1,400	1,400	1,400	1,400	900	
Equipment Replacement	0	0	0	0	0	0	
Contracted Services - Software	0	0	0	0	0	0	
Software Maintenance Fees	0	0	0	0	0	0	
Software License & Renewal	20,869	22,800	22,800	22,800	24,300	22,800	
Dues and Subscriptions	660	950	950	950	950	950	
Insurance and Bonds	10,193	10,881	10,945	10,945	11,605	11,605	
Miscellaneous Expenses	0	200	200	200	200	200	
Subtotal Operating	147,448	156,331	158,736	158,736	191,533	177,535	0
Capital Outlay							
Capital Outlay - Equipment	0	0	25,000	0	0	0	
Capital Outlay - Equipment (I.P.)	39,490	113,635	113,635	138,635	0	0	
Subtotal Capital Outlay	39,490	113,635	138,635	138,635	0	0	0
Installment Purchase							
Installment Purchase	23,491	50,394	50,394	50,394	37,620	37,620	
Subtotal Installment Purchase	23,491	50,394	50,394	50,394	37,620	37,620	0
Full-Time Positions - 4 Part-Time Positions - 0							
Totals	532,063	664,245	691,650	690,437	604,350	580,382	0

Information Systems - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Host Servers Replacement	Four of five annual payments	5,020
Internal Wifi Controller and Access Points	Three of five annual payments	8,180
Server Storage Equipment	Two of five annual payments	16,680
Courtroom Audio and Visual Update	Two of five annual payments	7,740
Subtotal Installment Purchase		37,620
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.		

HUMAN RESOURCES DEPARTMENT

GOALS & OBJECTIVES FY 2018-19

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 2018-2019, many of which define what we continually strive to accomplish, include:

Goals and Objectives for Fiscal Year 2018-2019:

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.

Employee Retention

Retaining our valued employees continues to be an ongoing goal. This is accomplished 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

The Department ensures 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

Training and Development compliments our employee retention efforts. We continue to develop 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 2018-19

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, we continue to work closely with the Occupational Health and Safety Administration in a consultative capacity. This, in turn, will limit exposures to employees and property.

Priorities for Fiscal Year 2018-2019:

1. Enhance the Town's recruiting efforts in conjunction with department managers to attract applicants. This will include enhanced visibility of the Town's vacancies, as well as, creative community outreach to attract applicants.
2. Implement a training platform software to provide and track electronic trainings.
3. Complete Consultative Service inspections with the NCDOL for the Police, Public Services and Parks & Recreation Departments.
4. Starting a new job can be frustrating. This fiscal year we will enhance the new employee experience by providing an interactive/electronic orientation platform.
5. Continue to build on 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 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$246,349	\$253,419	\$277,919	\$277,516	\$237,578	\$237,578	
Salaries & Wages - Temp/PT	0	0	0	0	0	0	
Medical Loss Ratio Rebate	0	0	0	0	0	0	
FICA Tax Expenses	19,059	23,183	23,183	21,650	21,495	21,411	0
Group Insurance Expenses	32,411	33,888	30,888	30,674	37,417	37,417	
Retiree's Insurance Expense	0	0	0	0	0	0	
Retirement Expense - Reg.	17,435	19,007	20,352	20,814	18,413	18,413	0
Employee Appreciation	40,416	49,620	32,020	31,702	37,370	36,270	
Unemployment Insurance	0	1,000	0	0	0	0	
Retirement Expense - 401K	2,405	4,970	4,970	5,460	4,752	4,752	0
Employee Training	29,491	38,655	23,455	23,435	31,180	26,180	
Subtotal Personnel	387,566	423,742	412,787	411,251	388,205	382,021	0
Operating and Maintenance							
Professional Services	83,551	75,500	75,500	76,200	57,800	57,800	
Telephone & Postage	2,121	3,039	2,139	2,200	2,000	1,500	
Printing	164	200	200	200	200	200	
Travel	4,918	3,050	3,050	2,851	4,525	3,525	
Maintenance/Repair - Building	0	0	0	0	0	0	
Maintenance/Repair - Other	1,132	2,800	1,800	1,220	1,200	1,200	
Software Maintenance Fees	27,084	30,400	66,400	65,800	38,275	38,275	
Advertising	0	0	250	250	0	0	
Office Supplies	1,556	1,600	1,600	1,510	1,600	1,600	
Departmental Supplies/Mat.	4,512	11,000	8,700	8,250	5,000	5,000	
Contracted Services - Software	0	0	0	0	0	0	
Contracted Services	7,750	7,750	7,750	7,750	0	0	
Software License & Renewal	0	0	0	0	0	0	
Dues and Subscriptions	2,083	3,080	3,080	2,897	2,490	2,105	
Insurance and Bonds	9,726	12,497	12,560	12,560	13,167	13,167	
Miscellaneous Expenses	150	300	300	297	300	300	
Subtotal Operating	144,747	151,216	183,329	181,985	126,557	124,672	0
Capital Outlay							
Capital Outlay - Equipment	8,290	0	0	0	0	0	
Capital Outlay - Equipment LP	0	0	0	0	0	0	
Subtotal Capital Outlay	8,290	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	6,163	6,360	6,360	6,360	6,170	6,170	
Subtotal Installment Purchase	6,163	6,360	6,360	6,360	6,170	6,170	0
Full-Time Positions - 4 Part-Time Positions - 0							
Totals	546,767	581,318	602,476	599,596	520,932	512,863	0

Human Resources Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Sage Software Upgrade	Four of five annual payments	\$6,170
Subtotal Installment Purchase		6,170
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 2018-2019

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 2018-2019:

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
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$754,710	\$814,166	\$814,166	\$797,512	\$826,915	\$826,915	
Salaries & Wages - Reg. (Sworn)	3,535,044	3,664,642	3,712,230	3,772,847	3,669,335	3,669,335	
Salaries & Wages - Off-Duty	55,160	78,500	78,500	78,635	78,500	78,500	
Salaries & Wages - Temp/PT	810	7,200	7,200	456	0	0	
Salaries & Wages - Overtime (Reg)	28,187	36,000	36,000	29,676	36,000	36,000	
Salaries & Wages - Overtime (Sworn)	39,162	35,000	46,200	45,000	45,000	45,000	
Salaries & Wages - Off-Duty OT	0	0	0	0	0	0	
Clothing Allowance Expense	6,238	5,800	6,100	6,100	6,100	6,100	
FICA Tax Expenses	329,200	355,299	358,940	362,104	356,854	356,854	0
Group Insurance Expenses	778,204	842,216	851,868	851,868	903,910	903,910	
Retirees Insurance Expense	71,279	87,755	87,755	87,755	79,115	79,115	
Retirement Expense - Reg.	55,315	61,638	61,638	62,040	66,876	66,876	0
Retirement Expense - Sworn	279,237	305,221	309,147	314,973	315,719	315,719	0
Employee Appreciation	2,739	3,115	3,150	3,150	2,905	2,905	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K Reg	7,629	15,967	15,967	12,408	17,259	17,259	0
Retirement Exp. - 401K (Sworn)	174,560	169,364	171,743	190,893	185,717	185,717	0
Retirement Supplemental	154,993	175,005	203,687	182,918	186,139	186,136	
Employee Training	25,216	40,000	40,000	30,000	40,000	35,000	
Subtotal Personnel	6,297,684	6,696,888	6,804,291	6,828,336	6,816,344	6,811,341	0
Operating and Maintenance							
Professional Services	90,698	95,000	95,100	95,100	71,821	71,821	
Telephone & Postage	59,841	67,272	67,272	65,000	72,163	67,272	
Printing	1,264	3,250	3,250	3,250	3,400	3,250	
Departmental Utilities Expense	14,359	21,240	21,240	15,000	21,240	21,240	
Travel	45,789	35,950	35,950	40,000	45,000	25,000	
Travel - FC - DWI Grant	0	0	0	0	0	0	
Travel - FC - DWI Grant 2016	0	0	0	0	0	0	
Maintenance/Repair - Comm Tower	0	0	0	0	0	0	
Maintenance/Repair - Radio	39,854	43,460	43,460	43,460	45,760	43,460	
Maintenance/Repair - Other	127,980	149,430	152,048	152,048	55,125	55,125	
Software Maintenance Fees	0	0	0	0	100,875	100,875	
Building and Equipment Rental	23,028	23,256	24,106	24,000	24,000	23,256	
Advertising	1,151	1,500	1,500	1,500	1,500	1,500	
Office Supplies	14,578	15,000	15,000	15,000	15,000	15,000	
Departmental Supplies/Mat.	205,083	169,671	186,324	186,324	122,680	110,680	
Departmental Supplies/Mat. - DWI Grant	0	0	0	0	0	0	
Gov Hwy Safety Materials	0	0	0	0	0	0	
GHSP-Saved By The Belt Supplies/Mat.	0	0	0	0	0	0	
GCC/Materials/Rifle Replacement Grant	19,604	0	0	0	0	0	
GHSP/Materials/Operation Crash Reconstruction	0	0	0	0	0	0	
Supplies/Materials - DWI Grant	1,103	0	0	0	0	0	
Range Use Fee Expenses	1,300	1,600	2,000	2,000	2,000	1,600	
Departmental Supplies/Mat. Gov. Hwy	0	0	0	0	0	0	
Uniforms & Accessories	95,001	78,000	141,285	78,000	104,203	77,000	
Uniforms & Accessories - DWI Grant	0	0	0	0	0	0	
Uniforms & Accessories - DWI Grant 2016	0	0	0	0	0	0	
Equipment Lease Expense	22,330	23,832	23,832	23,832	23,832	23,832	
Contracted Services - Software	0	0	0	0	16,710	16,710	
Software License & Renewal	0	0	0	0	10,000	10,000	
Dues and Subscriptions	4,384	5,000	5,000	5,000	5,000	5,000	
Insurance and Bonds	132,080	171,216	172,332	172,332	175,501	175,501	
Miscellaneous Expenses	6,539	1,700	1,700	3,000	3,000	1,700	
Forsyth Co.- Park Fine, Unclaimed	0	0	0	0	0	0	
Information & Ammo Expense	43,700	43,965	21,000	43,965	43,965	23,965	
Information Expense	18,570	0	30,860	30,860	5,000	5,000	
Subtotal Operating	968,236	950,342	1,043,259	999,671	967,775	878,787	0
<i>Continued on next page</i>							

Police Department

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Capital Outlay							
Capital Outlay - General Improvement	\$0	\$0	\$0	\$0	\$0	\$0	
Capital Outlay - Equipment	73,140	0	823,167	823,167	0	0	
Capital Outlay - Equipment - DWI Grant	0	0	0	0	0	0	
Capital Outlay - Equipment - GHSP KYS	0	0	0	0	0	0	
Capital Outlay - Equip. GHSP-SBTB	0	0	0	0	0	0	
Capital Outlay - Equip. GHSP-SBTB	0	0	0	0	0	0	
Capital Outlay - Equipment (IP)	1,953,132	435,400	435,400	446,165	442,150	442,150	
Non-Capital - Equipment (IP)	73,890	0	0	0	0	0	
Subtotal Capital Outlay	2,100,162	435,400	1,258,567	1,269,332	442,150	442,150	0
Special Appropriations							
K-9 costs	13,259	12,600	12,600	12,600	12,600	7,000	
Governor's Crime Commission Grant	0	0	0	0	0	0	
Subtotal Special Appropriations	13,259	12,600	12,600	12,600	12,600	7,000	0
Installment Purchase							
Installment Purchase	401,277	669,931	669,931	492,237	708,463	708,463	
Subtotal Installment Purchase	401,277	669,931	669,931	492,237	708,463	708,463	0
Totals	9,780,618	8,765,161	9,788,648	9,602,176	8,947,332	8,847,741	0
Full-Time Positions - 89 Part-Time Positions - 0							

Police Department - Capital Outlay

Item	Remarks	Item of Project Cost
Installment Purchase		
Vehicle Replacement Program (6 Cars)	Five of Five Annual Payments	30,710
Commication Radios	Five of Five Annual Payments	17,600
Computers	Five of Five Annual Payments	24,100
5 - Vehicle Replacements	Four of Five Annual Payments	32,880
1 - Canine Vehicle (Replacement)	Four of Five Annual Payments	6,580
Recording System	Four of Five Annual Payments	13,360
Barcoding System - Evidence Room	Four of Five Annual Payments	3,500
In-Car Radios (20) - Replacement	Four of Five Annual Payments	13,400
In-Car Radios (20) - Replacement	Three of Five Annual Payments	15,540
7 - Patrol Car Replacements	Three of Five Annual Payments	59,440
Building Security System - Town Hall	Three of Five Annual Payments	16,570
Police Communication System	Three of Five Annual Payments	275,690
Eight (8) Police Vehicles	Two of Five Annual Payments	83,560
Eight (8) In-Car Camera Replacements	Two of Five Annual Payments	9,970
Seven (7) Replacement Vehicles	First of Five Annual Payments	92,617
Nine (9) In-Car Cameras	First of Five Annual Payments	12,946
Subtotal Installment Purchase		708,463
Capital Outlay - General Improvement		
Subtotal General Improvement		0
Capital Outlay - Equipment		
Subtotal for Capital Outlay - Equipment		0
Capital Outlay - Equipment (I.P.) *		
Seven (7) Replacement Vehicles	New Request	387,925
Nine (9) In-Car Cameras	New Request	54,225
Subtotal Capital Outlay - Equipment (I.P.)		442,150
* Item(s) is being paid for under installment purchase financing.		

FIRE RESCUE DEPARTMENT

GOALS & OBJECTIVE FY 2018-19

The mission of the Kernersville Fire Rescue Department is to provide quality services and prevent harm to the community we serve. During fiscal year 2018-2019 our goals and objectives focus on continual professional improvement, seeking innovative, efficient and effective ways to enhance the services we provide. Highlights include the completion of the construction of a new state of the art fire station to replace station 42, construction of a training facility, and seeking additional personnel to enhance the services we provide. We will continue 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 2018-2019:

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:

- Completion of the construction of a new fire station for the replacement of station 42 that will serve the community for 50 plus years.
- Develop and facilitate a 5-10-year strategic plan seeking departmental and community involvement.
- Seek a new position of a Fire Operations Specialist to manage planning/budgeting and accreditation from Center of Public Safety Excellence. This person will assist as a grant coordinator seeking and monitoring fire, rescue and prevention grants.
- Continued evaluation GIS study goals to enhance our current response model to ensure correct response and location of responding units.
- Seek two additional positions adding one 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.
- Seek community involvement for an education first mindset for the enforcement of the fire codes.
- Continue to evaluate current public education services provided such as Project F-I-R-E

FIRE RESCUE DEPARTMENT

GOALS & OBJECTIVE FY 2018-19

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. Partner with civic/faith groups, community associations, and other stakeholders to help with community outreach.

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.
- Complete construction of a training center.
- Continue to evaluate our multi-year training program that focuses on core areas of fire, technical rescue, and emergency medical and hazardous material response. Emphasis this year will be the incorporation of the new training center.
- Continue to evaluate and implement professional development strategies that enhance the work environment of current employees.

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 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$3,162,074	\$3,401,560	\$3,401,560	\$3,401,560	\$3,448,893	\$3,448,893	
Salaries & Wages - Temp/PT	11,265	0	0	40,000	0	0	
Salaries & Wages - Overtime	262,399	240,000	240,000	240,000	240,000	240,000	
FICA Tax Expenses	242,311	278,770	278,770	281,830	282,391	282,391	0
Group Insurance Expenses	704,749	760,807	760,807	760,807	842,229	842,229	
Retirees Insurance Expense	70,934	77,941	77,941	77,941	89,536	89,536	
Retirement Expense - Reg.	242,205	273,117	273,117	273,117	285,890	285,890	0
Employee Appreciation	1,680	2,485	2,485	2,485	2,485	2,485	
Retirement Expense - 401K	33,407	66,499	66,499	54,624	73,778	73,778	0
Employee Training	21,447	24,000	24,000	24,000	43,263	26,000	
Subtotal Personnel	4,752,470	5,125,179	5,125,179	5,156,364	5,308,465	5,291,202	0
Operating and Maintenance							
Professional Services	23,556	26,175	26,175	26,175	41,418	35,000	
Telephone & Postage	6,752	10,344	10,344	10,000	10,200	10,344	
Printing	785	1,500	1,500	1,500	1,500	1,500	
Departmental Utilities Expense	41,370	50,000	50,000	50,000	50,000	50,000	
Travel	6,101	12,000	12,000	12,000	32,910	13,000	
Maintenance/Repair - Bldg.	148,636	28,000	28,000	28,000	28,000	28,000	
Maintenance/Repair - Radio	4,906	7,400	7,400	7,400	17,400	7,400	
Maintenance/Repair - Other	11,871	12,500	12,500	13,000	13,000	12,500	
Software Maintenance Fees	0	0	0	0	0	0	
Maintenance/Repair - Fire Truck	12,962	15,000	15,000	15,000	15,000	15,000	
Advertising	985	1,000	1,000	1,200	1,400	1,000	
Supplies/Fire Truck Repairs	0	0	0	0	0	0	
Office Supplies	2,212	3,000	3,000	3,000	3,000	3,000	
Departmental Supplies/Mat.	381,308	80,000	129,800	129,800	105,000	100,000	
Departmental Supplies/Mat. Grant	0	0	0	0	0	0	
Fire Grant Supplies & Materials	0	0	0	0	0	0	
Uniforms & Accessories	45,711	52,000	65,800	65,800	80,750	65,750	
Equipment Lease Expense	818	1,500	1,500	1,500	1,500	1,500	
Contracted Services - Software	0	0	0	0	31,345	28,345	
Contracted Services	35,259	23,600	23,600	23,600	21,538	19,038	
Software License & Renewal	0	0	0	0	0	0	
Dues and Subscriptions	7,122	9,620	9,620	9,620	9,995	9,620	
Insurance and Bonds	119,714	117,269	118,094	118,094	115,400	115,400	
A/P Holding Expense	27	0	0	0	0	0	
Miscellaneous Expenses	1,398	1,500	1,500	1,500	1,500	1,500	
Public Educ./Fire Prevention	7,448	7,000	7,000	7,000	7,000	7,000	
Subtotal Operating	858,942	459,408	523,833	524,189	587,856	524,897	0
Capital Outlay							
Capital Outlay - Building (I.P.)	0	0	0	0	0	0	
Capital Outlay - Improvements (I.P.)	0	0	0	0	0	0	
Capital Outlay - Equipment	537,986	0	0	0	0	0	
Capital Outlay - Equipment (IP)	513,000	94,000	94,000	94,000	160,000	160,000	
Non-Capital - Equipment (IP)	0	0	0	0	0	0	
Subtotal Capital Outlay	1,050,986	94,000	94,000	94,000	160,000	160,000	0
Special Appropriations							
Fire Protection Contracts	\$17,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	
Subtotal Special Appropriations	17,500	22,500	22,500	22,500	22,500	22,500	0
Installment Purchase							
Installment Purchase	330,850	372,168	372,168	372,168	367,112	367,112	
Subtotal Installment Purchase	330,850	372,168	372,168	372,168	367,112	367,112	0
Full-Time Positions - 71							
Part-Time Positions - 0							
Totals	7,010,748	6,073,255	6,137,680	6,169,221	6,445,933	6,365,711	0

Fire Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Fire Station Land	Seven of fifteen annual payments	\$14,070
Aerial apparatus	Six of twelve annual payments	93,910
Communication radios and equipment	Five of five annual payments	19,660
Fire Engine with mounted equipment	Four of nine annual payments	51,850
Chief Vehicle - Replacement	Four of five annual payments	6,580
SCBA Equipment - Replacement	Four of five annual payments	60,610
Training Officer Vehicle	Four of five annual payments	7,200
Fire Engine	Three of ten annual payments	51,860
Fire Marshall Vehicle	Three of five annual payments	7,250
8 AED Replacements	Two of five annual payments	7,310
Battalion Chief Vehicle	Two of five annual payments	8,600
Thermal Imaging Camera	Two of five annual payments	4,300
Fire Hose Replacement	First of Five Annual Payments	19,100
Two (2) Lawn Mowers	First of Five Annual Payments	4,775
SCBA Bottles	First of Five Annual Payments	2,390
Station 43 Roof Improvement	First of Ten Annual Payments	7,647
Subtotal Installment Purchase		367,112
Capital Outlay - Equipment (I.P.) *		
Fire Hose Replacement	New Request	80,000
Two (2) Lawn Mowers	New Request	20,000
SCBA Bottles	New Request	10,000
Station 43 Roof Improvement	New Request	50,000
Subtotal Capital Outlay - Equipment (I.P.)		160,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES – ADMINISTRATION DIVISION

GOALS & OBJECTIVES FY 2018-19

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 2018-2019:

1. Working with Mobile311 (Dude Solutions), develop and implement a new workorder, mapping and vehicle tracking system for Streets, Solid Waste and Stormwater.
2. Working with Facility Dude (Dude Solutions), develop and implement a new workorder system for Building Maintenance and Custodial Services.
3. Working with Dude Solutions, research and analyze converting Vehicle Maintenance and fuel monitoring system to a Dude Solution product.

Public Services - Administration Division

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$248,517	\$253,680	\$253,680	\$253,680	\$263,304	\$263,304	
Salaries & Wages - Temp/PT	0	0	0	0	0	0	
Salaries & Wages - Overtime	0	1,015	1,015	1,015	963	963	
Auto Allowance Expense	0	0	0	0	0	0	
FICA Tax Expenses	17,811	19,495	19,495	19,495	20,228	20,228	0
Group Insurance Expenses	38,768	40,393	40,393	40,393	45,161	45,161	
Retirees Insurance Expense	13,510	14,322	14,322	14,322	14,039	14,039	
Retirement Expense - Reg.	17,591	19,103	19,103	19,103	20,481	20,481	0
Employee Appreciation	140	140	140	140	140	140	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	2,426	4,975	4,975	3,821	5,286	5,286	0
Employee Training	471	3,575	3,575	2,500	3,775	3,575	
Subtotal Personnel	339,234	356,698	356,698	354,469	373,377	373,177	0
Operating and Maintenance							
Professional Services	284	275	275	210	275	275	
Telephone & Postage	2,846	4,900	4,900	4,750	4,900	4,900	
Printing	570	1,250	1,250	1,100	1,600	1,400	
Travel	1,483	3,800	3,800	2,500	4,800	3,800	
Software Maintenance Fees	0	0	0	0	0	0	
Advertising	0	125	125	125	175	125	
Office Supplies	1,023	1,100	1,100	1,100	1,595	1,400	
Departmental Supplies/Mat.	4,883	8,400	8,400	8,400	8,850	8,600	
Uniforms & Accessories	699	800	800	800	850	800	
Contracted Services - Software	0	0	0	0	0	0	
Software License & Renewal	0	0	0	0	377	377	
Dues and Subscriptions	1,185	1,069	1,069	1,200	1,390	1,390	
Insurance and Bonds	11,476	9,056	9,120	9,120	9,180	9,180	
Miscellaneous Expenses	2,099	2,300	2,300	2,300	2,300	2,300	
Subtotal Operating	26,547	33,075	33,139	31,605	36,292	34,547	0
Capital Outlay							
Capital Outlay - Building	0	0	0	0	0	0	
Capital Outlay - Equipment	0	0	0	0	0	0	
Non-Capital - Equipment (IP)	0	225,000	225,000	225,000	0	0	
Subtotal Capital Outlay	0	225,000	225,000	225,000	0	0	0
Installment Purchase							
Installment Purchase	0	48,373	48,373	48,373	48,327	48,327	
Subtotal Installment Purchase	0	48,373	48,373	48,373	48,327	48,327	0
Full-Time Positions - 4 Part-Time Positions - 0							
Totals	365,781	663,146	663,210	659,447	457,996	456,051	0

PS Administration Division- Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Furniture and Appliances	Two of five annual payments	\$48,327
Subtotal Installment Purchase		48,327
Capital Outlay - Building		
Subtotal Capital Outlay - General Improvement		0
Non-Capital Outlay - Equipment (I.P.) *		
Subtotal Non Capital Equipment (I.P)		0

* Item(s) is being paid for under installment purchase financing.

PUBLIC SERVICES – STREET DIVISION

GOALS & OBJECTIVES FY 2018-19

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 2018-2019:

1. Continue resurfacing program as funded. Concentrate efforts in residential neighborhoods unless the upgrades to the major thoroughfares are not completed in FY17-18.
2. Complete upgrades and repurposing of old Public Services building into a Street Storage/Warehouse facility.
3. Conduct Pavement Condition Survey for all 200 lane miles of roadway.
4. Upgrade crossline pipes 24" and larger. This will be performed in conjunction with the survey being conducted by the Stormwater Division.
5. Install new hardware and implement new workorder and vehicle tracking system.

Public Services - Street Division

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$573,274	\$613,423	\$613,423	\$613,423	\$623,336	\$623,336	
Salaries & Wages - Temp/PT		0	0	0	0	0	
Salaries & Wages - Overtime	22,022	35,500	35,500	35,500	35,500	15,500	
Auto Allowance Expense	675	0	0	0	0	0	
FICA Tax Expenses	43,859	49,686	49,686	49,686	50,444	48,914	0
Group Insurance Expenses	116,858	120,966	120,966	120,966	134,327	134,327	
Retirees Insurance Expense	6,891	7,161	7,161	7,161	7,658	7,658	
Retirement Expense - Reg.	42,097	48,670	48,670	48,670	51,060	49,510	0
Employee Appreciation	455	560	560	560	560	560	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	5,807	12,033	12,033	9,734	13,177	12,777	0
Employee Training	6,081	6,420	6,420	6,420	9,920	6,420	
Subtotal Personnel	818,018	894,419	894,419	892,120	925,982	899,002	0
Operating and Maintenance							
Professional Services	5,779	7,300	7,300	7,300	41,100	1,100	
Telephone & Postage	8,996	12,600	12,600	12,600	12,600	12,600	
Printing	403	1,650	1,650	500	1,650	1,650	
Street Lighting	428,493	463,428	463,428	469,000	498,000	498,000	
Decorative Street Lighting	0	5,751	5,751	5,751	5,751	5,751	
Departmental Utilities Expense	7,000	11,112	11,112	11,112	8,532	8,532	
Travel	1,258	2,300	2,300	1,000	2,300	2,300	
Maintenance/Repair - Bldg.	0	0	0	0	0	0	
Maintenance/Repair - Other	778	1,000	1,000	1,000	2,000	1,000	
Software Maintenance Fees	0	0	0	0	0	0	
Advertising	800	1,000	1,000	500	1,000	1,000	
Office Supplies	1,979	4,250	4,250	4,250	2,350	2,350	
Departmental Supplies/Mat.	24,323	18,250	26,425	18,250	13,350	13,350	
Street Supplies and Materials	74,279	58,770	82,770	83,000	63,670	63,670	
Signs	25,047	25,254	25,254	24,000	19,894	19,894	
Uniforms & Accessories	6,052	6,600	6,600	6,500	6,600	6,600	
Equipment Lease Expense	7,109	17,400	17,400	17,400	7,400	7,400	
Landfill Tipping Fees	0	24,000	0	0	24,000	24,000	
Contracted Services - Software	0	0	0	0	7,200	7,200	
Contracted Services	96,238	73,825	88,022	73,000	61,825	61,825	
Contracted Services	0	0	0	0	0	0	
Software License & Renewal	0	0	0	0	1,392	1,392	
Dues and Subscriptions	1,000	1,470	1,470	1,300	1,470	1,470	
Insurance and Bonds	57,944	35,888	36,035	36,035	37,010	37,010	
Miscellaneous Expenses	2,110	2,150	2,150	2,150	2,300	2,300	
Subtotal Operating	749,588	773,998	796,517	774,648	821,394	780,394	0
Capital Outlay							
Capital Outlay - Building (IP)	0	0	0	0	0	0	
General Improvements	0	1,000,000	0	0	0	0	
General Improvements	0	0	0	0	0	0	
General Improvements	0	0	0	0	0	0	
General Improvements	0	0	0	0	0	0	
Capital Outlay - General Improvements (IP)	0	0	1,000,000	1,000,000	1,000,000	1,000,000	
Sidewalk Construction/Repair	0	25,000	25,000	20,000	15,000	15,000	
Capital Outlay - Equipment	140,048	0	43,130	0	0	0	
Capital Outlay - Equipment (IP)	10,278	53,000	53,000	47,344	45,000	45,000	
Subtotal Capital Outlay	150,325	1,078,000	1,121,130	1,067,344	1,060,000	1,060,000	0
Installment Purchase							
Installment Purchase	32,186	149,565	149,565	136,165	312,692	312,692	
Subtotal Installment Purchase	32,186	149,565	149,565	136,165	312,692	312,692	0
Full-Time Positions - 16							
Part-Time Positions - 0							
Totals	1,750,118	2,895,982	2,961,631	2,870,277	3,120,068	3,052,088	0

Public Services - Street Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Salt Storage Facility	Four of five annual payments	10,256
Snow Plow Kit	Three of five annual payments	8,282
Zero Turn Mower	Three of five annual payments	3,111
Salt Brine Spray System	Two of five annual payments	3,880
Salt Brine Mixer	Two of five annual payments	7,509
Paving	Two of ten annual payments	121,472
Paving	First of Ten Annual Payments	147,438
Utility Truck	First of Five Annual Payments	10,744
Subtotal Installment Purchase		\$312,692
Capital Outlay - General Improvement		
Subtotal Capital Outlay - General Improvement		
		0
Sidewalk construction		
Sidewalk Construction/Repair	New Request	15,000
Subtotal Sidewalk Constr.		\$15,000
Capital Outlay - General Improvements (I.P.) *		
Paving	New Request	1,000,000
Subtotal Capital Outlay - General Improvement		\$1,000,000
Capital Outlay - Equipment (IP) *		
Utility Truck	New Request	45,000
Subtotal Capital Outlay - Equipment (IP)		\$45,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES – SOLID WASTE DIVISION

GOALS & OBJECTIVES FY 2018-19

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 2018-2019:

1. Install new hardware and implement new workorder and vehicle tracking system.
2. Negotiate new recycling contract with Recycle America.
3. Analyze and update routing of refuse and recycling in growth areas.
4. Analyze the use of Biofuels/Natural gas for our vehicles to see if it will reduce cost.
5. Research surrounding areas for new disposal sites and or Transfer Stations to reduce overall program cost.

Public Services - Solid Waste Division

Expenditures Detailed

2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$635,593	\$642,295	\$642,295	\$642,295	\$662,944	\$662,944	
Salaries & Wages - Temp/PT	0	13,000	13,000	12,600	17,400	17,400	
Salaries & Wages - Overtime	4,682	9,000	14,000	14,000	14,000	14,000	
FICA Tax Expenses	46,625	50,865	50,865	51,216	53,163	53,163	0
Group Insurance Expenses	143,074	153,296	153,296	153,296	164,927	164,927	
Retirees Insurance Expense	23,385	35,086	35,086	35,086	31,247	31,247	
Retirement Expense - Reg.	44,939	48,848	48,848	49,223	52,464	52,464	0
Employee Appreciation	490	595	595	595	595	595	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	6,199	12,603	12,603	9,845	13,539	13,539	0
Employee Training	1,848	2,250	2,250	2,100	3,500	2,500	
Subtotal Personnel	906,835	967,838	972,838	970,256	1,013,779	1,012,779	0
Operating and Maintenance							
Professional Services	46,542	58,200	58,200	58,000	67,300	67,300	
Telephone & Postage	4,967	7,000	7,000	7,000	11,100	7,000	
Printing	11,326	12,875	12,875	12,800	14,020	13,500	
Travel	1,569	1,575	1,575	1,450	1,575	1,575	
Software Maintenance Fees	0	0	0	0	0	0	
Advertising	2,361	2,800	2,800	2,700	2,800	2,800	
Office Supplies	2,052	2,100	2,100	2,000	7,100	2,100	
Departmental Supplies/Mat.	41,133	48,335	48,335	48,300	61,000	52,000	
Departmental Supplies/Recycle	32,663	35,600	35,600	34,800	42,125	38,000	
Uniforms & Accessories	7,940	9,200	9,200	9,000	9,000	9,000	
Equipment Lease Expense	0	48,840	48,840	48,840	48,000	48,000	
Landfill Tipping Fees	494,092	495,000	495,000	495,000	532,000	500,000	
Solid Waste Fees Expense	23,273	32,000	32,000	31,500	32,000	32,000	
Contracted Services - Software	0	0	0	0	10,300	10,300	
Contracted Services	52,734	56,040	56,040	56,000	100,980	55,000	
Software License & Renewal	0	0	0	0	753	753	
Dues and Subscriptions	832	975	975	900	975	975	
Insurance and Bonds	49,179	37,312	37,470	37,470	40,622	40,622	
Miscellaneous Expenses	1,292	1,500	1,500	1,500	1,500	1,500	
Earth Day Program Expenses	0	0	0	0	0	0	
Subtotal Operating	771,954	849,352	849,510	847,260	983,150	882,425	0
Capital Outlay							
Capital Outlay - General Improvements	0	0	0	0	0	0	
Capital Outlay - Equipment	0	0	0	0	0	0	
Capital Outlay - Equipment (IP)	0	0	0	0	272,000	272,000	
Subtotal Capital Outlay	0	0	0	0	272,000	272,000	0
Installment Purchase							
Installment Purchase	155,201	54,483	54,483	54,483	116,391	116,391	
Subtotal Installment Purchase	155,201	54,483	54,483	54,483	116,391	116,391	0
Full-Time Positions - 18							
Part-Time Positions - 1							
Totals	1,833,991	1,871,673	1,876,831	1,871,999	2,385,320	2,283,595	0

Public Services - Solid Waste Division- Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Recycling Truck - Front Loader	Four of five annual payments	\$52,811
Front-End Loader Trash Truck	First of Five Payments	\$63,580
Subtotal Installment Purchase		116,391
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		
		0
Capital Outlay - Equipment (I.P.)		
Front-End Loader Trash Truck	New Request	\$272,000
Subtotal Capital Outlay - Equipment (I.P.)		272,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES – CENTRAL MAINTENANCE DIVISION

GOALS & OBJECTIVES FY 2018-19

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 26 buildings with multiple private and public tenants.

Goals and Objectives for Fiscal Year 2018-2019:

1. Review our work order reporting software to ensure it still meets our expectations.
2. Regain a 99% equipment availability rating.
3. Conduct an assessment on existing stock of repair parts.

Public Services - Central Maintenance Division

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$364,626	\$380,532	\$380,532	\$380,532	\$394,462	\$394,462	
Salaries & Wages - Temp/PT	0	0	0	0	0	0	
Salaries & Wages - Overtime	2,522	2,500	2,500	2,571	3,750	3,750	
Auto Allowance Expense	675	0	0	0	0	0	
FICA Tax Expenses	27,060	29,324	29,324	29,329	30,485	30,485	0
Group Insurance Expenses	68,261	71,184	71,184	71,184	77,502	78,591	
Retirees Insurance Expense	13,832	14,322	14,322	14,322	7,658	7,658	
Retirement Expense - Reg.	25,994	28,728	28,728	28,733	30,862	30,862	0
Employee Appreciation	315	280	280	280	280	280	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	3,585	7,462	7,462	5,747	7,965	7,965	0
Employee Training	3,093	5,010	5,010	5,010	5,010	5,010	
Subtotal Personnel	509,963	539,342	539,342	537,708	557,974	559,063	0
Operating and Maintenance							
Professional Services	393	400	5,100	5,100	400	400	
Telephone & Postage	691	4,440	4,440	4,440	4,440	4,440	
Printing	600	600	600	600	600	600	
Departmental Utilities Expense	0	0	0	0	0	0	
Travel	2,239	2,400	2,400	2,400	2,400	2,400	
Maintenance/Repair - Bldg.	0	0	0	0	0	0	
Maintenance/Repair - Radio	2,186	5,450	5,450	5,450	2,950	2,950	
Maintenance/Repair - Other	5,496	5,520	5,520	5,520	15,580	12,000	
Software Maintenance Fees	0	0	0	0	0	0	
Subcontracted Vehicle Repair	107,358	95,000	207,000	282,000	119,900	105,000	
Advertising	0	500	500	0	0	0	
Office Supplies	40	800	800	800	800	800	
Departmental Supplies/Mat.	17,345	20,491	20,491	20,491	12,041	12,041	
Oil and Lubricant	14,186	14,568	14,568	14,568	14,568	14,568	
Gasoline	147,079	161,974	161,974	161,974	173,916	166,000	
Tires	107,712	145,303	140,603	140,603	144,739	144,739	
Diesel Fuel	131,878	152,178	152,178	152,178	177,378	162,000	
Parts & Accessories	232,267	220,000	220,000	220,000	300,842	230,000	
Uniforms & Accessories	5,841	6,000	6,000	6,000	6,000	6,000	
State Hwy Use Tax	21,703	13,668	13,668	12,868	18,098	4,706	
Contracted Services - Software	0	0	0	0	9,350	9,350	
Contracted Services	6,640	10,450	10,450	10,450	2,650	2,650	
Software License & Renewal	0	0	0	0	8,700	8,700	
Dues and Subscriptions	560	575	575	525	675	675	
Insurance and Bonds	25,561	30,009	30,103	30,103	31,850	31,850	
Miscellaneous Expenses	1,255	1,000	1,000	1,000	1,000	1,000	
Subtotal Operating	831,030	891,326	1,003,420	1,077,070	1,048,877	922,869	0
Capital Outlay							
Capital Outlay - Bldgs.	0	0	0	0	0	0	
Capital Outlay - Equipment (IP)	0	0	0	0	0	0	
Capital Outlay - Equipment	0	25,000	25,000	16,495	0	0	
Subtotal Capital Outlay	0	25,000	25,000	16,495	0	0	0
Installment Purchase							
Installment Purchase	0	5,375	5,375	5,375	5,376	5,376	
Subtotal Installment Purchase	0	5,375	5,375	5,375	5,376	5,376	0
Full-Time Positions - 8							
Part-Time Positions - 0							
Totals	1,340,992	1,461,043	1,573,137	1,636,648	1,612,227	1,487,308	0

PS Central Maintenance Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Hydraulic Lift	Two of five annual payments	\$5,376
Subtotal Installment Purchase		5,376
Capital Outlay - Equipment (I.P.)		
Subtotal Capital Outlay - Equipment (I.P.)		0
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES – GENERAL SERVICES

GOALS & OBJECTIVES FY 2018-19

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 2018-2019:

1. Replace remaining florescent lights with LED lighting.
2. Finish the conversion of the Public Service storage buildings.
3. Prepare a cost savings analysis on energy savings of town hall LED lights.

Public Services - General Services Division

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$135,754	\$149,998	\$149,998	\$149,998	\$167,700	\$167,700	
Salaries & Wages - Temp/PT	0	0	0	0	0	0	
Salaries & Wages - Overtime	112	500	500	0	500	500	
FICA Tax Expenses	10,278	11,524	11,524	11,486	12,879	12,879	0
Group Insurance Expenses	28,097	32,561	32,561	32,561	39,564	39,564	
Retirement Expense - Reg.	9,617	11,288	11,288	11,250	13,036	13,036	0
Employee Appreciation	70	140	140	140	140	140	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	1,326	2,894	2,894	2,250	3,364	3,364	0
Employee Training	335	0	0	0	1,900	1,900	
Subtotal Personnel	185,588	208,905	208,905	207,685	239,083	239,083	0
Operating and Maintenance							
Professional Services	30	150	150	150	150	150	
Telephone & Postage	3,042	4,416	4,416	4,416	4,416	4,416	
Printing	0	150	150	150	150	150	
Departmental Utilities Expense	117,909	151,158	151,158	144,000	165,354	165,354	
Travel	582	800	800	800	800	800	
Maintenance/Repair - Bldg.	148,756	100,000	132,666	100,000	141,500	100,000	
Maintenance/Repair - Radio	89	295	295	295	295	295	
Maintenance/Repair - Other Equip.	24,123	35,700	35,700	35,700	29,700	29,700	
Software Maintenance Fees	0	0	0	0	12,900	12,900	
Advertising	0	0	0	213	0	0	
Departmental Supplies/Mat.	28,423	31,700	31,700	31,700	31,700	31,700	
Uniforms & Accessories	1,830	1,925	1,925	1,925	2,070	2,070	
Contracted Services - Software	0	0	0	0	26,768	26,768	
Contracted Services	346,649	42,020	162,138	161,020	61,792	46,792	
Software License & Renewal	0	0	0	0	0	0	
Insurance and Bonds	8,435	12,043	12,078	12,078	13,150	13,150	
Miscellaneous Expenses	1,616	1,700	1,700	1,700	1,700	1,700	
Subtotal Operating	681,483	382,057	534,876	494,147	492,445	435,945	0
Capital Outlay							
Capital Outlay - Buildings	0	0	0	0	0	0	
Capital Outlay - Gen Improvements (I.P.)	489,430	0	0	0	0	0	
Capital Outlay - Equipment	0	0	0	0	0	0	
Capital Outlay - Equipment (I.P.)	0	0	0	0	0	0	
Subtotal Capital Outlay	489,430	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	59,662	94,830	94,830	94,830	523,451	523,451	
Subtotal Installment Purchase	59,662	94,830	94,830	94,830	523,451	523,451	0
Full-Time Positions - 5 Part-Time Positions - 0							
Totals	1,416,163	685,792	838,611	796,662	1,254,979	1,198,479	0

Public Services - General Services Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Public Services Facility - Paving	Four of ten annual payments	\$26,237
Town Hall Parking Lots Paving	Three of ten annual payments	63,184
Public Services Operations Building	Three of fifteen annual payments	434,030
Subtotal Installment Purchase		523,451
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 2018-2019

“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 Parks and Recreation is a main producer of economic revenues and tourism in the Town. According to our last annual report, facilities such as the Ivey M. Redmon Sports Complex, the Swaim Complex, and the Cash-Bagley Complex produced an estimated 80,000 visits. Annually these facilities hosted over 50 state and national level athletic tournaments ranging in multiple sports for boys and girls. This is accomplished through the hosting of many high school cross-country meets, youth lacrosse leagues, and several large adult weeknight athletic leagues in soccer and softball.

This Department operates eleven 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, Rotary Park, Gralin Street Park, and the Bagely-Cash Sports Complex. The Department also maintains additional acreage of common space turf and landscaping 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 16 full-time and 16 seasonal or part-time staff.

Goals and Objectives for Fiscal Year 2018-2019:

- 1. Search and apply for external funding opportunities that will both advance the departments planning efforts and benefit the Town.**
 - a. Seek to apply for State and Federal grants for the upcoming capital projects.
 - b. Seek out and apply for applicable grant from private and non-profit organizations for capital projects, community initiatives, and programming improvements.

- 2. Maintain the upward trend of becoming a more self-sustaining department.**
 - a. Each fiscal year examine department revenues, actual expenses, and causes of increase or decrease in cost recovery. Report increased or decreased 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 2018-2019

3. Improving & developing park facilities.

- a. Continue experiment with chemical programs on turf grass on all athletic fields.
- b. Establish effective inspections, reporting, and, repairs of all system amenities, equipment, and, facilities using “Park Zapp” tool.
- c. Implement ADA transitional plan in the budget process order to meet the inclusion standards including some Universal design concepts.
- d. Evaluate future projected workload in association with future to staffing needs.
- e. Seek to complete the Tennis Court Complex at Civitan Park in accordance to the revised Civitan Park site plan.
- f. Complete site planning for the new park property given by Mr. Scott Pope.
- g. Installation of Sunshades at the Ivey Redmon Sports Complex baseball courtyard.
- h. Seek to replace the shelter at Harmon Park.

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.
- d. Expand programming offerings to target underserved populations in our service area.

5. 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. Seek to change the department online registration software from Tyler Parks and Recreation to other provider.
- e. Expand our cyber presence through social media to keep the public informed.

Parks & Recreation Department

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$523,853	\$586,756	\$586,756	\$586,756	\$584,789	\$584,789	
Salaries & Wages - Temp/PT	99,595	133,310	133,310	133,310	141,310	141,310	
Salaries & Wages - Overtime	5,896	7,000	7,000	8,000	8,000	8,000	
Clothing Allowance	0	0	0	0	4,800	4,800	
FICA Tax Expenses	46,644	55,661	55,661	55,738	56,564	56,564	0
Group Insurance Expenses	86,627	128,033	128,033	128,033	133,842	133,842	
Retirees Insurance Expense	6,696	2,387	2,387	2,387	0	0	
Retirement Expense - Reg.	38,649	44,532	44,532	54,605	45,942	45,942	0
Employee Appreciation	573	525	525	525	490	490	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	5,204	11,509	11,509	8,922	11,856	11,856	0
Employee Training	7,408	7,640	7,640	7,640	6,600	7,640	
Subtotal Personnel	821,144	977,353	977,353	985,916	994,193	995,233	0
Operating and Maintenance							
Professional Services	42,741	56,210	56,210	56,210	70,610	40,610	
Telephone & Postage	11,091	12,600	12,600	12,600	10,900	10,900	
Printing	606	500	500	0	500	500	
Departmental Utilities Expense	87,726	80,100	80,100	80,100	82,800	82,800	
Travel	4,938	5,675	5,675	5,675	4,955	5,675	
Maintenance/Repair - Bldg.	94,730	62,600	81,720	81,720	56,200	56,200	
Maintenance/Repair - Radio	0	0	0	0	0	0	
Maintenance/Repair - Ballfields	44,248	51,500	51,500	51,500	57,000	54,000	
Maintenance/Repair - Other	6,807	6,800	6,800	6,800	6,800	6,800	
Software Maintenance Fees	0	0	0	0	0	0	
Building & Equipment Rental	69,456	75,930	75,930	75,930	76,226	76,226	
Advertising	2,905	800	800	3,000	2,000	2,000	
Office Supplies	4,524	4,120	4,120	4,120	4,320	4,120	
Departmental Supplies/Mat.	30,579	35,800	35,800	35,800	24,000	24,000	
Departmental Supplies/Facilities	15,031	20,000	20,000	20,000	20,000	20,000	
Landscaping Supplies/Mat.	9,225	9,500	9,500	9,500	10,000	9,500	
Landscaping Supplies/Parks	21,975	30,000	30,000	30,000	29,000	29,000	
Landscaping Supl/Mat. Tree Care	0	0	0	0	0	0	
Concession Supplies/Mat.	1,132	2,000	2,000	2,000	1,000	2,000	
Uniforms & Accessories	4,192	6,990	6,990	6,990	3,290	3,290	
Equipment Lease Expense	26,699	33,800	33,800	35,000	31,680	31,680	
Special Events	28,651	34,500	34,500	34,500	40,000	40,000	
Athletic Expenses	58,165	78,722	78,722	78,722	78,722	78,722	
Recreational Activities - Gen Program	42,229	22,500	49,659	49,659	23,500	23,500	
Recreational Camps	19,429	32,440	32,440	32,440	32,440	32,440	
Wildlife Maintenance	0	4,400	4,400	4,400	400	4,400	
Special Marketing Activities	18,283	20,200	20,200	20,200	25,800	25,800	
Contracted Services - Software	0	0	0	0	11,525	11,525	
Contracted Services	6,849	10,800	14,300	14,300	10,800	10,800	
Contracted Services - KSA	0	12,000	12,000	12,000	12,000	12,000	
Software License & Renewal	0	0	0	0	2,400	2,400	
Dues and Subscriptions	4,694	4,405	4,405	4,405	3,070	3,070	
Insurance and Bonds	25,464	34,969	35,115	35,115	35,965	35,965	
A/P Holding Expenses	-46	0	0	0	0	0	
Miscellaneous Expenses	1,928	1,500	1,500	2,000	2,100	2,100	
Subtotal Operating	684,253	751,361	801,286	804,686	770,003	742,023	0

Continued on next page

Parks & Recreation Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Admin Vehicle	Five of five annual payments	\$6,150
Landscaping Truck	Four of five annual payments	5,760
Wireless Camera System - Fourth of July Park	Four of five annual payments	10,690
General Improvements at Ivey Redmon Sports Complex	Four of five annual payments	98,900
Fourth of July Park - Shelter Improvements	Three of ten annual payments	5,750
Harmon Park - Bathroom Improvements	Three of ten annual payments	17,240
Maintenance Building Fencing - Ivey Redmon Park	Three of ten annual payments	4,030
Crew Cab Pickup Truck	Two of five annual payments	10,640
Jacobson Truckster	Two of five annual payments	6,450
Park Automatic Gate	Two of five annual payments	4,520
Bobcat Overseeder Attachment	Two of five annual payments	1,400
Fourth of July Park - ADA Upgrade/Replacement	Two of five annual payments	45,760
Founders Park	First of ten annual payments	43,000
Lights at Ivey Redmon Athletic Sports Complex	First of ten annual payments	100,448
Subtotal Installment Purchase		360,738
Capital Outlay - Equipment (I.P.) *		
Subtotal Capital Outlay - Equipment (I.P.)		
		0
Capital Outlay - General Improvements (I.P.) *		
Lights at Ivey Redmon Athletic Sports Complex	New Request	675,000
Subtotal Capital Outlay - Equipment (I.P.)		675,000
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 & OBJECTIVE FY 2018-19

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 2018-2019:

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 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'l Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Operating and Maintenance							
Departmental Utilities Expense	\$18,199	\$25,200	\$25,200	\$25,200	\$25,200	\$25,200	
Maintenance/Repair - Bldg.	7,349	10,000	10,000	10,000	10,000	10,000	
Maintenance/Repair - Other	7,986	5,000	5,000	5,000	5,000	5,000	
Departmental Supplies	5,930	6,900	6,900	6,900	6,900	6,900	
Contracted Services	7,772	7,494	7,494	7,494	7,710	7,710	
Insurance and Bonds	2,129	1,198	1,198	0	0	1,198	
Miscellaneous Expenses	0	300	300	300	300	300	
Subtotal Operating	49,365	56,092	56,092	54,894	55,110	56,308	0
Capital Outlay							
Capital Outlay - Bldgs.	0	0	0	0	0	0	
Capital Outlay - General Improv.	0	0	0	0	0	0	
Capital Outlay - Equipment	0	0	0	0	0	0	
Capital Outlay - Equipment	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	
Subtotal Installment Purchase	0	0	0	0	0	0	0
Totals	49,365	56,092	56,092	54,894	55,110	56,308	0

SPECIAL APPROPRIATIONS

GOALS & OBJECTIVE FY 2018-19

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 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Operating and Maintenance							
Reserve for Future Group Insurance	\$0	\$0	\$0	\$0	\$0	\$0	
Transfer to Cap Reserve from GF	0	0	0	0	0	0	
Transfer to Cap Reserve from GF - Cedar Knoll	123,509	0	0	0	0	0	
Transfer to Cap Res/Future Transp Projects	0	350,000	350,000	350,000	200,000	0	
Transfer to Cap Res/Future Fire Dept Projects	530,875	0	0	0	0	0	
Transfer to Cap Res/Calebs Creek Projects	0	0	0	135,926	132,926	132,926	
Transfer to Cap Res/CRF Development Fee	51,300	219,748	404,108	5,303	5,303	5,303	
Transfer to Cap Res/Future Group Insurance Expense	0	0	0	0	0	0	
Transfer to Cap Res/CRF Utility Access Fee	0	0	0	0	0	0	
Transfer to Cap Reserve Fund - Future Eng. Projects	114,367	0	0	0	0	0	
Transfer to Stormwater Fund for Fees	220,579	220,579	220,579	220,579	220,579	220,579	
Transfer to Stormwater Fund	0	0	0	0	0	0	
Transfer to Contribution - Recreational Project	0	0	0	0	0	0	
Transfer to E911 from General Fund	47,700	34,242	34,242	34,242	0	32,819	
Transfer to E911 - Debt Service	0	0	0	0	0	0	
Transfer to Self-Med. Loss	0	0	0	0	0	0	
Transfer to Traffic Enf. Team	0	0	0	0	0	0	
Transfer to Transportation - Ad Valorem Tax	0	0	0	0	0	0	
Transfer to PS Facility CPO Fund	0	0	0	106,000	0	0	
Transfer to PS Facility CPO Fund - Debt Service	0	441,100	547,100	441,100	0	0	
Transfer to FD Facility CPO Fund - Debt Service	0	0	0	0	0	627,860	
Transfer to Kerner Mill Greenway CPO	65,000	0	0	0	0	0	
Transfer to D-CFBB	0	0	0	0	0	0	
Transfer to Stormwater Fund	0	0	0	0	0	0	
Transfer to Contributions - PD	0	0	0	0	0	0	
Subtotal Operating	1,153,330	1,265,669	1,556,029	1,293,150	558,808	1,019,487	0
Other							
FY11-12 Reserve - Salaries	0	0	0	0	0	0	
Reserve - DEVPR	0	0	0	0	0	0	
Contingency	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	
Street Bond Payment - Interest	69,983	61,275	61,275	61,275	52,568	52,568	
Revolving Sewer Loan - Principal	400,000	400,000	400,000	400,000	400,000	400,000	
Revolving Sewer Loan - Interest	87,120	77,440	77,440	77,440	67,760	67,760	
Subtotal Debt Service	962,103	943,715	943,715	943,715	925,328	925,328	0
Totals	2,115,433	2,209,384	2,499,744	2,236,865	1,484,136	1,944,815	0

FORFEITURE FUND

GOALS & OBJECTIVES FY 2018-19

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 2018-2019:

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 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Loan for Installment Purchases	\$0	\$0	\$0	\$0	\$0	\$0	
Interest on Investments	60	25	25	100	25	25	
Forfeiture Funds - Fed. Justice	131,365	0	15,487	32,000	0	0	
Restitution Payments	2,819	0	0	1,000	0	0	
Fund Balance Appropriated	0	70,993	86,366	66,584	73,805	73,805	
Fund Balance Unappropriated*	171,072	100,079	84,706	104,488	30,683	30,683	
* Not included in totals							
Totals	134,244	71,018	101,878	99,684	73,830	73,830	0

Law Enforcement Forfeiture - Federal Justice

Expenditures Detailed

2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Operating and Maintenance							
Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
Departmental Supplies/Mat.	0	0	0	0	0	0	
Uniforms and Accessories	4,300	0	0	0	0	0	
Information/Ammo Expense	0	0	0	0	0	0	
Employee Training	0	0	0	0	0	0	
Travel	0	0	0	0	0	0	
Subtotal Operating	4,300	0	0	0	0	0	0
Capital Outlay							
Capital Outlay - Improvements	0	0	0	0	0	0	
Capital Outlay - Equipment	0	0	0	0	0	0	
Capital Outlay - Equipment (LP)	0	0	0	0	0	0	
Subtotal Capital Outlay	0	0	0	0	0	0	0
Special Appropriations							
Transfer to General Fund	18,570	0	30,860	30,860	5,000	5,000	
Subtotal Special Appropriations	18,570	0	30,860	30,860	5,000	5,000	0
Installment Purchase							
Installment Purchase	68,824	71,018	71,018	68,824	68,830	68,830	
Subtotal Installment Purchase	68,824	71,018	71,018	68,824	68,830	68,830	0
Totals	91,694	71,018	101,878	99,684	73,830	73,830	0

Law Enforcement Forfeiture - Federal Justice - Capital Outlay

Item	Remarks	Item or Project Cost
Capital Outlay - Other Improvements		
Rescue Vehicle	Four of Five Annual Payments	\$68,830
Subtotal Capital Outlay - Other Improvements		68,830
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
* Item(s) is being paid for under installment purchase financing.		

Law Enforcement Forfeiture - US Treasury

Revenues Detailed 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'l Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Interest on Investments	\$43	\$25	\$25	\$40	\$25	\$25	
Forfeiture Funds - U.S. Treasurer	0	0	0	0	0	0	
Fund Balance Appropriated	0	0	0	0	0	0	
Fund Balance Unappropriated*	30,116	30,116	30,116	30,116	30,116	30,116	
* Not included in totals							
Totals	43	25	25	40	25	25	0

Law Enforcement Forfeiture - US Treasury

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
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	25	40	25	25	25
Subtotal Operating	0	25	25	40	25	25	0
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	25	40	25	25	0

Law Enforcement Forfeiture - State/Local

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Operating and Maintenance							
Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
Employee Training	0	0	0	0	0	0	
Travel	210	250	250	250	250	250	
Departmental Supplies/Mat.	4,540	0	0	2,513	0	0	
Information and Ammo Expense	0	0	0	0	0	0	
Trans. to GF-GHSP-Grant Match	0	0	0	0	0	0	
Subtotal Operating	4,750	250	250	2,763	250	250	0
Capital Outlay							
General Improvements	0	0	0	0	0	0	
Capital Outlay Equipment	0	0	0	0	0	0	
Capital Outlay - Equipment	0	0	0	0	0	0	
Subtotal Capital Outlay	0	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	10,272	10,600	10,600	10,272	10,280	10,280	
Subtotal Installment Purchase	10,272	10,600	10,600	10,272	10,280	10,280	0
Totals	15,022	10,850	10,850	13,035	10,530	10,530	0

Law Enforce. Forfeiture -State and Local - Capital Outlay

Item	Remarks	Item or Project Cost
Capital Outlay - Other Improvements		
Fire Arms Simulator	Four of Five Annual Payments	\$10,280
Subtotal Capital Outlay - Other Improvements		10,280
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		
* Item(s) is being paid for under installment purchase financing.		

JUSTICE ASSISTANCE GRANT

GOALS & OBJECTIVES FY 2018-2019

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

CONTRIBUTIONS

GOALS & OBJECTIVE FY 2018-19

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 2018-19:

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

Contributions

Revenues Detailed 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Interest on Investments	\$128	\$25	\$25	\$200	\$25	\$25	
Contributions - Park Development	20	0	0	0	0	0	
Contributions - Police Dept.	3,875	1,600	5,568	5,370	3,300	3,300	
Contributions - Care for Kids	0	0	1,385	1,385	0	0	
Contributions - Fire Department	300	0	0	0	0	0	
Contributions - Earth Day	0	0	0	0	0	0	
Contributions - Explores Program	0	0	0	284	485	485	
Contributions - Recreation Special Events	0	0	0	0	0	0	
Contributions - Police Day Camp	3,284	4,000	4,000	4,000	11,500	11,500	
Contributions - Protector Prog.	0	0	0	350	170	170	
Contributions - Teddy Bear	0	0	0	0	0	0	
Contributions - Buckle Bear	1,265	0	200	140	0	0	
Transfer fr. GF - Police Contrib.	0	0	0	0	0	0	
Transfer fr. GF - Fire Contrib.	0	0	0	0	0	0	
Transfer fr. GF-Park Development	0	0	0	0	0	0	
Fund Balance Appropriated	0	1,215	1,800	165	0	0	
Fund Balance Unappropriated*	85,335	84,120	84,120	85,170	85,170	85,170	
<p>* Not included in totals</p>							
Totals	8,872	6,840	12,978	11,894	15,480	15,480	0

Contributions Fund

Expenditures Detailed 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Operating and Maintenance							
Departmental Supplies/Mat.	\$2,807	\$1,600	\$5,568	\$5,490	\$3,325	\$3,325	
Explorers Program Expense	\$193	840	840	284	485	485	
Police Day Camp Expenses	3,504	4,000	4,000	4,000	11,500	11,500	
Protector Program Expenses	180	400	400	350	170	170	
Care for Kids Program	0	0	1,385	1,385	0	0	
FD Buckle Bear	2,701	0	2,000	0	0	0	
Reserve - PD Projects	0	0	0	0	0	0	
Earth Day	0	0	0	0	0	0	
Departmental Supplies - Park Development	0	0	0	0	0	0	
Subtotal Operating	9,385	6,840	14,193	11,509	15,480	15,480	0
Capital Outlay							
Capital Outlay - Buildings	0	0	0	0	0	0	
Capital Outlay - Equip. - Police	0	0	0	0	0	0	
Capital Outlay - Equip. - Recr.	0	0	0	0	0	0	
Subtotal Capital Outlay	0	0	0	0	0	0	0
Totals	9,385	6,840	14,193	11,509	15,480	15,480	0

E-911 FUND

GOALS & OBJECTIVES FY 2018-19

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 through 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**
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Interest on Investments	\$268	\$25	\$25	\$900	\$25	\$25	
Loan for Installment Purchases	0	0	0	0	0	0	
Revenue from Telephone Co.	0	0	0	0	0	0	
Revenue from Tower Rental	0	0	0	0	0	0	
Forsyth County Reimb. E-911	28,063	28,000	42,735	23,526	27,553	28,000	
Trans. from General Fund	47,700	34,242	34,242	34,242	33,266	32,819	
Fund Balance Appropriated	0	0	0	18,334	0	0	
Fund Balance Unappropriated*	38,014	38,014	38,014	19,680	19,680	19,680	
* Not included in totals							
Totals	76,031	62,267	77,002	77,002	60,844	60,844	0

E-911

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Operating and Maintenance							
Professional Services	\$7,715	\$0	\$13,635	\$13,635	\$0	\$0	
Telephone & Postage	9,879	10,620	10,620	10,620	10,620	10,620	
Departmental Utilities	0	0	0	0	0	0	
Travel	0	0	0	0	0	0	
Maintenance & Repair - Other Equip.	37,903	48,527	48,527	48,527	47,104	47,104	
Departmental Supplies/Mat.	0	240	1,340	1,340	240	240	
E-911 Equipment Lease	2,614	2,880	2,880	2,880	2,880	2,880	
Mapping & GIS Expense	0	0	0	0	0	0	
Subtotal Operating	58,110	62,267	77,002	77,002	60,844	60,844	0
Capital Outlay							
Capital Outlay - Gen. Improve.	0	0	0	0	0	0	
Capital Outlay - Equipment	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	
Subtotal Installment Purchase	0	0	0	0	0	0	0
Totals	58,110	62,267	77,002	77,002	60,844	60,844	0

WORKERS' COMPENSATION SELF-INSURANCE FUND

GOALS & OBJECTIVES FY 2018-19

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 2018-2019, 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 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Interest on Investments	\$2,991	\$100	\$5,300	\$5,200	\$3,000	\$3,000	
Charges for Services	303,884	303,884	307,000	307,000	309,500	303,932	
Fund Balance Appropriated	0	0	0	0	0	0	
Fund Balance Unappropriated*	836,241	836,241	836,241	836,241	836,241	836,241	
* Not included in totals							
Totals	306,875	303,984	312,300	312,200	312,500	306,932	0

Workers' Compensation Self-Insurance

Expenditures Detailed
2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Workers' Comp. Claims/Serv.	\$148,000	\$235,000	\$235,000	\$235,000	\$235,000	\$234,035	
Stop Loss Insurance	59,984	59,984	63,100	63,100	68,000	63,397	
Subtotal Personnel	207,984	294,984	298,100	298,100	303,000	297,432	0
Operating and Maintenance							
Professional Services	9,000	9,000	14,200	14,100	9,500	9,500	
Increase in Reserves	37,736	0	0	0	0	0	
Subtotal Operating	46,736	9,000	14,200	14,100	9,500	9,500	0
Special Appropriations							
Increase in Reserves	0	0	0	0	0	0	
Subtotal Special Approp.	0	0	0	0	0	0	0
Totals							
	254,720	303,984	312,300	312,200	312,500	306,932	0

STORMWATER ENTERPRISE FUND

GOALS & OBJECTIVES FY 2018-19

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 2018-2019:

1. Evaluate crosslines of >24” corrugated metal pipes and RCP to determine cost to repair and or replace. This study will be conducted in conjunction with the Streets Division.
2. Perform stream restoration of Phase I of Beeson Creek.
3. Evaluate riparian buffers to insure compliance with regulations.
4. Inspect major outfalls within Cape Fear Basin.
5. Install new hardware and implement new workorder and mapping system.

Stormwater Enterprise Fund

Revenues Detailed 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'l Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Loan for Installment Purchases	\$350,000	\$0	\$0	\$0	\$0	\$0	
Federal Clean Water Trust Fund	0	400,000	400,000	400,000	365,000	365,000	
Due fr. NCDWQ Grant	8,760	0	0	0	0	0	
Division of Water Resources	0	45,000	45,000	45,000	0	0	
Interest on Escrow	0	0	0	35	0	0	
Interest on Investments	5,358	500	500	7,000	500	500	
Interest and Penalties	2,533	2,500	2,500	957	1,400	2,500	
Stormwater Fees	1,053,763	1,071,527	1,071,527	1,071,527	1,100,000	1,100,000	
Medical Loss Rebate	0	0	0	0	0	0	
Transfer fr. GF - Town's SW fees	220,579	220,579	220,579	220,579	220,579	220,579	
Fund Balance Appropriated	0	268,284	501,063	0	639,335	729,803	
Fund Balance Unappropriated*	1,503,688	1,235,404	1,002,625	1,599,187	959,852	869,384	
<p>* Not included in totals</p>							
Totals	1,640,993	2,008,390	2,241,169	1,745,098	2,326,814	2,418,382	0

Stormwater Enterprise Fund

Expenditures Detailed 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'l Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Personnel & Professional							
Salaries & Wages - Regular	\$350,218	\$408,896	\$401,696	\$408,896	\$452,133	\$452,133	
Salaries & Wages - Temp/PT	148	0	7,200	7,200	7,200	7,200	
Salaries & Wages - Overtime	3,887	8,000	8,000	5,000	8,000	8,000	
FICA Tax Expenses	25,805	31,917	31,917	32,238	35,776	35,776	0
Group Insurance Expenses	66,317	77,932	77,932	77,932	94,351	94,351	
Retirees Insurance Expense	0	3,221	3,221	3,221	0	0	
Retirement Expense - Reg.	25,036	31,268	31,268	31,043	35,661	35,661	0
Employee Appreciation	121	315	315	315	315	315	
Unemployment Insurance	0	0	0	0	0	0	
Retirement Expense - 401K	3,453	8,021	8,021	6,209	9,203	9,203	0
Employee Training	2,104	4,000	4,000	2,000	4,000	4,000	
Subtotal Personnel	477,089	573,570	573,570	574,054	646,639	646,639	0
Operating and Maintenance							
Professional Services	51,083	77,500	77,500	77,500	77,500	77,500	
Stormwater Fees Expense	17,754	19,500	19,500	18,118	19,500	19,500	
Telephone & Postage	5,275	5,900	5,900	2,400	5,900	5,900	
Printing	5,376	10,600	10,600	8,000	10,600	10,600	
Departmental Utilities	1,688	7,500	7,500	1,100	0	0	
Travel	1,936	3,556	3,556	2,000	3,556	3,556	
Maintenance Repair - Other	0	2,000	2,000	2,000	2,000	2,000	
Maintenance Repair - Storm Drains	112,848	200,000	105,083	130,000	200,000	200,000	
Building and Equipment Rental	0	60,000	106,759	20,000	60,000	60,000	
Advertising	\$2,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	
Office Supplies	2,893	6,030	6,030	3,000	3,250	3,250	
Departmental Supplies/Mat.	20,015	82,000	112,000	102,000	37,500	37,500	
Departmental Supplies/Mat. - Sanitation	9,679	10,000	10,000	10,000	10,000	10,000	
Departmental Supplies/Mat. - Streets	3,796	3,500	3,500	3,500	3,500	3,500	
Street Supplies/Materials	9,600	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	
Parts & Accessories - Central Maintenance	16,486	15,000	15,000	15,000	15,000	15,000	
Uniforms	859	1,000	1,000	1,000	1,000	1,000	
Equipment Lease Expense	0	5,000	5,000	1,000	5,000	5,000	
Software Maintenance Fees	0	0	0	0	3,049	3,049	
Contracted Services - Software	0	0	0	0	6,900	6,900	
Contracted Services	46,902	37,620	87,620	87,620	37,620	37,620	
Contracted Services-Beeson Creek	0	630,000	630,000	100,000	630,000	630,000	
Contracted Services-Bioretenion (PS Bldg)	0	90,000	90,000	90,000	0	0	
Software License & Renewal	0	0	0	0	3,274	3,274	
Dues and Subscriptions	3,645	3,638	3,638	3,000	3,638	3,638	
Insurance and Bonds	26,224	22,654	22,753	22,753	42,134	42,134	
Miscellaneous Expenses	1,932	2,000	2,000	2,000	2,000	2,000	
Subtotal Operating/Maintenance	339,992	1,313,998	1,345,939	720,991	1,201,921	1,201,921	0
Capital Outlay							
Capital Outlay - Gen. Improve.	22,885	0	0	0	0	0	
Capital Outlay - Equipment	0	0	247,597	233,732	0	0	
Capital Outlay - Equipment (IP)	91,228	0	0	0	365,000	365,000	
Subtotal Capital Outlay	114,113	0	247,597	233,732	365,000	365,000	0
Installment Purchase							
Installment Purchase	\$100,422	\$120,822	\$120,822	\$120,822	\$204,822	\$204,822	
Subtotal Installment Purchase	100,422	120,822	120,822	120,822	204,822	204,822	0
Full-Time Positions - 10 Part-Time Positions - 0							
Totals	1,031,616	2,008,390	2,287,928	1,649,599	2,418,382	2,418,382	0

Stormwater Enterprise Fund - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Street Sweeper	Five of Five Annual Payments	\$46,070
Skid Steer Loader	Three of Five Annual Payments	15,540
Swapbody Truck w/Attachements	Three of Five Annual Payments	29,000
Swapbody Dump Bed	Three of Five Annual Payments	3,110
Swapbody Water Tank	Three of Five Annual Payments	4,150
Swapbody Dump Flat Bed	Three of Five Annual Payments	3,110
Leaf Vacuum	Three of Five Annual Payments	17,610
Two (2) Utility Vehicles	One of Five Annual Payments	18,900
One (1) Automated Yard Waste Truck	One of Five Annual Payments	67,332
Subtotal Installment Purchase		204,822
General Improvement		
Subtotal Capital Outlay - General Improvement		0
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment		0
Capital Outlay - Equipment (I.P.)		
Two (2) Utility Vehicles	New Request	\$80,000
One (1) Automated Yard Waste Truck	New Request	285,000
Subtotal Capital Outlay - Equipment (I.P.)		365,000
* Item(s) is being paid for under installment purchase financing.		

OCCUPANCY TAX FUND

GOALS & OBJECTIVE FY 2018-19

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 2018-19

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 2018-2019:

1. Obtain approval to proceed with project.
2. Create RFQ and hire construction management firm to manage project.
3. Complete construction by the end of the fiscal year.

Kerners Mill Creek Greenway - Capital Project Ordinance

Revenues Detailed 2018-19 Annual Budget

Classification	Actual Life to Date FY 17-18	Original Approved FY 11-12	Revised Life to Date FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Interest Earned on Investments	\$334	\$0	\$0	\$0	\$0	\$0	
NCDOT Grants	0	1,040,000	1,155,063	0	0	0	
MPO Grants	0	0	0	0	0	0	
Due fr. CCUC	0	250,000	250,000	0	0	0	
Due fr. Private Developers	0	0	0	0	0	0	
Trans. fr. GF- Operations	403,806	338,806	403,806	0	0	0	
Fund Balance Appropriated	0	0	15,000	0	0	0	
Fund Balance Unappropriated*			0	11,994	11,994	11,994	0
This page is for informational purposes only. It reflects the total budget for a multi-year project. For the current or multi-year plan, ask for additional information.							
* Not included in totals							
Totals	404,140	1,628,806	1,823,869	0	0	0	0

Kerner Mill Creek Greenway Capital Project Ordinance

Expenditures Detailed

2018-19 Annual Budget

Classification	Actual Life to Date FY 17	Actual Life to Date FY 17-18	Original Approved FY 11-12	Revised Life to Date FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Operating and Maintenance								
Professional Services	\$189,400	\$195,716	\$130,000	\$245,063	\$6,315	\$0	\$0	
Printing	0	0	300	300	0	0	0	
Advertising	0	0	600	600	0	0	0	
Contracted Services	5,950	5,950	15,000	15,000	0	0	0	
Subtotal Operating	195,350	201,666	145,900	260,963	6,315	0	0	0
Capital Outlay								
Capital Outlay - Land	84,730	84,730	33,333	157,333	0	0	0	
Capital Outlay - Infrastructure	0	1,750	1,345,573	1,236,573	1,750	0	0	
Subtotal Capital Outlay	84,730	86,480	1,378,906	1,393,906	1,750	0	0	0
Interfund Transfers								
Transfer to GF - Project Loan	0	0	0	65,000	0	0	0	
Transfer to GF - Project Labor	104,000	104,000	104,000	104,000	0	0	0	
Subtotal Interfund Transfers	104,000	104,000	104,000	169,000	0	0	0	0
<p>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>								
Totals	384,080	392,146	1,628,806	1,823,869	8,065	0	0	0

PUBLIC SERVICES FACILITY CAPITAL PROJECTS ORDINANCE FUND

GOALS & OBJECTIVES FY 2018-19

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 2018-2019:

1. Construction of Operations Building is complete.
2. Personnel has moved into the new facility.
3. Close out fund.

Public Services Facility - Capital Project Ordinance

Revenues Detailed 2018-19 Annual Budget

Classification	Actual Life to Date FY 16-17	Original Approved FY 07-08	Revised Life to Date FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
IP Loan Proceeds	\$5,130,000	\$0	\$5,130,000	\$0	\$0	\$0	
Interest on Investments	30,429	0	28,576	2,400	0	0	
Interest on Escrow	313	0	0	82	0	0	
Trans. from General Fund	567,326	370,000	1,114,426	441,000	0	0	
Trans. from Stormwater Fund	405,000	0	405,000	0	0	0	
Fund Balance Appropriated	0	0	0	0	0	0	
Fund Balance Unappropriated*	556,893	370,000	0	0	0	0	0
This page is for informational purposes only. It reflects the total budget for a multi-year project. For the current or multi-year plan, ask for additional information.							
* Not included in totals							
Totals	6,133,068	370,000	6,678,002	443,482	0	0	0

Public Services Facility - Capital Project Ordinance

Expenditures Detailed

2018-19 Annual Budget

Classification	Original Approved FY 07-08	Actual Life to Date FY 17	Original Approved FY 16-17	Revised Life to Date FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Capital Outlay								
Professional Services	\$0	\$492,220	\$0	\$491,125	\$0	\$0	\$0	\$0
Property Tax	0	2,644	0	7,932	0	0	0	0
Departmental Supplies & Materials	0	0	0	0	0	0	0	0
Lease Purchase Expense	0	223,144	0	664,244	441,030	0	0	0
Capital Outlay - Buildings	0	0	0	384,701	367,785	0	0	0
Capital Outlay - Buildings (IP)	0	1,988,334	0	5,130,000	3,135,507	0	0	0
Transfer to Gen. Fund - Loan Payment	0	0	0	0	0	0	0	0
Capital Outlay - Reserve	370,000	0	370,000	0	0	0	0	0
Subtotal Capital Outlay	370,000	2,706,343	370,000	6,678,002	3,944,322	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	370,000	2,706,343	370,000	6,678,002	3,944,322	0	0	0

FIRE DEPARTMENT CAPITAL PROJECTS ORDINANCE FUND

GOALS & OBJECTIVES FY 2018-19

The Fire Department Facility Capital Project Ordinance was created by the need to establish a permanent location for Fire Station 42 that has been “temporarily” housed at 1385 South Park Drive since 1977.

The new Fire Station 42 will be strategically located and provide a modern facility to support the operational and training needs of the Fire and Rescue Department and better serve the citizens and businesses of the Town of Kernersville.

Goals and Objectives for Fiscal Year 2018-2019:

1. Oversight and continuous monitoring of the project will take place until completion.
2. Meet with project manager from ADW Architects and RPM Partners monthly for project updates and to discuss any issues.
3. Completion of the facility is expected prior to the end of the Fiscal Year 2018-19.

Fire Department Facility Capital Project Ordinance Fund

Revenues Detailed 2018-19 Annual Budget

Classification	Actual Life to Date FY 17	Original Approved 16-17	Revised Life to Date FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
IP Loan Proceeds	\$0		\$6,900,000	\$6,900,000	\$0	\$0	
Interest on Investments	0	0	0	0	0	0	
Interest on Escrow	0	0	0	300	0	0	
Trans. from General Fund	530,875	530,875	530,875	0	0	627,860	
Fund Balance Appropriated	0	0	0	0	3,460,688	0	
Fund Balance Unappropriated*		0	0	3,460,688	0		
This page is for informational purposes only. It reflects the total budget for a multi-year project. For the current or multi-year plan, ask for additional information.							
* Not included in totals							
Totals	530,875	530,875	7,430,875	6,900,300	3,460,688	627,860	0

Fire Department Facility - Capital Project Ordinance

Expenditures Detailed

2018-19 Annual Budget

Classification	Actual Life to Date FY 17	Original Approved FY 16-17	Revised Life to Date FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Capital Outlay							
Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lease Purchase Expense	0	530,875	530,875	478,834	627,860	627,860	
Capital Outlay - Building	251,033	0	0	1,100	0	0	
Capital Outlay - Land - IP	0	0	1,137,390	0	0	0	
Capital Outlay - Building (LP)	0	0	5,762,610	3,239,220	3,460,688		
Subtotal Capital Outlay	251,033	530,875	7,430,875	3,719,154	4,088,548	627,860	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	251,033	530,875	7,430,875	3,719,154	4,088,548	627,860	0

Fire Department Facility CPO - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
New Fire Station	Second of twenty annual payments	\$627,860
Subtotal Installment Purchase		627,860
Capital Outlay - Equipment		
Subtotal Capital Outlay - Equipment (I.P.)		0
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 & OBJECTIVE FY 2018-19

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 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Interest Earned on Investments	\$3,687	\$2,000	\$6,000	\$6,000	\$2,000	\$2,000	
Transfer from General Fund	0	0	0	0	0	0	
Transfer fr GF-Rec. Fees (Calebs Creek)	0	0	0	0	16,567	16,567	
Transfer fr GF-Road Fees (Calebs Creek)	0	0	0	0	38,787	38,787	
Transfer fr GF-Sewer Fees (Calebs Creek)	0	0	0	0	77,572	77,572	
Transfer fr GF-PM Development Rec Fees	0	0	0	0	5,303	5,303	
Transfer fr GF-Transportation Projects	0	350,000	350,000	350,000	200,000	0	
Transfer fr Gen Fund - Development Fee Projects	51,300	0	280,599	280,599	0	0	
Transfer fr Gen Fund - Development - Cedar Knoll	123,509	219,748	123,509	123,509	0	0	
Transfer fr GF-Durham Street Project	114,367	0	0	0	0	0	
Transfer fr Stormwater Fund - Group Insurance	0	0	0	0	0	0	
Fund Balance Appropriated	0	1,227,255	1,023,656	1,023,656	1,747,764	1,747,764	
Fund Balance Unappropriated*	1,023,656	-203,599	0	724,108	0	0	
Totals	292,863	1,799,003	1,783,764	1,783,764	2,087,993	1,887,993	0

Capital Reserve Fund

Expenditures Detailed 2018-19 Annual Budget

Classification	Actual FY 16-17	Approved FY 17-18	Revised FY 17-18	Estimated FY 17-18	Dept'al Request FY 18-19	Manager Recom. FY 18-19	Board Approved FY 18-19
Reserve for Future Development Fee Projects	\$243,610	\$634,606	\$171,902	\$171,902	\$171,902	\$171,902	
Reserve for Future Group Insurance Expense	1,632	1,632	1,632	1,632	0	1,632	
Reserved for Fire Department	65,000	65,000	65,000	65,000	0	65,000	
Reserved for Calebs Creek Projects	0	0	0	0	0	0	
Reserved for PM Development Projects	0	0	52,750	52,750	5,303	58,053	
Reserved for Calebs Creek - Rec Fees	0	0	45,551	45,551	16,567	62,118	
Reserved for Calebs Creek - Road Fees	0	0	115,810	115,810	38,787	154,597	
Reserved for Calebs Creek - Sewer Fees	0	0	229,354	229,354	77,572	306,926	
Reserved for Transportation Projects	450,608	800,608	800,608	800,608	200,000	800,608	
Reserved for Future Project - Durham Street	171,648	171,648	141,648	141,648	0	141,648	
Reserved for Future Project - Cedar Knolls Project	123,509	123,509	123,509	123,509	0	123,509	
Transfer to General Fund - Interest	2,600	2,000	6,000	6,000	2,000	2,000	
Transfer to General Fund	0	0	30,000	30,000	0	0	
Transfer to General Fund - Transportation Projects	0	0	0	0	0	0	
Totals	1,058,607	1,799,003	1,783,764	1,783,764	512,131	1,887,993	0

Schedule of Fees

July 1, 2018

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	\$52.00
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

Community Development Rezoning Fees

Special Use District Residential Single Family excluding PRD >5 acres With Road Improvement/Dedication Reviews	\$2,032.00
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 Miscellaneous Charges

Plan Review by Planning Board	\$641.00
Postage & Mailing Charges	\$8.00
Public Plans No Fee	\$0.00
Rezoning Signs - Charges for Sign after 1st Sign	\$65.00
Special Use Permits <1.5 acres Non Board of Adjustment	\$1,280.00
Special Use Permits >1.5 acres Non Board of Adjustment	\$1,602.00
Special Use Permits High Density Project Non Board of Adjustment	\$1,602.00
Special Use Permits Road Improve/Dedication Review Non Board of Adjustment	\$1,921.00
Staff Changes or Minor Changes (new plan & review) Non Board of Adjustment	\$320.00

Building Inspection Fees**Building Fees**

Basic Building Permit ¹	\$ 87
Accessory Structure Permit ² (plus \$87 per P, M, E trade)	\$ 144
Mobile Home-Single Wide (includes P,M,E)	\$ 262
Mobile Home-Double/Triple Wide (includes P,M,E)	\$ 349
Modular Homes and House Relocations (plus \$87 per P, M, E trade)	\$ 262
Swimming Pool- Above Ground	\$ 144
Swimming Pool- In-Ground	\$ 230
Cell Tower- New	\$ 348

*Fee revised or added FY 18-19

Building Inspection Fees

Cell Tower- Equipment Additions or Upgrades	\$ 174
Daycare/Group Homes	\$ 144
Solar Panels- Up to 24 panels	\$ 174
Each Additional Panel	\$ 10
Foundation Only Permit	25% of total
Demolition Permit	\$ 57
Reinspection ⁹	\$ 50
Expired permit renewal	Full Cost
Work prior to permit issuance	Double Fee
Stop Work Order	\$ 280

Plumbing Fees

Basic Plumbing Permit ³	\$ 87
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Mechanical Fees

Basic Mechanical Permit ⁴	\$ 87
Mechanical Unit Change Out- 1st unit	\$ 87
Mechanical Unit Change Out- each additional unit	\$ 50
Refrigeration System- 1st unit	\$ 87
Refrigeration System-each additional system	\$ 50
Generators-Residential (includes electrical)	\$ 174
Exhaust System- 0-3,000 CFM	\$ 175
Exhaust System- 3,001-5,000 CFM	\$ 210
Exhaust System- 5,001 +	\$ 696

Electrical Fees

Basic Electrical Permit ⁵	\$ 87
Commercial service change, relocation, reconnect	\$ 155
Generators-Residential (includes mechanical)	\$ 174
Solar Panel (includes building)	\$ 174
Temporary Power	\$ 105

Zoning Fees

Basic Zoning Permit ⁶	\$ 57
Zoning Permit-Change of Use	\$ 87
Zoning Permit- Late Fee	\$ 114

Sign Fees

Basic Sign Permit ⁷ -1st sign	\$ 57
Lighted Sign Permit- 1st sign	\$ 144
Each additional sign	\$ 10
Off-premise sign review	\$ 436
Sign Permit- Late Fee	\$ 114

- 1- Non-area based permits, commercial re-roof, construction trailers, marquees, canopies, fixed awnings
- 2- Carports, patio covers, screened porch, decks, docks, open porches, workshops, storage buildings, pump houses 575 sf and below.
- 3-Water heater replacement (gas, electric, tankless), grease traps, pumps, sump pumps, sewer lines, replacement fixtures, misc.
- 4- Replacement of the following (electrical included): furnace, boiler, air handler, duct heater, ductwork, fireplace, woodstove, conversion burner, automatic flue damper, swimming pool heater, misc. Basic permit also covers hood and duct systems and spray booths.
- 5- Lighted signs, cell tower-co locate, low voltage, residential service change/relocation/reconnect, service pole with disconnect and meter base.
- 6- Swimming pools, residential additions, single family residential reviews, accessory building reviews, zoning permits (without required inspection, change of use permits require additional building inspection), home occupation reviews, zoning letters, DMV and ABC letters.
- 7- Non-lighted ground, wall, projecting, or panel change-outs.
- 8- Industrial, Commercial, Multifamily, PRD, Manufactured Housing Districts
- 9- Each inspection type per permit will be granted one fail. If a second fail occurs, a \$50 reinspection fee will be charged.

Building Inspection Fees

Commercial Construction Permit

New Structure	ICC table value x square feet x 0.0045 for area less than or equal to 10,000 sf + value x 0.001 for any area greater than 10,000 sf. + Add-Ons
Addition	ICC table value x square feet x 0.0045 for area less than or equal to 10,000 sf + value x 0.001 for any area greater than 10,000 sf. + Add-Ons
Upfit (area-based alteration)	ICC table value x square feet x 0.0045 for area less than or equal to 10,000 sf + value x 0.001 for any area greater than 10,000 sf. <u>x 50%</u> + Add-Ons
Non-area based alteration	\$87 per trade (B, P, M, E)

Commercial Construction Permit Add-Ons (if applicable to project)

Driveway Permit	\$ 55
Fireplace	\$ 87
Site Plumbing	\$ 87
Hood	\$ 87
Refrigeration	\$ 87
Low Voltage	\$ 87
Construction Trailer	\$ 87
Temp Power	\$ 105
Zoning Review, less than 10,000 sf (applicable to all new structures & additions)	\$ 100
Zoning Review, 10,000-20,000 sf (applicable to all new structures & additions)	\$ 200
Zoning Review, greater than 20,000 sf (applicable to all new structures & additions)	\$ 300
Zoning Reviews for upfits	Half cost of new
Fire Department (applicable to all new structures, additions, and upfits)	\$50 + (square feet x 0.03)

Residential Construction Permit

New Single Family	ICC table value x square feet x 0.0045 for area less than or equal to 2,000 sf + value x 0.001 for any area greater than 2,000 sf. + Add-Ons
Addition	ICC table value x square feet x 0.0045 for area less than or equal to 2,000 sf + value x 0.001 for any area greater than 2,000 sf. + Add-Ons
Garages, Workshops, Storage Buildings 575 square feet and above	ICC table value x square feet x 0.0045 for area less than or equal to 2,000 sf + value x 0.001 for any area greater than 2,000 sf. + Add-Ons
New Apartment	ICC table value x square feet x 0.0045 for area less than or equal to 15,000 sf + value x 0.001 for any area greater than 15,000 sf. + Add-Ons
Upfit	\$87 per trade (B, P, M, E)

Residential Construction Permit Add-Ons (if applicable to project)

Driveway Permit	\$ 45
Fireplace	\$ 87
Temp Power	\$ 105
Zoning Review (applicable to all new residential projects)	\$ 57
NC Homeowner Recovery Fee (applicable to all new residential projects)	\$ 10

Building Inspection Fees

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)

Green Building Permits

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)

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

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, \$.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

Fire Prevention	
Plans Review	\$50.00
Plus .03 per sq. ft.	
Removal of stop work order	\$300.00
State License Inspection Fee	\$50.00
Tank Installation, Abandonment or Removal	\$150.00
Each Additional Tank \$50	
Up-fit Review	\$50.00
Plus .03 per sq. ft.	
Working without Permit	\$100.00
Plus Double Permit Fee	

Construction Permits

Installation all others not listed but required by N C Fire Code	\$100.00
Installation of Automatic Fire Extinguishing Systems per 24,000 square feet of each floor level	\$100.00
Installation of Fire Alarm and Detection Systems and related equipment per 24,000 square feet of each floor level	\$100.00
Installation of Fire Pumps and related equipment	\$100.00
Installation of Private Fire Hydrants	\$100.00
Installation of Standpipe Systems (New, Modification or Renovation)	\$100.00

Exceptions

Any assembly occupancy violation that is an imminent danger, life safety violation is an automatic \$250 fine per violation and possible evacuation of the occupancy.

Churches exempt from permit fees

Failure to report unwanted Fire per NC Fire Code per occurrence	\$500.00
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Locked or blocked exits are automatically a \$250 fine for first occurrence. Second occurrence within one year shall be a fine of \$500 per door. Third occurrence within one year shall be \$1000 per door.

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

Tents, Temporary Membrane, & Air Structure

Per Permit Period	\$50.00
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Police Department	
Finger Print Charges	\$10.00
Per card	
Off Duty Officer Supervisor Fee	\$35.00
Per Hour (5 or more off duty officers requires a supervisor)	
Off Duty Police Officer Fee	\$30.00
Per Officer Per Hour	
Public Records Research See Special Note #2 at the end of document.	
Range Instructor	\$30.00
Per Hour	
Range Use Fee	\$50.00
For Use Up to 4 Hours	
Range Use Fee	\$100.00
For Use Over 4 Hours	
State Finger Print Processing Fee	\$38.00
Taxi Driver Permit Fee	\$15.00
Taxi Driver Renewal Fee	\$15.00
Taxi Franchise Application Fee	\$50.00
Taxi Franchise Renewal	\$50.00
Video Copy, Research and Copy Costs - Police In-Camera Video System	\$5.00
Per Video Retrieval & Copies of Other Recordings	

Parking Fines

30 Day Late Fee for Non-Payment of Parking Fine	\$30.00
Assessment of a \$30 late fee for all unpaid parking fines after 30 days	
All Other Parking Violations	\$5.00
Fire Lane Violation	\$50.00

Police Department

Oversized Vehicle Parking in Violation of CO 9-186	\$50.00
Violation of Certain Vehicles to Be Parked only for loading and unloading	

Precious Metals Dealers Permit Fees

Annual Renewal Permit for Employee	\$3.00
Dealers and Special Occasion Permits	\$180.00
Fee Includes State Finger Print Processing Fee	
Employee Permits	\$10.00

Public Services Sanitation Division**Cardboard Recycling Collection**

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

Commercial Sanitation Collection

Collection of one (1) 95 gallon comingle recycle roll out per roll out	\$10.00
Collection of one (1) 95 gallon rollout container (Small Business)	\$40.00
Collection of one (1) refuse dumpster - 2 yard	\$70.00
Collection of one (1) refuse dumpster - 4 yard	\$70.00
Collection of one (1) refuse dumpster - 6 Yard	\$80.00
Collection of one (1) refuse dumpster - 8 Yard	\$92.00

Collection: Fees Applicable to those non-residential establishments, restaurants, apartments and mobile home parks which contract solely with the Town of Kernersville for collection of solid waste. Fees are for once per week collection. Additional weekly collections shall be charged in even multiples.

Each additional 95 gallon roll out up to three (3) per small business per extra roll out	\$20.00
Set Truck Service Per month for three times a week	\$90.00
Set Truck Service Per month for once a week service	\$30.00
Set Truck Service Per month for twice a week service	\$60.00
Special one time collection of one (1) refuse dumpster by special arrangement Each pick up	\$45.00

Condominium / Townhouse Collection

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

Condominium / Townhouse Collection

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

Public Services Sanitation Division	
Refuse dumpster Lease - 8 yard Per Month	\$27.00
Residential Sanitation Collection	
Annual Fee for Additional Refuse Cart Collection	\$60.00
Annual Fee for Yard Cart Collection No Fee	
Knuckle Boom Truck Service First Load No Fee	\$0.00
Knuckle Boom Truck Service For Each Additional Half Load	\$60.00
Once per week collection of 95 Gallon rollout container for Refuse & Recycling First Cart Only No Fee	
Refuse Cart Purchase Price For Extra Carts and Replacements	\$60.00
Request for one time use of refuse dumpster for 48 hr. period incl drop off and pickup	\$70.00
Yard Cart Purchase Price	\$60.00

Public Services Street Division	
Industrial Street Improvement to Curb & Gutter (per linear foot) Add \$16 per linear foot for sidewalk plus drainage costs	\$118.00
Install Type III Barricades (Permanent Mount) Per unit	\$400.00
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) Add \$16 per linear foot for sidewalk plus drainage costs	\$68.00
Street Cleaning @ Construction Sites Cost + 50%	
Street Flushing @ Construction Sites Per trip	\$250.00
Tight Radius/Zero Turn Mower Per hour	\$35.00
Tractor w/Flail Mower Per hour	\$65.00
Tractor w/Rotary Mower Per hour	\$75.00
Tractor w/Side Arm Mower Per hour	\$95.00
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 Per Hour	\$35.00
Harmon Park Wedding Gazebo Half Day 5 hours	\$150.00
Harmon Park Wedding Gazebo Full Day	\$250.00
Kernersville Recreation Center Per Hour	\$75.00

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

Recreation Sports Complex	
Bagley Sports Complex Rental Per Field/Per Day Sat/Sun	\$200.00
Bagley Sports Complex Rental Per Field/Fri Only	\$75.00
Bagley Sports Complex Rental Weeklong	\$3,500.00
Ivey M. Redmon Sports Complex Additional Field Prep drag and striping	\$40.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 1) 3 - teams or less (Team = 5 runners or more) No Fee. See Special Note #4 at the end of document.	\$0.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 2) 4 - 10 teams (Team = 5 runners or more) See Special Note #4 at the end of document.	\$50.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 3) 11 - 20 teams (Team = 5 runners or more) See Special Note #4 at the end of document.	\$100.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 4) 21 - 35 teams (Team = 5 runners or more) See Special Note #4 at the end of document.	\$250.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 5) 36 - 50 teams (Team = 5 runners or more) See Special Note #4 at the end of document.	\$400.00
Ivey M. Redmon Sports Complex Cross Country Track Rentals (Category 6) 51 - teams or more (Team = 5 runners or more) See Special Note #4 at the end of document.	\$600.00
Ivey M. Redmon Sports Complex Gate Fee Charged Per day	\$100.00
Ivey M. Redmon Sports Complex Temporary Fencing Fees	\$60.00
Ivey M. Redmon Sports Complex Tournament Usage (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 compiled at the cost of 15 cents per copy made plus a special service fee of \$15 per hour for the time involved compiling and researching the request. These requests require extensive use of technology resources and clerical assistance to complete.

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

#4 - Fees are for course rental only. This does not include staff on day of even, porta johns or any equipment.