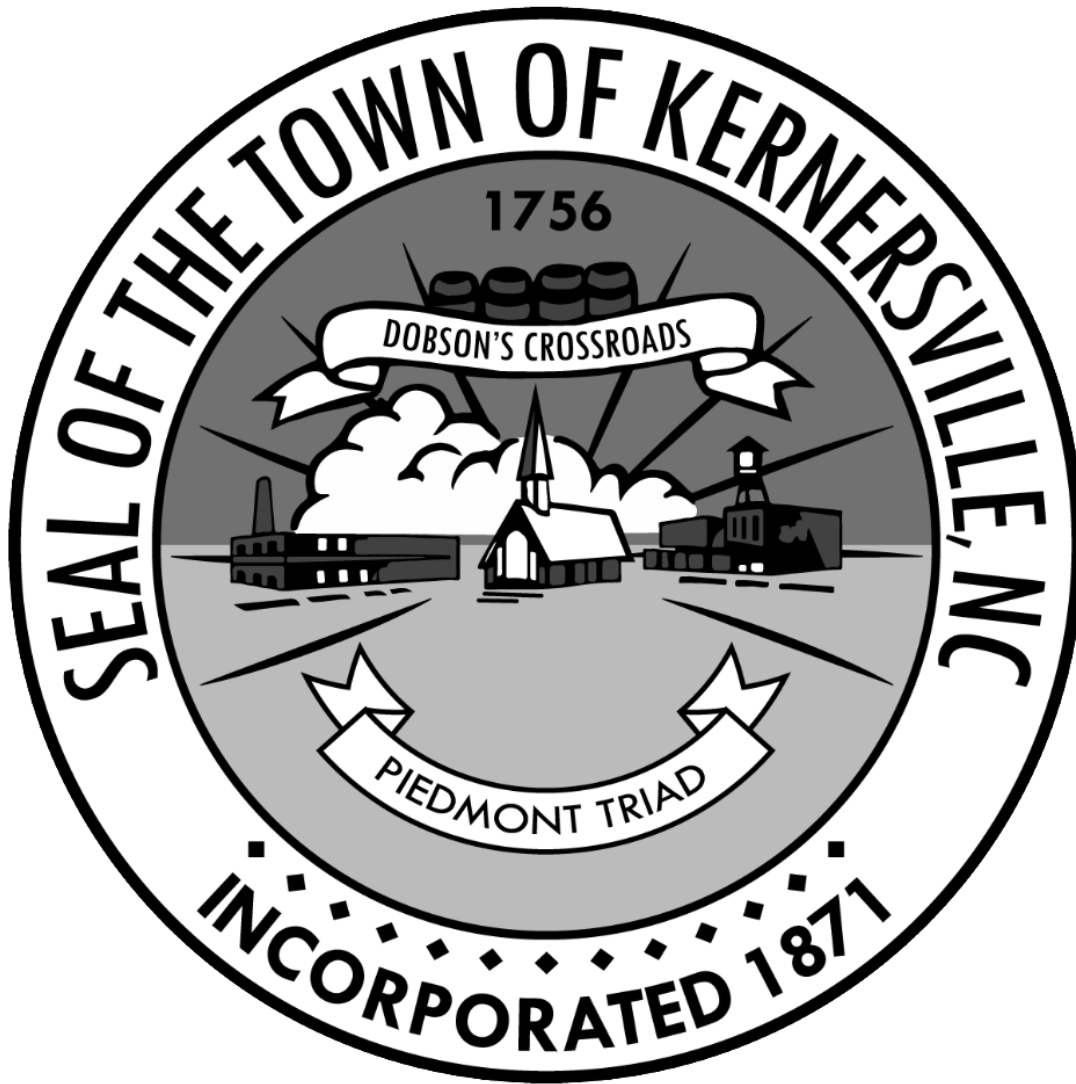




Town of
KERNERSVILLE
NORTH CAROLINA



Town Budget

Fiscal Year 2019 - 2020



Town Budget Fiscal Year 2019 - 2020

Budget Message

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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 2019-2020. The public hearing date for the FY 19-20 budget has been set for June 4, 2019 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

When starting the FY19-20 budget we were not sure what the percentage of tax base growth would be or what the growth in overall revenues would be. The economy has been strong for over a year and there has been a lot of building and development occurring. People are also spending money and shopping and this impacts the sales tax revenue. With both of these occurring the thinking was that the revenue growth may be higher than it was in FY18-19.

As always, we took steps to minimize the increase in expenses when starting the budget process. The operating/maintenance expense categories were set to the same amount that was approved in FY18-19 and then adjustments were made to add necessary items or delete items that could wait a year or more. The capital items were initially left out of the budget and they were added back in once the operating/maintenance expenses and personnel expenses were finalized.

FY 2019-20 Budget Highlights

I. REVENUE

The revenues for FY19-20 are estimated to be \$35,037,307 (**See Exhibit A**). This is an increase from what was approved in FY18-19. 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. The growth rate in this category was about 4-5% in FY17-18. However, last year the growth rate was less than 2%. This was a little puzzling because there was a lot of new development that occurred during the

year. This low growth in the tax base was the primary reason a tax increase was recommended and approved last year.

The growth in the tax base for FY19-20 is projected to be slightly over 4%. This is about average and close to what we expected when starting the budget. The tax base for FY19-20 is projected to exceed \$3 billion for the first time ever. If the projections hold, the tax base will be \$3,071,313,383. Based on this tax base, the Ad Valorem Tax revenue for FY19-20 is projected to be \$17,346,900. These numbers represent the taxes on property and vehicles and a small collection in prior year taxes.

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

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 and the actual increase was very close to this projection. For FY18-19 we were a little more aggressive in our projections. The League of Municipalities was forecasting a 6% increase statewide, and we projected about a 9% increase for Kernersville. It looks like the final numbers will fall between 8-9%.

The projections for FY19-20 are not as strong as they were for FY18-19. The North Carolina Leagues of Municipalities (NCLM) is projecting a 4-5% statewide. Based on this projection, and our average increases in comparison to their projections, we are projecting a 6% increase for FY19-20. This may be a bit conservative but we would rather project low and then the revenue come in higher than expected.

About five or six years ago the NC General Assembly started discussing different ways of distributing the Sales/Use Tax monies. This discussion did not lead to any major changes and Kernersville maintained this revenue as it had in the past. There have not been any discussions of this in the past two or three years, but it appears that there is some discussion starting again that pertains to the Sales/Use Tax revenue. This should not have an impact on the FY19-20 budget but it could impact future budgets.

Alcoholic Beverage Tax- Count

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. In FY18-19 this revenue source increased almost 30%. This was likely a one-time increase. We are anticipating the increase for this source to be flat this year. However, the Town will still receive almost \$480,000 in revenue from this source.

Utility Franchise Tax

This revenue source used to experience a steady increase every year. In FY16-17 the source began decreasing and it did this for the next few fiscal years. We are projecting a good increase in this revenue source this year. We are hopeful that our projections will be accurate.

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 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.

This revenue source decreased just slightly this year. The decrease was due to over budgeting the amount of rent we would collect from Stormwater last fiscal year. The adjustment was made in this year's budget. We are projecting a slight increase in the rent we generate from the communication tower. In FY18-19 the Town generated \$240,000 and in FY19-20 we project the rent generated to be \$250,000.

The Town did lose \$93,411 in rent from Forsyth County for the library. The County moved out of the building in November 2018 and as of this time there is not a new tenant in the old library building. If the building is leased in the future there will be some revenue restored to this source.

Building Inspection Fees

Building inspection fees are directly related to the economy and the construction that is occurring. Requests for permits and inspections has reached the highest point in years and we expect it to continue. In FY18-19 we projected and received the most revenue ever from building inspections. We are projecting this revenue source to remain strong for FY19-20, and we are projecting \$443,131 in revenue from building inspections.

This is down slightly from FY18-19, but we may still collect what was collected in FY18-19 if development holds strong.

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.

Though this source is stable it does change slightly depending on the make-up of the business community. This year we are projecting a slight decrease, due mainly to the change in policy that allows the Town to no longer collect the roll out cans that businesses were using for recycling and garbage. While this did decrease the revenue, it also allowed us to have an offsetting decrease in expenses. If the Town continued to collect these roll out cans from businesses the expense could possibly be more than the revenue generated.

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.

A good example of this was FY16-17 when 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. At the end of the year it appeared as though the total General Fund fund balance had increased almost \$1.4 million. This is because there were several large capital items/projects budgeted for FY17-18 that were not completed. These were carried over into FY18-19 in Budget Amendment #1. Therefore, the increase in Fund Balance in FY17-18 was closer to \$300,000. For FY18-19 we recommended appropriating \$473,110 from Fund Balance. It is likely that the full appropriation will occur. There were some major expenses in FY18-19 that were not initially budgeted for. These expenses were all covered by an appropriation from the Unassigned Fund Balance. The Board of Aldermen also approved a fire truck mid-year, and though the money was borrowed in FY19-20 the initial appropriation of money was from the Unassigned Fund Balance.

For FY19-20 we are recommending appropriating about \$382,000 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, but appropriating money from Fund Balance indicates that the Town is most likely operating at a deficit.

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 consistently about 46% of the budget. When combined with Health Insurance it is 54% of the budget.

The operating and maintenance category (committed and uncommitted) is the second largest expense category for the Town. The committed expenses in operating and maintenance increased slightly this year and comprise about 20% 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 4% 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)**. This indicates that the Town's budget, for the most part, is an operating budget and there is very little room for large capital projects. In previous years it was necessary to increase taxes or pay off a large loan in order to include a large capital expenditure in the budget. This will most likely remain the case moving forward into future years.

The three largest departments are Police, Fire/Rescue and Public Services, in that order. Together they account for about 71 % 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 were not any full-time positions added to the budget in FY18-19. There was one part-time position added in Parks and Recreation to help with additional programming.

When we started the budget process for FY19-20 there were requests for five full-time positions:

- Computer Technician in IT
- Administrative Specialist in Fire/Rescue
- Two Safety Captains in Fire/Rescue
- Code Enforcement Inspector - Building Inspections

These positions are all justified and needed, but it is not possible to fill them all in one year. For that reason we are recommending two new full-time positions for FY19-20.

We are recommending the Computer Technician position and the Fire/Rescue Administrative Specialist position for FY19-20. Both of these positions would begin in January 2020. The IT Department is a very small department and it is becoming increasingly difficult, if not impossible, for them to keep up with the daily demands for assistance. They have one of their two employees that is almost solely dedicated to maintaining the hardware components in the Police Department and Fire/Rescue Department. The other employee is dedicated to the server and other hardware issues during the day. The new technician will allow us to process the help desk requests quicker for all departments, and it will allow us to process updates, new hardware/software, etc. on a timelier basis.

The new Administrative Specialist in Fire/Rescue will help all of the command staff with the administrative duties. There is currently one administrative position in Fire/Rescue that serves five different individuals. This has caused a tremendous amount of the administrative work to be shifted back to the command staff. This is not the best or most effective use of their time.

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.

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.

Minimum Starting Pay

The Town competes with other municipalities, counties and private employers for employees. We have remained competitive through the years because of a good pay plan and good benefits. In the last year the Town has fallen behind just slightly when it comes to our minimum pay. This has made it extremely difficult to fill some of the entry level positions in Public Services and Parks and Recreation.

To help make the Town more competitive when trying to fill these entry level positions we are recommending increasing the minimum pay for any position to \$13/hour beginning in FY19-20. We feel this will make it easier to fill these positions. The positions that are impacted by this increase in FY19-20 are as follows: Custodian (1), Park Maintenance Worker (6) and Construction Mechanic I (1). The total cost of this increase is around \$10,000 for FY19-20. We are also recommending increasing the starting pay for seasonal park maintenance employees in Parks and Recreation to \$12/hour. It has been extremely difficult to fill these positions the last two years with the pay at \$10/hour, and the municipalities around us are now paying \$12-15/hour for their seasonal positions.

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. However, the Town did not provide a merit increase or COLA in FY18-19. We are recommending a 2% Merit increase for FY19-20. This will be available to all employees based on their performance.

For several years the Town was lacking in what employees were offered as a 401k contribution. The 401-K 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%. For FY18-19 the contribution to the 401-K remained at 2%.

This year we are recommending retaining the 401-K at 2%. We were hopeful that we could increase the contribution amount this year so that we could be in the average

range of what other municipalities are doing. However, the budget constraints do not allow for this contribution to increase this year.

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. The cost for employee coverage increased as did the 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. There was no change to the employee's coverage in FY18-19 and no increase in the cost of their coverage.

This year we recommended to the Board a major change in the Town's health insurance coverage. We recommended joining NCHIP and becoming self-funded. Town staff researched the options and felt that this was the best path for the Town to take for FY19-20 and future years, and this year was the best year to make the change. This change allowed the Town to offer the employees a slightly better policy at a slightly cheaper price. Exhibit E shows a comparison of the Town's insurance offerings to other municipalities (**See Exhibit E**). Another benefit to joining NCHIP is that there is a cost savings to the Town for the coverage, and the Town is now the beneficiary of any savings in premiums and not the insurance company. The annual increases should also be less every year with this new plan. Over the course of time this could provide a big savings to the Town, just like being self-funded for Worker's Compensation has done.

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 Police Department positions along with a few positions from other departments that were studied out of cycle. The study did recommend a pay grade increase for all officers from P01 through Captain. This was extremely important this year because all of the municipalities around us have increased their starting salaries for officers in the last year, making us one of the lowest paying municipalities around. An increase will help keep us competitive for these positions.

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 and they are projecting that they will have to spend another \$3.1 million this year to finish out their workforce. Greensboro implemented a pay increase mid-year three years ago and another large one last year. The Forsyth County Sheriff's Department also raised the salaries of their employees to keep them competitive and the new Sheriff is talking about asking for another increase this year for his employees. 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

The same process was used this year in projecting the budget for the operating/maintenance categories. The line items were set to what was approved in FY18-19 and then a comparison was made to what was requested by the department heads. This allowed us to fully see what was in each line item increase/decrease.

The overall increase in this expense category for FY19-20 was about 9.5%. However, almost 5% of this increase is attributable to the increase in service contracts, tipping fees, utilities associated with the Library now that it is vacant and gas/diesel expenses. Even though this category did increase more than normal for FY19-20, the committed and uncommitted operations/maintenance still only accounts for 23.6% of the total budget. Of that, only 3.7% is uncommitted. This is very close to what we have seen in previous years.

Like last year, the staff has done an excellent job of keeping the increases in operating/maintenance items to a minimum. As mentioned earlier, every line item in this category was set to amount that was approved for FY18-19 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. In recent years the Town has been able to replace its aging equipment and improve the fleet of vehicles.

Every year the departments request the equipment that is in the GIP for replacement. Most of the time not all of the equipment gets recommended for purchase. Last year there was very little equipment purchased. This year we are recommending more equipment to be purchased, but not all that was requested. 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 FY19-20 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 only six (6) vehicles in the Police Department, and one of these is an SRO vehicle required per our contract with the school system. This is less vehicles than we would like to replace but budgetary constraints have dictated the number we can replace. This still helps to keep our fleet very functional and operating at a high level. 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. Nine years or more is a long life for a police car because of the wear and tear it is exposed to on a daily basis. We have done an excellent job of getting the most life out of the Police vehicles and we will continue to stretch it as far as possible.

We are also recommending replacing eight of the in-car cameras this year. This will be the third year of the proposed five year replacement plan for the cameras. The current old cameras that we are using 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.

This year we are recommending replacing twenty (20) computers in the Police Department. Some of the computers will be for patrol vehicles and some of them will be inside the department, most likely in the Communications Division. The computers that are currently being used are running old software that is no longer supported and the computers will not run the new software that is required. If we do not update the computers to run the new software the department will not be allowed to perform some of the daily functions that it now performs, such as running criminal checks, license plate checks, etc.

Public Services Equipment- General Services Division

We are recommending the purchase of a new service truck this year for the General Services Division. This will be used by one of the two employees in the division. Currently they are sharing a truck or driving their personal vehicle during the day.

Public Services Equipment- Street Division

We are recommending a new flail mower this year for the Street Division. The current attachments are very old and experience a lot of down time. This mower is a key mower for the division as it is used for the interchanges and larger areas that the Town mows.

Public Services Equipment- Central Maintenance Division

We are recommending a tire mounting machine and a tire balancing machine for the Central Maintenance Division. These machines are used on a daily basis most weeks and are crucial pieces of equipment in the garage. Both of the current machines are old and worn out and should have been replaced two or three years ago.

Fire/Rescue Department Equipment

For FY19-20 we are recommending replacing the last amount of old hose and fittings that are currently being used. We started replacing these in FY17-18 and this will be the last year of the replacement plan. This will allow the department to have all new hose and fittings that work properly and meet current standards.

There is also a recommendation to purchase eleven (11) air bottles this year. Five (5) of these will serve as Rapid Intervention Kit Air Bottles and six (6) will serve as SCBA air bottles. Our plan is to purchase some new SCBA bottles every year to replace the current reserve bottles that we have in inventory. 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.

There is a recommendation to purchase ten (10) of the mobile tablets and docking stations to use in the Fire/Rescue vehicles. These will replace the laptops and routers that are currently being used in the vehicles. They are old and unreliable on a daily basis. The new tablets and docking station will be more functional and will run all of the new software that we are using.

We are recommending replacing one of the Command Staff vehicles this year as well. The current vehicle is almost ten years old and is experiencing some maintenance issues and downtime. The current vehicle is one of the first Tahoe's that the Town purchased for use in the Fire/Rescue Department. We may keep the current vehicle as a back-up to use on an as needed basis.

In FY18-19 the Board approved the purchase of a new pumper truck. However, the truck was not paid for at the time of approval so the first payment will show in FY19-20. This truck will replace one that is over 20 years old. We are currently experiencing a lot of maintenance issues with our two oldest trucks, and this truck will allow us to replace one of those.

Information Technology Department Equipment

This year we are recommending some equipment for the IT Department. We are recommending that we replace two of the existing servers. The current servers are nearing the end of their expected life span and they are also starting to get close to their memory capacity. These servers are extremely crucial to the entire operation of the Town departments and we cannot risk having them crash. Therefore, this is the year to replace them.

We are also recommending replacing sixty (60) computers on a town wide basis. The current computers are running the old Windows operating system and it will no longer be supported in the upcoming months. The current computers will not efficiently run the new operating system because of their processing power and speed, and therefore have to be replaced.

Human Resources Department Equipment

We are recommending a new staff vehicle for the HR Department. They are currently using a vehicle that was passed down to them several years ago from the Fire/Rescue Department. The transmission has continually gotten worse and they are no longer able to drive the vehicle out of town because it most likely will not make it back. This vehicle will also be used by the Administration Department on the few occasions that they need one.

Parks and Recreation Department Equipment

There is a recommendation for a new Track Loader for Parks and Recreation in FY19-20. The current piece of equipment is over 18 years old and is very unreliable. We have spent thousands of dollars on repairs and the equipment continues to have issues. Last year the department spent almost \$8000 on renting a track loader to use. This was in addition to the repair cost.

We are also recommending a new All-Terrain Utility vehicle to replace the old gator that the department currently uses. This vehicle is a key piece of equipment in Parks and Recreation and is used on a daily basis at Redmon Sports Complex for a variety of jobs. It will also be used for maintenance on the greenway once it is complete.

The Parks and Recreation Department currently utilizes a stage for many of its events. The current stage is old (it was purchased used) and is starting to show significant signs of wear and tear, as something new breaks about every year. We are recommending the purchase of a new and larger stage for the department to use. This will allow the stage to be used for more events and it will provide a safer and better stage for the users.

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. There have not been many capital infrastructure improvements recommended the last two years for this reason. FY19-20 is no different, as there is only one small improvement being recommended.

Community Development Office Walls

About two or three years ago the Community Development Department expanded their space. This was necessary because of the combining of staff with the engineering department and the addition of a new employee. When this expansion occurred cubicles were used to make offices. We are recommending that office walls are now erected to replace the cubicles. The staff that uses these offices are always having meetings with developers, citizens, other employees, managers, etc. and a cubicle does not provide them with the privacy they need.

Change in Service

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

This year we are recommending a slight change to our solid waste services. We are recommending that we no longer collect the roll out trash and recycling containers from the commercial businesses that currently use them. This will save us on the recycling tipping fee that we pay and will also save us some on the collection of the solid waste. This service change was approved by the Board to be put into effect for FY19-20.

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 FY17-18 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. The operations ratio for FY17-18 was 1.07, or 107%. This is due to some large projects being carried over and we also did experience slightly higher revenues and slightly lower expenses 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. For FY17-18 the dependency increased just slightly to 33% so there was no significant change in this ratio.

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. For FY16-17 the ratio was 8%. It increase slightly to 10% for FY17-18 and was mainly due to the additional paving and equipment that was purchased and financed during the year.

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. In FY16-17 it increased to 11.82, which means our position improved slightly over FY15-16. Our position improved again in FY17-18 as the liquidity increased to 13.24. 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 thirteen years the Town's solvency has ranged from a low of 26% in FY05-06 to a high of almost 43% in FY12-13. For FY16-17 our solvency was 35.43%. The Town's solvency position increased in FY17-18 as the percentage rose to 40.26%. This was mainly due to an increase in Fund Balance and a decrease in expenditures.

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 24-28%, 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. The Town's leverage for FY17-18 was .67%. This is a very good leverage ratio as it indicates that our long-term debt is very low compared to the Town's total assessed value.

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 FY19-20**. This rate will allow the Town to keep the tax rate at its current level. Exhibit H shows the Town's tax rate from 1995-2018 (**See Exhibit H**).

This rate allows the Town to keep the services the same while replacing some old equipment and adding some new equipment. The Town will not be able to do any large capital projects or repaving with this rate, but we will be able to operate at a very efficient level. Even though we are delaying some necessary projects and resurfacing, we felt that it was not a good year to recommend a tax increase because the Board just approved one last year.

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 four 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 FY19-20 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 or four years the biggest concern has been the pace in which revenues are growing as compared to the growth in expenses. The increase in revenues comes primarily from the growth in the tax base. Revenues have been increasing slightly every year (about 4-5% this year), but they are increasing just enough to cover the increase in basic operating expenses. The operating/maintenance expenses for the

Town increase at least 3-5% every year. These are expenses that the Town has little to no control over. The increases in salaries/benefits also increases 2-3% every year. Until this year, health insurance was increasing at least 8% every year. The Town's contribution to the retirement system is expected to increase 1.5-2% every year for the next five years. After all of the increases for operations are totaled up, there is very little surplus money remaining. What is left is used to purchase new equipment to replace old equipment.

Our concern over revenue in the future is that the tax base growth will slow and then the increase in revenues will not be enough to offset the increase in expenses. This is especially concerning because of the lack of control we have over some of the larger expenses. A lot of these expenses are fixed and there is very little room to adjust them. If we start experiencing a smaller increase in revenues in the future it may be necessary to implement another tax increase or research ways of changing the services that we currently offer. This is not a problem that only Kernersville is facing. Guilford County, Forsyth County, Winston-Salem, and Greensboro are all facing the same problem. Guilford County has indicated that they are already experiencing this very issue for FY19-20. The others seem to be in the same situation as Kernersville in that they are seeing it starting but it has not become a major problem yet.

Another concern that we have is the ability to do large capital projects in the future. This ties into the growth in revenues. As mentioned earlier, the annual budget for the Town is basically a budget that covers daily/yearly operations and equipment replacement. There are very little to no capital projects in the budget. The Town does not have a separate Capital Projects Budget and there is no separate funding mechanism for a Capital Projects Budget. All Capital Projects are included in the annual operating budget. This has restricted the Town's ability to do large projects like the completion of Ivey Redmon Park, renovation to Civitan Park, civic center, recreation center, new road construction, etc. The Town was fortunate a couple of years ago and we were able to build two new buildings and upgrade the 911 system. However, without any new sources of revenue we will most likely have to wait until these projects are paid off before any more projects of this size can be completed. That means that the Town will not do any more large projects for ten years. If this Board or any future Boards wish to do larger capital projects it will be necessary to have a tax increase and designate the money for capital projects, or have a bond referendum and increase taxes to pay off the bond debt. Either option selected will most likely involve a tax increase in the future.

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. Appropriating Fund Balance usually indicates that the Town is operating at a deficit, and is expending more than it is collecting. The Town was fortunate enough to slightly increase the Fund Balance in FY16-17 and FY17-18. In FY18-19 there was a recommended appropriation of \$473,000. It is likely that all of this appropriation will be spent, and possibly more. For FY19-20 we are recommending an appropriation of \$381,098. 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 24-26%. 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.

We are also becoming a bit concerned about future unfunded mandates being passed on to us by the General Assembly, especially in the area of retirement funding. This year the General Assembly increased the mandatory contribution to the retirement system by 1.5%. This cost the Town almost \$150,000. It is expected that this contribution amount will increase by 1.5-2% every year for the next four or five years. By the end of this five year period our contribution could be \$500,000 greater than what it currently is. There are also bills being introduced that will provide separation allowances for firefighters beginning sometime in the future (possibly 2024). This could cost the Town an additional \$100,000-150,000 a year. If these unfunded mandates, and others, continue then it will be necessary to implement a tax increase just to pay for them.

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. On the residential side we are seeing a tremendous amount of new construction in the southern area of town. There have also been several new subdivisions approved this year and that indicates the growth and development will continue for a few more years. The Town has also seen a lot of commercial growth this year. The new distribution center expected to open this year will be the largest commercial building in Kernersville. In addition to this, construction has also started on two new buildings in Triad Business Park. There are also plans underway for more commercial development in areas throughout town.

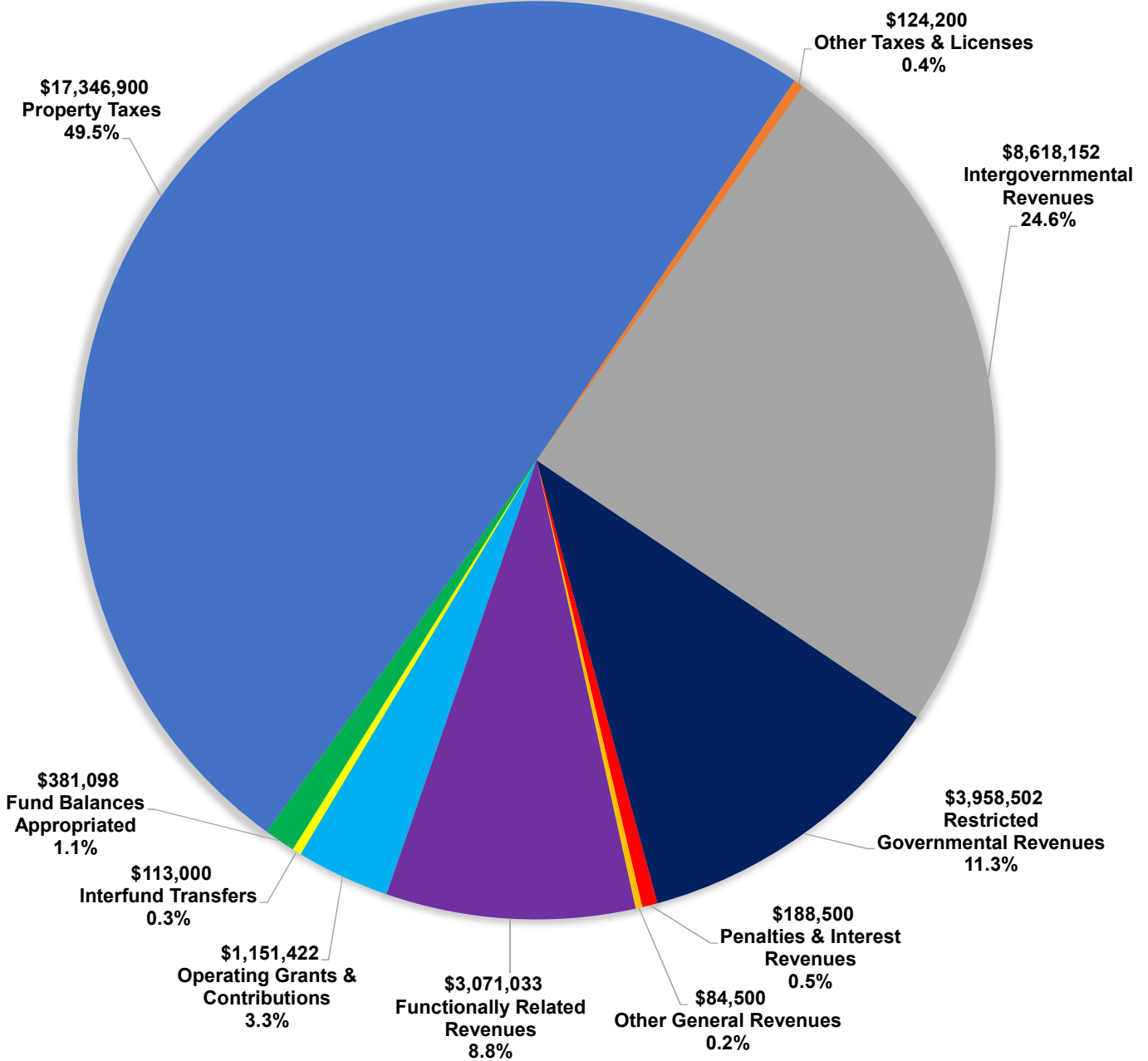
The growth and development that is occurring indicates that the future is good for Kernersville. It is critical that Kernersville continues to remain competitive. The tax rate being proposed for FY19-20 allows Kernersville to remain competitive in attracting and retaining new citizens and business both 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 J shows the tax rate of surrounding municipalities **(See Exhibit J)**.

Kernersville is continuing to prosper and move forward. We will always have struggles and issues, but in the long run Kernersville will continue to be the great community that is has always been. We are looking forward to another good year in FY19-20.

Respectfully submitted,

Curtis L. Swisher

EXHIBIT A
REVENUES BY TYPE
FISCAL YEAR 2019-20

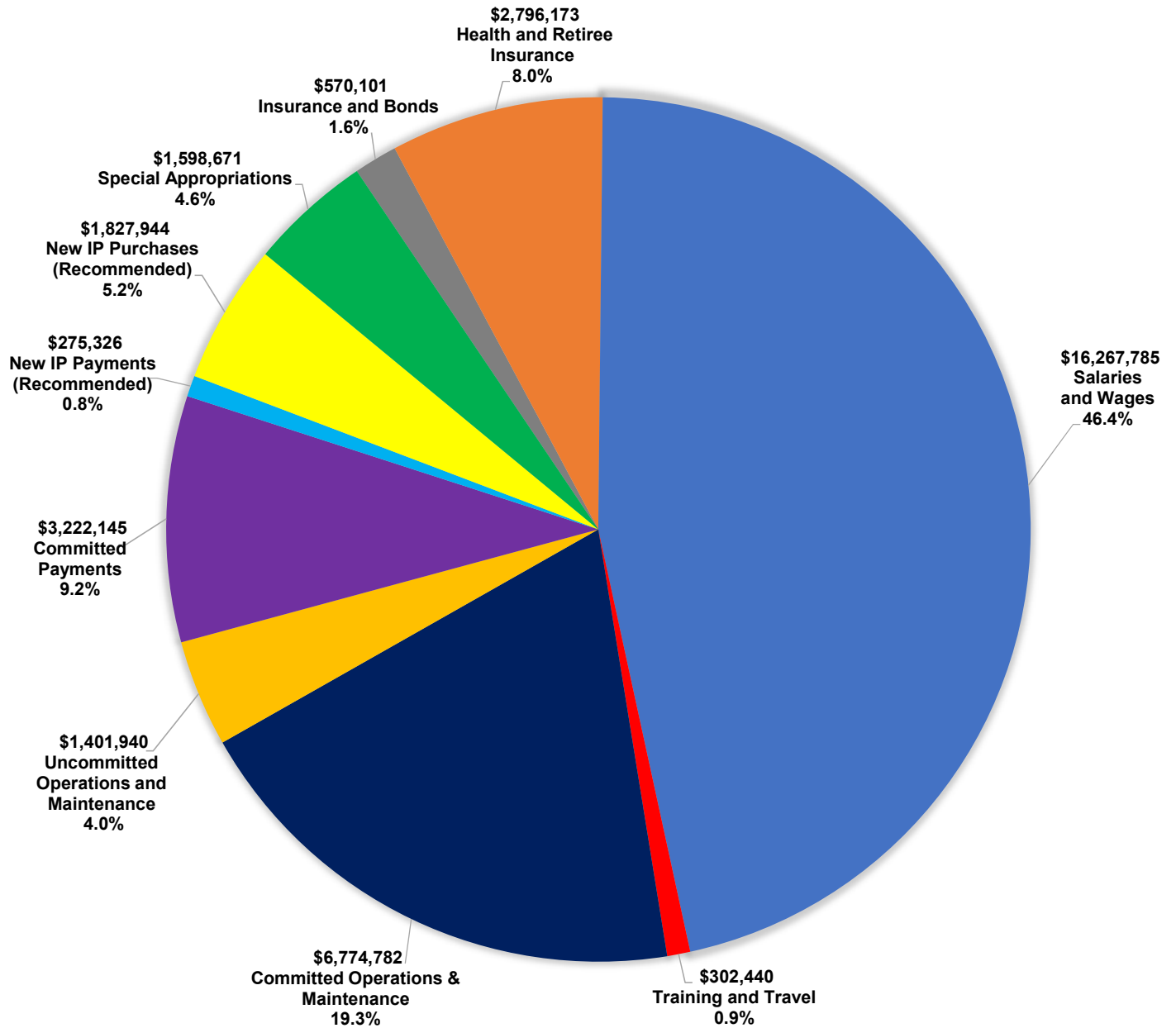


Total General Fund Revenues
Fiscal Year 2019-20
\$35,037,307

EXHIBIT B
TOWN OF KERNERSVILLE
FUND BALANCES
GOVERNMENTAL FUNDS

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
General Fund										
Reserved	\$1,685,444	\$1,745,510	-	-	-	-	-	-	-	-
Unreserved	\$7,711,465	\$7,214,136	-	-	-	-	-	-	-	-
Non-spendable	-	-	\$22,917	\$14,490	\$16,479	\$222,957	\$5,250	\$5,935	\$261,570	\$2,700
Restricted	-	-	\$1,588,285	\$2,939,846	\$2,171,712	\$2,043,075	\$2,227,084	\$4,931,738	\$3,925,085	\$3,997,944
Committed	-	-	\$147,933	\$625,097	\$1,120,723	\$821,040	\$684,526	\$730,792	\$1,023,656	\$1,749,834
Assigned	-	-	\$302,337	\$500,654	\$397,654	\$226,126	\$253,144	\$527,009	-	\$473,110
Unassigned	-	-	\$7,034,981	\$5,619,305	\$7,733,398	\$7,178,931	\$8,348,194	\$6,209,156	\$7,571,262	\$7,982,176
Total General Fund	\$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	\$14,205,764
All Other Gov't Funds										
Reserved	\$219,342	\$144,729	-	-	-	-	-	-	-	-
Unreserved, Reported In:										
Special Revenue Funds	\$639,156	\$342,578	-	-	-	-	-	-	-	-
Capital Projects Funds	\$2,723,237	\$2,190,716	-	-	-	-	-	-	-	-
Restricted	-	-	\$429,216	\$200,460	\$258,598	\$362,304	\$385,268	\$363,958	\$386,441	\$451,004
Committed	-	-	\$1,766,051	\$798,805	\$719,729	\$658,824	\$651,339	\$562,150	\$3,725,147	\$3,708,905
Assigned	-	-	\$119,429	\$338,229	\$277,892	-	-	-	-	-
Total All Other Gov't Funds	\$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	\$4,159,909
Total Fund Balance	\$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	\$18,365,673

EXHIBIT C
EXPENSE CATEGORIES
FISCAL YEAR 2019-20

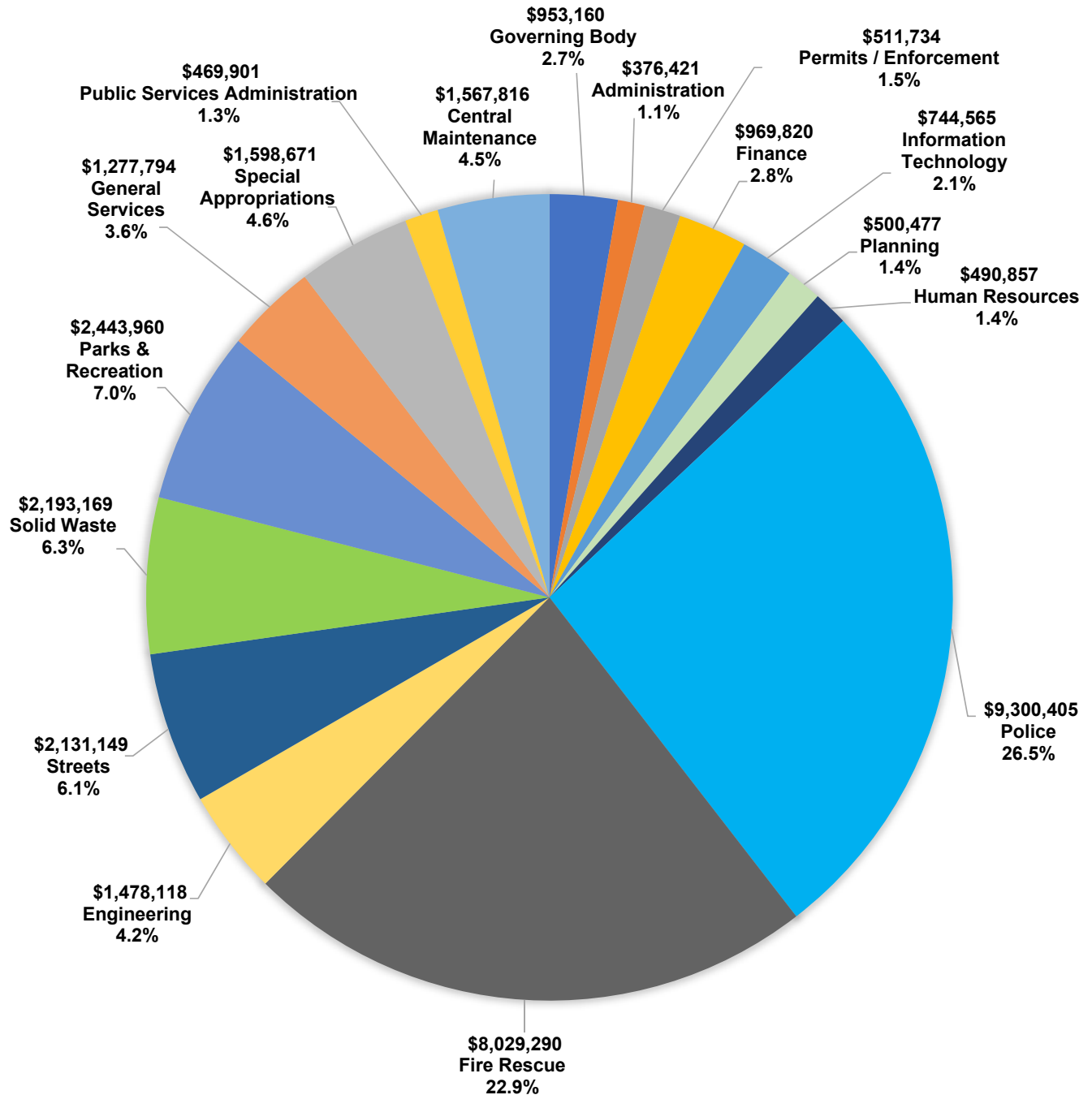


Total Expenditures by Category
Fiscal Year 2019-20
\$35,037,307

EXHIBIT D

GENERAL FUND EXPENDITURES BY FUNCTION

FISCAL YEAR 2019-20



Total General Fund Expenditures
Fiscal Year 2019-20
\$35,037,307

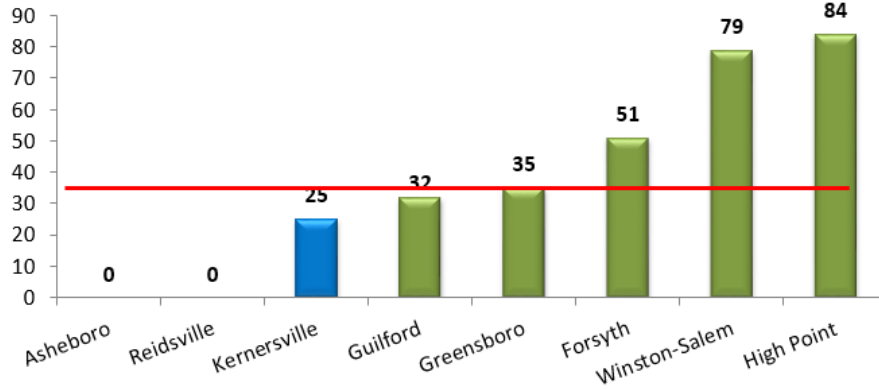
EXHIBIT E



Employee Contribution Coverage Tiers

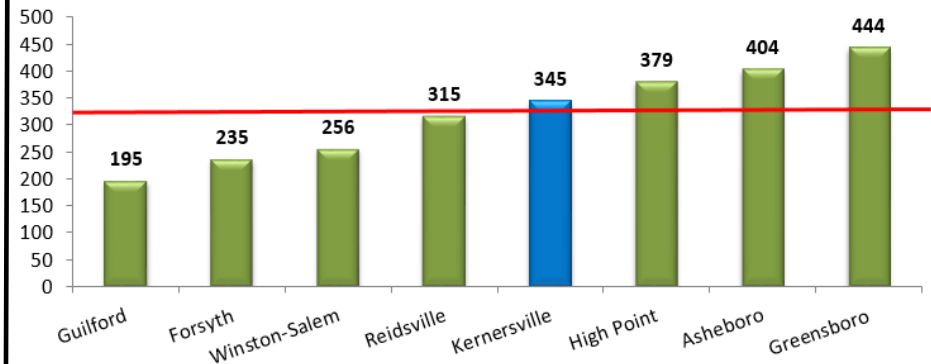
Employee Only

Median - \$34



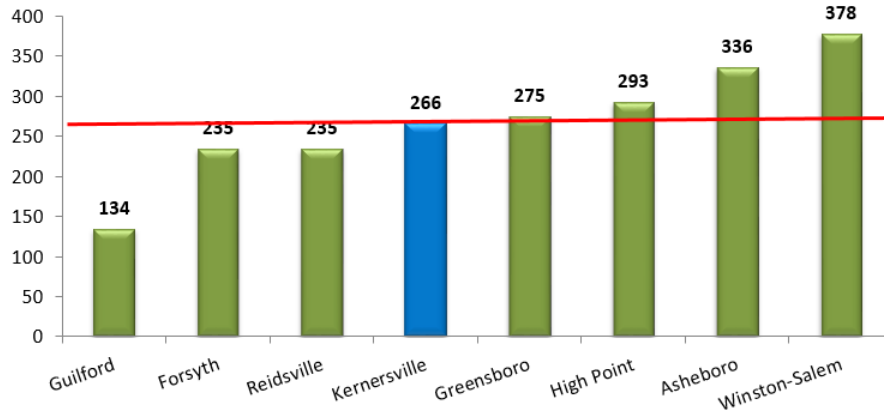
Employee + Spouse

Median - \$330



Employee + Child(ren)

Median - \$271



Employee + Family

Median - \$531

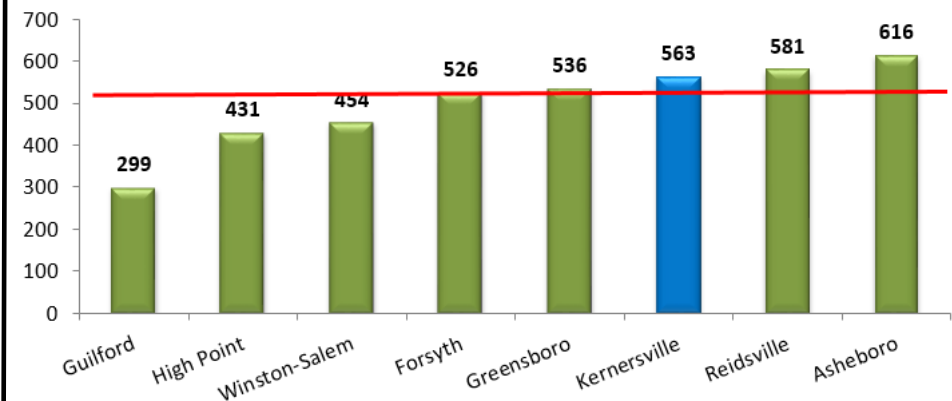


EXHIBIT F

RECOMMENDED CAPITAL PURCHASES

FISCAL YEAR 2019-20

Information Technology Dept.		\$32,000	The computer servers request will replace two (2) existing servers that are aging. Our current servers are near their end of life expectancy and memory capacities.
➤ Server Replacements		\$7,157 per year/5 years	
Information Technology Dept.		\$62,950	These computers will replace aging office computers that are utilized for daily office use. Many of our current office computers are at their end of life for hardware and maintenance. The replacement computers will offer increased processing power, memory, and storage size needed to efficiently conduct Town business. We estimate to replace thirty (30) office computers in the upcoming fiscal year.
➤ Computer Replacements		\$14,079 per year/5 years	
Human Resources Dept.		\$22,615	This vehicle will replace the currently utilized solo HR vehicle that was a transferred vehicle from another department. The current vehicle is nearly fourteen (14) years old and will continue to require greater maintenance costs and downtime in the years to come, if not replaced.
➤ Staff Vehicle		\$5,058 per year/5 years	
Community Development Dept. – Planning		\$65,000	Four of the current Community Development professional staff members are housed in cubicles, and in need of additional office walls to make the space more conducive to project meetings with developers and businesses.
➤ Office Walls & HVAC		\$14,538 per year/5 years	
Police Dept.		\$285,222	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.
➤ Five (5) Replacement Vehicles		\$63,791 per year/5 years	

Police Dept.	\$62,503		
➤ Twenty (20) Computer Replacements	\$14,079 per year/5 years		These computers will replace aging computers that are utilized in a number of patrol vehicles and half of the Communications Division's in-house office computers. Many of our current computers are at their end of life for hardware and maintenance. The replacement computers will offer increased processing power, memory, and storage size needed to efficiently conduct Town business and keep citizens safe. We estimate to replace twenty (20) computers in the upcoming fiscal year.
Police Dept.	\$48,199		
➤ Eight (8) In-car Camera Replacements	\$10,780 per year/5 years		This is the third out of the five-year proposed replacement plan for the PD's in-car cameras. 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.
Police Dept.	\$43,655		
➤ School Resource Office Vehicle	\$9,764 per year/5 years		The PD has a contract in place that details the Town's requirement to provide an SRO vehicle. The vehicle will be used by an officer that is assigned to a local school.
Fire Rescue Dept.	\$86,200		
➤ Fire Hose Replacements	\$19,279 per year/5 years		The fire hose replacement project was broken into three years and funded in Fiscal Year End 2018 and 2019. This is the third and final phase of this project. The project consists of replacing various types of hoses and fittings that are over 20 years old. The hoses are coming apart and nozzles and fittings have extreme wear. The goal of the program is to have adequate operational equipment to attend to fire, rescue, hazardous materials incidents and training requirements.

Fire Rescue Dept.	\$49,000	These mobile data tablets will include built in LTE for data collection and use in the field. This request is for ten (10) tablets and vehicle docks that will replace the current aging laptops and routers housed in our Fire Rescue vehicles.
➤ Ten (10) Mobile Tablets	\$10,959 per year/5 years	
Fire Rescue Dept.	\$12,000	This request will replace five (5) Rapid Intervention Kit Air Bottles and six (6) SCBA air bottles. Our current reserve will work with our new devices, but can only be used in an emergency. Therefore, it is necessary to purchase new bottles in case the main bottle is depleted in a fire and the crew receives another call shortly thereafter.
➤ Eleven (11) Air Bottles	\$2,684 per year/5 years	
Fire Rescue Dept.	\$42,000	This request will replace an existing vehicle that is near ten (10) years old and requiring more maintenance going forward. The vehicle will be used by the department for incident response and other day to day fire department operations as well as hauling manpower and equipment.
➤ Fire Staff Vehicle	\$9,394 per year/5 years	
Fire Rescue Dept.	\$740,000	This Pumper Fire Truck request will replace one in our aging Fire Truck fleet. Our two (2) oldest Pumper Trucks are 1994 and 1998 models, and we are currently looking to other Fire Departments for assistance due to our own having high maintenance costs and excessive down time.
➤ Pumper Fire Truck	\$124,000 per year/7 years	
Public Services Dept. – Streets	\$30,000	This mower will replace two (2) flail mower attachments that are both over 20 years old. The current equipment is worn out and accumulating excessive down time and maintenance costs.
➤ Flail Mower	\$6,710 per year/5 years	
Public Services Dept. – Central Maintenance	\$13,000	This request will replace an existing tire mount machine that is aging and worn out. The present machine is more than eleven (11) years old, and will provide greater efficiency to our garage staff.
➤ Tire Mount Machine	\$2,908 per year/5 years	

Public Services Dept. – Central Maintenance	\$11,000	Likewise, the current tire balance machine is more than eleven (11) years old and presently worn out. This request will replace our existing equipment.
➤ Tire Balance Machine	\$2,460 per year/5 years	
Public Services Dept. – General Services	\$30,000	This request is for a new pickup service truck that will provide a reliable mode of transportation and hauling equipment for our General Services staff as they service multiple properties throughout Town limits.
➤ Service Truck	\$6,710 per year/5 years	
Parks & Recreation Dept.	\$70,000	This request will replace an existing piece of equipment. Our current equipment is more than eighteen (18) years old and needs to be replaced following multiple repairs, excessive down time, and the accumulation of unanticipated equipment rental expenses.
➤ Compact Track Loader	\$15,656 per year/5 years	
Parks & Recreation Dept.	\$12,600	This request will replace an existing UTV used to maintain Ivey Redmon Athletic Sports Complex. This piece of equipment will also be utilized for future greenway maintenance after the construction is complete.
➤ All-Terrain Utility Vehicle	\$2,818 per year/5 years	
Parks & Recreation Dept.	\$110,000	This request will replace an existing stage that is aging and showing signs of wear and tear. The existing stage has been used at numerous events, but is inadequate due to its size. We are in need for a larger stage that will be used on a more regular basis.
➤ Mobile Stage	\$24,602 per year/5 years	

EXHIBIT G

KERNERSVILLE FINANCIAL POSITION

North Carolina Financial Condition Analysis

Key: KERNERSVILLE

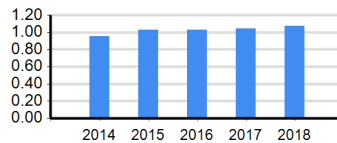
General Fund

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Resource Flow

Service Obligation

Operations ratio

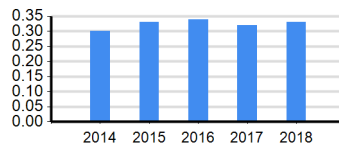


KERNERSVILLE = 1.07, Benchmark = 0.00

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

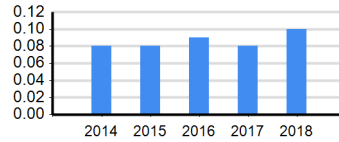


KERNERSVILLE = 0.33, Benchmark = 0.00

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



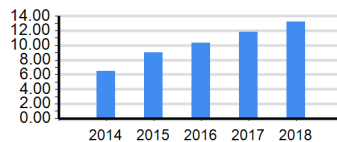
KERNERSVILLE = 0.10, Benchmark = 0.00

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

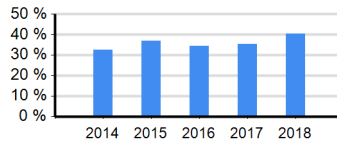


KERNERSVILLE = 13.24, Benchmark = 0.00

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

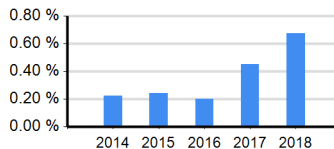


KERNERSVILLE = 40.26 %, Benchmark = 0.00 %

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

Leverage

Debt as percentage of assessed value



KERNERSVILLE = 0.67 %, 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 tax-supported, long-term debt divided by assessed value.

KERNERSVILLE			2014	2015	2016	2017	2018
<u>Dimension</u>	<u>Indicator</u>	<u>Elements</u>					
Service Obligation	Operations Ratio		0.95	1.03	1.03	1.04	1.07
		Total Revenues	23,511,971	25,509,418	26,443,421	28,434,123	30,244,528
		Total Expenditures	24,724,606	24,868,116	25,695,323	27,332,298	28,158,588
Dependency	Intergovernmental Ratio		0.30	0.33	0.34	0.32	0.33
		Total Intergovernmental Revenue	6,974,952	8,360,452	8,929,608	9,047,095	9,881,433
		Total Revenue	23,511,971	25,509,418	26,443,421	28,434,123	30,244,528
Financing Obligation	Debt Service Ratio		0.08	0.08	0.09	0.08	0.10
		Debt Service	2,058,213	2,095,201	2,231,677	2,302,496	2,726,302
		Total Expenditures	24,724,606	24,868,116	25,695,323	27,332,298	28,158,588
Liquidity	Quick Ratio		6.49	8.98	10.32	11.82	13.24
		Cash & Investments	9,724,937	9,836,993	8,268,463	9,389,486	11,038,715
		Current Liabilities (not including Deferred Revenue)	1,498,840	1,095,115	801,506	794,568	833,595
Solvency	Fund Balance Available as a Percentage of Expenditures	Dept. of State Treasurer Calculation	32.53	36.73	34.33	35.43	40.26
Leverage	Debt as a Percentage of Assessed Value		0.22	0.24	0.20	0.45	0.67
		Tax-Supported, Long-Term Debt	5,256,033	5,881,700	5,219,007	12,118,563	19,708,470
		Assessed Value	2,408,841,185	2,480,513,338	2,572,349,363	2,717,575,686	2,922,940,429

EXHIBIT H

KERNERSVILLE TAX RATE

FISCAL YEAR 1996-97 to CURRENT

Tax Year	Fiscal Year End	Tax Rate
1996	1997	0.5600
1997*	1998	0.5200
1998	1999	0.5200
1999	2000	0.5200
2000	2001	0.5400
2001*	2002	0.4700
2002	2003	0.4950
2003	2004	0.4950
2004	2005	0.5250
2005*	2006	0.5250
2006	2007	0.5500
2007	2008	0.5500
2008	2009	0.5500
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	0.5700
2017*	2018	0.5545
2018	2019	0.5700
2019	2020	0.5700 (proposed)

* Revaluation Year

EXHIBIT I

COMPARISON OF MONTHLY BILLS

FISCAL YEAR 2019-20

Possible Resident Monthly Bills	Amount
Current Tax Bill at 57.00 cent rate (Median Single-Family Home of \$150,000)	\$ 71.25
Proposed Tax Bill at 57.00 cent rate (Median Single-Family Home)	\$ 71.25
YMCA Membership (Kernersville Branch-Household with 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 2019 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

CURRENT TAX RATE OF SURROUNDING MUNICIPALITIES

FISCAL YEAR 2019-20

Jurisdiction	Tax Rate
Reidsville	0.7400 (0.9900 downtown)
Guilford County	0.7305
Forsyth County	0.7235
Asheboro	0.6650
High Point	0.6475
Greensboro	0.6325
Eden	0.6090
Thomasville	0.6000
Lexington	0.6500 (0.8500 downtown)
Burlington	0.5973 (0.7673 downtown)
Winston-Salem	0.5974 (0.6874 downtown)
Kernersville	0.5700 (no change proposed)

General Fund Revenues

Revenues Detailed 2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Esimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Property Taxes							
Ad Valorem Taxes - Current Year	\$14,865,916	\$15,184,291	\$15,184,291	\$15,500,000	\$15,803,752	\$15,775,353	\$15,775,353
Ad Valorem Taxes - Prior Years	67,824	75,000	75,000	-103,539	75,000	75,000	75,000
NC Vehicle Tax & Tags - Current Year	1,309,173	1,327,243	1,327,243	1,330,000	1,436,715	1,496,547	1,496,547
Subtotal Property Taxes	16,242,913	16,586,534	16,586,534	16,726,461	17,315,467	17,346,900	17,346,900
Other Taxes & Licenses							
Local Vehicle Fee - Current Year	2,780	4,000	4,000	4,000	4,000	4,000	4,000
Local Vehicle Fee - Prior Years	135	200	200	200	200	200	200
Local Vehicle Tax - Prior Years	103,951	105,500	105,500	105,500	105,500	105,500	105,500
Cable/Video Programming Revenues	15,001	12,000	12,000	14,500	14,500	14,500	14,500
Subtotal Other Taxes & Licenses Fees	121,867	121,700	121,700	124,200	124,200	124,200	124,200
Unrestricted Intergovernmental Revenues							
Alcoholic Beverage Tax - County	496,165	480,000	480,000	480,000	480,000	480,000	480,000
Alcoholic Beverage Tax - State	107,112	114,095	114,095	114,095	116,394	116,394	116,394
Rental Vehicle Fees	79,015	74,500	74,500	74,500	74,500	74,500	74,500
Sales and Use Tax - Quarterly	5,330,872	5,519,967	5,519,967	5,519,967	5,854,870	5,861,336	5,861,336
Telecommunication Sales Tax	177,384	188,944	188,944	188,944	171,910	171,910	171,910
Utility Franchise Tax		1,419,292	1,419,292	1,419,292	1,658,098	1,658,098	1,658,098
Video Programming Sales Tax	242,170	224,717	224,717	224,717	238,987	238,987	238,987
Solid Waste Disposal Tax	16,443	32,000	32,000	16,500	16,927	16,927	16,927
Subtotal Unrestricted Intergovernmental	6,449,161	8,053,515	8,053,515	8,038,015	8,611,686	8,618,152	8,618,152
Restricted Intergovernmental Revenues							
Loan for Installment Purchases	3,142,035	2,849,150	2,849,150	2,849,150	1,797,344	1,827,344	1,827,344
Federal Bullet Proof Vest Partnership	5,511	12,180	12,180	9,675	12,750	12,750	12,750
Governors Highway Safety Program (GHSP)	0	0	0	0	0	0	0
GHSP - Forsyth County DWI Task Force	5,460	13,743	13,743	7,480	14,225	14,225	14,225
GHSP - DWI Grant	46,563	36,803	36,803	37,600	21,714	21,714	21,714
GCC - Rifle Replacement	19,252	0	0	0	0	0	0
Organized Crime Drug Enforcement Task Force	3,024	1,500	1,500	2,175	1,500	1,500	1,500
FBI Joint Terror Task Force	4,388	5,000	5,000	5,000	5,000	5,000	5,000
Powell Bill	646,848	646,848	646,848	649,335	649,500	649,500	649,500
NC Department of Pollution Grant	0	0	0	0	25,000	25,000	25,000
Due from NCDOT - School Street - Sidewalks	0	0	0	0	0	0	0
Due from NCDOT - Senior Shuttle	28,000	24,938	24,938	24,938	25,689	25,689	25,689
Due from Metro Planning Organization	0	0	0	0	0	0	0
Due from MPO - Reedy Fork	0	0	0	0	0	0	0
Due from MPO - South Main Street/Reedy Fork	0	0	0	0	0	0	0
Due from MPO - 2017 Transp & Traffic Study	0	0	80,000	80,000	0	0	0
Due from CCUC - Reedy Fork	0	0	0	0	0	0	0
Due from CCUC - Project Reimbursement	22,411	0	0	0	0	0	0
Due from CCUC - Sanitary Sewer Study	65,390	175,000	175,000	61,230	175,000	175,000	175,000
Due from CCUC - Triad Bus. Park - Prior Years	293,801	0	0	0	0	0	0
Due from CCUC - Triad Bus. Park - Current Year	137,080	137,080	137,080	137,080	137,080	137,080	137,080
Due from CCUC - Old Greensboro Rd - Sewer	374,648	0	0	0	100,000	100,000	100,000
Due from CCUC - Old Greensboro Rd - Water	0	0	0	0	0	0	0
Due from CCUC - Brookford Sewer Project	0	1,081,020	1,099,920	1,099,920	963,700	963,700	963,700
Due from CCUC - NPP - Water/Sewer	0	0	110,325	0	0	0	0
Due from CCUC - General Fund Expenses	75,000	0	0	0	0	0	0
Subtotal Restricted Intergovernmental	4,869,411	4,983,262	5,192,487	4,963,583	3,928,502	3,958,502	3,958,502

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General Fund Revenues

Revenues Detailed 2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Esimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Penalty & Interest Revenues							
Interest on Escrow	\$310	\$1,000	\$1,000	\$15,000	\$15,000	\$15,000	\$15,000
Interest on Investments	106,806	46,950	46,950	140,000	140,000	140,000	140,000
Interest/Penalties Property Taxes	28,460	28,000	28,000	28,500	28,500	28,500	28,500
Interest on Powell Bill Funds	4,980	1,650	1,650	5,000	5,000	5,000	5,000
Subtotal Penalty & Interest Revenues	140,555	77,600	77,600	188,500	188,500	188,500	188,500
Other General Revenues							
Miscellaneous Revenues	85,080	30,000	69,000	69,000	69,000	69,000	69,000
Miscellaneous Reclass	0	0	0	0	0	0	0
Sale of Fixed Assets	60,812	15,000	15,000	15,000	15,000	15,000	15,000
Sale of Non-Capital Items	5,000	0	0	0	0	0	0
Sale of Unclaimed Property	63	500	500	500	500	500	500
Subtotal Other General Revenues	150,955	45,500	84,500	84,500	84,500	84,500	84,500
Functionally Related Revenues							
Blood Test Fee - Police Department	1,812	100	100	2,380	100	100	100
Miscellaneous - Police Department	4,116	2,000	2,000	2,200	2,000	2,000	2,000
Miscellaneous - Solid Waste Division	148,328	112,600	112,600	125,000	136,900	136,900	136,900
Parking Fines	-81	500	500	155	500	500	500
Fire Code	0	0	0	0	0	0	0
Zoning Fines	1,005	9,000	9,000	12,100	9,000	9,000	9,000
Building Inspections	421,430	465,959	475,959	583,223	443,131	443,131	443,131
Commercial Industrial Collection	679,450	793,669	793,669	775,000	753,500	753,500	753,500
Commercial Industrial Late Fee	6,456	3,600	3,600	6,450	3,600	3,600	3,600
Court Facility Fees	20,736	5,000	5,000	13,590	5,000	5,000	5,000
Court Officer Fees	8,143	4,000	4,000	4,700	4,000	4,000	4,000
Special Occupany Permit - Precious Metals	38	266	266	266	266	266	266
Driveway Permits	6,900	5,000	5,000	7,503	10,260	10,260	10,260
Environmental Compliance Fees	0	5,000	5,000	5,000	5,000	5,000	5,000
Fire Department Revenue/Inspection Fees	26,225	40,000	40,000	60,200	18,500	18,500	18,500
Homeowner Recovery Fee	159	140	140	310	228	228	228
Off-Duty Police Officer Fee	71,898	83,736	83,736	83,736	84,000	84,000	84,000
Peddler License	200	500	500	500	0	0	0
Range Use Fees - Police Department	700	2,000	2,000	2,000	2,000	2,000	2,000
Recreation Revenues	257,606	324,568	324,568	324,568	289,000	289,000	289,000
Recycling Fees - Current Year	213,742	342,775	342,775	342,775	353,600	353,600	353,600
Recycling Fees - Prior Years	1,471	1,400	1,400	1,400	1,250	1,250	1,250
Rent on Dumpsters	83,629	88,080	88,080	88,080	89,500	89,500	89,500
Rent on Recycling Dumpsters	9,275	9,480	9,480	9,480	9,740	9,740	9,740
Rent on Town Property	123,621	203,450	203,450	274,271	192,529	192,529	192,529
Rent on Library - Forsyth County	91,133	93,411	93,411	46,705	0	0	0
Rent on Communication Towers	225,660	240,000	240,000	238,840	250,989	250,989	250,989
Road Development Fees - Calebs Creek	67,642	38,787	38,787	70,058	78,444	78,444	78,444
Recreational Land Fees - Calebs Creek	27,806	16,567	16,567	28,023	32,206	32,206	32,206
PM Development - Recreation Fee	7,000	5,303	5,303	5,000	61,000	61,000	61,000
Street Lighting Reimbursements	3,425	5,364	5,364	5,364	5,364	5,364	5,364
Street Signs	0	0	0	0	0	0	0
Subdivision Fees	4,310	6,000	6,000	13,069	10,000	10,000	10,000
External Plan Reviews	0	0	0	0	0	0	0
Annual Yard Waste Cart Fee	240	0	0	270	0	0	0
Annual Solid Waste Container Fee	4,680	0	0	0	0	0	0
Utility Access Fees - Calebs Creek	135,283	77,572	77,572	140,114	154,126	154,126	154,126
Utility Cut Permits	1,600	1,500	1,500	1,500	1,500	1,500	1,500
Watershed Fees	7,270	6,000	6,000	10,582	8,000	8,000	8,000
Yard Waste Container Sales	11,220	5,300	5,300	5,300	10,800	10,800	10,800
Extra Solid Waste Containers Sales	0	0	0	0	0	0	0
Zoning Fees	58,834	35,000	35,000	60,000	45,000	45,000	45,000
Subtotal Functionally Related Revenues	2,732,962	3,033,627	3,043,627	3,349,712	3,071,033	3,071,033	3,071,033

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General Fund Revenues	
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Revenues Detailed	
2019-20 Annual Budget	

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Esimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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Operating Grants and Contributions							
Medical Loss Ratio Rebate	\$2,967	\$0	\$0	\$5,958	\$0	\$0	\$0
Contribution - Community Appearance	0	0	0	0	0	0	0
Contribution - Community Appearance - Downtown	50,000	0	0	0	0	0	0
Contribution - Community Appearance - Pope Park	20,000	0	0	0	0	0	0
Contribution - Fire Department	140	0	0	0	0	0	0
Community Development Grants	0	0	0	0	0	0	0
Due from Developers - Cedar Knolls Drive	0	0	0	0	0	0	0
Due from Developers - Durham Street	0	0	0	0	0	0	0
Contracted Fire Services	10,000	9,500	9,500	9,500	9,500	9,500	9,500
Due from NCLA - School Resource Officer	0	0	49,557	49,557	103,920	103,920	103,920
Due from Forsyth Co - School Resource Officer	456,039	555,235	555,235	535,295	579,922	579,922	579,922
Due from CCUC - General Fund Projects	76,900	0	0	0	0	0	0
Due from CCUC - Revolving Loan	477,440	467,760	467,760	467,760	458,080	458,080	458,080
Due from NCDOC - Downtown Revitalization	100,000	0	0	0	0	0	0
Due from NCDOC - NPP Road	0	0	321,900	321,900	0	0	0
Due from NCDOC - NPP Water/Sewer	0	0	9,075	9,075	0	0	0
Due from NCDOC - Downtown Development	0	0	75,000	75,000	0	0	0
Due from NC Dept of Agriculture	0	0	41,917	41,917	0	0	0
Subtotal Operating Grants	1,193,487	1,032,495	1,529,944	1,515,962	1,151,422	1,151,422	1,151,422
Interfund Transfers							
Transfer from Captial Reserve - Interest on Investments	16,000	2,000	2,000	2,000	10,000	10,000	10,000
Transfer from Captial Reserve	30,000	0	0	0	0	0	0
Transfer from Captial Reserve - Old Winston Rd Project	0	0	0	0	0	0	0
Transfer from Capital Reserve - Cedar Knolls Project	0	0	123,509	0	0	0	0
Transfer from Captial Reserve - Calebs Creek	0	0	50,000	50,000	0	0	0
Transfer from Capital Reserve - Group Insurance Exp	0	0	0	0	0	0	0
Transfer from Law Enforcement Forfeiture - Federal	30,860	0	5,000	5,000	5,000	5,000	5,000
Transfer from Occupancy Tax Fund - Kernersville Museum	0	0	0	0	0	0	0
Transfer from Occupancy Tax Fund - Recreation	48,500	48,500	48,500	48,500	98,000	98,000	98,000
Transfer from LE Forfeiture - State/Local GHSP MATCH	0	0	0	0	0	0	0
Transfer from Kerner Mill Greenway CPO - Project Labor	0	0	0	0	0	0	0
Transfer from Public Services Facility CPO	0	0	11,230	0	0	0	0
Subtotal Interfund Transfers	125,360	50,500	240,239	105,500	113,000	113,000	113,000
Fund Balances Appropriated							
Fund Balance Appropriated	0	473,110	2,686,832	0	387,499	385,994	385,994
* Fund Balance Unassigned	6,873,746						
Totals	32,026,670	34,457,843	37,616,978	35,096,433	34,975,809	35,042,203	35,042,203
* Not Included In Totals							

General Fund Expenditures

2019-20 Annual Budget By Department

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Governing Body	\$1,416,072	\$1,196,926	\$1,377,128	\$1,216,926	\$953,160	\$953,160	\$953,160
Administration Department	345,943	361,152	365,312	364,761	376,495	381,317	381,317
Community Development - Permit/Enforcement Division	479,959	554,229	564,229	564,994	536,734	511,734	511,734
Finance Department	917,535	927,360	1,000,540	957,108	971,820	969,820	969,820
Information Systems Department	683,643	580,382	586,382	580,382	761,935	744,565	744,565
Community Development - Planning Division	379,618	413,003	413,003	413,003	500,477	500,477	500,477
Human Resources Department	559,362	512,863	509,863	507,032	490,857	490,857	490,857
Police Department	9,401,369	8,847,741	8,990,593	9,036,577	9,679,380	9,300,405	9,300,405
Fire Department	5,879,879	6,365,711	7,184,289	7,146,098	9,754,826	8,029,290	8,029,290
Community Development - Engineering Division	712,676	1,446,838	2,232,047	443,319	1,489,395	1,478,118	1,478,118
Public Services - Street Division	2,536,164	3,052,088	3,546,844	3,571,575	3,331,180	2,131,149	2,131,149
Public Services - Solid Waste Division	1,784,560	2,283,595	2,408,595	2,338,595	2,791,826	2,193,169	2,193,169
Parks & Recreation Department	2,148,391	2,772,994	3,213,676	3,213,776	3,420,835	2,443,960	2,443,960
Public Services - Library	54,425	56,308	69,308	59,308	0	0	0
Public Services - General Services Division	845,180	1,198,479	1,213,479	1,213,479	1,560,044	1,277,794	1,277,794
Special Appropriations	2,499,744	1,944,815	2,084,317	2,032,451	1,798,671	1,598,671	1,598,671
Public Services - Administration Division	647,989	456,051	456,051	456,051	468,759	469,901	469,901
Public Services - Central Maintenance Division	1,564,149	1,487,308	1,622,308	1,515,308	1,645,777	1,567,816	1,567,816
Totals	32,856,658	34,457,843	37,837,964	35,630,743	40,532,171	35,042,203	35,042,203

GOVERNING BODY

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

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

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Fees Paid to Elected Officials	\$16,800	\$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	6,300
FICA tax expense	1,767	1,768	1,768	1,768	1,768	1,768	1,768
Group Insurance Expense	618	482	482	482	314	314	314
Subtotal Personnel	25,485	25,350	25,350	25,350	25,182	25,182	25,182
Operating and Maintenance							
Professional Services	412	501	501	501	501	501	501
Legal Expense	241,778	185,000	271,000	185,000	185,000	185,000	185,000
Property Tax Expense	339	0	237	0	0	0	0
Legal Trust	77,988	0	18,500	18,500	6,000	6,000	6,000
Legal Trust - Brookford/Hospital Sewer	0	0	66,000	0	0	0	0
Telephone & Postage	-70	80	80	80	80	80	80
Printing	235	550	550	550	550	550	550
Travel	13,095	10,000	16,000	10,000	10,000	10,000	10,000
Software Maintenance Fees	0	0	0	0	0	0	0
Election Expense	12,150	33,175	33,175	33,175	33,175	33,175	33,175
Advertising	6,099	6,000	8,000	6,000	6,000	6,000	6,000
Departmental Supplies & Materials	731	1,500	1,500	1,500	1,500	1,500	1,500
Contracted Services - Software	0	0	0	0	0	0	0
Contracted Services	1,485	7,575	7,575	7,575	7,575	7,575	7,575
Contracted Services - Christmas	46,317	14,250	14,250	14,250	14,250	14,250	14,250
Software License & Renewal	0	0	0	0	0	0	0
Dues - Council of Government	5,084	5,193	5,193	5,193	5,193	5,193	5,193
Dues - Institute of Government	2,966	2,966	2,966	2,966	2,966	2,966	2,966
Dues - NLC & NCLM	21,684	22,900	22,900	22,900	22,900	22,900	22,900
Dues - Piedmont Partnership	0	0	0	0	0	0	0
Insurance and Bonds	5,787	6,266	6,266	6,266	7,328	7,328	7,328
Miscellaneous	1,930	2,000	2,000	2,000	2,000	2,000	2,000
Subtotal Capital Outlay Land (I.P.)*	438,010	297,956	476,693	316,456	305,018	305,018	305,018
Other Improvements							
Capital Outlay Economic Development	55,313	0	0	0	0	0	0
Economic Development - Chamber	31,250	31,250	31,250	31,250	31,250	31,250	31,250
Economic Development - Downtown	0	0	0	0	0	0	0
Economic Development - Triad Business Park	137,080	137,080	137,080	137,080	137,080	137,080	137,080
Economic Development - Deere Hitachi	0	0	0	0	0	0	0
Economic Development - City of High Point	99,358	53,900	55,365	55,400	55,400	55,400	55,400
Subtotal Capital Outlay	323,000	222,230	223,695	223,730	223,730	223,730	223,730
Special Appropriations							
Community Appearance	2,778	5,500	5,500	5,500	5,500	5,500	5,500
Arts Council Grant	750	750	750	750	750	750	750
War Memorial Foundation Grant	0	0	0	0	0	0	0
Kernersville Museum	53,000	42,000	42,000	42,000	36,000	36,000	36,000
Kernersville Little Theatre Grant	6,000	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	6,500
Housing Grant Match	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Shepherd Center Grant	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Sister City Program Expense	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Senior Services	12,500	12,500	12,500	12,500	12,500	12,500	12,500
PART Contribution	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Next Step Ministries	0	0	0	0	10,000	10,000	10,000
Subtotal Other	120,628	112,350	112,350	112,350	116,350	116,350	116,350

(Continued on next page)

<p align="center">Governing Body</p>	
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Expenditures Detailed	
2019-20 Annual Budget	

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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Capital Outlay							
Capital Outlay Land	\$270,000	\$215,000	\$215,000	\$215,000	\$0	\$0	\$0
Capital Outlay Land - Downtown Revitalization (DR)	0	0	0	0	0	0	0
Capital Outlay General Improvement (DR)	0	0	0	0	0	0	0
Capital Outlay Equipment	0	40,000	40,000	40,000	0	0	0
Subtotal Capital Outlay	270,000	255,000	255,000	255,000	0	0	0
Installment Purchase							
Installment Purchase	238,948	284,040	284,040	284,040	282,880	282,880	282,880
Subtotal Installment Purchase	238,948	284,040	284,040	284,040	282,880	282,880	282,880
Totals	1,416,072	1,196,926	1,377,128	1,216,926	953,160	953,160	953,160

Governing Body - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Administrative Buildings	Seven of Fifteen Annual Payments	\$82,055
Harmon Lane Land	Five of Fifteen Annual Payments	98,585
401 S. Main Street	Three of Ten Annual Payments	33,580
109 S. Cherry Street	Three of Ten Annual Payments	15,480
137 W. Mountain Street	Three of Ten Annual Payments	16,670
120 and 126 North Cherry St.	Two of Ten Annual Payments	27,640
Courtroom Furniture	Two of Five Annual Payments	8,870
Subtotal Installment Purchase		282,880
Capital Outlay Land (I.P.)*		
Subtotal Capital Outlay Land (I.P.)*		0
Capital Outlay Buildings		
Subtotal Capital Outlay Buildings		0
Capital Outlay Equipment (I.P.)*		
Subtotal Capital Outlay Equipment (I.P.)*		0
* Item(s) is being paid for under installment purchase financing.		

ADMINISTRATION DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

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.
9. Promote citizen engagement and awareness through social media.

Administration Department

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$213,947	\$223,014	\$223,014	\$223,014	\$231,131	\$235,259	\$235,259
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	0	0	0	0	0	0	0
Automobile Allowance	7,200	7,200	7,200	7,200	7,200	7,200	7,200
FICA Tax Expenses	15,619	17,620	17,620	17,069	17,690	18,006	18,006
Group Insurance Expenses	36,411	43,501	43,501	43,501	43,909	43,909	43,909
Retirees Insurance Expense	6,976	7,658	7,658	7,658	7,658	7,584	7,584
Retirement Expense - Regular	15,693	17,284	17,284	17,284	20,687	21,056	21,056
Employee Appreciation	140	105	105	105	105	105	105
Retirement Expense - 401K	8,119	4,461	8,621	8,621	8,923	9,006	9,006
Employee Training	3,476	7,300	7,300	7,300	6,000	6,000	6,000
Subtotal Personnel	307,582	328,143	332,303	331,752	343,303	348,125	348,125
Operating and Maintenance							
Professional Services	505	0	0	0	0	0	0
Property Tax Expense	4,729	0	0	0	0	0	0
Telephone & Postage	1,204	1,150	1,150	1,150	1,150	1,150	1,150
Printing	1,641	1,950	1,950	1,950	1,950	1,950	1,950
Travel	5,928	6,050	6,050	6,050	6,050	6,050	6,050
Maintenance & Repair - Building	0	0	0	0	0	0	0
Maintenance & Repair - Other	0	200	200	200	200	200	200
Software Maintenance Fees	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Departmental Supplies & Materials	2,195	2,250	2,250	2,250	2,250	2,250	2,250
Contracted Services - Software	0	9,180	9,180	9,180	9,180	9,180	9,180
Contracted Services	10,368	0	0	0	0	0	0
Software License & Renewal	0	0	0	0	0	0	0
Dues & Subscriptions	3,393	3,307	3,307	3,307	3,307	3,307	3,307
Insurance & Bonds	7,758	8,122	8,122	8,122	8,305	8,305	8,305
Miscellaneous Expenses	640	800	800	800	800	800	800
Subtotal Operating	38,360	33,009	33,009	33,009	33,192	33,192	33,192
Capital Outlay							
Capital Outlay Land	0	0	0	0	0	0	0
Capital Outlay Buildings	0	0	0	0	0	0	0
Capital Outlay Equipment	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	0	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	345,943	361,152	365,312	364,761	376,495	381,317	381,317

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

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:

Development Services – Improve the efficiency and customer service to our citizens and development clientele.

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 2019 – 2020:

Planning & Engineering Division

1. Planning:

- Facilitate the update of the Kernersville 2020 visioning plan.

2. Transportation:

- Implement the recommendations of Transportation and Traffic Study.
- Continue operation of the senior transit service, and seek additional services opportunities.
- 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.
- 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.
- Begin the design of the Old Winston Road sidewalk.
- Construction the downtown North Main Street sidewalk.
- Participate in the Winston Salem Urban Area Metropolitan Planning Organization's update to the Comprehensive Transportation Plan to accommodate Kernersville growth.

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

3. Stormwater and Watershed Regulations:

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

4. Economic Development:

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

5. Staff Support to Boards:

- 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):

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

7. Geographic Information System (GIS):

- Continue to develop GIS map and data application for the website.
- Prepare the 2019 Growth and Traffic Data Report.
- Examine best business practices for Community Development and other Town departments; and develop recommended areas for applying GIS to daily tasks as applicable.

8. Sewer:

- Complete the sewer line construction to serve western portion of the Kernersville Medical Parkway.
- Implement the recommendations of the Strategic Sewer Investment Plan that would extend sewer lines to promote economic development.
- Complete the construction of the Phase II Old Greensboro Road sewer extension.
- Complete the construction of the National Pipe and Plastic sewer extension.

Development Services Division

1. Development and Permit Reviews:

- Continue to enhance the plan review and permitting processes and procedures.
- Undertake modifications as needed to improve efficiency and service to our clientele.
- Continue building and maintaining strong professional working relationships with the

COMMUNITY DEVELOPMENT DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

business and development communities.

- 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.
- Remodel the Development Services Office to improve internal circulation of staff and the public.

2. Permit and Enforcement Software:

- Continue to enhance the new building and development review software to enhance the review process through automation and information technology systems in managing the development review process.
- Continue to enhance records management protocol for division operations.

3. Inspections:

- Staff to obtain additional building inspection certifications.
- Provide training on enhancing customer service.
- Provide additional educational opportunities for staff.
- Continue to enhance the code enforcement program; including onboarding of new staff.

Community Development Department - Permit/Enforcement Division

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$285,618	\$286,176	\$286,176	\$286,176	\$299,456	\$299,456	\$299,456
Salaries & Wages - Temp/PT	1,424	1,800	11,800	11,800	7,200	7,200	7,200
Salaries & Wages - Overtime	3,333	1,000	1,000	1,000	1,000	1,000	1,000
FICA Tax Expenses	19,939	22,121	22,121	22,886	23,550	23,550	23,550
Group Insurance Expenses	60,286	72,589	72,589	72,589	45,664	45,664	45,664
Retirees Insurance Expense	4,202	0	0	0	0	0	0
Retirement Expense - Regular	21,344	22,257	22,257	22,257	26,891	26,891	26,891
Employee Appreciation	175	175	175	175	175	175	175
Retirement Expense - 401K	5,692	5,744	5,744	5,744	6,010	6,010	6,010
Employee Training	3,146	5,705	5,705	5,705	6,230	6,230	6,230
Subtotal Personnel	405,159	417,567	427,567	428,332	416,176	416,176	416,176
Operating and Maintenance							
Professional Services	800	10,000	10,000	10,000	13,000	13,000	13,000
Telephone & Postage	3,276	7,800	7,800	7,800	8,165	8,165	8,165
Printing	506	600	600	600	600	600	600
Travel	1,069	4,730	4,730	4,730	5,160	5,160	5,160
Software Maintenance Fees	0	0	0	0	0	0	0
Advertising	297	500	500	500	500	500	500
Office Supplies	253	650	650	650	650	650	650
Departmental Supplies & Materials	2,126	14,978	14,978	14,978	2,500	2,500	2,500
Uniforms and Accessories	823	1,500	1,500	1,500	1,750	1,750	1,750
Contracted Services - Software	0	73,940	73,940	73,940	0	0	0
Contracted Services	22,480	0	0	0	25,000	0	0
Software License & Renewal	0	0	0	0	39,658	39,658	39,658
Dues and Subscriptions	480	875	875	875	875	875	875
Insurance and Bonds	10,123	11,149	11,149	11,149	12,850	12,850	12,850
Miscellaneous Expenses	0	50	50	50	50	50	50
Subtotal Operating	42,233	126,772	126,772	126,772	110,758	85,758	85,758
Capital Outlay							
Capital Outlay Equipment	0	0	0	0	0	0	0
Capital Outlay Equipment (I.P.)	23,954	0	0	0	0	0	0
Subtotal Capital Outlay	23,954	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	8,614	9,890	9,890	9,890	9,800	9,800	9,800
Subtotal Installment Purchase	8,614	9,890	9,890	9,890	9,800	9,800	9,800
 Full-Time Positions - 5 Part-Time Positions - 2							
Totals	479,959	554,229	564,229	564,994	536,734	511,734	511,734

Community Development - Permit/Enforcement Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Inspector Truck	Five of Five Annual Payments	\$4,730
Inspector Vehicle	Three of Five Annual Payments	5,070
Subtotal Installment Purchase		9,800
Capital Outlay Land (I.P.)*		
Subtotal Capital Outlay Land (I.P.)*		0
Capital Outlay Buildings		
Subtotal Capital Outlay Buildings		0
Capital Outlay General Improvements		
Subtotal Capital Outlay General Improvements		0
Capital Outlay Equipment (I.P.)*		
Subtotal Capital Outlay Equipment (I.P.)*		0
Capital Outlay Infrastructure (I.P.)*		
Subtotal Capital Outlay Infrastructure (I.P.)*		0
* Item(s) is being paid for under installment purchase financing.		

Community Development Department - Planning Division

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$264,993	\$269,878	\$269,878	\$269,878	\$262,774	\$262,774	\$262,774
Salaries & Wages - Temp/PT	\$0	0	0	0	0	0	0
FICA Tax Expenses	19,339	20,657	20,657	20,657	20,113	20,113	20,113
Group Insurance Expenses	37,017	41,171	41,171	41,171	35,978	35,978	35,978
Retirement Expense - Regular	19,476	20,916	20,916	20,916	23,519	23,519	23,519
Employee Appreciation	140	140	140	140	140	140	140
Retirement Expense - 401K	5,194	5,398	5,398	5,398	5,256	5,256	5,256
Employee Training	2,955	3,400	3,400	3,400	7,500	7,500	7,500
Subtotal Personnel	349,113	361,560	361,560	361,560	355,280	355,280	355,280
Operating and Maintenance							
Professional Services	0	7,500	7,500	7,500	19,740	19,740	19,740
Telephone & Postage	2,396	1,342	1,342	1,342	2,800	2,800	2,800
Printing	4,158	5,000	5,000	5,000	5,000	5,000	5,000
Travel	2,033	2,000	2,000	2,000	2,580	2,580	2,580
Maintenance & Repair - Other	4,836	0	0	0	0	0	0
Software Maintenance Fees	0	6,935	6,935	6,935	6,935	6,935	6,935
Advertising	2,176	2,500	2,500	2,500	2,500	2,500	2,500
Office Supplies	923	1,000	1,000	1,000	1,000	1,000	1,000
Departmental Supplies & Materials	3,998	8,500	8,500	8,500	8,500	8,500	8,500
Contracted Services - Software	0	0	0	0	0	0	0
Contracted Services	0	5,900	5,900	5,900	5,900	5,900	5,900
Contracted Services - Business 40 Interchange	0	0	0	0	0	0	0
Software License & Renewal	0	0	0	0	0	0	0
Dues and Subscriptions	1,014	1,200	1,200	1,200	1,200	1,200	1,200
Insurance and Bonds	8,971	9,516	9,516	9,516	9,454	9,454	9,454
Miscellaneous Expenses	0	50	50	50	50	50	50
Subtotal Operating	30,505	51,443	51,443	51,443	65,659	65,659	65,659
Capital Outlay							
Capital Outlay Buildings (I.P.)	0	0	0	0	65,000	65,000	65,000
Sidewalk Construction & Repair	0	0	0	0	0	0	0
Capital Outlay Equipment	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	65,000	65,000	65,000
Installment Purchase							
Installment Purchase	0	0	0	0	14,538	14,538	14,538
Subtotal Installment Purchase	0	0	0	0	14,538	14,538	14,538
 Full-Time Positions - 4 Part-Time Positions - 0							
Totals	379,618	413,003	413,003	413,003	500,477	500,477	500,477

Community Development - Planning Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase	One of Five Annual Payments	\$14,538
Office Walls		
Subtotal Installment Purchase		14,538
Capital Outlay Buildings	New Request	65,000
Office Walls		
Subtotal Capital Outlay Buildings		65,000
Capital Outlay General Improvements		
Subtotal Capital Outlay General Improvements		0
Capital Outlay Equipment (I.P.)*		
Subtotal Capital Outlay Equipment (I.P.)*		0
Capital Outlay Infrastructure (I.P.)*		
Subtotal Capital Outlay Infrastructure (I.P.)*		0
* Item(s) is being paid for under installment purchase financing.		

Community Development Department - Engineering Division

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$54,966	\$91,800	\$81,800	\$81,800	\$90,900	\$90,900	\$90,900
Salaries & Wages - Overtime	0	0	0	0	0	0	0
FICA Tax Expenses	4,078	7,026	6,326	6,326	6,957	6,957	6,957
Group Insurance Expenses	5,055	8,200	8,200	8,200	8,346	8,346	8,346
Retirement Expense - Regular	4,158	7,115	6,315	6,315	8,136	8,136	8,136
Employee Appreciation	0	35	35	35	35	35	35
Retirement Expense - 401K	1,109	1,836	1,636	1,636	1,818	1,818	1,818
Employee Training	2,588	3,000	3,000	3,000	2,885	2,885	2,885
Subtotal Personnel	71,953	119,012	107,312	107,312	119,077	119,077	119,077
Operating and Maintenance							
Professional Services	140,319	15,000	46,700	46,700	30,000	20,000	20,000
Professional Services - Reedy Fork Creek	0	0	0	0	0	0	0
Prof. Serv. Sanitary Sewer Study	81,705	175,000	175,000	50,000	175,000	175,000	175,000
Professional Services - Brookford/Hospital	0	98,170	78,170	49,701	78,600	78,600	78,600
Professional Services - Old Winston Sidewalk	0	0	1,500,000	0	35,708	35,708	35,708
Professional Services - Calebs Creek	0	0	50,000	50,000	0	0	0
Professional Services - NPP - Water/Sewer	0	0	0	0	0	0	0
Telephone & Postage	287	1,152	1,152	1,152	1,352	1,352	1,352
Printing	365	600	600	600	600	600	600
Travel	1,489	2,500	2,500	2,500	2,500	2,500	2,500
Maintenance & Repair - Other	602	1,100	1,100	1,100	1,100	1,100	1,100
Software Maintenance Fees	0	3,428	3,428	3,428	2,381	2,381	2,381
Advertising	100	500	500	500	500	500	500
Advertising - Brookford/Hospital	0	750	750	0	750	750	750
Office Supplies	510	1,000	1,000	1,000	1,000	1,000	1,000
Departmental Supplies & Materials	4,675	3,428	3,428	3,428	3,400	3,400	3,400
Contracted Services - Software	0	0	0	0	0	0	0
Contracted Services	0	0	16,800	16,800	0	0	0
Contracted Services - Transit	25,351	33,000	33,000	33,000	32,111	32,111	32,111
Software License & Renewal	0	0	0	0	0	0	0
Dues and Subscriptions	793	1,200	1,200	1,200	1,100	1,100	1,100
Insurance and Bonds	9,510	8,548	8,548	8,548	8,239	8,239	8,239
Miscellaneous Expenses	371	350	350	350	350	350	350
Subtotal Operating	266,076	345,726	1,924,226	270,007	374,691	364,691	364,691
Capital Outlay							
ROW - W. Mountain St. Turn Ln/Sidewalk	0	0	0	0	0	0	0
Land - Macy Grove Sidewalk	0	0	0	0	0	0	0
Land - Union Cross Sidewalk	0	0	0	0	0	0	0
ROW - Brookford/Hospital	0	47,100	66,000	66,000	0	0	0
General Improvements	0	0	0	0	10,000	10,000	10,000
Gen Improvements - Brookford/Hospital Sewer	0	935,000	11,000	0	884,350	884,350	884,350
Gen Improvements - Old Greensboro Road Sewer	374,648	0	0	0	100,000	100,000	100,000
Gen Improvements - Old Greensboro Road Water	0	0	0	0	0	0	0
Gen Improvements - Cedar Knolls Project	0	0	123,509	0	0	0	0
Gen Improvements - S. Main St/Old Winston Rd.	0	0	0	0	0	0	0
Gen Improvements - NPP Road	0	0	0	0	0	0	0
Gen Improvements - NPP Water/Sewer	0	0	0	0	0	0	0
Subtotal Capital Outlay	374,648	982,100	200,509	66,000	994,350	994,350	994,350
Installment Purchase							
Installment Purchase	0	0	0	0	1,277	0	0
Subtotal Installment Purchase	0	0	0	0	1,277	0	0
Full-Time Positions - 1							
Part-Time Positions - 0							
Totals	712,676	1,446,838	2,232,047	443,319	1,489,395	1,478,118	1,478,118

Community Development - Engineering Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Subtotal Installment Purchase		0
Capital Outlay General Improvements	New Request	10,000
N. Main Crosswalk		
Subtotal Capital Outlay General Improvements		10,000
Capital Outlay Land (I.P.)*		
Subtotal Capital Outlay Land (I.P.)*		0
Capital Outlay Buildings		
Subtotal Capital Outlay Buildings		0
Capital Outlay Equipment (I.P.)*		
Subtotal Capital Outlay Equipment (I.P.)*		0
Capital Outlay Infrastructure	New Request	884,350
Gen Improvements - Brookford/Hospital Sewer		
Gen Improvements - Old Greensboro Road Sewer		100,000
Subtotal Capital Outlay Infrastructure		984,350
* Item(s) is being paid for under installment purchase financing.		

FINANCE DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

1. Provide accurate financial information to the Public by utilizing professional accounting and reporting standards to earn the "Certificate of Achievement for Excellence in Financial Reporting" award bestowed by the Government Finance Officers Association (GFOA).
2. Continue to ensure that fiscal functions are in complete conformity with all applicable Federal, State, and local policies, laws, and accounting standards, resulting in a financially strong town.
3. Streamline the Budget and Capital Improvement Processes through continuous feedback from other Departments and comparison with other municipal units.
4. Further enhance the efficiency and accuracy of financial processes through updated software modules and increased electronic funds transfer measures.
5. Continue to improve upon employee advancement, knowledge, and skills through ongoing training courses and professional conferences.

Finance Department

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$366,283	\$377,567	\$377,567	\$377,567	\$381,079	\$381,079	\$381,079
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	0	2,000	2,000	500	1,250	1,250	1,250
FICA Tax Expenses	26,756	29,053	29,053	28,939	29,265	29,265	29,265
Group Insurance Expenses	56,880	62,880	62,880	62,880	58,314	58,314	58,314
Retirees Insurance Expense	5,611	6,218	6,218	6,218	5,710	5,710	5,710
Retirement Expense - Regular	26,896	29,417	29,417	29,301	34,219	34,219	34,219
Employee Appreciation	245	210	210	210	210	210	210
Retirement Expense - 401K	7,173	7,592	7,592	7,562	7,647	7,647	7,647
Employee Training	5,099	12,000	12,000	12,395	10,500	10,500	10,500
Subtotal Personnel	494,941	526,937	526,937	525,572	528,194	528,194	528,194
Operating and Maintenance							
Professional Services	66,501	75,000	68,000	73,250	82,435	82,435	82,435
Telephone & Postage	4,660	8,288	7,288	7,950	8,228	8,228	8,228
Printing	2,230	2,500	2,000	2,395	3,300	3,300	3,300
Travel	14,525	13,264	16,464	15,890	15,830	15,830	15,830
Maintenance & Repair - Building	15,862	0	0	0	0	0	0
Software Maintenance Fees	45,718	40,000	49,000	41,790	43,875	43,875	43,875
Advertising	0	0	0	0	0	0	0
Office Supplies	1,313	2,500	2,500	2,417	2,400	2,400	2,400
Departmental Supplies & Materials	12,359	8,500	13,980	12,129	12,500	10,500	10,500
Contracted Services - Software	0	0	0	0	0	0	0
Contracted Services	185,655	182,000	218,000	192,750	194,910	194,910	194,910
Banking Services	52,990	45,500	59,500	45,955	54,400	54,400	54,400
Software License & Renewal	0	0	0	0	1,500	1,500	1,500
Dues and Subscriptions	2,054	2,000	2,000	2,175	2,250	2,250	2,250
Insurance and Bonds	18,582	20,696	20,696	20,696	21,823	21,823	21,823
Miscellaneous Expenses	146	175	175	139	175	175	175
Shortage/Overage	0	0	0	0	0	0	0
Subtotal Operating	422,594	400,423	459,603	417,536	443,626	441,626	441,626
Capital Outlay							
Capital Outlay Equipment	0	0	14,000	14,000	0	0	0
Capital Outlay Equipment (I.P.)	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	14,000	14,000	0	0	0
Installment Purchase							
Installment Purchase	0	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	917,535	927,360	1,000,540	957,108	971,820	969,820	969,820

INFORMATION TECHNOLOGY DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

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, including Ivey Redmon Sports Complex and Civitan Park, and to other town buildings, including the Parks and Recreation Administration Building, 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 application to supplement the Town's website.
6. Replace the Fuel Pump key pad pedestal and change from analog phone to over secure network.
7. Continue the Cyber Security Awareness plan with employee accountability.
8. Address and update Business Continuity and disaster Recovery plan.
9. Continue a Mobile Device Management program.
10. Relocate tertiary backup site to Microelectronics Center of North Carolina (MCNC).

Information Technology Department

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$260,964	\$272,336	\$272,336	\$272,336	\$297,008	\$297,008	\$297,008
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	0	0	0	0	0	0	0
Auto Allowance Expense	675	675	675	675	675	675	675
FICA Tax Expenses	19,768	20,845	20,845	20,845	22,732	22,732	22,732
Group Insurance Expenses	29,351	31,677	31,677	31,677	40,978	40,978	40,978
Retirement Expense - Regular	19,098	21,107	21,107	21,107	23,019	23,019	23,019
Employee Appreciation	217	140	140	140	140	140	140
Retirement Expense - 401K	5,093	5,447	5,447	5,447	5,941	5,941	5,941
Employee Training	6,862	13,000	13,000	13,000	22,970	13,600	13,600
Subtotal Personnel	342,029	365,227	365,227	365,227	413,463	404,093	404,093
Operating and Maintenance							
Professional Services	0	0	0	0	0	0	0
Telephone & Postage	39,778	58,580	58,580	58,580	61,980	61,980	61,980
Travel	3,146	4,500	4,500	4,500	6,500	6,500	6,500
Maintenance & Repair - Network	79,342	78,000	84,000	78,000	78,000	70,000	70,000
Departmental Supplies & Materials	1,363	900	900	900	700	700	700
Equipment Replacement	0	0	0	0	0	0	0
Contracted Services - Software	0	0	0	0	0	0	0
Software Maintenance Fees	0	0	0	0	0	0	0
Software License & Renewal	20,747	22,800	22,800	22,800	33,040	33,040	33,040
Dues and Subscriptions	1,142	950	950	950	1,080	1,080	1,080
Insurance and Bonds	10,673	11,605	11,605	11,605	13,601	13,601	13,601
Miscellaneous Expenses	286	200	200	200	200	200	200
Subtotal Operating	156,477	177,535	183,535	177,535	195,101	187,101	187,101
Capital Outlay							
Capital Outlay Equipment	25,000	0	0	0	0	0	0
Capital Outlay Equipment (I.P.)	116,191	0	0	0	32,000	32,000	32,000
Non-Capital Loan (I.P.)	0	0	0	0	62,950	62,950	62,950
Subtotal Capital Outlay	141,191	0	0	0	94,950	94,950	94,950
Installment Purchase							
Installment Purchase	43,947	37,620	37,620	37,620	58,421	58,421	58,421
Subtotal Installment Purchase	43,947	37,620	37,620	37,620	58,421	58,421	58,421
Full-Time Positions - 4 Part-Time Positions - 0							
Totals	683,643	580,382	586,382	580,382	761,935	744,565	744,565

Information Technology Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Host Servers Replacement	Five of Five Annual Payments	\$5,015
Internal Wifi Controller and Access Points	Four of Five Annual Payments	8,185
Server Storage Equipment	Three of Five Annual Payments	16,385
Courtroom Audio and Visual Update	Three of Five Annual Payments	7,600
Server Replacement	One of Five Annual Payments	7,157
Computer Replacements	One of Five Annual Payments	14,079
Subtotal Installment Purchase		58,421
Capital Outlay Buildings		
Subtotal Capital Outlay Buildings		0
Capital Outlay General Improvements		
Subtotal Capital Outlay General Improvements		0
Capital Outlay Equipment (I.P.)*		
Server Replacement	New Request	32,000
Subtotal Capital Outlay Equipment (I.P.)*		32,000
Capital Outlay Infrastructure (I.P.)*		
Computer Replacements	New Request	62,950
Subtotal Capital Outlay Infrastructure (I.P.)*		62,950
* Item(s) is being paid for under installment purchase financing.		

HUMAN RESOURCES DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

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 2019-2020, many of which define what we continually strive to accomplish, include:

Goals and Objectives for Fiscal Year 2019 – 2020:

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.

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 2019 – 2020:

1. Continue the efforts started in 2018-2019 to enhance the Town's recruiting efforts in conjunction with department managers to attract applicants. This will include enhanced visibility

HUMAN RESOURCES DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

of the Town's vacancies, as well as, creative community outreach to attract applicants.

2. Transform the Town's health insurance plan to a self-funded platform through the North Carolina Health Insurance Pool in an effort to retain unused insurance premiums while providing stable and more predictable renewals in the future.
3. Complete Consultative Service inspections with the North Carolina Department of Labor (NCDOL) for all Town Departments.
4. 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

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$266,333	\$237,578	\$238,178	\$238,178	\$244,204	\$244,204	\$244,204
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Medical Loss Ratio Rebate	0	0	0	0	0	0	0
FICA Tax Expenses	20,662	21,411	21,411	21,457	21,341	21,341	21,341
Group Insurance Expenses	31,606	37,417	37,417	37,417	33,549	33,549	33,549
Retiree's Insurance Expense	70	0	0	0	0	0	0
Retirement Expense - Regular	19,628	18,413	18,613	18,613	21,857	21,857	21,857
Employee Appreciation	29,068	36,270	36,270	36,270	34,760	34,760	34,760
Retirement Expense - 401K	5,234	4,752	4,752	4,764	4,885	4,885	4,885
Employee Training	16,384	26,180	17,130	17,130	21,680	21,680	21,680
Subtotal Personnel	388,984	382,021	373,771	373,829	382,276	382,276	382,276
Operating and Maintenance							
Professional Services	76,254	57,800	57,800	57,800	7,800	7,800	7,800
Telephone & Postage	2,284	1,500	1,500	1,500	1,800	1,800	1,800
Printing	155	200	200	114	200	200	200
Travel	2,562	3,525	3,525	1,307	3,850	3,850	3,850
Maintenance & Repair - Building	0	0	0	0	0	0	0
Maintenance & Repair - Other	847	1,200	1,200	1,000	1,000	1,000	1,000
Software Maintenance Fees	51,200	38,275	42,375	42,330	40,750	40,750	40,750
Advertising	246	0	0	0	0	0	0
Office Supplies	1,166	1,600	1,600	1,600	1,600	1,600	1,600
Departmental Supplies & Materials	7,273	5,000	5,800	5,475	3,000	3,000	3,000
Contracted Services - Software	0	0	0	0	0	0	0
Contracted Services	7,750	0	0	0	0	0	0
Software License & Renewal	0	0	0	0	0	0	0
Dues and Subscriptions	2,922	2,105	2,455	2,440	2,490	2,490	2,490
Insurance and Bonds	11,258	13,167	13,167	13,167	11,953	11,953	11,953
Miscellaneous Expenses	297	300	300	300	300	300	300
Subtotal Operating	164,214	124,672	129,922	127,033	74,743	74,743	74,743
Capital Outlay							
Capital Outlay Equipment	0	0	0	0	0	0	0
Capital Outlay Equipment (I.P)	0	0	0	0	22,615	22,615	22,615
Subtotal Capital Outlay	0	0	0	0	22,615	22,615	22,615
Installment Purchase							
Installment Purchase	6,163	6,170	6,170	6,170	11,223	11,223	11,223
Subtotal Installment Purchase	6,163	6,170	6,170	6,170	11,223	11,223	11,223
 Full-Time Positions - 4 Part-Time Positions - 0							
Totals	559,362	512,863	509,863	507,032	490,857	490,857	490,857

Human Resources Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Sage Software Upgrade	Five of Five Annual Payments	\$6,165
Staff Vehicle	One of Five Annual Payments	5,058
Subtotal Installment Purchase		11,223
Capital Outlay Equipment (I.P.)*		
Staff Vehicle	New Request	22,615
Subtotal Capital Outlay Equipment (I.P.)*		22,615
Capital Outlay Buildings		
Subtotal Capital Outlay Buildings		0
Capital Outlay General Improvements		
Subtotal Capital Outlay General Improvements		0
Capital Outlay Infrastructure (I.P.)*		
Subtotal Capital Outlay Infrastructure (I.P.)*		0
* Item(s) is being paid for under installment purchase financing.		

POLICE DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

1. Deliver a higher level of service.

We will continue to inform, educate, and partner with our citizens. We will monitor and enhance social media to include disseminating more information and responding to citizen comments and concerns. It is always our goal to provide a higher level of service to our community by providing professional services.

2. Preserve the peace and the overall quality of life for all citizens.

The majority of the Kernersville Community enjoys a high level of peace and quality of life throughout town. While some crime will continue to occur, we will continue to enhance our efforts in crime prevention. This will include implementing strategies to target and reduce problems in the community. We will focus on resolving community issues with problem solving focus in each patrol zone.

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

It is the Department's goal to prevent all crime. In reality, some crime will occur. When it does occur, 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 presence with crime prevention and criminal information.

4. We will focus on roadway safety and traffic related problems.

Our Traffic Team and patrol group will utilize various tactics including enforcement and education to reduce traffic violations, crashes, DWI offenses, and reckless driving. It is our goal to gain voluntary compliance of all traffic laws, which, in turn, will provide safer streets and roadways for the motoring public and community.

5. Continually evaluate agency efficiency and effectiveness to improve and expand on services provided.

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. We will also listen to community concerns and address as needed to maintain a successful partnership with the community we serve.

POLICE DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

- 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. We will not lower our standards or alter hiring practices to fill vacancies. We will do our due diligence to hire a diverse group of men and women who reflect the community we serve.

Police Department

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$804,165	\$826,915	\$826,915	\$826,915	\$814,452	\$814,452	\$814,452
Salaries & Wages - Regular (Sworn)	3,611,605	3,669,335	3,695,491	3,695,491	3,869,023	3,869,023	3,869,023
Salaries & Wages - Off-Duty	72,161	78,500	86,500	78,500	78,500	78,500	78,500
Salaries & Wages - Temp/PT	456	0	0	0	6,000	6,000	6,000
Salaries & Wages - Overtime (Reg)	28,991	36,000	36,000	36,000	36,000	36,000	36,000
Salaries & Wages - Overtime (Sworn)	19,485	45,000	45,000	45,000	45,000	45,000	45,000
Salaries & Wages - Off-Duty OT	0	0	0	0	0	0	0
Clothing Allowance Expense	6,100	6,100	6,400	6,400	6,100	6,100	6,100
FICA Tax Expenses	340,885	356,854	358,816	358,878	371,655	371,655	371,655
Group Insurance Expenses	790,311	903,910	910,727	910,727	849,565	849,565	849,565
Retirees Insurance Expense	83,176	79,115	79,115	79,115	87,361	87,361	87,361
Retirement Expense - Regular	60,956	66,876	66,876	66,876	76,116	76,116	76,116
Retirement Expense - Sworn	294,791	315,719	317,553	317,942	379,661	379,661	379,661
Employee Appreciation	3,220	2,905	2,905	2,905	3,150	3,150	3,150
Retirement Expense - 401K Reg	16,255	17,259	17,259	17,259	17,010	17,010	17,010
Retirement Exp. - 401K (Sworn)	178,699	185,717	186,999	187,025	195,702	195,702	195,702
Retirement Supplemental	172,338	186,136	186,136	186,136	150,779	150,779	150,779
Employee Training	28,448	35,000	36,625	35,625	40,000	40,000	40,000
Subtotal Personnel	6,512,041	6,811,341	6,859,317	6,850,794	7,026,074	7,026,074	7,026,074
Operating and Maintenance							
Professional Services	96,473	71,821	53,821	73,783	71,821	60,834	60,834
Telephone & Postage	64,968	67,272	67,847	70,000	70,000	70,000	70,000
Printing	1,962	3,250	850	3,250	3,250	3,250	3,250
Departmental Utilities Expense	14,660	21,240	16,740	21,240	21,240	21,240	21,240
Travel	31,378	25,000	25,625	25,625	36,000	31,000	31,000
Travel - FC - DWI Grant	0	0	0	0	0	0	0
Travel - FC - DWI Grant 2016	0	0	0	0	0	0	0
Maintenance & Repair - Comm Tower	0	0	0	0	0	0	0
Maintenance & Repair - Radio	0	43,460	43,460	43,460	253,760	227,947	227,947
Maintenance & Repair - Other	129,838	55,125	28,625	66,625	80,575	80,575	80,575
Software Maintenance Fees	0	100,875	87,875	100,875	100,875	100,875	100,875
Building and Equipment Rental	24,106	23,256	23,961	23,256	24,438	24,438	24,438
Advertising	662	1,500	100	1,500	1,500	1,500	1,500
Office Supplies	14,905	15,000	15,000	15,000	15,000	15,000	15,000
Departmental Supplies & Materials	142,248	110,680	165,380	131,847	170,000	112,100	112,100
Departmental Supplies & Materials - DWI Grant	0	0	0	0	0	0	0
Gov Hwy Safety Materials	0	0	0	0	0	0	0
GHSP-Saved By The Belt Supplies & Materials	0	0	0	0	0	0	0
GCC/Materials/Rifle Replacement Grant	0	0	0	0	0	0	0
GHSP/Materials/Operation Crash Reconstruction	0	0	0	0	0	0	0
Supplies & Materials - DWI Grant	0	0	0	0	0	0	0
Range Use Fee Expenses	1,676	1,600	1,945	1,600	2,000	2,000	2,000
Departmental Supplies & Materials Gov. Hwy	0	0	0	0	0	0	0
Uniforms & Accessories	133,412	77,000	21,270	82,770	99,000	72,100	72,100
Uniforms & Accessories - DWI Grant	0	0	0	0	0	0	0
Uniforms & Accessories - GCC Body Cameras	42,165	0	0	0	0	0	0
Uniforms & Accessories - DWI Grant 2016	0	0	0	0	0	0	0
Equipment Lease Expense	22,554	23,832	23,904	23,904	24,000	24,000	24,000
Contracted Services - Software	0	16,710	12,910	16,710	16,710	16,710	16,710
Operating and Maintenance							
Software License & Renewal	\$0	\$10,000	\$8,088	\$10,488	\$10,000	\$10,000	\$10,000

(Continued on next page)

Expenditures Detailed

2019-20 Annual Budget

Full-Time Positions - 90
Part-Time Positions - 0

Police Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Five (5) Vehicle Replacements	Five of Five Annual Payments	\$32,875
One (1) Canine Vehicle Replacement	Five of Five Annual Payments	6,580
Recording System	Five of Five Annual Payments	13,360
Barcoding System - Evidence Room	Five of Five Annual Payments	3,500
Twenty (20) In-Car Radio Replacements	Five of Five Annual Payments	13,360
Twenty (20) In-Car Radio Replacements	Four of Five Annual Payments	15,560
Seven (7) Patrol Car Replacements	Four of Five Annual Payments	59,440
Building Security System - Town Hall	Four of Five Annual Payments	16,570
Police Communication System	Four of Ten Annual Payments	271,300
Eight (8) Police Vehicles	Three of Five Annual Payments	82,080
Eight (8) In-Car Camera Replacements	Three of Five Annual Payments	9,790
Seven (7) Replacement Vehicles	Two of Five Annual Payments	86,010
Nine (9) In-Car Cameras	Two of Five Annual Payments	12,030
Five (5) Replacement Vehicles	One of Five Annual Payments	63,791
Twenty (20) Computer Replacements	One of Five Annual Payments	13,979
Eight (8) In-Car Camera Replacements	One of Five Annual Payments	10,780
School Resource Officer Vehicle	One of Five Annual Payments	9,764
Subtotal Installment Purchase		720,769
Capital Outlay Equipment (I.P.)*		
Five (5) Replacement Vehicles	New Request	285,222
Eight (8) In-Car Camera Replacements	New Request	48,199
School Resource Officer Vehicle	New Request	43,655
Subtotal Capital Outlay Equipment (I.P.)*		377,076
Non-Capital Outlay Equipment (I.P.)*		
Twenty (20) Computer Replacements	New Request	62,503
Subtotal Non-Capital Outlay Equipment (I.P.)*		62,503
* Item(s) is being paid for under installment purchase financing.		

FIRE RESCUE DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

The services provided by the Fire Rescue Department can be categorized in three areas; they are of equal importance, and each saves lives and property in given situations. Those areas include Fire Prevention Codes and Inspections, Public Education, and Incident Response. During Fiscal Year 2019-2020, our goals and objectives focus on these services by continual professional improvement, seeking innovative, efficient and effective ways to enhance the services we provide.

Highlights include the implantation of a strategic plan, operation of the new Fire Station #42 and 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 2019 – 2020:

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

Focus areas include:

- Implement a 3-5 year strategic plan.
- 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.
- Seek two additional Safety & Training Captain positions, providing one for each shift.
- Enter into an agreement with Beeson's Crossroads Volunteer Fire Department for the modification of their station and co-location of Engine 44.
- Continue to evaluate Capital Improvement Plan (CIP) for replacement of equipment, and vehicles to ensure the safest and most economical options available.

- 2. Evaluate the effectiveness our fire prevention and public education programs.**

Focus areas include:

- Continue to evaluate current fire inspection services with a focus on compliance through education.
- Continue to evaluate current plan review programs with a focus on being a strategic partner in community growth and development.
- Continue to evaluate current public education services provided to schools, special events, industry, senior programs and car seat safety program. Seek 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.
- Canvas target hazard areas to collect data for the use of working smoke alarms. Educate and assist with testing, and replacing smoke alarms in target hazard areas.
- Implement a quarterly community CPR training program.

FIRE RESCUE DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

- 3. Provide a comprehensive training and professional development program for our personnel so they are prepared to provide the highest level of fire and emergency services to the citizens we serve.**

Focus areas include:

- Continue to evaluate, manage and expand our current training programs for fire, technical rescue, and emergency medical and hazardous material response. Emphasis this year will be the incorporation of the new training center into the training programs.
- Expand training offerings to town departments and partnering agencies.
- Continue to evaluate and implement professional development strategies that enhance the work environment of current employees. Focus areas include, company officer development beginning with our current officers and expanding to our future company officers.
- Implement strategies that utilize our new delivery agency status to recruit, retain and develop a diverse workforce.

- 4. Strive to provide exceptional customer service.**

Focus areas include:

- Continue effective customer service through partnerships and 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:

- Coordination with Town departments (All Hazards Preparedness and Response).
- 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 2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$3,190,861	\$3,448,893	\$3,293,893	\$3,448,893	\$3,503,136	\$3,503,136	\$3,503,136
Salaries & Wages - Temp/PT	36,647	0	30,000	30,000	0	0	0
Salaries & Wages - Overtime	280,661	240,000	365,000	240,000	240,000	240,000	240,000
FICA Tax Expenses	247,660	282,391	282,391	284,686	286,541	286,543	286,543
Group Insurance Expenses	731,341	842,229	842,229	842,229	825,237	825,237	825,237
Retirees Insurance Expense	78,567	89,536	89,536	89,536	109,267	109,267	109,267
Retirement Expense - Regular	255,492	285,890	285,890	285,890	335,011	335,011	335,011
Employee Appreciation	2,711	2,485	2,485	2,485	2,485	2,520	2,520
Retirement Expense - 401K	68,131	73,778	73,778	73,778	74,863	74,863	74,863
Employee Training	25,709	26,000	24,300	26,000	62,295	36,000	36,000
Subtotal Personnel	4,917,779	5,291,202	5,289,502	5,323,497	5,438,835	5,412,577	5,412,577
Operating and Maintenance							
Professional Services	26,982	35,000	48,500	35,000	38,831	38,831	38,831
Telephone & Postage	7,047	10,344	10,344	10,344	10,885	10,885	10,885
Printing	1,475	1,500	1,500	1,500	1,500	1,500	1,500
Departmental Utilities Expense	46,052	50,000	50,000	50,000	58,500	58,500	58,500
Travel	14,855	13,000	14,700	13,000	26,500	20,000	20,000
Maintenance & Repair - Buildings	13,367	28,000	43,000	28,000	40,200	40,200	40,200
Maintenance & Repair - Radios	5,479	7,400	7,400	7,400	13,138	13,138	13,138
Maintenance & Repair - Other Equipment	7,895	12,500	12,500	12,500	9,300	9,300	9,300
Software Maintenance Fees	0	0	0	0	21,092	21,092	21,092
Maintenance & Repair - Fire Trucks	17,296	15,000	25,000	15,000	15,000	15,000	15,000
Advertising	831	1,000	1,000	1,000	1,400	1,400	1,400
Office Supplies	2,979	3,000	3,000	3,000	3,000	3,000	3,000
Departmental Supplies & Materials	119,050	100,000	98,500	100,000	95,970	95,970	95,970
Uniforms & Accessories	64,310	65,750	85,750	65,750	109,250	76,000	76,000
Equipment Lease Expense	1,148	1,500	1,500	1,500	200	200	200
Contracted Services - Software	0	28,345	22,267	28,345	6,500	6,500	6,500
Contracted Services	24,358	19,038	19,038	19,038	37,920	37,920	37,920
Dues and Subscriptions	10,514	9,620	11,020	9,620	11,780	11,780	11,780
Insurance and Bonds	130,521	115,400	109,161	115,400	119,966	119,966	119,966
A/P Holding Expense	-205	0	0	0	0	0	0
Miscellaneous Expenses	1,284	1,500	1,500	1,500	1,500	1,500	1,500
Public Education - Fire Prevention	7,179	7,000	5,817	7,000	7,000	7,000	7,000
Subtotal Operating	502,415	524,897	571,497	524,897	629,432	589,682	589,682
Capital Outlay							
Capital Outlay Building (I.P.)	0	0	0	0	1,500,000	0	0
Capital Outlay Equipment	0	0	773,678	748,092	0	0	0
Capital Outlay Equipment (I.P.)	83,598	160,000	150,000	150,000	868,200	868,200	868,200
Non-Capital Outlay Equipment (I.P.)	0	0	10,000	10,000	61,000	61,000	61,000
Subtotal Capital Outlay	83,598	160,000	933,678	908,092	2,429,200	929,200	929,200
Special Appropriations							
Fire Protection Contracts	22,500	22,500	22,500	22,500	64,000	64,000	64,000
Subtotal Special Appropriations	22,500	22,500	22,500	22,500	64,000	64,000	64,000
Installment Purchase							
Installment Purchase	353,587	367,112	367,112	367,112	1,193,359	1,033,831	1,033,831
Subtotal Installment Purchase	353,587	367,112	367,112	367,112	1,193,359	1,033,831	1,033,831
Full-Time Positions - 71							
Part-Time Positions - 0							
Totals	5,879,879	6,365,711	7,184,289	7,146,098	9,754,826	8,029,290	8,029,290

Fire Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Fire Station Land	Eight of Fifteen Annual Payments	\$13,810
Aerial apparatus	Seven of Twelve Annual Payments	93,910
Fire Engine with mounted equipment	Five of Nine Annual Payments	51,845
Chief Vehicle - Replacement	Five of Five Annual Payments	6,580
SCBA Equipment - Replacement	Five of Five Annual Payments	60,610
Training Officer Vehicle	Five of Five Annual Payments	7,195
Fire Engine	Four of Ten Annual Payments	51,860
Fire Marshall Vehicle	Four of Five Annual Payments	7,255
Eight (8) AED Replacements	Three of Five Annual Payments	7,180
Battalion Chief Vehicle	Three of Five Annual Payments	8,445
Thermal Imaging Camera	Three of Five Annual Payments	4,225
Fire Hose Replacement	Two of Five Annual Payments	17,740
Two (2) Lawn Mowers	Two of Five Annual Payments	4,440
SCBA Bottles	Two of Five Annual Payments	2,220
Station 43 Roof Improvement	Two of Ten Annual Payments	6,430
New Fire Department Facility	Three of Fifteen Annual Payments	615,770
Hose Replacement	One of Five Annual Payments	19,279
Ten (10) Mobile Tablets	One of Five Annual Payments	10,959
Eleven (11) Air Bottles	One of Five Annual Payments	2,684
Fire Staff Vehicle	One of Five Annual Payments	9,394
Pumper Truck	One Quarter of Seven Annual Payments Annual Payment will be \$124,000	32,000
Subtotal Installment Purchase		1,033,831

Fire Department - Capital Outlay

Item	Remarks	Item or Project Cost
Capital Outlay Equipment (I.P.)*		
Pumper Truck	New Request	740,000
Hose Replacement	New Request	86,200
Fire Staff Vehicle	New Request	42,000
Subtotal Capital Outlay Equipment (I.P.)*		868,200
Non-Capital Outlay Equipment (I.P.)*		
Ten (10) Mobile Tablets	New Request	49,000
Eleven (11) Air Bottles	New Request	12,000
Subtotal Non-Capital Outlay Equipment (I.P.)*		61,000
Capital Outlay Building (I.P.)*		
Subtotal Capital Outlay Building (I.P.)*		0
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES DEPARTMENT ADMINISTRATION DIVISION

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

1. Develop and implement communications systems and protocols that improves the overall communication experience with our citizens: the primary programs identified at this time are ReCollect and Nextdoor. However, effort will still be given to improving all forms of communication, to include Webpage, Facebook, Twitter and others.
2. Transfer vehicle tracking to Mobile311 and discontinue use of Motionlink.
3. Develop and implement marketing program that improves the public perception of our department through outreach, education, and public involvement. This will be conducted simultaneously with Item #1.

Public Services Department - Administration Division

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$253,624	\$263,304	\$263,304	\$263,304	\$268,336	\$268,336	\$268,336
Salaries & Wages - Overtime	0	963	963	963	0	963	963
Auto Allowance Expense	0	0	0	0	0	0	0
FICA Tax Expenses	18,311	20,228	20,228	20,228	20,539	20,613	20,613
Group Insurance Expenses	40,453	45,161	45,161	45,161	44,998	44,998	44,998
Retirees Insurance Expense	14,303	14,039	14,039	14,039	7,584	7,584	7,584
Retirement Expense - Regular	18,632	20,481	20,481	20,481	24,017	24,103	24,103
Employee Appreciation	140	140	140	140	140	140	140
Retirement Expense - 401K	4,968	5,286	5,286	5,286	5,367	5,386	5,386
Employee Training	3,504	3,575	3,575	3,575	3,575	3,575	3,575
Subtotal Personnel	353,936	373,177	373,177	373,177	374,556	375,698	375,698
Operating and Maintenance							
Professional Services	210	275	275	275	275	275	275
Telephone & Postage	5,351	4,900	4,900	4,900	4,900	4,900	4,900
Printing	1,097	1,400	1,400	1,400	6,500	6,500	6,500
Travel	367	3,800	3,800	3,800	8,575	8,575	8,575
Software Maintenance Fees	0	0	0	0	0	0	0
Advertising	104	125	125	125	125	125	125
Office Supplies	935	1,400	1,400	1,400	1,595	1,595	1,595
Departmental Supplies & Materials	8,281	8,600	8,600	8,600	8,610	8,610	8,610
Uniforms & Accessories	884	800	800	800	850	850	850
Contracted Services - Software	0	377	377	377	600	600	600
Software License & Renewal	0	0	0	0	1,500	1,500	1,500
Dues and Subscriptions	1,272	1,390	1,390	1,390	1,470	1,470	1,470
Insurance and Bonds	12,434	9,180	9,180	9,180	9,323	9,323	9,323
Miscellaneous Expenses	1,666	2,300	2,300	2,300	2,400	2,400	2,400
Subtotal Operating	32,601	34,547	34,547	34,547	46,723	46,723	46,723
Capital Outlay							
Capital Outlay Building	0	0	0	0	0	0	0
Capital Outlay Equipment	0	0	0	0	0	0	0
Non-Capital Equipment (I.P.)	224,999	0	0	0	0	0	0
Subtotal Capital Outlay	224,999	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	36,454	48,327	48,327	48,327	47,480	47,480	47,480
Subtotal Installment Purchase	36,454	48,327	48,327	48,327	47,480	47,480	47,480
 Full-Time Positions - 4 Part-Time Positions - 0							
Totals	647,989	456,051	456,051	456,051	468,759	469,901	469,901

Public Services - Administration Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase	Three of Five Annual Payments	\$47,480
Furniture and Appliances		
Subtotal Installment Purchase		47,480
Capital Outlay Land (I.P.)*		0
Subtotal Capital Outlay Land (I.P.)*		0
Capital Outlay Buildings		0
Subtotal Capital Outlay Buildings		0
Capital Outlay General Improvements		0
Subtotal Capital Outlay General Improvements		0
Capital Outlay Equipment (I.P.)*		0
Subtotal Capital Outlay Equipment (I.P.)*		0
Capital Outlay Infrastructure (I.P.)*		0
Subtotal Capital Outlay Infrastructure (I.P.)*		0
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES DEPARTMENT STREETS DIVISION

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

1. Continue resurfacing program as funded-target areas are mostly commercial/industrial.
2. Assist the Stormwater Division in completing the replacement of pipes in the Corjon Study Area.
3. Upgrade crossline pipes 24" and larger. This will be performed in conjunction with the survey being conducted by the Stormwater Division.
4. Develop workplan that will insure proper maintenance of the Town's Best Management Practices (BMP).
5. Complete addition to the Downtown Parking Lot.
6. Conduct Pavement Condition Rating (PCR) on all Streets.

Public Services Department - Street Division

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$617,733	\$623,336	\$623,336	\$623,336	\$649,006	\$649,006	\$649,006
Salaries & Wages - Overtime	19,397	15,500	25,440	25,440	35,500	35,500	35,500
Auto Allowance Expense	909	0	0	0	0	0	0
FICA Tax Expenses	47,036	48,914	48,914	49,675	52,408	52,408	52,408
Group Insurance Expenses	125,736	134,327	134,327	134,327	135,660	135,660	135,660
Retirees Insurance Expense	7,178	7,658	7,658	7,658	7,584	7,584	7,584
Retirement Expense - Regular	46,847	49,510	49,510	50,281	61,264	61,264	61,264
Employee Appreciation	665	560	560	560	560	560	560
Retirement Expense - 401K	12,493	12,777	12,777	12,976	13,691	13,691	13,691
Employee Training	6,178	6,420	6,420	6,420	12,920	12,920	12,920
Subtotal Personnel	884,171	899,002	908,942	910,673	968,593	968,593	968,593
Operating and Maintenance							
Professional Services	6,897	1,100	1,100	1,100	42,000	2,000	2,000
Professional Services - Downtown Development	0	0	10,000	10,000	15,000	15,000	15,000
Telephone & Postage	11,845	12,600	12,600	12,600	12,600	12,600	12,600
Printing	1,110	1,650	1,650	1,650	1,650	1,650	1,650
Street Lighting	434,105	498,000	498,000	498,000	462,228	462,228	462,228
Decorative Street Lighting	0	5,751	5,751	5,751	5,751	5,751	5,751
Departmental Utilities Expense	6,986	8,532	8,532	8,532	8,532	8,532	8,532
Travel	991	2,300	2,300	2,300	2,300	2,300	2,300
Maintenance & Repair - Other Equipment	966	1,000	1,000	1,000	2,000	2,000	2,000
Software Maintenance Fees	0	0	0	0	1,013	1,013	1,013
Advertising	139	1,000	1,000	1,000	1,000	1,000	1,000
Office Supplies	4,048	2,350	2,350	2,350	3,300	3,300	3,300
Departmental Supplies & Materials	27,334	13,350	13,350	13,350	23,230	18,230	18,230
Street Supplies and Materials	77,589	63,670	74,670	74,670	80,000	70,000	70,000
Signs	22,769	19,894	21,394	21,394	22,000	22,000	22,000
Uniforms & Accessories	7,071	6,600	6,600	6,600	7,200	7,200	7,200
Equipment Lease Expense	1,419	7,400	7,400	7,400	7,400	7,400	7,400
Landfill Tipping Fees	0	24,000	0	0	24,000	24,000	24,000
Contracted Services - Software	0	7,200	7,200	7,200	7,200	7,200	7,200
Contracted Services	84,912	61,825	135,225	135,225	147,425	102,425	102,425
Contracted Services - Downtown Development	0	0	90,000	113,000	175,000	0	0
Software License & Renewal	0	1,392	1,392	1,392	1,392	1,392	1,392
Dues and Subscriptions	975	1,470	1,470	1,470	1,570	1,570	1,570
Insurance and Bonds	34,774	37,010	37,010	37,010	39,295	39,295	39,295
Miscellaneous Expenses	2,257	2,300	2,300	2,300	2,300	2,300	2,300
Subtotal Operating	726,187	780,394	942,294	965,294	1,095,386	820,386	820,386
Capital Outlay							
Sidewalk Construction/Repair	13,249	15,000	24,800	24,800	15,000	15,000	15,000
Capital Outlay General Improvements	0	0	269,986	269,986	0	0	0
Capital Outlay General Improvements (I.P.)	728,896	1,000,000	1,000,000	1,000,000	775,000		
Capital Outlay Equipment	0	0	43,130	43,130	0	0	0
Capital Outlay Equipment (I.P.)	47,344	45,000	45,000	45,000	30,000	30,000	30,000
Subtotal Capital Outlay	789,489	1,060,000	1,382,916	1,382,916	820,000	45,000	45,000
Installment Purchase							
Installment Purchase	136,317	312,692	312,692	312,692	447,201	297,170	297,170
Subtotal Installment Purchase	136,317	312,692	312,692	312,692	447,201	297,170	297,170
Full-Time Positions - 16							
Part-Time Positions - 0							
Totals	2,536,164	3,052,088	3,546,844	3,571,575	3,331,180	2,131,149	2,131,149

Public Services - Streets Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Salt Storage Facility	Five of Five Annual Payments	\$10,275
Snow Plow Kit	Four of Five Annual Payments	8,290
Zero Turn Mower	Four of Five Annual Payments	3,110
Salt Brine Spray System	Three of Five Annual Payments	3,805
Salt Brine Mixer	Three of Five Annual Payments	7,390
Paving Improvements	Three of Ten annual payments	119,060
Paving Improvements	Two of Ten Annual Payments	128,550
Utility Truck	Two of Five Annual Payments	9,980
Flail Mower	One of Five Annual Payments	6,710
Subtotal Installment Purchase		297,170
Capital Outlay General Improvements (I.P.)*		
Subtotal Capital Outlay General Improvements (I.P.)*		0
Capital Outlay Equipment (I.P.)*		
Flail Mower	New Request	30,000
Subtotal Capital Outlay Equipment (I.P.)*		30,000
Capital Outlay Infrastructure		
Sidwalk Construction Repair	New Request	15,000
Subtotal Capital Outlay Infrastructure		15,000
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES DEPARTMENT SOLID WASTE DIVISION

GOALS & OBJECTIVES FY 2019 – 2020

The Public Services Department 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 2019 – 2020:

1. Develop and implement a process to streamline the Commercial operation so that fewer resources are needed to sustain the operation.
2. Analyze use of the new Land Clearing and Inert Debris (LCID) permitted to operate in Kernersville, if possible negotiate contract for disposal of yard waste at this facility. Reroute crews to take advantage of the savings in time and fuel.
3. Negotiate new Old Corrugated Containers (OCC) recycling contract with Sonoco.
4. Research opportunities to transport household waste to a transfer station within 15 miles.

Public Services Department - Solid Waste Division

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$627,952	\$662,944	\$662,944	\$662,944	\$678,944	\$672,783	\$672,783
Salaries & Wages - Temp/PT	5,518	17,400	17,400	17,400	17,400	17,400	17,400
Salaries & Wages - Overtime	13,280	14,000	14,000	14,000	14,000	14,000	14,000
FICA Tax Expenses	47,422	53,163	53,163	53,163	54,387	53,916	53,916
Group Insurance Expenses	143,841	164,927	164,927	164,927	155,793	155,793	155,793
Retirees Insurance Expense	28,080	31,247	31,247	31,247	30,253	30,253	30,253
Retirement Expense - Regular	47,559	52,464	52,464	52,464	62,019	61,468	61,468
Employee Appreciation	1,077	595	595	595	595	595	595
Retirement Expense - 401K	12,682	13,539	13,539	13,539	13,859	13,736	13,736
Employee Training	1,562	2,500	2,500	2,500	3,150	3,150	3,150
Subtotal Personnel	928,975	1,012,779	1,012,779	1,012,779	1,030,400	1,023,094	1,023,094
Operating and Maintenance							
Professional Services	54,073	67,300	67,300	67,300	58,000	58,000	58,000
Telephone & Postage	5,524	7,000	7,000	7,000	10,200	10,200	10,200
Printing	12,800	13,500	13,500	13,500	14,200	14,200	14,200
Travel	99	1,575	1,575	1,575	1,500	1,500	1,500
Software Maintenance Fees	0	0	0	0	0	0	0
Advertising	2,760	2,800	2,800	2,800	3,000	3,000	3,000
Office Supplies	1,532	2,100	2,100	2,100	2,100	2,100	2,100
Departmental Supplies & Materials	46,124	52,000	72,000	67,000	134,450	87,700	87,700
Departmental Supplies & Materials - Recycling	35,065	38,000	43,000	38,000	102,600	56,350	56,350
Uniforms & Accessories	4,147	9,000	9,000	9,000	9,000	9,000	9,000
Equipment Lease Expense	15,999	48,000	48,000	48,000	48,000	48,000	48,000
Landfill Tipping Fees	499,604	500,000	500,000	540,000	575,000	621,000	621,000
Solid Waste Fees Expense	31,691	32,000	32,000	32,000	25,000	25,000	25,000
Contracted Services - Software	0	10,300	10,300	10,300	12,500	12,500	12,500
Contracted Services	55,245	55,000	155,000	55,000	220,980	60,980	60,980
Software License & Renewal	0	753	753	753	753	753	753
Dues and Subscriptions	1,210	975	975	975	1,050	1,050	1,050
Insurance and Bonds	36,193	40,622	40,622	40,622	44,127	44,127	44,127
Miscellaneous Expenses	720	1,500	1,500	1,500	1,500	1,500	1,500
Earth Day Program Expenses	0	0	0	0	0	0	0
Subtotal Operating	802,785	882,425	1,007,425	937,425	1,263,960	1,056,960	1,056,960
Capital Outlay							
Capital Outlay General Improvements	0	0	0	0	0	0	0
Capital Outlay Equipment	0	0	0	0	0	0	0
Capital Outlay Equipment (I.P.)	0	272,000	272,000	272,000	314,100	0	0
Subtotal Capital Outlay	0	272,000	272,000	272,000	314,100	0	0
Installment Purchase							
Installment Purchase	52,800	116,391	116,391	116,391	183,366	113,115	113,115
Subtotal Installment Purchase	52,800	116,391	116,391	116,391	183,366	113,115	113,115
Full-Time Positions - 18							
Part-Time Positions - 1							
Totals	1,784,560	2,283,595	2,408,595	2,338,595	2,791,826	2,193,169	2,193,169

Public Services - Solid Waste Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Recycling Truck - Front Loader	Five of Five Annual Payments	\$52,805
Front-End Loader Trash Truck	Two of Five Annual Payments	60,310
Subtotal Installment Purchase		113,115
Capital Outlay Equipment (I.P.)*		
Subtotal Capital Outlay Equipment (I.P.)*		0
Capital Outlay Buildings		
Subtotal Capital Outlay Buildings		0
Capital Outlay General Improvements		
Subtotal Capital Outlay General Improvements		0
Capital Outlay Infrastructure (I.P.)*		
Subtotal Capital Outlay Infrastructure (I.P.)*		0
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES DEPARTMENT CENTRAL MAINTENANCE DIVISION

GOALS & OBJECTIVES FY 2019 – 2020

The Public Services Department 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 2019 – 2020:

1. Improve processes to insure quick turnaround of repairs.
2. Maintain an above average equipment availability rating.
3. Develop and implement a communication process with customers.
4. Install new Fuel Pumps.

Public Services - Central Maintenance Division

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$385,634	\$394,462	\$374,462	\$374,462	\$380,170	\$380,170	\$380,170
Salaries & Wages - Overtime	2,571	3,750	23,750	23,750	8,000	8,000	8,000
Auto Allowance Expense	675	0	0	0	0	0	0
FICA Tax Expenses	28,666	30,485	30,485	30,485	29,717	29,717	29,717
Group Insurance Expenses	71,693	78,591	78,591	78,591	78,030	78,030	78,030
Retirees Insurance Expense	7,126	7,658	7,658	7,658	7,584	7,584	7,584
Retirement Expense - Regular	28,508	30,862	30,862	30,862	30,084	30,084	30,084
Employee Appreciation	385	280	280	280	280	280	280
Retirement Expense - 401K	7,602	7,965	7,965	7,965	7,764	7,764	7,764
Employee Training	4,903	5,010	5,010	5,010	5,010	5,010	5,010
Subtotal Personnel	537,762	559,063	559,063	559,063	546,639	546,639	546,639
Operating and Maintenance							
Professional Services	5,150	400	400	400	400	400	400
Telephone & Postage	2,176	4,440	4,440	4,440	4,440	4,440	4,440
Printing	456	600	600	600	600	600	600
Departmental Utilities Expense	0	0	0	0	0	0	0
Travel	1,009	2,400	2,400	2,400	2,525	2,525	2,525
Maintenance & Repair - Buildings	10	0	0	0	0	0	0
Maintenance & Repair - Radios	601	2,950	2,950	2,950	2,950	2,950	2,950
Maintenance & Repair - Other Equipment	5,699	12,000	12,000	0	8,580	8,580	8,580
Software Maintenance Fees	0	0	0	12,000	0	0	0
Subcontracted Vehicle Repair	202,190	105,000	125,000	125,000	121,500	110,000	110,000
Advertising	0	0	0	0	0	0	0
Office Supplies	474	800	800	800	800	800	800
Departmental Supplies & Materials	20,378	12,041	18,041	12,041	14,155	14,155	14,155
Oil and Lubricant	14,673	14,568	14,568	14,568	14,568	14,568	14,568
Gasoline	178,637	166,000	186,000	166,000	173,916	173,916	173,916
Tires	133,338	144,739	138,739	144,739	144,739	144,739	144,739
Diesel Fuel	168,848	162,000	187,000	170,000	177,378	172,378	172,378
Parts & Accessories	218,234	230,000	284,257	214,257	300,842	260,000	260,000
Uniforms & Accessories	4,730	6,000	6,000	6,000	6,000	6,000	6,000
State Hwy Use Tax	13,788	4,706	20,449	20,449	19,898	11,516	11,516
Contracted Services - Software	0	9,350	9,350	9,350	9,350	9,350	9,350
Contracted Services	8,747	2,650	2,650	2,650	2,650	2,650	2,650
Software License & Renewal	0	8,700	8,700	8,700	9,800	9,800	9,800
Dues and Subscriptions	1,252	675	675	675	825	825	825
Insurance and Bonds	28,886	31,850	31,850	31,850	35,337	35,337	35,337
Miscellaneous Expenses	618	1,000	1,000	1,000	1,000	1,000	1,000
Subtotal Operating	1,009,893	922,869	1,057,869	950,869	1,052,253	986,529	986,529
Capital Outlay							
Capital Outlay Equipment (I.P.)	16,495	0	0	0	34,000	24,000	24,000
Subtotal Capital Outlay	16,495	0	0	0	34,000	24,000	24,000
Installment Purchase							
Installment Purchase	0	5,376	5,376	5,376	12,885	10,648	10,648
Subtotal Installment Purchase	0	5,376	5,376	5,376	12,885	10,648	10,648
Full-Time Positions - 8							
Part-Time Positions - 0							
Totals	1,564,149	1,487,308	1,622,308	1,515,308	1,645,777	1,567,816	1,567,816

Public Services Department - Central Maintenance Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Hydraulic Lift	Three of Five Annual Payments	\$5,280
Tire Mount Machine	One of Five Annual Payments	2,908
Tire Balance Machine	One of Five Annual Payments	2,460
Subtotal Installment Purchase		10,648
Capital Outlay Equipment (I.P.)*		
Tire Mount Machine	New Request	13,000
Tire Balance Machine	New Request	11,000
Subtotal Capital Outlay Equipment (I.P.)*		24,000
Capital Outlay Buildings		
Subtotal Capital Outlay Buildings		0
Capital Outlay General Improvements		
Subtotal Capital Outlay General Improvements		0
Capital Outlay Infrastructure (I.P.)*		
Subtotal Capital Outlay Infrastructure (I.P.)*		0
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES DEPARTMENT GENERAL SERVICES DIVISION

GOALS & OBJECTIVES FY 2019 – 2020

The Public Services Department General Services Division 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 division also provides maintenance assistance to the Fire Department and the Parks and Recreation Department.

Goals and Objectives for Fiscal Year 2019 – 2020:

1. Develop and implement a communication process for customers to report issues.
2. Continue to improve on energy efficient upgrades to current buildings.
3. Minor renovation of Garage (New overhead doors, paint administrative side and expand kitchen).

Public Services - General Services Division

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$148,299	\$167,700	\$167,700	\$167,700	\$172,996	\$172,996	\$172,996
Salaries & Wages - Temp/PT	0	0	0	0	0	0	0
Salaries & Wages - Overtime	435	500	500	500	5,000	5,000	5,000
FICA Tax Expenses	11,217	12,879	12,879	12,879	13,631	13,631	13,631
Group Insurance Expenses	32,169	39,564	39,564	39,564	38,520	38,520	38,520
Retirement Expense - Regular	10,896	13,036	13,036	13,036	15,931	15,931	15,931
Employee Appreciation	0	140	140	140	175	175	175
Retirement Expense - 401K	2,905	3,364	3,364	3,364	3,560	3,560	3,560
Employee Training	0	1,900	1,900	1,900	1,900	1,900	1,900
Subtotal Personnel	205,921	239,083	239,083	239,083	251,713	251,713	251,713
Operating and Maintenance							
Professional Services	97	150	150	150	150	150	150
Telephone & Postage	3,438	4,416	4,416	4,416	4,416	4,416	4,416
Printing	92	150	150	150	150	150	150
Departmental Utilities Expense	145,992	165,354	165,354	165,354	213,558	213,558	213,558
Travel	0	800	800	800	800	800	800
Maintenance & Repair - Buildings	131,229	100,000	115,000	115,000	114,000	100,000	100,000
Maintenance & Repair - Radios	334	295	295	295	2,255	2,255	2,255
Maintenance & Repair - Other Equipment	35,213	29,700	29,700	29,700	28,200	28,200	28,200
Software Maintenance Fees	0	12,900	12,900	12,900	0	0	0
Advertising	213	0	0	0	125	125	125
Departmental Supplies & Materials	32,048	31,700	31,700	31,700	36,400	34,000	34,000
Uniforms & Accessories	1,907	2,070	2,070	2,070	2,815	2,815	2,815
Contracted Services - Software	0	26,768	26,768	26,768	16,768	16,768	16,768
Contracted Services	182,009	46,792	46,792	46,792	66,894	51,894	51,894
Software License & Renewal	0	0	0	0	0	0	0
Insurance and Bonds	11,573	13,150	13,150	13,150	17,575	17,575	17,575
Miscellaneous Expenses	646	1,700	1,700	1,700	1,700	1,700	1,700
Subtotal Operating	544,792	435,945	450,945	450,945	505,806	474,406	474,406
Capital Outlay							
Capital Outlay Buildings	0	0	0	0	0	0	0
Capital Outlay Buildings (I.P.)	0	0	0	0	160,000	0	0
Capital Outlay Gen Improvements (I.P.)	0	0	0	0	0	0	0
Capital Outlay Equipment	0	0	0	0	0	0	0
Capital Outlay Equipment (I.P.)	0	0	0	0	75,000	30,000	30,000
Subtotal Capital Outlay	0	0	0	0	235,000	30,000	30,000
Installment Purchase							
Installment Purchase	94,467	523,451	523,451	523,451	567,525	521,675	521,675
Subtotal Installment Purchase	94,467	523,451	523,451	523,451	567,525	521,675	521,675
Full-Time Positions - 5							
Part-Time Positions - 0							
Totals	845,180	1,198,479	1,213,479	1,213,479	1,560,044	1,277,794	1,277,794

Public Services Department - General Services Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Public Services Facility - Paving	Five of Ten Annual Payments	\$25,775
Town Hall Parking Lots Paving	Four of Ten Annual Payments	62,180
Public Services Operations Building	Four of Fifteen Annual Payments	427,010
Service Truck	First of Five Payments	6,710
Subtotal Installment Purchase		521,675
Capital Outlay Equipment (I.P.)*		
Service Truck	New Request	30,000
Subtotal Capital Outlay Equipment (I.P.)*		30,000
Capital Outlay Buildings (I.P.)*		
Subtotal Capital Outlay Buildings (I.P.)*		0
Capital Outlay General Improvements		
Subtotal Capital Outlay General Improvements		0
* Item(s) is being paid for under installment purchase financing.		

PARKS AND RECREATION DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

“To provide quality experiences for our citizens.”

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 over 60,000 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 twelve (12) 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, Bagely-Cash Sports Complex and our newest addition Founders Park. 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 over 200 special events and programs per year, upholds more than 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 2019 – 2020:

- 1. Search and apply for external funding opportunities that will both advance the departments planning efforts and benefit the Town.**
 - Seek to apply for State and Federal grants for the upcoming capital projects.
 - 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.**
 - Each fiscal year examine actual expenses, causes of increase or decrease in cost and attempt to expend no more than 90% of estimated expenses.
 - Continue to monitor our program offerings. Evaluate cost recovery, social benefit, competition in relation to our mission.
- 3. Improving & developing park facilities.**
 - Continue experiment with chemical programs on turf grass on all athletic fields.
 - Establish effective inspections, reporting, and, repairs of all amenities, equipment, and, facilities using “Facility Dude”.
 - Implement ADA transitional plan in the budget process order to meet the inclusion standards including some Universal design concepts.
 - Evaluate future projected workload in association with future to staffing needs.
 - Seek to complete the Tennis Court Complex at Civitan Park in accordance to the revised Civitan Park site plan.
 - Begin planning process for a Community Recreation Center Plan.
 - Research and request installation of Sunshades at the Ivey Redmon Sports Complex baseball courtyard.
 - Seek to replace the shelter at Harmon Park.

PARKS AND RECREATION DEPARTMENT

GOALS & OBJECTIVES FY 2019 – 2020

4. Provide well-organized programs, athletics, and, special events to meet the needs of the citizens.

- Recruit and contract with seventy-five (75) quality independent instructors and vendors.
- Offer at up to fifteen (15) community special events.
- Contract up to three (3) providers to offer ½ day specialty camps in addition to current summer camp offerings.
- Expand programming offerings to target underserved populations in our service area.

5. Maintain positive and effective avenues of departmental communications.

- Obtain corporate sponsorship for all major events.
- Reevaluate and update the departmental Marketing Plan to reflect an effective solution to current challenges.
- Maintain positive working relationship with the local media.
- Create and effective social media communications plan.

Parks and Recreation Department

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$544,987	\$584,789	\$584,789	\$584,789	\$614,848	\$614,848	\$614,848
Salaries & Wages - Temp/PT	91,743	141,310	149,310	149,310	160,002	160,002	160,002
Salaries & Wages - Overtime	9,836	8,000	8,000	8,000	14,000	14,000	14,000
Clothing Allowance	0	4,800	3,000	3,000	0	0	0
FICA Tax Expenses	46,955	56,564	56,564	56,564	60,388	60,388	60,388
Group Insurance Expenses	117,008	133,842	133,842	133,842	138,391	138,391	138,391
Retirees Insurance Expense	1,194	0	0	0	0	0	0
Retirement Expense - Regular	41,535	45,942	45,942	45,942	56,282	56,282	56,282
Employee Appreciation	645	490	490	490	525	525	525
Retirement Expense - 401K	10,835	11,856	11,856	11,856	12,577	12,577	12,577
Employee Training	5,863	7,640	7,640	7,640	7,825	6,025	6,025
Subtotal Personnel	870,601	995,233	1,001,433	1,001,433	1,064,838	1,063,038	1,063,038
Operating and Maintenance							
Professional Services	26,370	40,610	75,610	75,610	55,610	55,610	55,610
Telephone & Postage	9,473	10,900	10,900	10,900	18,500	18,700	18,700
Printing	55	500	500	500	500	500	500
Departmental Utilities Expense	81,831	82,800	86,800	86,900	89,400	89,400	89,400
Travel	5,938	5,675	5,675	5,675	7,895	6,295	6,295
Maintenance & Repair - Buildings	63,866	56,200	70,600	70,600	56,500	56,500	56,500
Maintenance & Repair - Radios	29	0	0	0	0	0	0
Maintenance & Repair - Ballfields	42,719	54,000	44,000	44,000	52,500	52,500	52,500
Maintenance & Repair - Other Equipment	5,552	6,800	6,800	6,800	12,800	6,800	6,800
Software Maintenance Fees	0	0	0	0	0	0	0
Building & Equipment Rental	81,054	76,226	91,226	91,226	84,000	76,000	76,000
Advertising	2,868	2,000	2,000	2,000	2,000	2,000	2,000
Office Supplies	3,349	4,120	4,120	4,120	4,920	4,920	4,920
Departmental Supplies & Materials	29,869	24,000	24,000	24,000	24,000	24,000	24,000
Departmental Supplies & Materials - Facilities	18,854	20,000	20,000	20,000	20,000	20,000	20,000
Landscaping Supplies & Materials	7,649	9,500	9,500	9,500	9,500	9,500	9,500
Landscaping Supplies & Materials - Parks	28,660	29,000	29,000	29,000	29,000	29,000	29,000
Concession Supplies & Materials	0	2,000	2,000	2,000	1,000	1,000	1,000
Uniforms & Accessories	4,656	3,290	5,090	5,090	6,690	6,690	6,690
Equipment Lease Expense	32,119	31,680	32,780	32,780	31,680	31,680	31,680
Special Events	34,078	40,000	40,000	40,000	45,600	45,600	45,600
Athletic Expenses	72,555	78,722	77,622	77,622	76,400	76,400	76,400
Recreational Activities - General Program	46,392	23,500	57,710	57,710	54,000	54,000	54,000
Recreational Activities - Camps	26,641	32,440	24,440	24,440	32,440	32,440	32,440
Wildlife Maintenance	4,075	4,400	0	0	400	400	400
Special Marketing Activities	21,370	25,800	25,800	25,800	31,500	31,500	31,500
Contracted Services - Software	8,100	11,525	19,525	19,525	16,260	16,260	16,260
Contracted Services	10,937	10,800	10,800	10,800	19,800	19,800	19,800
Contracted Services - KSA	9,556	12,000	12,000	12,000	12,000	0	0
Software License & Renewal	0	2,400	2,400	2,400	2,400	2,400	2,400
Dues and Subscriptions	4,941	3,070	3,070	3,070	2,895	2,895	2,895
Insurance and Bonds	30,508	35,965	35,965	35,965	37,511	37,511	37,511
Miscellaneous Expenses	3,232	2,100	2,100	2,100	2,100	2,100	2,100
Subtotal Operating	717,295	742,023	832,033	832,133	839,801	812,401	812,401

(Continued on next page)

Parks and Recreation Department

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Capital Outlay							
Capital Outlay General Improvements	\$31,848	\$0	\$28,200	\$28,200	\$0	\$0	\$0
Capital Outlay General Improvements (I.P.)	216,327	675,000	675,000	675,000	92,500	0	0
Capital Outlay Equipment	0	0	36,152	36,152	0	0	0
Capital Outlay Equipment (I.P.)	84,441	0	0	0	192,600	192,600	192,600
Capital Outlay Infrastructure	0	0	280,120	280,120	0	0	0
Capital Outlay Infrastructure (I.P.)	24,958	0	0	0	740,000	0	0
Subtotal Capital Outlay	357,574	675,000	1,019,472	1,019,472	1,025,100	192,600	192,600
Installment Purchase							
Installment Purchase	202,921	360,738	360,738	360,738	491,096	375,921	375,921
Subtotal Installment Purchase	202,921	360,738	360,738	360,738	491,096	375,921	375,921
Full-Time Positions - 15							
Part-Time Positions - 18							
Totals	2,148,391	2,772,994	3,213,676	3,213,776	3,420,835	2,443,960	2,443,960

Parks and Recreation Department - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Landscaping Truck	Five of Five Annual Payments	\$5,765
Wireless Camera System - Fourth of July Park	Five of Five Annual Payments	10,685
General Improvements at Ivey Redmon Sports Complex	Five of Ten Annual Payments	97,150
Fourth of July Park - Shelter Improvements	Four of Ten Annual Payments	5,660
Harmon Park - Bathroom Improvements	Four of Ten Annual Payments	16,960
Maintenance Building Fencing - Ivey Redmon Park	Four of Ten Annual Payments	3,960
Crew Cab Pickup Truck	Three of Five Annual Payments	10,450
Jacobson Truckster	Three of Five Annual Payments	6,335
Park Automatic Gate	Three of Five Annual Payments	4,435
Bobcat Overseeder Attachment	Three of Five Annual Payments	1,380
Fourth of July Park - ADA Upgrade/Replacement	Three of Five Annual Payments	44,945
Founders Park	Two of Ten Annual Payments	38,370
Lights at Ivey Redmon Athletic Sports Complex	Two of Ten Annual Payments	86,750
Compact Track Loader	One of Five Annual Payments	15,656
Replacement All-Terrain Utility Vehicle	One of Five Annual Payments	2,818
Mobile Stage	One of Five Annual Payments	24,602
Subtotal Installment Purchase		375,921
Capital Outlay General Improvements (I.P.)*		
Subtotal Capital Outlay Buildings (I.P.)*		0
Capital Outlay Equipment (I.P.)*		
Compact Track Loader	New Request	70,000
Replacement Gator	New Request	12,600
Mobile Stage	New Request	110,000
Subtotal Capital Outlay Equipment (I.P.)*		192,600
* Item(s) is being paid for under installment purchase financing.		

PUBLIC SERVICES DEPARTMENT PADDISON MEMORIAL LIBRARY

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

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

Paddison Memorial Library

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Operating and Maintenance							
Professional Services	\$0	\$0	\$3,000	\$3,000	\$0	\$0	\$0
Departmental Utilities Expense	25,007	25,200	35,200	25,200	0	0	0
Maintenance & Repair - Buildings	9,948	10,000	10,000	10,000	0	0	0
Maintenance & Repair - Other Equipment	4,908	5,000	5,000	5,000	0	0	0
Departmental Supplies & Materials	6,773	6,900	6,900	6,900	0	0	0
Contracted Services	6,662	7,710	7,710	7,710	0	0	0
Insurance and Bonds	1,128	1,198	1,198	1,198	0	0	0
Miscellaneous Expenses	0	300	300	300	0	0	0
Subtotal Operating	54,425	56,308	69,308	59,308	0	0	0
Capital Outlay							
Capital Outlay Buildings	0	0	0	0	0	0	0
Capital Outlay General Improvements	0	0	0	0	0	0	0
Capital Outlay Equipment	0	0	0	0	0	0	0
Capital Outlay Equipment (I.P.)	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	0
Subtotal Installment Purchase	0	0	0	0	0	0	0
Totals	54,425	56,308	69,308	59,308	0	0	0

SPECIAL APPROPRIATIONS FUND

GOALS & OBJECTIVES FY 2019 – 2020

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 2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Operating and Maintenance							
Reserve for Future Group Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Capital Reserve Fund from General Fund	0	0	40,000	0	264,776	264,776	264,776
Transfer to Capital Reserve - Cedar Knoll	0	0	0	0	0	0	0
Transfer to Capital Reserve - Calebs Creek	0	132,926	230,731	230,731	0	0	0
Transfer to Capital Reserve - Future Transp Projects	350,000	0	0	0	200,000	0	0
Transfer to Capital Reserve - Future Fire Dept Projects	0	0	0	0	0	0	0
Transfer to Capital Reserve - Development Fee Projects	404,108	5,303	7,000	7,000	61,000	61,000	61,000
Transfer to Capital Reserve - Future Group Insurance Exp	0	0	0	0	0	0	0
Transfer to Capital Reserve - Utility Access Fee	0	0	0	0	0	0	0
Transfer to Capital Reserve - Future Engineering Projects	0	0	0	0	0	0	0
Transfer to Stormwater Fund for Fees	220,579	220,579	220,579	220,579	231,805	231,805	231,805
Transfer to Stormwater Fund	0	0	0	0	0	0	0
Transfer to Contributions - Recreational Projects	0	0	0	0	0	0	0
Transfer to E911 from General Fund	34,242	32,819	32,819	20,953	84,150	84,150	84,150
Transfer to E911 - Debt Service	0	0	0	0	0	0	0
Transfer to Capital Reserve - Self-Medical Loss	0	0	0	0	0	0	0
Transfer to Capital Reserve - OPEB Liability	0	0	0	0	50,000	50,000	50,000
Transfer to Traffic Enforcement Team	0	0	0	0	0	0	0
Transfer to Transportation - Ad Valorem Tax	0	0	0	0	0	0	0
Transfer to PS Facility CPO Fund	0	0	0	0	0	0	0
Transfer to PS Facility CPO Fund - Debt Service	547,100	0	0	0	0	0	0
Transfer to FD Facility CPO Fund - Debt Service	0	627,860	627,860	627,860	0	0	0
Transfer to Kerner Mill Greenway CPO	0	0	0	0	0	0	0
Transfer to D-CFBB	0	0	0	0	0	0	0
Transfer to Contributions - FD/PD Contributions	0	0	0	0	0	0	0
Subtotal Operating	1,556,029	1,019,487	1,158,989	1,107,123	891,731	691,731	691,731
Other							
Reserve for Future Development Fee Projects	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Subtotal Other	0	0	0	0	0	0	0
Debt Service							
Street Bond Payment - Principal	405,000	405,000	405,000	405,000	405,000	405,000	405,000
Street Bond Payment - Interest	61,275	52,568	52,568	52,568	43,860	43,860	43,860
Revolving Sewer Loan - Principal	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Revolving Sewer Loan - Interest	77,440	67,760	67,760	67,760	58,080	58,080	58,080
Subtotal Debt Service	943,715	925,328	925,328	925,328	906,940	906,940	906,940
Totals	2,499,744	1,944,815	2,084,317	2,032,451	1,798,671	1,598,671	1,598,671

FORFEITURE FUND

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

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 Fund - Federal Justice

<p align="center">Revenues Detailed 2019-20 Annual Budget</p>	
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Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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LE Foreiture Fund - Federal Justice							
Loan for Installment Purchases	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest on Investments	179	25	139	133	25	25	25
Forfeiture Funds - Federal Justice	112,138	0	125,744	125,744	0	0	0
Restitution Payments	1,466	0	1,383	1,383	0	0	0
Fund Balance Appropriated	0	73,805	0	0	73,805	73,805	73,805
Fund Balance Unappropriated*	185,170	111,365	185,170	185,170	111,365	111,365	111,365
* Not included in totals							
Totals	113,782	73,830	127,266	127,260	73,830	73,830	73,830

Law Enforcement Forfeiture Fund - Federal Justice

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Operating and Maintenance							
Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Departmental Supplies & Materials	0	0	0	0	0	0	0
Uniforms and Accessories	0	0	53,436	53,436	0	0	0
Information & Ammo Expense	0	0	0	0	0	0	0
Employee Training	0	0	0	0	0	0	0
Travel	0	0	0	0	0	0	0
Subtotal Operating	0	0	53,436	53,436	0	0	0
Capital Outlay							
Capital Outlay Improvements	0	0	0	0	0	0	0
Capital Outlay Equipment	0	0	0	0	0	0	0
Capital Outlay Equipment (I.P.)	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Special Appropriations							
Transfer to General Fund	30,860	5,000	5,000	5,000	5,000	5,000	5,000
Subtotal Special Appropriations	30,860	5,000	5,000	5,000	5,000	5,000	5,000
Installment Purchase							
Installment Purchase	68,824	68,830	68,830	68,824	68,830	68,830	68,830
Subtotal Installment Purchase	68,824	68,830	68,830	68,824	68,830	68,830	68,830
Totals	99,684	73,830	127,266	127,260	73,830	73,830	73,830

Law Enforcement Forfeiture - Federal Justice - Capital Outlay

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

Law Enforcement Forfeiture Fund - US Treasury

Revenues Detailed	
2019-20 Annual Budget	

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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LE Foreiture Fund - Federal Justice							
Interest on Investments	\$127	\$25	\$216	\$216	\$25	\$25	\$25
Forfeiture Funds - U.S. Treasurer	0	0	0	0	0	0	0
Fund Balance Appropriated	0	0	30,243	29,986	192	192	192
Fund Balance Unappropriated*	30,243	30,243	0	257	65	65	65
* Not included in totals							
Totals	127	25	30,459	30,202	217	217	217

Law Enforcement Forfeiture Fund - US Treasury

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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 & Materials	0	25	30,459	30,202	217	217	217
Subtotal Operating	0	25	30,459	30,202	217	217	217
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	30,459	30,202	217	217	217

[illegible]

Revenues Detailed	
2018-19 Annual Budget	

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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[illegible]

Law Enforcement Forfeiture Fund - State/Local

Expenditures Detailed

2019-20 Annual Budget

[illegible]

Law Enforcement Forfeiture Fund - State and Local - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase	Five of Five Annual Payments	\$10,275
Fire Arms Simulator		
Subtotal Installment Purchase		10,275
Capital Outlay Equipment (I.P.)*		
Subtotal Capital Outlay Equipment (I.P.)*		0
* Item(s) is being paid for under installment purchase financing.		

JUSTICE ASSISTANCE GRANT

GOALS & OBJECTIVES FY 2019 – 2020

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

Justice Assistance Grant Fund	
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Revenues Detailed	
2019-20 Annual Budget	

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Justice Assistance Grant Fund							
Interest on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal J.A.G.	0	0	0	0	0	0	0
Federal J.A.G. - Grant	0	0	0	0	0	0	0
Trans. fr. Police Contributions	0	0	0	0	0	0	0
Fund Balance Appropriated	0	0	0	0	0	0	0
Fund Balance Unappropriated*	0	0	0	0	0	0	0
* Not included in totals							
Totals	0	0	0	0	0	0	0

Justice Assistance Grant

Expenditures Detailed

2019-20 Annual Budget

[illegible]

CONTRIBUTIONS FUND

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

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

Contributions Fund	
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<p align="center">Revenues Detailed 2019-20 Annual Budget</p>	
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Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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Contributions Fund							
Interest on Investments	\$382	\$25	\$25	\$297	\$25	\$25	\$25
Contributions - Park Development	0	0	0	0	0	0	0
Contributions - Police Dept.	9,870	3,300	3,300	250	3,300	3,300	3,300
Contributions - Care for Kids	1,000	0	1,136	1,136	0	0	0
Contributions - Fire Department	0	0	0	0	0	0	0
Contributions - Earth Day	0	0	0	0	0	0	0
Contributions - Explorers Program	0	485	485	370	2,000	2,000	2,000
Contributions - Recreation Special Events	0	0	0	0	0	0	0
Contributions - Police Day Camp	3,475	11,500	11,500	11,500	11,000	11,000	11,000
Contributions - Protector Program	0	170	170	170	0	0	0
Contributions - Teddy Bear	0	0	0	0	0	0	0
Contributions - Buckle Bear	1,648	0	0	0	1,000	1,000	1,000
Contributions - Shop with a Cop	0	0	0	0	0	0	0
Transfer from General Fund - Police Contributions	0	0	0	0	0	0	0
Transfer from General Fund - Fire Contributions	0	0	0	0	0	0	0
Transfer from General Fund - Park Development	550	0	0	0	0	0	0
Fund Balance Appropriated	0	0	6,810	6,810	0	0	0
Fund Balance Unappropriated*	93,216	93,216	86,406	86,406	86,406	86,406	86,406
* Not included in totals							
Totals	16,925	15,480	23,426	20,533	17,325	17,325	17,325

Contributions Fund

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Operating and Maintenance							
Departmental Supplies & Materials	\$3,060	\$3,325	\$10,135	\$7,357	\$25	\$25	\$25
PD Shop with a Cop Expense	0	0	0	0	3,300	3,300	3,300
Explorers Program Expense	326	485	485	370	0	0	0
FD Explorer Expenses	0	0	0	0	2,000	2,000	2,000
Police Day Camp Expenses	3,921	11,500	11,500	11,500	11,000	11,000	11,000
Protector Program Expenses	355	170	170	170	0	0	0
Care for Kids Program	1,382	0	1,136	1,136	0	0	0
FD Buckle Bear	0	0	0	0	1,000	1,000	1,000
Reserve - PD Projects	0	0	0	0	0	0	0
Earth Day	0	0	0	0	0	0	0
Departmental Supplies - Park Development	0	0	0	0	0	0	0
Subtotal Operating	9,044	15,480	23,426	20,533	17,325	17,325	17,325
Capital Outlay							
Capital Outlay Buildings	0	0	0	0	0	0	0
Capital Outlay Equipment - Police	0	0	0	0	0	0	0
Capital Outlay Equipment - Recreation	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Totals	9,044	15,480	23,426	20,533	17,325	17,325	17,325

E-911 FUND

GOALS & OBJECTIVES FY 2019 – 2020

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

E-911 Fund	
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Revenues Detailed 2019-20 Annual Budget

Classification	Estimated FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
E-911 Fund							
Interest on Investments	\$1,227	\$25	\$25	\$382	\$25	\$25	\$25
Loan for Installment Purchases	0	0	0	0	0	0	0
Revenue from Telephone Co.	0	0	0	0	0	0	0
Revenue from Tower Rental	0	0	0	0	0	0	0
Forsyth County Reimb. E-911	23,526	28,000	36,760	36,760	13,209	13,209	13,209
Trans. from General Fund	34,242	32,819	32,819	32,819	84,150	84,150	84,150
Fund Balance Appropriated	0	0	0	3,839	0	0	0
Fund Balance Unappropriated*	45,868	45,868	45,868	42,029	42,029	42,029	42,029
* Not included in totals							
Totals	58,995	60,844	69,604	73,800	97,384	97,384	97,384

E-911

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Operating and Maintenance							
Professional Services	\$4,875	\$0	\$8,760	\$7,000	\$0	\$0	\$0
Telephone & Postage	10,059	10,620	10,620	8,300	10,020	10,020	10,020
Departmental Utilities	0	0	0	0	0	0	0
Travel	0	0	0	0	0	0	0
Maintenance & Repair - Other Equip.	32,308	47,104	62,808	55,450	56,590	56,590	56,590
Departmental Supplies & Materials	1,286	240	240	400	615	615	615
E-911 Equipment Lease	2,614	2,880	2,880	2,650	30,159	30,159	30,159
Mapping & GIS Expense	0	0	0	0	0	0	0
Subtotal Operating	51,142	60,844	85,308	73,800	97,384	97,384	97,384
Capital Outlay							
Capital Outlay General Improvements	0	0	0	0	0	0	0
Capital Outlay Equipment (I.P.)	0	0	0	0	0	0	0
Subtotal Capital Outlay	0	0	0	0	0	0	0
Installment Purchase							
Installment Purchase	0	0	0	0	0	0	0
Subtotal Installment Purchase	0	0	0	0	0	0	0
Totals	51,142	60,844	85,308	73,800	97,384	97,384	97,384

WORKERS' COMPENSATION SELF-INSURANCE FUND

GOALS & OBJECTIVES FY 2019 – 2020

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.

The Town established this self-insurance fund in Fiscal Year 2000-2001 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 Fund

Revenues Detailed	
2018-19 Annual Budget	

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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Workers' Compensation Self-Insurance Fund							
Interest on Investments	\$10,092	\$3,000	\$3,000	\$11,132	\$7,500	\$7,500	\$7,500
Charges for Services	307,000	303,932	303,932	303,932	290,397	290,397	290,397
Fund Balance Appropriated	0	0	0	0	0	0	0
Fund Balance Unappropriated*	943,573	945,573	943,573	951,705	951,705	951,705	951,705
* Not included in totals							
Totals	317,092	306,932	306,932	315,064	297,897	297,897	297,897

Workers' Compensation Self-Insurance Fund

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Workers' Compensation Claims/Services	\$54,002	\$234,035	\$234,035	\$234,035	\$225,000	\$225,000	\$225,000
Stop Loss Insurance	63,100	63,397	63,397	63,397	63,397	63,397	63,397
Subtotal Personnel	117,102	297,432	297,432	297,432	288,397	288,397	288,397
Operating and Maintenance							
Professional Services	9,000	9,500	9,500	9,500	9,500	9,500	9,500
Increase in Reserves	83,658	0	0	0	0	0	0
Subtotal Operating	92,658	9,500	9,500	9,500	9,500	9,500	9,500
Special Appropriations							
Increase in Reserves	0	0	0	0	0	0	0
Subtotal Special Approp.	0	0	0	0	0	0	0
Totals	209,760	306,932	306,932	306,932	297,897	297,897	297,897

STORMWATER ENTERPRISE FUND

GOALS & OBJECTIVES FY 2019 – 2020

The Public Services Department Stormwater Division is responsible for the implementation of the National Pollutant Discharge Elimination System (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 2019 – 2020:

1. Continue to evaluate corrugated metal crossline pipes 24" and larger. This will be performed in conjunction with the survey being conducted by the Streets Division.
2. Evaluate riparian buffers to insure compliance with regulations.
3. Map and inspect major outfalls within West Fork Deep River.
4. Complete replacement of pipes in the Corjon Study Area.
5. Complete the Ivey Redmon Stream Restoration Project.

Stormwater Enterprise Fund

Revenues Detailed 2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Stormwater Enterprise Fund							
Loan for Installment Purchases	\$0	\$0	\$365,000	\$365,000	\$60,100	\$60,100	\$60,100
NCDCCR Clean Water Trust Fund	0	365,000	400,000	400,000	0	0	0
Due from NCDWQ Grant	0	0	0	0	0	0	0
NC Division of Water Resource Grant	0	0	0	45,000	0	0	0
Interest on Escrow	63	0	0	135	0	0	0
Interest on Investments	15,648	500	500	31,300	500	500	500
Interest and Penalties	2,847	2,500	2,500	2,500	3,000	3,000	3,000
Stormwater Fees	1,071,283	1,100,000	1,100,000	1,100,000	1,144,133	1,144,133	1,144,133
Medical Loss Rebate	0	0	0	0	0	0	0
Transfer from General Fund - Stormwater Fees	220,579	220,579	220,579	220,579	231,805	231,805	231,805
Fund Balance Appropriated	0	729,803	1,119,134	1,009,098	370,853	370,853	370,853
Fund Balance Unappropriated*	1,522,932	793,129	403,798	513,834	142,981	142,981	142,981
* Not included in totals							
Totals	1,310,420	2,418,382	3,207,713	3,173,612	1,810,391	1,810,391	1,810,391

Stormwater Enterprise Fund

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Personnel & Professional							
Salaries & Wages - Regular	\$380,741	\$452,133	\$458,733	\$458,733	\$472,405	\$472,405	\$472,405
Salaries & Wages - Temp/PT	5,165	7,200	7,200	7,200	0	0	0
Salaries & Wages - Overtime	6,717	8,000	8,000	8,000	8,000	8,000	8,000
FICA Tax Expenses	28,632	35,776	35,776	36,280	36,776	36,776	36,776
Group Insurance Expenses	73,167	94,351	94,351	94,351	103,839	103,839	103,839
Retirement Expense - Regular	28,501	35,661	35,661	36,172	42,997	42,997	42,997
Employee Appreciation	245	315	315	315	315	315	315
Retirement Expense - 401K	7,600	9,203	9,203	9,335	9,609	9,609	9,609
Employee Training	3,522	4,000	4,000	4,000	4,000	4,000	4,000
Subtotal Personnel	534,291	646,639	653,239	654,386	677,941	677,941	677,941
Operating and Maintenance							
Professional Services	77,634	77,500	175,500	175,500	90,000	90,000	90,000
Stormwater Fees Expense	17,779	19,500	19,500	18,752	0	0	0
Telephone & Postage	1,681	5,900	5,900	5,900	5,400	5,400	5,400
Printing	11,283	10,600	10,600	10,600	10,600	10,600	10,600
Departmental Utilities	901	0	0	0	0	0	0
Travel	859	3,556	3,556	3,556	4,600	4,600	4,600
Maintenance Repair - Other Equipment	0	2,000	2,000	2,000	2,000	2,000	2,000
Maintenance Repair - Storm Drains	91,549	200,000	102,000	102,000	70,000	70,000	70,000
Software Maintenance Fees	0	3,049	3,049	3,049	0	0	0
Building and Equipment Rental	84,978	60,000	60,000	60,000	40,000	40,000	40,000
Advertising	965	4,000	4,000	4,000	4,000	4,000	4,000
Office Supplies	3,210	3,250	3,250	3,250	3,250	3,250	3,250
Departmental Supplies & Materials	98,928	37,500	37,500	37,500	34,500	34,500	34,500
Departmental Supplies & Materials - Sanitation	9,949	10,000	10,000	10,000	15,000	15,000	15,000
Departmental Supplies & Materials - Streets	3,499	3,500	3,500	3,500	3,500	3,500	3,500
Street Supplies & Materials	5,681	10,000	10,000	10,000	10,000	10,000	10,000
Diesel Fuel - Central Maintenance	0	5,000	5,000	5,000	5,000	5,000	5,000
Parts & Accessories - Central Maintenance	4,671	15,000	15,000	15,000	5,000	5,000	5,000
Uniforms	278	1,000	1,000	1,000	2,000	2,000	2,000
Equipment Lease Expense	0	5,000	5,000	2,500	2,500	2,500	2,500
Contracted Services - Software	0	6,900	6,900	6,900	6,900	6,900	6,900
Contracted Services	63,777	37,620	425,620	425,620	407,800	407,800	407,800
Contracted Services - Beeson Creek	77,386	630,000	753,000	753,000	130,000	130,000	130,000
Contracted Services - Bioretention (PS Building)	51,667	0	38,000	6,000	0	0	0
Software License & Renewal	0	3,274	3,274	3,274	3,274	3,274	3,274
Dues and Subscriptions	2,125	3,638	3,638	3,638	4,288	4,288	4,288
Insurance and Bonds	22,164	42,134	42,134	42,134	43,856	43,856	43,856
A/P Holding Expense	60	0	0	0	0	0	0
Miscellaneous Expenses	1,018	2,000	2,000	2,000	2,000	2,000	2,000
Subtotal Operating/Maintenance	632,043	1,201,921	1,750,921	1,715,673	905,468	905,468	905,468
Capital Outlay							
Capital Outlay Equipment	6,300	0	233,731	233,731	0	0	0
Capital Outlay Equipment (I.P.)	0	365,000	365,000	365,000	60,100	60,100	60,100
Subtotal Capital Outlay	6,300	365,000	598,731	598,731	60,100	60,100	60,100
Installment Purchase							
Installment Purchase	118,542	204,822	204,822	204,822	166,882	166,882	166,882
Subtotal Installment Purchase	118,542	204,822	204,822	204,822	166,882	166,882	166,882
Full-Time Positions - 11							
Part-Time Positions - 0							
Totals	1,291,176	2,418,382	3,207,713	3,173,612	1,810,391	1,810,391	1,810,391

Public Services Department - Stormwater Division - Capital Outlay

Item	Remarks	Item or Project Cost
Installment Purchase		
Skid Steer Loader	Four of Five Annual Payments	\$15,535
Swapbody Truck w/Attachements	Four of Five Annual Payments	29,000
Swapbody Dump Bed	Four of Five Annual Payments	3,110
Swapbody Water Tank	Four of Five Annual Payments	4,145
Swapbody Dump Flat Bed	Four of Five Annual Payments	3,110
Leaf Vacuum	Four of Five Annual Payments	17,610
Two (2) Utility Vehicles	Two of Five Annual Payments	17,740
One (1) Automated Yard Waste Truck	Two of Five Annual Payments	63,190
1/2 Ton Truck	One of Five Annual Payments	7,403
All-Terrain Vehicle	One of Five Annual Payments	6,039
Subtotal Installment Purchase		166,882
Capital Outlay Equipment (I.P.)*		
1/2 Ton Truck	New Request	33,100
All-Terrain Vehicle	New Request	27,000
Subtotal Capital Outlay Equipment (I.P.)*		60,100
Capital Outlay Infrastructure (I.P.)*		
Subtotal Capital Outlay Infrastructure (I.P.)*		0
Capital Outlay General Improvements		
Subtotal Capital Outlay General Improvements		0
* Item(s) is being paid for under installment purchase financing.		

OCCUPANCY TAX FUND

GOALS & OBJECTIVES FY 2019 – 2020

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:

1. 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.

2. 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.

Goals and Objectives for Fiscal Year 2019 – 2020:

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

Occupancy Tax Fund	
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Revenues Detailed 2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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Occupancy Tax Fund							
Interest Earned on Investments	\$495	\$50	\$50	\$500	\$500	\$500	\$500
Occupancy Tax Proceeds	161,720	120,000	120,000	140,500	140,000	140,000	140,000
Fund Balance Appropriated	0	17,950	17,950	0	50,000	50,000	50,000
Fund Balance Unappropriated*	55,524	37,575	37,575	55,524	5,524	5,524	5,524
* Not included in totals							
Totals	162,216	138,000	138,000	141,000	190,500	190,500	190,500

Occupancy Tax Fund

Expenditures Detailed

2019-20 Annual Budget

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Operating and Maintenance							
Chamber of Commerce - Tourism	\$24,500	\$24,500	\$24,500	\$24,500	\$24,500	\$24,500	\$24,500
Korner's Folly Grant	40,000	40,000	40,000	40,000	40,000	40,000	40,000
PJC Botanical Gardens	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Kernersville Little League	0	0	3,000	3,000	3,000	3,000	3,000
Transfer to GF - Recreation	48,500	48,500	48,500	48,500	98,000	98,000	98,000
Totals	138,000	138,000	141,000	141,000	190,500	190,500	190,500

FIRE RESCUE DEPARTMENT – CAPITAL ORDINANCE FUND

GOALS & OBJECTIVES FY 2019 – 2020

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 2019 – 2020:

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 2019-20 Annual Budget

Classification	Original Approved FY 16-17	Revised Life to Date FY 18-19	Actual Life to Date FY 18-19	Estimated Life to Date FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Fire Department Facility CPO Fund							
Installment Purchase Loan Proceeds	\$6,200,000	\$6,900,000	\$6,900,000	\$6,900,000	\$0	\$0	\$0
Interest on Investments	0	0	1,241	1,241	0	0	0
Interest on Escrow	0	0	619	619	0	0	0
Contributions - Fire Department Facility	0	0	25,000	25,000	0	0	0
Transfer from General Fund	530,875	1,158,735	1,158,735	1,158,735	0	0	0
Fund Balance Appropriated	0	0	0	0	0	0	0
Fund Balance Unappropriated*	0	0	0	3,460,688	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>							
<p>* Not included in totals</p>							
Totals	6,730,875	8,058,735	8,085,596	8,085,596	0	0	0

Fire Department Facility - Capital Project Ordinance

Expenditures Detailed

2019-20 Annual Budget

[illegible]

CAPITAL RESERVE FUND

GOALS & OBJECTIVES FY 2019 – 2020

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.

[illegible]

Revenues Detailed	
2019-20 Annual Budget	

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
Capital Reserve Fund							
Interest Earned on Investments	\$18,071	\$2,000	\$2,000	\$22,000	\$10,000	\$10,000	\$10,000
Transfer from General Fund	0	0	0	0	0	0	0
Transfer from Gen Fund - Transp Projects	350,000	0	0	0	0	0	0
Transfer from Gen Fund - Development Fee	280,599	0	0	0	0	0	0
Transfer from Gen Fund - Dev. Fee - Cedar Knoll	123,509	0	0	0	0	0	0
Transfer from Gen Fund - Durham Street Project	0	0	0	0	0	0	0
Transfer from Gen Fund - OPEB Liability	0	0	0	0	50,000	50,000	50,000
Transfer from Gen Fund - Calebs Creek Rec	0	16,567	27,806	27,806	32,206	32,206	32,206
Transfer from Gen Fund - Calebs Creek Road	0	38,787	67,642	67,642	78,444	78,444	78,444
Transfer from Gen Fund - Calebs Creek Sewer	0	77,572	135,283	135,283	154,126	154,125	154,125
Transfer from Gen Fund - PM Dev. Rec Fees	0	5,303	7,000	5,000	61,000	61,000	61,000
Transfer from Stormwater Fund - Group Ins	0	0	0	0	0	0	0
Fund Balance Appropriated	0	1,747,764	1,747,764	1,101,023	646,740	646,741	646,741
Fund Balance Unappropriated*	1,749,834	2,070	2,070	648,811	2,071	2,071	2,071
Totals	772,179	1,887,993	1,987,495	1,358,754	1,032,516	1,032,516	1,032,516

Capital Reserve Fund	
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Expenditures Detailed	
2019-20 Annual Budget	

Classification	Actual FY 17-18	Approved FY 18-19	Revised FY 18-19	Estimated FY 18-19	Dept'al Request FY 19-20	Manager Recom. FY 19-20	Board Approved FY 19-20
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	\$0	\$171,902	\$171,902	\$0	\$171,902	\$171,902	\$171,902
Reserved for Future Development Fee Projects	0	1,632	1,632	0	1,632	1,632	1,632
Reserved for Future Group Insurance Expense	0	0	0	0	50,000	50,000	50,000
Reserve for Future OPEB	0	65,000	65,000	0	65,000	65,000	65,000
Reserved for Fire Department Projects	0	58,053	59,750	0	120,750	120,750	120,750
Reserved for Future PM Development Projects	0	0	0	0	0	0	0
Reserved for Calebs Creek Projects	0	62,118	73,357	0	105,563	105,563	105,563
Reserved for Calebs Creek - Recreation Fees	0	154,597	133,452	0	211,896	211,896	211,896
Reserved for Calebs Creek - Road Fees	0	306,926	364,637	0	154,125	154,125	154,125
Reserved for Calebs Creek - Sewer Fees	0	800,608	800,608	0	0	0	0
Reserved for Transportation Projects	0	141,648	141,648	0	141,648	141,648	141,648
Reserved for Future Project - Durham Street	0	123,509	0	0	0	0	0
Reserved for Future Project - Cedar Knolls Project	16,000	2,000	2,000	22,000	10,000	10,000	10,000
Transfer to General Fund - Interest	30,000	0	0	0	0	0	0
Transfer to General Fund	0	0	123,509	123,509	0	0	0
Transfer to General Fund - Cedar Knolls Project	0	0	50,000	50,000	0	0	0
Transfer to General Fund - Calebs Creek	0	0	0	0	0	0	0
Transfer to General Fund - Transportation Projects							
Totals	46,000	1,887,993	1,987,495	195,509	1,032,516	1,032,516	1,032,516

ORDINANCE NO. O-2019-32
AN ORDINANCE MAKING APPROPRIATIONS FOR THE OVERALL OPERATIONS
OF THE TOWN OF KERNERSVILLE FOR THE YEAR JULY 1, 2019
THROUGH JUNE 30, 2020

WHEREAS, this Board of Aldermen of the Town of Kernersville has received a budget with a recommended plan for the operation of the town government and its activities for the fiscal year 2019-2020 from the Town Manager, and

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

NOW, THEREFORE, BE IT ORDAINED:

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

General Fund

Ad Valorem Taxes	17,346,900
Other Taxes & Fees	124,200
Unrestricted Intergovernmental Revenue	8,618,152
Restricted Intergovernmental Revenue	3,958,502
Penalty and Interest	188,500
Other Revenues	84,500
Functionally Related Revenues	3,071,033
Operating Grants/Contributions	1,151,422
Interfund Transfers	113,000
Fund Balance Appropriated	385,994
Total Anticipated Revenues	35,042,203

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

General Fund

Governing Body	953,160
Administrative Department	381,317
Inspections Permits & Enforcement (Division of Community Development)	511,734
Finance Department	969,820
Information Technology Department	744,565
Planning and Zoning (Division of Community Development)	500,477
Human Resources Department	490,857
Police Department	9,300,405
Fire Department	8,029,290
Engineering Department	1,478,118
Street (Division of Public Services)	2,131,149
Solid Waste (Division of Public Services)	2,193,169
Recreation and Parks Department	2,443,960
General Services Department	1,277,794
Special Appropriations Department	1,598,671
Public Services Administration	469,901
Central Maintenance (Division of Public Services)	1,567,816
Total	35,042,203

Section 3. That there is hereby levied a tax rate of fifty-seven cents (\$0.57) per one hundred dollars assessed valuation on all real property and other applicable property within the Town of Kernersville, such rate based upon an estimated total assessed valuation of property for purposes of taxation of \$3,071,313,383. and an estimated collection rate of 98.66% through June 30, 2020.

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

Other Revenue	75
Fund Balance Appropriated	84,497
Total Anticipated Revenues	84,572

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

Transfer to General Fund	5,000
Law Enforcement Forfeiture Funds Expenses	79,572
Total	84,572

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

Other Revenue	25
Contributions	17,300
Fund Balance Appropriated	0
Total Anticipated Revenues	17,325

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

Contribution Fund Expenses	17,325
Total	17,325

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

Other Revenue	25
Forsyth County Reimb. E-911	13,209
Transfer from General Fund	84,150
Fund Balance Appropriated	0
Total Anticipated Revenues	97,384

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

E-911 Expenses	97,384
Total	97,384

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

Other Revenue	7,500
<u>Charges for Services</u>	<u>290,397</u>
Total Anticipated Revenues	297,897

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

<u>Workers' Compensation Self-Insurance Expenses</u>	<u>297,897</u>
Total	297,897

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

Other Revenues	63,600
Stormwater Fees	1,144,133
Due/fr General Fund - Town's Stormwater Fees	231,805
<u>Fund Balance Appropriated</u>	<u>370,853</u>
Total Anticipated Revenues	1,810,391

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

<u>Stormwater Enterprise Fund Expenses</u>	<u>1,810,391</u>
Total	1,810,391

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

Other Revenues	500
Occupancy Tax Revenue	140,000
<u>Fund Balance Appropriated</u>	<u>50,000</u>
Total Anticipated Revenues	190,500

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

Occupancy Tax Fund Expenses	92,500
<u>Transfer to General Fund - Recreation</u>	<u>98,000</u>
Total	190,500

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

Other Revenues	10,000
Transfer from General Fund-OPEB Liability	50,000
Transfer from General Fund-Rec Fees (Calebs Creek)	32,206
Transfer from General Fund-Road Fees (Calebs Creek)	78,444
Transfer from General Fund-Sewer Fees (Calebs Creek)	154,125
Transfer from General Fund-PM Development Fees	61,000
<u>Fund Balance Approp.</u>	<u>646,741</u>

Total Anticipated Revenues

1,032,516

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

Reserve for Future Development Fee Projects	171,902
Reserve for Future Group Insurance Expense	1,632
Reserved for Future OBEB	50,000
Reserved for Fire Department	65,000
Reserved for PM Development Projects	120,750
Reserved for Calebs Creek - Recreation Fees	105,563
Reserved for Calebs Creek - Road Fees	211,896
Reserved for Calebs Creek - Sewer Fees	154,125
Reserved for Future Project - Durham Street	141,648
Transfer to General Fund- Interest on investments	10,000
Total	1,032,516

Section 11. That the Schedule of Fees and Charges be adopted for fiscal year 2019-20 in accordance with Exhibit A attached and made a part of this Ordinance.

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

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

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

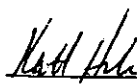
Section 15. That within funds appropriated a two percent (2.00%) 401-K contribution has been allocated for regular employees.

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

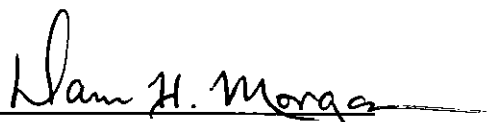
Section 17. That this budget ordinance be entered into the minutes of the Board and, within five days after adoption, copies thereof shall be filed with the Finance Officer, Budget Officer and Clerk to the Board of Aldermen.

Adopted this the 25th day of June, 2019.

Attest:


Keith Hooker, Town Clerk




Dawn H. Morgan, Mayor



Schedule of Fees

July 1, 2019

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)	\$10.00 / Annually
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Auto License Tax

\$5.00 / Per Vehicle

CD

Per Burned Copy of CD	\$1.00 / Per Copy
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Checks

Returned	\$25.00 / Processing Fee
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Code of Ordinances

Supplement Service	\$50.00 / Annually
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Code of Ordinances

With Notebook	\$100.00 / Per Copy
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Documents, Reprints etc.

8.5" x 11 and 8.5" x 14" - Black & White	\$0.15 / Per Page
8.5" x 11 and 8.5" x 14" - Color	\$0.25 / Per Page
11" x 17" - Black & White	\$0.20 / Per Page
11" x 17" - Color	\$0.30 / Per Page

Handicapped Parking

Sign and Sticker	\$45.00 / Per Sign & Sticker
Sign Only	\$35.00 / Per Sign
Van Accessible Sign Only	\$20.00 / Per Sign
Sticker for Fine Increase (Includes \$250 Sticker Only)	\$5.00 / Per Sticker

Notary Service (Fee set by State Law)

\$5.00 / Per Notary

Peddling Sales Permit

6 month period	\$50.00 / Per Permit
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Recycling Fee

Includes magazines, junk mail, and pasteboard	\$52.00 / Annually
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Solid Waste Bill

\$10.00 / Per Late Fee

Street & Alley Closing

\$1,250.00 / Per Application

Taxi Franchise & Driver

Taxi Franchise Application Fee	\$50.00 / Per Application
Taxi Franchise Renewal Fee	\$50.00 / Per Renewal
Initial Driver Permit Fee	\$15.00 / Per Permit
Renewal Fee	\$15.00 / Per Renewal

Community Development Department Fees

*Technology Fee of 8.62% may apply to cover the cost of ViewPoint Permit Software Maintenance**

Board of Adjustment Appeals

Initial Appeal	\$256.00 / Per Initial Appeal
Rehearing Appeal	\$256.00 / Per Rehearing Appeal

Communication Towers Permit

\$3,842.00 / Per Permit

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.

Community Development Subdivision Fees

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

Copier Prints

36" x any length - Roll Feed	\$1.93 / Per Foot
36" x any length - Vellum	\$2.56 / Per Foot
18" x 24"	\$3.84 / Each
24" x 36"	\$3.84 / Each

Plan Review

By Planning Board	\$641.00 / Per Review
Public Plans	\$0.00 / No Fee
Staff Changes or Minor Changes - New Plan & Review - Non Board of Adjustment	\$160.00* / Per Review

Postage & Mailing Charges

\$8.00 / Per Charge

Rezoning Fees

Adjoining Property Owner Letters	\$12.00 / Per Fee
General Use District Rezoning	\$884.00 / Per Fee
Re-Advertising	\$304.00 / Per Re-Advertising

Rezoning Signs

First Sign	\$0.00 / No Fee
Additional Signs	\$65.00 / Per Sign After 1st

Special Use Permits

Less than 1.5 acres - Non Board of Adjustment	\$1,280.00 / Per Permit
Greater than 1.5 acres - Non Board of Adjustment	\$1,602.00 / Per Permit
High Density Project - Non Board of Adjustment	\$1,602.00 / Per Permit
Road Improve/Dedication Review - Non Board of Adjustment	\$1,921.00 / Per Permit
Road Improve/Dedication Review - Non Board of Adjustment - No Research	\$65.00* / Per Permit

Special Use Permits by Board of Adjustment

Special Use Permits - Board of Adjustment - Non-Residential	\$641.00 / Per Permit
Special Use Permits - By Board of Adjustment - Residential	\$256.00 / Per Permit
Special Use Permits - By Board of Adjustment - High Density Project	\$961.00 / Per Permit
Variances	\$320.00

Special Use District

Add a Use or Site Change requiring Community Development Department	\$884.00 / Review Only
Industrial, Commercial, Multifamily, PRD, Manufactured Housing Districts	
Less than 1.5 acres	\$1,391.00 / Per Fee

Community Development Department Fees

<i>Greater than 1.5 acres</i>	\$1,713.00 / Per Fee
<i>High Density Project</i>	\$2,032.00 / Per Fee
<i>Road Improvements / Dedication Reviews</i>	\$2,032.00 / Per Fee
<i>II Phase Zoning: Final Development Plan Review</i>	\$833.00 / Per Fee
<i>II Phase Zoning: Final Development Plan Review - High Density Project</i>	\$1,602.00 / Per Fee
Residential Single Family excluding PRD	
<i>Less than 1.5 acres</i>	\$495.00 / Per Fee
<i>Greater than 1.5 acres</i>	\$1,264.00 / Per Fee
<i>Greater than 5 acres - With Road Improvements / Dedication Reviews</i>	\$2,032.00 / Per Fee
Vested Rights	
Existing Development Application	\$641.00 / Per Review

INSPECTION FEES

Building Fees	
Accessory Structure Permit ²	\$144.00 (Plus \$87.00 per P, M, E trade)
<i>2 - Carports, patio covers, screened porch, decks, docks, open porches, workshops, storage buildings, pump houses 575 sf and below.</i>	
Basic Building Permit ¹	\$87.00 / Per Fee
<i>1 - Non-area based permits, commercial re-roof, construction trailers, marquees, canopies, fixed awnings</i>	
Cell Tower - New	\$348.00 / Per Fee
Cell Tower - Equipment Additions or Upgrades	\$174.00 / Per Fee
Daycare/Group Homes	\$144.00 / Per Fee
Expired Permit Renewal	Full Cost
Demolition - Permit Fee	\$57.00 / Per Permit
Foundation Only - Permit Fee	25% of total / Per Permit
Mobile Home - Single Wide	\$262.00 (Includes P,M,E)
Mobile Home - Double / Triple Wide	\$349.00 (Includes P,M,E)
Modular Homes and House Relocations	\$262.00 (Plus \$87.00 per P, M, E trade)
Reinspection ⁸	\$50.00 / Per Re-Inspection
<i>8 - Each inspection type per permit will be granted one fail. If a second fail occurs, a \$50 reinspection fee will be charged.</i>	
Solar Panels	\$174.00 Up to 24 panels
Solar Panels - Additional	\$10.00 Per Panel After 24 Panels
Stop Work Order	\$280.00 / Per Fee
Swimming Pool - Above Ground	\$144.00 / Per Fee
Swimming Pool - In-Ground	\$230.00 / Per Fee
Work Prior to Permit Issuance	Double Fee
Electrical Fees	
Basic Electrical Permit ⁵	\$87.00 / Per Fee
<i>5 - Lighted signs, cell tower-co locate, low voltage, residential service change/relocation/reconnect, service pole with disconnect and meter base.</i>	
Commercial Service - Change, Relocation, Reconnect Fee	\$155.00 / Per Fee
Generators	\$174.00 / Residential - Includes Mechanical
Solar Panel	\$174.00 / Includes Building
Temporary Power	\$105.00 / Per Fee
Mechanical Fees	
Basic Mechanical Permit ⁴	\$87.00 / Per Fee
<i>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.</i>	

Community Development Department Fees

Mechanical Unit Change Out - 1st Unit	\$87.00 / Per Fee
Mechanical Unit Change Out - Each Additional Unit	\$50.00 / Per Fee
Refrigeration System - 1st Unit	\$87.00 / Per Fee
Refrigeration System - Each Additional System	\$50.00 / Per Fee
Generators - Residential (Includes Electrical)	\$174.00 / Per Fee
Exhaust System - 0-3,000 CFM	\$175.00 / Per Fee
Exhaust System - 3,001-5,000 CFM	\$210.00 / Per Fee
Exhaust System - 5,001+ CFM	\$696.00 / Per Fee
Sign Fees	
Basic Sign Permit ⁷ - 1st Sign	\$57.00 / Per Initial (1st) Sign
<i>7- Non-lighted ground, wall, projecting, or panel change-outs.</i>	
Lighted Sign Permit - 1st Sign	\$114.00 / Per Initial (1st) Lighted Sign
Each Additional Sign	\$10.00 / Per Additional Sign
Sign Review	\$436.00 / Off-Premise
Late Fee	\$114.00 / Per Late Fee
Plumbing Fees	
Basic Plumbing Permit ³	\$87.00 / Per Fee
<i>3 - Water heater replacement (gas, electric, tankless), grease traps, pumps, sump pumps, sewer lines, replacement fixtures, misc.</i>	
Zoning Fees	
Basic Zoning Permit ⁶	\$57.00 / Per Fee
<i>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.</i>	
Change of Use	\$87.00 / Per Fee
Late Fee	\$114.00 / Per Fee
PERMIT FEES	
Commercial Construction Permit	
New Structure	
<i>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</i>	
Addition	
<i>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</i>	
Upfit - (Area-Based Alteration)	
<i>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. x 50% + Add-Ons</i>	
Non-Area Based Alteration	\$87.00 / Per trade (B, P, M, E)
Commercial Construction Permit Add-Ons (if applicable to project)	
Driveway Permit	\$55.00 / Per Fee
Fireplace	\$87.00 / Per Fee
Site Plumbing	\$87.00 / Per Fee
Hood	\$87.00 / Per Fee
Refrigeration	\$87.00 / Per Fee
Low Voltage	\$87.00 / Per Fee
Construction Trailer	\$87.00 / Per Fee
Temp Power	\$105.00 / Per Fee
Driveway Permits	
Single Family Residential (Driveway Apron) - Inspection Required	\$45.00 / Per Permit
All Other Accesses - Inspection Required	\$55.00 / Per Permit

Community Development Department Fees

Fire Department - Applicable to All New Structures, Additions, and Upfits

\$50.00 / Plus (square feet x 0.03)

Green Building Permits

Geothermal Heat Pumps - Existing Structures	
<i>Mechanical Fee</i>	50% Rebate / \$25 value
<i>Electrical Fee</i>	50% Rebate / \$25 value
Gray/Rain Water Collection for Flushing Fixtures - Existing Structures	
<i>Plumbing Fee</i>	50% Rebate / \$40 value
Green Building Rebates	
<i>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.</i>	
ICC/NAHB National Green Building Standard Certification	Currently in Development
<i>New Structures</i>	25% Rebate of Blanket Permit Fee (Not to exceed \$500)
NAHB Model Green Building Home Guideline Certification	
<i>New Structures</i>	25% Rebate of Blanket Permit Fee (Not to exceed \$500)
NC Healthy Built Home Certification	
<i>New Structures</i>	25% Rebate of Blanket Permit Fee (Not to exceed \$500)
Photovoltaic Energy Systems - Existing Structures	
<i>Electrical Fee</i>	50% Rebate / \$40 value
<i>Building Fee</i>	50% Rebate / \$40 value
Solar Hot Water Heating - Existing Structures	
<i>Electrical Fee</i>	50% Rebate / \$25 value
<i>Plumbing Fee</i>	50% Rebate / \$25 value
<i>Building Fee</i>	50% Rebate / \$40 value
USEPA Energy Star Certification	
<i>New Structures</i>	25% Rebate of Blanket Permit Fee (Not to exceed \$500)
USGBC Leadership in Energy & Environmental Design (LEED Certification)	
<i>New Structures</i>	25% Rebate of Blanket Permit Fee (Not to exceed \$500)

Residential Construction Permit

New Single Family	
<i>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</i>	
Addition	
<i>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</i>	
Garages, Workshops, Storage Buildings	
575 square feet and above	
<i>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</i>	
New Apartment	
<i>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</i>	
Upfit	\$87.00 / Per trade (B, P, M, E)

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

Driveway Permit	\$45.00 / Per Fee
Fireplace	\$87.00 / Per Fee

Community Development Department Fees

Temp Power	\$105.00 / Per Fee
Zoning Review - Applicable to All New Residential Projects	\$57.00 / Per Fee
NC Homeowner Recovery Fee - Applicable to All New Residential Projects	\$10.00 / Per Fee
Zoning Review - Applicable to All New Structures & Additions	
Less than 10,000 sf	\$100.00 / Per Fee
10,000 to 20,000 sf	\$200.00 / Per Fee
Greater than 20,000 sf	\$300.00 / Per Fee
For Upfits	TBD / Half cost of new
Engineering Division Fees	
Engineering Site Plan Review	
Less than 1 Acre	\$150.00 / Per Review
Between 1 and 5 Acres	\$300.00 / Per Review
Between 1 and 5 Acres (Without Infrastructure)	\$150.00* / Per Review
Greater than 5 Acres	\$500.00 / Per Review
Fees for External Reviews	
Infrastructure Plans and Traffic Impact Analysis (TIA)	To be Paid in Full by the Entity Submitting the Plans and/or the TIA
Infrastructure Inspection Fee	
Fee Per Linear Foot of Public Street	\$1.00 / Per Linear Foot
Engineering Fees for Watershed / Stormwater Permit Site Plan Review	
Common Law Vesting	
Application Fee	\$1,000.00 / Per Application
Vested Rights Established - Watershed Permit	\$100.00 / Per Permit
Copy of Watershed Map	\$10.00 / Per Map
Copy of Watershed Ordinance	\$15.00 / Includes Map
High Density Watershed Permit Review by Watershed Administrator	
Residential and Multiple Users - Any Size Parcel	\$1,100.00 / Per Permit
Residential and Multiple Users - Without Pond	\$65.00 / Per Permit
Industrial, Commercial, MH and MF Districts	
<i>Less than 1 Acre</i>	\$500.00 / Per Permit
<i>Between 1 and 5 Acres</i>	\$750.00 / Per Permit
<i>Greater than 5 Acres</i>	\$950.00 / Per Permit
Low Density Watershed Permit Review by Watershed Administrator	
Accessory Building	\$0.00 / No Fee
Residential	
<i>Less than 5 Acres</i>	\$50.00 / Per Permit
<i>5 or more Acres</i>	\$100.00 / Per Permit
Industrial, Commercial, MH and MF Districts	
<i>Less than 5 Acres</i>	\$100.00 / Per Permit
<i>5 or more Acres</i>	\$125.00 / Per Permit

BUILDING INSPECTION FEES					
NEW RESIDENTIAL CONSTRUCTION SINGLE-FAMILY ATTACHED & DETACHED					
	Building	Electrical	Plumbing	Heating/Air	Energy Eff.
0-2000 sq. ft.	\$319.00	\$128.00	\$128.00	\$128.00	\$128.00
2001-3000	\$340.00	\$193.00	\$193.00	\$193.00	\$128.00
3000+	\$377.00	\$256.00	\$256.00	\$256.00	\$128.00
*All new residential construction subject to \$10 Homeowner Recovery Fee.					
NEW APARTMENTS					
Apt. 1st unit	\$256.00	\$128.00	\$128.00	\$128.00	\$128.00
Each addtl unit	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00
NEW ACCESSORY STRUCTURES					
Additions/Remodeling/Sunroom	\$225.00	\$97.00	\$97.00	\$97.00	\$97.00
Garages, workshops, storage bldgs. 575 sq. ft. and below	\$161.00	\$80.00	\$80.00	\$80.00	\$80.00
Garages, workshops, storage bldgs. Above 575 sq. ft. See standard new residential construction fees.					
NEW COMMERCIAL, INDUSTRIAL, INSTITUTIONAL					
	Building	Electrical	Plumbing	Mechanical	Energy Eff.
<u>Assembly, Educational, Institutional Uses</u>					
Minimum Fee for <u>all</u> uses (or)	\$384.00	\$141.00	\$141.00	\$141.00	\$141.00
1st 10,000 sq. ft.	0.166	0.039	0.039	0.039	0.032
2nd 10,00 sq. ft.	0.077	0.022	0.022	0.022	0.020
20,001 + sq. ft.	0.052	0.027	0.027	0.027	0.010
<u>Business, Mercantile Uses</u>					
1st 10,000 sq. ft.	0.166	0.039	0.039	0.039	0.027
2nd 10,00 sq. ft.	0.052	0.027	0.027	0.027	0.020
20,001 + sq. ft.	0.027	0.009	0.009	0.009	0.008
<u>Factory, Industrial Uses</u>					
1st 10,000 sq. ft.	0.166	0.052	0.052	0.052	0.020
2nd 10,00 sq. ft.	0.052	0.027	0.027	0.027	0.010
20,001 + sq. ft.	0.027	0.027	0.009	0.009	0.008
<u>Hazardous Uses</u>					
1st 10,000 sq. ft.	0.266	0.069	0.052	0.052	0.020
2nd 10,00 sq. ft.	0.103	0.052	0.052	0.052	0.020
20,001 + sq. ft.	0.052	0.039	0.039	0.039	0.010
<u>Storage Uses</u>					
1st 10,000 sq. ft. Storage	0.115	0.027	0.027	0.027	0.010
10,000 + sq. ft. Storage	0.004	0.003	0.003	0.003	0.020
COMMERCIAL, INDUSTRIAL, INSTITUTIONAL - UPFIT OR RENOVATION					
	Building	Electrical	Plumbing	Mechanical	Energy Eff.
Minimum (or)	\$310.00	\$128.00	\$128.00	\$128.00	\$128.00
per square foot	0.080	0.023	0.023	0.023	0.023

Fire Rescue Department Fees	
Absorbent - Hydrocarbon	\$30.00 / Per Bag
Cars/Pickup	\$50.00 / Per Hour
Engine/Ladder	\$100.00 / Per Hour
Fire Extinguisher	\$30.00 / Per 20#
Foam	Actual cost + 20%
Squad/Brush Units	\$100.00 / Per Hour
Stand By Firefighters	
When Required by Fire Official or Requested by Occupancy	\$25.00 / Per Hour / Per Firefighter
Stand By Fire Supervisor	
When Required by Fire Official or Requested by Occupancy	\$35.00* / Per Hour / Per Supervisor
Required for 3 or More Firefighters	
Training Facility	
Smoke Fluid	\$25.00* / Per Gallon
Supplies - Straw (Per Bale), Pallets, OSB, 2x4's, Sheetrock, forcible entry dowels	Actual cost + 20%*
Training Facility Instructor	\$30.00* / Per Hour
1 Department Instructor Required for Live Fire Training up to 4 hours	
More than 4 Hours, 2 Department Instructors Required	
Training Facility Use Fee	
For Use Up to 4 Hours	\$50.00* / Per Fee
For Use Over 4 Hours (Per Day)	\$100.00* / Per Fee
Fire Prevention Fees	
Fire Prevention	
1st Inspection Fee	
Annual, Initial, Primary, First Complaint, or Request Inspection	\$0.00 / No Fee
2nd Inspection Fee	
Notice of Compliance Issued	\$0.00 / No Fee
3rd Inspection Fee	
Inspection Fee + Fines	\$50.00 / Fee + Fines
Fined \$100 for Each Outstanding Fire Code Violation	
4th Inspection Fee	
Inspection Fee + Fines	\$100.00 / Fee + Fines
Fined \$200 for Each Outstanding Fire Code Violation	
5th Inspection Fee	
Inspection Fee + Fines	\$150.00 / Fee + Fines
Fined \$300 for Each Outstanding Fire Code Violation PLUS Court Costs	
ABC Permit Inspection Fee	\$100.00 / Per Inspection Fee
All Other Permits Fee	\$100.00 / Per Inspection Fee
Required by the Fire Prevention Code	
Amusement Buildings Fee	\$125.00 / Per Inspection Fee
(Haunted Houses, etc.)	
Any Other Function Requiring Fire Prevention Inspection and Approval	\$50.00 / Per Fee
Not Previously Listed	
Blasting Operations Permit Fee	\$120.00* / Per Inspection Fee
Bon Fire Permit Fee	\$20.00
Certificate of Occupancy Fee	
Re-Inspection	\$50.00 / Per Inspection Fee
Copies of Fire Report	

Fire Rescue Department Fees

First Copy	\$0.00 / No Fee
Additional Copies After First	\$0.25 / Per Page
Day Care Inspection Fee	\$50.00 / Per Fee
Fire Lane Violation Fee	\$50.00 / Per Fee
Fireworks Display Fees	
Public Display Fee	\$125.00 / Per Fee
Fire Department Standby Fee	\$100.00 / Per Fee
Foster Homes, Charitable, Non-Profit Governmental	\$0.00 / Exempt
General Fire Code Violation Fine	\$100.00 / Per Fee
Hazardous Material Spills / Fires	
Per Hour Per Apparatus Plus Actual Cost + 20%	\$100.00 / Per Hour / Per Apparatus PLUS
Keyholder Failure to Respond	\$100.00 / Per Fee
Plans Review	
Plus .03 Per sq. ft.	\$50.00 / Per Review PLUS
Removal of Stop Work Order	\$300.00 / Per Fee
State License Inspection Fee	\$50.00 / Per Fee
Tank Installation, Abandonment or Removal	\$150.00 / Per Tank
Each Additional Tank	\$50.00 / Each Additional Tank
Upfit Review	
Plus .03 Per sq. ft.	\$50.00 / Per Review PLUS
Working Without Permit	\$100.00 / Fine PLUS Double Permit Fee
Fire Inspection Permits	
Installation Permits	
All Others Not Listed but required by N C Fire Code	\$120.00* / Per Fee
Automatic Fire Extinguishing Systems (i.e. Kitchen Hood System, Spray Booth)	\$120.00* / Per Fee
Commercial/Subdivision Gate(s)	\$50.00* / Per Fee
Emergency Responder Radio Coverage System	\$120.00* / Per Fee
Fire Alarm and Detection Systems and Related Equipment	\$100.00 / Per 24,000 sf of Each Floor Level
Fire Pumps and Related Equipment	\$100.00 / Per Fee
Private Fire Hydrants	\$100.00 / Per Fee
Fire Sprinkler Systems	
20 Heads or Less	\$120.00* / Per Fee
More than 20 Heads	\$120.00* / Per 24,000 square feet of Each Floor
Standpipe Systems	
New, Modification, or Renovation	\$120.00* / Per Fee
Life Safety Violation	
Any Assembly Occupancy Violation that is an Imminent Danger	
Life Safety Violation is an Automatic Fine Per Violation and Possible	\$250.00 / Per Violation
Evacuation of the Occupancy	
Church Permit Fees	\$0.00 / Exempt
Failure to Report Unwanted Fire Per NC Fire Code	\$500.00 / Per Occurrence
Locked or Blocked Exits	
First Occurrence	\$250.00 / Automatic Fine
Second Occurrence Within One Year	\$500.00 / Per Door
Third occurrence Within One Year Shall	\$1,000.00 / Per Door
Overcrowding	
In Excess of Posted Occupant Load	\$250.00 / Per Person
Tents, Temporary Membrane, & Air Structure	\$50.00 / Per Permit Period

Police Department Fees

Finger Print Charges

General Finger Prints	\$10.00 / Per Card
State Finger Prints	\$38.00 / Per Processing Fee

Off Duty Police Officer Fees

Police Officer Fee	\$30.00 / Per Hour / Per Police Officer
Supervisor Fee - Required for 5 or More Off-Duty Officers	\$35.00 / Per Hour / Per Supervisor

Public Records Research

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

Range Fees

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

Police In-Camera Video System

Video Copy, Research and Copy	\$5.00 / Per Video Retrieval & Copies of Other Recordings
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Parking Fines

30-Day Late Fee for Non-Payment	\$30.00 / Per Late Fee
<i>Assessment of a \$30 late fee for all unpaid parking fines after 30 days</i>	
All Other Parking Violations	\$5.00 / Per Fine
Fire Lane Violation	\$50.00 / Per Fine
Oversized Vehicle Parking in Violation of CO 9-186	\$50.00 / Per Fine
<i>Violation of Certain Vehicles to Be Parked only for loading and unloading</i>	

Precious Metals Dealers Permit Fees

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

Public Services Department - Sanitation Division Fees

Cardboard Recycling Collection Fees

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

Commercial Sanitation Collection Fees

One (1) 95-Gallon Comingle Recycle Roll Out	\$10.00 / Per Roll Out
One (1) 95-Gallon Roll Out Container (Small Business)	\$40.00 / Per Roll Out
One (1) Refuse Dumpster - 2 yard	\$70.00 / Per Dumpster
One (1) Refuse Dumpster - 2 yard - Every Other Week	\$49.00 / Per Dumpster
One (1) Refuse Dumpster - 4 yard	\$70.00 / Per Dumpster
One (1) Refuse Dumpster - 4 yard - Every Other Week	\$49.00 / Per Dumpster
One (1) Refuse Dumpster - 6 yard	\$80.00 / Per Dumpster
One (1) Refuse Dumpster - 6 yard - Every Other Week	\$56.00 / Per Dumpster
One (1) Refuse Dumpster - 8 yard	\$92.00 / Per Dumpster
One (1) Refuse Dumpster - 8 yard - Every Other Week	\$62.00 / Per Dumpster

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	\$20.00 / Per Extra Roll Out
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Set Truck Service

One (1) Time Per Week	\$30.00 / Per Month
Two (2) Times Per Week	\$60.00 / Per Month
Three (3) Times Per Week	\$90.00 / Per Month
Special One Time Collection of One (1) Refuse Dumpster	\$45.00 / Each Pick Up / Special Arrangement

Condominium / Townhouse Collection

One (1) Time Per Week Collection	
95-Gallon Roll Out	\$0.00 / No Fee / Per Month
One (1) Refuse Dumpster (2, 4, 6, 8 Yard)	\$0.00 / No Fee / Per Month
Second Weekly Collection	
95-Gallon Roll Out	\$35.00 / No Fee / Per Month
One (1) Refuse Dumpster (2, 4, 6, 8 Yard)	\$35.00 / No Fee / Per Month
Cardboard Recycling Collection	
Bi-Monthly Collection	\$20.00 / Per Month
Once Per Week Collection	\$35.00 / Per Month
Refuse Dumpster Lease	
95-Gallon Roll Out	\$0.00 / No Fee / Per Month
One (1) Refuse Dumpster - 2 yard	\$22.00 / Per Month
One (1) Refuse Dumpster - 4 yard	\$22.00 / Per Month
One (1) Refuse Dumpster - 6 yard	\$22.00 / Per Month
One (1) Refuse Dumpster - 8 yard	\$27.00 / Per Month

Residential Sanitation Collection

One (1) Time Per Week Collection - First Yard Cart	\$0.00 / No Fee / Annually
Additional Refuse Cart Collection	\$60.00 / Annually
Knuckle Boom Truck Service	
First Load	\$0.00 / No Fee
Each Additional Half Load	\$60.00 / Per Load
Purchase Price For Extra Refuse Carts and Replacements	\$60.00 / Per Refuse Cart
Purchase Price For Extra Yard Carts and Replacements	\$60.00 / Per Yard Cart

Public Services Department - Sanitation Division Fees

Request for One (1) Time Use of Refuse Dumpster

\$70.00 / 48-Hour Period

Includes Drop Off & Pick Up

Public Services Department - Stormwater Division / Engineering Fees for Watershed

Common Law Vesting

Application Fee	\$1,000.00 / Per Application
Vested Rights Established - Watershed Permit	\$100.00 / Per Permit

Copy of Watershed Map

\$10.00 / Per Map

Copy of Watershed Ordinance

\$15.00 / Includes Map

High Density Watershed Permit Review by Watershed Administrator

Residential and Multiple Users - Any Size Parcel	\$1,100.00 / Per Permit
Residential and Multiple Users - Without Pond	\$65.00 / Per Permit
Industrial, Commercial, MH and MF Districts	
<i>Less than 1 Acre</i>	\$500.00 / Per Permit
<i>Between 1 and 5 Acres</i>	\$750.00 / Per Permit
<i>Greater than 5 Acres</i>	\$950.00 / Per Permit

Low Density Watershed Permit Review by Watershed Administrator

Accessory Building	\$0.00 / No Fee
Residential	
<i>Less than 5 Acres</i>	\$50.00 / Per Permit
<i>5 or more Acres</i>	\$100.00 / Per Permit
Industrial, Commercial, MH and MF Districts	
<i>Less than 5 Acres</i>	\$100.00 / Per Permit
<i>5 or more Acres</i>	\$125.00 / Per Permit

Watershed Protection

Fees and Violations for Chapter C, Article III:	
3-1.15 <i>Criminal Penalties - Any Violation of this Ordinance is a Misdemeanor and \$500/Day.</i>	\$500.00* / Per Day PLUS Criminal Penalties
3-1.16 <i>Civil Penalties & Remedies - Any Violation of this Ordinance is a Civil Penalty of \$1000/Day.</i>	\$1,000.00* / Per Day / Civil Penalties

Stormwater Runoff

Fees and Violations for Chapter C, Article IV:	
4-2.4 B 1. <i>Illicit Connections</i>	
a. <i>Civil Penalty of \$200 Per Violation Per Day</i>	\$200.00* / Per Violation
b. <i>Reconnected Connection: Civil Penalty of \$5000 & Increases 25% of the Previous Penalty Amount for Every Subsequent Illicit Connection by the Same Person.</i>	\$5,000.00* / Per Violation
4-2.4 B 2. <i>Improper disposal</i>	
a. <i>improper disposal process wastewater: civil penalty of \$5000</i>	\$5,000.00* / Per Violation
b. <i>Improper Disposal Substance Purchased at a Bulk Sales Location has an Adverse Affect on Water Quality: Civil Penalty of \$5000</i>	\$5,000.00* / Per Violation
c. <i>Improper Disposal Household Products: Civil Penalty of \$500</i>	\$500.00* / Per Violation
d. <i>Improper Disposal Yard Waste: Civil Penalty of \$500; Repeat Violators Increase Penalty 25% for Each Instance (In Addition to Clean-Up and Abatement)</i>	\$500.00* / Per Violation
4-2.5 F. <i>Criminal penalties - Any Violation of this Chapter is a Misdemeanor and a Fine up to \$500.00/Violation.</i>	\$500.00* / Per Violation
Note: <i>Any Violation that Occurs Inside a Designated Water-Supply Watershed Area: Increase Penalty 25%.</i>	
Failure to Report: Increase Penalty 25%	

Jordan Watershed

Fees and Violations for Chapter C, Article V: Riparian Buffer Protection:	
5-1.10 B. <i>Civil penalty: Any Violation of this Ordinance \$10,000/day; If Continuous, up to \$25,000/day</i>	\$10,000.00* / Per Violation
5-1.10 C. <i>Criminal penalty:</i>	

Public Services Department - Stormwater Division / Engineering Fees for Watershed

1. Negligent Violation is a Class 2 Misdemeanor, up to \$15,000/day, \$200,000 max for 30 days **\$15,000.00* / Per Violation**

2. Knowingly or Willingly Violates Ordinance is a Class I Felony up to \$100,000/day, \$500,000 max for 30 days **\$100,000.00* / Per Violation**

3. Knowingly Violates Ordinance is a Class C Felony up to \$250,000/day, \$1,000,000 max for 30 days **\$250,000.00* / Per Violation**

Randleman Lake Watershed

Fees and Violations for Chapter C, Article VI: Riparian Buffer Protection:

6-1.10 B. Civil penalty: Any violation of this ordinance \$10,000/day; if continuous, up to \$25,000/day **\$10,000.00* / Per Violation**

6-1.10 C. Criminal penalty:

1. Negligent Violation is a Class 2 Misdemeanor, up to \$15,000/day, \$200,000 max for 30 days **\$15,000.00* / Per Violation**

2. Knowingly or Willingly Violates Ordinance is a Class I Felony up to \$100,000/day, \$500,000 max for 30 days **\$100,000.00* / Per Violation**

3. Knowingly Violates Ordinance is a Class C Felony up to \$250,000/day, \$1,000,000 max for 30 days **\$250,000.00* / Per Violation**

Public Services Department - Street Division Fees

Curb & Gutter Fees

Industrial Street Improvement to Curb & Gutter	\$118.00 / Per Linear Foot
<i>Add \$16 Per Linear Foot for Sidewalk Plus Drainage Costs</i>	\$16.00 / Per Linear Foot PLUS
Residential Street Improvement to Curb & Gutter	\$68.00 / Per Linear Foot
<i>Add \$16 Per Linear Foot for Sidewalk Plus Drainage Costs</i>	\$16.00 / Per Linear Foot PLUS

Installation Fees

Type III Barricades - Permanent Mount	\$400.00 / Per Fee
Stop Signs	\$150.00 / Per Fee
Street Name Signs	\$200.00 / Per Fee

Mowing and Tractor Fees

Mowing Neglected Private Lots	Cost + 50% / Minimum 1.5 Hours
Tight Radius - Zero Turn Mower	\$35.00 / Per Hour
Tractor - With Flail Mower	\$65.00 / Per Hour
Tractor - With Rotary Mower	\$75.00 / Per Hour
Tractor - With Side Arm Mower	\$95.00 / Per Hour

Street & Utility Fees

Street Cleaning - Construction Sites	Cost + 50% / Per Fee
Street Flushing - Construction Sites	\$250.00 / Per Trip
Removal and Replacement of Failing Utility Patches & Other Street Repairs	Cost + 50% / Per Fee
<i>Related to Negligence, Faulty Workmanship, and/or Materials by</i>	
<i>Contractors, Sub-Contractors, Builders, Developers, Utility Companies, etc.</i>	
Utility Cut Penalty	\$500.00 / Per Fee
<i>(Excavating in the ROW or Cutting the Street Without a Permit)</i>	
Utility Installation Permit and Encroachment Permit	\$100.00 / Per Fee
<i>(Inspection Required for Utility Installation Permit)</i>	

Recreation Department Fees

Facility Reservations

Civitan Baseball Field	\$35.00 / Per Hour
Harmon Park Wedding Gazebo	\$150.00 / Per Half Day - 5 Hours
Kernersville Recreation Center	\$75.00 / Per Hour
Picnic Shelters	\$35.00 / Per Half Day
Picnic Shelters	\$70.00 / Per Full Day

Bagley Sports Complex Field Rental Fees

Per Field / Per Day - Saturday / Sunday	\$200.00 / Per Field/Per Day - Saturday/Sunday
Per Field - Friday Only	\$75.00 / Per Field - Friday Only
Weeklong	\$3,500.00 / Weeklong

Ivey M. Redmon Sports Complex Miscellaneous Fees

Additional Field Prep - Drag and Striping	\$40.00 / Per Fee
Gate Fee Charged/Per Day	\$100.00 / Per Fee
Temporary Fencing Fees	\$60.00 / Per Fee
Vendor on Site Fee	\$50.00 / Per Fee

Per Weekend Tournament OR 10% of Gross Receipts for Tournaments More than 3 Days

Ivey M. Redmon Sports Complex - Cross Country Rental Fees

Cross Country Track Rentals (Category 1)	\$0.00 / No Fee
<i>3 Teams or Less (Team = 5 Runners or More)</i>	
<i>Fees are for course rental only.</i>	
<i>This does not include staff on day of even, porta johns or any equipment.</i>	
Cross Country Track Rentals (Category 2)	\$50.00 / Per Fee
<i>4-10 Teams (Team = 5 Runners or More)</i>	
<i>Fees are for course rental only.</i>	
<i>This does not include staff on day of even, porta johns or any equipment.</i>	
Cross Country Track Rentals (Category 3)	\$100.00 / Per Fee
<i>11-20 Teams (Team = 5 Runners or More)</i>	
<i>Fees are for course rental only.</i>	
<i>This does not include staff on day of even, porta johns or any equipment.</i>	
Cross Country Track Rentals (Category 4)	\$250.00 / Per Fee
<i>21-35 Teams (Team = 5 Runners or More)</i>	
<i>Fees are for course rental only.</i>	
<i>This does not include staff on day of even, porta johns or any equipment.</i>	
Cross Country Track Rentals (Category 5)	\$400.00 / Per Fee
<i>36-50 Teams (Team = 5 Runners or More)</i>	
<i>Fees are for course rental only.</i>	
<i>This does not include staff on day of even, porta johns or any equipment.</i>	
Cross Country Track Rentals (Category 6)	\$600.00 / Per Fee
<i>51 or More Teams (Team = 5 Runners or More)</i>	
<i>Fees are for course rental only.</i>	
<i>This does not include staff on day of even, porta johns or any equipment.</i>	

Ivey M. Redmon Sports Complex - Tournament Usage Rental Fees

Tournament Usage	\$185.00 / Per Day / Per Field
Tournament Usage - For 3 Field Complex	\$1,300.00* / Per Fee
<i>Friday, Saturday, & Sunday</i>	
<i>Saturday & Sunday</i>	\$1,100.00* / Per Fee
Weekday Hourly Field Rental	\$60.00 / Per Fee

(All Ivey M. Redmon Usage Rentals Include Lights, Bases, Scoreboards, Restrooms, Initial Field Prep)

Recreation Department Fees

Swaim Baseball Complex

Tournament Usage

\$185.00 / Per Day / Per Field

(Includes Lights, Bases, Scoreboards, Restrooms, Initial Field Prep)