



Town of Garner, North Carolina

Annual Operating Budget

Fiscal Year 2016-2017



Garner at a Glance

Government

The Town of Garner has a Council-Manager form of government with a Mayor and five member Town Council. Elections for the office of Council are held at two-year intervals in November of odd-numbered years. Elections are non-partisan and all members of Council are elected for four year terms. The Mayor is elected for a four-year term at the same time elections for Town Council are held.

The Town Council sets Town policies, enacts ordinances and appoints the Town Manager. The Town Manager administers the daily operations and programs of the municipal government through the department heads, other staff members and employees.

Public Utilities

The City of Raleigh owns and operates a water distribution system, a sanitary sewer collection system and a wastewater treatment facility which provide service to the Town.

Parks and Recreation

The Town makes available to its citizens six community parks and several neighborhood parks consisting, in total, of 350 acres. Programs include an annual Independence Day celebration, Trick or Treat the Trails, and a Groundhog Day celebration. The system also includes White Deer Park, a 160-acre passive park with a 2,500 sq. ft. LEED© certified nature center.

All-America City

The Town was named by the National Civic League as one of 10 All-America Cities in June 2013. The program recognizes citizen engagement, cross-sector collaboration, innovation and inclusiveness. It showcases grassroots solutions to meeting pressing challenges and critical needs in communities across the country. This prestigious award has been dubbed the "Nobel Prize" for civic accomplishment.

Demographics

Population

1970 - 4,923	Male - 47.5%
1980 - 10,073	Female - 52.5%
1990 - 14,716	White - 57.8%
2000 - 17,787	Non-white - 42.2%
2010 - 25,745	
2016 - 27,388	

Land Area

15.24 square miles

Employment Data

Total Employment - 15,376
Total Unemployment - 575
Civilian Labor Force - 15,951
Unemployment Rate - 3.6%

Economics

Major Employers (based on the number of employees)

Wake County Public School System
Food Lion
Walmart Supercenter
Pergo
Cabelas
Golden State Foods
F&D Huebner, LLC (McDonald's)
Target
Strategic Behavioral Health
Kroger

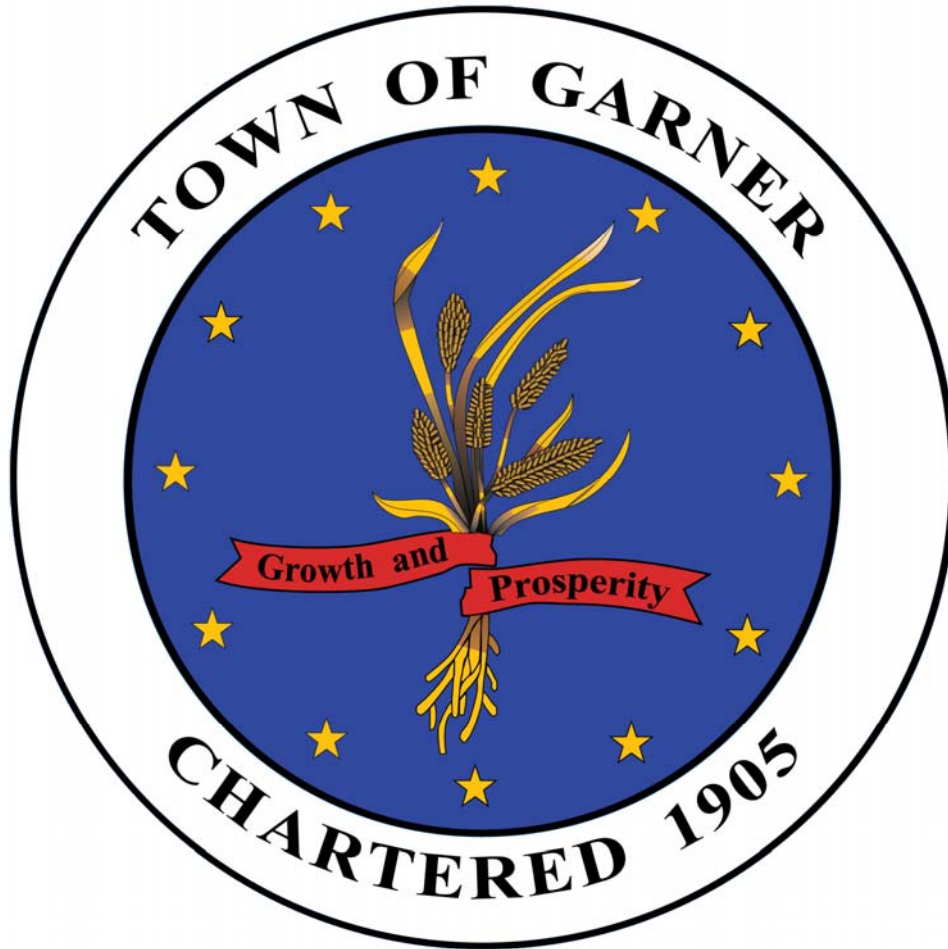
Climate

Average Daily Temperature

January 39°F	April 59°F
July 78°F	October 60°F



**TOWN OF GARNER
NORTH CAROLINA**



**FISCAL YEAR 2016-2017
ADOPTED OPERATING BUDGET**

Adopted By:
The Honorable Mayor and Town Council

Prepared By:
The Office of the Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Garner

North Carolina

For the Fiscal Year Beginning

July 1, 2015

Executive Director

Distinguished Budget Presentation Award to the Town of Garner, North Carolina for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year. The FY 2016-17 budget will be submitted to GFOA for award consideration.



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INTRODUCTION

Distinguished Budget Presentation Award
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Elected & Appointed Officials
Budgetary Approach
Budget Development
Budget Calendar
Citizen's Budget Guide
Town Guidance Strategy
Fiscal & Budgetary Policy Guidelines
Upcoming Initiatives

COMMUNITY PROFILE



Population:	27,388
Land Area:	15.24 sq. miles
Total Employment:	15,376
Civilian Labor Force:	15,951
Unemployment Rate:	3.6%
Male:	47.5%
Female:	52.5%
White:	57.8%
Non-white:	42.2%

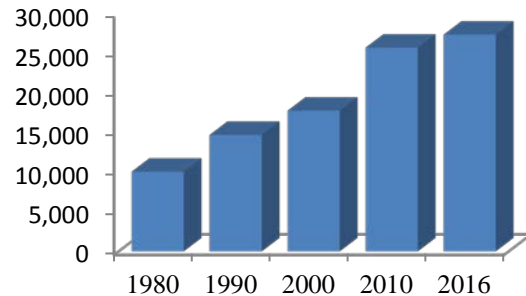
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Population Growth



The Town makes available to its citizens six community parks and several neighborhood parks consisting, in total, of 350 acres. Programs include an annual Independence Day celebration, Trick or Treat the Trails, and a Groundhog Day celebration. The system also includes White Deer Park, a 160-acre passive park with a 2,500 sq. ft. LEED® certified nature center.



ALL-AMERICA CITY

The Town was named by the National Civic League as one of 10 All-America Cities in June 2013. The program recognizes citizen engagement, cross-sector collaboration, innovation and inclusiveness. It showcases grassroots solutions to meeting pressing challenges and critical needs in communities across the country. This prestigious award has been dubbed the “Nobel Prize” for civic accomplishment.

HISTORY

When the North Carolina Railroad was built in the 1850's, it initiated the creation of many towns; Garner is one such town. Garner got its start with the coming of the railroad through the area beginning in 1847. In that year, after a tie-breaker vote by the Speaker of the State House of Representatives, what is now Garner was chosen as the location of a new station of the North Carolina Railroad that ran between Goldsboro and Charlotte.

Before the railroad tracks traversed the area that would soon become Garner, cotton and tobacco crops, which were vital to the growth of Garner through the twentieth century, dominated the land. The lack of buildings on right-of-way maps from the 1850s illustrates how sparsely populated this area was. Sometime before 1870, the railroad acquired a "wood and water" stop, roughly located in what is now downtown Garner. Although it wasn't a depot, the railroad must have contributed to the growth of the settlement as a post office was needed by 1878. Garner's Station was established with the construction of a post office in 1878 and the Town of Garner's Station incorporated in 1883. Within one year Garner's Station was a prospering town with several general stores. For unknown reasons, the charter was repealed in 1891. Once the Town acquired a railroad depot, it was reincorporated in 1905, this time as Town of Garner. The depot, a four room building with a tin roof, quickly became essential to the community, carrying passengers once a day to Raleigh and establishing Garner as a local market and shipping point for cotton. Garner is situated in the St. Mary's Township, which got its name from a Church of England parish.

Garner has continued to grow and prosper since its early beginnings. The first Town officials in 1905 were, J.B. Richardson, mayor; H.D. Rand, J.J. Bagwell, H. Bryan, M.C. Penny, and J.S. Buffaloe, all Aldermen. These gentlemen were appointed to serve one year or until their successors were duly elected and qualified.

There are several legends as to how Garner got its name. One story has it that Thomas Bingham named the Town. Bingham is said to have combined a general store with handling the mail. Since Webster defines "garner" as a "granary," hence figuratively, a "store," he named the town "Garner."



The late Parker Rand believed that Garner was named for a family that lived in the area and later moved to Texas. Others believe the Town was named by Henry Fort, a black cabinetmaker and carpenter who owned some land along the railroad after

the Civil War.

William S. Powell stated that Garner was named for its founder, H.C. Garner, but not much information has been found about the man.

Garner experienced actual combat in the closing days of the Civil War. Some skirmishes occurred in the area, as witnessed by the carefully preserved bullet holes in Bethel Church and the "Garner" house, which is said to have been used as a hospital for wounded soldiers. Times immediately after the close of the war must have been difficult, but by 1878 the little community had succeeded in getting a post office established. This was where the name "Garner's Station" originated with Thomas Bingham was the first postmaster.

An old map dated 1887 shows Garner connected with the City of Raleigh by a road, listed as Holloman's Road. This was a typical country road at the time, unpaved until about 1918. Its importance, aside from its serving as a link between the small Garner community and the State Capitol, lay in the fact that it was a small section of what was to become one of the oldest and longest traveled corridors in North Carolina, the Central Highway.

In 1910, the road became jointly known as Number 10 and US 70 on the popular maps of the day. US Highway 70 was the first paved road to

be built in the state and was financed by the first bonds sold by the state to build highways. The Central Highway from the mountains to the sea was started in 1911. The portion of the highway between Garner and Raleigh was paved around 1916 or 1917. Sam Mitchiner recalls going to WWI by way of the muddy dirt road and returning to find it paved. This section of the highway today is known as Garner Road.



Farming was the chief source of income for the early settlers of Garner and nearby areas, with cotton the principal crop. Before the turn of the century small businesses were beginning to develop. The first business in Garner is said to have been a wood shop owned by Henry Fort. Fort was said to have been a fine cabinetmaker and carpenter, making pieces of wood furniture still being used by some Garner residents today. One of the first grocery stores in town was owned by Thomas Bennett. Other early businesses included a mercantile business owned by H.D. Rand, a drug store operated by George Montague, and several general stores. In addition to general stores and cotton gins in the area, other businesses such as blacksmith, repair shops, barber shops, livery stables, and boarding houses existed. The first bank was established in Garner in 1910. H.D. Rand was president and J.A. Weathers was the cashier.

In 1912, telephone service came to Garner. In a short while, there were as many as 10 subscribers. The first switchboard was operated in the home of Vera Jones. The telephone service closed after two years and then returned in 1924. Electricity came to Garner in 1921. Developments and subdivisions began to appear in Garner in 1923 when, what is today known as Old Garner High School, was

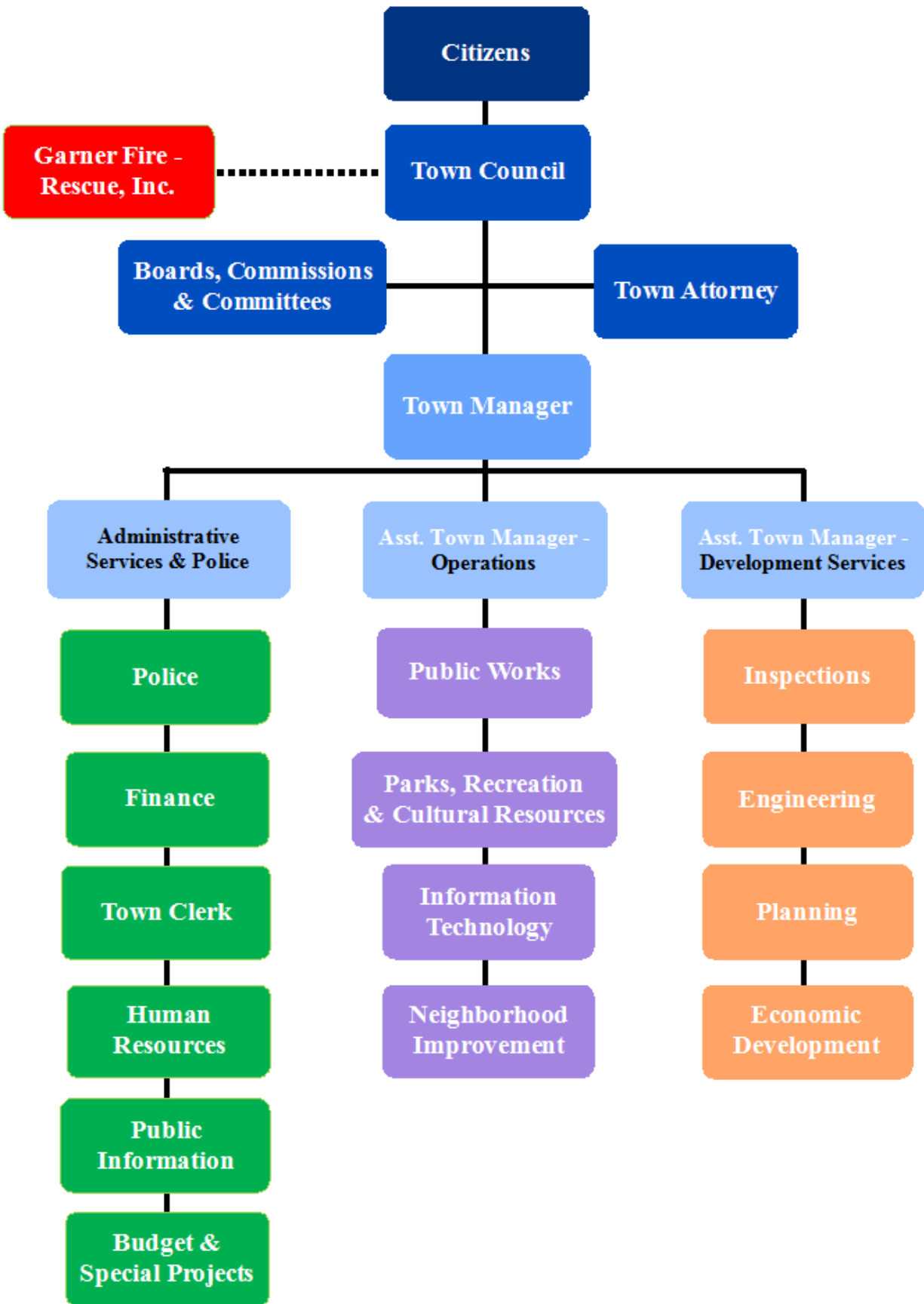
constructed. As the Town continued to grow and populate, US Highway 70 was widened and re-routed to bypass the downtown commercial district. Unfortunately this caused the commercial development to shift away from the downtown area as shopping centers and new subdivisions sprang up around the bypass.

With the increased population and residential growth, Garner has burgeoned in business and service establishments, both within the corporation limits and the extraterritorial jurisdiction of the Town. Town officials predict the town will continue to grow at a rapid rate.

**Pictures are courtesy of Kaye Buffalo Whaley. Much of this historical information was taken from the publication, "History of Garner and Environs," compiled by the Garner Historical Committee in 1971.*

The published book, A History of Garner: Growth & Prosperity can be purchased in the Finance Department at Town Hall.

ORGANIZATIONAL CHART



ELECTED & APPOINTED OFFICIALS

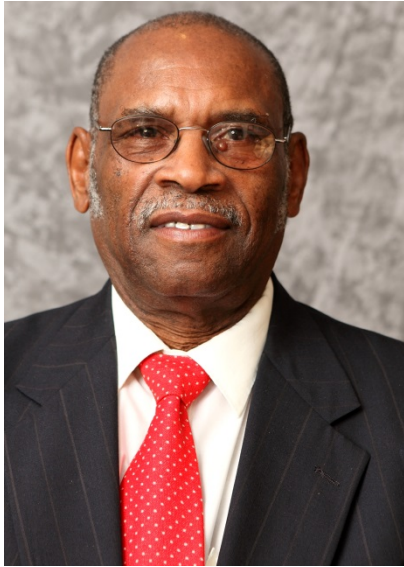
TOWN COUNCIL

Mayor

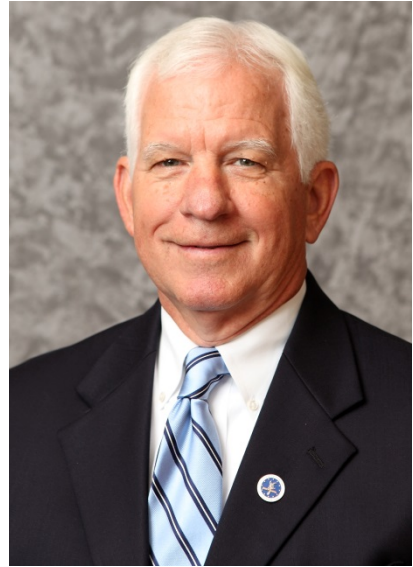
Ronnie S. Williams



Jackie Johns Sr.
Council Member



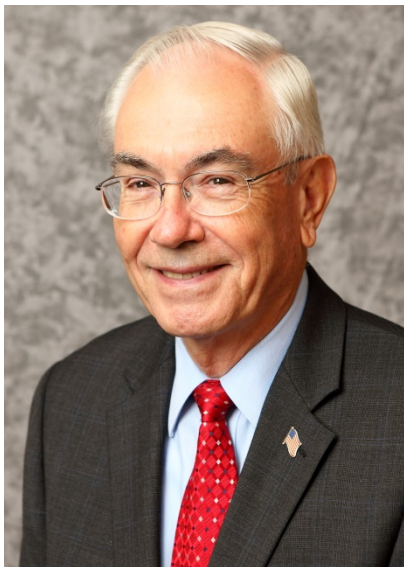
Ken Marshburn
Mayor Pro Tem



Kathy Behringer
Council Member



Arthur "Buck" Kennedy
Council Member



Gra Singleton
Council Member



BOARDS & COMMISSIONS

Board of Adjustment
William Pittman, Chair

Planning Commission
Cliff Sauls, Chair

Parks, Recreation, and Cultural Resources
Committee
Sonya Dwyer, Chair

Senior Citizen Advisory Committee
Shirley Gray, Chair

Garner Revitalization Association
Patrick Byrd, Chair

Garner Veterans' Advisory Committee
Jeffery Hicks, Chair

ADMINISTRATIVE STAFF

Rodney Dickerson	Town Manager*
John Hodges	Asst. Town Manager - Development Services
Vacant	Asst. Town Manager - Operations
William E. Anderson	Town Attorney*
Stella Gibson	Town Clerk
Brad Bass	Planning Director
Tony Beasley	Inspections Director
Tony Chalk	Town Engineer
Paul Cox	Public Works Director
Bret Kelly	Information Technology Director
Pamela Wortham	Finance Director
BD Sechler	Human Resources Director
Sonya Shaw	Parks, Recreation & Cultural Resources Director
Joseph Stallings	Economic Development Director
Brandon Zuidema	Chief of Police
Reggie Buie	Neighborhood Improvement Manager
Michael Gammon	Budget and Special Projects Manager
Rick Mercier	Communications Manager

*Appointed by Council

BASIS OF BUDGETING AND ACCOUNTING

The Town of Garner prepares, adopts, and administers its budget in accordance with the North Carolina Local Government Budget and Fiscal Control Act. This act establishes responsibilities and deadlines for the various phases of budget preparation and adoption (as outlined in the budget calendar which follows) and mandates availability of the budget document for public inspection, a public hearing on the budget, and, most importantly, adoption of a balanced budget.

The Town develops its budget as required by the North Carolina Local Government Budget & Fiscal Control Act. The Town's budget is prepared and adopted using the modified accrual basis, whereby revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for outstanding principal and interest on general long-term debt, which is recognized when due. During the year, the Town's accounting system is maintained on the same basis as the adopted budget, as are the Town's annually audited financial statements. For a more expansive discussion of the Town's system of budgeting and accounting, see the Council Adopted Fiscal & Budgetary Policy Guidelines on starting on page 17.

The Town maintains a standard fund structure:

- The General Fund, which is supported largely by local property taxes, State-shared revenues, and fees for service. This fund includes the majority of the Town's ongoing operations: general government services, public safety, transportation, environmental protection, parks and recreation, and debt service.
- Capital Projects Funds, which track the financial resources used for the acquisition and construction of major facilities and infrastructure that typically span more than one fiscal year. The Town currently has seven active capital project funds, which are described on page 172.

Each year the budget ordinance adopts revenue and expenditure figures for Town operations known as the General Fund. Project ordinances are adopted at any time throughout the fiscal year as needed to support the activities of Capital Project funds.

The Town provides services on a program level, with each Town department operating one or more programs. For instance, the Parks and Recreation department is organized into Administration, Arts and Cultural Resources, Marketing and Special Events, Sports and Fitness, Outdoor Adventure and Program Partners. The annual budget ordinance establishes spending limits at the departmental level, although the budget document is presented on the more detailed, program level. Line item transfers of any size within a department may be approved by the Town Manager, while transfers between departments continue to require Council approval. In addition, any transfer into or out of the salary line items requires Council notification.

BUDGET DEVELOPMENT

Each year, the budget process begins with discussions by Town Council and the Town's senior management, with input from citizens, regarding the issues facing the Town. Town Council identifies their priorities at their annual retreat. With general direction given by Town Council, each department submits their operating budget request to the Town Budget Team.

The Budget Team reviews and weighs these requests against the projected available funds and the priorities of the Town. In addition, departments in the Town may submit a Decision Package for review. Decision Packages usually are requests for new personnel, programs, projects, or services that generally exceed \$5,000.

In conjunction with the operating departmental budget requests, senior management prepares revenue projections based upon changes in local, state, and national trends, changes in policies, and other variables that might affect the Town's already identified sources of revenue.

Once all budget requests have been reviewed, the Budget Team prepares a balanced budget for review by the Town Council. A balanced budget has expenditures equal to revenues, including any proposed use of fund balance. The Town Manager formally presents the budget at a Town Council Meeting for approval, and then again for adoption of the appropriation ordinance.

The Fiscal Year 2016-17 Budget Calendar is located on page 9.

BUDGET AMENDMENTS

After the budget has been adopted, the approved budget may be changed at any time through a Budget Amendment. The process for a Budget Amendment generally begins with a request from the affected department to the Finance Director. The Finance Director reviews the request for consistency with Town Council goals and is weighed against other Town needs and the availability of funding. Upon approval, the request and justification are presented to Town Council at a public meeting for final approval.

BUDGET CALENDAR

January

- FY 2016-17 Budget Kick-Off Meeting with Department Heads
- Personnel Budget Entered by Budget Team
- Kick-Off Meeting with Non-Departmental Agencies
- Operating Budget Data Entry by Departments

February

- Operating Budgets, Decision Packages, Grant Applications, Narratives, Capital Requests and Non-Departmental Agency Budgets are Submitted to Budget Team
- Budget Team Reviews Operating Budget Requests, Decision Packages, Capital Requests and Agency Funding Requests
- Budget Team Discusses Budget Priorities with Town Council and Town Council Provides Preliminary Input on Budget Development
- **Public Hearing Conducted to Receive Public Input**
- Budget Reviews Conducted with Departments

March

- Budget Team Continues Budget Reviews and Preparation of Recommended Budget

April

- Budget Team Prepares Budget Presentation and Presents Recommended Budget to Department Heads and the Town Council

May

- **Public Hearing Conducted to Receive Public Input**
- Town Council Conducts Budget Work Sessions

June

- **Public Hearing Conducted to Receive Public Input**
- Council Adopts Annual Operating Budget

July/August

- Budget Team Prepares and Publishes Budget Book

A CITIZEN'S BUDGET GUIDE

State law defines an annual budget as “a proposed *plan* for raising and spending money for specified programs, functions, activities or objectives during a fiscal year.”

While this definition may seem simple, budgets usually contain a considerable amount of detailed information. That massive level of detail can prove to be a bit intimidating and difficult to comprehend. The fact remains, however, that a budget exists as the single most comprehensive guide to the services provided for the citizens of a community.

Understanding how a budget is created and adopted and recognizing the key components of the budget document can go a long way in assisting the citizen in becoming “budget literate.” The purpose of this guide is to provide you, the citizen, with that information.

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MUNICIPAL BUDGETS IN NORTH CAROLINA

Garner, like all municipalities throughout North Carolina, prepares, adopts and administers its budget in accordance with the Local Government Budget and Fiscal Control Act.

This act establishes responsibilities in the adoption of the budget and most importantly, requires that the budget be *balanced* (i.e., the estimated revenues must equal the proposed spending). North Carolina municipalities operate under a July through June fiscal year and therefore a balanced budget must be adopted by June 30 of each year. a *budget ordinance*. This action authorizes the spending, assures the budget is balanced and levies the property tax for that year. Under North Carolina law, local property tax rates may not be changed mid-year.

North Carolina law requires local governments to adopt a balanced budget by June 30 of each year.

CITIZEN INPUT

A critical component of the budget process is receiving public input on the budget. Near the beginning of the budget process, typically in February, the public has the opportunity to comment on the projects and programs they are interested in seeing in the budget through a pre-budget hearing.

Once the budget is developed, a *public hearing* is held by the Town Council, as required by law, to receive comments on the recommended budget. That hearing is usually held in early June. Throughout the budget review period, copies of the recommended budget are kept on file for public review in the Town Clerk’s Office, in the Wake County Southeast Regional Library, and on the Town’s Website at www.garnernc.gov. Take time to review the budget. If you have questions, please contact the Finance Department at 919-773-4413.

YOUR MUNICIPAL BUDGET

The *General Fund* is made up of operations such as administration, public safety, parks and recreation and public works and is supported largely by local property taxes and State-shared revenues.

An important concept of this report that you will notice when reviewing the budget is the Town’s *fund balance*.

Fund balances are probably the least known and understood aspect of a municipal budget. Generally speaking, a fund balance is similar to a savings account composed of money left over from previous years’ budgets.

Fund balances exist primarily because North Carolina’s balanced budget laws require towns like Garner to plan their annual budgets in a very conservative manner - both in estimating revenue and spending amounts.

Fund balance is similar to a savings account for local governments, providing a source of cash during emergencies and budget shortfalls.

Fund balances serve both as *operating reserves for emergencies* such as natural catastrophes like ice storms and tornadoes and a *source of cash during periods of cash shortfall* (for example, the major portion of property tax revenues are not normally received until mid-fiscal year).

State law actually requires municipalities to *maintain fund balances*. The minimum amount of money to be kept in these reserves is established by a state agency called the *Local Government Commission*, which is responsible for regulating and monitoring the financial practices of North Carolina municipalities.

Although the actual amount of the reserve will vary according to each community's needs, one thing is certain, maintaining an inadequate fund balance not only can leave a municipality ill-prepared for emergencies, but can also adversely affect its credit ratings or force the municipality to reduce services to meet unforeseen financial obligations.

The Town will *commit*, or set aside via Council resolution, some portion of fund balance for future major expenditures such as land purchases, equipment acquisition and construction projects. The Town also will commit funds to projects as required matching funds to secure federal or state aid for major construction projects.

Typically a government will set aside such funds when a town thinks it can delay the spending on a capital purchase for a few years. Its use is particularly ideal when a steady flow of revenue can be counted on year after year to use in financing certain capital outlays.

This practice allows the Town to level out the impact of large expenditures by spreading their costs over multiple years. Once Council adopts an ordinance to commit funds to a project, money may be accumulated in it through *transfers* from other funds and interest earned on investments.

When enough money has been accumulated for the project, the money is transferred to an operating or capital project fund and spent from there.

In addition to the Council committing funds for future projects or programs, state law also limits how some revenues received can be spent. When there is an accumulation of such funds, they are classified as *restricted*.

The Town has restricted funds for such programs as street maintenance and police operations.

THE BUDGET FORMAT

For several years, the Town has used what is called a "*program*" budget. This type of budget contains not only the dollar amount of funding but also information about the *activities, goals, and objectives* established for each department during the year that particular budget is in effect.

To make sure those goals and objectives are implemented, division budgets include a list of *performance measures* and *workload indicators*. The effectiveness of the department is evaluated every year on the basis of how well that department met the objectives established in the annual budget. This is one way we try to ensure quality control in the work the Town performs.

For easy reference, each department budget contains at the bottom of the page a section called "*Program Changes*." Contained within this section is a list of any significant changes in the level of funding or major items affecting the funding of the department.

Following the narrative page is information regarding the department's *funding history*, how many employees currently work in the department, major equipment is owned by the department as well as a listing of *performance measures and workload indicators*.

The *funding history* section is broken into four major categories: personnel services, professional services, operations and maintenance (departmental supplies, equipment maintenance, utilities, training, etc.) and capital outlay (major equipment, construction or infrastructure projects).

THE ADOPTION PROCESS

The annual budget process involves a considerable amount of time and effort on the part of staff and Town Council. In fact, the process actually begins in January, well before the adoption deadline of June 30. In January, staff provides the Town Council with a preliminary budget outlook. Department heads begin the preparation of their budget requests at this time.

In an effort to focus attention on major changes which may be proposed, department heads are instructed to submit a *base or continuation budget request* (i.e., funding necessary to continue services at the current year's level with only inflationary increases factored in). All changes in service must be indicated in what is called a "*decision package*." During review of the budget, these decision packages are considered and decided upon individually.

Detailed information on the requested decision packages and whether or not they are recommended for funding is included in the included in the *manager's recommended budget*, which is submitted to the Town Council in May.

The manager's recommended budget contains a budget message, which introduces the major components of the budget to the Town Council and citizens who wish to study it. The budget message also summarizes the budget for those who have not had time to study it themselves or are perhaps intimidated by its detail. This budget message is a concise summary of the major features of the proposed budget and therefore represents the best source of information for quick review regarding the recommended budget. The budget message is required by law to be part of the budget document.

During May and the first of June, the Town Council reviews the proposed budget with the Manager and staff. These meetings are open to the public and citizens are urged to attend. Once established, the meeting locations and dates of these meetings are published.

After Town Council and public input, the Town Council adopts the budget.

Coinciding with the development of the program and operating budget, the Town updates its Capital Improvements Program. This document plans for new construction, infrastructure improvements, and the purchase or replacement of vehicles and equipment. This six-year plan helps the Town budget and prepares for funding these projects, whether included within the General Fund budget or through adoption of capital project funds. Further discussion of the capital improvements program can be found on page 189 of this document

TOWN OF GARNER STRATEGIC PLAN

MISSION STATEMENT

The Town of Garner's mission is to:

- 1) ensure fiscal stability and efficient use of resources;
- 2) provide efficient and effective services that match community needs and expectations;
- 3) grow and maintain a robust, diversified economy; and
- 4) foster a safe and welcoming community with access to a wide range of opportunities and amenities

STRATEGIC PRIORITIES

Fiscal Responsibility (FR)

GOAL STATEMENT: Ensure fiscal stability and efficient use of resources

OBJECTIVE 1: Maintain an appropriate/stable tax rate

INITIATIVE 1: Manage 2013 Bond Program

INITIATIVE 2: Maintain public understanding and trust

INITIATIVE 3: Retain flexibility to respond to new opportunities and challenges

OBJECTIVE 2: Invest in maintenance of infrastructure and facilities

INITIATIVE 1: Continue proactive pavement maintenance

INITIATIVE 2: Implement planned facilities maintenance

INITIATIVE 3: Maintain Town-owned storm water infrastructure

OBJECTIVE 3: Enhance Town's existing Capital Improvement Program (CIP) process

INITIATIVE 1: Develop process to identify and manage future long-term capital initiatives

INITIATIVE 2: Develop funding strategy for future needs

INITIATIVE 3: Continue Vehicle and Equipment Replacement Team (VERT) program with focus on sustainable replacement schedule

Efficient and Timely Service Delivery (SD)

GOAL STATEMENT: Provide efficient and effective services that match community needs and expectations

OBJECTIVE 1: Build and maintain strong relationships with regional and community partners

INITIATIVE 1: Enhance program partnerships with recreation and cultural resources partners, economic development partners and other partner agencies

INITIATIVE 2: Reinforce planning partnerships with Capital Area Metropolitan Planning Organization (CAMPO), Triangle J Council of Governments, Wake County, GoTriangle and other regional partners

INITIATIVE 3: Strengthen delivery partnerships with Garner Volunteer Fire-Rescue, Inc., Wake County, Wake County Public School System, City of Raleigh and other services partners

OBJECTIVE 2: Provide quality services at a reasonable cost to residents and businesses

INITIATIVE 1: Ensure fee structure is balanced between cost recovery and value to end user

INITIATIVE 2: Privatize or use contract services when appropriate

INITIATIVE 3: Continue efficient use of resources

OBJECTIVE 3: Foster attractive workplace culture to recruit and retain outstanding personnel

INITIATIVE 1: Bolster recruitment of diverse, highly qualified pools of applicants

INITIATIVE 2: Focus on retention of high-performing personnel

INITIATIVE 3: Provide staffing tools, support and training to aid in retention, staff development and outstanding customer service

OBJECTIVE 4: Nurture a culture of excellent customer service

INITIATIVE 1: Maintain adequate staffing levels

INITIATIVE 2: Enhance access to government and relevant information

INITIATIVE 3: Inspire a shared vision among staff

Orderly Growth (OG)

GOAL STATEMENT: Grow and maintain a robust, diversified economy

OBJECTIVE 1: Plan for orderly and stable development with a balance of residential and commercial growth

INITIATIVE 1: Proactively update long-range land-use and transportation plans to prepare for growth

INITIATIVE 2: Build and maintain strategic utility infrastructure to support and enable growth

INITIATIVE 3: Plan for appropriate use of open space and environmental resources

OBJECTIVE 2: Support top-quality infrastructure, utilities and transportation

INITIATIVE 1: Actively participate in City of Raleigh Water System partnership and planning

INITIATIVE 2: Implement strategies to maximize local opportunities and impact from the Wake County Transit Plan

INITIATIVE 3: Leverage NCDOT to plan and implement key transportation projects

OBJECTIVE 3: Implement comprehensive economic development plan

INITIATIVE 1: Follow a balanced approach to economic development activities and resources

INITIATIVE 2: Bolster the Town's competitiveness for regional economic activity

INITIATIVE 3: Develop and market product inventory to compete for regional projects

Quality of Life (QL)

GOAL STATEMENT: Foster a safe and welcoming community with access to a wide range of opportunities and amenities

OBJECTIVE 1: Provide a safe and inviting community

INITIATIVE 1: Continue and expand public safety initiatives beyond traditional

law enforcement, including service programs, safety initiatives and citizens academies

INITIATIVE 2: Promote and expand beautification programs in key corridors

INITIATIVE 3: Work collaboratively with property owners to maintain or revitalize properties

OBJECTIVE 2: Support and encourage an active and engaged citizenry

INITIATIVE 1: Offer opportunities for citizens to be better educated about and participate in local government

INITIATIVE 2: Promote opportunities to participate on boards and commissions.

INITIATIVE 3: Continue and enhance marketing and promotions to engage citizens

OBJECTIVE 3: Embrace diversity and be responsive to the changing demographics of the community

INITIATIVE 1: Engage immigrant communities and entrepreneurs

INITIATIVE 2: Support and enhance services for aging population

INITIATIVE 3: Encourage broad-based participation in educational, civic and leadership opportunities

OBJECTIVE 4: Provide a broad mix of arts, leisure and recreation opportunities

INITIATIVE 1: Explore options for open space and facilities in growth areas

INITIATIVE 2: Update the Parks, Recreation and Cultural Resources (PRCR)

Master Plan to meet the needs of an active, growing and diverse community

INITIATIVE 3: Maintain Garner Performing Arts Center as a regional arts and cultural hub

FISCAL & BUDGETARY POLICY GUIDELINES

Town of Garner, North Carolina

Adopted: December 6, 2010

Amended: January 7, 2013

June 17, 2014

June 16, 2015

July 24, 2015

OBJECTIVES

This Council adopted fiscal and budgetary policy is a statement of the guidelines and goals that will influence and guide the financial management practice and budget development of the Town of Garner, North Carolina. A policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. Effective fiscal and budgetary policy:

- Contributes significantly to the Town's ability to insulate itself from fiscal crisis,
- Enhances short-term and long-term financial credibility by helping to achieve the highest credit and bond ratings possible,
- Promotes long-term financial stability by establishing clear and consistent guidelines,
- Directs attention to the total financial picture of the Town rather than single issue areas,
- Provides a sound basis for and promotes the planning of a Capital Improvement Program,
- Promotes the view of linking long-run financial planning with day-to-day operations, and
- Provides the Town Council, citizens, and the Town's professional management a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

To these ends, the following fiscal and budgetary policy statements are presented.

CAPITAL IMPROVEMENT PROGRAM POLICIES

1. The Town of Garner will plan for capital improvements over a multi-year period of time. The Town will prioritize all capital improvements in accordance with an adopted Capital Improvement Program (CIP), which will relate directly to the long-range plans and policies of the Town of Garner.
2. The Town will develop a five-year plan for capital improvements and review and update the plan annually. This program shall include all improvements and projects necessary to continue to provide existing levels of service or expand programs as directed or approved by the Town Council, within reasonable amounts and attainable time frames. Additional projects can be added to the CIP at any time, but funding for projects added in this manner are subject to normal operating budget constraints.
3. The Town will coordinate development of the capital improvement program with development of the operating budget.
4. The Town will maintain all its assets at levels adequate to provide the services required by law, ordinance or policy, protect the Town's capital investment, and to minimize future maintenance and replacement costs. A current inventory of all Town physical assets and their condition shall be maintained.

CAPITAL IMPROVEMENT PROGRAM POLICIES (cont.)

5. The Town will identify the total estimated capital costs, ongoing operating costs, and potential funding sources for each capital project proposal before it is submitted for approval.
6. The Town will attempt to determine the least costly and most flexible financing method for all new projects.

DEBT POLICIES

General

1. The Town will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues except where approved justification is provided.
2. The Town will utilize a balanced approach to capital funding utilizing debt financing, draws on capital reserves and/or fund balances in excess of policy targets, and current year (pay-as-you-go) appropriations.
3. When the Town finances capital improvements or other projects by issuing bonds or entering into an installment financing agreement, it will repay the debt within a period not to exceed the expected useful life of the project. The Town also will ensure that it conservatively projects the revenue sources that will be utilized to pay the debt. Target debt ratios will be calculated annually and included in the review of financial trends.
4. Where feasible, the Town will explore the usage of special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.
5. The Town will retire tax anticipation debt, if any, annually and will retire bond anticipation debt within six months after completion of the project.
6. Where feasible and appropriate, the Town will look to refund or refinance previous debt issuances when the net present value of the refunding exceeds 3.0% or more of the existing financing agreement.
7. The Town shall manage the issuance of debt obligation such that the net debt of the Town shall not exceed 8% of the assessed value of taxable property, as required by North Carolina General Statutes.

Tax Supported Debt

8. Direct net debt as a percentage of total assessed value of taxable property should not exceed 2.0%. Direct net debt is defined as Town-issued debt that is tax-supported.
9. The ratio of direct net debt service expenditures as a percent of total governmental fund expenditures should not exceed 15% with an aggregate ten-year principal payout ratio target of 50% or better.
10. The Town recognizes the importance of underlying and overlapping debt in analyzing financial condition. The Town will regularly analyze total indebtedness including underlying and overlapping debt.
11. The Town will seek to maintain and if possible improve its current bond ratings so borrowing costs are minimized and its access to credit is preserved.
12. Full disclosure of operation will be made to the bond rating agencies and other users of the Town's financial information. The Town staff will aid in the production of any released Official Statements, and takes responsibility for the accuracy of all information contained therein.

FUND BALANCE POLICIES

1. Unassigned Fund Balance will mean funds that remain available for appropriation by the Town Council after all assignments and commitments for future expenditures, previous Council designations, and required use restrictions by external sources have been calculated. The Town will define these remaining amounts as “unassigned fund balance.”
2. The Town of Garner will strive to maintain unassigned fund balance in the General Fund at a level sufficient to meet its objectives. The Town will target an unassigned fund balance at the close of each fiscal year equal to at least 30% of the closing fiscal year’s General Fund operating budget; at no time shall the unassigned fund balance fall below 25% of the closing fiscal year’s General Fund operating budget. Unassigned fund balances in excess of the target 30% may be appropriated from time to time for pay-as-you-go capital and other one-time uses.
3. The Town Council may, from time-to-time, appropriate fund balance that will reduce unassigned fund balance to an amount below the 25% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal security of the Town of Garner. In such circumstances, the Council will adopt a plan to restore the unassigned fund balance to the 30% policy level within 36 months from the date of the appropriation. If restoration cannot be accomplished within such time period without severe hardship to the Town, then the Council will establish a different but appropriate time period.
4. The Town will establish and maintain within the General Fund designations and or commitments by Council for special revenue funds that will be used to account for the proceeds of specific revenue sources to finance or fund specified activities and projects that are required by statute, ordinance, resolution or executive order.

REVENUE SAVINGS PROGRAM

1. As an intentional policy, the Town of Garner shall establish and reserve a portion of the annual revenue stream to assist in meeting annual debt service for future capital improvements. The policy will be referred to as the “Revenue Savings Program.”
2. The categories of revenues applicable to this policy include: [1] *Ad Valorem* taxes, [2] Other Taxes (*including ABC Net Revenues, Local Government Sales Tax, Half Cent Local Government Sales Tax, (removed reference to Privilege Licenses), and Heavy Equipment Rental Tax*) and [3] beer & wine, utility franchise and cablevision reimbursement revenues under the category of Intergovernmental Revenues.
3. The savings program will reflect the current economy as the percentage of savings each year and will vary depending upon the annual increase in revenues for the given year.
4. A cumulative growth threshold of 1.0% must be realized before the savings plan goes into effect for any given year. The policy is progressive in that the percentage of revenues saved increases as revenues increase up to 4%, at which point the savings rates begins to decline.
5. All revenues generated under this program shall be held in and reported as a Town Council committed fund balance account within the General Fund.
6. Revenues saved will be used to finance major capital facility improvements or infrastructure and may include land acquisition costs associated with those specific major capital improvements.
7. Revenues saved may be used to repair or reconstruct Town-owned facilities and/or infrastructure damaged or destroyed as a result of a natural disaster.
8. Revenues saved may be appropriated to pay for the debt service associated with major capital, facility or infrastructure improvements as noted in Items 6 and 7.

REVENUE SAVINGS PROGRAM (cont.)

- 9. Savings shall not be utilized to offset annual operating costs and equipment purchases, which should come from the regular operating budget.
- 10. The Revenue Savings Program shall not supplant or otherwise negate other approved Fiscal Policy Guidelines. The Revenue Savings Program is intended to compliment and support such Fiscal Policy Guidelines.
- 11. Savings Rate Schedule: The savings plan shall be on a sliding scale. The more revenues increase in any given year, the higher the percentage of savings. As revenue growth surpasses 4%, the savings rate declines as provided in the following table.

<u>Increases in Revenues</u>	<u>% Dedicated to Savings</u>
Up to 1.0%	Zero
>1.0% to 2.5%	30% (of the amount > 1.0%)
>2.5% to 4.0%	35% (0.30 x 1.5% + 35% of the amount > 2.5%)
>4.0%	20% (0.30 x 1.5% + 0.35 x 1.5% + 20% of the amount > 4.0%)

As part of the budget, the Finance Director will compare the current year’s budgeted revenues to the next year’s budgeted revenues to determine how much, if any, savings will be recognized in the next budget year. Once the annual audit is complete, the Finance Director shall compare the actual amount of the prior year revenues to the budget to see if an adjustment to or from the savings plan needs to be made.

Once an annual savings amount is dedicated, that amount is added to the next year’s dedicated amount.

- 12. The Savings Rate Schedule shall be reviewed within six months following election of the Mayor, thereby implying a review every four years.
- 13. The program will go into effect January 1, 2014, and is applicable beginning with the FY 2014-15 budget.

BUDGET DEVELOPMENT POLICIES

General

- 1. The Town Manager shall prepare a proposed balanced budget for each annual operating fund, itemizing revenues and expenditures. A budget is considered to be balanced when total expenditures are equal to, or do not exceed revenues.
- 2. The Town Council shall adopt the budget of the Town at the program level.
- 3. The Town will develop its annual budgets in such a manner so as to incorporate historic trend analysis for revenues and expenditures with an adjustment for current financial trends and developments as appropriate.
- 4. One-time or other special revenues will not be used to finance continuing Town operations but instead will be used for funding special projects.
- 5. The Town will pursue an aggressive policy seeking the collection of delinquent utility, license, permit and other fees due to the Town.
- 6. The Town Council will receive a financial report no less than quarterly showing year-to date revenues and expenditures.

BUDGET DEVELOPMENT POLICIES (cont.)

7. Budget amendments will be brought to Town Council for consideration as needed. The Town Manager is authorized to transfer amounts between line items within a department, provided that transfers to or from the personnel services category of expense to or from another category of expense shall be reported to the Council at the first regularly scheduled meeting of each month. Transfers between departments and revisions of the revenue or expenditure totals, or utilization of any fund balance, shall require Council approval by ordinance. Funds from capital project budgets to be closed shall be transferred into the General Fund, unless an external restriction or previously-imposed Council ordinance dictates otherwise.

Revenues

8. Property Taxes: The Town shall contract with Wake County for the collection of property taxes, excluding vehicle property taxes and tags, which are collected by the NC Division of Motor Vehicles. The Town encourages the practices and methods of these two agencies to maintain as high a collection rate as possible.
9. Fees: All fee schedules and user charges are reviewed and adjusted periodically to ensure that rates are equitable and cover the total cost of the service or that portion of the total cost deemed appropriate by the Town. Periodically, the Town will recalculate the full costs of activities and services supported by user fees to identify the impact of inflation and other cost increases.
10. Intergovernmental Revenues and Grants: The Town shall aggressively seek a fair share of available local, state, federal, and private financial support unless conditions attached to that assistance are contrary to the Town's interest. Prior to applying for and accepting such aid, the Town will examine the matching requirements so that the source and availability of these funds may be determined. The Town also shall assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of such aid without first reviewing the program and its merits.
11. Impact and Development Fees: The Town shall require new development activity to pay a fair share for new capital facilities or expansion of existing facilities necessitated by such new development. These fees shall not exceed a pro rata share of the reasonably anticipated cost of such improvements.

Expenditures

12. Performance Measures: The Town will attempt to minimize the financial burden on the taxpayers through systematic program reviews and evaluations aimed at improving the efficiency and effectiveness of the Town programs. These reviews consider past trends and experiences elsewhere and revisions to annual budget guidelines and Council priorities based on current needs.

CASH MANAGEMENT & INVESTMENT POLICIES

1. It is the intent of the Town that public funds will be invested to the extent possible to reduce the need for property tax revenues. The Town will conduct an analysis of cash flow needs; disbursements, collections, and deposits will be scheduled to ensure maximum cash availability and investment potential. Funds will be invested with the chief objectives of safety of principal, liquidity, and yield, in that order. All deposits and investments of Town funds will be in accordance with N.C.G.S. 159.
2. The Town will use a Central Depository to maximize the availability and mobility of cash for all funds that can be legally and practically combined. The Town shall deposit its funds only in deposit accounts that are insured by the Federal Deposit Insurance Corporation of fully collateralized by securities that are authorized by law to be used to collateralize the Town's deposits.

CASH MANAGEMENT & INVESTMENT POLICIES (cont.)

3. Liquidity: No less than 20% of funds available for investment will be maintained in liquid investments at any point in time. The Finance Director shall monitor and limit the amount available for investment so that the Town will have at all times sufficient monies available on demand deposits to ensure prompt payment of all Town obligations.
4. Maturity: All investments will mature in no more than thirty-six (36) months from their purchase date.
5. Custody: All investments will be purchased “payment-versus-delivery” and if certificated will be held by the Finance Officer in the name of the Town. All non-certificated investment will be held in book-entry form in the name of the Town with the Town’s third party Custodian (Safekeeping Agent).
6. Authorized Investments: The Town may deposit Town Funds into: Any Council approved Official Depository, if such funds are secured in accordance with N.C.G.S.159 (31). The Town may invest Town Funds in: the North Carolina Capital Management Trust, US Treasury Securities, US Agency Securities specifically authorized in GS-159 and rated no lower than “AAA”, and Commercial Paper meeting the requirements of NCGS-159 plus having a national bond rating.
7. Diversification: No more than 5% of the Town’s investment funds may be invested in a specific company’s commercial paper and no more than 20% of the Town’s investment funds may be invested in commercial paper. No more than 25% of the Town’s investments may be invested in any one US Agency’s Securities.
8. Allocation: Investment income will be allocated to each participating fund or account based on a fair and equitable formula determined by the Finance Director.
9. Reporting: The Town Council will receive an investment report at the end of each month showing current investment holdings. The Town’s investments shall be reviewed annually by the Town’s external auditor. Any irregularities shall be reported directly to the Town Council through the audit reporting processes.

ACCOUNTING

1. The Town of Garner shall maintain the highest level accounting practices possible. Accounting systems shall be maintained in order to facilitate financial reporting in conformance with Generally Accepted Accounting Principles (GAAP) promulgated by the Governmental Accounting Standards Board. Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements.
2. All funds of the Town are accounted for during the year on the “modified accrual” basis of accounting in accordance with State law. The governmental and agency fund revenues and expenditures are recognized on this modified accrual basis, where revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for immature principal and interest on general long-term debt, which is recognized when due.
3. Any proprietary or enterprise fund revenues and expenditures are recognized on the full accrual basis. Under this basis, revenues are recognized in the accounting period when earned and expenditures are recognized in the period when incurred. Unbilled receivables are accrued as revenues.
4. Annual Audit: An independent firm of certified public accountants will perform an annual financial and compliance audit according to Generally Accepted Auditing Standards (GAAS) and will publicly issue an opinion that will be incorporated in the Comprehensive Annual Financial Report.
5. Annual Reporting: Full disclosure shall be provided in the Comprehensive Annual Financial Report (CAFR), Official Statements and all other financial reports. The Town of Garner will promote full disclosure in its annual financial statements and its bond presentations.

ACCOUNTING (cont.)

6. Internal Controls: The use of internal accounting controls to the maximum extent feasible is encouraged. Internal accounting controls include both procedures and use of equipment.

PURCHASING

1. Commitment of Town funds for purchasing without issuance of a purchase order signed by an authorized Finance Department employee is prohibited by North Carolina General Statutes. Any purchase agreement entered into without the issuance of a properly executed purchase order is invalid and unenforceable against the Town.
2. Service Contracts: Professional services of consultants, engineers, architects, attorneys, etc., are exempt from central purchasing. The details of such purchases may be arranged directly by department heads. However, department heads should follow guidelines established by the Town Manager and must obtain a purchase order from the purchasing office certifying the availability of funds to pay for such services.
3. Town purchasing personnel are responsible for the administration of contracts used for procurement of supplies or materials, service, maintenance and rental of equipment. These contracts are established and approved by the Finance Director.
4. Competitive Bidding: In accordance with North Carolina General Statutes, the Town requires that formal bids be accepted on all requests for supplies, materials, or equipment with an estimated cost of \$90,000 or more and construction or repair work requiring an estimated cost of \$500,000. The Purchasing Manager is responsible for administering all formal bids.
5. It is the policy of the Town to have all informal bids with estimated costs of \$5,000 or more in writing. Amounts for purchases under \$5,000 may be obtained verbally or via telephone from the supplier. The purchasing office shall obtain competitive prices regardless of amount whenever economically possible to ensure all Town purchases are at the best price.
6. It is the policy of the Town of Garner that all purchases with an estimated cost of \$1,000 or more be processed on a requisition and submitted to the Town's purchasing office. Purchases under \$1,000 may be made from a check request. Purchases under \$100 may be made using petty cash.
7. It is policy of the Town of Garner that all purchases for equipment not included in the budget be submitted to the Town Manager for approval.
8. Recycled Materials Procurement: The Town will seek to buy and use products needed that are made with recycled materials if the recycled items are reasonably cost competitive with non-recycled products and meet or exceed specifications and user quality levels set forth by the Town. The Town of Garner may, at its option and on a case-by-case basis, consider purchasing recycled products not exceeding 10% more in cost than the comparable non-recycled product.
9. Minority Business Enterprise: The Town shall actively engage businesses that are at least 51% owned by one or more minority persons or socially and economically disadvantaged individuals in the formal and informal bid process.

FIXED ASSETS

1. The Town shall maintain an asset scheduling of all buildings, land, land improvements, construction, construction in progress, streets, sidewalks, vehicles, equipment, and non-tangible assets that have an initial cost of \$10,000 or more and a useful life of two or more years (with the exception of land).
2. The Town shall determine the useful life of each asset and depreciate the value of the asset annually using the straight-line method of depreciation (with the exception of land, non-tangible assets, and construction in progress).
3. The Town will complete an inventory annually of all equipment and vehicles to verify accuracy. The auditor shall review the inventory and asset schedule annually.
4. It is the policy of the Town of Garner that the Purchasing Manager, with approval of the Town Council, processes all surplus property sales annually through public auction. The Town Manager may dispose of items with a value of less than \$5,000 without prior Council approval.
5. No Town employee or department head may dispose of or trade-in Town property of any kind without first receiving approval of the Town Council.
6. All sales and disposals are made in compliance with the North Carolina General Statutes governing such.

RISK MANAGEMENT

1. The Town shall develop adequate protection from loss due to property damage or liabilities of the Town of Garner.
2. The Town shall transfer risk where cost effective by purchasing insurance and requiring contractors to carry insurance.
3. Potentially hazardous situations, practices, and conditions will continue to be evaluated and, where feasible and cost effective, reduced or eliminated.

ECONOMIC DEVELOPMENT

1. The Town shall continue to attempt to diversify and stabilize its economic base in order to protect the community against economic downturns and to take advantage of economic upswings.
2. The Town shall continue its private/public economic development efforts to market the Garner as a desirable place for present business and industry to expand and for outside business and industry to locate or relocate. The Town will emphasize attracting commercial and industrial enterprises that provide a net increase to the Town's tax base and employ the local labor force.

CURRENT INITIATIVES

STRATEGIC PRIORITY ANALYSIS

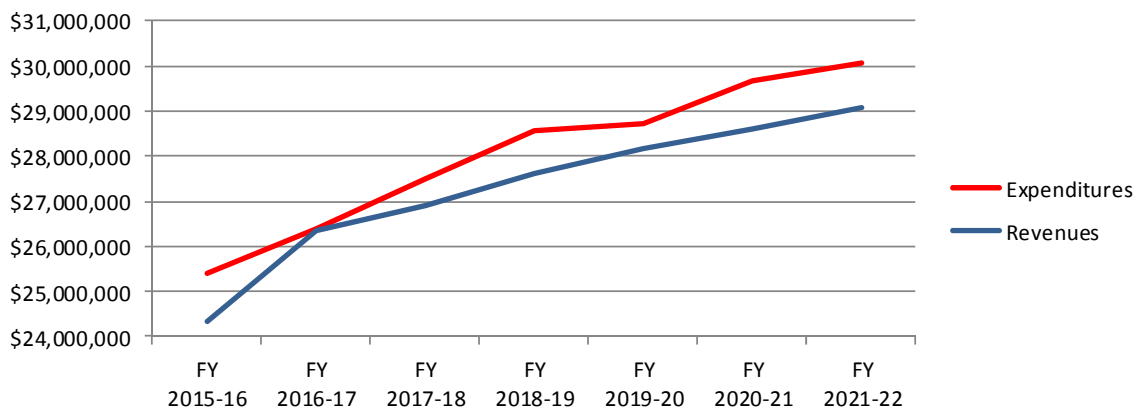
The FY 2016-17 budget reflects the first year of a new effort to re-develop the Town’s strategic priorities and link them with specific initiatives. The critical planning and discussions for this process took place during the Town Council’s 2016 retreat and continued with review and adoption. These new priorities and initiatives, complete with goal statements, heavily influenced the funding decisions, department goals, and objectives throughout the FY 2016-17. This year, the Town’s Guidance Strategy on pages 13-16 was refined and adopted by the Town Council.

The FY 2016-17 budget also reflects the third year of new format for department’s narratives in the General Fund section. The inclusion of new goals, objectives, and accomplishments have the distinct purpose of emphasizing each department’s efforts and contributions to achieving the actions detailed within the Council’s strategic priorities. This budget also includes divisional performance measures that were re-introduced to the document in FY 2014-15. The Town’s strategic priority analysis, communicative formatting, and performance measures will be further refined in FY 2016-17 to demonstrate the direct links between the Council’s priorities and division goals and objectives.

LONG RANGE FINANCIAL MODELING

The Town of Garner recognizes the importance of long-range modeling as a planning tool to visualize and stimulate “big-picture” thinking as the Town prepares for future growth and development. As such, the Town engaged the Center for Priority Based Budgeting and is currently utilizing their Fiscal Health and Diagnostic Tool as a mechanism to more clearly establishing an ongoing long range financial model. The Town’s financial model assesses historical ongoing and one-time revenues and expenditures and uses this information to build awareness of the probable results of projections with current operating and capital spending levels.

Ongoing Revenues and Expenditures

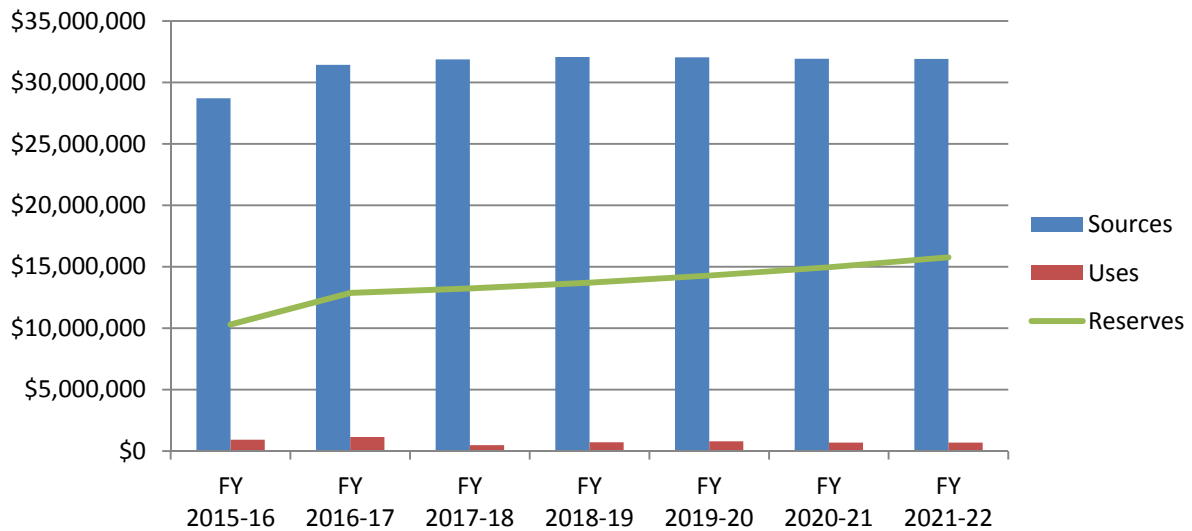


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LONG RANGE FINANCIAL MODELING (cont.)

This new model better diagnoses the fiscal needs and challenges of the Town, provides the Town with better information about the impacts of decisions on future financial sustainability, and serves as the foundation for decision making in the FY 2016-17 and future year budget processes.

One-Time Revenues and Expenditures (with Reserves)



The financial model considers and projects revenues, the Town’s capital improvement program (including potential establishment and the costs associated with establishing replacement programs), and the implications of the Town’s debt/bond program. The model has proved effective in assisting the Town with demonstrating the future financial implications of the Town’s bond program by projecting the associated debt, capital, and operational costs associated with the completed construction of a new police station to occur within this fiscal year, and the impacts of constructing a new town hall and new indoor recreation center in the future.

BUDGET SUMMARY

Budget in Brief
Budget Message
Adopted Budget Ordinance
Budget Overview - All Funds
Summary of Revenues - All Funds
Summary of Expenditures - All Funds,
Summary of Changes in Fund Balances
Debt Service Requirements
General Fund Staffing Summary
Authorized Positions
Town of Garner Pay Plan
Town of Garner Position Classification Plan
Awards Chart

Town of Garner Budget in Brief



\$30.7 Million Operating Budget Approved for Fiscal Year 2016-17

THE GARNER TOWN COUNCIL unanimously adopted a \$30,709,289 annual operating budget for fiscal year 2016-17 at its June 21 regular meeting. The budget is an increase of \$2,241,689 (7.9%) over FY 2015-16. Paramount in the adopted budget is an expansion of police and fire services, which are to be funded by a 1.5-cent property tax increase.

With this increase, the property tax rate will change from 51.75 cents to 53.25 cents per \$100 of assessed valuation. The revenue generated from this additional 1.5 cents will be specifically earmarked for the funding of nine new Garner Volunteer Fire-Rescue, Inc., firefighter positions and two new Town of Garner police officer positions. The increase is expected to add \$26.73 to the Town's levy of the average Garner homeowner's property tax bill (please see chart on the right).

The Town of Garner continues to demonstrate exceptional growth. As a result, the Town is starting to experience an increased level of demand for the essential services citizens depend on. The FY 2016-17 adopted budget reflects the Town's commitment to sustaining the current level of services while also responsibly investing in the personnel, equipment and infrastructure to continue this commitment into the future. Please see the section below for some of the initiatives and investments included in this year's adopted budget.

FY 2016-17 Initiatives and Investments

Garner Town Hall and Recreation Center Construction—

The 2013 voter-approved bond referendums provided funding for a new Town Hall at 900 7th Ave. and a new recreation center at the corner of Main and Montague streets in historic downtown Garner. Construction has already commenced on the new Town Hall with demolition work having been completed on the old Town Hall site. Construction of the new Town Hall is expected to be complete in the summer of 2017. Construction of the recreation center will begin in FY 2016-17. That project also includes a stormwater bioretention area and roadway improvements along Montague and Purvis streets and U.S. 70. The recreation center is expected to be completed in late 2017.

Lake Benson Dog Park—As part of the parks and recreational bonds approved by voters in 2013, the Lake Benson Dog Park will

Please see Initiatives on back

Impact of 1.5-Cent Property Tax Increase on Homeowners

Property Value	Cost per Year
\$100,000	\$15.00
\$150,000	\$22.50
\$178,195*	\$26.73
\$200,000	\$30.00
\$250,000	\$37.50
\$500,000	\$75.00

* Average single-family-home valuation in Garner, according to Wake County Revenue Department.

Total Annual Customer Costs for Municipal Services as of FY 2016-17

Zebulon	\$2,575.98
Wendell	\$2,131.96
Knightdale	\$1,922.56
Rolesville	\$1,722.75
Holly Springs	\$1,713.39
Fuquay-Varina	\$1,671.45
Garner	\$1,596.90
Wake Forest	\$1,580.03
Raleigh	\$1,572.35
Cary	\$1,531.60
Apex	\$1,528.10
Morrisville	\$1,435.83

Chart assumes total annual cost for residents based on property tax on a single-family residential unit valued at \$178,195 (the average Garner home value), annual water/sewer usage of 3,740 gallons and solid waste and stormwater fees.

SOURCE: City of Raleigh

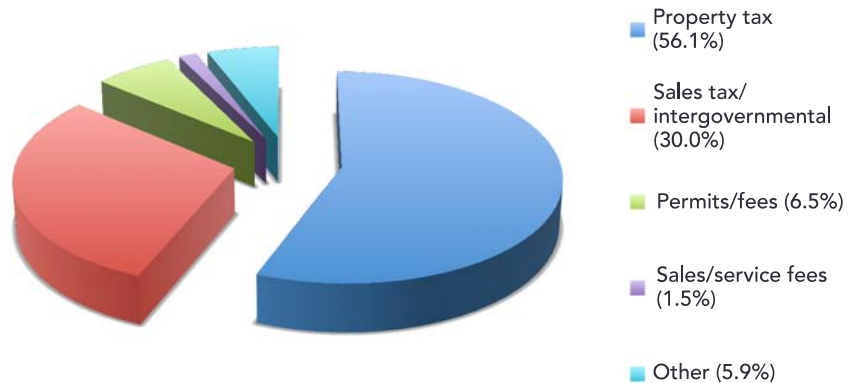


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Town of Garner Budget in Brief – FY 2016-17

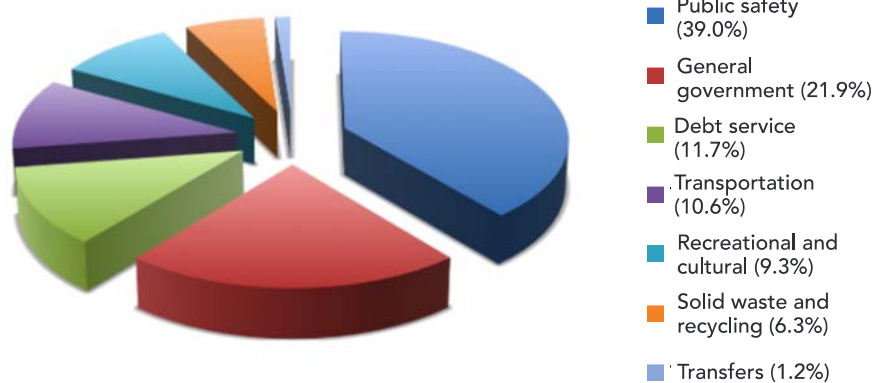
General Fund Revenues

Property tax	\$17,231,362	56.1%
Sales tax and intergovernmental	\$9,224,398	30.0%
Permits/fees	\$1,994,760	6.5%
Sales and service fees	\$448,417	1.5%
Other	\$1,810,352	5.9%
Total	\$30,709,289	100%



General Fund Expenditures

Public safety	\$11,976,194	39.0%
General government	\$6,722,466	21.9%
Debt service	\$3,599,422	11.7%
Transportation	\$3,248,191	10.6%
Recreational and cultural	\$2,868,693	9.3%
Solid waste and recycling	\$1,930,692	6.3%
Transfers	\$363,631	1.2%
Total	\$30,709,289	100%



Initiatives

continued from front

be opened during FY 2016-17. This will be Garner’s second dog park, joining North Garner Dog Park, which is located at Garner Recreational Park.

Street Resurfacing Program—The FY 2016-17 budget includes funding for the second consecutive year of the Town’s annual street resurfacing program (previously it was funded every other year). This program is a key investment in important Town infrastructure that keeps Garner connected and moving safely and efficiently. In FY 2015-16, the program provided for resurfacing of 1.75 miles of Town-maintained streets.

Town Comprehensive and Transportation Plan Updates and PRCR Master Plan Update—Started during the FY 2015-16 budget year, the Town will

continue with the implementation of the Comprehensive Growth and Transportation planning process. This long-range planning sets the Town’s vision for land use while also identifying the transportation priorities needed to improve travel options as Garner continues to grow. New for FY 2016-17 will be a Parks, Recreation and Cultural Resources (PRCR) Master Plan update. Last adopted in June 2007, the existing PRCR Master Plan provides an inventory, needs assessment and action plan for the future of Garner’s parks and recreational programming and amenities. With most of the priorities of this plan having been met, an updated plan will create a roadmap for PRCR’s future.

Vehicle and Equipment Replacements—For the third consecutive year, the Town is continuing the process of assessing, prioritizing and replacing the aging vehicles and equipment critical to efficient and timely service delivery. The FY 2016-17 budget includes funding for the replacement of seven police vehicles.



TOWN OF GARNER
FY 2016-17 BUDGET MESSAGE

To: Honorable Mayor and Town Council
From: Rodney Dickerson, Town Manager
Date: July 1, 2016
Re: Town Manager's Budget Message for FY 2016-17

It is with great pleasure that I present the Adopted Fiscal Year 2016-17 Budget to the Town Council and taxpayers of Garner. The Town of Garner is once again bustling with activity in the aftermath of the recession. The economic outlook for the Town looks promising; however, it will take some time before that tax base growth translates into a significant revenue stream.

With that in mind, the budget team worked many hours to produce a budget that is balanced yet allows us to carry out many of the objectives the Council has put forth. Department heads and staff were reasonable in their requests while still being innovative and forward-thinking. Just like previous years, many worthwhile ventures will be left on the table because we cannot fund all the requests. The overarching budget priorities are similar to previous years:

- 1) Adequately Funding Bond Debt Commitments
- 2) Preserving Fund Balance
- 3) Continuing the Revenue Savings Plan
- 4) Continue Funding Pay-for-Performance Philosophy
- 5) Annualizing Street Resurfacing and Vehicle & Equipment Replacement Programs
- 6) Supporting Council Strategic Priorities
- 7) Absorbing New and Ongoing Operational Expenditures

The Budget Team had several key factors to consider as it crafted a balanced budget. Allocating funds for bond debt was of great importance. Following the bond financing model will allow us to maximize the Town's capacity to start and complete projects. We also were not expecting a double-digit increase in healthcare insurance midway through the process. That news prompted us to look at various options to lessen the impact on the Town and employees. There was also an interest in funding the fire compensation study and incorporating feedback from the Law and Finance Committee. On top of these things, there was a desire to keep the momentum of resurfacing streets on an annual basis and playing catch-up in the replacement of vehicles and equipment. Furthermore, we attempted to fund departments at a level to keep them efficient and effective while also taking on some new initiatives for improved service delivery.

BUDGET OVERVIEW

The total FY 2016-17 Town of Garner Adopted Budget is \$30,709,289, an increase of approximately \$2,241,689 or 7.87% (see Table 1) over the FY 2015-16 originally adopted budget.

Table 1.

Budget Year	Revenues*	Expenses
FY 12-13 (Actual)	\$25,412,593	\$24,596,898
FY 13-14 (Actual)	\$29,080,826	\$28,578,454
FY 14-15 (Actual)	\$27,814,129	\$25,290,530
FY 15-16 Adopted Budget	\$28,467,600	\$28,467,600
FY 16-17 Adopted Budget	\$30,709,289	\$30,709,289

**Revenues include other financing sources including appropriations of fund balance, transfers from reserve funds, and installment financing proceeds.*

Tax Rate

With calendar year 2016 being a revaluation year for Wake County as it relates to assessing property for ad valorem tax purposes, some important changes were made to the tax base as a result of the revaluation. The Town-wide value of assessed property increased 1.2% following the new valuation. This increase was the result of the combination of a 5% increase in the value of commercial property inside the Town and a 2% decrease in the value of residential properties inside the Town. This was a trend present in many communities throughout the Triangle as the depressing effects of the recession upon the housing market still linger throughout area.

In accordance with G.S. 159-11, the Town of Garner is required to publish a revenue neutral rate within this budget message. The revenue neutral tax rate is the estimated rate that will produce revenue for the 2016-17 fiscal year equal to the revenue that would have been produced for the 2016-17 fiscal year had no revaluation occurred. This rate is then adjusted by a growth factor equal to the average annual percentage increase in the tax base since the last revaluation. The FY 2016-17 revenue neutral tax rate is 51.39 cents per \$100 of assessed valuation. The adopted budget increases the current 51.75 cents tax rate by 1.5 cents to 53.25 cents per \$100 of assessed valuation. This tax increase, as will be detailed later in this message, will be exclusively used for the expansion of Public Safety services within the Town.

Personnel

This year has seen several transitions in staff due to retirements and others moving on to new opportunities. These transitions have led to reorganizations in Finance and upper management in the Police Department. The result is better expected efficiencies internally and better service delivery.

The adopted budget includes funding for three full-time staff positions, and one supplemental position. The first position adopted is a Senior Administrative Support Specialist within the Police Department. Currently, the Police Chief does not have staff dedicated to performing the

numerous clerical and logistical duties associated with running a police department. These assignments have been spread to the Records Clerks and other sworn officers causing them to be diverted from their primary duties. The Senior Administrative Support Specialist duties will include maintaining Chief's meeting and travel schedule, scheduling court dates for sworn officers, handling internal and external correspondence, payroll processing, ABC and parade permitting, managing personnel/medical files, and other duties as assigned.

Next, the adopted budget includes six months of funding for two full-time Police Officer positions. As the Town continues to see significant growth, it is important to provide the same level of service that our citizens have come to expect. These positions will add greater flexibility to the department and prepare the Town for the future.

A Supplemental Fire Inspector (funded at 700 hours) is also adopted to assist with workload demand by tackling the past due inspection backlog. The implementation of Firehouse Software allowed the Town to more accurately update and track business inspection schedules. This position is important in keeping up with state requirements for inspection frequency.

Cost of Health Insurance

Employee healthcare costs are increasing dramatically this fiscal year. Over the last few years the Town has seen single-digit percentage increases. The initial quote from Blue Cross-Blue Shield (BCBS) was a 49% increase. Upon receiving that information, the Human Resources department was directed to work with our broker to explore different options. Eventually the BCBS increase was negotiated down to 37.1%. Simultaneous to the renegotiation with BCBS, better options were presented to the Town by Aetna. The increase of 30.1% presented by Aetna is significant, but the best we can expect at this time. As of July 1, 2016, the Town will shift its coverage to Aetna. The benefits and providers are nearly identical, and the Town will not need to set aside funds in a Health Reimbursement Account (HRA- \$81,000 budgeted in current year, but expected to reach \$120,000). I adopted that \$40,000 of that "cost avoidance" be used to offset employee dependent care coverage increases.

BUDGET OBJECTIVES DISCUSSION

Meeting Bond Debt Commitments

Providing adequate funding for bond debt commitments continued to be the top priority for the budget team during the FY 2016-17 budget development.

On March 12, 2013, Town of Garner voters approved four bond referendums authorizing the Town to issue up to \$35.716 million in general obligation bonds for constructing, widening, and improving streets and sidewalks; improving and expanding parks, greenways, and recreational facilities, including the construction of a new indoor recreation center; redeveloping the downtown; and renovating/constructing a new police station and constructing a new Town Hall.

Approximately \$24.5 million of the \$35.7 million Garner Bond Program has been issued. Many of the projects are complete: Police Station, North Garner Dog Park, several sidewalks, some neighborhood improvement projects, concession stands/ restrooms and dugout covers.

Preserving Fund Balance

Per the Town's Comprehensive Annual Financial Report (CAFR), the total amount of unassigned fund balance stood at \$16.4 million at the end of FY 2014-15. Of this total amount, Council had committed up to \$6.9 million to offset future bond related debt payments, leaving \$9.5 million (equal to 38.0% of the Town's expenditures) in unassigned fund balance. At the end of FY 2015-16, staff is projecting unassigned fund balance to be approximately \$16.52 million. Of this, \$6,488,443 remains committed to offset the debt associated with the bond program. This leaves approximately \$10.0 million (equal to 33.1% of the Town's budgeted expenditures) in unassigned fund balance. This increase in percentage is attributable to increased revenues in the areas of sales tax distributions, utility franchise taxes, and careful monitoring of expenditure budgets in FY 2015-16 by our department leaders.

The FY 2016-17 budget includes \$353,337 in appropriations from unassigned general fund balance for the following purposes:

- Replacement of all portable radios in the Police Department (\$280,000);
- Replacement of three Public Works mowers and a trailer (\$33,000);
- Funding for the Town's participation in the City of Raleigh's Utility Bill Assistance program (\$14,173);
- Funding for Town lobbying services (\$28,000);

There are a number of items adopted to be funded utilizing various forms of fund balance, and the total dollar amount of fund balance adopted to be used is more than the FY 2015-16 approved amount. We also will note that although fund balance was adopted for some items in last year's budget beyond the debt service for the new bond debt, no fund balance was actually required to be used, as total revenues were greater than total expenditures.

Staff continues to monitor fund balance in relation to compliance with our fund balance policy and ensures that any requests for use of fund balance are carefully considered for only one-time expenditures. Please see the tab labeled General Fund for a detailed fund balance analysis.

In addition to the Town's unassigned general fund balance, this budget also includes appropriations from the Powell Bill's established fund balance (\$133,695) and appropriation from the Revenue Savings Plan reserve funds (\$179,520). These disbursements will be used to fund many important acquisitions and projects, including:

- Powell Bill fund balance will be used to finance a new dump truck and two full-sized trucks;
- Revenue Savings Plan reserve funds will be used to offset a portion of the increase in debt service for FY 2016-17 in accordance with the purpose of the plan.

Continuing the Revenue Savings Plan

The Revenue Savings Plan dedicates a portion of new revenue growth to a capital reserve and helps mitigate the impacts of the 2013 bond program on the Town's budget. This plan helps the Town keep the previously discussed property tax rate increases (one cent in FY 2014-15, and 1.75 cents in FY 2015-16) associated with the 2013 bond program to a total of just 2.75 cents.

As a reminder, the categories of revenues where a portion of the growth could be set aside include current year property taxes, ABC revenues, local sales tax distributions, heavy equipment rental taxes, beer and wine taxes, and utility franchise taxes.

Based on the initial analysis for Year 3 of the plan (comparing the FY 2015-16 budget to the adopted FY 2016-17 budget), the combined increase for qualifying revenues is projected to be 4.8%, which is enough to trigger the plan into action for a third year. Based on the approved plan, a total of \$258,301 is to be put toward the plan, plus the \$383,359 from FY 2015-16, for a total of \$641,660 going toward the plan. Because the debt service for FY 2016-17 is more than the revenues associated with the increase in revenues for the Revenue Savings Plan, the plan requires \$179,520 be withdrawn from the \$6.9 million of bond debt capital reserve for FY 2016-17.

Continue Funding Pay-for-Performance Philosophy and Develop Personnel

In reiteration of our commitment to retain and attract the most talented personnel to the Town of Garner, the budget team recommends full funding of the pay-for-performance program for the FY 2016-17 budget year. The commitment to this philosophy rewards employees for their dedication and performance and also provides for a stable workforce.

Total personnel costs (salaries and benefits) account for 46.9% of the FY 2016-17 budget. This percentage is in line with the trends of recent fiscal years (47.8% in FY 2015-16). (See Table 5.)

Table 5.

Personnel Expenses				
<u>Category</u>	<u>FY 2015-16 Adopted</u>	<u>FY 2016-17 Recommended</u>	<u>Difference</u>	<u>% Change</u>
Full-Time Salaries	\$9,249,860	\$9,488,020	\$238,160	2.57%
Merit	\$301,174	\$301,164	(\$10)	-0.003%
OT Salaries	\$79,283	\$81,785	\$2,502	3.16%
Temporary Salaries	\$565,517	\$598,752	\$33,235	5.88%
Longevity	\$210,159	\$190,609	(\$19,550)	-9.30%
FICA	\$806,607	\$827,025	\$20,418	2.53%
Retirement	\$1,168,575	\$1,256,326	\$87,751	7.51%
Group Insurance	\$1,221,239	\$1,654,537	\$433,298	35.48%
Total	\$13,602,414	\$14,398,218	\$795,804	5.85%

Table 5 above outlines the changes in budgeted personnel costs over the FY 2015-16 adopted budget. While the Town’s total personnel expenses are increasing, it is important to note that they are only increasing 5.85% despite a dramatic increase in the cost of providing health insurance to our employees, fully funding the Town’s pay-for-performance merit program, and the addition of three new full-time positions. Taking the cost increases associated with the group insurance program out of the mix, the budgeted cost of compensating all of our employees has grown only 2.93% (\$362,506) from the FY 2015-16 budget.

One of the major factors minimizing the impact of existing personnel cost increases were the retirements of several long-tenured employees during FY 2015-16 and the anticipated additional retirements the Town will experience during FY 2016-17. Although these retirements do lower personnel costs, the Town is projecting larger increases in the Town’s retirement obligations including an increase to retiree health insurance costs (\$98,843 increase) and an increase in separation allowance payments to retired Town sworn law enforcement officers (\$15,868). As the Town continues to experience additional retirements in the coming years (a trend that is expected across the local government sector), the budget team is intent on keeping a close eye on the increasing impact that retirements will have as a cost driver in future budgets.

Annualized Street Resurfacing and Vehicle & Equipment Replacement Programs

In FY 2015-16, Town Council declared their intention to directly address the Town’s declining street conditions by appropriating funding to be used toward an annually dedicated street resurfacing program. FY 2016-17 is the second fiscal year of this annualized program, and the budget team has recommended \$400,000 be used to improve the quality of Town streets. The Town leadership believes that this amount of yearly funding will provide the needed road surface improvements that will strengthen and keep this key Town infrastructure from deteriorating. The Engineering Department has advised that at least \$350,000 per year is needed in order to gain maximum vendor interest due to economies of scale.

Also now in its second budget cycle, vehicles and equipment replacement requests were entirely reviewed, prioritized, and recommend to the Budget Team by the Vehicle and Equipment Replacement Team (VERT). The items listed below in Table 6 represent the replacement vehicles and equipment that the VERT process recommended for funding. Installment financing is being recommended for many vehicles and equipment as noted by an asterisk in Table 6. In addition, there are one dump truck, two vehicles, and one mower that qualify for Powell Bill funding.

Table 6.

FY 2016-2017 Vehicles & Equipment Replacement Summary	
<u>PRCR</u>	
Mini-Bus Replacement*	\$49,500
<u>Police</u>	
Seven Vehicle Replacements*	\$263,000
<u>Inspections</u>	
Two Vehicle Replacements*	\$46,000
<u>Public Works</u>	
Dump Truck Replacement*	\$108,000
Four Vehicle Replacements*	\$134,000
Tractor Replacement*	\$55,000
Four Mower Replacements	\$42,000
Trailer Replacement	\$4,500
Salt Brine Machine and Applicator*	\$31,000
Ball Field Machine*	\$13,500
Total	\$746,500

*installment loan

While the VERT team continues working toward a sustainable solution for ensuring the ongoing replacement of vehicles and equipment in the future, it is important to note that the recommendations below do not represent the totality of the vehicles and equipment currently in need of replacement. While VERT was established to provide better information to management and our elected officials regarding the Town's vehicle and large equipment fleet, their work is constrained by the availability of funding in each budget cycle. With this in mind, continuing to work towards catching up from the economic downturn and annualizing this replacement program is a Budget Team priority.

Additional Budget Considerations

The FY 2016-17 Budget also includes other additional budget topics that address important considerations in the areas of outside agency funding and the Town's share of funding provided to Garner Volunteer Fire-Rescue, Inc.

Agency Funding

The Town will continue its tradition of providing funds to various agencies with community-oriented missions. The budget includes funding at 100% of FY 2015-16 levels.

Garner Volunteer Fire-Rescue, Inc. (GVFR)

The FY 2016-17 Garner Volunteer Fire-Rescue, Inc. (GVFR) budget process includes important progress in the nature of the relationship between GVFR, the Town of Garner, and Wake County. Subsequent to GVFR's original request, the Wake County Human Resources Department completed both the Fire Services Department & Fire Commission Labor Market Study and the Fire Compensation Administrative Guidelines Review. Following the adjustments to compensation, Wake County also updated its methodology for both the composition and application of the cost-share funding strategy. In past years, the Town of Garner held a 54.7% cost share (45.3% for Wake County) of fire services within the Garner Fire District.

The FY 2016-17 budget has a new Town of Garner cost-share formula of 51.56%, and this cost share percentage will be applied across the entire GVFR request. There are currently *no personnel, operating, and capital fire requests* that should be funded solely by the Town or County. Even with this new cost share and the method by which it is being applied, there still are some costs that are the Town of Garner's alone (debt service and costs associated with Garner Fire Station 4). The Town of Garner's responsibility of the new cost share for the GVFR budget is \$2,520,375. With guidance from the Law and Finance Committee, the budget team included an additional \$193,063 above the Town's responsibility to cover some of Wake County's unfunded cost share. The *total* funding being provided to GVFR during the FY 2016-17 fiscal year is **\$2,934,466**, however, the adopted FY 2016-17 budget includes only \$2,890,046. The remaining \$44,420 will be provided from unused Fire funds carried over from FY 2015-16.

With this adopted amount of funding, GVFR will receive adequate appropriations to fund: all requested personnel costs (including 100% of the compensation study in FY 2016-17), full merit, full funding for three expansion requests (master firefighter, accreditation, and front pad repair), full capital asset funding (turnout gear replacement, a new engine, and a new vehicle for the

Assistant Fire Chief), full funding to cover GVFR's debt service payments, enough funding to keep their operating line items flat to their FY 2015-16 appropriation with no reductions.

Another main expansion in Fire Services for the citizens of Garner will be the provision of funding for six months of salary for nine new full-time firefighters. The expansion of these nine new firefighters is being funded by the 1.5 cent Public Safety property tax increase mentioned earlier on page 31. In previous years, the City of Raleigh's Fire Department provided a mutual aid response for all structural fires within the Town of Garner's limits. We have been notified by the City of Raleigh that they will no longer be able to provide this service on into the future. Without these nine new firefighter positions, Garner Fire would either have to rely upon outside mutual aid responses from rural volunteer fire departments or send all of Garner Fire's assets in order to respond appropriately to fires within the Town of Garner's limits. These nine new firefighters will allow Garner Fire to continue to provide the current level of service to the citizens of Garner without having to rely upon outside agencies for assistance.

REVENUE DISCUSSION

The revenue projections contained in this budget are based upon trend analysis, past year collection history, economic projections for the national, state, and local economy, estimates for new state collections, and use of fund balance as outlined for the 2013 bonds.

State-Collected Local Revenue

During the 2015 North Carolina General Assembly Long Session, state lawmakers enacted a major reform to the way sales taxes across the state are collected and distributed. While these changes will have no major impact on the Town of Garner's state-collected revenues for the FY 2016-17 budget, there still are lingering questions as to the certainty with which these important revenues will continue to be collected by the Town. Staff has prepared this budget using the latest estimates and advice provided by the legislative budget offices and the North Carolina League of Municipalities. Staff will continue to monitor all available information during the current legislative session and on into the future.

Detailed Discussion of Revenue

The current year property tax revenues are projected to increase by approximately \$1,068,762 (6.7%) from the FY 2015-16 adopted budget. Approximately \$589,300 of this new revenue is attributed to an increase in the value of Garner's assessed valuation, while the remaining \$479,462 comes as the result of the 1.5 cent property tax increase.

While the overall effect of the 2016 Wake County real property appraisal was a positive one (approx. 1.2% increase in existing assessed values), another major contribution to the increase in property tax revenue has been the strong level of development that the Town has experienced over the last 12 months (equal to another 1.2% increase over the post-revaluation assessment). While the Town's overall assessed values have improved, the net effect of the revaluation and increased assessments have created an environment rich for assessed valuation appeals with the Wake County Board of Equalization and Review, especially in the commercial sector. The sheer

volume of appeals within Town limits has decreased the available projected tax base for the FY 2016-17 from the Wake County Tax Assessors office by \$20 million. As of the writing of this message, the County still has approximately \$139 million of Garner assessed value under appeal with claims still being submitted. Personal property values have also grown due to the increase in demand and consumption of new vehicle stock as citizens part with their older vehicles and buy new ones. Because of this, car tag fees are projected to increase approximately \$16,000 (4.99%).

Sales tax receipts are projected to increase approximately \$128,900 (2.33%) from the FY 2015-16 budget. While sales tax revenue continues to be a steady and vital source of revenue for Town operations, staff believes the Town is beginning to experience a more normal rate of growth in sales tax revenues since the reductions in employment, household income, and disposable income caused by the recession have experienced a near full recovery.

Since the FY 2014-15 budget year when the utility franchise taxes were replaced with a sales tax on natural gas, electricity, and telecommunication services, this series of revenue has quickly become another important and large source of growing revenue for the Town. With help from the League of Municipalities, the Town is projected to recognize a gain of 20.11% (\$390,300) from the FY 2015-16 budget. These revenues are heavily dependent on the weather, and recent warmer winter patterns have downgraded the use of natural gas (the second biggest source of utility revenue), while warmer summers have increased the use of electricity (by far the largest source of utility revenue). These patterns are expected to continue. Video programming fees, which include distributions of taxes, cable services, are projected to decrease, generating 4.9% less revenue (-\$12,100) as citizens continue to “cut-the-cord” and move away from traditional cable TV service.

Powell Bill fund distribution is projected to essentially remain flat to the amount received in FY 2015-16. This money, distributed by the state from a portion of the state gas tax and federal highway funding, helps offset the cost of local road, sidewalk, and right-of-way maintenance. Continuing a trend from the last budget cycle, lower fuel prices for much of the year and the new calculation of the gas tax are keeping this revenue source flat in the FY 2016-17 budget; however, the gas tax changes should result in more stability and predictable growth in future years. Additional money from the Powell Bill reserve funds will be appropriated again in this adopted budget (much like in the FY 2015-16 budget) to continue to replace much-needed equipment (including a dump truck, two vehicles, and mowing equipment).

While the Town continues to see a decline in the amount of grant funding from state and federal agencies as several impactful programs draw to a close, staff from all departments are actively engaged in seeking out and applying for grant funding opportunities as they arise. Just as in FY 2015-16, the Town continues to receive grant funding for the Build America Bonds, government access TV channel, John Rex Endowment and various programs and equipment. New for FY 2016-17 are grant funding opportunities that will help offset all or most of the cost associated with the police body worn cameras and provide funding to integrate parks and recreation planning throughout other Town plans.

Town staff fully expects the increased level of development activity that has occurred over the last six months to continue throughout the next fiscal year. The pace and value of building

permits continues to grow with new retail, office, single-family residential, and multi-family residential major projects approved and expected to break ground during FY 2016-17. As a result, staff has projected increases in the Town's building permits and other development-related fees that total \$135,560 (26.4%). Also due to economic growth, the Town is projected to receive sufficient water and sewer capacity fees to pay annual debt associated with additional capacity purchases made in 2006 and 2011.

No changes are adopted to be made to the parks and recreation rental activity fee structures this budget year. A technical change made in the accounting now nets performance series revenue for certain shows out of the gross revenue picture for this program area, which looks like an increase in expenditures. In prior years, when a contract was based on ticket sales or revenue, the expense was categorized on the expenditure side of the budget.

Other funding sources (detailed in the fund balance section) that are not considered revenue are being adopted for this budget, including:

- Proceeds from the issuance of installment debt in the amount of \$700,000 to purchase replacement vehicles and equipment to ensure continued efficient operations;
- The use of \$133,695 of Powell Bill fund balance to help purchase and finance vitally needed Powell Bill-qualified vehicles and equipment;
- The use of \$179,520 of the \$6.9 million Bond Debt Capital Reserve to help offset the approximately \$621,722 increase in bond debt costs for FY 2016-17;
- Use of unassigned fund balance totaling \$313,000 to fund one-time capital expenditures recommended in the budget.
- Funding for the Town's participation in the City of Raleigh's Utility Bill Assistance program (\$14,173);
- Funding for Town lobbying services (\$28,000);

CONCLUSION

The Town of Garner continues to transform into a regional leader for a municipality our size. We are currently the only jurisdiction in the United States with nationally accredited parks and recreation, police, and public works agencies, and also to have earned All-America City status since 2000. We will continue to engage our citizens and to establish partnerships at all levels of local government for the good of the community. Much of what we do on a daily basis is influenced by the North Carolina Legislature. Even when staring at the possibility of decreasing revenues and authority, the Town strives to adhere to its Strategic Priorities: Fiscal Responsibility, Efficient and Timely Service Delivery, Orderly Growth, and Quality of Life.

Commercial permits are coming in at a pace that we have not seen since pre-2008. As we prepared the budget, even more restaurant and retail options emerged out of the ground. We are expecting several residential subdivisions to break ground in the coming year. In addition to single family homes, there is also growing interest in apartments and other multi-family offerings. In preparation for some of this growth, the Town Council will be considering ETJ expansions as well as strategic infrastructure investment to accommodate more growth in key areas. Much of this growth is expected to blossom around the new schools that are under construction. Updates to the Comprehensive Growth and Development Plan, Transportation

Plan and the Parks and Recreation Master Plan over the next couple of years will help ensure that the growth is thoughtful and sustainable.

Many Town Departments have moved into temporary locations as we await the building of the new Town Hall and the Garner Recreation Center. These will be the two largest building projects in the Town of Garner's history. They are both expected to be gems for current and future generations to enjoy. There have also been sidewalk additions, park enhancements and neighborhood improvements. Many other bond projects are complete, and now the Town Council has the next task of deciding when to initiate the remaining two bonds issues from the 2013 bond program.

All of this excitement is occurring as the Town settles into new leadership and has experienced several retirements in several key areas of Town management. Staff will build on previous leadership and accomplishments and chart a course for even bigger possibilities. At the Council Retreat, our elected officials confirmed the strategic goals and objectives and empowered staff to help further craft a new Strategic Plan that will debut in 2016-2017. This is a great example of Council and staff moving in one direction toward common goals. So as I lead the staff into the next fiscal year, I am encouraged that we will flourish even more. As our retreat motto stated, we must all look "Beyond the Bonds" at those things that will continue to allow us to provide excellent customer service as we improve the quality of life for all residents, businesses and visitors to the Town of Garner.

I would like to recognize and sincerely thank the Budget Team for the time and diligence to complete this year's recommended budget: Assistant Town Manager – Development Services John Hodges, Interim Finance Director Pam Wortham, and Budget & Special Projects Manager Michael Gammon. The team received valuable support and assistance from Human Resources Director B.D. Sechler, HR Specialist Kim Storey, Deputy Town Clerk Rebecca Schlichter, Town Clerk Stella Gibson and Communications Manager Rick Mercier. I would also like to thank the department heads for their hard work in giving us a submittal that was reasonable and easy to work with.

Thanks to the Town Council for their leadership and confidence in me and in Town staff to do what is best for the Town on a daily basis. Staff appreciates your efforts at the Council Retreat to define the Town's Strategic Priorities to ensure we are working as one. The approval of the budget is the first step in the ongoing effort to keep Garner prosperous and a desirable place to live and work.

Respectfully submitted,



Rodney Dickerson
Town Manager

ORDINANCE NO. (2016) 3817

AN ORDINANCE TO APPROPRIATE FUNDS AND TO RAISE REVENUES FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017

NOW, THEREFORE, BE IT ORDAINED by the Town Council of the Town of Garner, North Carolina, in accordance with NC General Statutes 159-13, that the following anticipated fund revenues and departmental expenditures are hereby appropriated and approved for the operation of the Town government and its activities for the Fiscal Year beginning July 1, 2016 and ending June 30, 2017.

Section I. GENERAL FUND

A. ANTICIPATED REVENUES

AD VALOREM TAXES

Ad Valorem Taxes-Current Year	\$	17,020,462
Ad Valorem Taxes-Prior Year		126,000
Ad Valorem Tax Rental Vehicles		18,200
Payment in Lieu of Taxes		800
Tax Penalty and Interest		65,900

OTHER TAXES

ABC Net Revenue		114,000
Local Government Sales Tax 1%		2,601,000
Local Government Sale Tax 1/2%		3,051,700
Solid Waste Disposal Tax		17,500
Business Registration Fee		23,000
Heavy Equipment Rental Tax		73,600

INTERGOVERNMENTAL REVENUES

Beer and Wine Tax		125,000
Utility Franchise Tax		1,992,300
Video Programming Fees		236,500
Cablevision PEG Reimbursement		63,166
Powell Bill Distribution		720,354
USDOJ-BVP Program		3,000
GHSP Body Camera Grant		24,500
GHSP DWI Officer Grant		23,300
Build America Bond Interest Reimbursement		75,500
School Resource Officer		68,298
General Purpose Senior Center Grant		11,680

PERMITS AND FEES

Water Cap Replacement Fee	238,150
Sewer Capacity Replacement Fee	238,150
Acreage Fee	285,000
Car Tags	337,000
Dog Tags	750
Subdivision Fees	6,780
Board of Adjustment Fees	500
Site Plan / Permit Fees	7,000
Rezoning Fees	6,640
Sign Permit Fees	8,275
Annexation and Street Closing	500
Special Event Permit	1,165
Building Permit Fees	600,000
Re-inspection Fees	12,770
Inspection Fees - After Hours	1,480
Fire Inspection Fee	20,000
Rental Prop Owner Register Fee	6,100
Police Outside Employment	195,000
Inspection Plan Review Fee	15,000
False Alarm Charges	14,500

SALES AND SERVICES

Recreation Fees	185,482
Auditorium Concessions	1,740
PRCR Sponsorships	10,000
Parks & Rec Facility Rental	191,000
Special Refuse Collection Fees	3,775
Refuse Cart Fees	6,270
NCDOT Mowing Agreement	21,700
Wake County - Collection Fees	950
GVFR - Gasoline Sales	3,700
City of Raleigh - Collection Fees	3,800
City of Raleigh - Street Repairs	20,000

INVESTMENT REVENUES

Interest Earned	100,000
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OTHER REVENUES

Co Landfill Reimbursement	92,100
Grounds Fee - School Commons	9,000
Miscellaneous Revenue	9,000
Sewer Assessments	3,700
Interest on Assessments	2,500
Code Enforcement Fines	10,500
Miscellaneous Land Use Charges	4,800
Officer Fees	7,400
Parking Violations	2,800
John Rex Foundation Grant	125,000
Scrap Metal Sales	2,000
Sale of Fixed Assets	30,000

OTHER FUNDING SOURCES

Appropriated Fund Balance – Stormwater Infrastructure Reserve	45,000
Appropriated Fund Balance - Powell Bill	133,695
Proceeds from Debt Issuance	700,000
Appropriated Fund Balance - Bond Debt Capital Reserve	179,520
Appropriated Fund Balance - Unassigned	353,337

\$ 30,709,289

B. ANTICIPATED EXPENDITURES

GENERAL GOVERNMENT		\$ 2,914,945
Governing Body	\$ 321,763	
Administration	1,012,241	
Human Resources	282,195	
Finance	738,877	
Information Technology	559,869	

COMMUNITY SERVICE		2,761,192
Economic Development	348,924	
Planning	852,339	
Building Inspections	963,256	
Engineering	596,673	
PUBLIC SAFETY		10,717,005
Police	7,826,959	
Fire	2,890,046	
PUBLIC WORKS		7,248,359
Administration	467,968	
Street Maintenance	2,780,223	
Parks Maintenance	989,537	
Solid Waste	1,930,692	
Facility Maintenance	737,225	
Fleet Management	342,714	
PARKS AND RECREATION		1,879,156
Administration	371,098	
Cultural Arts & Events	421,837	
Adult & Senior Programs	298,084	
Youth Programs & Athletics	385,810	
Outdoor Adventure	236,068	
Program Partners	166,259	
DEBT SERVICE		3,599,422
TRANSFERS		363,631
SPECIAL APPROPRIATIONS		<u>1,225,579</u>
TOTAL		<u>\$ 30,709,289</u>

Section II. LEVY OF TAXES

There is hereby levied, for Fiscal 2016-2017 Ad Valorem Tax Rate of \$0.5325 per one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2016, for the purpose of raising funds for the General services under Current Year's Tax, as set forth in the forgoing estimates of revenues in order to finance the foregoing applicable appropriations. This rate of tax is based on an estimated assessed valuation of \$3,250,375,000 and an estimated rate of collection of 98.34 percent. Under authority of NC General Statute 20-97, an annual license tax of \$15.00 is levied on each vehicle in the Town of Garner.

Section III. AUTHORIZATIONS & RESTRICTIONS OF THE BUDGET OFFICER

The Budget Officer is hereby authorized to transfer amounts between line items within a department without limitation, provided that transfers to or from the personnel services category of expense from another category of expense shall be reported to the Board at the first regularly scheduled meeting of each month.

Transfers between departments, and revisions of the revenue or expenditure totals, or utilization of any fund balance not already authorized in this ordinance shall require Board approval by budget ordinance.

Funds from capital project budgets to be closed shall be transferred into the General Fund unless otherwise specified by Town Council or the funds are restricted in their use by an external source.

Section IV. PURCHASE ORDERS.

All purchase orders will be pre-audited in accordance with the Local Government Budget and Fiscal Control Act and issued on all purchases over \$1,000.00.

Section V. PAY AND CLASSIFICATION PLAN

The sums appropriated and set forth in the detailed schedule of personnel services shall be paid in accordance with the Pay Plan and Position Classification Plan adopted by Town Council. All positions, position titles, incorporated herein for personnel are authorized and approved. The Town Manager is authorized to change positions, position titles, classifications and reclassifications, and reassignments for personnel for all positions authorized in the budget, but no new positions that are not captured within the budget or within the Position Classification Plan shall be added without the approval of the Town Council.

Section VI. UTILIZATION OF BUDGET ORDINANCE

This ordinance shall be the basis of the financial plan for the Town of Garner during the Fiscal Year 2016-2017. The Budget Officer shall administer the budget and shall insure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget. The Finance Department shall establish and maintain all records which are in consonance with this ordinance, and the appropriate statutes of the State of North Carolina. Copies of this ordinance shall be furnished to the Finance Director and the Town Clerk for their direction in the disbursement of the Town's funds and for public inspection.

Duly adopted the 21th day of June, 2016.



MAYOR

ATTEST:


TOWN CLERK

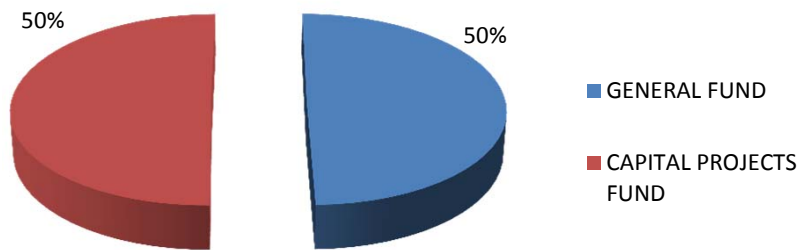
TOWN OF GARNER
BUDGET OVERVIEW - ALL FUNDS

REVENUES & SOURCES	Actual FY 2012-13	Actual FY 2013-14	Actual FY 2014-15	Estimated FY 2015-16	Budget FY 2016-17
Ad Valorem Taxes	\$ 14,823,841	\$ 15,486,348	\$ 15,490,395	\$ 16,724,254	\$ 17,231,362
Other Taxes & Licenses	4,729,374	5,115,098	5,544,083	5,823,967	5,880,800
Intergovernmental	3,340,435	4,391,405	4,679,718	3,138,182	3,343,598
Permits and Fees	1,188,185	3,851,543	1,816,364	3,368,063	1,994,760
Sales and Services	551,939	514,268	490,653	474,952	448,417
Investment Earnings	11,189	8,092	15,360	78,955	100,000
Other Revenues	298,156	335,835	441,378	174,387	268,800
Total Revenue	24,943,119	29,702,589	28,477,951	29,782,760	29,267,737
Transfers from Other Funds	429,676	6,477,132	250,360	118,456	45,000
Sale of Capital Assets	1,045	31,500	39,262	64,479	30,000
Proceeds from Debt Issuance	-	4,996,762	5,389,132	4,175,718	31,751,487
Fund Balance Appropriated	-	-	-	-	666,552
Total Resources	\$ 25,373,840	\$ 41,207,983	\$ 34,156,705	\$ 34,141,413	\$ 61,760,776
EXPENDITURES & USES	Actual FY 2012-13	Actual FY 2013-14	Actual FY 2014-15	Estimated FY 2015-16	Budget FY 2016-17
General Fund					
General Government	\$ 6,391,794	\$ 6,330,924	\$ 5,688,444	\$ 6,698,283	\$ 6,722,466
Public Safety	9,797,725	10,646,438	10,341,777	10,588,658	11,976,194
Transportation	2,205,869	2,128,167	2,350,138	2,680,809	3,248,191
Solid Waste and Recycling	1,726,953	1,736,723	1,768,301	1,853,287	1,930,692
Cultural and Recreational	2,540,428	2,540,999	2,620,696	2,751,242	2,868,693
Capital Projects	1,763,592	4,996,717	7,184,635	4,193,223	31,051,487
Debt Service	1,504,453	5,195,203	2,270,816	2,792,644	3,599,422
Total Expenditure	25,930,814	33,575,171	32,224,807	31,558,146	61,397,145
Transfers to Other Funds	429,676	6,477,132	250,360	118,456	363,631
Total Expenditures and Other	26,360,488	40,052,303	32,475,167	31,676,602	61,760,776

TOWN OF GARNER
SUMMARY OF REVENUES - ALL FUNDS

REVENUES AND SOURCES	TOTAL	GENERAL FUND	CAPITAL PROJECTS FUND
<i>Ad Valorem Taxes</i>			
-- Current Year	\$ 17,039,462	\$ 17,039,462	\$ -
-- Prior Years	126,000	126,000	-
-- Penalties and Interest	65,900	65,900	-
Subtotal: Property Taxes	17,231,362	17,231,362	-
<i>Other Taxes</i>			
-- ABC Mixed Beverage	114,000	114,000	-
-- Local Option Sales Tax	5,652,700	5,652,700	-
-- Business Registration Fee	23,000	23,000	-
-- Heavy Equipment Rental Tax	73,600	73,600	-
Subtotal: Other Taxes	5,863,300	5,863,300	-
Assessments to Property	-	-	-
Intergovernmental Revenues	3,361,098	3,361,098	-
Permits and Fees	1,994,760	1,994,760	-
Sales and Services	448,417	448,417	-
Investment Revenues	100,000	100,000	-
Other Revenue	268,800	268,800	-
Total Revenues	29,267,737	29,267,737	-
Transfers from Other Funds	45,000	45,000	-
Sale of Assets	30,000	30,000	-
Proceeds of Debt Issuance	31,751,487	700,000	31,051,487
Fund Balance Appropriated	666,552	666,552	-
TOTAL NET RESOURCES	\$ 61,760,776	\$ 30,709,289	\$ 31,051,487

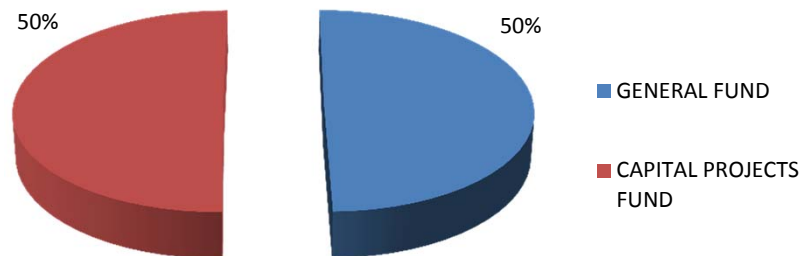
Revenues by Fund



**TOWN OF GARNER
SUMMARY OF EXPENDITURES - ALL FUNDS**

EXPENDITURES AND USES	TOTAL	GENERAL FUND	CAPITAL PROJECTS FUNDS
General Government	\$ 6,722,466	\$ 6,722,466	\$ -
Public Safety	11,976,194	11,976,194	-
Transportation	3,248,191	3,248,191	-
Solid Waste and Recycling	1,930,692	1,930,692	-
Cultural and Recreational	2,868,693	2,868,693	-
Debt Service	3,599,422	3,599,422	-
Capital Projects	31,051,487	-	31,051,487
Transfers to Other Funds	363,631	363,631	-
TOTAL NET EXPENDITURES	\$ 61,760,776	\$ 30,709,289	\$ 31,051,487

Expenditures by Fund



TOWN OF GARNER
SUMMARY OF CHANGES IN FUND BALANCES

GENERAL FUND	BUDGET YEAR ENDING <u>JUNE 30, 2015</u>	BUDGET YEAR ENDING <u>JUNE 30, 2016</u>
Total Fund Balance Available Beginning of Year	\$ 21,219,874	\$ 23,732,949
Revenues & Other Financing Sources	27,803,607	30,314,197
Expenditures	25,040,172	27,446,673
Transfers In	-	81,456
Transfers Out	<u>250,360</u>	<u>37,000</u>
Total Fund Balance Available End of Year	\$ 23,732,949	\$ 26,644,929
<hr/>		
Composition of Fund Balance:		
Nonspendable Fund Balance:		
Inventories	\$ 37,677	\$ 37,677
Prepays	<u>46,582</u>	<u>46,582</u>
Subtotal: Nonspendable Fund Balance	84,259	84,259
Restricted Fund Balance:		
State statute	2,715,222	2,715,222
Law enforcement	95,480	81,868
Powell Bill	<u>622,812</u>	<u>587,812</u>
Subtotal: Restricted Fund Balance	3,433,514	3,384,902
Committed Fund Balance:		
Stormwater infrastructure	387,823	339,700
Public safety	200	200
Future insurance obligations	-	25,600
Water/sewer capacity debt	1,624,316	2,645,079
Parks and recreation projects	<u>704,778</u>	<u>665,096</u>
Subtotal: Committed Fund Balance	2,717,117	3,675,675
Assigned Fund Balance:		
Next year's budget	604,824	671,215
Encumbrances	<u>374,041</u>	<u>250,000</u>
Subtotal: Assigned Fund Balance	978,865	921,215
Undesignated Fund Balance	<u>16,405,277</u>	<u>16,584,474</u>
Total Estimated Fund Balance at June 30, 2016	<u>\$ 23,619,032</u>	<u>\$ 24,650,525</u>

TOWN OF GARNER DEBT MANAGEMENT

Rapid growth challenges a local government's ability to meet the service demands of residents. Growth creates a demand for quality infrastructure and facilities. Citizens will need more parks, community facilities, sidewalks and greenways, water and sewer, etc. Normally, however, there is a time lag between the demands of growth and the corresponding increase in revenue collected from taxes, fees, etc. This produces a need to "finance" public facilities, infrastructure, and equipment.

Financing of these capital costs can be accomplished through various financing sources called "bonded debt," which may include pay-as-you-go financing, debt financing, and public-private ventures, as prescribed by State law.

The Town of Garner's primary objectives in debt management are:

- To keep the level of indebtedness within available resources. When the Town of Garner utilizes long-term debt financing, it will ensure that the debt is soundly financed by conservatively projecting the revenue sources that will be utilized to pay the debt and financing the improvement over a period not greater than the useful life of the improvement. Long-term borrowing will be confined to capital improvements that cannot be financed from current revenues; and
- To manage the issuance of debt obligation such that:
 - (1) Direct net debt as a percentage of total assessed value of taxable property should not exceed 2.0%
 - (2) The ratio of direct net debt service expenditures as a percent of total governmental fund expenditures should not exceed 15% with an aggregate ten-year principal payout ratio target of 50% or better.

The Town's current bond ratings are AA+ by Standard and Poor's and Aa2 by Moody's Investors Service.

The Town of Garner's long-term debt currently consists of general obligation bonds and promissory notes. The Town has no revenue bond issues; the general obligation bonds are collateralized by the full faith, credit and taxing power of the Town.

Bonds payable at June 30, 2016 are comprised of the following issues (in addition to the above-mentioned issue):

- \$6,050,000 2011 taxable public improvement bonds (Build America Bonds) with annual installments through February 2031. Interest varying from 1.05% to 5.25%.
- \$9,805,000 2014 general obligation bonds with annual installments through February 2034. Interest varying from 2.00% to 4.00%.
- \$14,670,000 2015 general obligation bonds with annual installments through August 2035. Interest varying from 2.00% to 5.00%.

Other long-term debt includes:

- \$3,400,000 installment loan for various projects with semi-annual installments through September 2026. Interest rate of 3.79%.
- \$712,295 installment loan for vehicles with annual installments through August 2016. Interest rate of 1.15%
- \$3,620,759 refunding agreement with semi-annual installments through September 2021. Interest rate of 1.94%.
- \$534,200 installment loan for vehicles with annual installments through January 2018. Interest rate of 1.034%
- \$630,000 installment loan for vehicles with annual installments through September 2018. Interest rate of 1.36%.

**TOWN OF GARNER
COMPUTATION OF LEGAL DEBT MARGIN**

Calculation of Debt Limit

Assessed Value of Taxable Property		\$ 3,250,375,000
Multiplied by State Limitation of 8%		<u>x .08</u>
DEBT LIMIT		\$260,030,000

Calculation of Town of Garner's Debt

Total Debt Applicable to the Debt Limit at June 30, 2016	\$ 34,226,132	
Less: Assets in Debt Service Reserves available for payment of debt		<u>-</u>
TOTAL AMOUNT OF DEBT APPLICABLE TO DEBT LIMIT		34,226,132
LEGAL DEBT MARGIN		<u><u>\$ 225,803,868</u></u>

FY 2016-2017 Debt Service

Below is a summary of the debt service payments due for FY 2016-2017.

Purpose	Original Debt	Principal Due	Interest Due	Total Payment
General Purpose				
Capital Projects 2006 ¹	\$ 7,242,800	\$ 498,844	\$ 44,098	\$ 542,942
Public Improvements 2010 ²	6,050,000	175,000	237,310	412,310
Capital Projects/Capacity 2011 ³	3,400,000	226,667	90,202	316,869
Vehicles FY 2013-14 ⁴	712,295	179,086	2,071	181,157
General Obligation 2014 ⁵	8,905,000	250,000	315,775	565,775
Vehicles/Equipment FY 14-15 ⁶	534,200	132,888	2,776	135,664
General Obligation 2015 ⁷	14,670,000	565,000	533,888	1,098,888
Vehicles/Equipment FY 15-16 ⁸	630,000	154,388	6,385	160,773
Vehicles/Equipment ⁹ (Proposed for FY 16-17)	700,000	169,153	15,890	<u>185,043</u>
Total General Purpose Debt Service				<u><u>\$ 3,599,421</u></u>

Notes:

1. 2006 Projects included improvements to Centennial Park, East Main Street facility, Garner Performing Arts Center, Garner Senior Center, and purchase of water and sewer capacity. This debt was refunded in FY 2013-14 to reduce the interest rate.
2. 2010 Improvements included roadway improvements to Timber Drive and Vandora Springs Road and White Deer Park.
3. 2011 Projects included purchase of water and sewer capacity and improvements to the Public Works facility.
4. Installment financing included 19 Police patrol vehicles and one Parks, Recreation & Cultural Resources vehicle.
5. 2014 Projects included land acquisition for downtown redevelopment, park improvements, streets and sidewalks, and public safety facilities.
6. Installment financing included street sweeper, three vehicles, one tractor and four Public Works trucks.
7. 2015 Project include Town Hall, Indoor Recreation Center, park enhancements, streets, and sidewalks.
8. Installment financing included one Inspections vehicle, one Engineering truck, seven Police vehicles, two Public
9. Installment financing proposed for the replacement of: two Inspections vehicles, four Public Works trucks, one Dump Truck, seven Police vehicles, one Parks Mini-Bus, a Salt Brine Machine and Applicator, one Tractor, and a Ball Field Machine.

Bonds Authorized and Unissued

The Town has bonds authorized but unissued in the amount of \$11,241,000 due to four referendums that were approved in March 2013.

TOWN OF GARNER
SUMMARY OF LONG-TERM DEBT REQUIREMENTS

GENERAL FUND DEBT

FISCAL YEAR	GENERAL OBLIGATION BONDS		PROMISSORY NOTES		TOTAL DEBT DUE		TOTAL
	Principal	Interest	Principal	Interest	Principal	Interest	
2016-17	990,000	1,106,972	1,346,257	145,531	2,336,257	1,252,503	3,588,760
2017-18	1,000,000	1,062,973	1,163,359	121,757	2,163,359	1,184,730	3,348,089
2018-19	1,005,000	1,032,410	1,023,772	100,195	2,028,772	1,132,605	3,161,378
2019-20	1,015,000	995,110	696,780	80,185	1,711,780	1,075,295	2,787,075
2020-21	1,025,000	954,097	686,183	62,525	1,711,183	1,016,622	2,727,805
2021-22	1,485,000	912,136	226,667	47,249	1,711,667	959,385	2,671,052
2022-23	1,485,000	852,863	226,667	38,658	1,711,667	891,521	2,603,188
2023-24	1,485,000	790,551	226,667	30,067	1,711,667	820,618	2,532,285
2024-25	1,485,000	728,237	226,667	21,477	1,711,667	749,714	2,461,381
2025-26	1,485,000	665,862	226,667	12,886	1,711,667	678,748	2,390,415
2026-27	1,485,000	602,162	226,667	4,295	1,711,667	606,457	2,318,124
2027-28	1,710,000	541,238	-	-	1,710,000	541,238	2,251,238
2028-29	1,710,000	475,913	-	-	1,710,000	475,913	2,185,913
2029-30	1,710,000	412,513	-	-	1,710,000	412,513	2,122,513
2030-31	1,710,000	346,662	-	-	1,710,000	346,662	2,056,662
2031-32	1,710,000	277,987	-	-	1,710,000	277,987	1,987,987
2032-33	1,710,000	216,687	-	-	1,710,000	216,687	1,926,687
2033-34	1,710,000	155,388	-	-	1,710,000	155,388	1,865,388
2034-35	1,710,000	79,088	-	-	1,710,000	79,088	1,789,088
2035-36	1,710,000	26,719	-	-	1,710,000	26,719	1,736,719
Total	\$ 29,335,000	\$ 12,235,568	\$ 6,276,353	\$ 664,826	\$ 35,611,353	\$ 12,900,394	\$ 48,511,747

NOTE: The Town has no revenue bond issues; the general obligation bonds are collateralized by the full faith, credit and taxing power of the Town. In keeping with the modified accrual basis of accounting mandated by the North Carolina Local Government Budget and Fiscal Control Act, principal and interest requirements are appropriated when due.

STAFFING SUMMARY FY 2016-17

Major Staffing Changes

Regular positions allocated in prior year:	164.00
<u>New Positions Added in FY 2016-17 Budget</u>	<u>3.00</u>
Total Recommended Regular Positions:	167.00

The total number of positions adopted in the FY 2016-17 operating budget is 167.00, compared to 164.00 in the adopted FY 2015-16. This represents 3 new positions for the Police Department, out of the 6 total requests for new personnel Town-wide (5 requested positions in the Police Department, 1 requested position in the Public Works Department).

Positions Recommended in FY 2016-17

Senior Administrative Assistant - Police Department

Prior to this budget's adoption, the Police Department lacked permanently dedicated administrative support. Without this support, sworn officers and records management staff were required to share administrative duties that pulled them away from their normal day-to-day functions. The addition of this position will not only improve the department's administrative responsiveness, but also improve the entire organization by allowing those who were previously providing administrative support to re-direct their efforts towards their main areas of focus.

Two (2) Police Officers

The Town of Garner has undergone experienced significant growth since the Town last added any sworn police officer personnel (not related to grant funding programs). During that time, the number of calls for service and the variety of incidents that the department must now respond to and prepare for have experienced significant growth as well. As the Town is now poised to grow at an even greater rate as the recovered economy leads directly to increased development, an expansion in the department's response capability is critical to ensure that service levels to the public remain consistent.

Annual Position Review Summary in FY 2016-2017

As part of the annual review, a pay and classification consultant reviews a third of the Town's positions. The 2016 review consisted of the Police Department, the Parks, Recreation & Cultural Resources Department and the Economic Development Department.

Reclassifications:

Recreation Specialist, Grade 20 to Recreation & Programs Assistant Manager, Grade 23

Pay Grade Changes:

Theater Service Coordinator from Grade 20 to Grade 21

Marketing & Events Coordinator from Grade 20 to Grade 21

Events & Box Office Coordinator from Grade 20 to Grade 21

Recreation Center & Program Manager from Grade 25 to Grade 26

Cultural Arts & Events Manager from Grade 25 to Grade 26

Outdoor Education & Parks Manager from Grade 25 to Grade 26

Assistant PR&CR Director from Grade 28 to Grade 29

PR&CR Director from Grade 34 to Grade 35

Animal Control Office from Grade 16 to Grade 17

Police Sergeant from Grade 24 to Grade 25

Police Captain from Grade 30 to Grade 31

Police Chief from Grade 35 to Grade 36

**TOWN OF GARNER
RECOMMENDED POSITIONS FY 2016-17**

DEPARTMENT/DIVISION	FY 2013-14 Full-time Equivalent	FY 2014-15 Full-time Equivalent	FY 2015-16 Full-time Equivalent	FY 2016-17 Full-time Equivalent
ADMINISTRATION				
Town Manager	3.0	4.0	5.0	4.0
Town Clerk	2.0	2.0	2.0	2.0
Human Resources	2.0	2.0	2.0	2.0
Communications	-	-	-	1.0
Neighborhood Improvement	-	-	-	1.0
ADMINISTRATION TOTAL	5.0	6.0	9.0	10.0
FINANCE				
Finance Administration	5.0	5.0	5.0	6.0
Purchasing	1.0	1.0	1.0	-
FINANCE TOTAL	6.0	6.0	6.0	6.0
ECONOMIC DEVELOPMENT				
Economic Development	3.0	3.0	3.0	2.0
ECONOMIC DEVELOPMENT TOTAL	3.0	3.0	3.0	2.0
PLANNING				
Planning Administration	2.0	3.0	3.0	3.0
Land Use Permits and Enforcement	2.0	2.0	2.0	2.0
Community Planning and Appearance	1.0	1.0	1.0	1.0
PLANNING TOTAL	5.0	6.0	6.0	6.0
BUILDING INSPECTIONS				
Building Inspections	7.5	7.5	8.0	8.0
BUILDING INSPECTIONS TOTAL	7.5	7.5	8.0	8.0
ENGINEERING				
Engineering	5.5	5.5	6.0	6.0
ENGINEERING TOTAL	5.5	5.5	6.0	6.0
INFORMATION TECHNOLOGIES				
Information Technology	3.0	3.0	3.0	3.0
INFORMATION TECHNOLOGY TOTAL	3.0	3.0	3.0	3.0
POLICE				
Police Administration	9.0	3.5	3.5	73.5
Police Operations	61.0	67.0	67.0	-
POLICE TOTAL	70.0	70.5	70.5	73.5
PUBLIC WORKS				
Public Works Administration	5.0	5.0	5.0	5.0
Streets/Powell Bill	12.0	13.0	14.0	14.0
Public Grounds Management	13.0	13.0	13.0	13.0
Building Maintenance	4.0	4.0	4.0	4.0
Fleet Maintenance	4.0	4.0	4.0	4.0
PUBLIC WORKS TOTAL	38.0	39.0	40.0	40.0

(Continued on next page.)

**TOWN OF GARNER
RECOMMENDED POSITIONS FY 2016-17**

DEPARTMENT/DIVISION	FY 2013-14 Full-time Equivalent	FY 2014-15 Full-time Equivalent	FY 2015-16 Full-time Equivalent	FY 2016-17 Full-time Equivalent
PARKS, RECREATION, & CULTURAL RESOURCES				
Parks, Recreation, & Cultural Resources Administration	2.0	3.0	3.0	3.0
Adult & Senior	-	2.0	2.0	2.0
Outdoor Adventure	1.0	2.0	2.0	2.0
Marketing and Special Events	2.0	-	-	-
Arts & Cultural Resources	2.0	3.0	3.0	3.0
Youth & Athletic	5.0	2.0	2.5	2.5
PARKS, RECREATION, & CULTURAL RESOURCES TOTAL	12.0	12.0	12.5	12.5
TOTAL - GENERAL FUND EMPLOYEES	155.0	158.5	164.0	167.0
FTE per 1,000 Population	5.93	6.03	6.06	6.10

Town of Garner
PAY PLAN
 Effective: 7/1/15

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
3	8.02	12.42	16,682 - 25,834	8.02 - 9.02 16,682 - 18,762	9.03 - 11.29 18,782 - 23,483	11.30 - 12.42 23,504 - 25,834
4	8.43	13.05	17,534 - 27,144	8.43 - 9.47 17,534 - 19,698	9.48 - 11.86 19,718 - 24,669	11.87 - 13.05 24,690 - 27,144
5	8.84	13.72	18,387 - 28,538	8.84 - 9.93 18,387 - 20,654	9.94 - 12.43 20,675 - 25,854	12.44 - 13.72 25,875 - 28,538
6	9.27	14.39	19,282 - 29,931	9.27 - 10.42 19,282 - 21,674	10.43 - 13.06 21,694 - 27,165	13.07 - 14.39 27,186 - 29,931
7	9.76	15.13	20,301 - 31,470	9.76 - 10.97 20,301 - 22,818	10.98 - 13.71 22,838 - 28,517	13.72 - 15.13 28,538 - 31,470
8	10.23	15.88	21,278 - 33,030	10.23 - 11.52 21,278 - 23,962	11.53 - 14.40 23,982 - 29,952	14.41 - 15.88 29,973 - 33,030
9	10.75	16.66	22,360 - 34,653	10.75 - 12.07 22,360 - 25,106	12.08 - 15.11 25,126 - 31,429	15.12 - 16.66 31,450 - 34,653
10	11.29	17.49	23,483 - 36,379	11.29 - 12.70 23,483 - 26,416	12.71 - 15.86 26,437 - 32,989	15.87 - 17.49 33,010 - 36,379
11	11.87	18.38	24,690 - 38,230	11.87 - 13.35 24,690 - 27,768	13.36 - 16.66 27,789 - 34,653	16.67 - 18.38 34,674 - 38,230
12	12.42	19.30	25,834 - 40,144	12.42 - 13.98 25,834 - 29,078	13.99 - 17.49 29,099 - 36,379	17.50 - 19.30 36,400 - 40,144
13	13.05	20.26	27,144 - 42,141	13.05 - 14.67 27,144 - 30,514	14.68 - 18.36 30,534 - 38,189	18.37 - 20.26 38,210 - 42,141

Town of Garner
PAY PLAN
Effective: 7/1/15

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
14	13.72	21.28	28,538 - 44,262	13.72 - 15.44 28,538 - 32,115	15.45 - 19.28 32,136 - 40,102	19.29 - 21.28 40,123 - 44,262
15	14.39	22.36	29,931 - 46,509	14.39 - 16.17 29,931 - 33,634	16.18 - 20.24 33,654 - 42,099	20.25 - 22.36 42,120 - 46,509
16	15.13	23.46	31,470 - 48,797	15.13 - 17.00 31,470 - 35,360	17.01 - 21.25 35,381 - 44,200	21.26 - 23.46 44,221 - 48,797
17	15.88	24.63	33,030 - 51,230	15.88 - 17.86 33,030 - 37,148	17.87 - 22.31 37,170 - 46,405	22.32 - 24.63 46,426 - 51,230
18	16.66	25.85	34,653 - 53,768	16.66 - 18.74 34,653 - 38,979	18.75 - 23.44 39,000 - 48,755	23.45 - 25.85 48,776 - 53,768
19	17.51	27.17	36,421 - 56,514	17.51 - 19.69 36,421 - 40,955	19.70 - 24.60 40,976 - 51,168	24.61 - 27.17 51,189 - 56,514
19** (Police)	17.51	27.17	38,925 - 60,399 **based on 2,223 hrs/yr	17.51 - 19.69 38,925 - 43,771	19.70 - 24.60 73,793 - 54,686	24.61 - 27.17 54,708 - 60,399
20	18.38	28.52	38,230 - 59,322	18.38 - 20.67 38,230 - 42,994	20.68 - 25.82 43,014 - 53,706	25.83 - 28.52 53,726 - 59,322
20** (Police)	18.38	28.52	40,859 - 63,400 **based on 2,223 hrs/yr	18.38 - 20.67 40,859 - 45,949	20.68 - 25.82 45,972 - 57,396	25.83 - 28.52 57,420 - 63,400
21	19.30	29.94	40,144 - 62,275	19.30 - 21.71 40,144 - 45,157	21.72 - 27.12 45,178 - 56,410	27.13 - 29.94 56,430 - 62,275
21** (Police)	19.30	29.94	42,904 - 66,557 **based on 2,223 hrs/yr	19.30 - 21.71 42,904 - 48,261	21.72 - 27.12 48,284 - 60,288	27.13 - 29.94 60,310 - 66,557
22	20.26	31.44	42,141 - 65,395	20.26 - 22.80 42,141 - 47,242	22.81 - 28.47 47,445 - 59,218	28.48 - 31.44 59,238 - 65,395

Town of Garner
PAY PLAN
Effective: 7/1/15

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
23	21.28	33.01	44,262 - 68,661	21.28 - 23.93 44,262 - 49,774	23.94 - 29.89 49,795 - 62,171	29.90 - 33.01 62,192 - 68,661
24	22.36	34.68	46,509 - 72,134	22.36 - 25.12 46,509 - 52,250	25.13 - 31.40 52,270 - 65,312	31.41 - 34.68 65,333 - 72,134
24** (Police)	22.36	34.68	49,706 - 77,094 **based on 2,223 hrs/yr	22.36 - 25.12 49,706 - 55,842	25.13 - 31.40 55,864 - 69,802	31.41 - 34.68 69,824 - 77,094
25	23.46	36.40	48,797 - 75,712	23.46 - 26.38 48,797 - 54,870	26.39 - 32.96 54,891 - 68,557	32.97 - 36.40 68,578 - 75,712
26	24.63	38.20	51,230 - 76,456	24.63 - 27.71 51,230 - 57,367	27.72 - 34.59 57,658 - 71,947	34.60 - 38.20 71,968 - 79,456
27	25.85	40.12	53,768 - 83,450	25.85 - 29.09 53,768 - 60,507	29.10 - 36.34 60,528 - 75,587	36.35 - 40.12 75,608 - 83,450
28	27.17	42.13	56,514 - 87,630	27.17 - 30.57 56,514 - 63,586	30.58 - 38.15 63,606 - 79,352	38.16 - 42.13 79,373 - 87,630
29	28.52	44.25	59,322 - 92,040	28.52 - 32.08 59,322 - 66,726	32.09 - 40.07 66,747 - 83,346	40.08 - 44.25 83,366 - 92,040
30	29.94	46.44	62,275 - 96,595	29.94 - 33.68 62,275 - 70,054	33.69 - 42.07 70,075 - 87,506	42.08 - 46.44 87,526 - 96,595
31	31.44	48.79	65,395 - 101,483	31.44 - 35.38 65,395 - 73,590	35.39 - 44.18 73,611 - 91,894	44.19 - 48.79 91,915 - 101,483
32	33.01	51.21	68,661 - 106,517	33.01 - 37.12 68,661 - 77,210	37.13 - 46.38 77,230 - 96,470	46.39 - 51.21 96,491 - 106,517

Town of Garner
PAY PLAN
 Effective: 7/1/15

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
33	34.68	53.77	72,134 - 111,842	34.68 - 39.00 72,134 - 81,120	39.01 - 48.69 81,141 - 101,275	48.70 - 53.77 101,296 - 111,842
34	36.38	56.75	75,670 - 118,040	36.38 - 40.94 75,670 - 85,155	40.95 - 51.13 85,176 - 106,350	51.14 - 56.75 106,371 - 118,040
35	38.20	59.58	79,456 - 123,926	38.20 - 42.98 79,456 - 89,398	42.99 - 53.69 89,419 - 111,675	53.70 - 59.58 111,696 - 123,926
36	40.10	62.57	83,408 - 130,146	40.10 - 45.11 83,408 - 93,829	45.12 - 56.40 93,850 - 117,312	56.41 - 62.57 117,333 - 130,146
37	42.11	65.70	87,589 - 136,656	42.11 - 47.37 87,589 - 98,530	47.38 - 59.20 98,550 - 123,136	59.21 - 65.70 123,157 - 136,656
38	44.22	68.99	91,977 - 143,499	44.22 - 49.74 91,977 - 103,459	49.75 - 62.16 103,480 - 129,292	62.17 - 68.99 129,313 - 143,499

Town of Garner
POSITION CLASSIFICATION PLAN
Effective: 7/1/16

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
3	8.02	12.42	16,682 - 25,834	Scorekeeper	N
4	8.43	13.05	17,534 - 27,144	Recreation Leader I	N
5	8.84	13.72	18,387 - 28,538		
6	9.27	14.39	19,282 - 29,931	Desk Attendant Facility Attendant Recreation Leader II	N N N
7	9.76	15.13	20,301 - 31,470		
8	10.23	15.88	21,278 - 33,030	Boathouse Operator	N
9	10.75	16.66	22,360 - 34,653	Boathouse Supervisor Park Ranger Public Grounds Maintenance Worker	N N N
10	11.29	17.49	23,483 - 36,379	Intern	N
11	11.87	18.38	24,690 - 38,230	Bus Driver School Crossing Guard Services Officer Police Recruit	N N N N
12	12.42	19.30	25,834 - 40,144		
13	13.05	20.26	27,144 - 42,141	Parks Maintenance Worker Receptionist Street Maintenance Worker	N N N
14	13.72	21.28	28,539 - 44,262		
15	14.39	22.36	29,931 - 46,509	Office Assistant Recreation Activities Specialist	N N
16	15.13	23.46	31,470 - 48,797	Auditorium Technician Criminal Records Clerk Equipment Operator	N N N

Town of Garner
POSITION CLASSIFICATION PLAN
Effective: 7/1/16

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
17	15.88	24.63	33,030 - 51,230	Administrative Support Specialist Animal Control Officer Development and Permitting Specialist Finance Specialist Lead Auditorium Technician Lead Parks Maintenance Worker Quartermaster Recreation Program Specialist	N N N N N N N N
18	16.66	25.85	34,653 - 53,768	Building Maintenance Technician Fleet Mechanic Maintenance Technician Street Sweeper Operator	N N N N
19	17.51	27.17	36,421 - 56,514	Lead Equipment Operator Payroll Specialist Recreation Administrative Specialist Sr. Development and Permitting Specialist	N N N N
19** (Police)	17.51	27.17	38,925 - 60,399 **based on 2,223 hrs/yr	Police Officer I Police Officer II	N N
20	18.38	28.52	38,230 - 59,322	Deputy Town Clerk Senior Administrative Support Specialist	N N
20** (Police)	18.38	28.52	40,859 - 63,400 **based on 2,223 hrs/yr	Police Officer - First Class	N
21	19.30	29.94	40,144 - 62,275	Code Compliance Officer Events & Box Office Coordinator Lead Building Maintenance Technician Lead Fleet Mechanic Marketing and Events Coordinator Theatre Services Coordinator	N N N N N N
21** (Police)	19.30	29.94	42,904 - 66,557 **based on 2,223 hrs/yr	Police Officer - Senior Officer	N
22	20.26	31.44	42,141 - 65,395	Accreditation Specialist Code Enforcement Officer I Crime Analyst Records Manager	N N N N

Town of Garner
POSITION CLASSIFICATION PLAN
Effective: 7/1/16

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
23	21.28	33.01	44,262 - 68,661	Parks and Grounds Supervisor	N
				Code Enforcement Officer II	N
				Construction Inspector	N
				Engineering Technician	N
				Human Resources Analyst	N
				Recreation & Programs Assistant Manager	N
				Streets Supervisor	N
24	22.36	34.68	46,509 - 72,134		
25** (Police)	23.46	36.40	52,152 - 80,917 **based on 2,223 hrs/yr	Police Sergeant**	N
25	23.46	36.40	48,797 - 75,712	Chief Code Compliance Officer	N
				Chief Fire Inspector	N
				Code Enforcement Officer III	N
				Downtown Development Manager	E
				Neighborhood Improvement Manager	N
				Planner II	N
26	24.63	38.20	51,230 - 76,456	Accounting Manager	E
				Chief Codes Enforcement Officer	N
				Cultural Arts and Events Manager	E
				Public Works Services Superintendent	N
				Purchasing Manager	E
				Outdoor Education and Parks Manager	E
				Recreation Center and Programs Manager	E
27	25.85	40.12	53,768 - 83,450	Information Technology Specialist	N
				Public Works Operations Superintendent	N
				Senior Planner	E
28	27.17	42.13	56,514 - 87,630	Budget and Special Projects Manager	E
				Communications Manager	E
				Police Lieutenant	E
				Stormwater Engineer	E
				Town Clerk	E
29	28.52	44.25	59,322 - 92,040	Assistant Parks, Recreation, and Cultural Resources Director	E
				Assistant Planning Director	E
				Senior Information Technology Specialist	E
30	29.94	46.44	62,275 - 96,595	Assistant Public Works Director	E
31	31.44	48.79	65,395 - 101,483	Assistant Town Engineer	E
				Police Captain	E

Town of Garner
POSITION CLASSIFICATION PLAN
 Effective: 7/1/16

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
32	33.01	51.21	68,661 - 106,517	Economic Development Director	E
33	34.68	53.77	72,134 - 111,842	Inspections Director	E
34	36.38	56.75	75,670 - 118,040	Human Resources Director	E
35	38.20	59.58	79,456 - 123,926	Parks, Recreation, and Cultural Resources Director	E
				Finance Director	E
				Information Technology Director	E
				Planning Director	E
				Public Works Director	E
				Town Engineer	E
36	40.10	62.57	83,408 - 130,146	Police Chief	E
37	42.11	65.70	87,589 - 136,656		
38	44.22	68.99	91,977 - 143,499	Assistant Town Manager - Development Services	E
				Assistant Town Manager - Operations	E

Current Awards Chart

Effective July 1, 2013

Performance Awards Chart <i>Effective 07/01/2013</i>	DEVELOPMENTAL SEGMENT (12.5% spread) (Six Month Reviews)	MARKET PERFORMANCE SEGMENT (25% spread)	PROFICIENCY SEGMENT (10% spread)
Categories	<i>Below Standard Pay</i>	<i>Standard Pay</i>	<i>Exceeds Standard Pay</i>
<u>Score: 1.00-2.70</u>	No Increase	No Increase	No Increase
<u>Score: 2.71-3.70</u>	1.50% base	2.25% base 0.25% lump	1% base 1.5% lump
<u>Score: 3.71-4.50</u>	2% base	2.5% base 1.25% lump	2.5% base 1% lump
<u>Score: 4.51-5.00</u>	2.5% base	4% base	3% base 2% lump

***** ANY INCREASES AWARDED ABOVE MAXIMUM OF THE PAY RANGE WILL BE PAID AS A LUMP SUM AWARD.**

Impact of Discipline on Performance Awards During 12-month Period

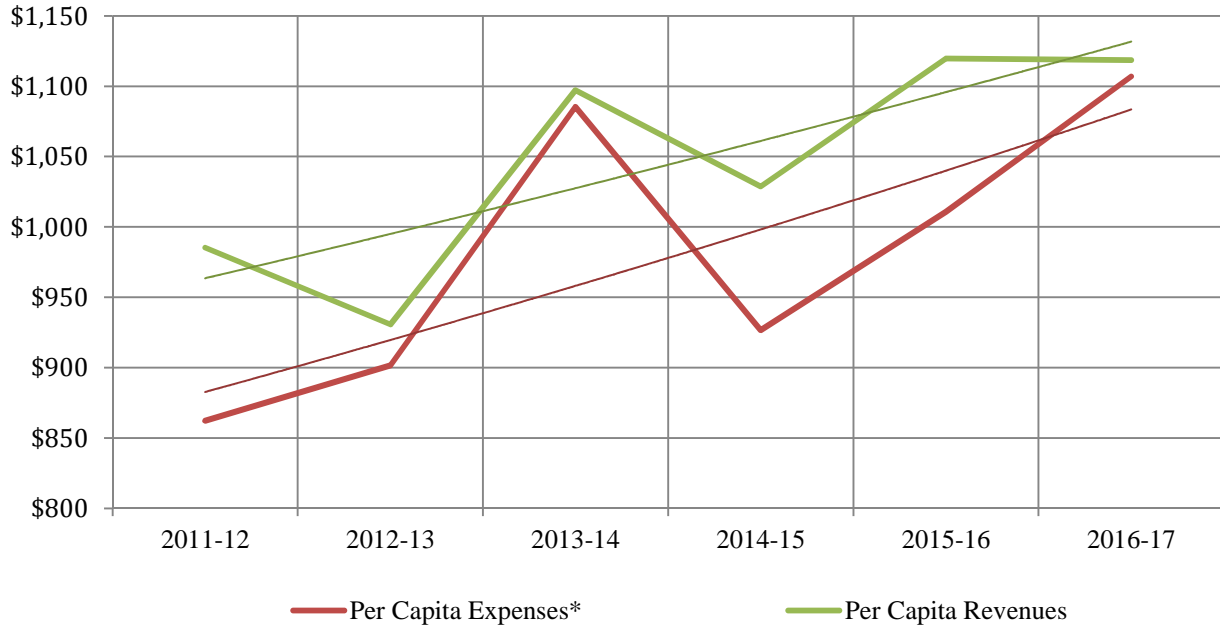
Any Level 3 Final Written Warning	No award
Three Warnings (any Level)	No award
Two Level 2 Warnings	No award
One Level 1 Warning and One Level 2 Warning	No award
One Level 2 Warning	Limited lump sum possible*
Two Level 1 Warnings	Limited lump sum possible*
One Level 1 Warning	Based on departmental practice

*Lump sum awards in these situations are limited to a maximum of up to 2% of salary and are to be reviewed by Human Resources for fairness and consistency of administration.

GENERAL FUND SUMMARY

General Fund Revenues and Expenditures per Capita
 General Fund Summary
 General Fund Revenues by Source
General Fund Expenditures and Transfers by Function and Category
 Descriptions of Major Revenue Sources
 Departmental Budget Detail
 General Fund Approved Capital Outlay

TOWN OF GARNER
GENERAL FUND REVENUES AND EXPENDITURES PER CAPITA*
INFLATION ADJUSTED IN 2016 DOLLARS



Fiscal Year	Per Capita Revenues*		Per Capita Expenses*	
2011-12 ⁽¹⁾	\$	985.23	\$	862.16
2012-13		930.60		901.66
2013-14		1,097.13		1,085.31
2014-15		1,028.74		926.49
2015-16 (Estimated)		1,119.81		1,010.86
2016-17 (Budget)		1,118.69		1,107.07

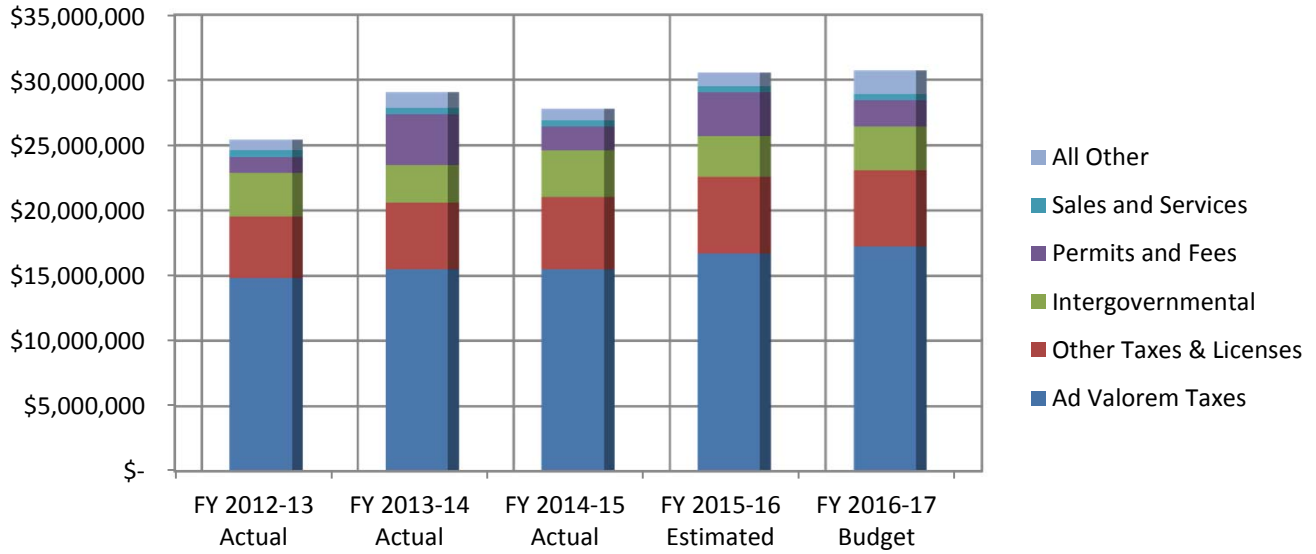
(1) Revenues include a ConAgra contribution of \$2.5 million that will be used toward a new indoor recreation facility as approved in the March 2013 PRCR Improvement Bond.

*Amounts do not include transfers.

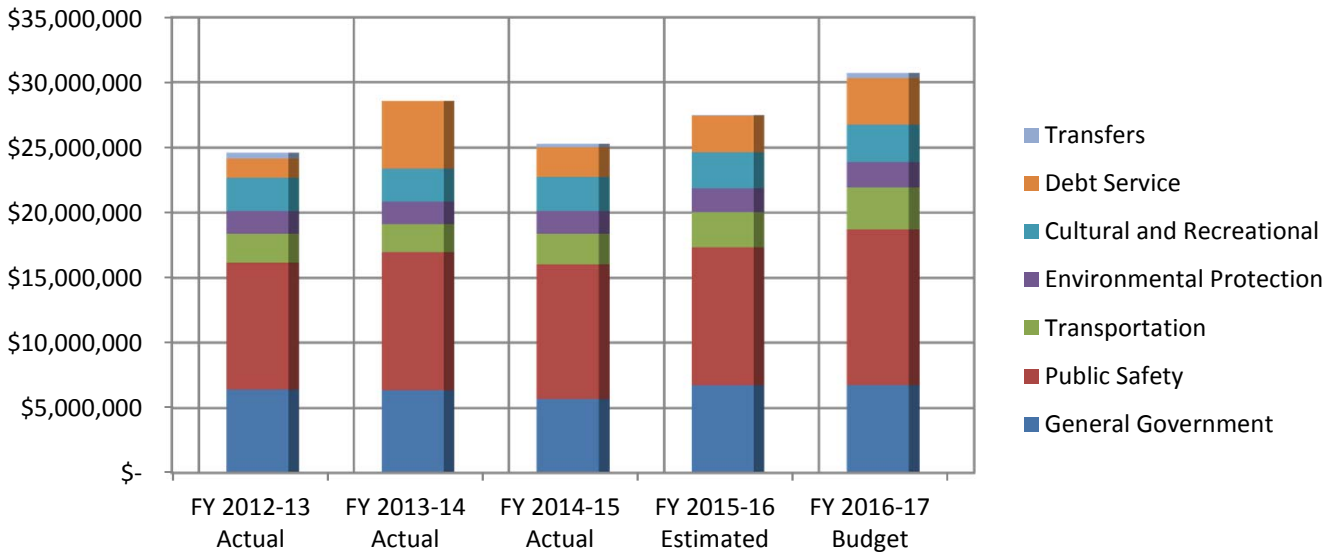
**TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FY 2015-2016**

General Fund Summary

General Fund Revenue History by Source



General Fund Expenditure History by Function



**TOWN OF GARNER
GENERAL FUND BUDGET FY 2016-2017**

Revenues

Revenue Type	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Budget
Ad Valorem Taxes	\$ 14,823,841	\$ 15,486,348	\$ 15,490,395	\$ 16,724,254	\$ 17,231,362
Other Taxes & Licenses	4,729,374	5,115,098	5,544,082	5,853,116	5,857,800
Intergovernmental	3,340,435	2,902,112	3,563,772	3,138,182	3,343,598
Permits and Fees	1,188,184	3,851,543	1,816,364	3,338,914	2,017,760
Sales and Services	551,939	514,268	490,653	474,952	448,417
Investment Revenues	10,006	5,302	8,531	78,955	100,000
Other Revenue	299,201	1,015,124	889,810	868,866	998,800
Appropriated Fund Balance	-	-	-	-	666,552
Transfers	469,613	191,031	-	81,456	45,000
Total	\$ 25,412,593	\$ 29,080,826	\$ 27,803,607	\$ 30,558,695	\$ 30,709,289

Expenditures

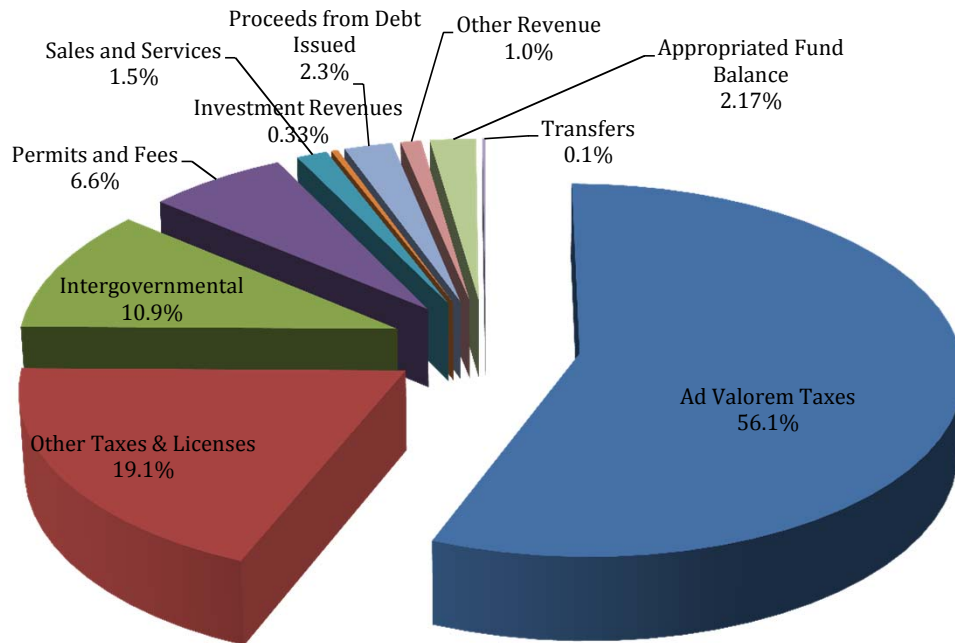
Function	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Budget
General Government	\$ 6,391,794	\$ 6,330,924	\$ 5,690,607	\$ 6,729,264	\$ 6,742,686
Public Safety	9,797,725	10,646,438	10,339,614	10,620,217	11,955,974
Transportation	2,205,869	2,128,167	2,350,138	2,687,602	3,248,191
Environmental Protection	1,726,953	1,736,723	1,768,301	1,853,287	1,930,692
Cultural and Recreational	2,540,428	2,540,999	2,620,695	2,763,659	2,868,693
Debt Service	1,504,453	5,195,203	2,270,815	2,792,644	3,599,422
Transfers	429,676	6,477,132*	250,360	37,000	363,631
Total	\$ 24,596,898	\$ 35,055,586	\$ 25,290,530	\$ 27,483,673	\$ 30,709,289

* FY 2013-14 expenditures include the transfer of capital reserves created in previous years to the Capital Project Fund. Also see the All Funds on pages 45-47 and the Capital Project Fund pages 172-175 for further reference.

**TOWN OF GARNER
GENERAL FUND REVENUES BY SOURCE**

REVENUE TYPE	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Budget	% Change from FY 15-16
Ad Valorem Taxes	\$ 14,823,841	\$ 15,486,348	\$ 15,490,395	\$ 16,724,254	\$ 17,231,362	3.0%
Other Taxes & Licenses	4,729,374	5,115,098	5,544,083	5,823,967	5,857,800	0.6%
Intergovernmental	3,340,435	2,902,112	3,563,771	3,138,182	3,343,598	6.5%
Permits and Fees	1,188,184	3,851,543	1,816,364	3,368,063	2,017,760	-40.1%
Sales and Services	551,939	514,268	490,653	474,952	448,417	-5.6%
Investment Revenues	10,006	5,302	8,531	78,955	100,000	26.7%
Proceeds from Debt Issued	-	712,295	534,200	630,000	700,000	11.1%
Other Revenue	299,201	302,829	355,610	238,866	298,800	25.1%
Appropriated Fund Balance	-	-	-	-	666,552	-
Transfers	469,613	191,031	-	81,456	45,000	-
Total	\$ 26,949,451	\$ 29,080,826	\$ 27,803,607	\$ 30,558,695	\$ 30,709,289	0.5%

Fiscal Year 2016-17 General Fund Revenue Sources



TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FISCAL YEAR 2016-17

Revenue Type	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Budget
Property Taxes					
Ad Valorem Taxes-Current Year	\$ 14,578,853	\$ 15,179,014	\$ 15,324,492	\$ 16,508,326	\$ 17,020,462
Ad Valorem Taxes-Prior Year	176,228	213,513	96,847	139,373	126,000
Ad Valorem Tax Rental Vehicles	18,692	18,825	20,602	20,436	18,200
Pay in Lieu of Taxes	847	873	831	1,146	800
Tax Penalty and Interest	49,220	74,123	47,623	54,973	65,900
Total Property Taxes	\$ 14,823,841	\$ 15,486,348	\$ 15,490,395	\$ 16,724,254	\$ 17,231,362
Permits and Fees					
Fee in Lieu of Parkland	\$ 25,897	\$ 380,295	\$ 4,504	\$ 246,419	\$ -
Sidewalk Fees	-	-	-	3,220	-
Engineering Inspection Fees	-	-	-	5,112	-
Retention Pond Fees	145	310	155	800	-
Water Cap Replacement Fee	93,865	612,667	209,191	517,430	238,150
Sewer Capacity Replacement Fee	157,379	1,569,879	514,293	1,171,426	238,150
Acreage Fees	-	-	-	-	285,000
Motor Vehicle Fees	322,618	455,695	363,553	357,278	337,000
Dog Licenses	1,885	749	685	725	750
Subdivision Fees	3,063	2,246	9,075	8,685	6,780
Board of Adjustment Fees	575	500	250	375	500
Site Plan / Permit Fees	2,850	5,995	5,500	8,352	7,000
Rezoning Fees	1,854	2,300	6,815	9,335	6,640
Sign Permit Fees	8,475	7,575	7,825	8,025	8,275
Annexation and Street Closing	150	1,000	450	1,200	500
Special Event Permit	420	1,735	1,845	705	1,165
Building Permit Fees	297,850	562,060	448,945	754,837	600,000
Fire Inspection Fees	-	-	3,940	6,460	20,000
Reinspection Fees	20,810	28,118	18,000	3,128	12,770
Inspection Fee - After Hours	231	6,560	960	-	1,480
Inspection Plan Review	-	-	-	14,555	15,000
ABC Inspection	-	-	-	100	-
Homeowners Recovery Fees	54	92	71	321	-
Rental Property Owner Registration Fee	5,840	6,260	6,150	5,400	6,100
Police - DDACTS Partnership	5,990	12,398	3,064	-	-
Police Outside Employment	224,400	183,835	205,229	200,344	195,000
Taxi Cab Inspection Fee	280	(177)	214	112	-
False Alarm Charges	13,554	11,450	5,650	14,570	14,500
Total Permits and Fees	\$ 1,188,184	\$ 3,851,542	\$ 1,816,364	\$ 3,338,914	\$ 1,994,760
Other Taxes and License					
ABC Revenue	\$ 93,280	\$ 94,395	\$ 107,766	\$ 119,071	\$ 114,000
Local Government Sales Tax 1%	2,080,894	2,242,397	2,449,380	2,602,395	2,601,000
Local Government Sale Tax 1/2%	2,389,767	2,615,871	2,835,463	3,024,274	3,051,700
Solid Waste Disposal Tax	16,505	16,788	17,133	17,606	17,500
Privilege License	65,558	67,329	51,220	78	-
Business Registration Fee	-	-	-	29,149	23,000
Heavy Equipment Rental Tax	83,368	78,318	83,121	60,543	73,600
Total Other Taxes and License	\$ 4,729,374	\$ 5,115,098	\$ 5,544,083	\$ 5,853,116	\$ 5,880,800

(continued)

TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FISCAL YEAR 2016-17

Revenue Type	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Budget
Intergovernmental Revenue					
Beer and Wine Tax	\$ 106,367	\$ 117,004	\$ 128,940	\$ 120,043	\$ 125,000
Utility Franchise Tax	1,529,411	1,319,003	1,940,771	1,808,361	1,992,300
Video Programming Fees	311,767	246,642	237,794	239,086	236,500
Build America Bond Reimbursement	86,712	79,335	79,354	78,484	75,500
PEG Channel Reimbursement	79,346	63,691	56,839	63,166	63,166
Powell Bill Distribution	698,174	713,628	719,885	720,354	720,354
Main Street Solutions Grant	-	-	75,000	-	-
NC Control Substance Tax	9,299	3,858	10,960	460	-
Gen Purpose Grant Senior Center	11,753	11,680	11,680	-	11,680
DENR Recreation Grant	75,000	-	-	-	-
COPS Hiring Grant	50,168	-	-	-	-
Federal Asset Forfeiture	17,415	10,040	50,226	4,214	-
USDOJ Vest Grant	4,606	1,965	10,364	(7,456)	3,000
USDOJ Justice Assistance Grant	6,393	-	-	-	-
FBI Safe Streets Task Force Grant	20,320	5,630	-	-	-
GHSP Accident Reconstruction Grant	-	-	4,012	275	-
GHSP DDACTS Grant	47,578	30,072	7,661	-	-
GHSP Body Camera Grant	-	-	-	-	24,500
NC DOT Transportation Grant	70,865	-	-	-	-
GHSP Motorcycle Grant	-	-	34,448	-	-
GHSP Equipment Grant	-	-	11,250	1,190	-
GHSP Traffic Safety Coord Grant	3,061	-	-	-	-
GHSP Traffic Officer Grant	31,302	12,375	-	-	-
GHSP DWI Officer Grant	-	111,856	89,889	38,351	23,300
School Resource Officer	68,298	68,333	68,298	71,654	68,298
City of Raleigh - Debt Service	112,600	107,000	26,400	-	-
Total Intergovernmental Revenue	\$ 3,340,435	\$ 2,902,112	\$ 3,563,771	\$ 3,138,182	\$ 3,343,598
Sales and Service					
Recreation Fees	\$ 256,989	\$ 195,059	\$ 189,341	\$ 166,923	\$ 185,482
PRCR Sponsorships	-	-	250	-	10,000
Auditorium Concessions	4,137	3,216	2,958	3,526	1,740
Facility Rental Fees	217,337	232,787	222,380	211,943	191,000
Special Refuse Collection Fees	1,665	2,747	1,702	3,951	3,775
Refuse Cart Fees	8,210	12,445	9,765	9,600	6,270
City of Raleigh - Collection Fees	5,654	4,849	4,801	3,936	3,800
Wake County - Collection Fees	-	2,680	1,210	971	950
GVFR - Fuel Sales	3,700	3,700	8,195	25,789	3,700
NCDOT Mowing Agreement	-	21,265	21,797	22,386	21,700
City of Raleigh - Gasoline Sales	7,560	3,708	-	-	-
City of Raleigh - Street Repairs	46,688	31,812	28,254	25,927	20,000
Total Sales and Service	\$ 551,939	\$ 514,268	\$ 490,653	\$ 474,952	\$ 448,417

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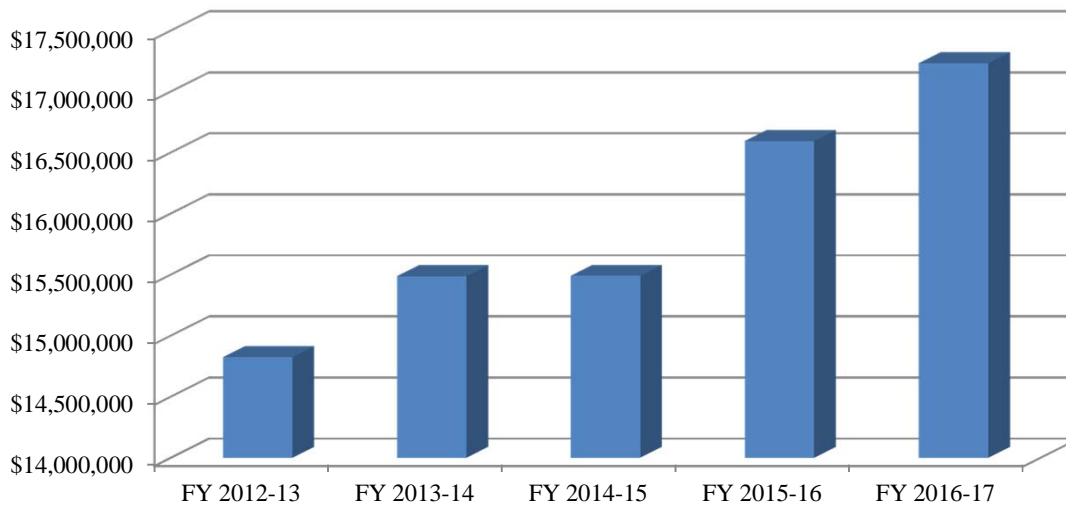
TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FISCAL YEAR 2016-17

Revenue Type	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Budget
Investment Earnings					
Interest Earned	\$ 10,006	\$ 5,302	\$ 8,531	\$ 78,955	\$ 100,000
Total Investment Earnings	\$ 10,006	\$ 5,302	\$ 8,531	\$ 78,955	\$ 100,000
Other Revenue					
Check Service Charges	\$ 100	\$ 300	\$ 254	\$ 95	\$ -
Wake County Landfill Reimbursement	83,120	77,962	98,421	59,178	92,100
Rental Income	7,200	700	-	-	-
Grounds Fee - School Commons	9,000	9,000	9,000	9,000	9,000
Miscellaneous Revenue	111,630	87,040	32,730	17,290	9,000
Veterans Memorial Bricks	-	-	70,304	5,825	-
NCLM Vest Grant	2,500	-	2,500	-	-
Code Enforcement Fines	-	50,265	10,521	5,209	10,500
Insurance Proceeds	-	762	-	21,990	-
Scrap Material Sales	-	3,824	1,676	786	2,000
Econ Development Partnerships	-	3,500	-	1,200	-
Back Yard Hen Permits	-	-	125	-	-
Garner Promotional Items	82	356	95	8	-
Miscellaneous Assessments	-	-	5,151	2,386	-
Sewer Assessments	6,880	3,635	(33)	6,126	3,700
Interest on Assessments	4,245	2,462	1,624	2,949	2,500
Miscellaneous Land Use Charges	4,077	5,755	4,400	3,830	4,800
Officer Fees	15,546	13,257	13,391	7,485	7,400
Animal Control Violation	200	100	-	150	-
Parking Violations	5,510	3,430	7,075	2,830	2,800
Contributions - AAC	47,243	-	-	-	-
Contributions - Senior Health & Wellness	-	-	-	5,050	-
Contributions - Parks & Rec.	-	-	55,351	23,000	-
John Rex Grant	-	-	-	-	125,000
Contributions	799	8,957	3,763	-	-
Centennial Celebration Books	24	24	-	-	-
Total Other Revenue	\$ 298,156	\$ 271,330	\$ 316,348	\$ 174,387	\$ 268,800
Total General Fund Revenues	\$ 24,941,935	\$ 28,146,000	\$ 27,230,145	\$ 29,782,760	\$ 29,267,737
Other Financing Sources					
Transfer From Hwy 70/White Oak Fund	\$ -	\$ -	\$ -	\$ 81,456	\$ -
Transfer From Regional Retention Reserve	176,803	173,935	-	-	-
Transfer From Street Improve Cap Reserve	-	5,711	-	-	45,000
Transfer From Water/Sewer Debt Reserve	292,810	-	-	-	-
Transfer from Future Capital Reserve	-	11,385	-	-	-
Sale of Fixed Assets	1,045	31,500	39,262	64,479	30,000
Appropriated Fund Balance-Powell Bill	-	-	-	-	133,695
Proceeds from Debt Issuance	-	712,295	534,200	630,000	700,000
Appropriated Bond Debt Capital Reserve	-	-	-	-	179,520
Appropriated Fund Balance	-	-	-	-	353,337
Total Other Financing Sources	\$ 470,658	\$ 934,826	\$ 573,462	\$ 775,935	\$ 1,441,552
Total Revenues & Financing Sources	\$ 25,412,593	\$ 29,080,826	\$ 27,803,607	\$ 30,558,695	\$ 30,709,289

TOWN OF GARNER DETAIL REVENUE SUMMARIES - GENERAL FUND

Descriptions of major revenue sources and their related trends follow. Graphs showing four years of actual data and the budgeted revenues for FY 2016 appear for each revenue category.

Ad Valorem Taxes (Property Taxes) Budget = \$17,231,362



Property Taxes Revenue Detail:

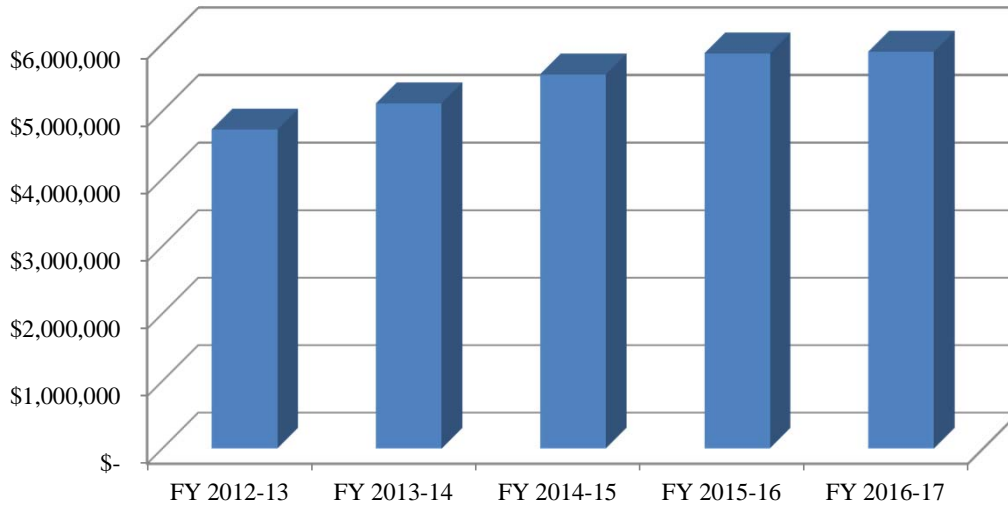
- Ad Valorem Taxes - Current Year = \$17,020,462
The property tax is the Town's major revenue source, representing over 55% of the General Fund revenue budget. Property taxes are assessed and collected by Wake County and remitted to the Town throughout the year. The property tax rate for Fiscal Year 2016 is \$.5325 per \$100 of assessed value.
- Ad Valorem Taxes - Prior Year = \$126,000
This revenue consists of delinquent property tax payments from previous fiscal years received in the current fiscal year.
- Ad Valorem Taxes - Rental Vehicles = \$18,200
In 2000, the North Carolina legislature revised certain laws which then allowed that a gross receipts tax be applied to and collected from the renting of vehicles within a locality.
- Payment in Lieu of Taxes = \$800
Housing authorities are exempt from paying property taxes, but must provide a payment in lieu of property taxes to the municipality in which they are located. The Fiscal Year 2016 budget is based on prior year payments from the Wake County Housing Authority.

Property Taxes Revenue Detail (continued):

- Tax Penalty and Interest = \$65,900

This revenue represents fines and interest applied to overdue property taxes. Fiscal Year 2016-17 is budgeted based on the historical trend that penalties and interest equate to approximately .4% of current year tax revenue.

**Other Taxes and Licenses
Budget = \$5,880,800**



Other Taxes and Licenses Revenue Detail:

- ABC Revenue = \$114,000

ABC (Alcohol Beverage Control) taxes are distributed quarterly by the Wake County Alcohol Board based on the ad valorem levy from the previous year after expenses are deducted for law enforcement, education and rehabilitation.

- Local Option Sales Taxes = \$5,652,700

All 100 counties in North Carolina levy two half-cent sales taxes and one full-cent sales tax on sales. These taxes are collected by the state monthly and remitted to counties on a per capita basis. Wake County then distributes these taxes to municipalities based on their portion of the total county assessed valuation. Each municipality also receives a share of their county's sales tax in lieu of the loss of a half-cent sales tax that was in effect from 2001-2007. Fiscal Year 2016-17 is estimated with a 3.75% increase based on projected growth in the general economy and especially the Triangle region of the state.

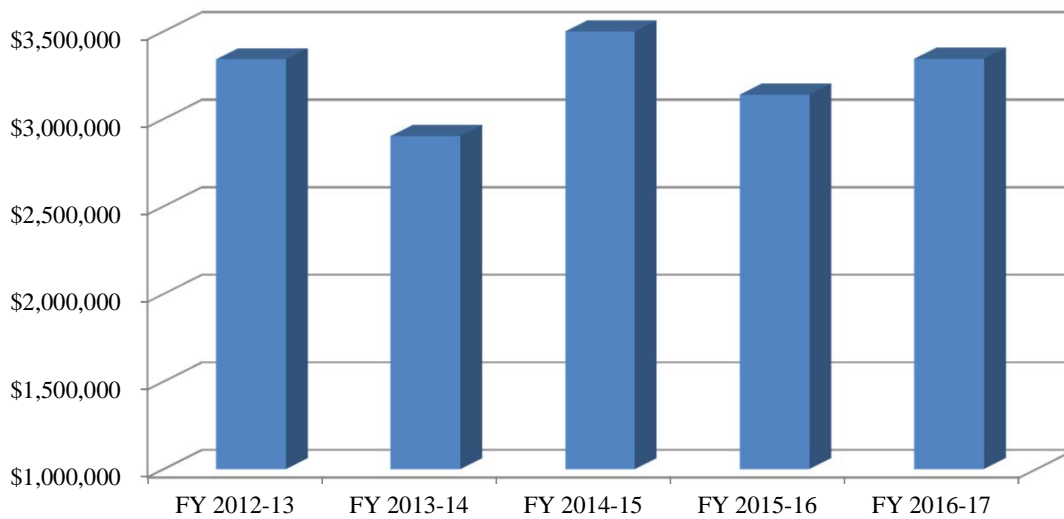
- Business Registration Fee = \$23,000

As of July 1st, 2015, the Town will no longer charge a privilege license fee to businesses. In lieu of a privilege license fee, it has been adopted that a \$25 Business Registration System and fee be implemented to continue to collect vital information related to business activities.

Other Taxes and Licenses Revenue Detail (continue):

- Heavy Equipment Rental Taxes = \$73,600
In 2009, the state legislature authorized the taxing of gross receipts on the rental of heavy equipment. The tax rate applied is equal to .8% of gross receipts.
- Solid Waste Disposal Tax = \$17,500
In 2008, the North Carolina General Assembly enacted a \$2 per ton statewide "tipping fee" on municipal solid waste and construction debris deposited in a landfill or transfer station in the state. A portion of the funds raised are distributed back to local governments to fund solid waste programs.

Intergovernmental Revenues
Budget = \$3,343,598



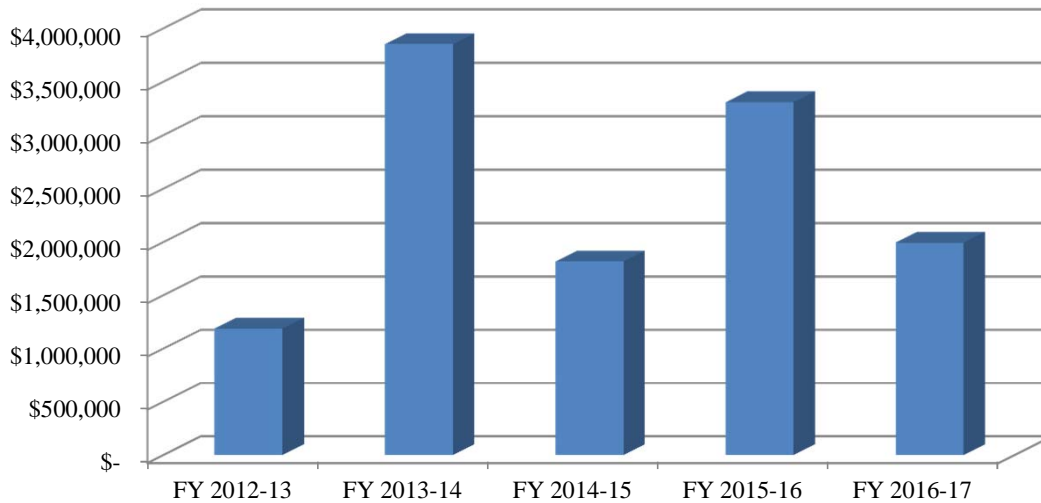
Intergovernmental Revenue Detail:

- Beer and Wine Tax = \$125,000
The State of North Carolina levies this tax on alcoholic beverages and a municipality may share in the revenues if beer and/or wine is sold legally within its jurisdiction. The proceeds are distributed based on the Town's population as recorded by the NC Office of the State Demographer.
- Utility Franchise Tax = \$1,992,300
Effective in 2015, the State levies their State Sales Tax rate on utility bills (electricity and natural gas) based on usage. The state shares a portion of these taxes with local governments based on usage within their jurisdiction. The State also levies a tax on telecommunications gross receipts, and then distributes a portion of these taxes per capita to each municipality.

Intergovernmental Revenue Detail (continued):

- Video Programming Fees = \$236,500
This is a portion of the state sales tax collected on video programming services and is distributed to municipalities based on population. The FY 2016-17 budget anticipates a 1.09% decrease from the previous year.
- Build America Bonds = \$75,500
Build America Bonds were authorized by the American Recovery and Reinvestment Act of 2009, and allows local governments to finance capital projects with the aid of a Federal subsidy. The US Department of the Treasury pays the issuer of taxable municipal bonds 35% of the interest paid on the bonds.
- PEG Channel Reimbursement = \$63,166
The State appropriates \$4 million annually to be distributed to local governments that operate a public, educational or governmental television channel for the benefit of its citizens. The amount budgeted represents the Town's share, and is restricted by state law only for use of operating the Town's government channel.
- Powell Bill Distribution = \$720,354
Annually, street aid allocations are made to eligible municipalities as provided by State law. These allocations come from a portion of the tax on motor fuels and State highway funds. Powell Bill funds are restricted in their use for maintaining and constructing local streets. The distribution of funds are based on a formula that accounts for a Town's population as well as the miles of local streets maintained.
- USDOJ Vest Program = \$3,000
This source of revenue represents a reimbursement to the Town by the US Department of Justice for the purchase of bullet-proof vests for the Police Department.
- GHSP DWI Officer = \$23,300
This funding is part of the Governor's Highway Safety Program which distributes federal funds to municipalities to be used toward DWI prevention and enforcement programs. This grant pays for a staff person to devote responsibilities of increasing DWI enforcement as well as equipment to operate such a program.
- School Resource Officer = \$68,298
The NC General Assembly allocates funds to county school systems for ensuring a safe environment for students. Wake County Public School System helps agencies offset the cost of local school resource officers, which are placed at the local high school and two middle schools in town.
- GHSP Body Camera Grant = \$24,500
This funding is part of new program within the Governor's Highway Safety Program which distributes federal funds to municipalities to be used toward the acquisition of body camera units. The Town will be acquiring their first body cameras and this grant is expected to offset half of the costs.
- All Others = \$11,680
General Purpose Senior Center Grant (\$11,680)

Permits and Fees
Budget = \$1,994,760



Permits and Fees Revenue Detail:

- Water and Sewer Capacity Fees = \$476,300

Water and sewer capacity fees are used to help pay down debt associated with prior or reserved for future purchases of water and sewer capacity from the City of Raleigh. The fee is based upon the amount of capacity a project is estimated to use and is due at building permit submittal. We are anticipating development will continue at the substantially growth experienced in FY 2015-16.

- Acreage Fees = \$285,000

The Town has reinstated acreage fees as a development fee. The Town's water and sewer capacity fees can only exclusively be used to purchase more water and sewer capacity or pay down debt from the acquisition of more water and sewer capacity. Acreage fees, however, can be used to create and improvement water and sewer infrastructure. This source of funding will allow the Town greater financial flexibility to promote and improve development in unimproved areas of Garner.

- Motor Vehicle Fees = \$337,000

The Town collects an annual fee of \$15 for each motor vehicle registered within the Town as allowed by North Carolina General Statutes.

- Dog Licenses = \$750

The Town collects a one-time fee from pet owners for every dog and cat. The current fees are \$25 for non-neutered and \$10 for neutered pets.

- Special Event Permit Fees = \$1,165

These fees are charged to applicants holding a community-wide event not sponsored by the Town. Fees vary based on event type, location, and Town services needed to assist with the event.

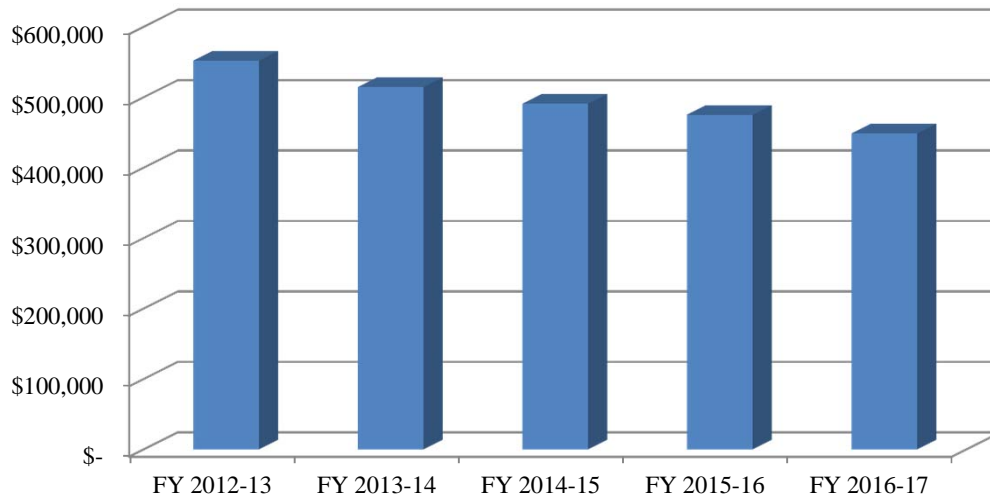
- Rental Property Owner Registration Fee = \$6,100

The Town assesses an annual fee and requires all owners of rental property within the Town's corporate limits be registered annually with the Town's Inspection Department.

Permits and Fees Revenue Detail (continued):

- Police Outside Employment = \$195,000
The Police Department contracts with various businesses within the corporate limits to provide off-duty officers at businesses and events. The employees working are paid through the Town's payroll system, and the Town is reimbursed by the private business.
- False Alarm Charges = \$14,500
These fees are charged to businesses for false alarm calls and when a police officer is dispatched.
- Building Permit Fees = \$600,000
The Town charges these fees for providing construction permits and inspection services to applicants. Applicants must pay these fees prior to permit issuance. Fiscal Year 2016-17 revenues from these fees are projected to increase by approximately 30% from the FY 2014-15 totals.
- Fire Inspection Fees = \$20,000
FY 2016 will be the second year of implementing the new fire inspection fee.
- Special Inspection Fees = \$29,250
These fees represent charges for reinspection services and conducting inspections after regular business hours.
- Other Planning and Development Fees = \$29,695
These fees include site plan permits, subdivision review fees, Board of Adjustment applicant fees, and rezoning application fees.

Sales and Services Budget = \$448,417



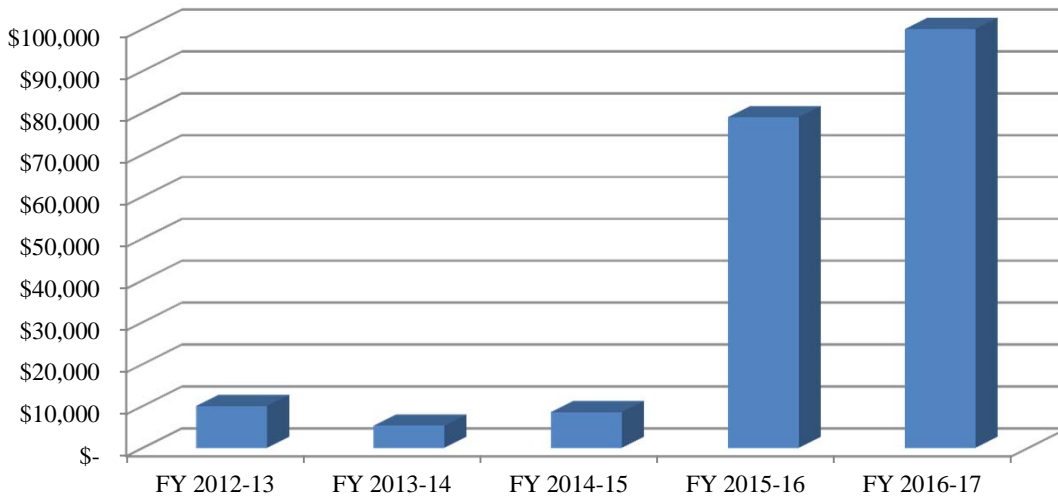
Sales and Services Revenue Detail:

- Recreation Fees = \$185,482
These revenues are fees collected from participants in Town recreation activities such as classes, camps, athletics, workshops and event programs.
- Facility Rental Fees = \$191,000
These revenues are fees collected for private rental of recreational facilities such as the auditorium at the Garner Performing Arts Center (GPAC), Garner Senior Center, White Deer Nature Center, and other park fields and shelters.
- Auditorium Concessions = \$1,740
The GPAC facility offers concessions to patrons of various performances.
- Special Refuse Collection Fees = \$3,775
This fee is charged to Garner residents who require pick up of special items not collected by the Town's contracted solid waste collection providers.
- Refuse Cart Fees = \$6,270
A fee is charged to Garner residents who require a replacement refuse cart due to damage or negligence.
- Contracted Collection Fees = \$4,750
The City of Raleigh contracts the Town to collect utility bills on their behalf, and Wake County contracts with the Town to collect property tax bills on their behalf. Each unit provides the Town a payment based on the number of bills paid at Garner Town Hall.

Sales and Services Revenue Detail (Continued):

- NC DOT Mowing Agreement = \$21,700
North Carolina Department of Transportation contracts with the Town to maintain certain medians and rights-of-way on State-owned roads. The Department provides the Town a payment based on the number of miles maintained by Town forces.
- Fuel Sales = \$3,700
The Town of Garner provides fuel to the City of Raleigh Public Utilities Department and the Garner Volunteer Fire & Rescue, Inc. at a rate discounted from retail providers since the Town is able to purchase and store fuel and bulk.
- City of Raleigh Street Repairs = \$20,000
The City of Raleigh contracts the Town to perform street repairs necessary as a result of utility repairs. The City provides the Town a payment based on the labor and materials necessary to make such repairs.
- Parks, Recreational, and Cultural Resources Sponsorships = \$10,000
PRCR Departmental sponsorships of different civic, youth, and athletic events.

**Investment Revenues
Budget = \$100,000**



Investment Revenue Detail:

- Investment Revenues = \$100,000
Investment revenues are projected to increase as interest rates are projected to rise, and the Town is diversifying some of its investment portfolio as allowed by the North Carolina General Statutes and the Town's Investment Policy. Investment earnings will be allocated between regular General Fund reserves and accumulated Powell Bill earnings accounted for in the General Fund.

Other Revenues

Budget = \$268,800

Other Revenue Detail:

- Wake County Landfill Reimbursement = \$92,100
In 2006, Garner entered into a partnership with Wake County and other municipalities to establish a long-term solid waste disposal solution. As part of the agreement, the partners agree to direct municipal solid waste to the South Wake Landfill, and in return, share the economic benefits and responsibilities.
- Assessments = \$6,200
This revenue represents the outstanding balance due for the current year for assessments related to the installation of sewer lines, as well as the interest projected to accrue on outstanding balances.
- Code Enforcement Fines = \$10,500
This revenues is related to the fines charged and collected to abate nuisances that are in violation of Town code.
- Officer Fees and Parking Violations = \$10,200
Officer fees are paid by county clerk of court for officers appearing in court. Parking violation revenue comes as a result of parking enforcement on Town maintained streets.
- Miscellaneous Revenues = \$149,800

Other Financing Sources

Budget = \$1,441,552

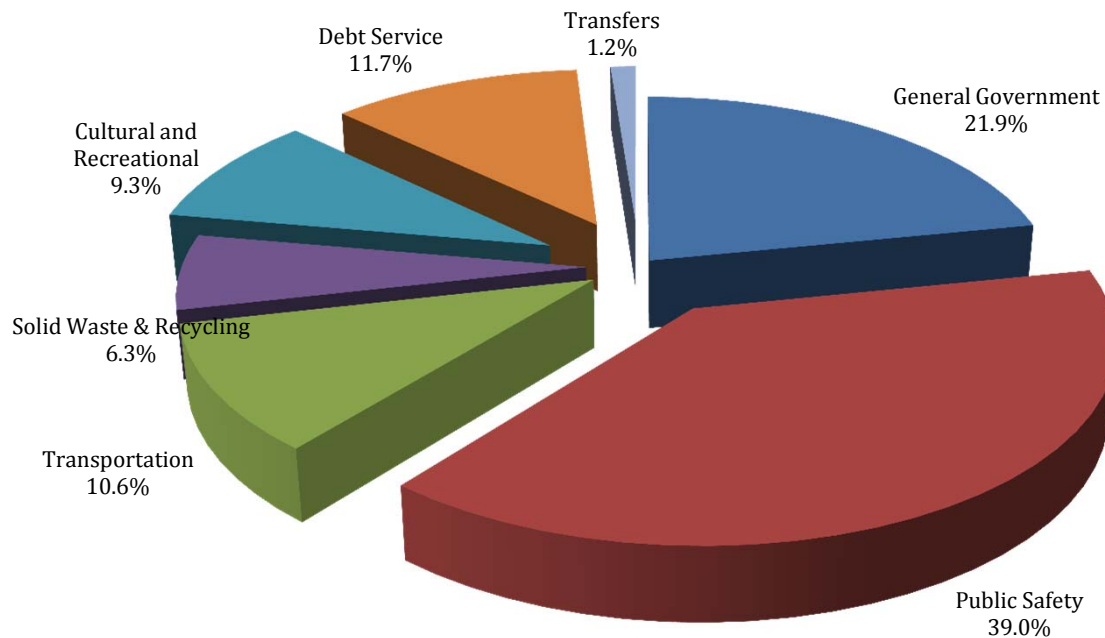
Other Financing Sources Detail:

- Transfers from Reserves = \$45,000
Transfers are projected to come from funds committed for Stormwater Improvement Capital Reserve.
- Sale of Fixed Assets = \$30,000
Through the purchase of replacement vehicles and equipment, the Town intends to sell via approved Council surplus the equipment and vehicles that no longer will be used by the Town.
- Proceeds from Debt Issuance = \$700,000
The Town intends to issue debt in the above amount to purchase new vehicles and equipment to ensure efficient operations.
- Appropriated Fund Balance = \$666,552
In addition to the Town's unassigned general fund balance (\$353,337), this budget also includes appropriations from the Powell Bill's established fund balance (\$133,695), and Bond Debt Capital Reserve (\$179,520).

TOWN OF GARNER
GENERAL FUND EXPENDITURES AND TRANSFERS BY FUNCTION

EXPENDITURE	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Budget	% Change from FY 14-15
General Government	\$ 6,391,794	\$ 6,330,924	\$ 5,688,444	\$ 6,729,264	\$ 6,722,466	-0.1%
Public Safety	9,797,725	10,646,438	10,341,777	10,620,217	11,976,194	12.8%
Transportation	2,205,869	2,128,167	2,350,138	2,687,602	3,248,191	20.9%
Solid Waste & Recycling	1,726,953	1,736,723	1,768,301	1,853,287	1,930,692	4.2%
Cultural and Recreational	2,540,428	2,540,999	2,620,696	2,763,659	2,868,693	3.8%
Debt Service	1,504,453	5,195,203	2,270,816	2,792,644	3,599,422	28.9%
Transfers	429,676	6,477,132	250,360	37,000	363,631	882.8%
Total General Fund	\$ 24,596,898	\$ 35,055,586	\$ 25,290,532	\$ 27,483,673	\$ 30,709,289	11.7%

Fiscal Year 2016-17 General Fund Expenditures and Transfers



TOWN OF GARNER
FIVE YEAR GENERAL FUND EXPENDITURES BY DEPARTMENT

Expenditures by Program/Department	Actual FY 2012-13	Actual FY 2013-14	Actual FY 2014-15	Estimated FY 2015-16	Budget FY 2016-17
<i>Governing Body</i>					
Town Council	\$ 629,163	\$ 188,468	\$ 164,544	\$ 213,264	\$ 229,146
Legal Services	85,214	86,746	86,115	97,625	92,617
Total Governing Body	714,377	275,214	250,659	310,889	321,763
<i>Administration</i>					
Town Manager	631,488	426,149	534,736	675,461	559,062
Town Clerk	163,791	167,148	164,472	161,963	162,338
Human Resources	638,972	252,172	253,454	269,300	282,195
Communications	-	-	-	-	177,537
Neighborhood Improvement	-	-	-	-	102,480
Safety	9,523	9,655	8,682	9,585	10,824
Total Administration	1,443,775	855,124	961,344	1,116,309	1,294,436
<i>Finance</i>					
Administration	551,648	620,715	597,638	664,851	738,877
Purchasing	244,751	111,209	110,838	56,810	-
Total Finance	796,399	731,924	708,476	721,661	738,877
<i>Economic Development</i>					
Economic Development	299,050	370,989	370,095	379,110	229,085
Economic Development Incentives	282,476	171,144	25,771	5,142	70,000
Economic Development Partners	-	-	-	-	49,839
Garner Revitalization Association	85,000	85,000	40,697	15,150	-
Total Economic Development	666,526	627,134	436,563	399,402	348,924
<i>Planning</i>					
Administration	219,598	214,725	295,443	355,818	490,191
Land Use Permits and Enforcements	160,503	206,586	177,236	166,047	191,700
Community Planning and Appearance	141,359	96,485	116,831	142,525	170,448
Total Planning	521,460	517,796	589,510	664,390	852,339
<i>Building Inspections</i>	678,496	733,125	770,231	804,785	963,256
<i>Engineering</i>	542,915	1,038,775	520,656	979,259	596,673
<i>Information Technology</i>	868,822	604,326	483,160	517,057	559,869
<i>Police</i>					
Administration	971,816	718,375	572,291	851,834	7,826,959
Operations	5,971,188	6,057,724	6,416,691	6,214,734	-
Total Police	6,943,004	6,776,099	6,988,982	7,066,568	7,826,959

(continued)

TOWN OF GARNER
FIVE YEAR GENERAL FUND EXPENDITURES BY DEPARTMENT

Expenditures by Program/Department	Actual FY 2012-13	Actual FY 2013-14	Actual FY 2014-15	Estimated FY 2015-16	Budget FY 2016-17
<i>Fire and Rescue</i>	\$ 2,176,225	\$ 2,258,047	\$ 2,391,113	\$ 2,497,026	\$ 2,890,046
<i>Public Works</i>					
Administration	410,024	435,080	436,044	440,173	467,968
Streets	1,175,843	1,095,619	955,679	1,378,034	1,897,854
Streets - Powell Bill	618,971	594,633	946,613	853,093	846,519
Public Grounds Management	900,844	902,142	916,606	1,027,378	989,537
Snow Removal	1,031	2,835	11,802	16,302	35,850
Solid Waste	1,726,953	1,736,723	1,768,301	1,853,287	1,930,692
Public Facilities Management	570,084	536,242	689,345	831,900	737,225
Fleet Management	267,436	305,880	338,576	324,366	342,714
Total Public Works	5,671,185	5,609,155	6,062,966	6,724,533	7,248,359
<i>Parks, Recreation and Cultural Resources</i>					
Administration	186,887	189,041	339,564	337,540	371,098
Adult & Senior	-	-	242,096	249,665	298,084
Cultural Arts & Events	231,014	239,702	383,470	398,094	421,837
Marketing and Special Events	263,146	223,878	2,850	-	-
Youth & Athletic	650,445	676,159	323,362	353,251	385,810
Outdoor Adventure	153,933	144,416	248,764	241,077	236,068
Program Partners	154,161	136,660	163,983	156,654	166,259
Total PRCR	1,639,585	1,609,857	1,704,089	1,736,281	1,879,156
<i>Debt Service</i>					
Principal	952,021	4,698,123	1,495,425	1,625,841	2,351,026
Interest	552,432	497,080	775,391	1,166,804	1,248,396
Total Debt Service	1,504,453	5,195,203	2,270,816	2,792,645	3,599,422
<i>Special Appropriations</i>					
Retirement	-	323,452	343,636	448,984	652,293
Town Insurance	-	510,339	459,596	544,953	467,475
Subsidized Programs	-	48,983	38,089	87,331	47,004
Office Administration	-	830,725	27,285	34,600	58,807
Total Special Appropriations	-	1,713,500	868,606	1,115,868	1,225,579
<i>Transfers</i>					
Transfers for Emerg Services Reserves	-	-	-	-	78,631
Transfer to Capital Reserve	-	-	-	-	285,000
Transfers to Capital Projects	429,676	6,477,132	250,360	37,000	-
Total Transfers	429,676	6,477,132	250,360	37,000	363,631
Total General Fund Expenditures	\$ 24,596,898	\$ 35,022,410	\$ 25,257,531	\$ 27,483,673	\$ 30,709,289

TOWN OF GARNER
CAPITAL OUTLAY ITEMS FY 2016-17 GENERAL FUND BUDGET

A *capital outlay* is defined by the Town of Garner as an expenditure that results in the acquisition of a capital asset or operating capital. These items or projects are normally of significant cost or value to the Town and require future planning to accommodate their acquisition.

Capital Assets

A *capital asset* is defined by the Town of Garner as a major capital outlay for land, infrastructure, buildings, improvements to infrastructure/buildings that improves their value, equipment, vehicles, and other tangible assets that are individually valued at \$10,000 or greater and have a useful life of greater than five years.

DEPARTMENT/PROGRAM	ITEM	ADOPTED
Public Works - Powell Bill	Annual Street Resurfacing Program	\$ 400,000
Inspections	Vehicle Replacement (2)	46,000
Police	Vehicle Replacement (7)	263,000
Public Works - Facilities	Public Works Shop Garage Door Replacement	8,866
Public Works - Facilities	Town-Wide HVAC Replacement Program	30,000
Public Works - Powell Bill	Dump Truck Replacement	108,000
Public Works - Powell Bill	Truck Replacement	64,000
Public Works - Snow Removal	Salt Brine Production and Application Equipment	31,000
Parks & Recreation	Ford G5 Mini-Bus (School Bus Replacement)	49,500
Public Works	Truck Replacement	70,000
Public Works	Tractor Replacement (5)	55,000
TOTAL		\$ 1,125,366

Operating Capital

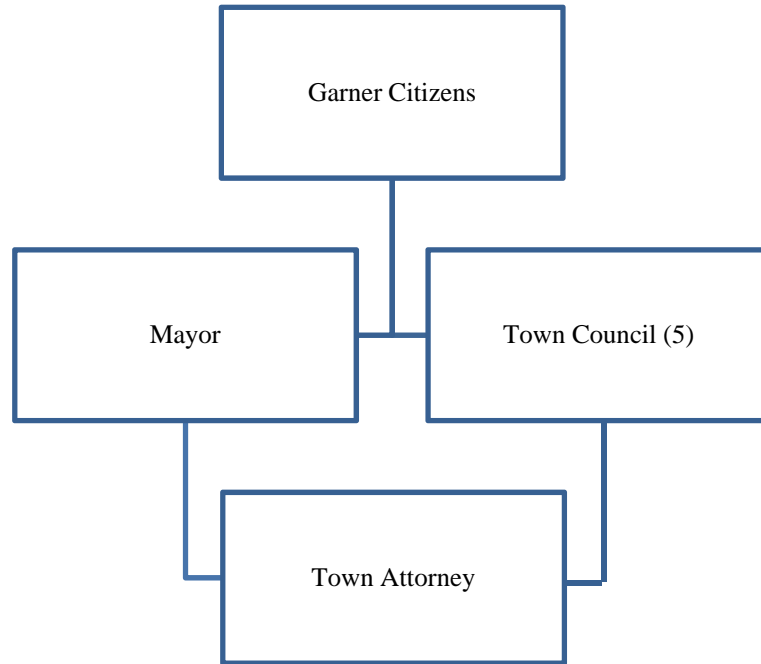
Operating Capital is defined by the Town of Garner as a capital outlay for all other assets that are unable to be defined as *acapital asset* due to their individual cost, useful life, or recurring nature. Items included in this list are non-recurring in nature and considered to be of a "significant cost or value" to the Town and are considered as capital items due to their significant impacts upon General Fund expenditures and the need to plan into the future for their acquisition.

DEPARTMENT/PROGRAM	ITEM	ADOPTED
Town Council	Tablet Technology	\$ 4,800
Police - Operations	Radio Replacements	280,000
Information Technology	Police Laptop Replacement	9,750
Information Technology	Microsoft Office Update	29,380
Police	Varda Alarm Replacement	5,200
Public Works - Fleet	Tablet Technology	4,500
Public Works	John Deere Ballfield Machine Replacement	13,500
Public Works	Flail Mower Replacement (1)	7,500
Public Works	Hudson Trailer Replacement	4,500
Public Works	Riding Mower Replacement (3)	34,500
TOTAL		\$ 393,630

DEPARTMENTAL BUDGET DETAIL

GOVERNING BODY

The Town of Garner Governing Body consists of the **Town Council** and **Legal Services**. The Town of Garner has a Council-Manager form of government with a Mayor and five member Town Council. Elections for these offices are held at two-year intervals in November of odd-numbered years. Elections are non-partisan and all members of Council are elected for four-year terms. The Mayor is elected for a four-year term at the same time elections for the Town Council are held. The Town Attorney's office is housed within the Legal Services division. The Town Attorney is appointed and retained by the Town Council.



Mission

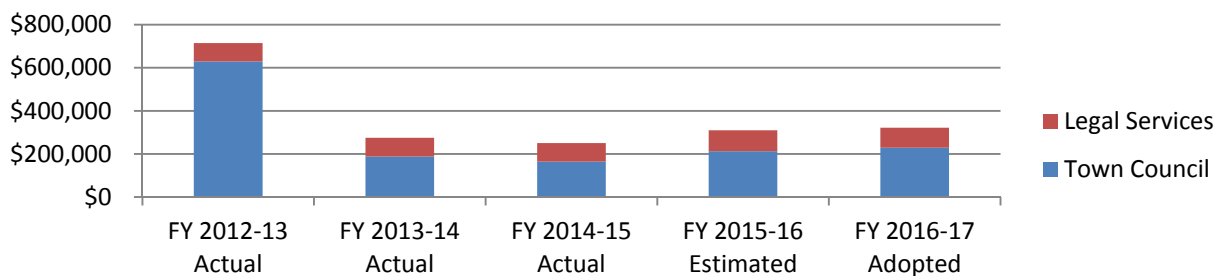
The Town of Garner is an emerging regional leader committed to: **Success, Strategic Planning, and Developing Citizens** to become active leaders, and emphasizing and promoting **Hometown Values and Services**. We invest to create opportunities and implement the vision.

Vision

The Town of Garner strives to be a “**Community of Choice**” for residents and businesses that maximizes the desirability of its existing built environment while encouraging new economic, environmental, and cultural opportunities through well-planned growth with appropriate infrastructure

Expenditure by Division

Divison	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Town Council	\$629,163	\$188,468	\$164,544	\$213,264	\$229,146	0.75%
Legal Services	\$85,214	\$86,746	\$86,115	\$97,625	\$92,617	0.30%
Total	\$714,377	\$275,214	\$250,659	\$310,889	\$321,763	1.05%



TOWN COUNCIL

The **Town Council** is elected by the voting residents of Garner. The Mayor and the five members of Town Council identify community needs and commit Town resources to meet those needs within the limits of federal and state law. Specific duties include adopting the annual budget, establishing the annual tax rate, calling bond referendums when necessary, enacting local ordinances and Town policies for the conduct of Town operations, making appointments to advisory boards and committees, and overseeing long range plans for the community.

Fiscal Year 2015-16 Accomplishments

- Completion of police station, the Town's biggest bond project to date.
- Completion of concessions buildings at South Garner and Garner Recreational Parks (also bond projects).
- Awarded construction bid for new Town Hall, with construction to begin in May 2016.
- Site plan approval for Garner Recreation Center.
- Took proactive steps to improve working relationships with Wake County School Board and Board of Commissioners.
- Implemented and advanced U.S. 70/401 beautification program.
- Continued Revenue Savings Program to reserve a portion of annual revenue to help meet annual debt service for capital projects.
- Continued partnership with Rebuilding Together of the Triangle to fund home repairs for lower-income homeowners.
- With accreditation of Parks, Recreation and Cultural Resources Department, the Town became the only jurisdiction in the U.S. with nationally accredited parks and recreation, police and public works agencies, and also to have earned All-America City status since 2000.

Goals

1. Ensure Fiscal Responsiveness
2. Promote Efficient and Timely Service Delivery
3. Maintain Orderly Growth
4. Provide a High Quality of Life

Objectives

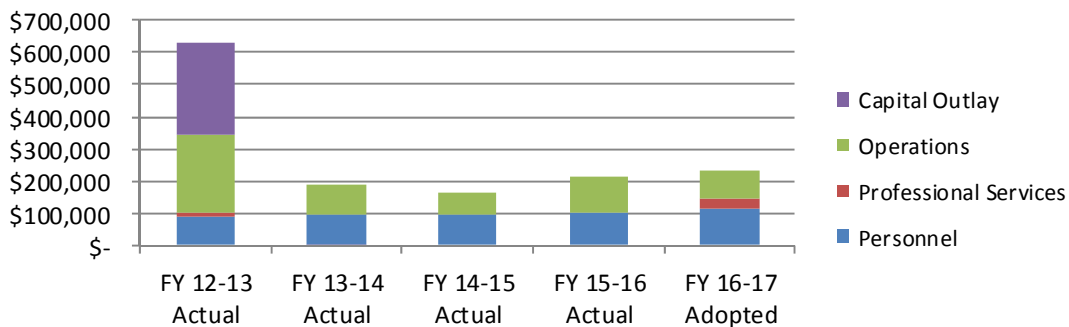
1. Maintain low taxes and fees.
2. Invest in top quality infrastructure & transportation
3. Ensure fiscal stability and efficient use of resources and that services are provided efficiently and effectively.
4. Develop personnel and provide quality services that match community needs at a reasonable cost to residents.
5. Plan for orderly and stable progression of residential and commercial growth.
6. Create a sense of place by ensuring the safety and economic stability of our neighborhoods.
7. Support the efforts to integrate and orient an increasingly diverse community and tax base.
8. Foster and develop Garner's image by providing a safe and aesthetically pleasing community.
9. Maximize partnership opportunities.
10. Promote connectivity and civic engagement.

Program Changes for Fiscal Year 2016-17

The FY 2016-17 Town Council budget includes two important program changes from the previous budget year. FY 2015-16 was a municipal election year, thus the Town was responsible for budgeting for and paying for both early and Election Day voting costs associated with the election of three Town Council members and the Mayor. FY 2016-17 is not a municipal election year, thus the Town is not responsible for those costs this fiscal year, leading to a \$39,151 cost avoidance over the previous fiscal year. Next, the Town Council incorporated an additional \$28,000 of expenditures in the Professional Services line items for a Town lobbyist. With our growing size as a Town and our proximity to the State Capital and General Assembly, the Town Council feels it is prudent to utilize additional outreach and engagement services to lobby our State Legislators for more appropriate attention and favorable legislative outcomes above and beyond our traditional memberships and associations.

TOWN COUNCIL

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510220	Salaries - Temporary	\$ 49,287	\$ 51,991	\$ 50,757	\$ 52,461	\$ 51,792	\$ 51,792	
510500	FICA	3,190	3,502	3,528	3,473	3,962	3,962	
510600	Group Insurance	38,332	38,821	40,602	44,050	61,038	56,819	
	Personnel Totals	\$ 90,809	\$ 94,313	\$ 94,887	\$ 99,984	\$ 116,792	\$ 112,573	49.1%
Professional Services								
521000	Professional Services	\$ 13,372	-	-	-	5,250	33,250	14.5%
Operations								
521150	Telephone	-	\$ 675	\$ 706	\$ 615	\$ 636	\$ 636	
521200	Printing	-	-	-	-	110	110	
521100	Postage	-	-	352	20	227	227	
521400	Travel and Training	\$ 6,439	7,607	7,689	8,572	7,725	7,725	
521410	Special Events	15,754	14,461	12,908	17,246	16,075	16,075	
521411	All-America City	68,936	3,116	-	-	-	-	
521445	Town Wide Cleanup	91	30	-	-	-	-	
521600	Equipment Maintenance & Repair	170	-	-	-	-	-	
522100	Equipment Rental	704	726	747	770	910	910	
522510	Property Taxes	785	1,081	2,422	-	1,250	1,250	
523300	Departmental Supplies	4,372	2,416	1,702	1,906	1,800	1,800	
523399	Non-Capital Equipment	-	-	-	-	4,800	4,800	
524300	Contract Services	41,228	5,091	8,004	8,813	6,800	6,800	
524350	Election Charges	28,546	26,308	-	39,151	53,610	-	
524600	Subsidized Programs	40,483	-	-	-	-	-	
525300	Dues and Subscriptions	31,325	33,422	35,126	36,187	44,826	42,990	
	Operations Totals	\$ 238,835	\$ 94,931	\$ 69,656	\$ 113,280	\$ 138,769	\$ 83,323	36.4%
Capital Outlay								
537100	Land Acquisition	\$ 286,148	\$ (777)	-	-	-	-	0.0%
Overall Totals		\$ 629,164	\$ 188,468	\$ 164,543	\$ 213,264	\$ 260,811	\$ 229,146	100%



LEGAL SERVICES

The **Legal Services** division is the home of the Town Attorney. North Carolina municipalities are required by NCGS § 160A-173 to appoint a Town Attorney “to serve at its pleasure and to be its legal adviser.” The Town Attorney is selected by and appointed by the Town Council. The statute does not describe the range and extent of services to be performed by the Town Attorney. Those are determined by mutual agreement of the Town Council and the Town Attorney and are set forth in the Retainer Agreement. *There are no authorized positions within Legal Services; the Town Attorney’s retainer is considered professional services, not salary.*

Fiscal Year 2015-2016 Accomplishments

- Town Attorney was elected as Board Member of the N. C. Municipal Attorneys Association, and as attorney alternate to League of Municipalities Board.
- Town Attorney lectured to N. C. Municipal Attorneys at 2014 Annual Summer Conference on nuisance abatement, minimum housing, demolition and liens.
- Assisted with numerous real estate closings in furtherance of the Town’s bond program goals.

Goals

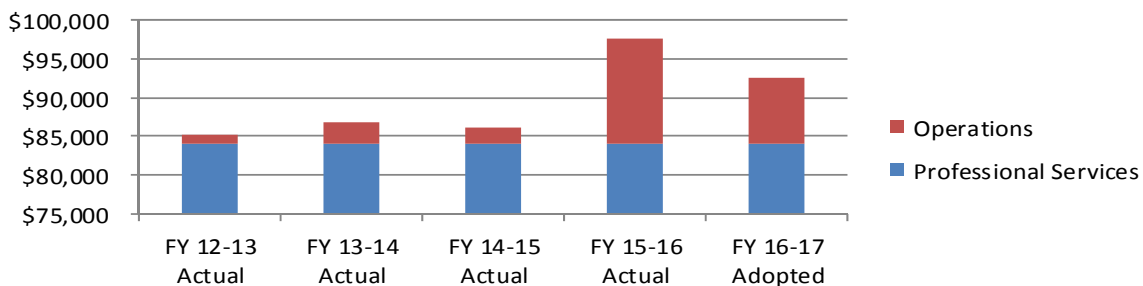
1. To respond promptly and accurately to staff and Council for assistance.
2. To keep legal liability exposure of the municipality and its employees to a minimum.
3. To avoid filing any lawsuit on behalf of the Town if the objective can be obtained reasonably well without filing the lawsuit.
4. To keep the number of lawsuits the Town is defending at any one time to a minimum.

Objectives

1. Continue to provide the Town with responsible and responsive legal services.

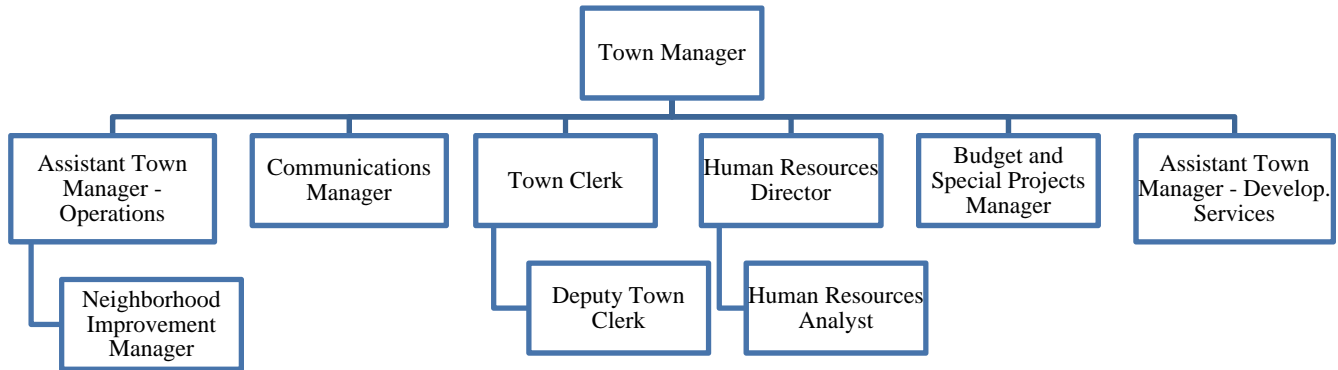
Five Year Fiscal Breakdown

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Professional Services								
521000	Professional Services	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000	90.7%
Operations								
521100	Postage	-	-	-	\$ 144	\$ 42	\$ 42	
521400	Travel and Training	\$ 688	\$ 1,809	\$ 1,420	942	1,845	1,845	
522520	Filing Fees	170	1,496	428	641	1,200	1,200	
522530	Recording Fees	30	(798)	-	-	-	-	
522535	Pending Litigation Expense	150	-	-	-	-	-	
523300	Departmental Supplies	136	239	268	22	480	480	
524300	Contract Services	-	-	-	11,876	5,000	5,000	
525300	Dues and Subscriptions	40	-	-	-	50	50	
	Operations Totals	1,214	2,746	2,116	13,625	8,617	8,617	9.3%
Overall Totals		\$ 85,214	\$ 86,746	\$ 86,116	\$ 97,625	\$ 92,617	\$ 92,617	100%



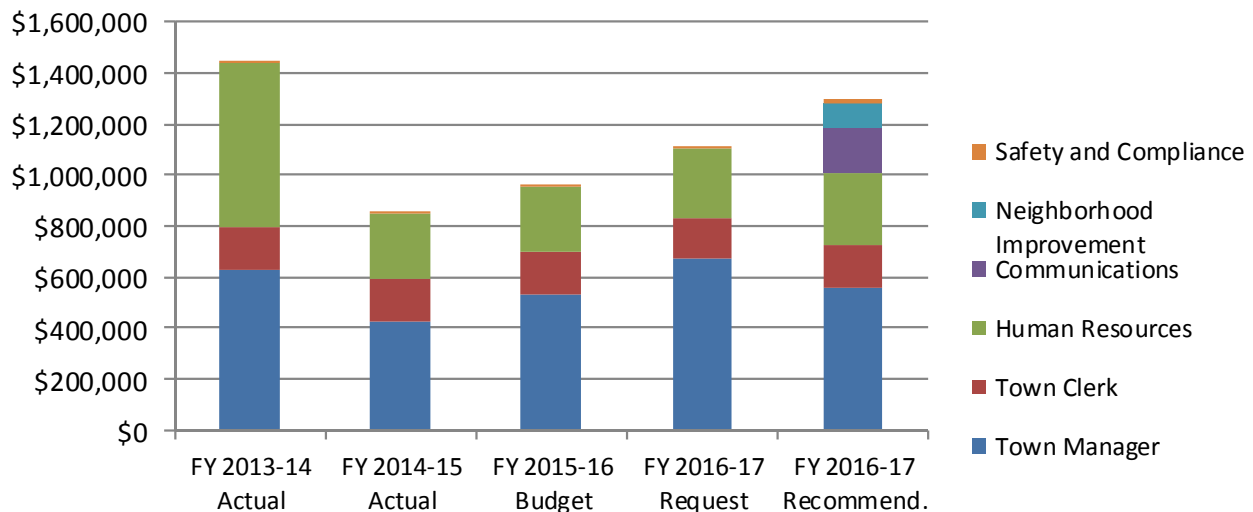
ADMINISTRATION DEPARTMENT

The Administration Department consists of the **Town Manager's Office, Communications, Town Clerk, Human Resources, Neighborhood Improvement**. This department is responsible for the day-to-day activities of the Town, including advising the Town Council on the financial position and future needs of the Town, preparing an annual budget, overseeing personnel matters, ensuring the implementation of policies and activities in each Town department, and representing the Town Council and the Town in business with other agencies. In addition, the Department implements a **Safety and Compliance** program, utilizing personnel from Human Resources and Public Works.



Expenditure by Division

Divison	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Town Manager	\$631,489	\$426,149	\$534,736	\$675,461	\$559,062	1.82%
Town Clerk	\$163,791	\$167,148	\$164,472	\$161,963	\$162,338	0.53%
Human Resources	\$638,972	\$252,172	\$253,454	\$269,300	\$282,195	0.92%
Communications	-	-	-	-	\$177,537	0.58%
Neighborhood Improvement	-	-	-	-	\$102,480	0.33%
Safety and Compliance	\$9,485	\$9,655	\$8,682	\$9,585	\$10,824	0.04%
Total	\$1,443,737	\$855,124	\$961,344	\$1,116,309	\$1,294,436	4.22%



TOWN MANAGER

The **Town Manager** is appointed by the Town Council and is responsible for the performance of all Town departments, responding to Citizen's requests and concerns, and developing the annual budget. In addition, the Office of the Town Manager researches and proposes approaches for achieving Council objectives, presents data to assist the Council in policy development and ordinance adoption, implementation of the Council's Strategic Action Plan, and oversee production and distribution of public information. The Town Manager is supported by the Assistant Town Manager - Operations, Assistant Town Manager - Development Services, Communications Manager, and Budget and Special Projects Manager.

Mission

To provide respectful, effective, sustainable, innovative, and wise leadership and communication to guide the Town Council, management team, and departments in defining and efficiently and effectively achieving their collective goals in order to enhance the quality of life for all Garner stakeholders.

Fiscal Year 2015-2016 Accomplishments

- Managed completion of high priority action items across the organization from the Town's 2015 Strategic Action Plan.
- Launched initiative to develop a new multi-year Strategic Plan process and format to strengthen integration of Council's mission, vision and priorities with department goals, initiatives and work plans.
- Initiated a new schedule and format for both Council and staff planning retreats to facilitate development of the new strategic plan.
- Managed the Town's bond program and Bond Project Tracking System as several projects (Police Station, Town Hall, Indoor Recreation Center, Park Enhancement, and sidewalks are complete or underway).
- Led staff relocation to temporary facilities to allow for new Town Hall construction.
- Provided successful overall management of the implementation of the FY 2015-2016 adopted operating and capital budgets and development of the 2016-2017 budgets.
- Strengthened and improved the Town's budget document and Capital Improvement Plan.
- Town Manager Rodney Dickerson earned Credentialed Manager designation from the International City/County Management Association.
- Assistant Town Manager John Hodges graduated from the Public Executive Leadership Academy (PELA) at the UNC School of Government.
- Provided stable leadership and continuous operations through turnover of key management positions.

Goals

1. Provide focused leadership and implement Council goals and policy directives. (FR3, SD1, SD2)
2. Manage operations of all Town departments to ensure delivery of efficient and effective services. (FR3, SD1, SD2)
3. Orchestrate cooperative efforts of Town staff and external partners to promote Garner, attract desirable new businesses, and retain existing businesses. (SD2, OD1, OD3, OD5)
4. Provide for the timely and accurate preparation, review, and adoption of the annual operating and capital budgets, meeting all statutory requirements and Town goals. (FR3)
5. Develop employee potential at all levels. (FR3, SD4)
6. Encourage community involvement in Town government, promote civic engagement, respond to concerns, and strengthen communication with all segments of the community. (SD3, QL4, QL5)
7. Build citizen pride in the community and enhance the general public's awareness of Garner as a desirable place to live. (QL2, QL7)
8. Maintain strong intergovernmental relations at the regional, state, and national levels. (FR2, SD1, OD4, QL5)

Objectives for Fiscal Year 2016-2017

1. Complete new multi-year Strategic Plan and publish the document to build awareness and support of the Town's mission, vision and priorities.
2. Implement the Town's 2016 Strategic Priorities and coordinate its completion across Town Departments.
3. Manage the Town's bond program and construction projects.
4. Analyze and recommend management efficiencies across the organization.

TOWN MANAGER

Program Changes for Fiscal Year 2016-2017

The recommended budget reflects the restructuring of the Town Manager's Office reporting structure. During the FY 2015-16 budget process, the Communications Manager was transferred from the Economic Development Department to the Town Manager's Office due to a change in title and scope of the position. The FY 2016-17 recommended budget completes this transitional process with the Communications Manager being transferred to their own division.

Authorized Positions

Category	FY 2015-16 Adopted	Positions Requested	FY 2016-17 Recommended
Town Manager	1	-	1
Assistant Town Manager - Operations	1	-	1
Assistant Town Manager - Develop. Services	1	-	1
Budget and Special Projects Manager	1	-	1
Communications Manager	1	-	0*
Total	5	-	4

* Transferred to Communications Department

Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% of Strategic Action Items Completed	85%	70%	85%
# of Active Bond Projects on Schedule	90%	81%	95%
Improve or Maintain Credit Rating	AA+	AA+	AA+
Citizen Satisfaction Rating from <i>garnerinfo</i> App	4.9/5.0	4.8/5.0	4.8/5.0
# of Town Departments maintaining accreditation/award status	5	6	6
"Outstanding" Budget Review Comments from GFOA	5 of 31	9 of 31	11 of 31

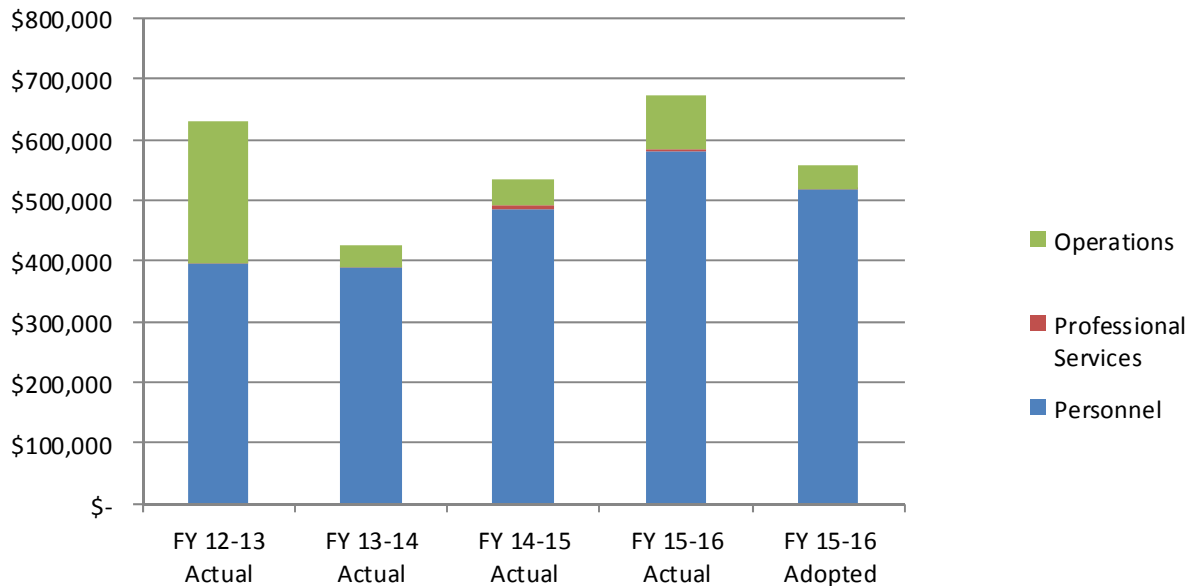
Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Number of Meetings Attended with Regional Partners	156	150	150
Bond Project Updates Completed	6	10	16

TOWN MANAGER

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 15-16 Adopted	
Personnel								
510200	Salaries	\$314,243	\$305,974	\$372,325	\$455,956	\$ 439,388	\$ 397,596	
510220	Salaries - Temporary	7,432	1,408	12,112	-	-	-	
510236	Longevity	-	4,992	5,092	5,574	5,075	5,075	
510500	FICA	22,213	21,408	27,086	30,588	31,208	28,754	
510600	Group Insurance	17,783	19,171	25,202	36,959	42,081	37,193	
510700	Retirement	35,558	36,411	43,184	53,847	54,362	49,242	
	Personnel Totals	\$397,230	\$389,364	\$485,001	\$582,924	\$ 572,114	\$ 517,860	92.6%
Professional Services								
521000	Professional Services	\$ 71	\$ 1,774	\$ 7,800	\$ 5,264	\$ 1,750	\$ 1,750	0.3%
Operations								
521100	Postage	\$ 16,457	\$ (13)	\$ 565	-	\$ 1,000	\$ 1,000	
521150	Telephone	-	1,364	1,844	\$ 3,257	2,544	2,544	
521200	Printing	75	55	680	1,710	-	-	
521400	Travel and Training	22,443	23,287	21,772	26,480	27,180	25,025	
522100	Equipment Rental	4,753	-	5,801	3,839	3,892	3,892	
523300	Departmental Supplies	1,286	4,566	2,450	2,186	1,250	1,250	
523350	Supplies - United Way	-	499	579	506	600	600	
524300	Contract Services	-	513	456	42,413	3,956	456	
525300	Dues and Subscriptions	3,050	4,740	7,788	6,882	7,235	4,685	
525400	Insurance and Bonds	186,123	-	-	-	-	-	
	Operations Totals	\$234,188	\$ 35,010	\$ 41,935	\$ 87,273	\$ 47,657	\$ 39,452	7.1%
Overall Totals		\$ 631,489	\$ 426,149	\$ 534,736	\$ 675,461	\$ 621,521	\$ 559,062	100%

Note: FY 2016-17 recommended budget reflects transfer of Communications Manager to Communications Department.



TOWN CLERK

The **Town Clerk** office is responsible for giving notice of Town Council meetings, preparing the Council meeting agenda, recording Council proceedings, serving as custodian of all permanent Town records, keeping the Town Seal, attesting all Town documents, updating the Town Code, keeping records of appointments and terms of the various Boards and Commissions, and providing administrative support to the Administrative Department and Town elected officials.

Mission

To serve the Council, citizens and staff in an efficient, courteous, and professional manner, while performing the functions and duties of the Office in accordance with state municipal laws.

Vision

The Town Clerk's Office serves as a direct link between citizens of the community and their government and promotes the openness of government by providing quality service through access to records, oversight of legislative obligations and proceedings and recording the Town Council's actions..

Fiscal Year 2015-16 Accomplishments

- Implemented the first volunteer recognition program using the James R. Stevens Service Award.
- Assisted in the appointment and the development of the Garner Veterans Advisory Committee. The Committee is now under the Parks, Recreation and Cultural Resource Department.
- Planned, provided meals, receptions and snacks for numerous events and meetings.
- Facilitated Service Project from local church group working with other Town Departments and setting goals.
- Achieved 60% completion of Town-wide Policy Manual
- Completed recruiting process to hire new Deputy Town Clerk and provided training.
- Facilitated replacement panels for the Garner Veterans Memorial, which contained incorrect historical information.

Goals

1. Provide public notice of all official meetings, and prepare agenda and minutes for all Town Council regular meetings, special meetings, emergency meetings, work sessions and Committee meetings. (SD1, QL4, QL6)
2. Develop and manage a system to provide an ongoing pending list of upcoming agenda items to management and all department heads. (SD1, QL4, QL6)
3. Manage permanent records and Town Clerk and Town Council department records. (SD1)
4. Respond to public records requests in a timely manner with accurate information. (SD1, SD2, SD3, QL4)
5. Provide administrative support (including travel arrangements) to the Administrative Department Staff, Mayor and Council. (SD1, SD3)
6. Manage Town boards/commissions and task forces that are appointed by Council. (QL4, QL5, QL6)
7. Serve as a liaison with the citizens and the Town Council, helping those citizens that we can help and for others ensuring that correspondence and phone messages are routed to the appropriate persons for prompt response. (SD2, SD3)
8. Make arrangements for special events related to the manager and the council's office. (SD1)
9. Take responsibility for various special projects that do not fall under any specific department or department manager. (SD1)

Objectives for Fiscal Year 2016-2017

1. Make agendas and all supporting documents available for review by the public on the Town's website.
2. Assure that all special meetings dates are posted on the Council and Community Calendar on the Town's Website.
3. Assure that meeting summaries and minutes are posted on the town's website in a timely manner.
4. Process official documents within two business days after the Council Meeting.
5. Enter any enforcement/action items reported by Council within 24 hours of the meeting.
6. Respond to citizens, Council and staff requests within 24 hours.
7. Respond to public record requests for records in our possession within two business days or respond with an action plan.
8. Provide orientation to newly appointed board/commission members within 45 days of appointment.
9. Begin Retention Schedule program for all departments and set administrative retention values with each department.
10. Ensure all official documents are scanned and indexed in a timely manner for preservation and information.

TOWN CLERK

Authorized Positions

Category	FY 2015-16 Adopted	Positions Requested	FY 2016-17 Adopted
Town Clerk	1	-	1
Deputy Town Clerk	1	-	1
Total	2	-	2

Performance Measures

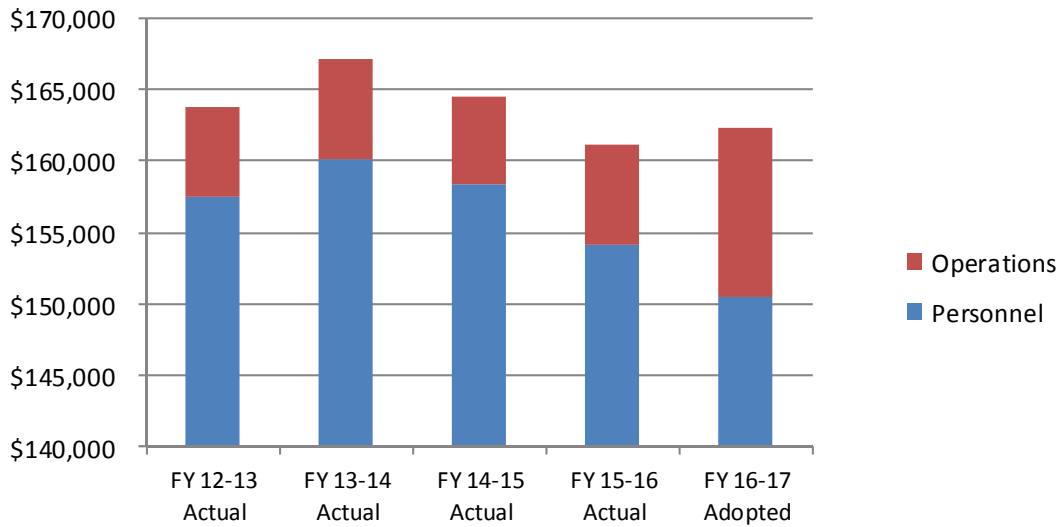
Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
95% of Council Meeting Agendas Available on Town Website ≥ 5 Days Prior	100%	100%	100%
95% of All Public Notices for Official Meetings Issued ≥ 5 Days Prior	100%	100%	100%
95% of Meeting Summaries Completed Within Two Business Days of Council Meeting	85%	90%	95%
95% of Official Documents Processed Within Two Business Days of Council Meeting	85%	90%	95%
Respond to 90% of All Non-Public Records Requests Within Two Business Days	90%	100%	100%
Respond to 90% of All Public Records Requests Within Two Business Days	90%	100%	100%
% of Unscanned Documents Remaining	85%	90%	100%
% of Records Retention Program Complete	50%	70%	100%

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Proclamations/Ceremonial Docs Prepared	63	64	50
Ordinances and Resolutions Prepared	96	87	100
Council Meetings Attended	38	46	38
Committee Meetings Attended	7	5	15
Documents Recorded	20	17	30
Special Events Planned	5	12	6

TOWN CLERK

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$119,417	\$117,133	\$115,168	\$110,620	\$ 104,999	\$ 104,999	
510210	Salaries - Overtime	2,114	936	525	76	1,200	1,200	
510220	Salaries - Temporary	647	1,310	2,764	7,122	2,500	-	
510236	Longevity	-	3,918	4,113	3,366	-	-	
510500	FICA	8,576	9,267	8,887	7,856	8,315	8,124	
510600	Group Insurance	12,933	12,536	12,605	12,597	23,922	23,256	
510700	Retirement	13,800	15,088	14,333	13,269	12,967	12,967	
	Personnel Totals	\$157,487	\$160,188	\$158,395	\$154,906	\$ 153,903	\$ 150,546	93%
Operations								
521100	Postage	-	-	\$ 161	-	\$ 141	\$ 141	
521150	Telephone	-	-	-	-	-	636	
521400	Travel and Training	\$ 1,545	\$ 3,928	2,130	\$ 3,285	7,040	7,040	
522530	Recording Fees	233	364	365	844	900	900	
522600	Advertising	1,232	400	1,072	61	1,000	1,000	
523300	Departmental Supplies	2,837	1,798	1,962	2,566	1,600	1,600	
525300	Dues and Subscriptions	457	471	387	300	475	475	
	Operations Totals	\$ 6,303	\$ 6,961	\$ 6,077	\$ 7,056	\$ 11,156	\$ 11,792	7%
Overall Totals		\$163,790	\$167,149	\$164,472	\$161,963	\$ 165,059	\$ 162,338	100%



Human Resources

The **Human Resources Department** is responsible for the recruitment and selection of Town employees, position classification and compensation, training and development, employee retention & recognition, HR policy management, benefits administration, workers' compensation, and the employee wellness program. The department is also responsible for ensuring that the Town of Garner is in compliance with all federal, state, and local employment and labor laws.

Mission

To provide service and support to the Town of Garner vision by promoting the concept that our employees are our most valuable resource and will be treated as such.

Vision

The Human Resources Department will act as catalysts, enabling all Town employees to contribute at optimum levels towards the success of the Town.

Fiscal Year 2015-2016 Accomplishments

- Established initial relationships with Meredith College, Shaw University and North Carolina Central University for the purposes of expanding our recruiting efforts.
- Restarted employee newsletter, SNAPSHOT.
- Restarted the Wellness Committee providing staff with a number of health related events and activities, including lunch and learn seminars and a health fair in November 2015.
- Successfully met the Healthy Outcomes program goal of 100% completion. Healthy Outcomes is a wellness program designed to educate employees on their health and well-being and provide them with tools to improve their health and well-being.
- Established “town doctor” by partnering with WakeMed.
- Assumed responsibility and established process for new employee identification and access badge program.
- Negotiated, recommended and successfully implemented a change in health care providers for FY 16-17 to reduce risk and offset rising costs to the Town and employees. Initial renewal rate of 49% was negotiated to 30%.
- Met the Employer Mandate provisions of the Affordable Care Act, specifically the measurement and reporting requirements.

Goals

1. Provide a competitive salary and benefit package and developing the full potential of our work force by providing training and development for career enhancement. (SD4)
2. Ensure that Town of Garner employees are given the tools, training, and motivation to operate in the most efficient and effective manner. (SD4)
3. Promote and recruit the best-qualified people, recognizing and encouraging the value of diversity in the work place. (SD4, QL2, QL6)
4. Provide a work atmosphere that is safe, healthy and secure. (SD4)
5. Establish, administer, and effectively communicate sound policies, rules and practices that treat employees with dignity and equality while maintaining Town compliance with employment and labor laws. (SD4, QL7)

Objectives

1. Continue to streamline the pay and benefits administration process by utilizing the Town’s financial programs to enter pays and benefits changes.
2. Continue to enhance the Town’s orientation program, DEPLOY.
3. Increase engagement by providing surveys to seek feedback on HR programs

HUMAN RESOURCES

Program Changes for Fiscal Year 2016-2017

None.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY2017 Recommended
Human Resources Director	1	-	1
Human Resources Analyst	1	-	1
Total	2	-	2

Performance Measures

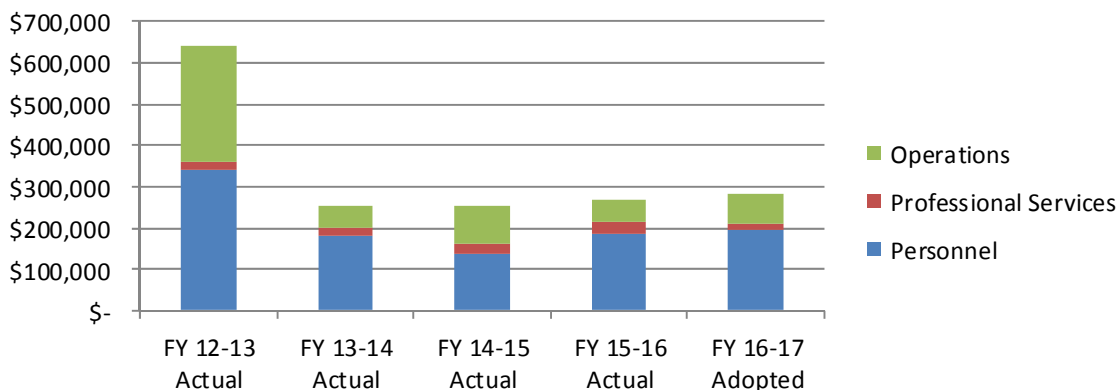
Measure	Actual FY 2014-15	Actual FY 2015-16	Target FY 2016-17
% of Employees Completing the Probationary Period Successfully	92%	92%	100%
Full-time Employee Turnover Rate	6%	13%	8%
% of Full-time Employees with Longevity (10 Years or Greater)	45%	42%	40%
% of Positions Requiring Grade Change	91%	36%	35%

Workload Indicators

Indicators	Actual FY 2014-15	Actual FY 2015-16	Projected FY 2016-17
Job Applications Received	2,700	1,993	2,200
Job Vacancies Advertised	45	53	45
Personnel Actions Processed	330	524	500
New Hires Processed	43	82	45
Separations Processed	50	62	40

HUMAN RESOURCES

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$132,044	\$139,958	\$108,235	\$139,564	\$ 145,561	\$ 145,561	
510236	Longevity	-	-	1,000	1,000	1,000	1,000	
510500	FICA	9,722	10,214	8,159	10,648	11,212	11,212	
510600	Group Insurance	11,623	12,429	8,975	13,982	19,224	17,541	
510610	Retiree Health Insurance	111,871	-	-	-	-	-	
510615	Health Reimbursement	58,795	-	-	6,562	-	-	
510700	Retirement	14,800	17,584	13,042	16,380	17,911	17,911	
Personnel Totals		\$338,855	\$180,185	\$139,411	\$188,136	\$ 194,908	\$ 193,225	68.5%
Professional Services								
521000	Professional Services	\$ 20,220	\$ 20,584	\$ 21,223	\$ 29,688	\$ 23,000	\$ 16,000	5.7%
Operations								
521100	Postage	-	-	\$ 61	-	\$ 59	\$ 59	
521150	Telephone	-	\$ 636	747	\$ 1,114	636	636	
521200	Printing	\$ 139	-	-	-	-	-	
521400	Travel and Training	5,724	7,208	2,899	2,898	6,251	6,251	
521401	Organizational Training	-	6,800	9,528	925	9,600	8,850	
521460	Employee Recognition	-	-	2,678	5,514	3,925	3,425	
522100	Equipment Rental	-	-	129	87	121	121	
522601	Recruitment	3,360	6,847	48,893	7,933	29,000	16,000	
523300	Department Supplies	-	-	24	1,584	-	-	
523340	Personnel Supplies	3,747	338	393	1,375	1,200	1,200	
524300	Contract Services	59,507	20,008	21,504	22,522	26,485	26,485	
525300	Dues and Subscriptions	1,278	803	807	379	1,843	1,843	
525610	Workers Compensation	157,592	-	-	-	-	-	
525620	Unemployment Insurance	43,205	-	-	-	-	-	
525630	Wellness Program	2,044	4,362	1,856	6,045	7,000	7,000	
525660	Educational Assistance	3,300	4,400	3,300	1,100	2,200	1,100	
Operations Totals		\$279,896	\$ 51,402	\$ 92,819	\$ 51,476	\$ 88,320	\$ 72,970	25.9%
Overall Totals		\$638,971	\$252,171	\$253,453	\$269,300	\$ 306,228	\$ 282,195	100%



COMMUNICATIONS

The **Communications Manager** oversees production and distribution of public information, directs media and public outreach efforts, and serves as content producer and editor for a variety of print, electronic, video and other communications products created by the Town. The Communications Manager is charged with telling the Town's story and enhancing the Town's image and profile regionally and nationally. The position also involves being a leader or co-leader on a variety of special projects as assigned by the Town Manager or Assistant Town Manager-Development Services. The Communications Manager may work with the Police Department's Public Information Officer and others agencies' PIOs/communications professionals in emergency or crisis situations to ensure that the public receives accurate and timely information.

Mission

The Communications Manager ensures that Garner's image and profile continue to improve, and that citizens have easy access to timely, accurate and relevant information about the Town.

Vision

The Town of Garner will offer superior communications to citizens across a number of established and emerging platforms, and it will be recognized statewide and nationally as a leader in local government communications.

Fiscal Year 2015-16 Accomplishments

- Collaborated with PEG Media Partners and Garner Volunteer Fire-Rescue to win national award from City and County Communications and Marketing Association (3CMA)
- Collaborated with Finance Department to win award from Government Finance Officers Association (GFOA) for the 2015 Popular Annual Financial Report
- Completed redesign of website, with intent to go live with the new site in May 2016
- As in previous years, grew social media dramatically for Town's main accounts (**Facebook:** from 3,317 in March 2015 to 6,335 in March 2016—a 91 percent year-over-year increase; **Twitter:** 2,321 in March 2015 to 3,316 in March 2016—a 43 percent increase; **YouTube channel:** from 99,689 total views in March 2015 to 139,121 views as of March 2016—a 40 percent year-over-year increase); also grew **Instagram** followers to 436 as of March 2016
- Maintained large readership for the Town's citizen e-newsletter
- Earned positive local TV news coverage of special events on numerous occasions by submitting footage and information
- Published the 2015-2017 Guide to Garner and distributed it to all households inside Town limits
- Won two awards from N.C. City & County Communicators for Guide to Garner and economic development brochure

Goals

- Publicize new website and increase visits and use (QL2, QL4, SD1)
- Continue to educate citizens about progress being made on bond projects (QL2, QL4)
- Continue to increase the Town's social media followings (QL2, QL4, QL7)
- Maintain large readership for the Town's citizen e-newsletter (QL2, QL4, QL7)
- Work with Economic Development on marketing/branding the Town and promoting its premier sites for commercial development (OG5, QL2)
- Continue to gain recognition for the Town by winning statewide and national awards (QL2)
- Meet other goals set by Town Manager/Assistant Town Manager and Town Council (QL2, QL4, QL7, SD1, OG5)
-

Objectives for Fiscal Year 2016-17

- Create five-year strategic communications plan and obtain Town Council's approval
- Significantly increase Facebook and Twitter followings; also increase views on YouTube; run ad campaigns to boost followings
- Continue work to better define and enhance Garner's brand
- Work with colleagues to produce special marketing products for targeted audiences

Program Changes for Fiscal Year 2016-2017

Following the FY 2015-16 Communications transition out of the Economic Development Department and into the Town Manager's Office, the FY 2016-17 budget continues this transition by creating the Communications division.

COMMUNICATIONS

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY 2017 Recommended
Communications Manager	0*	-	1
Total	0	-	1

*Communications division did not exist in FY 2015-16. Communications Manager was transferred from the Town Manager's Office.

Performance Measures

Measure	Actual FY 2014-15	Actual FY 2015-16	Target FY 2016-17
Number of clicks on newsletter links (monthly average)	Approx. 9,500	6,316	7,000
% increase in Facebook followers	41%	32.1%	33%
% increase in Twitter followers	37%	31.0%	33%
% increase in views on Town YouTube channel	19%	32%	30%

Workload Indicators

Indicators	Actual FY 2014-15	Actual FY 2015-16	Projected FY 2016-17
Number of News letters	12	14	14
Number of news releases distributed	53	59	60
Number of television programs and videos (excluding Council Meetings)	69	72	65-70
Publications/reports	7	9	7

Expenditure Breakdown

Object Code	Description	FY 16-17 Requested	FY 16-17 Adopted	
Personnel				
510200	Salaries	\$ 69,699	\$ 69,699	
510500	FICA	5,332	5,332	
510600	Group Insurance	11,145	14,392	
510700	Retirement	8,517	8,517	
	Personnel Totals	\$ 94,693	\$ 97,940	55%
Professional Services				
521000	Professional Services	\$ 2,400	\$ 1,400	1%
Operations				
521100	Postage	\$ 100	\$ 100	
521150	Telephone	756	636	
521200	Printing	2,400	2,000	
521400	Travel and Training	2,800	2,800	
522600	Advertising	10,500	8,500	
523300	Departmental Supplies	200	200	
524300	Contract Services	63,166	63,166	
525300	Dues and Subscriptions	795	795	
537400	Equipment	1,500	-	
	Operations Totals	\$ 82,217	\$ 78,197	44%
Overall Totals		\$ 179,310	\$ 177,537	100%

NEIGHBORHOOD IMPROVEMENT

Supported by employees from across several Town departments, the **Neighborhood Improvement** department aims to re-establish ownership, pride, and direction to Garner residents; stabilize and mitigate any issues that contribute to blight and decay in values; and create an environment that fosters self-help through the formation of Neighborhood Watch groups and/or homeowner associations (HOAs). Additionally, the Neighborhood Improvement department is responsible for coordinating the Garner 101 Citizen's Academy and the Neighborhood Leadership Academy - the Town of Garner's two showcase citizen engagement initiatives.

Mission

The Neighborhood Improvement Department/Manager works strategically and collaboratively across departments and community partners to foster safe, aware and active neighborhood that make Garner a community of choice and a great place to be for all residents-for generations to come.

Vision

The Town of Garner will improve the standard of living of Garner residents by investing in the repair/rehabilitation of existing housing stock through its corporate partners and by developing the human capital in its neighborhoods through educational programming.

Fiscal Year 2015-16 Accomplishments

- Partnered with Rebuilding Together of the Triangle to provide home repairs for eight families in Cloverdale Subdivision and throughout town.
- Partnered with Rebuilding Together of the Triangle to installed new playground equipment in Greenbrier Subdivision as well as provide home repairs for five families surrounding the playground.
- Continued the successful Garner 101 Citizens Academy hosting two sessions during the year.
- Collaborated with City of Raleigh Neighborhood Services to develop Neighborhood Leadership Academy.

Goals

- Promote Garner as the ideal place to build and own a home. (QL2)
- Strengthen neighborhoods and stabilize residential property values through neighborhood development programs. (QL2,3,7)
- Improve quality of life for Garner residents through use of Neighborhood Improvement Bond Funds. (QL1,7)
- Create opportunities through external partnerships that will increase capacity to deliver home repairs to low/moderate income families. (QL5)

Objectives for Fiscal Year 2016-17

- Successfully implement the first year of the Neighborhood Leadership Academy.
- Successfully implement the first Mid-day Garner 101.
- Partner with Rebuilding Together of the Triangle to fund repairs for a minimum of twelve low/moderate income families.
- Increase number of officially recognized neighborhood organizations.
- Promote Town of Garner neighborhood improvement program by attending partner agency meetings.
- Address safety concerns by installing additional lighting in neighborhoods where current lighting is inadequate.

Program Changes for Fiscal Year 2016-2017

Following the FY 2016-17 budget year will see the Neighborhood Improvement department transition out of the Economic Development department into its own division under the Town's Administration.

NEIGHBORHOOD IMPROVEMENT

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY2017 Adopted
Neighborhood Improvement Manager	0*	-	1
Total	0	-	1

* The Neighborhood Improvement division did not exist in FY 2015-16. The Neighborhood Improvement Manager position was transferred from the Economic Development Department.

Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
Number of Garner 101 Participants	66	60	40
Number of Garner Leadership Academy Participants	New	New	20

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Number of Garner 101 Classes Held	2	2	2
Number of Garner Leadership Academies Held	New	1	1
Number of HOA Meetings Held	8	5	6
Number of Home Repairs	New	8	12
Town Owned Properties Demolished	None	2	3
Yard/Commercial Property of the Month	12	12	12
Neighborhood Bond Projects	2	3	3
Neighborhood Improv. Comm.Meetings	12	6	6
Comm. Problem Solving Service Calls	200	150	150

Expenditure Breakdown

Object Code	Description	FY 16-17 Requested	FY 16-17 Adopted	
Personnel				
510200	Salaries	\$ 64,410	\$ 64,410	
510236	Longevity	1,000	1,000	
510500	FICA	5,004	5,004	
510600	Group Insurance	11,251	10,769	
510700	Retirement	7,991	7,991	
	Personnel Totals	\$ 89,656	\$ 89,174	87%
Operations				
521150	Telephone	\$ 636	\$ 636	
521400	Travel and Training	2,370	2,370	
523300	Departmental Supplies	7,700	7,700	
521455	Development Assistance	2,600	2,600	
	Operations Totals	\$ 13,306	\$ 13,306	13%
Overall Totals		\$ 102,962	\$ 102,480	100%

SAFETY AND COMPLIANCE

The **Safety and Compliance program** reflects the Town's commitment to employee safety and its efforts to comply with the regulations of the federal and state Occupational Safety and Health Administration (OSHA). The Safety and Compliance program also includes training, which is necessary to maintain proper safety procedures among our employees. The program has no dedicated employees and utilizes personnel from Human Resources and Public Works to form a safety committee to complete its mission. *All expenditures are dedicated to the operations of the program.*

Safety and Compliance Operations History

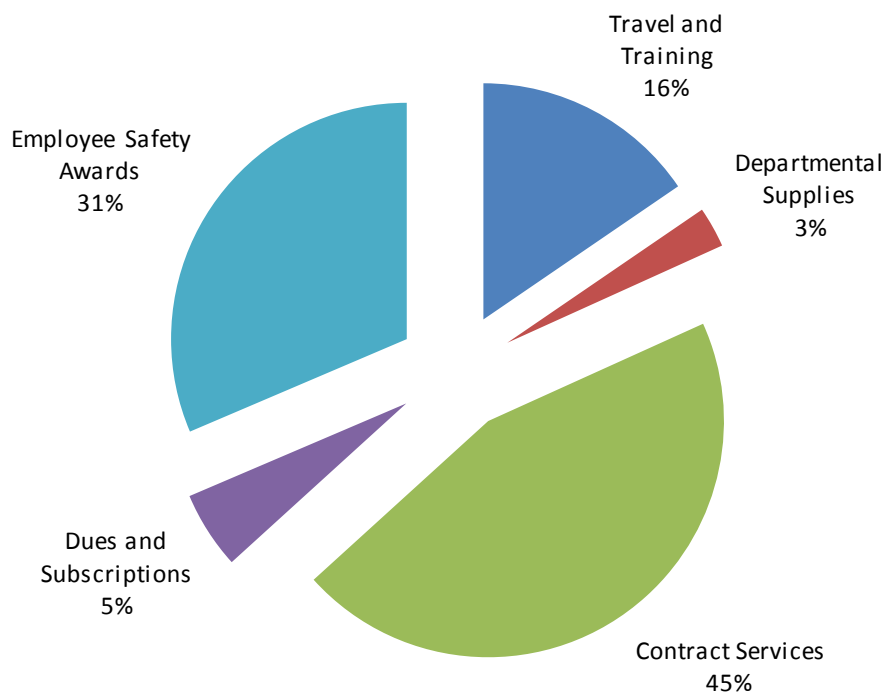
Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Requested	FY 16-17 Adopted	% of Total Budget
521400	Travel and Training	\$ 1,142	\$ 1,743	\$ 1,137	\$ 1,196	\$ 1,675	\$ 1,675	15%
523300	Departmental Supplies	376	46	7	193	300	300	3%
524300	Contract Services	4,307	3,901	3,573	4,413	4,874	4,874	45%
525300	Dues and Subscriptions	547	547	682	682	575	575	5%
525650	Employee Safety Awards	3,150	3,418	3,284	3,101	3,400	3,400	31%
4240 Total		\$ 9,522	\$ 9,655	\$ 8,683	\$ 9,585	\$ 10,824	\$ 10,824	100%

Program Changes for FY 2015-2016

None.

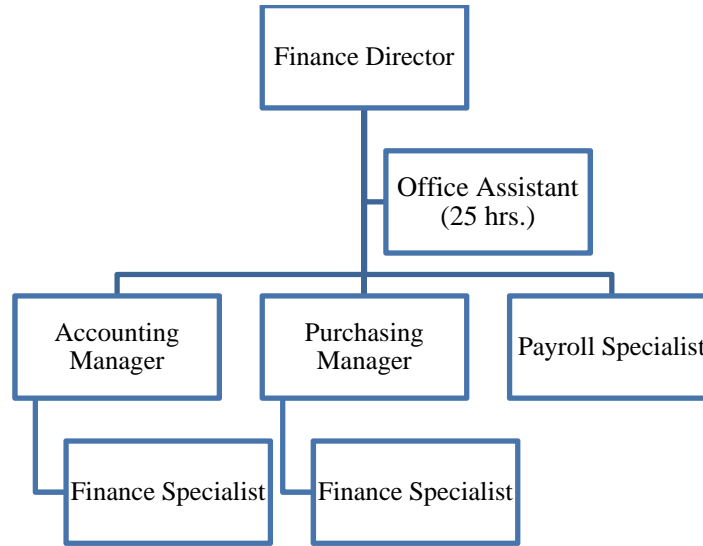
Authorized Positions - None Authorized.

Expenditure Breakdown



FINANCE DEPARTMENT

The Finance Department is responsible for accounting, debt administration, cash and revenue management, payroll, accounts payable, and purchasing. The department recommends financial policies and guidelines, prepares the Comprehensive Annual Financial Report, and performs special financial analysis such as statistical reporting, cash flow projections, and economic development projections. The Finance Department also provides collections for the City of Raleigh Utilities and Wake County Revenue.



Mission

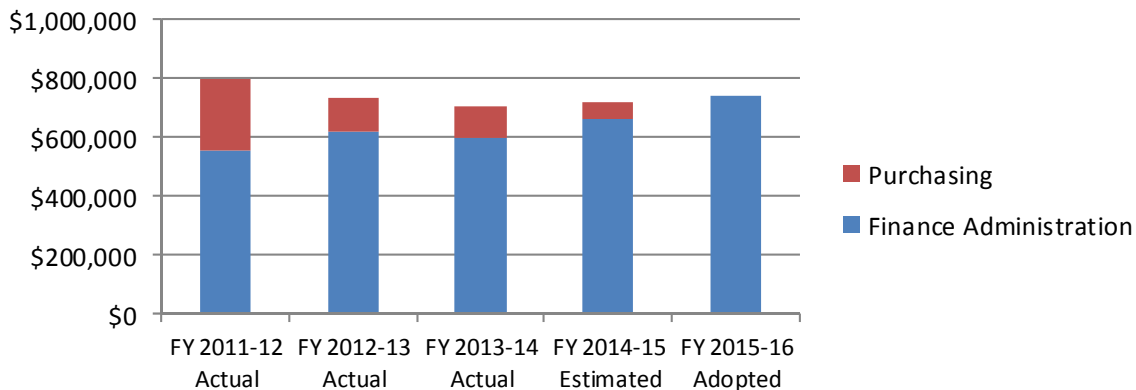
To provide sound and innovative financial management in accordance with North Carolina General Statutes, applicable state and federal regulations, and principles of accounting, purchasing, and cash management.

Vision

The Finance Department is committed to the highest standards of accountability, accuracy, timeliness, and professionalism in providing financial management and quality services that not only meet, but exceed the expectations of the public, Town management, and other stakeholders.

Expenditure by Division

Divison	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Finance Administration	\$551,648	\$620,715	\$597,638	\$664,851	\$738,877	2.41%
Purchasing	\$244,751	\$111,209	\$110,838	\$56,810	-	-
Total	\$796,399	\$731,924	\$708,476	\$721,661	\$738,877	2.41%



FINANCE DEPARTMENT

Finance Department provides oversight and coordination of the entire finance function, including accounting, payroll, and reporting. Staff of this department retains ultimate responsibility for maintaining Town accounts in accordance with generally accepted accounting principles as well as policies established by the Town Council. The department processes all disbursements including accounts payable and payroll, and provides collection services for a variety of Town-generated revenues. This office serves as fiscal agent for both state and federal grant programs. In addition, the department prepares financial statements, manages the investment of Town funds, and maintains records concerning bonded debt and other obligations of the Town. The Finance Department is additionally responsible for the procurement of goods and services to meet the needs of Town functions in compliance with the North Carolina Administrative Code and Town purchasing policies. The department administers the Town's maintenance, service, and rental contracts. The department maintains control over all property, inventory and equipment owned by the Town, maintains asset records, and ensures the proper disposition of surplus property.

Fiscal Year 2015-16 Finance Department Accomplishments

- The Certificate of Achievement for Excellence in Financial Reporting has been awarded to the Town for the 26th consecutive year.
- The Town received their 19th Distinguished Budget Award for the FY 2015-16 budget document.
- The Town maintained its rating from Standard & Poor's of AA+ and from Moody's of Aa2.
- Implemented an investment program, utilizing PFM as the asset manager, to provide a greater return on idle funds than previously realized.
- Manage the utilization of bond funds.
- Reorganized the Finance Department, allowing for a separation of the Accounting and Purchasing functions.

Goals

1. Provide transparent, meaningful, and accurate financial information in a timely manner to stakeholders in order to comply with local, state, and federal laws, and governmental and regulatory requirements (FR-3).
2. Provide accurate and timely invoice processing to vendors for goods and services in order to maximize the Town's cash flow position (FR-3, SD-3, FR-1).
3. Provide complete, accurate and timely data to help Town leadership make effective decisions and support strategic goals (all of them).
4. Provide Finance Department staff with the level of tools, resources, and professional development critical to their success in achieving established work plans (SD-4).
5. Deliver value-added services to citizens in a friendly manner that makes our customers appreciative (SD-1, SD-2, SD-3).
6. Manage cash balances in accordance with financial policies to protect capital, provide liquidity, and maximize investment earnings (FR-1, FR-3).
7. Prepare accurate payroll and provide payroll customer service to over 200 employees (FR-3).
8. Obtain the best value for the commodities and services that the Town needs using the most efficient process and following NC General Statutes. (FR1, FR3, SD3)
9. Review Town contracts for compliance with financial policies in a timely manner. (FR3)
10. Generate broad participation and competition among potential vendors while ensuring equal opportunity to all qualified vendors and contractors wishing to compete for Town business. (FR3, SD3)
11. Maintain an accurate and up-to-date inventory of the Town's fixed assets. (FR2)

Objectives for FY 2016-17

1. Complete audit and Comprehensive Annual Financial Report (CAFR) and submit to required agencies by established deadlines and receive the GFOA's excellence for financial reporting award.
2. Complete weekly accounts payable with 100% accuracy and submit payments to vendors by established deadlines.
3. Update the Town's petty cash policy and procedures regarding management and handling of cash funds.
4. Each employee of the division attend at least two classes, seminars, or conferences annually to ensure best practices and legal compliance.
5. Address 100% of customer inquiries within two business days.
6. Reconcile balance sheet accounts, bank statements, and investments by the 15th day of the following month.
7. Complete bi-weekly payroll at least 48 hours prior to direct deposit and with 100% accuracy.
8. Process purchase orders within two business days of receipt from requesting department.
9. Obtain at least three written quotes on the purchases of all goods and services at or above the informal purchasing range (\$30,000).
10. Maintain inventory accuracy of at least 95% during annual audit.

FINANCE DEPARTMENT

Program Changes for FY 2016-17

The FY 2016-17 budget combines the Finance Administration & Purchasing divisions into one department. This will also be the first operational year under the Finance Department's new organizational structure that include both a Purchasing Manager and an Account Manager. Formerly, both of these positions were encompassed in a single position. The new organizational structure also transforms the full-time Office Assistant position into part-time.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY 2017 Adopted
Finance Director	1	-	1
Accounting Manager	0*	-	1
Purchasing Manager	1*	-	1
Finance Specialist	2	-	2
Office Assistant	1	-	0
Payroll Specialist	1	-	1
Total	6	-	6

* FY 2015-16 budget included funding for a position titled "Purchasing and Accounting Officer". This position has been split into two full-time positions: Accounting Manager & Purchasing Manager.

Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
Audit Submitted on Time	Yes	Yes	Yes
CAFR Award Received	Yes	Yes	Yes
PAFR Award Received	N/A	Yes	Yes
Number of Trainings Per Employee	2	1	2
Vendor Late Fees (as a % of non-personnel budget)	0.00%	0.00%	<.1% of Budget
Checks Reissued (as a % of total checks reissued)	0.01%	0.01%	<.01% of Reissued
% of Customer Inquires Addressed Within Two Business Days	N/A	95%	95%
Avg. # of Days to Reconcile Accounts and Statements	17	15	15
% Business Registrations Issued Within Five Business Days	99%	99%	99%
Avg. Hours Payroll Submitted to Bank Prior to Direct Deposit	48	48	60
Payroll Corrections/Adjustments Post-Processing	8	7	5
% of Purchase Orders Processed Within Two Business Days	N/A	75%	90%
Avg. # of Quotes per Purchase Greater than \$30,000	3	3	3
Inventory Accuracy (as a % of Total Dollar Value of Fixed Assets)	N/A	89%	93%

FINANCE DEPARTMENT

Workload Indicators

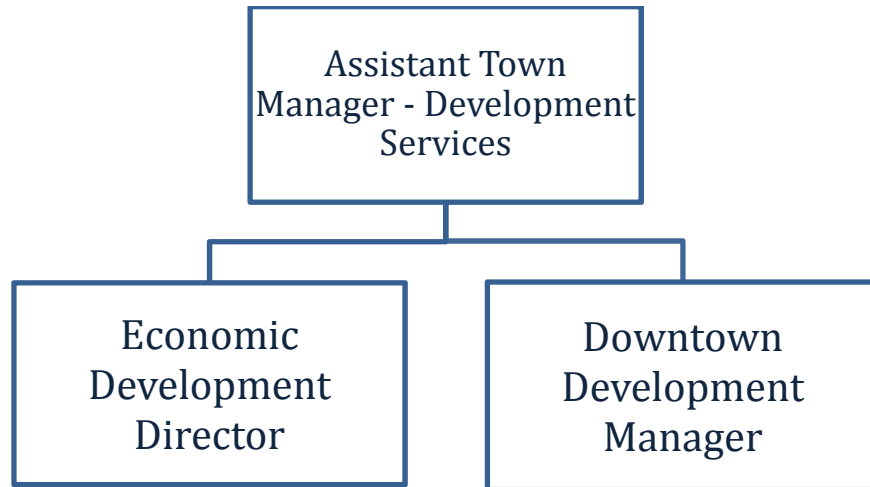
Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Avg. # of Employees Paid per Pay Period	236	238	241
Avg. # of Check Issued per Month	390	300	350
Avg. Monthly Pooled Value of Investments	\$29.272 million	\$35.433 million	\$36.775 million
# of Privilege Licenses/Business Registrations Issued Annually	1,000	828	850
Avg. # of Raleigh Utility Accounts Processed Monthly	1,630	1,335	1,350
Avg. # of Wake County Tax Payments Processed Monthly	1,002	324	400
# of Contracts Reviewed	70	100	100
Avg. # of Purchase Orders Processed Monthly	40	32	40

Expenditure Breakdown

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 410,916	\$ 365,509	\$ 369,844	\$ 349,552	\$ 359,939	\$ 373,997	
510220	Salaries Temporary	-	-	-	10,023	18,707	18,707	
510236	Longevity	-	11,656	12,487	19,283	1,737	1,737	
510500	FICA	29,659	28,023	28,401	27,849	29,099	30,175	
510600	Group Insurance	36,084	38,222	40,363	30,806	57,503	52,486	
510700	Retirement	46,461	47,056	45,765	43,213	44,178	45,900	
	Personnel Totals	\$ 523,119	\$ 490,466	\$ 496,860	\$ 480,726	\$ 511,163	\$ 523,002	70.8%
Professional Services								
521000	Professional Services	\$ 76,324	\$ 132,212	\$ 89,600	\$ 111,009	\$ 87,138	\$ 87,138	11.8%
Operations								
521100	Postage	-	-	\$ 2,636	\$ 121	\$ 2,903	\$ 2,903	
521150	Telephone	\$ 48,720	\$ 636	636	636	636	636	
521200	Printing	3,721	3,578	3,462	5,675	4,455	4,455	
521400	Travel and Training	2,039	4,169	4,060	1,291	6,732	6,732	
522100	Equipment Rental	84,947	-	6,463	5,850	5,448	5,448	
523300	Departmental Supplies	2,353	2,334	1,863	3,617	2,700	2,700	
523310	Copier Supplies	9,302	8,018	7,446	3,497	9,082	8,900	
524300	Contract Services	15,406	31,390	29,807	39,750	20,950	20,950	
524310	Contract Services-Tax Coll	29,677	58,766	64,962	68,453	75,079	75,079	
525300	Dues and Subscriptions	709	385	675	235	934	934	
525700	Miscellaneous	-	-	-	812	-	-	
525710	Cash Over and Short	83	(30)	7	(12)	-	-	
	Operations Totals	\$ 196,956	\$ 109,246	\$ 122,017	\$ 129,925	\$ 128,919	\$ 128,737	17.4%
4410 Total		\$ 796,400	\$ 731,924	\$ 708,477	\$ 721,660	\$ 727,220	\$ 738,877	100%

ECONOMIC DEVELOPMENT

The Economic Development Department is dedicated to improving the quality of life of all the residents of Garner by bridging the gap between government, business and education and encouraging responsible growth. The Economic Development Department pursues growing the town’s tax base by working with community, state and national partners while seeking to foster a business friendly environment that encourages investment and that recognizes and supports innovation, creativity and entrepreneurship. Through the Garner Revitalization Association, the Department seeks to support the development of North Garner as a vibrant business, residential, entertainment and cultural center. While not distinct divisions, the Economic Development Department’s budget contains the Town’s line items for the Economic Incentives Program and the Town’s allocation to the Garner Revitalization Association.



Mission

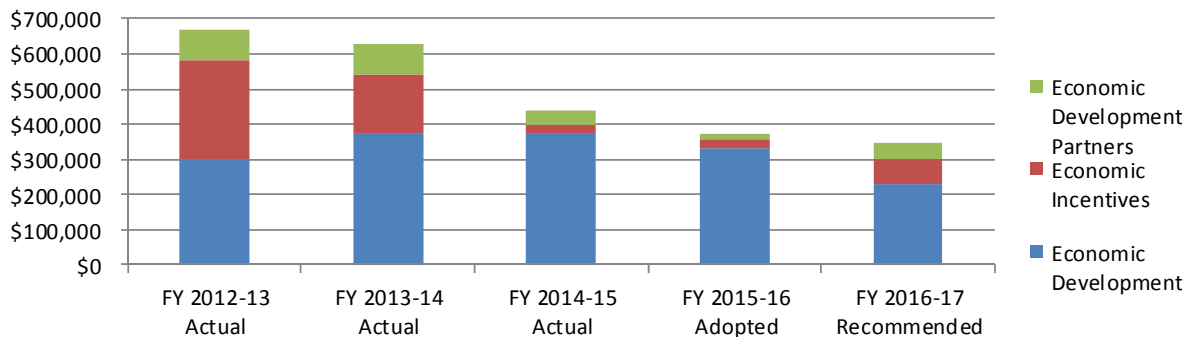
The Garner Economic Development Department is dedicated to fostering a positive environment for recruiting and retaining businesses, encouraging entrepreneurship, preserving and revitalizing Garner’s downtown, promoting Garner as the ideal place to locate a business and improving the quality of life for all of Garner. The focus of these efforts are on supporting the emerging clusters that create quality, good paying jobs, promoting prime sites, excellent transportation and a quality of life that distinguishes Garner from other communities in the region.

Vision

Garner will be recognized as one of the most desirable and business friendly places to live and work in the Triangle region.

Expenditure by Division

Divison	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Economic Development	\$299,050	\$370,989	\$370,095	\$379,110	\$229,085	0.75%
Economic Incentives	\$282,476	\$171,144	\$25,771	\$5,142	\$70,000	0.23%
Economic Development Partners	-	-	-	-	\$49,839	0.16%
Garner Revitalization Association	\$85,000	\$85,000	\$40,697	\$15,150	-	-
Total	\$666,526	\$627,133	\$436,563	\$399,402	\$348,924	1.14%



ECONOMIC DEVELOPMENT

Fiscal Year 2015-16 Accomplishments

- The Garner Industrial Site (Poole Site) was certified by the NC Department of Commerce.
- An active business retention and expansion program was implemented.
- STOCK America announced it will locate its corporate headquarters in Greenfield North
- 130,000 sq. ft. of industrial space was constructed in Greenfield Park North. Mattress Firm and Crown Equipment have occupied the building.
- Strategic Behavioral Health announced it will expand its Garner location.
- The 2015-16 Economic Development Plan of Work was approved and implemented.
- The Economic Development Department implemented a project and retention visit tracking software called Executive Pulse. This program is provided through Wake County Economic Development at no cost.
- Garner's first brewery was announced. It should open in the summer of 2016.
- Hired and transitioned the new Downtown Development Manager to the Economic Development Department.
- Achieved National Main Street Accreditation for the sixth consecutive year.
- Developed 2015-2017 Main Street Program plan of work to guide strategic revitalization efforts.
- Continued to successfully host signature events – Downtown Sounds and Trick-or-Eat Food Truck Rodeo that brought 3,000 people to downtown.

Goals

1. Foster a business friendly environment that promotes commercial and industrial growth in a responsible manner.(OD5) (FR1) (OD1)
2. Improve existing retail assets and continue to grow Garner as a destination for shopping and entertainment. (OD5) (FR1) (OD1)
3. Foster an environment that recognizes innovation, creativity and makes Garner an attractive place for startup businesses to locate.(OD5) (FR1) (OD1) (OD3)
4. Promote Garner as the ideal place to build and own a home. (QL2)(OD1)(OD5)
5. Manage the Garner Main Street Program to meet the North Carolina and National Main Street Center Accreditation goals. (SD1, SD2, SD4, OD2, OD3, QL 2, QL 3, QL4, QL5, QL7)
6. Continue implementation of the Historic Downtown Garner Plan. (FR2, OD1, OD3, OD4, OD5, QL5, QL6, QL7)
7. Develop and nurture public/private partnerships to facilitate a comprehensive approach to downtown revitalization. (OD3, OD5, QL2, QL3, QL4, QL5, QL 6, QL7)

Objectives

1. Continue to work with the Garner Economic Development Corporation and market the Garner Technology Site.
2. Continue to work with the Growth Strategies Task Force and implement their recommendations.
3. Facilitate ongoing discussions with local builders and realtors.
4. Implement and update the Economic Development Plan of work.
5. Update and follow the Garner Main Street Plan of Work to ensure all National Main Street Accreditation goals are met.
6. Complete redesign of the Downtown Garner website to use as a marketing tool for downtown revitalization.
7. Review and update the Historic Downtown Garner Plan to reflect recent changes and identify new opportunities.
8. Work with the GRA Board of Directors, committees and volunteers to foster active citizen leadership and participation in downtown revitalization efforts.

ECONOMIC DEVELOPMENT

Program Changes for FY 2016-17

The FY 2016-2017 Budget represents a change in funding and structure for the Economic Development Department. In FY 2015-16 the Neighborhood Improvement Manager began directly reporting to the Assistant Town Manager- Operations. However, the budget line items for Neighborhood Improvement remained in the Economic Development Budget. Beginning in FY 2016-2017 all Neighborhood Improvement line items will be placed under the Town Manager's budget.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY2017 Adopted
Economic Development Director	1	-	1
Neighborhood Improvement Manager**	1	-	0
Downtown Development Manager	1	-	1
Total	3	-	2

** Transferred to Town Manager's Office

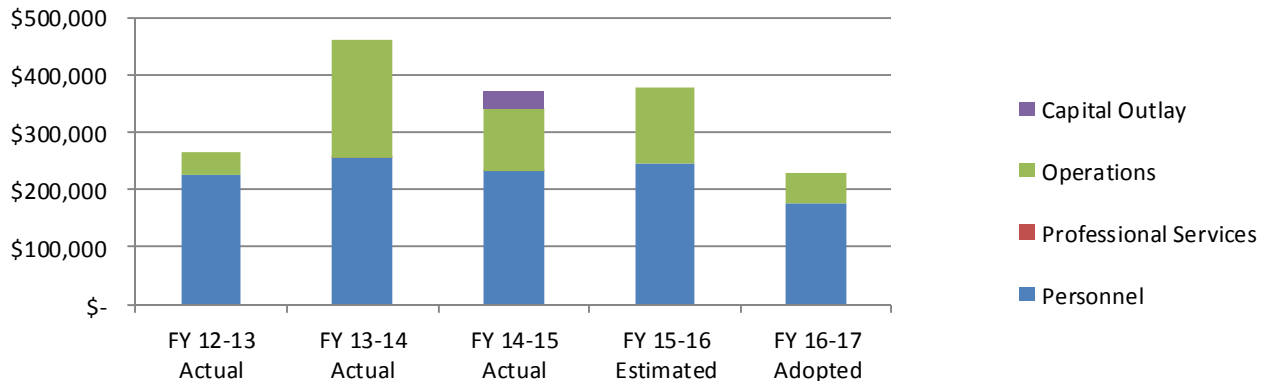
Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% of Total Business Requests that Garner Submitted Proposals For	55%	74%	60%
% of Submitted Proposals that Resulted in a Site Visit	16%	11%	25%
# of Local Businesses Visited	5	31	20
National Main Street Accreditation Achieved	Yes	Yes	Yes

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Total Business Requests Received	63	74	65
Partner Meetings, Trade Shows, and Conferences	12	14	15
Main Street Board and Committee Meetings	-	20	20
Main Street Manager Meetings and Conferences	-	4	4

Five Year Expenditure Chart



ECONOMIC DEVELOPMENT

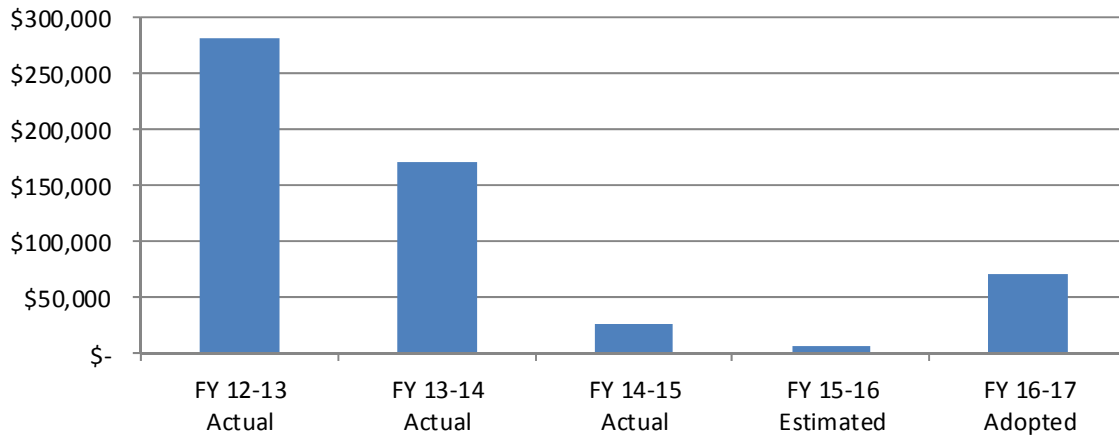
Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 174,887	\$ 190,591	\$ 176,932	\$ 186,855	\$ 131,962	\$ 131,962	
510210	Salaries - Overtime	-	17	-	44	-	-	
510236	Longevity	-	2,000	1,000	1,000	-	-	
510500	FICA	12,578	13,668	12,424	13,770	10,095	10,095	
510600	Group Insurance	18,878	22,618	22,176	22,565	19,192	17,510	
510700	Retirement	19,809	23,888	21,219	21,866	16,123	16,123	
Personnel Totals		\$ 226,152	\$ 252,782	\$ 233,751	\$ 246,100	\$ 177,372	\$ 175,690	76.7%
Professional Services								
521000	Professional Services	-	\$ 550	\$ 101	-	-	-	0.0%
Operations								
521100	Postage	-	-	\$ 141	-	\$ 1,275	\$ 1,275	
521150	Telephone	-	\$ 2,184	2,129	\$ 2,411	1,272	1,272	
521200	Printing	\$ 940	10,484	1,692	12,183	7,200	2,700	
521400	Travel and Training	11,652	10,575	10,602	7,785	7,271	7,271	
521440	Business Recruitment	3,364	3,745	2,128	938	18,850	16,450	
521441	Business Retention & Expansion	-	-	-	11,153	3,500	1,700	
521455	Development Assistance	4,959	1,544	81	40,300	1,000	1,000	
521700	Auto Maintenance & Repair	247	42	412	16	300	300	
522100	Equipment Rental	-	-	144	36	150	150	
522600	Advertising	5,000	29,655	17,894	13,297	2,500	2,500	
523100	Fuel	712	800	394	530	735	600	
523300	Departmental Supplies	3,830	5,035	7,542	5,529	600	600	
523540	Promotional Supplies	5,557	2,060	31	1,748	1,600	1,600	
524205	Building Façade Grant	-	-	-	-	5,000	5,000	
524300	Contract Services	525	48,020	62,188	34,213	13,600	9,100	
525300	Dues and Subscriptions	2,737	3,512	3,016	2,871	2,211	1,877	
Operations Totals		\$ 39,523	\$ 117,656	\$ 108,394	\$ 133,010	\$ 67,064	\$ 53,395	23.3%
Capital Outlay								
537410	Vehicle	-	-	\$ 27,848	-	-	-	0.0%
Garner Reviatlization Association								
524345	GRA	\$85,000	\$85,000	\$40,697	\$15,150	-	-	0.0%
Chamber of Commerce								
524340	Chamber of Commerce	\$ 33,375	-	-	-	-	-	0.0%
Overall Totals		\$ 384,050	\$ 455,988	\$ 410,791	\$ 394,260	\$ 244,436	\$ 229,085	100%

ECONOMIC INCENTIVES

The **Economic Development Incentive Policy** aims to enhance the Town of Garner’s Economic Development by authorizing the Town Council to make appropriations to aid and encourage new industrial, manufacturing, warehousing, distribution, flex space, office facility or park locations, mixed-use retail and expansions of existing industrial projects throughout Garner. All expenditure of the program go towards the operations of the program.

History

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted
Economic Incentives							
521450	Economic Incentives	\$ 282,476	\$ 171,144	\$ 25,771	\$ 5,142	\$ 70,000	\$ 70,000
Overall Totals		\$ 282,476	\$ 171,144	\$ 25,771	\$ 5,142	\$ 70,000	\$ 70,000



ECONOMIC DEVELOPMENT PARTNERS

With the passage of Session Law 2015-277 during the regular session (“long session”) of the 2015-16 North Carolina General Assembly, local governments are now required to issue notice and hold a public hearing prior to approval of any appropriation for economic development pursuant to NCGS Ch. 158, Article 1. “The Local Development Act of 1925”. Seeing as how each of these partner organizations aid greatly in economic promotion and development activities in Garner, the **Economic Development Partners** division was created to highlight these important economic development related expenditures.

Garner Chamber of Commerce

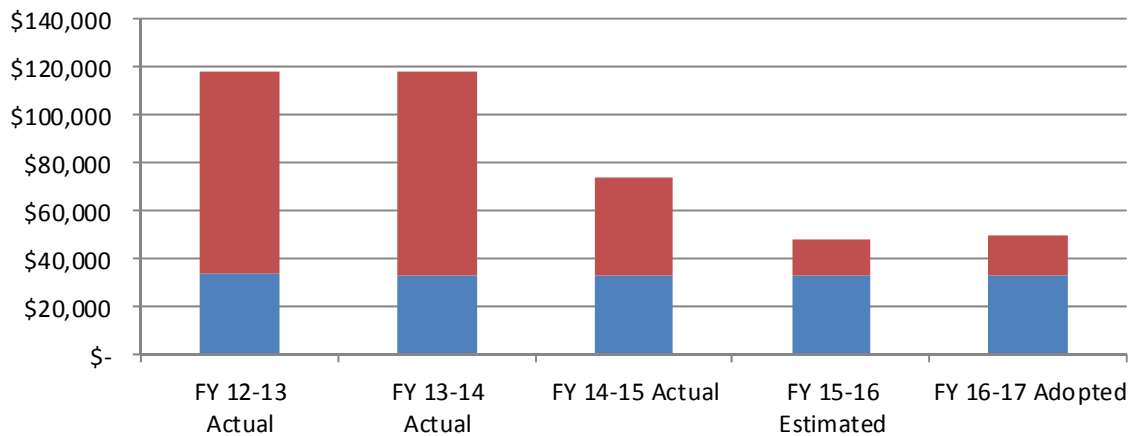
The mission of the **Garner Chamber of Commerce’s** mission is dedicated to promoting a vibrant business environment by cooperative interaction among business, government, and community. Located in the nation’s ninth fastest growing county, the Garner Chamber of Commerce is an active organization made up of nearly 600 businesses and community groups. For more than 40 years the Garner Chamber has worked to advance Garner’s economic vitality and enhance the area’s quality of life.

Garner Revitalization Association

The mission of the **Garner Revitalization Association (GRA)** is to foster and support the development of the Downtown/North Garner area as a vibrant business, residential, entertainment, and cultural center through appropriate revitalization, redevelopment, and preservation activities in partnership with government and private organizations. Since being formed by the Town of Garner in 2005, GRA has achieved a number of accomplishments and milestones including development of the Historic Downton Garner Plan, acceptance in the North Carolina Main Street Program and accreditation by the National Main Street Center.

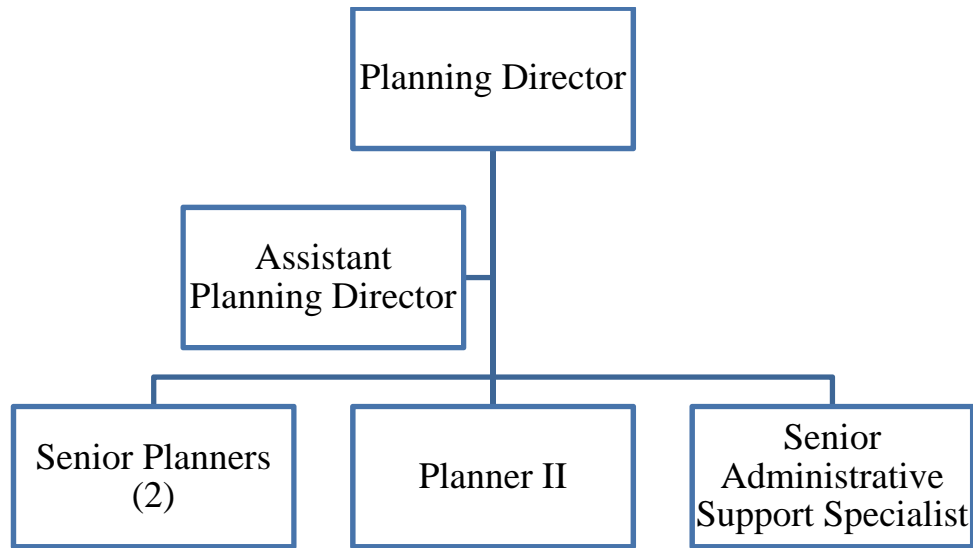
Economic Development Partners History

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	% of Total FY 16-17 Budget
524345	Garner Chamber	\$ -	\$ -	\$ -	\$ -	\$ 33,000	\$ 33,000	0.11%
524345	Garner Revital. Assoc.	-	-	-	-	16,839	16,839	0.05%
Overall Totals		\$ -	\$ -	\$ -	\$ -	\$ 49,839	\$ 49,839	0.16%



PLANNING DEPARTMENT

The Planning Department serves as a technical advisor to the Town Manager and Town Council on growth and development matters. The Planning Department consists of **Planning Administration, Land Use Permits, and Community Planning and Appearance**. The Department prepares growth management policies, land use, transportation, and housing plans, demographic analysis and maintains GIS data and maps. The Department assists residents and developers with zoning, annexation, development plan reviews, sign permits, temporary use permits and zoning compliance permits. The Department also provides staff support to the Garner Planning Commission and the Garner Board of Adjustment.



Mission

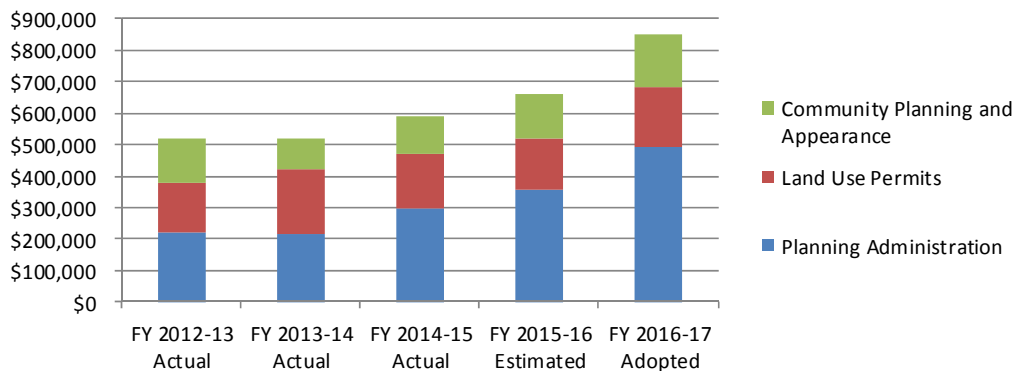
Design. Connect. Sustain: To promote quality growth and development that lasts and positively impacts community health, aesthetics and economic stability; and to administer development policies consistently, efficiently and effectively.

Vision

The Planning Department aspires to shape and maintain the Town of Garner as a “community of choice” for all through the efficient administration of rules and regulations grounded in adopted comprehensive planning principles.

Expenditures by Division

Division	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Planning Administration	\$219,598	\$214,725	\$295,443	\$355,818	\$490,191	1.60%
Land Use Permits and Enforcement	\$160,503	\$206,586	\$177,236	\$166,047	\$191,700	0.62%
Community Planning and Appearance	\$141,359	\$96,485	\$116,831	\$14,252	\$170,448	0.56%
Total	\$521,460	\$517,796	\$589,510	\$536,117	\$852,339	2.78%



PLANNING ADMINISTRATION

The **Planning Administration** Division manages the general operations of the department and consists of the Director, Assistant Director and Senior Administrative Support Specialist. The Director, with assistance of the Assistant Director, is responsible for supervising personnel, setting goals, designing work programs, and setting the priorities of the department. The Director also provides technical planning assistance to the Town Manager, Town Council and Planning Commission. Administration staff is also responsible for receiving permit applications assuring conformance with all applicable State Statutes and Garner Unified Development Ordinance requirements regarding public notification. The Administration Division also manages consultant contracts for the Department as assigned; and manages the annexation, subdivision review and text amendment processes for the Department. Staff also participates in neighborhood improvement initiatives undertaken by Inspections and Economic Development staff. Departmental budget preparation is generated within this division, with input from other planning divisions. The budget is administered by the Administration Division.

Fiscal Year 2015-16 Planning Department Accomplishments

- Managed the Comprehensive Plan RFQ consultant selection process, resulting in the award of contract to Stantec.
- Hired the Planner II (re-classified position).
- Completed several UDO amendments for compliance with changes in state law.
- Completed UDO amendment regarding permissible districts for “Other Community Services”.
- Completed UDO amendment to adjust side setbacks in residential zoning districts.
- Managed the planning and installation of new welcome sign at the US 70/US 401 split.
- Secured easement for future welcome sign on US 401 North near McCullers Crossroads.
- Managed the planning and installation of highway beautification projects at Old Stage Road/US 401, Timber Drive/US 70, both welcome signs on US 70, and Vandora Springs Road/US 70.
- Partnered with Public Works to remove dying shrubs and thin out crape myrtles in the US 70 median.
- Established retention schedule for documents not covered by state law and removed qualifying documents from storage.
- Worked with Inspections Department to transfer code compliance duties to their Code Compliance Division.
- Submitted ETJ expansion request and report to Wake County.

Goals

1. Manage all growth management, land use planning, zoning administration, transportation planning and development plan review activities in an orderly manner that provides for the stable progression of residential and commercial growth. (OD-1, OD-5)
2. Effectively manage the Department’s customer service operations. (SD-1, SD-4)
3. Maintain an aesthetically pleasing, safe and connected community by staying abreast of proactive planning approaches and techniques. (QL-2, QL-3, QL-6, QL-7)
4. Maximize opportunities within existing and new external partnerships regarding regional planning, transportation, housing and public infrastructure needs. (QL-4, QL-5)
5. Manage contracts and special projects to ensure fiscal stability and efficient use of Town resources. (FR-3)

Objectives

1. Update Comprehensive Plan to achieve the following:
 - a. coordination of small area and service master plan recommendations and action plans across departments;
 - b. inclusion of sound urban design and form-based principles related to centers of activity, including, but not limited to: employment centers, commercial centers, traditional neighborhoods and transit-oriented development; and
 - c. Identification of growth opportunities, service demands and infrastructure needs around the future 540 corridor.
2. Annually evaluate water/sewer allocation policy for possible revisions.
3. Provide efficient, prompt and courteous customer service.
4. Identify and attend timely seminars, webinars, workshops and conferences.
5. Participate in regional meetings regarding growth and transportation planning.

PLANNING ADMINISTRATION

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY2017 Adopted
Planning Director	1	-	1
Assistant Planning Director	1	-	1
Senior Administrative Support Specialist	1	-	1
Total	3	-	3

Performance Measures

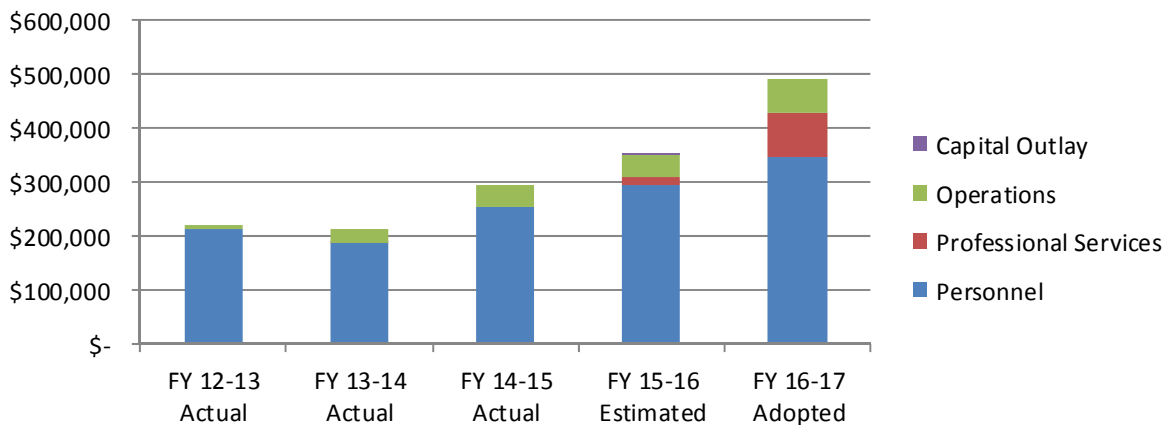
Measure	Actual FY 2015	Estimated FY 2016	Target FY 2017
% Comprehensive Plan Consultant Selection Process Completed	N/A	100%	N/A
% of Regional Membership Meetings Attended Regarding Planning and Transportation	94%	92%	90%
# of Training Events Attended	New for 2016	7	10
% of Annual Sewer Allocation Policy Review Completed	New for 2016	100%	100%
% of Messages Returned Within One Business Day	96%	96%	95%

Workload Indicators

Indicators	Actual FY 2015	Estimated FY 2016	Projected FY 2017
Plats Submitted	30	37	40
Pre-Application Meetings	24	12	18

PLANNING ADMINISTRATION

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 168,454	\$ 145,634	\$ 187,902	\$ 228,007	\$ 261,092	\$ 261,092	
510220	Salaries - Temporary	-	525	6,976	-	-	-	
510236	Longevity	-	6,330	5,758	5,758	6,506	6,506	
510500	FICA	12,041	10,257	15,062	16,655	19,254	19,254	
510600	Group Insurance	11,575	9,299	14,251	19,704	28,937	26,413	
510700	Retirement	19,132	13,585	23,123	27,152	32,717	32,717	
	Personnel Totals	\$ 211,202	\$ 185,631	\$ 253,072	\$ 297,276	\$ 348,506	\$ 345,982	70.6%
Professional Services								
521000	Professional Services	-	\$ 265	-	\$ 13,928	\$ 81,400	\$ 81,400	16.6%
Operations								
521100	Postage	-	-	\$ 895	-	\$ 6,116	\$ 6,116	
521150	Telephone	-	\$ 597	650	-	1,272	1,272	
521200	Printing	-	-	55	\$ 55	665	665	
521400	Travel and Training	\$ 2,343	677	1,566	1,331	9,004	8,324	
521700	Auto Maintenance & Repair	100	248	700	27	660	660	
522100	Equipment Rental	-	-	16,082	12,670	13,231	13,231	
522600	Advertising	-	-	-	-	6,000	6,000	
523100	Fuel	1,254	1,490	536	298	1,348	1,100	
523300	Departmental Supplies	781	362	427	962	3,290	5,918	
523399	Non Capital Equipment	-	-	1,842	-	-	-	
524205	Downtown Façade Grants	-	1,366	-	-	-	-	
524300	Contract Services	2,189	23,050	18,491	21,492	16,483	16,483	
525300	Dues and Subscriptions	1,728	1,038	1,127	2,399	3,100	3,040	
	Operations Totals	\$ 8,396	\$ 28,829	\$ 42,371	\$ 39,234	\$ 61,169	\$ 62,809	12.8%
Capital Outlay								
537400	Equipment	-	-	-	\$ 5,381	\$ -	\$ -	0.0%
Overall Totals		\$ 219,598	\$ 214,725	\$ 295,443	\$ 355,819	\$ 491,075	\$ 490,191	100%



LAND USE PERMITS

Staff in **Land Use Permits** division review land-use development applications for compliance with the Comprehensive Growth Plan, Unified Development Ordinance (UDO) and other applicable laws and regulations. In this capacity, the staff provides support to the Planning Commission and Town Council. The Senior Planner and Planner II are assigned to this program function. The Planner II also works directly with the public assisting with general information regarding the Unified Development Ordinance and minor permit reviews. In carrying out these duties, staff investigates complaints from the general public regarding violations of the UDO and works with the Code Compliance Division of the Inspections Department to monitor them for compliance. Staff also assist with the interpretation and review of the UDO, administer zoning compliance permits, review commercial building permits for site plan compliance and provide support to the Board of Adjustment in the administration of variance requests and appeals.

Goals

1. Manage the Division's operations to ensure delivery of prompt, courteous, efficient and effective services (SD-1, SD-4).
2. Maintain an aesthetically pleasing, safe and connected community by staying abreast of proactive urban design approaches and techniques (QL-2, QL-3, QL-7).
3. Encourage development through the efficient provision of quality permit and plan review services (SD-1, SD-2, OD-5).

Objectives

1. Provide efficient, prompt and courteous customer service.
2. Identify and attend timely seminars, webinars, workshops and conferences.
3. Conduct accurate and timely development plan reviews.

Program Changes for FY 2016-17

Code enforcement activities have been transferred to the new Code Compliance Division of the Inspections Department. However, staff from the Land Use Permits Division of the Planning Department still field complaints, provide background case information to Code Compliance staff and issue interpretations of Town regulations found in the Unified Development Ordinance.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY2017 Adopted
Senior Planner	1	-	1
Planner II	1	-	1
Total	2	-	2

Performance Measures

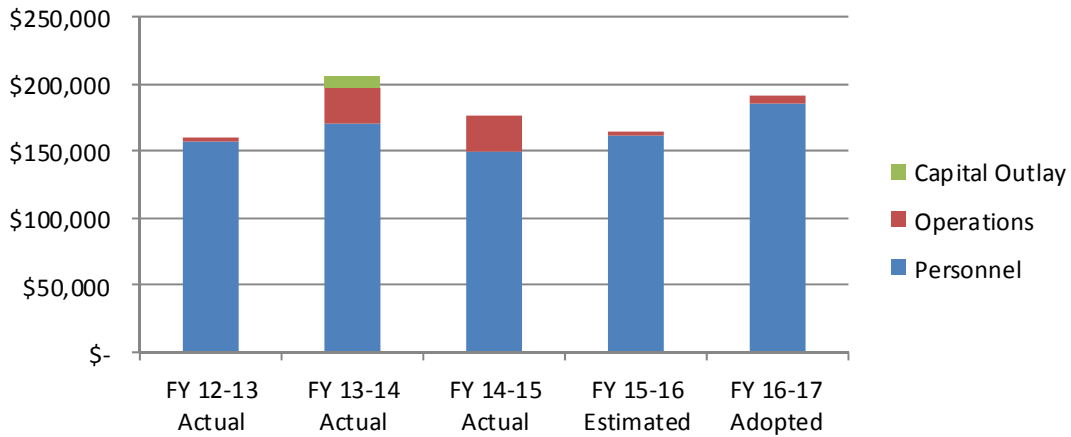
Measure	Actual FY 2015	Estimated FY 2016	Target FY 2017
# of Training Events Attended	7	10	10
Avg. # of Business Days for Plan Review	10	14	10
Avg. # of Business Days for Administrative Zoning Compliance Permit Processing	4	7	5
Avg. # of Business Days for Sign Permit Review	9	7	10
% of Messages Returned Within One Business Day	92%	65%	95%

Workload Indicators

Indicators	Actual FY 2015	Estimated FY 2016	Projected FY 2017
Administrative Zoning Compliance Permits Submitted	151	135	140
Sign Permits Submitted	157	177	175
Staff Approved Plans Submitted	35	23	30
Board Approved Plans Submitted	21	26	30

LAND USE PERMITS

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 122,969	\$ 126,778	\$ 114,105	\$ 122,560	\$ 136,174	\$136,174	
510236	Longevity	-	2,673	2,673	2,807	4,103	4,103	
510500	FICA	9,058	9,870	8,450	9,444	10,731	10,731	
510600	Group Insurance	11,577	13,441	10,864	12,836	19,210	17,528	
510700	Retirement	13,595	17,587	14,015	14,603	17,141	17,141	
Personnel Totals		\$ 157,199	\$ 170,348	\$ 150,107	\$ 162,250	\$ 187,359	\$185,677	96.9%
Operations								
521150	Telephone	-	\$ 942	\$ 1,020	\$ 1,591	\$ 840	\$ 840	
521200	Printing	\$ 10	-	-	-	110	110	
521400	Travel and Training	609	320	15	150	3,240	3,240	
521700	Auto Maintenance & Repair	167	1,034	399	11	330	330	
522530	Recording Fees	157	156	52	30	208	208	
522600	Advertising	292	674	61	706	-	-	
523100	Fuel	1,239	975	409	165	613	500	
523300	Departmental Supplies	-	60	34	364	-	-	
524300	Contract Services	-	21,792	23,899	-	-	-	
525300	Dues and Subscriptions	831	815	1,240	780	795	795	
Operations Totals		\$ 3,304	\$ 26,768	\$ 27,129	\$ 3,797	\$ 6,136	\$ 6,023	3.1%
Capital Outlay								
537410	Vehicle	-	\$ 9,470	-	-	-	-	0.0%
Overall Totals		\$ 160,503	\$ 206,586	\$ 177,236	\$ 166,047	\$ 193,495	\$191,700	100%



COMMUNITY PLANNING AND APPEARANCE

Community Planning and Appearance staff provide professional and technical support for decision-making on comprehensive planning, small area planning, general zoning and community appearance issues. Staff assists with long-range comprehensive planning analysis, special studies and reports, annexation reports, ETJ studies, address assignments, and other special projects. Staff also review rezoning petitions for compliance with the Comprehensive Growth Plan and ensures maintenance of all GIS databases, including an accurate and updated GIS Future Growth Map and GIS Zoning Map. Other duties include being responsible for assisting with decisions regarding the community's appearance, researching form-based regulations and urban design principles, submitting grant proposals, providing design assistance for special Town projects, and reviewing new development requests for compliance with community appearance regulations.

Goals

1. Manage the Division's operations to ensure delivery of prompt, courteous, efficient and effective services (SD-1, SD-4).
2. Maintain an aesthetically pleasing, safe, and connected community by staying abreast of proactive planning approaches and techniques (QL-1, QL-3, QL-6).
3. Partner in Town-wide efforts to foster and develop Garner's image and create a sense of place (QL-2, QL-3, QL-7).
4. Provide professional and technical assistance with consultant contracts and special projects that promotes orderly growth and efficient use of Town resources. (FR-3, OD-1, OD-4)

Objectives

1. Provide efficient, prompt and courteous customer service.
2. Identify and attend timely seminars, webinars, workshops and conferences.
3. Achieve continuous compliance with zoning overlay districts regulations and other community appearance ordinances.
4. Assist in the update of the Comprehensive Plan to achieve the following:
 - a. Coordination of small area and service master plan recommendations and action plans across departments;
 - b. Inclusion of sound urban design and form-based principles related to centers of activity, including, but not limited to: employment centers, commercial centers, traditional neighborhoods and transit-oriented development; and
 - c. Identification of growth opportunities, service demands and infrastructure needs around the future 540 corridor.

Program Changes for FY 2016-17

The FY 2016-17 budget includes a Beautification Project Decision Package for expanding the program (\$21,000) to the Benson Road/US 70 interchanges. It also includes the second half of the Comprehensive Plan Decision Package (\$108,150).

COMMUNITY PLANNING AND APPEARANCE

Authorized Positions

Category	FY2015 Adopted	Positions Requested	FY2017 Adopted
Senior Planner	1	-	1
Total	1	-	1

Performance Measures

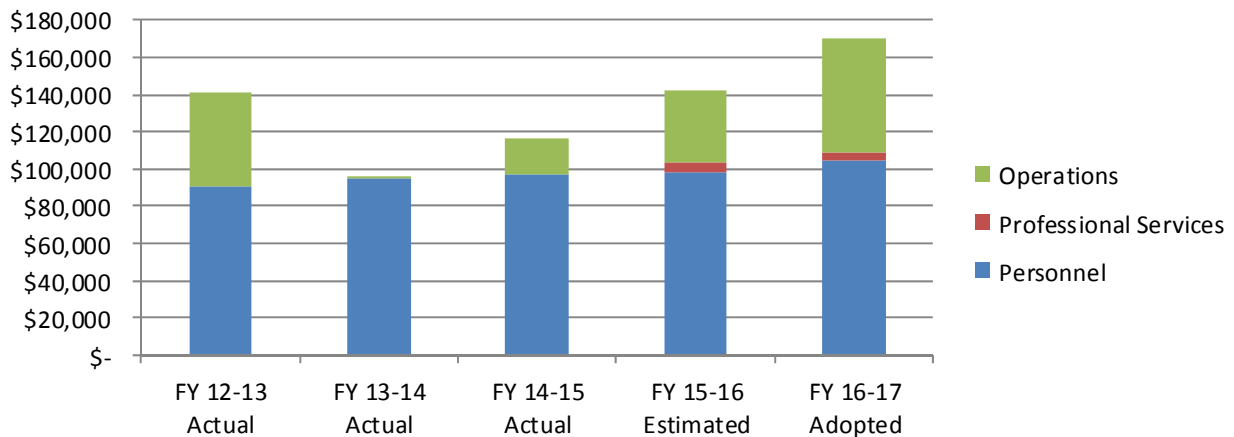
Measure	Actual FY 2015	Estimated FY 2016	Target FY 2017
% of Plan Reviews Conducted on Schedule	100%	100%	90%
# of Training Events Attended	New for 2016	3	5
% Comprehensive Planning Process Completed	N/A	10%	95%
% of Messages Returned Within One Business Day	91%	90%	95%

Workload Indicators

Indicators	Actual FY 2015	Estimated FY 2016	Projected FY 2017
Re-Zoning Applications Submitted	5	19	15
Map/Data Requests Submitted (External & Other Departments)	New for 2016	15	20

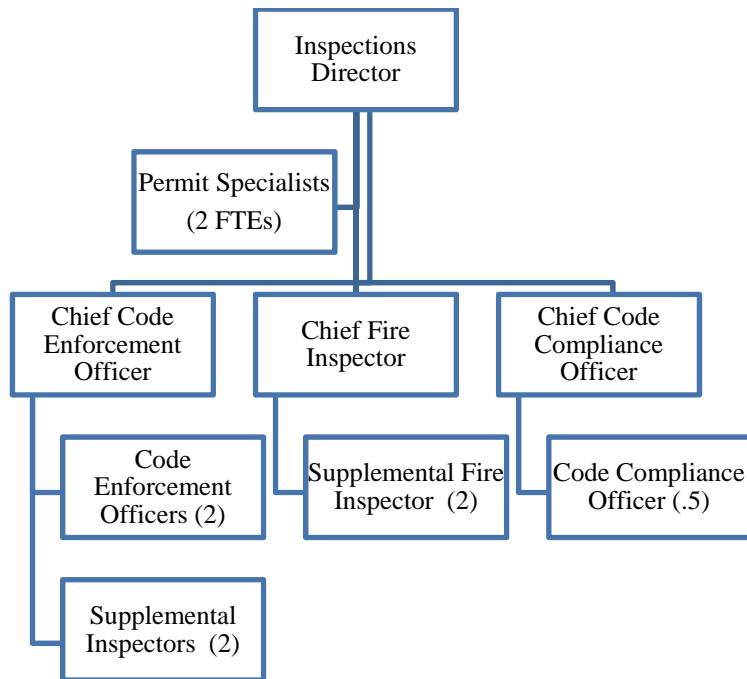
COMMUNITY PLANNING AND APPEARANCE

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 71,262	\$ 71,507	\$ 73,298	\$ 74,523	\$ 76,813	\$ 76,813	
510220	Salaries - Temporary	-	-	-	-	-	-	
510236	Longevity	-	2,490	2,553	2,611	2,682	2,682	
510500	FICA	5,458	5,667	5,810	5,867	6,081	6,081	
510600	Group Insurance	5,660	6,218	6,537	6,999	9,625	8,784	
510700	Retirement	8,074	9,254	9,078	8,991	9,717	9,717	
Personnel Totals		\$ 90,454	\$ 95,136	\$ 97,276	\$ 98,991	\$ 104,918	\$ 104,077	61.1%
Professional Services								
521000	Professional Services	-	-	-	\$ 5,000	\$ 5,200	\$ 5,200	3.1%
Operations								
521150	Telephone	-	-	-	-	\$ 636	\$ 636	
521200	Printing	-	-	-	-	55	55	
521400	Travel and Training	\$ 25	\$ 15	\$ 15	\$ 86	1,270	1,270	
522600	Advertising	-	-	-	-	1,800	1,800	
523300	Departmental Supplies	307	924	316	1,163	-	-	
523520	Visual Image Program Supplies	-	-	-	-	-	-	
524300	Contract Services	50,163	-	19,224	37,287	56,500	56,500	
523399	Non-Capital Equipment	-	-	-	-	-	-	
525300	Dues and Subscriptions	410	410	-	-	910	910	
Operations Totals		\$ 50,905	\$ 1,349	\$ 19,555	\$ 38,536	\$ 61,171	\$ 61,171	35.9%
Overall Totals		\$ 141,359	\$ 96,485	\$ 116,831	\$ 142,527	\$ 171,289	\$ 170,448	100%



INSPECTIONS DEPARTMENT

The **Inspections Department** is responsible for the enforcement of the North Carolina State Building Codes and local laws related to the construction of buildings and other structures; the installation of such facilities as plumbing systems, electrical systems, heating systems, refrigeration systems, and air conditioning systems; fire alarm and sprinkler systems, the maintenance of buildings and other structures in a safe, sanitary, and healthy condition; street addressing; and other related matters specified by the Town Council.



Mission

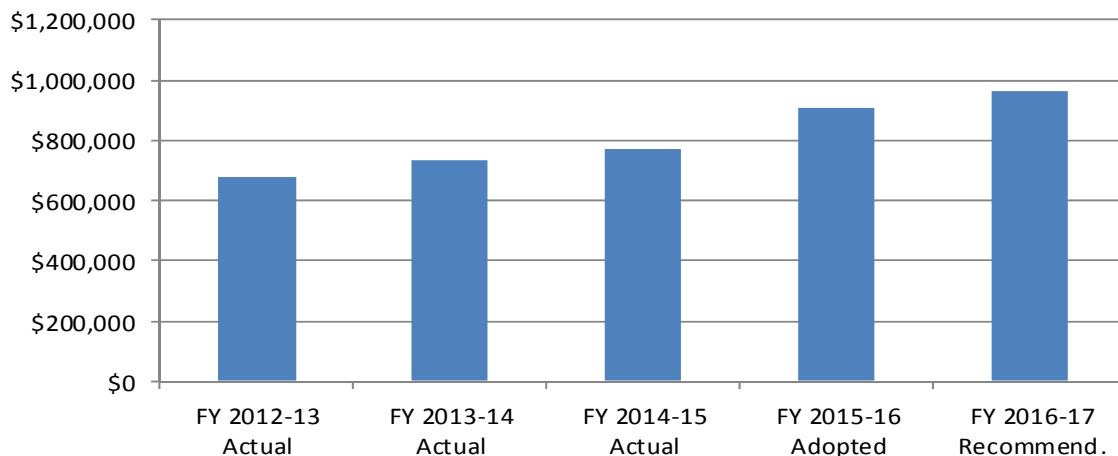
To make Garner the best place to live, work, and visit by providing for the health, safety, and welfare of residents through enforcement of Federal law, the North Carolina state building codes, and local ordinances.

Vision

The Inspections Department strives to create the safest community to live, work, visit, and invest.

Expenditure History

Department	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Recommend.	% of General Fund
Inspections	\$678,496	\$733,125	\$770,231	\$804,785	\$963,256	3.22%
Total	\$678,496	\$733,125	\$770,231	\$804,785	\$963,256	3.22%



INSPECTIONS

Fiscal Year 2015-2016 Accomplishments

- Assisted Town of Garner 101 community education class
- Completed over 300 hours of continuing education
- 2 Inspectors received additional Standard Certifications
- Inspector completed Effective Supervision at UNCSOG
- Permit Specialist certified as Competed Basic Fire Inspector One Certification Class Wake Tech
- Co-sponsored GWBCO – Continuing Education Conference for Electrical Contractors
- Inspectors Active in all State and National Trade Associations
- Chief Fire Inspector Graduated for the Fire Academy in Maryland
- Implemented Career Ladder program
- Implemented Fire House Software integration for Fire Inspections in partnership with GVFR effective January 2016

Goals

1. Provide timely inspections and excellent customer service (SD2, SD3, SD4, QI1,QI2,QI4,QI5, OD1,OD2,OD5,FR3)
2. Educate contractors and home owners on current code changes as applicable(FR3,SD1,SD3,SD4,OD4,QI1,QI2)
3. Assist Engineering in managing and observing construction of Town Projects to minimize issues that would increase costs and construction delays.(FR3,SD1,SD2,SD3,SD4,OD2,OD4,QI1,QI2)
4. Conduct plan review in a timely manner (SD1,SD2,SD3,SD4,OD2,OD5,QI1,QI2)
5. Continue to update Town Website in order to provide information concerning changes made by the State Legislature and their impact on area contractors and owners.(FR3,SD1,SD2,OD5,QI1,QI2,QI5)
6. Conduct Garner 101 seminar to inform and educate the public on the Inspections Department's mission and operations.(SD1,SD2,SD4,OD2,QI1,QI2,QI4,QI5)
7. Conduct continuing education programs with area contractors to provide updates and changes to code and compliance issues.(FR3,SD1,SD2,SD3,SD4,OD1,OD2,OD5,QI1,QO2,QI4,QI5)

Objectives

1. Revamp forms and applications for streamlining a new permit process.
2. Complete conversion from paper files to digital for all fire inspections activities within Fire house and begin electronic billing for the fire inspection fees.
3. Establish weekly Inspections meetings on the status and progress of both Town and commercial projects.
4. Comply with new legislation affecting rental properties, inspections and inspections schedules
5. Establish a tracking method for plan review and code compliance.
6. Complete Garner 101 presentations
7. Complete Seminar to Electrical Contractors in partnership with GWBCO.
8. Coordinate with IT to develop interface for field inspection input and reports for performance measures.
9. Establish procedures and policy for implementation of performance measures.
10. Support roles in the Trade associations for inspectors

Program Changes for FY 2016-17

Requested Supplemental Fire Inspector will focus efforts on backlog of maintenance fire inspections.

INSPECTIONS DEPARTMENT

Authorized Positions

Category	FY 2015 Adopted	Positions Requested	FY2016 Adopted
Inspections Director	1	-	1
Chief Codes Enforcement Officer	1	-	1
Cheif Fire Inspector	1	-	1
Chief Code Compliance Officer	1	-	1
Code Enforcement Officer III	2	-	2
Development & Permitting Specialists	1.5	0.5	2
Total	7.5	0.5	8

Performance Measures

Measure	Actual FY 2014-15	Actual FY 2015-16	Target FY 2016-17
% of Complete Residential Plans Completed within 10 Days	92%	93%	95%
% of Inspections Completed within 24 Hours	95%	95%	95%
% of Complete Commercial Plans Reviewed within 30 Days	95%	95%	98%
% of Fire Inspections Completed by State Schedule	90%	75%	98%
% of Nuisance/Housing Complaints Initiated within 48 Hours	95%	95%	95%
% of Single Trade Applications Issued in 24 Hours (Non-Building)	95%	98%	100%

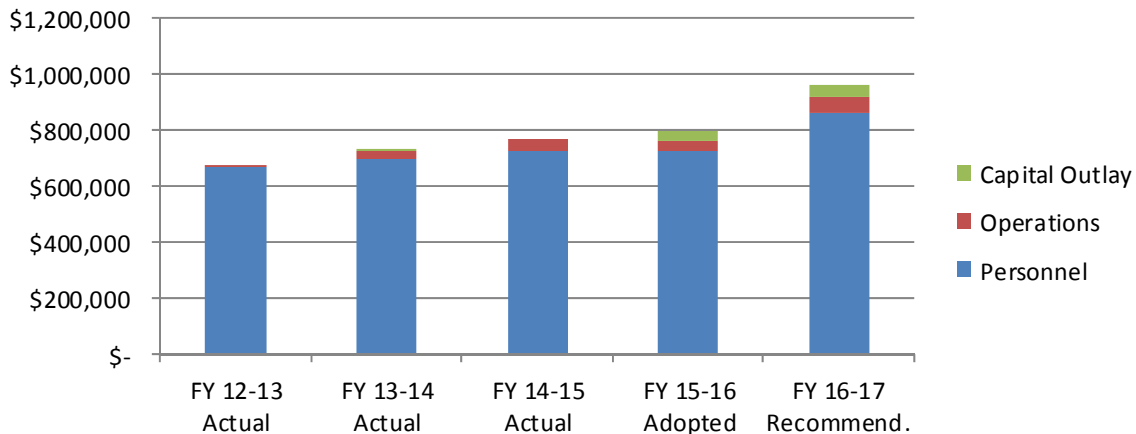
Workload Indicators

Indicators	Actual FY 2014-15	Actual FY 2015-16	Projected FY 2016-17
# of Permits Issued	1,000	1,214	1,000
# of Inspections Performed	5606*	5244*	5,000
# of Development Plans Reviewed	72	60	60
# of Housing/Nuisance Cases Reviewed	450	588	500

* Does not include multiple apartments.

INSPECTIONS DEPARTMENT

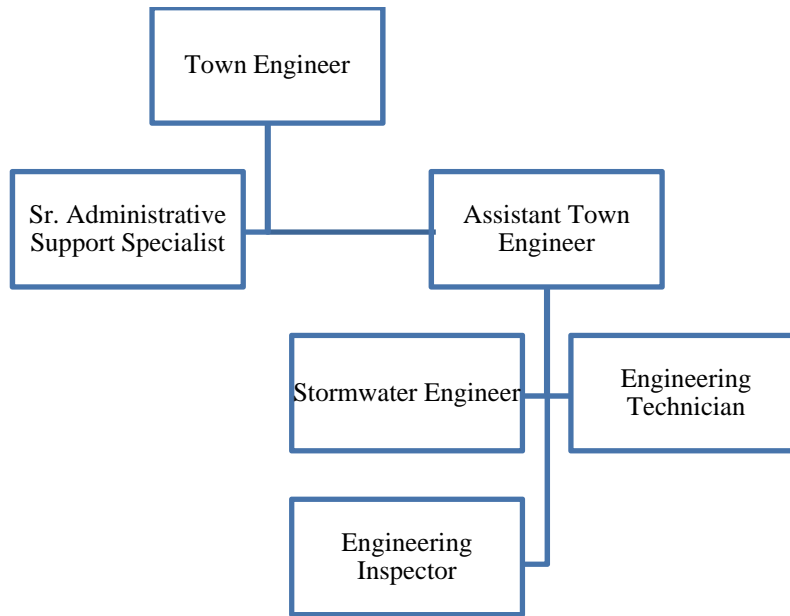
Object Code	Object Code	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$487,756	\$495,349	\$489,077	\$496,666	\$ 537,438	\$537,835	
510210	Salaries - Overtime	1,127	2,278	967	-	2,310	2,310	
510220	Salaries - Temporary	32,362	25,027	64,310	62,104	127,959	105,613	
510236	Longevity	-	18,171	18,578	10,880	12,089	12,089	
510500	FICA	37,421	39,806	42,154	40,453	52,007	50,325	
510600	Group Insurance	51,033	51,558	51,442	62,594	91,286	87,653	
510700	Retirement	55,475	64,600	60,855	59,031	66,637	66,688	
	Personnel Totals	\$665,174	\$696,789	\$727,383	\$731,728	\$ 889,726	\$862,513	89.5%
Operations								
521100	Postage	-	-	\$ 958	-	\$ 1,045	\$ 1,045	
521150	Telephone	-	\$ 3,153	3,828	\$ 4,389	5,292	5,292	
521200	Printing	\$ 129	110	481	277	750	750	
521400	Travel and Training	2,079	3,314	8,299	10,446	23,961	18,676	
521600	Equip. Maintenance & Repair	-	-	-	18	100	100	
521700	Auto Maintenance & Repair	1,790	1,000	2,100	2,972	5,357	3,500	
522100	Equipment Rental	-	-	356	297	369	369	
523100	Fuel	5,190	5,052	3,973	2,549	5,512	4,500	
523300	Departmental Supplies	2,721	2,718	5,267	7,592	9,450	6,550	
523399	Non-Capital Equipment	-	-	-	-	4,114	2,057	
523600	Uniforms	317	260	-	521	3,000	2,650	
524300	Contract Services	-	9,768	16,770	6,848	242,195	6,739	
525300	Dues and Subscriptions	1,095	665	818	1,908	2,515	2,515	
	Operations Totals	\$ 13,321	\$ 26,040	\$ 42,850	\$ 37,817	\$ 303,660	\$ 54,743	5.7%
Capital Outlay								
523399	Operating Capital	-	-	-	\$ 13,308	-	-	
537410	Vehicle	-	\$ 10,295	-	21,931	\$ 46,000	\$ 46,000	
	Capital Totals	-	10,295	-	35,239	46,000	46,000	4.8%
Overall Totals		\$678,496	\$733,125	\$770,231	\$804,784	\$1,239,386	\$963,256	100%



ENGINEERING DEPARTMENT

The **Engineering Department** is responsible for overseeing the development of public infrastructure which includes Town streets, sidewalks, and storm drain systems. Engineering is additionally responsible for managing all of the capital improvement construction projects that are funded by the Town. Although the City of Raleigh is the owner and operator of the Town’s public water and sewer utility systems, the Engineering Department staff provides general information regarding the existing utility system layout.

The Engineering Department also oversees and manages the growth and development of the Town's remaining utility systems (streets and storm drainage). This includes administration of the Water Supply Watershed Protection Program, the Neuse Basin Nutrient Watershed Strategy, and the recently approved Environmental Protection Agency’s National Pollutant Discharge Elimination System Phase II Program, all associated with storm water quality control.



Mission

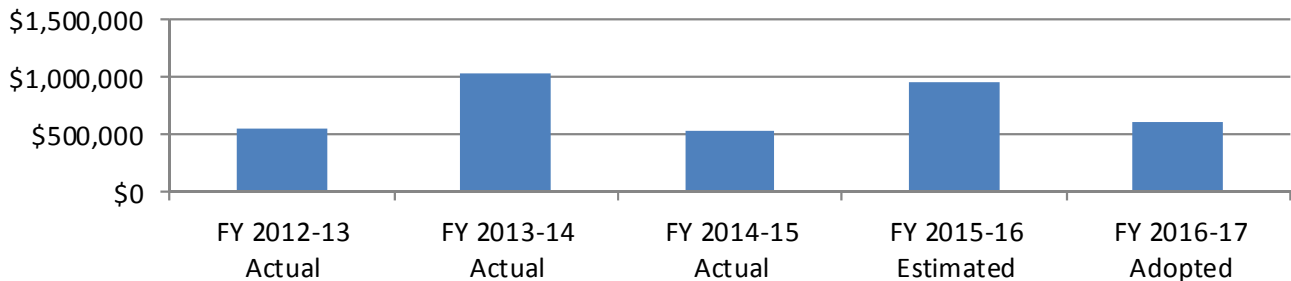
To provide for the efficient and reliable design, construction and inspection of public infrastructure that meets the needs of our community.

Vision

The Engineering Department aims to maintain existing levels of customer service while managing the public infrastructure projects that our community desires to construct.

Expenditure History

Division	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Engineering Department	\$542,915	\$1,038,775	\$520,656	\$979,259	\$596,673	1.94%
Total	\$542,915	\$1,038,775	\$520,656	\$979,259	\$596,673	1.94%



ENGINEERING DEPARTMENT

Fiscal Year 2015-2016 Accomplishments

- Timber Drive sidewalk project began in the fall
- Annual street resurfacing project completed
- Buffaloe Road sidewalk project construction began in Spring 2016
- Main Street/Highway 50 sidewalk project construction began in Summer 2015
- Police Building construction completed
- New concession stands and restroom facilities constructed at Garner Recreation Park and South Garner Park
- Town Hall and Indoor Recreation Center design completed and projects bid

Goals

1. Manage all construction projects within the established budget and time constraints, while recognizing opportunities to combine projects in order to maximize efficiency. (FR3,SD3)
2. Provide timely, thorough inspections of public and private projects that help insure quality construction of the Town's infrastructure. (SD2,SD4)
3. Provide data and guidance to structure financing of stormwater infrastructure maintenance. (OD2,OD4)
4. Continue sharing the status of the bond projects to the public as they move towards completion. (QL4, QL7)
5. Continue providing direction to the development community and insuring regulatory compliance through the plan review process. (QL3,OD1,SD1)

Objectives for Fiscal Year 2016-2017

1. Complete review of stormwater infrastructure needs and institute plan to address maintenance needs.
2. Timely review of plans and inspections of projects.
3. Begin revamping of filing system to prepare for merging of files with Planning in 2017/2018.
4. Implement new Capital Project Budget and tracking system for construction projects.

Program Changes for FY 2016-17

The FY 2016-17 budget includes the moving the Town's Annual Street Resurfacing Program from the Engineering Department to the Public Works-Powell Bill division budget. While the Engineering Department still retains the management and of this program, directives from the North Carolina General Assembly make it clear that Powell Bill funds are to be used primarily for resurfacing.

Authorized Positions

Category	FY 2016	Positions Requested	FY 2017
Town Engineer	1	-	1
Assistant Town Engineer	1	-	1
Senior Administrative Support Specialist	1	-	1
Stormwater Engineer	1	-	1
Engineering Inspector	1	-	1
Engineering Technician	1	-	1
Total	6	0.0	6

Performance Measures

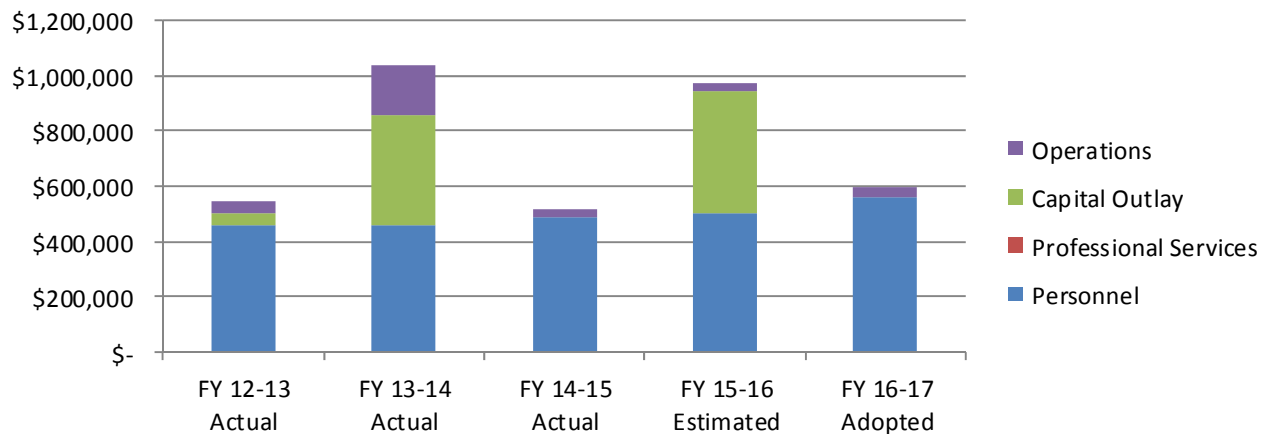
Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% of Projects Completed On-Time and Within Budget	75%	80%	100%
% of Projects Within 10% of Pre-Bid Estimate	66%	75%	75%
% of Plans Reviewed Within 7 Days	100%	100%	100%
% of Employees Obtaining Additional Training in Areas Outside Job Duties	80%	80%	100%

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
# of Projects Bid	7	5	5
Value of Public Properties Constructed	\$10 million	\$9 million	\$10 million
# of Development Plans Reviewed	30	35	4
# of Lots Inspected	125	150	160

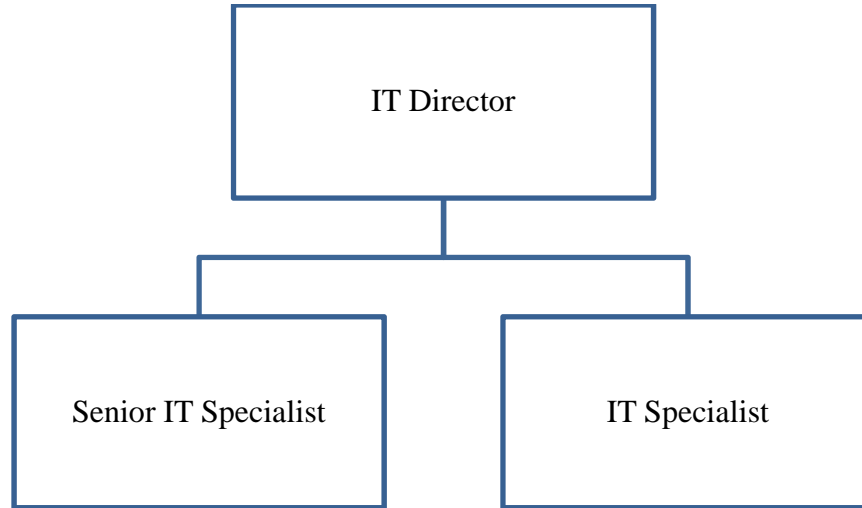
ENGINEERING DEPARTMENT

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$362,407	\$ 344,905	\$367,925	\$381,230	\$ 413,026	\$413,026	
510236	Longevity	-	16,233	8,566	8,362	8,986	8,986	
510500	FICA	25,828	26,196	27,602	27,828	31,970	31,970	
510600	Group Insurance	28,978	29,752	39,474	43,179	62,601	58,632	
510700	Retirement	41,135	40,908	45,050	45,286	51,569	51,569	
	Personnel Totals	\$458,349	\$ 457,995	\$488,617	\$505,885	\$ 568,152	\$564,183	94.6%
Professional Services								
521000	Professional Services	-	-	-	-	\$ 75,000	-	0.0%
Operations								
521100	Postage	-	-	\$ 239	-	\$ 227	\$ 227	
521150	Telephone	-	\$ 2,145	2,108	\$ 2,532	2,106	2,106	
521200	Printing	\$ 171	751	253	21	200	200	
521400	Travel and Training	2,339	3,523	2,486	4,881	4,764	4,764	
521700	Auto Maint. & Repair	1,200	432	1,893	324	600	600	
522100	Equipment Rental	-	-	9,150	9,479	9,571	9,571	
523100	Fuel	2,166	2,940	1,619	1,286	2,940	2,400	
523300	Departmental Supplies	389	850	1,990	1,574	1,940	1,940	
523580	Stormwater Ed. Program	3,063	3,269	4,105	3,575	4,729	4,729	
523600	Uniforms	-	-	-	100	135	135	
524300	Contract Services	6,059	1,921	2,233	7,316	4,260	4,260	
525300	Dues and Subscriptions	479	459	1,463	1,363	1,558	1,558	
537230	Retention Pond Retrofit	27,500	166,185	4,500	-	-	-	
	Operations Totals	\$ 43,366	\$ 182,475	\$ 32,039	\$ 32,451	\$ 33,030	\$ 32,490	5.4%
Capital Outlay								
524386	Street Resurfacing	-	\$ 371,360	-	\$396,750	\$ -	\$ -	
537410	Vehicle	-	13,381	-	44,175	-	-	
537600	Construction	\$ 41,200	13,564	-	-	-	-	
	Capital Totals	\$ 41,200	\$ 398,305	-	\$440,925	\$ -	\$ -	0.0%
Overall Totals		\$542,915	\$1,038,775	\$520,656	\$979,261	\$ 676,182	\$ 596,673	100%



INFORMATION TECHNOLOGY

The **Information Technology** Department serves as a consultant to the Town Council, Town Manager and all departments in the management and use of information technology. Responsibilities include data analysis, monitoring, development, maintenance, and training. Information Technology also develops strategic plans to ensure that current technology is provided to the Town Council, staff, and citizens. The Information Technology Department provides support for the functionality of the GIS system, telephone system, computer network, computer programs, voice mail, electronic mail, and town website: www.garnernc.gov.



Mission

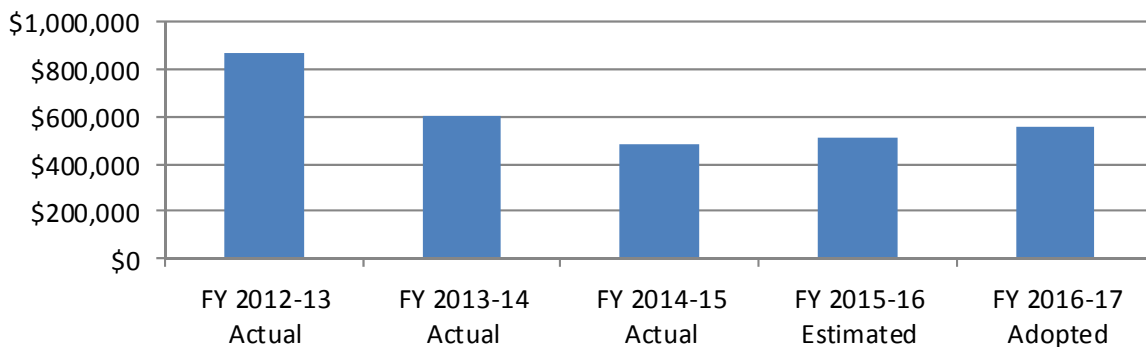
To support and promote the logical development of an integrated computer network while effectively providing access to shared resources and data.

Vision

The Information Technology Department leads the effort in developing and ensuring the technological integrity of Town operations. The department is also dedicated to advancing and leveraging the best uses of data and information to better solve community needs.

Department Expenditures

Division	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Information Technology	\$868,822	\$604,326	\$483,160	\$517,057	\$559,869	1.82%
Total	\$868,822	\$604,326	\$483,160	\$517,057	\$559,869	1.82%



INFORMATION TECHNOLOGY

Fiscal Year 2015-2016 Accomplishments

- Upgraded the Town's document imaging and archival software.
- Deployed a new all flash Storage Area Network.
- Installed an additional virtual machine host server.
- Successfully moved all departments on the Town Hall campus into new facilities.
- Worked with multiple vendors to help design and install access control, security cameras, network cabling and IT datacenter for the new Garner Police Station.
- Moved all IT assets and communication circuits into new datacenter.
- Implement a secondary internet connection for current and future bandwidth needs. (in progress)

Goals

1. Design and implement cost effective and reliable IT solutions in order to meet business goals. (FR3, SD1, SD2, SD3)
2. Exceed the expectations of the Town staff and community members. (SD1, QL6)
3. Stay current with existing and emerging technologies. (SD4)
4. Develop a long term strategy for equipment maintenance and replacement. (FR1, FR2)
5. Work closely with other departments in order to match IT solutions with their vision. (SD1, SD2, SD3, OD3)
6. Strengthen the knowledge of our Town staff by providing technology training. (SD4)

Objectives

1. Determine and pursue the best option for a hosted email and Office applications.
2. Assess current network and locate problem areas.
3. Replace end of life network switches and routers.
4. Help determine the IT system design for the new Recreation Center and new Town Hall.
5. Update additional software, network equipment, scanning software, and computers when necessary.

Authorized Personnel

Category	FY2016 Adopted	Positions Requested	FY2017 Adopted
Information Technology Director	1	-	1
Senior IT Specialist	1	-	1
IT Specialist	1	-	1
Total	3	-	3

Performance Measures

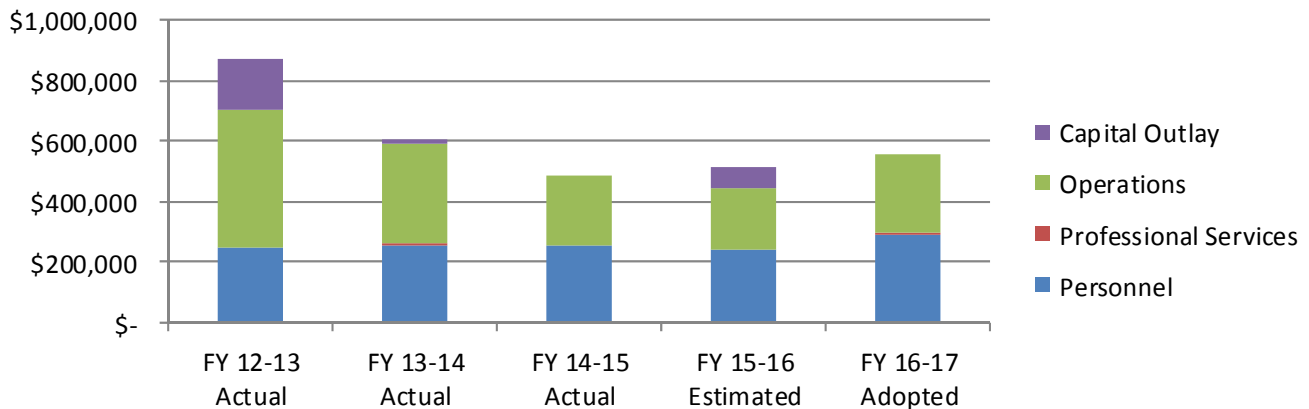
Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
Project/Ticket Completion Avg. In Days	18.10	14.50	12.50
IT Helpdesk Ticket Timeframe Grade	5 out of 5	5 out of 5	5 out of 5
IT Helpdesk Ticket Overall Satisfaction Grade	5 out of 5	5 out of 5	5 out of 5
# of Major Projects that Met Target Date	3 out of 3	4 out of 5	2 out of 2
% of Downtime for Maintenance or Outages	<1%	<1%	<1%

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
# of Helpdesk Tickets Completed	305	327	400
# of Major Projects Completed	3	4	2
# of Equipment Upgrades	34	30	77
# of Software Upgrades	146	146	146

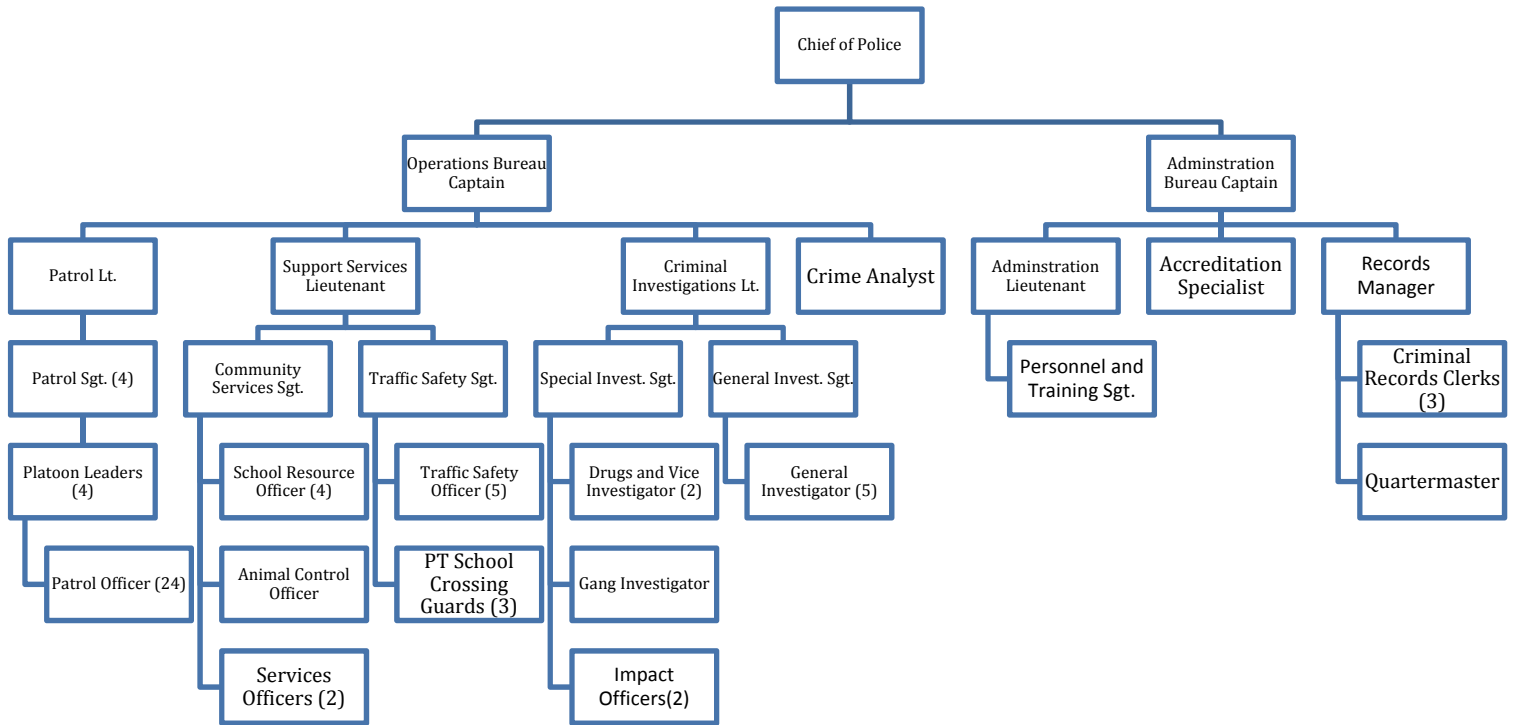
INFORMATION TECHNOLOGY

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$191,045	\$197,946	\$193,756	\$184,017	\$ 218,160	\$218,160	
510500	Longevity	-	-	2,000	2,000	2,000	2,000	
510500	FICA	14,610	14,900	14,953	13,974	16,842	16,842	
510600	Group Insurance	17,274	18,626	17,687	18,423	30,492	28,328	
510700	Retirement	21,636	24,609	23,408	21,653	26,906	26,906	
	Personnel Totals	\$244,565	\$256,081	\$251,804	\$240,067	\$ 294,400	\$292,236	52.2%
Professional Services								
521000	Professional Services	-	\$ 3,325	-	-	\$ 3,500	\$ 3,500	0.6%
Operations								
521100	Postage	-	-	\$ 4	-	\$ 26	\$ 26	
521150	Telephone	\$100,369	\$ 99,690	82,568	\$ 86,385	91,908	91,908	
521400	Travel and Training	4,330	1,478	6,695	3,073	7,010	4,960	
521600	Equip. Maint. & Repair	2,409	-	-	-	-	-	
521700	Auto Maint. & Repair	77	-	250	377	250	250	
522100	Equipment Rental	4,717	-	-	-	121	121	
523100	Fuel	827	455	139	79	196	160	
523300	Departmental Supplies	98,181	18,994	38,116	7,862	12,350	12,100	
523399	Non Capital Equipment	-	106,383	17,649	23,087	157,200	39,130	
523535	PEG Channel Expenses	79,346	-	-	-	-	-	
524300	Contract Services	165,988	104,994	85,777	86,233	111,328	115,253	
525300	Dues and Subscriptions	45	184	158	1,459	225	225	
	Operations Totals	\$456,288	\$332,178	\$231,356	\$208,555	\$ 380,614	\$264,133	47.2%
Capital Outlay								
523399	Operating Capital Equip.	-	-	-	-	-	-	
537400	Equipment	\$167,965	12,741	-	68,436	-	-	
	Capital Totals	\$167,965	\$ 12,741	\$ -	\$ 68,436	\$ -	\$ -	0.0%
Overall Totals		\$868,818	\$604,325	\$483,160	\$517,058	\$ 678,514	\$559,869	100%



POLICE DEPARTMENT

The Police Department is responsible for proactively providing a safe community for residents, visitors, and businesses. They combine education, enforcement, and prevention in partnerships and programs such as the Achievement Academy, the Citizens' Police Academy, Community Watch, and School Resource Officers. The Police Department is composed of the Operations Bureau and the Administration Bureau. The Police Department is a nationally accredited and professional law enforcement agency that is committed to community policing aimed at improving the overall quality of life in the Town.



Mission

The Garner Police Department is dedicated to excellent police service through partnerships that reduce crime, create a safe environment, build trust, and enhance the quality of life in our community. We are committed to delivering quality service in an effective, responsive, and professional manner.

Our Values include:

- **Commitment:**
We have a selfless determination and relentless dedication to the public, our partners, and to each other. We will strive to continually improve our community and our agency.
- **Integrity:**
We are committed to the highest standards of honesty and ethical conduct, which are the cornerstones of our profession.
- **Professionalism:**
We accept responsibility for our actions. We are accountable to ourselves and those we serve. We will communicate honestly and consistently strive for excellence.

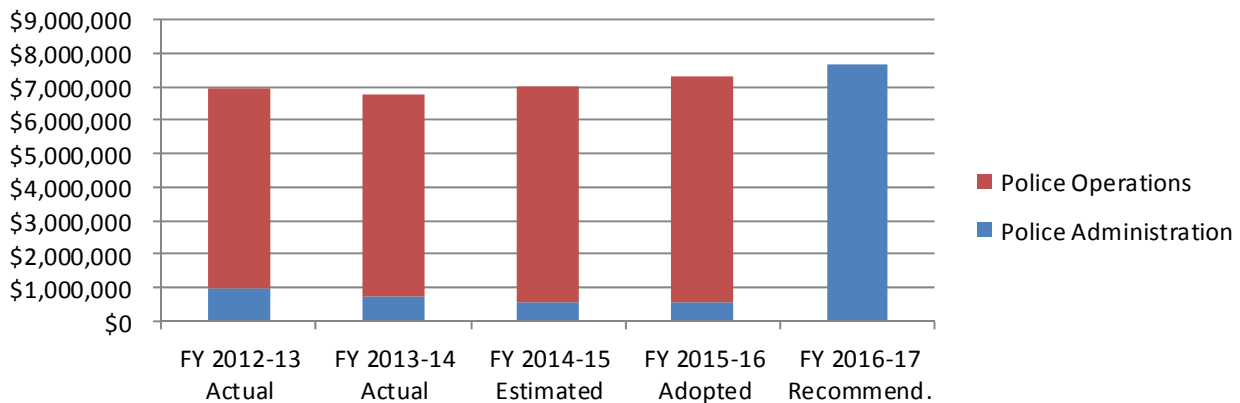
POLICE DEPARTMENT

Fiscal Year 2015-2016 Accomplishments

- Completed construction and opened the new police station at 912 Seventh Ave in late 2015.
- Completed the final phase of a multiyear reorganization. The department is now lead by two bureau Captains and four mid-level command staff (Lieutenants).
- Conducted a series of community meetings to listen to community expectations, concerns, and ideas for the future. The feedback in the meetings will assist in strategic planning for the future.

Police Expenditure by Division

Divison	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Police Administration	\$971,816	\$718,375	\$572,291	\$851,834	\$7,826,959	25.49%
Police Operations	\$5,971,188	\$6,057,724	\$6,416,691	\$6,214,734	-	-
Total	\$6,943,004	\$6,776,099	\$6,988,982	\$7,066,568	\$7,826,959	25.49%



Goals

1. The Garner Police Department is committed to using all available resources to improve the quality of life for residents and visitors. The department will actively seek ways to reduce crime by using community policing, enforcement, and partnerships for crime prevention. (QL1, QL2, QL3, QL4, QL5, QL6, QL7)
2. As a professional organization, we will interact with all community members in a professional manner and will seek out ways in which to both: involve the community in our department and encourage our officers to become involved in the community. (OD2, QL1, QL2, QL4, QL5, QL6)
3. Maintain focus on officer safety, professionalism, and wellness through the mandatory fitness program. (QL1, QL2)

Objectives for Fiscal Year 2016-2017

1. Utilize non-traditional staffing plans to flex personnel so that peak demand hours for calls for service have more officers working than hours when calls for service are not as high.
2. Partner with other town departments, such as code enforcement, inspections, and neighborhood planning, to use all available resources to lower crime and improve community safety.
3. Support officers through training sessions as we lower the physical fitness requirement (POPAT) minimum time based on the Fitness Committee's recommendations from 2014.
4. Obtain reaccreditation from the Commission on Accreditation for Law Enforcement (CALEA).

Program Changes for Fiscal Year 2016-17

The FY 2015-16 Budget updates the Police Department structure to no longer program out Police Administration and Operations as two different divisions within the same department. Now, the Police Department will be treated as a single department with no separate divisions.

POLICE DEPARTMENT

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY 2017 Recommended
Chief of Police	1	-	1
Police Captain	2	-	2
Police Lieutenant	4	-	4
Police Sergeant	9	-	9
Accreditation Specialist	0.5	-	0.5
Senior Administrative Support Specialist	0	1	1
Investigator	8	-	8
Police Officer	30	4	32
Traffic Safety Officer	5	-	5
School Resource Officer	4	-	4
Animal Control Officer	1	-	1
Records Manager	1	-	1
Criminal Records Clerk	3	-	3
Quartermaster	1	-	1
Crime Analyst	1	-	1
Total	70.5	5	73.5

Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
Flexible Shift Hours Worked	2316.00	3270.00	4000.00
% Calls for Service Responded to in Under 5 min. during Peak Hours	23%	22%	25%
% of Uses of Force that result in Complaints (% Sustained)	0% (-)	0% (-)	≤ 2% (-)
% of Total Complaints that are Sustained	65%	66%	≤ 60%
Clearance Rate for Part I Violent Crimes	67%	71%	75%
Clearance Rate for Part I Property Crimes	50%	39%	50%
% of Officers meeting mandatory fitness standards	100%	100%	100%

Workload Indicators

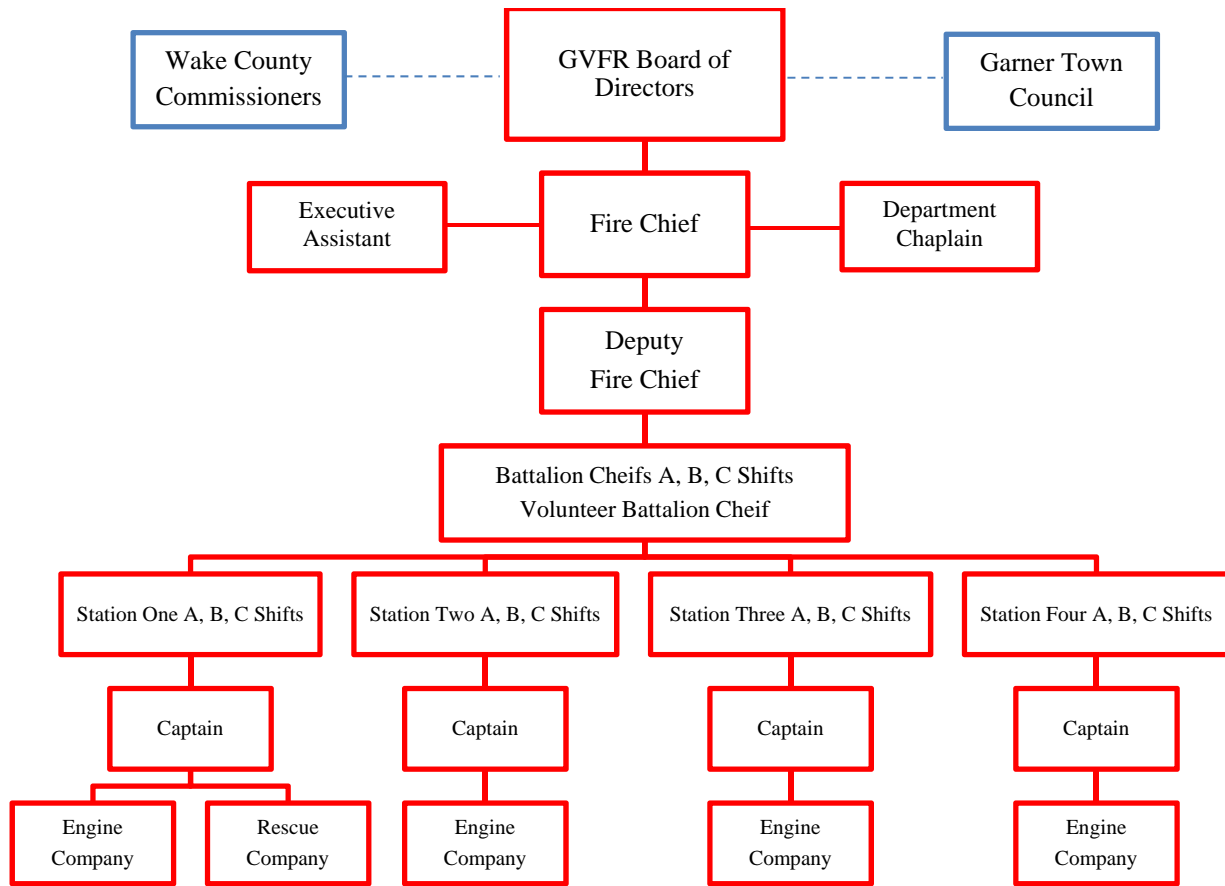
Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
# of Uses of Force Investigated	54	51	50
# of Complaints Investigated	31	27	25
# of Police Press Releases Issued	125	28	30
Total calls for Service	35,963	33,050	37,000
Larceny Reports Taken	954	834	900
# of Next Door Posts	30	113	100
# of Neighborhood Watch/Initiative Meetings Held	8	9	8
Alarm Responses	1,907	1,964	2,000
Animal Related Calls	1,309	1,030	1,250
Loss Prevention Meetings	12	12	12
Custody Arrests	711	607	725

POLICE DEPARTMENT

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$4,277,503	\$4,161,813	\$4,231,080	\$4,160,074	\$4,349,367	\$4,251,571	
510210	Salaries - Overtime	58,542	48,531	38,649	64,802	47,000	47,000	
510220	Salaries - Temporary	27,313	33,243	26,557	20,589	51,600	51,600	
510235	Outside Employment	197,963	160,891	178,381	181,641	195,000	195,000	
510236	Longevity	-	109,326	107,582	104,328	98,343	98,290	
510240	Separation Allowance	150,982	-	-	-	-	-	
510500	FICA	347,250	329,481	335,261	328,001	362,125	355,009	
510600	Group Insurance	437,376	468,496	492,282	519,542	766,655	689,538	
510700	Retirement	490,097	528,500	539,501	519,078	575,646	564,269	
	Personnel Totals	\$5,987,027	\$5,840,280	\$5,949,293	\$5,898,055	\$6,445,736	\$6,252,277	81.7%
Professional Services								
521000	Professional Services	-	\$ 419	\$ 1,045	\$ 1,689	\$ 1,400	\$ 1,400	0.02%
Operations								
521100	Postage	-	-	\$ 810	\$ 442	\$ 600	\$ 600	
521150	Telephone	-	15,171	14,890	15,473	16,008	16,008	
521200	Printing	\$ 831	173	1,260	3,307	3,000	3,000	
521400	Travel and Training	44,069	58,373	64,523	51,545	62,798	55,398	
521410	Special Events	9,126	4,940	5,083	7,072	8,850	6,850	
521430	Parking Fees	234	135	109	479	350	350	
521600	Equip. Maint. & Repair	10,247	9,676	4,614	6,905	11,547	5,547	
521700	Auto Maint. & Repair	78,364	85,139	71,921	85,598	66,000	66,000	
522100	Equipment Rental	-	154	20,281	21,551	22,402	22,402	
523100	Fuel	199,875	192,625	151,771	97,502	159,350	126,000	
523300	Departmental Supplies	135,998	70,178	90,197	65,466	53,899	48,194	
523325	Depart. Supplies Software	-	-	8,024	-	-	-	
523399	Equipment - Non-Capital	-	23,678	66,842	-	795,824	331,324	
523550	Vet Supplies & Food	6,641	6,216	9,639	7,962	8,000	8,000	
523560	Drug & Info. Purchases	4,000	4,000	4,000	-	4,000	1,000	
523600	Uniforms	70,958	36,027	72,140	65,584	64,250	49,250	
524300	Contract Services	281,359	350,407	390,643	379,422	420,886	384,911	
525640	Phys/Poly/Psych Exams	5,370	1,885	5,846	14,113	12,250	8,650	
525700	Misc.	-	-	-	592	-	-	
525300	Dues and Subscriptions	2,972	2,723	2,568	3,115	3,500	3,500	
	Operations Totals	\$ 850,047	\$ 861,499	\$ 985,161	\$ 826,128	\$1,713,514	\$1,136,984	14.9%
Capital Outlay								
537400	Equipment	\$ 105,930	\$ 34,699	\$ -	\$ 43,813	\$ 75,000	\$ -	
537410	Vehicle	-	39,201	\$ 53,483	296,885	451,000	263,000	
	Capital Totals	\$ 105,930	\$ 73,900	\$ 53,483	\$ 340,698	\$ 526,000	\$ 263,000	3.44%
Overall Totals		\$6,943,004	\$6,776,099	\$6,988,982	\$7,066,570	\$8,686,650	\$7,653,661	100%

FIRE SERVICES

The Town of Garner contracts out its fire and rescue services to **Garner Volunteer Fire-Rescue, Inc. (GVFR)**. GVFR is a combination department serving over 50,000 people in the Town of Garner and Wake County area totaling 84 square miles of district. GVFR operates four stations; each staffed 24 hours a day. Services include: fire suppression; first responder medical service as EMT-B; technical rescue; and fire prevention and education. As a contracted department, all firefighters are employees of the GVFR, Inc. and there are no positions situated with the Town of Garner’s control. GVFR, Inc. is an independent organization governed by a Board of Directors. Currently, *all expenditures are related to the operations of the contract.*



Mission

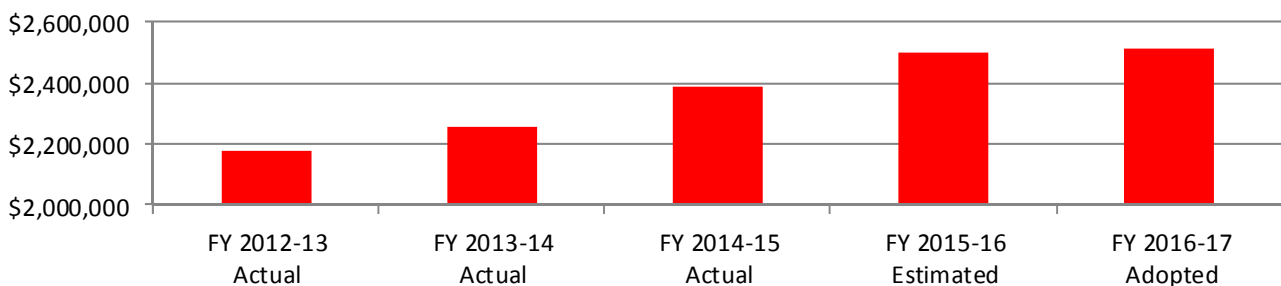
Dedicated to protecting life and property of the community by building our future on a foundation of our past.

Vision

The Garner Volunteer Fire-Rescue, Inc. strives to become the best possible fire service organization through well-trained and developed personnel, modern resources and equipment, and by undertaking an active role in our community.

Fire Services Expenditure by Year

Department	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Fire Services	\$2,176,225	\$2,258,047	\$2,391,113	\$2,497,027	\$2,513,471	8.18%
Total	\$2,176,225	\$2,258,047	\$2,391,113	\$2,497,027	\$2,513,471	8.18%



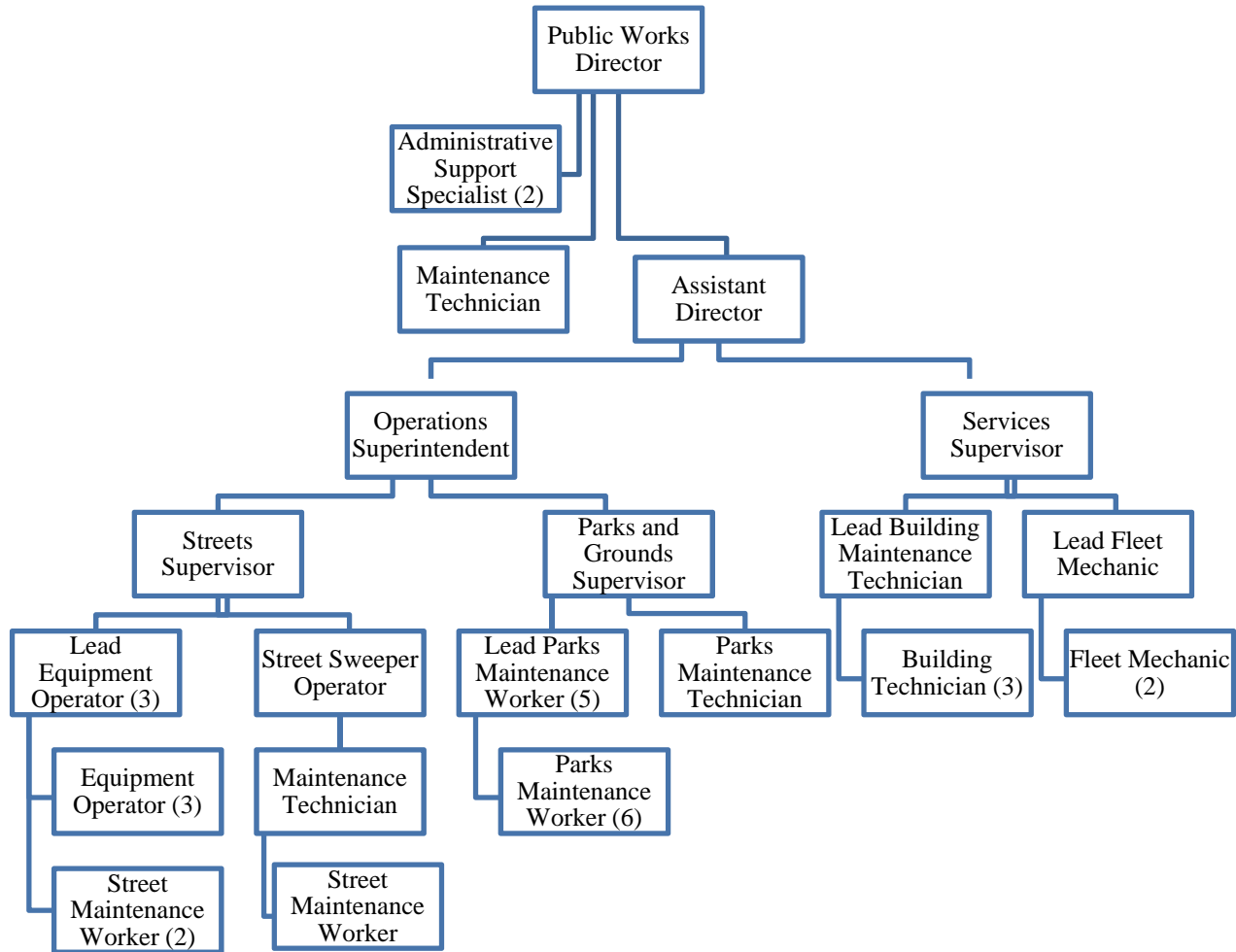
FIRE SERVICES

Operations History

Object Code	Obj Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested Budget	FY 16-17 Adopted Budget	% of GVFR Budget
523399	Non Capital Equipment	-	\$ 10,117	-	\$ 8,561	-	-	-
523600	Uniforms	-	39,329	\$ 20,297	-	-	-	-
524300	Contract Services	\$ 2,176,225	77,027	77,724	76,833	\$ 67,824	\$ 46,267	1.6%
537410	Vehicle	-	21,877	-	20,139	71,105	58,908	2.0%
524343	Contract - GVFR, Inc	-	2,109,697	2,293,092	2,391,494	2,365,599	2,784,871	96.4%
Overall Totals		\$ 2,176,225	\$ 2,258,047	\$ 2,391,113	\$ 2,497,027	\$ 2,504,528	\$ 2,890,046	100%

PUBLIC WORKS DEPARTMENT

The Public Works Department is composed of eight divisions—**Administration, Public Facility Management, Public Grounds Maintenance, Solid Waste, Fleet Management, Street Maintenance, Powell Bill,** and **Snow Removal.** The Department is responsible for the maintenance and repair of Town-owned roadways, buildings, and grounds. Public Works also manages the Town’s vehicle fleet to keep the Town’s service automobiles running smoothly and oversees the solid waste collection and disposal contract.



Mission

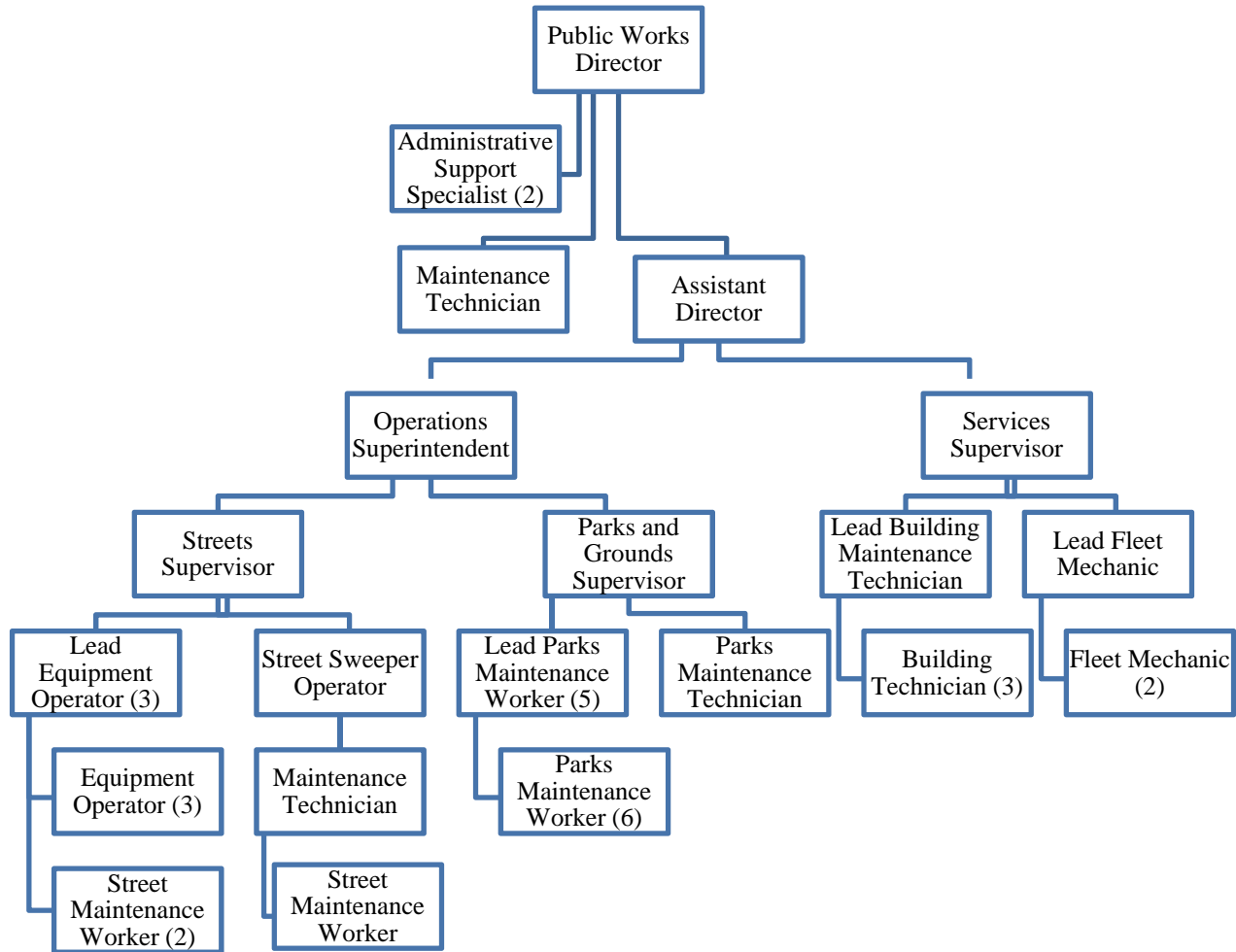
To provide superior support within our community through professional and customer-focused services.

Vision

As an American Public Works Association (APWA) accredited agency, the Public Works Department is committed to providing our community with a safe, clean, well maintained environment and strives to exceed standards in service levels in a productive, cost effective, and sustainable manner.

PUBLIC WORKS DEPARTMENT

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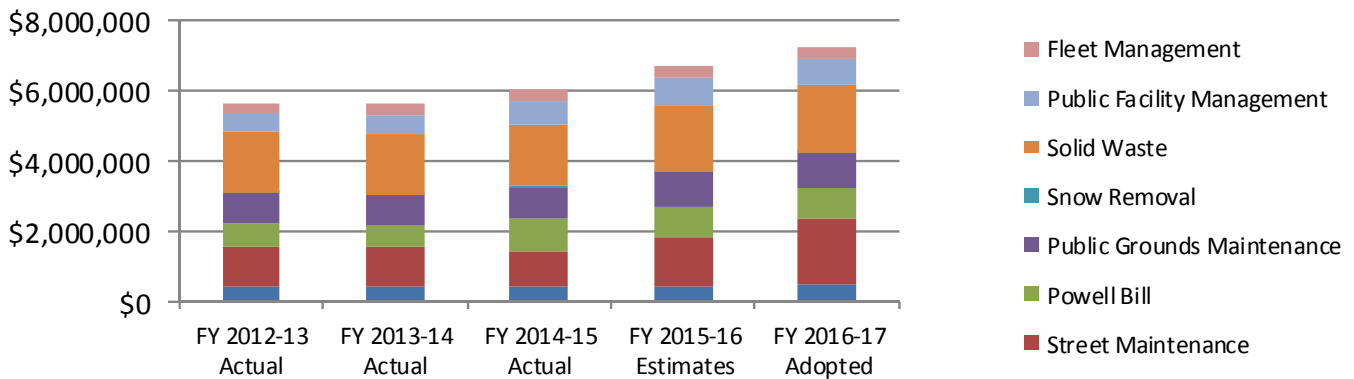
PUBLIC WORKS DEPARTMENT

Fiscal Year 2015-2016 Public Works Department Accomplishments

- Recognized by the American Public Works Association to become the first accredited public works agency in NC.
- Led successful in-house move of Town staff to temporary facilities.
- Completed bond financing projects at Public Works Facility including repaving, fuel/oil system upfits, and fencing.
- Coordinated four community service projects with local business and churches.
- Renewed joint contract with Wake County for a storm debris removal.
- Performed remodeling projects in 8 locations throughout town.
- Utilized in-house expertise to install energy efficient lighting controls in 10 locations,
- Utilized in-house forces to maintain athletic field lighting and HVAC systems as feasible.
- 95% of all scheduled sport field events were played on schedule by utilizing proper maintenance techniques.
- Updated Parks and Grounds Operations and Maintenance Manual.
- Pruned vegetation at every Town building including all ornamental trees and shrubs.
- Completed trash collections on schedule with a low complaint per customer rate.
- Collected 47 tons of trash and 177 loads of yard waste during “unprepared” collection program.
- Auctioned 21 vehicles and pieces of equipment generating \$18,582 in revenue.
- Performed 12 weekend sign sweeps and 98 code enforcement requests.
- Snow removal equipment was kept available and supplies of materials were adequate for effective response.
- Equipped and placed 21 Police vehicles into service; Auctioned 21 vehicles generating \$18,582 in revenue.
- Completed construction on Town’s first dog park.
- Completed stone panel replacement project for Veteran’s Memorial.
- Installed landscaping at Vandora Springs Road roundabout.
- Gained efficiency by utilizing new technology for diagnostics and inspections in fleet maintenance.
- Lead Facilities Technician was state certified for in-house backflow inspections.
- Completed structural bridge repairs on two town bridges with in-house forces.

Expenditure by Division

Divison	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimates	FY 2016-17 Adopted	% of General Fund
Public Works Admin.	\$410,024	\$435,080	\$436,044	\$440,173	\$467,968	1.52%
Street Maintenance	\$1,175,843	\$1,095,619	\$955,679	\$1,378,034	\$1,897,854	6.18%
Powell Bill	\$618,971	\$594,633	\$946,613	\$853,093	\$846,519	2.76%
Public Grounds Maintenance	\$900,844	\$902,142	\$916,606	\$1,027,378	\$989,537	3.22%
Snow Removal	\$1,031	\$2,835	\$11,802	\$16,302	\$35,850	0.12%
Solid Waste	\$1,726,953	\$1,736,723	\$1,768,301	\$1,853,287	\$1,930,692	6.29%
Public Facility Management	\$570,084	\$536,242	\$689,345	\$831,900	\$737,225	2.40%
Fleet Management	\$267,436	\$305,880	\$338,576	\$324,366	\$342,714	1.12%
Total	\$5,671,186	\$5,609,154	\$6,062,966	\$6,724,533	\$7,248,359	23.60%



PUBLIC WORKS ADMINISTRATION

Public Works Administration provides a centralized location for the receipt, processing and monitoring of requests for service from residents, officials, and staff. The Division relays information to and from the crews in field as well as tracks all service requests for reporting purposes. Administration manages the Town's solid waste contract, registers new residents for solid waste services, repairs carts used for collection, and surveys the Town's solid waste routes to ensure compliance with Town ordinances. The Division also prepares the operational budget each year for the entire department and maintaining all accreditation files.

Goals

1. Provide leadership for all department divisions. (SD1)
2. Increase efficiency/effectiveness to respond to increased service demands. (FR3, SD1, SD2, SD3)
3. Manage resources to satisfactorily respond to unplanned activities and changing priorities. (SD1, SD2, SD3)
4. Adhere to processes identified as best practices by the American Public Works Association. (SD1, SD2, SD3)

Objectives

1. Identify technology and other tools for improved efficiency and effectiveness in work and documentation processes.
2. Identify acceptable service reductions to meet shifting priorities.
3. Maintain schedule for APWA re-accreditation.
4. Complete update to the 2012 Strategic Plan.

Program Changes for FY 2016-17

None.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY2017 Recommended
Public Works Director	1	-	1
Assistant Public Works Director	1	-	1
Director Maintenance Tech	1	-	1
Administrative Support Specialist	2	-	2
Total	5	-	5

Performance Measures

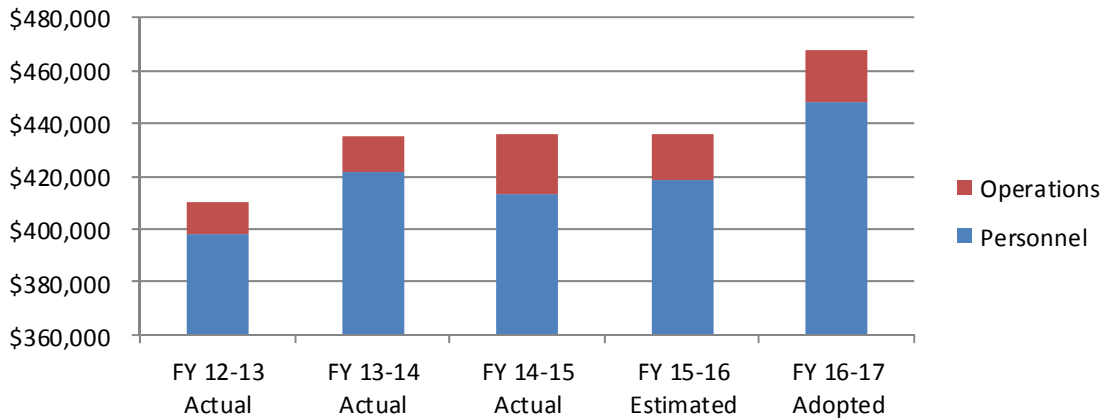
Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% Work Orders Initiated by Other Town Staff	18%	21%	18%
% Work orders initiated by PW Staff	47%	38%	47%
% Calls for Service Responded to in Under 5 min. during Peak Hours	23%	30	30%

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Special Event Work Requests supported by Department	40	55	40
Number of Work Orders Processed	3,620	3,042	3,700
Number of Work Orders initiated by PW Staff	1,876	1,142	1,900
Number of Work Orders initiated by other Town Staff	624	649	680
Number of phone calls received	9,258	9,510	9,400
GarnerInfo Requests Received	93	205	125
GarnerInfo Requests Completed	90	196	120
Solid Waster Containers Delivered	238	149	360
Solid Waste Containers Repaired or Replaced	920	786	1,000

PUBLIC WORKS ADMINISTRATION

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 309,011	\$ 312,932	\$ 305,839	\$ 313,321	\$ 321,523	\$ 321,523	
510210	Salaries - Overtime		198	1,223	925	1,500	1,300	
510236	Longevity	-	12,043	10,242	10,390	11,344	11,344	
510500	FICA	23,211	24,324	23,881	23,928	25,579	25,579	
510600	Group Insurance	30,585	31,446	33,748	37,141	51,059	47,494	
510700	Retirement	35,104	40,632	37,980	37,596	40,853	40,853	
	Personnel Totals	\$ 397,911	\$ 421,576	\$ 412,913	\$ 423,301	\$ 451,858	\$ 448,093	95.8%
Operations								
521100	Postage	-	-	\$ 35	\$ (5)	\$ 35	\$ 35	
521150	Telephone	-	\$ 1,384	1,322	1,261	1,272	1,272	
521400	Travel and Training	\$ 3,901	6,966	6,616	6,856	7,620	7,620	
521700	Auto Maint. & Repair	89	164	150	685	150	150	
522100	Equipment Rental	-	-	6,016	5,348	5,448	5,448	
523100	Fuel	482	510	433	81	490	400	
523300	Departmental Supplies	1,726	1,965	2,091	939	2,000	2,000	
523600	Uniforms	357	311	585	440	615	615	
524300	Contract Services	4,600	1,198	4,804	-	22,912	912	
525300	Dues and Subscriptions	958	1,007	1,078	1,265	1,423	1,423	
	Operations Totals	\$ 12,113	\$ 13,505	\$ 23,130	\$ 16,870	\$ 41,965	\$ 19,875	4.2%
Overall Totals		\$ 410,024	\$ 435,080	\$ 436,043	\$ 440,171	\$ 493,823	\$ 467,968	100%



STREET MAINTENANCE

The **Street Maintenance** division within the Operations Division performs maintenance and construction on all Town owned property as needed. Streets also support other Departments within the Town with park construction, traffic requests, Community Development requests, and all sanitation duties not under contract. This includes performing spring and fall cleanups each year as well as cleanup from weather related events as assigned. Other responsibilities include maintaining 25 retention ponds, street name sign installation and maintenance and road repairs resulting from utility work by the City of Raleigh. Personnel in this unit also share in Powell Bill duties which are budgeted separately.

Goals

1. Promptly complete street repairs and patching resulting from utility work. (FR2, SD1, OD4)
2. Continue a systematic street name sign maintenance program. (SD1, OD4)
3. Establish a maintenance routine for non-Powell Bill related tasks. (FR2, OD4, QL2, QL3)
4. Maintain retention ponds and best management practices in relations to storm water regulations. (FR2, SD1, OD4)

Objectives

1. Place emphasis on retention pond repair backlog
2. Provide internal support for bond project activities.

Program Changes for FY 2016-17

The Street Maintenance division now reflects the full department-wide street and right-of-way employment for the Town. Employee salaries can no longer be partially funded through Powell Bill dollars, this division now reflects the full 14 person allotment of street employees.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY2017 Recommended
Streets Supervisor	1	-	1
Lead Equipment Operator	1	-	3*
Equipment Operator	2	-	5*
Street Sweeper Operator	1	-	1
Street Maintenance Worker	0	-	1*
Maintenance Technician	2	-	3*
Total	7	-	14

* Additional positions transferred from Powell Bill

Performance Measures

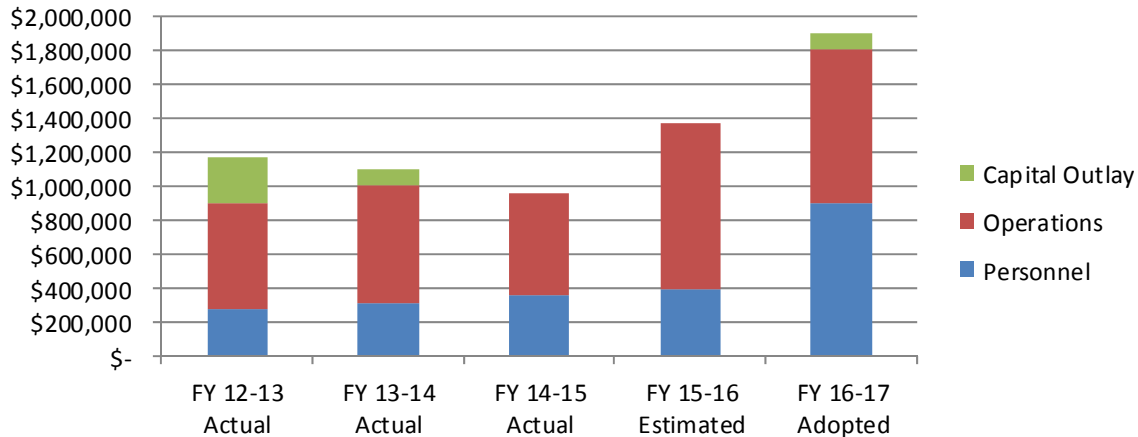
Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% Recommended Retention Pond Maintenance Performed during Inspection Cycle	75%	75%	75%
% of Utility cuts repaired within 10 working days	90%	92%	95%
Code enforcements completed within 5 working days	90%	95	90%

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
# of Days sweeping DOT roads	22	32	25
# of mowing cycles on Timber Drive	9	16	9
# of Mowing cycles on US Hwy 70	7	6	0
Street name signs repaired/replaced	225	103	220
Days performing unprepared clean-up	18	29	19
Tonnage of asphalt for utility patches	75	152	100
# of Utility cuts repaired	25	49	30
# of Code enforcement work orders	100	83	105
# of Retention pond sites maintained	26	26	26

STREET MAINTENANCE

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 182,616	\$ 214,443	\$ 231,531	\$ 265,854	\$ 579,451	\$ 579,451	
510210	Salaries - Overtime	2,200	3,561	3,174	8,104	6,490	6,490	
510220	Salaries - Temporary	31,396	22,240	30,237	12,116	49,536	49,536	
510230	Salaries Temp. Overtime	1,275	244	126	282	900	900	
510236	Longevity	-	3,009	3,106	4,408	13,616	13,616	
510500	FICA	16,411	18,357	20,233	21,594	49,735	49,666	
510600	Group Insurance	23,395	28,844	37,515	46,097	133,633	121,854	
510700	Retirement	20,877	25,717	28,457	32,680	41,482	73,165	
	Personnel Totals	\$ 278,171	\$ 316,415	\$ 354,379	\$ 391,135	\$ 874,843	\$ 894,678	47.1%
Operations								
521150	Telephone	-	\$ 612	\$ 634	\$ 615	\$ 1,272	\$ 1,272	
521300	Utilities	\$ 548,269	642,739	548,888	569,308	615,801	615,801	
521400	Travel and Training	3,925	3,008	4,355	3,840	4,457	4,457	
523300	Depart. Supplies	31,554	25,434	18,543	16,739	26,415	26,415	
523302	Utility Patch Supplies	9,467	6,517	7,457	9,843	20,000	20,000	
523600	Uniforms	4,574	4,187	4,402	3,744	11,015	11,015	
524300	Contract Services	23,983	8,060	17,020	382,296	233,916	233,916	
525300	Dues and Subscrip.	75	75	-	515	300	300	
	Operations Totals	\$ 621,847	\$ 690,631	\$ 601,299	\$ 986,900	\$ 913,176	\$ 913,176	48.1%
Capital Outlay								
537400	Equipment	-	-	-	-	-	\$ 55,000	
537410	Vehicle	-	-	-	-	-	35,000	
524386	Street Resurfacing	-	-	-	-	-	-	
537220	Sidewalk Const.	\$ 267,550	\$ 4,271	-	-	-	-	
537600	Construction	8,275	84,302	-	-	-	-	
	Capital Totals	\$ 275,825	\$ 88,573	\$ -	\$ -	\$ -	\$ 90,000	-
Overall Totals		\$1,175,843	\$1,095,619	\$ 955,678	\$1,378,035	\$1,788,019	\$1,897,854	100%



POWELL BILL

The **Powell Bill** division within the Operations Division performs Powell Bill work activities. Each year, State (Powell Bill) funds provide for the equipment, labor, and materials to maintain all Town street right-of ways and associated drainage networks. Some of the Powell Bill activities include asphalt patching, curb and gutter repairs, sidewalk maintenance, grass mowing, storm debris cleanup, street sweeping, traffic signage, contract project support, trimming vegetation for sight distance and clearance, ensuring functional storm drainage, and any other traffic related maintenance on the Town's 99- mile road system.

Goals

1. Continue pavement preservation projects as funding allows through operational and capital budgets. (FR2, SD2, OD4)
2. Repair areas of deteriorated pavement to reduce repetitive pothole patching. (FR2, OD4)
3. Perform proactive infrastructure maintenance routines for street and drainage maintenance (FR2, SD1, OD4)
4. Continue replacing substandard traffic control signs to ensure public safety. (QL1)
5. Improve stream maintenance at major stream crossing culverts. (FR2, OD4)

Objectives

1. Continue Pavement Maintenance Program as resources allow.
2. Focus on increased in-house asphalt patching.
3. Utilize Pavement Management Survey to coordinate maintenance activities.

Program Changes for FY 2016-17

The FY 2016-17 budget for Powell Bill now includes the Town's Annual Street Resurfacing Program, which was transferred from Engineering. The Engineering Department will still manage the program, however Powell Bill funding now has additional stipulations from the North Carolina General Assembly that the funds should primarily be used to resurface roads. Placing this program in the Powell Bill division better meets that new definition. Additionally, these new stipulations necessitated the removal of the employee salaries that were be funded through the Powell Bill. Those employees are now funded in the Street Maintenance division.

Authorized Positions

None.

Performance Measures

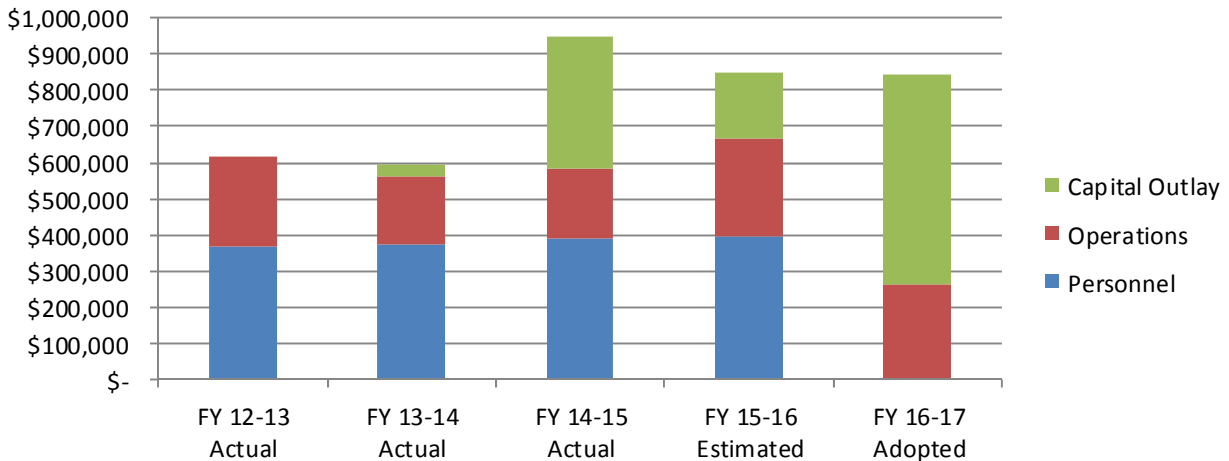
Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
Sweeper Cycles on Town Streets	10	9	11
% Goal for in-house asphalt patching (3.83 tons/mile/yearly)	46%	50%	52%

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
# of Days sweeping town streets	110	112	120
# of Miles of Town streets maintained	100	101	102
Traffic signs repaired/replaced	140	142	140
New traffic signs installed	3	6	5
Potholes and patches repaired	100	95	110
Tons of asphalt used for patching	180	175	200
Drainage system repairs	7	9	8
Sidewalk mileage	63	64	65

POWELL BILL

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 262,105	\$ 259,794	\$ 271,770	\$ 276,916	-	-	
510210	Salaries - Overtime	4,478	4,019	2,987	3,404	-	-	
510220	Salaries - Temporary	10,097	4,469	10,007	5,747	-	-	
510230	Temporary Overtime	-	-	79	89	-	-	
510236	Longevity	-	3,461	6,475	7,603	-	-	
510500	FICA	20,971	20,455	21,931	21,854	-	-	
510600	Group Insurance	41,947	45,485	45,326	48,563	-	-	
510700	Retirement	30,248	33,332	33,645	33,521	-	-	
	Personnel Totals	\$ 369,845	\$ 371,015	\$ 392,220	\$ 397,697	\$ -	\$ -	0.0%
Operations								
521150	Telephone	-	\$ 527	\$ 633	\$ 615	-	-	
521600	Equip. Maint. & Repair	\$ 8,147	15,200	8,997	11,216	\$ 14,139	\$ 14,139	
521700	Auto Maint. & Repair	36,665	42,547	49,994	52,972	44,362	44,362	
523100	Fuel	63,568	57,146	43,480	28,754	54,330	45,168	
523300	Departmental Supplies	52,630	38,562	39,044	37,889	53,000	53,000	
523600	Non Capital Equipment	-	9,968	23,400	480	3,700	3,700	
523600	Uniforms	3,846	4,721	4,244	3,822	-	-	
524300	Contract Services	725	-	-	560	150	150	
524380	Contract Services-Powell Bill	64,864	788	2,409	107,101	85,000	85,000	
524700	Landfill Charges	18,681	18,254	16,639	26,554	15,500	15,500	
	Operations Totals	\$ 249,126	\$ 187,713	\$ 188,840	\$ 269,963	\$ 270,181	\$ 261,019	30.8%
Capital Outlay								
524385	Street Resurfacing	-	-	-	-	\$ 400,000	\$ 400,000	
537400	Equipment	-	\$ 9,824	\$ 261,018	\$ 50,496	13,500	13,500	
537410	Vehicle	-	26,081	104,535	134,937	172,000	172,000	
	Capital Totals	\$ -	\$ 35,906	\$ 365,553	\$ 185,433	\$ 585,500	\$ 585,500	69.2%
Overall Total		\$ 618,971	\$ 594,633	\$ 946,613	\$ 853,093	\$ 855,681	\$ 846,519	100%



PUBLIC FACILITIES MANAGEMENT

The **Public Facility Management** Division serves to maintain cost efficient, safe, clean, and pleasant places for visitors and Town Employees while preserving the public's investment in Town facilities. This unit provides building maintenance, basic building improvements, and contracts for larger-scale site and building improvements, janitorial services, pest control and utility services.

Goals

1. Continue development of proactive maintenance routines and inspections to provide better coverage of facilities and reduce long-term maintenance costs. (FR2, SD1, SD2, SD3, OD4)
2. Perform contract improvement operating capital projects as approved in the annual budget. (FR2, OD4, QL3)
3. Support new Town building activities as needed. (SD1)
4. Adjust Facilities work flow to include the new Facilities Technician. (SD2)

Objectives

1. Support activities associated with bond projects.
2. Maintain Backflow program and perform required reporting
3. Investigate asset management software that will enable us to effectively care for and sustain our facilities and their assets.

Program Changes for FY 2016-17

None.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY 2017 Recommended
Lead Building Maintenance Tech	1	-	1
Building Maintenance Tech	3	-	3
Services Equipment Operator	1	-	1
Total	5	-	5

Performance Measures

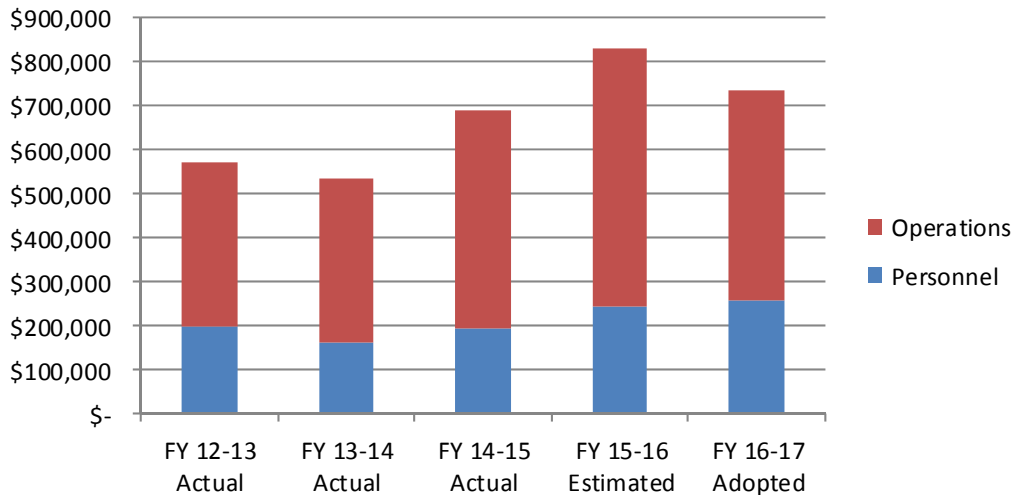
Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
Electrical consumption per square foot of heated building area	12.75	11.18	12.75
% of planned maintenance task on schedule	85%	85%	85%

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
# of Town Buildings Maintained	56	56	54
Heated square footage of buildings	123,332	123,332	105,044
# of banners, flags, and street decorations	205	205	198
# of work orders completed	942	734	928
# of HVAC systems maintained	71	88	65
Room/office renovations	8	29	5
# of Backflows maintained	32	32	34
# of Athletic field lighting repairs performed	36	29	25

PUBLIC FACILITY MANAGEMENT

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 147,640	\$ 116,317	\$ 138,374	\$ 173,633	\$ 178,248	\$ 178,248	
510210	Salaries - Overtime	143	675	1,708	5,699	3,068	3,068	
510236	Longevity	-	2,000	2,000	2,000	2,000	2,000	
510500	FICA	10,448	8,418	10,178	12,750	14,024	14,024	
510600	Group Insurance	22,279	18,452	22,454	30,536	41,516	38,870	
510700	Retirement	16,656	13,217	16,974	21,124	22,371	22,371	
	Personnel Totals	\$ 197,166	\$ 159,079	\$ 191,688	\$ 245,742	\$ 261,227	\$ 258,581	35.1%
Operations								
521150	Telephone	-	\$ 719	\$ 634	\$ 615	\$ 636	\$ 636	
521300	Utilities	\$ 145,292	153,875	155,124	142,849	161,881	161,881	
521310	Water & Sewer Charges	33,075	39,954	45,919	54,198	53,637	53,637	
521400	Travel and Training	1,550	1,354	2,358	1,070	2,675	2,675	
521500	Build. and Grounds Maint.	3,730	11,131	14,000	10,194	12,720	12,720	
521600	Equip. Maint. & Repair	25,976	34,158	31,660	26,412	25,000	25,000	
521700	Auto Maint. & Repair	705	1,000	4,600	645	2,400	2,400	
522100	Equip. Rental	-	-	-	-	1,500	1,500	
523100	Fuel	13,000	7,835	5,331	3,060	6,825	5,631	
523300	Departmental Supplies	48,303	36,852	43,809	51,992	48,049	46,049	
523399	Non-Capital Equipment	-	-	-	7,830	6,310	1,000	
523600	Uniforms	1,949	1,792	1,932	2,005	2,880	2,880	
524300	Contract Services	99,336	88,493	125,838	285,290	399,019	162,635	
524305	Veterans Memorial	-	-	13,460	-	-	-	
537400	Equipment	-	-	-	-	-	-	
537410	Vehicle	-	-	52,992	-	-	-	
	Operations Totals	\$ 372,917	\$ 377,163	\$ 497,657	\$ 586,160	\$ 723,532	\$ 478,644	64.9%
Overall Total		\$ 570,083	\$ 536,242	\$ 689,345	\$ 831,902	\$ 984,759	\$ 737,225	100%



PUBLIC GROUNDS MAINTENANCE

The **Public Grounds Maintenance** division is responsible for providing safe parks, grounds, and athletic facilities. This division maintains the Town's building grounds, as well as, parks, athletic fields, and school fields used by the Parks, Recreation and Cultural Resources Department. Right-of-way (ROW) areas such as Main Street, Town welcome signs, highway median plant beds, and other properties are maintained as assigned. All Town landscaping and seasonal color programs are handled by this division as well as the maintenance of White Deer Park, Lake Benson Park, and Thompson Road Park.

Goals

1. Continue maintenance of playground equipment to ensure compliance with safety standards. (QL1)
2. Continue to improve plant beds on US Highway 70 ROW and add plantings at Timber Drive East to maintenance workload. (QL2, QL3)
3. Support development identified in the park enhancement initiative as directed. (OD1, OD3, QL2, QL3)
4. Improve quality of athletic turf through best practices. (SD1)

Objectives

- Incorporate new Highway 70 West welcome sign and Highway 401 landscaping into maintenance routines.
- Maintained Veterans Memorial in an honorable and respectful manner.

Program Changes for FY 2016-17

None.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY2017 Recommended
Parks & Grounds Supervisor	1	-	1
Lead Parks Maintenance Worker	5	-	5
Services Equipment Operator	7	-	7
Total	13	-	13

Performance Measures

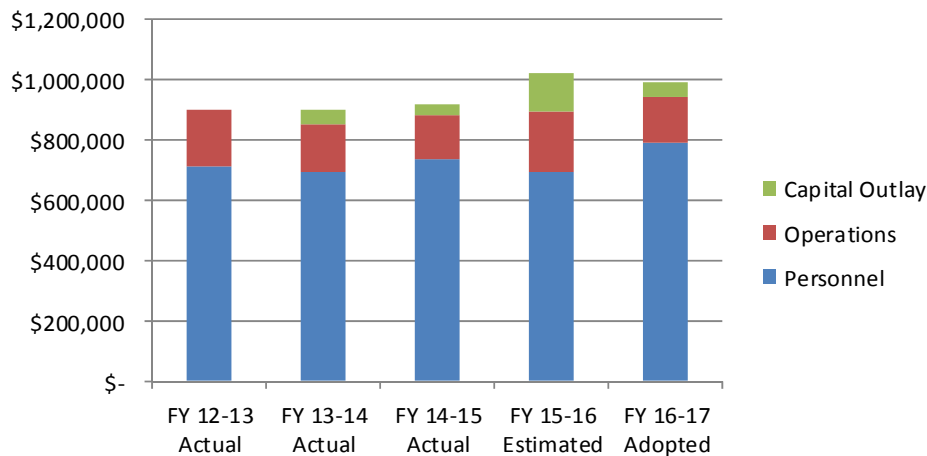
Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
Developed acreage maintained by FTE	28.90	28.90	28.90
Mow all property at least once in two week cycles	Yes	Yes	Yes

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Acres of Turf Maintained	134	135	135
Miles of greenways and trails	9	9	11
# of Park grounds maintained	14	14	14
# of Building grounds maintained	11	11	12
# of Right-of-way locations maintained	27	30	27
# of Fields prepared for sporting events	17	17	17

PUBLIC GROUNDS MAINTENANCE

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 460,432	\$ 451,629	\$ 467,299	\$ 448,736	\$ 480,227	\$ 480,227	
510210	Salaries - Overtime	8,983	7,688	8,854	9,581	13,698	13,698	
510220	Salaries - Temporary	69,675	52,172	66,806	55,873	78,862	78,862	
510230	Temporary Overtime	1,414	259	922	1,012	1,400	1,400	
510236	Longevity	-	11,286	9,288	10,723	6,088	6,088	
510500	FICA	40,285	39,024	41,116	38,948	44,520	44,520	
510600	Group Insurance	76,737	77,525	84,696	80,783	127,620	106,856	
510700	Retirement	53,193	56,919	58,092	54,429	61,146	61,146	
	Personnel Totals	\$ 710,717	\$ 696,503	\$ 737,073	\$ 700,085	\$ 813,561	\$ 792,797	80.1%
Operations								
521150	Telephone	-	\$ 1,401	\$ 1,033	\$ 1,034	\$ 1,056	\$ 1,056	
521400	Travel and Training	\$ 3,212	2,108	4,001	3,424	3,938	3,938	
521520	Vandalism Repair	530	-	-	125	500	500	
521600	Equip. Maint. & Repair	13,953	20,777	7,121	12,714	19,885	15,000	
521700	Auto Maint. & Repair	7,528	10,059	11,979	8,108	8,600	8,600	
522100	Equipment Rental	315	430	139	-	300	300	
523100	Fuel	29,000	26,385	23,234	14,844	24,065	19,730	
523200	Agricultural Supplies	39,737	46,862	38,691	44,830	43,000	43,000	
523300	Departmental Supplies	31,259	30,320	31,632	30,036	32,005	32,005	
523399	Non Capital Equipment	-	2,960	4,776	24,809	11,400	3,000	
523600	Uniforms	7,890	8,769	9,299	10,472	12,726	10,370	
524300	Contract Services	56,653	5,084	7,536	7,851	12,300	8,001	
524545	Parks Improvements	-	2,100	4,459	43,535	2,500	2,500	
525300	Dues and Subscriptions	50	50	290	110	240	240	
	Operations Totals	\$ 190,127	\$ 157,303	\$ 144,190	\$ 201,892	\$ 172,515	\$ 148,240	15.0%
Capital Outlay								
537400	Equipment	-	\$ 48,336	\$ 9,359	\$ 98,764	\$ -	\$ 13,500	
537410	Vehicle	-	-	25,985	26,638	35,000	35,000	
	Capital Totals	-	48,336	35,344	125,402	35,000	48,500	4.9%
Overall Totals		\$ 900,844	\$ 902,143	\$ 916,607	\$1,027,379	\$1,021,076	\$ 989,537	100%



FLEET MANAGEMENT

The **Fleet Management** division within the Services Division maintains Town vehicles and equipment with the goal of minimizing repair costs and equipment downtime. This unit ensures that all Federal and State laws concerning vehicle weights, safety, and regulations, are maintained and updated as needed. This unit performs preventive maintenance and repair on approximately 135 licensed motorized vehicles, 17 licensed trailers, 67 non-licensed heavy equipment and pieces of specialized equipment, and approximately 116 smaller pieces of gasoline powered equipment. Detailed records are maintained on each item of equipment utilizing web based software.

Goals

1. Complete vehicle and equipment repair and maintenance in a timely manner to minimize downtime. (SD1)
2. Support and participate with Vehicle and Equipment Replacement Team (VERT). (FR2, FR3)
3. Incorporate use of new technology and software into fleet activities to improve efficiencies (FR3, SD1)
4. Develop a small engine repair program to stay current with new technology. (FR3, SD3)

Objective

1. Develop a plan for transition to automated fuel records for improved accountability.
2. Develop plan for improving effective collection of fleet performance data by working with the VERT team.
3. Improve small engine work area for efficiency and safety.
4. Support other departments with purchasing new budgeted vehicles.

Program Changes for FY 2015-2016

None.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY2017 Recommended
Services Supervisor	1	-	1
Lead Fleet Mechanic	1	-	1
Fleet Administrative Support Specialist	0	1	0
Fleet Mechanics	2	-	2
Total	4	-	4

Performance Measures

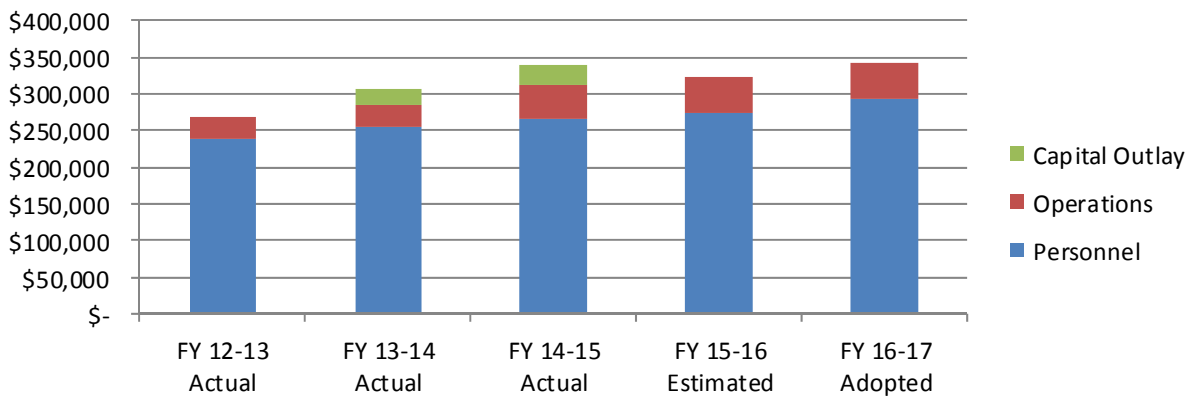
Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% Planned Maintenance	33%	44%	33.0%
Fleet Fuel Efficiency - Licensed Vehicles MPG	11.89 mpg	12.15 mpg	11.70 mpg

Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
# of Licensed Vehicles	136	141	136
of Licensed Trailers	18	20	18
# of pieces of Heavy Equipment	16	16	16
# of pieces of Small Equipment	113	112	115
# of Specialized Equipment	50	64	50
# of Work Orders completed	1,020	890	1,020
# of Vehicles and Equipment prepared for Surplus	26	25	15

FLEET MANAGEMENT

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 178,436	\$ 184,001	\$ 190,150	\$ 196,375	\$ 228,086	\$ 202,105	
510210	Salaries - Overtime	-	1,689	5,725	3,887	3,430	3,430	
510236	Longevity	-	2,685	2,728	2,771	2,832	2,832	
510500	FICA	12,650	13,356	14,097	14,156	17,910	15,938	
510600	Group Insurance	26,024	28,692	30,191	32,387	52,100	42,712	
510700	Retirement	20,205	23,564	23,772	23,655	28,594	25,437	
	Personnel Totals	\$ 237,315	\$ 253,987	\$ 266,663	\$ 273,231	\$ 332,952	\$ 292,454	85.3%
Operations								
521150	Telephone	-	\$ 1,028	\$ 1,156	\$ 1,230	\$ 1,272	\$ 1,272	
521400	Travel and Training	\$ 1,646	1,342	3,167	3,136	3,664	3,464	
521600	Equip. Maint. & Repair	4,480	5,736	4,632	6,841	7,000	7,000	
521700	Auto Maint. & Repair	2,745	4,452	1,716	593	1,500	1,500	
522100	Equipment Rental	-	-	144	36	169	169	
523100	Auto Operating Supplies	2,560	2,279	1,382	1,423	3,185	2,600	
523300	Departmental Supplies	9,243	4,805	13,362	10,223	15,848	15,848	
523399	Non Capital Equipment	-	3,500	12,678	14,344	14,688	5,800	
523600	Uniforms	1,886	1,907	1,868	1,998	2,895	2,410	
524300	Contract Services	6,620	5,940	5,472	10,337	9,147	9,147	
525300	Dues and Subscriptions	940	940	940	975	1,050	1,050	
	Operations Totals	\$ 30,120	\$ 31,929	\$ 46,517	\$ 51,136	\$ 60,418	\$ 50,260	14.7%
Capital Outlay								
537400	Equipment	-	\$ 19,963	-	-	\$ 21,950	-	
537410	Vehicle	-	-	\$ 25,397	-	-	-	
	Capital Totals	-	\$ 19,963	\$ 25,397	-	\$ 21,950	-	0.0%
Overall Totals		\$ 267,435	\$ 305,879	\$ 338,577	\$ 324,367	\$ 415,320	\$ 342,714	100%



SOLID WASTE

Solid Waste administers and maintains the contract for the collection and disposal of refuse and recycling materials. Town-wide contracted collection service began in 1990 and has continued since. Services currently offered include weekly curbside collection of garbage, trash, and prepared yard waste; bi-weekly curbside collection of recyclables; periodic “unprepared” trash and yard waste collection; and collection of leaves. There are no dedicated Town employees assigned to the Solid Waste division. When needed, the Solid Waste division utilizes employees from other areas of the Public Works Department to complete their work. *All expenditures are dedicated to the operations of the program.*

Goals

1. Continue weekly garbage, trash, and yard waste collection program, and bi-weekly recyclables collection program in the most efficient and effective manner possible. (SD1, SD2, SD3, QL2, QL3)
2. Continue offering the collection of “unprepared” trash by Town forces in the spring and fall and add curbside electronic recycling to the collection program. (SD2, SD3)
3. Continue weekly pickup of non-conforming trash piles by Town forces. (SD2, SD3)
4. Ensure Town adherence to the ten-year Solid Waste Management Plan as required by the State of North Carolina. (SD1)

Objectives

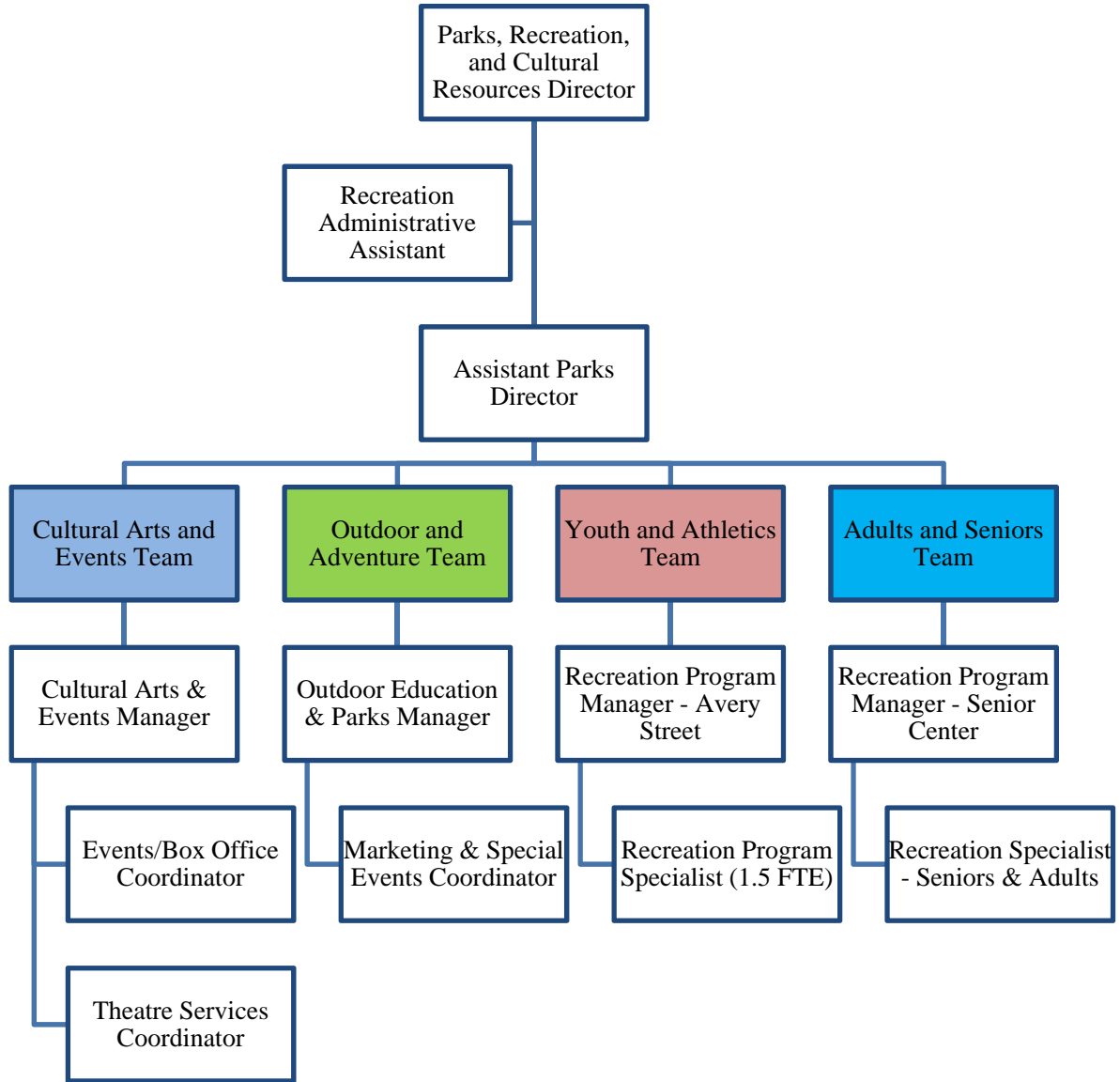
1. Improve the efficiency and effectiveness of solid waste management based upon the goals and objectives for waste reduction and recycling set forth in the ten year Solid Waste Management Plan.
2. Investigate adding trash collection in addition to yard waste to the fall unprepared collection schedule.

Operations History

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	% of FY 16-17 Division Budget
510600	Group Insurance	\$ -	\$ (467)	\$ -	\$ -	\$ -	\$ -	-
521100	Postage	-	2,569	-	2,500	3,000	3,000	0.2%
521200	Printing	2,632	2,832	2,923	2,916	4,032	4,032	0.2%
521700	Auto Maint. & Repair	2,345	85	1,497	2,690	1,000	1,000	0.1%
523100	Fuel	2,540	2,540	743	425	550	466	0.0%
523300	Departmental Supplies	25,387	39,841	26,401	48,875	52,732	52,732	2.7%
524410	Commer. Dumpster Collect.	16,333	15,106	15,106	15,295	15,600	15,600	0.8%
524420	Residential Collection	1,449,918	1,451,024	1,484,708	1,535,948	1,598,330	1,598,330	82.8%
524430	Curbside Recycl. Program	205,798	207,081	211,904	219,027	227,949	227,949	11.8%
524440	Office Recycling Program	1,285	1,285	2,628	2,387	2,583	2,583	0.1%
524700	Landfill Charges	20,715	14,827	22,391	23,223	25,000	25,000	1.3%
5630	Total	\$ 1,726,953	\$ 1,736,723	\$ 1,768,301	\$ 1,853,286	\$ 1,930,776	\$1,930,692	100%

PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT

The **Parks, Recreation and Cultural Resources Department** consist of five teams: **Administration, Cultural Arts and Events, Outdoor and Adventure, Youth and Athletics,** and **Adults and Seniors.** Working with **Program Partners,** the department provides a well-balanced offering of recreation, athletic, cultural and environmental educational programs and facilities as well as community special events that enhance the lives of the citizens and participants and improve the quality of life in Garner.



Mission

To enrich the quality of life in Garner by offering a diverse system of parks, recreational facilities, programs, and cultural resources.

Vision

The Parks, Recreation, and Cultural Resources Department is helping Garner maintain its high quality of life and service delivery to its citizens and visitors through the following core values: Leadership, Efficiency, Diversity and Stewardship.

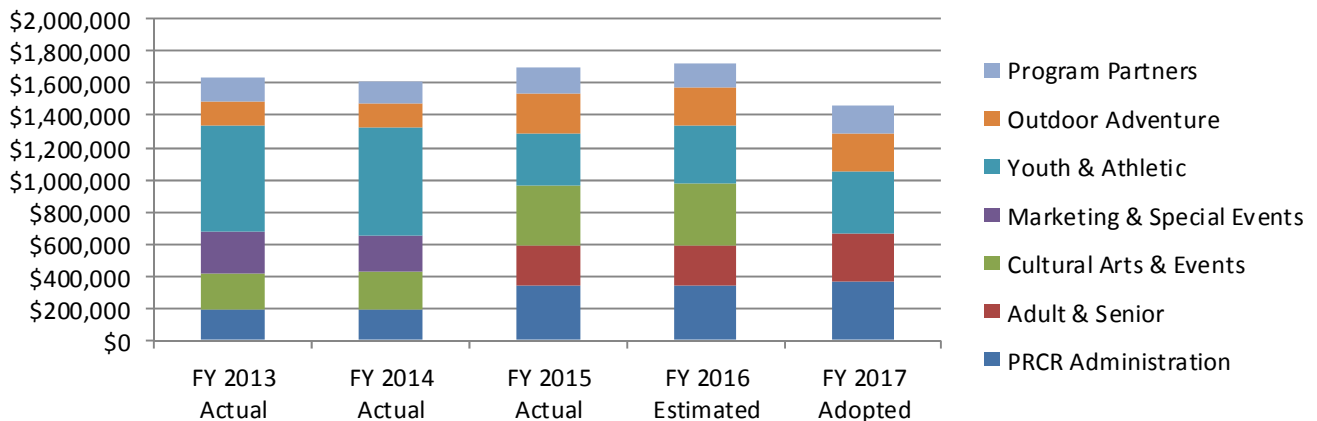
PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT

Fiscal Year 2015-2016 Accomplishments

- The Parks, Recreation and Cultural Resources department earned its national accreditation from CAPRA (Commission for Accreditation of Park and Recreation Agencies).
- The Parks, Recreation and Cultural Resources department was awarded a mini-grant from the John Rex Endowment to include a health across the board perspective in future planning documents.
- For the second year in a row, the Town of Garner was named a Playful City USA by KaBOOM! in partnership with the Humana Foundation.
- The Town of Garner was awarded the 2015 Big Sweep Excellence Award.
- Professional staff recognitions included Jack Baldwin receiving the Employer Support of the Guard and Reserve Patriot Award, Katie Spencer completing the Leading for Results program at the UNC School of Government as a Local Government Federal Credit Union Fellow, Torrey Blackmar being named the Vice-Chair and Membership Chair for the NC Senior Center Alliance and Debbie Dunn and Katie Spencer becoming Certified Park and Recreation Professionals (CPRP) through the National Recreation and Park Association.

Expenditure by Division

Division	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
PRCR Administration	\$186,887	\$189,041	\$339,564	\$337,540	\$371,098	1.21%
Adult & Senior	-	-	\$242,096	\$249,665	\$298,084	0.97%
Cultural Arts & Events	\$231,014	\$239,702	\$383,470	\$398,094	\$421,837	1.37%
Marketing & Special Events	\$263,146	\$223,878	\$2,850	-	-	0.00%
Youth & Athletic	\$650,445	\$676,159	\$323,362	\$353,251	\$385,810	1.26%
Outdoor Adventure	\$153,933	\$144,416	\$248,764	\$241,077	\$236,068	0.77%
Program Partners	\$154,161	\$136,660	\$163,983	\$156,654	\$166,259	0.54%
Total	\$1,639,586	\$1,609,856	\$1,704,089	\$1,736,281	\$1,879,156	6.12%



PARKS ADMINISTRATION

The **Parks Administration** division is responsible for public information, customer service, staff training, grant writing, coordination of citizen boards and committees, and other support functions. This program oversees four programming teams by providing leadership, operating policy, fiscal management, registrations, record keeping, training, and evaluation. The Administration staff maintains records of programs and participants, sets standards for facilities and grounds, develop plans, sets department priorities, and implements park improvements

Goals

1. Provide leadership for the department and maintain positive relationships with community partners and reputation for quality programs with residents. (SD2, QL2)
2. Implement facility upgrades and new construction that improve guest experiences. (FR2, OD4, Q2, QL3, QL7)
3. Develop high quality services and experiences that engage citizens to participate in department programs. (SD2, QL4)

Objectives

1. Ensure oversight of expenditures while seeking ways to generate new revenue streams.
2. Develop plans for new Indoor Recreation Center that increase recreational opportunities for the community.
3. Develop and refine park enhancement plan for implementation of bond projects.

Program Changes for FY 2016-17

None.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY 2017 Recommended
PRCR Director	1	-	1
Assistant PRCR Director	1	-	1
Recreation Administrative Assistant	1	-	1
Total	3	-	3

Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% of Programs meeting established cost recovery goals	100%	100%	100%
% of Respondent Surveys Receiving Above Average or Excellent Ratings	95%	95	95%

Workload Indicators

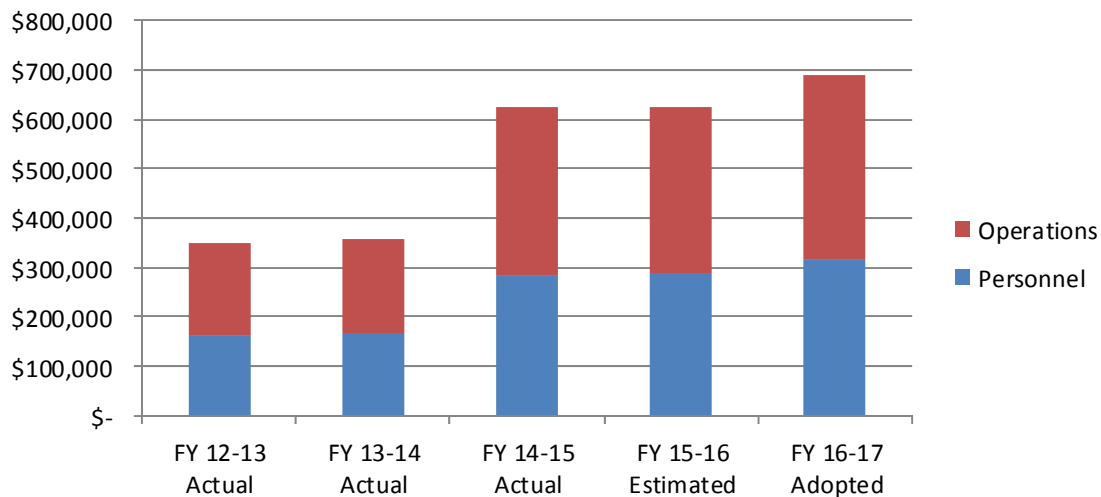
Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Online Program Registrations	1,860	2,275	2,300
Off-line Transactions (Walk-ins)	1,590	1,750	1,800
Shelter Reservatons	716	700	715
Event Ticket Sales	2,500	2,200*	2,500

*One less show in It's Showtime series.

PARKS ADMINISTRATION

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 15-16 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 128,626	\$ 129,413	\$ 219,491	\$ 222,243	\$ 236,561	\$ 236,561	
510210	Salaries - Overtime	26	-	235	672	-	-	
510220	Salaries - Temporary	-	-	207	-	-	-	
510236	Longevity	-	-	2,839	3,924	5,387	5,387	
510500	FICA	9,724	9,796	16,552	16,668	18,509	18,509	
510600	Group Insurance	10,008	11,538	20,388	22,203	30,539	28,375	
510700	Retirement	14,502	16,083	26,625	26,438	29,575	29,575	
	Personnel Totals	\$ 162,885	\$ 166,830	\$ 286,337	\$ 292,148	\$ 320,571	\$ 318,407	85.8%
Operations								
521100	Postage	-	-	\$ 2,317	-	\$ 3,029	\$ 3,029	
521150	Telephone	-	\$ 741	1,763	\$ 1,494	1,908	1,908	
521200	Printing	-	(94)	-	-	-	-	
521400	Travel and Training	\$ 6,408	4,204	6,438	9,156	7,725	6,300	
521700	Auto Maint. & Repair	1,590	555	998	548	250	250	
522100	Equipment Rental	-	-	7,637	6,212	6,226	6,226	
523100	Fuel	636	1,085	1,525	1,388	1,000	728	
523300	Departmental Supplies	9,042	4,699	6,228	5,255	4,000	3,000	
524300	Contract Services	5,559	10,215	25,528	19,520	75,000	30,000	
537500	Building	-	-	-	-	85,000	-	
525300	Dues and Subscriptions	768	805	794	1,817	1,250	1,250	
	Operations Totals	\$ 24,002	\$ 22,211	\$ 53,228	\$ 45,390	\$ 185,388	\$ 52,691	14.2%
Overall Totals		\$ 186,887	\$ 189,041	\$ 339,565	\$ 337,538	\$ 505,959	\$ 371,098	100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2016-17.



ADULT AND SENIOR

The **Adult and Senior** team manages the Garner Senior Center and Fitness Annex, which offers opportunities for older adults to stay physically and socially active. The team is responsible for planning, implementing and supervising a variety of fitness and art instructional classes for the adult and senior population. Examples include daytime and evening fitness classes such as Zumba, line dancing and yoga, acrylic painting, computer classes and local trips. The team markets and monitors the Senior Fitness Pass and schedules rentals of the multipurpose room and fitness annex at the center. Program partners include Meals on Wheels of Wake County, Resources for Seniors and the Art League of Garner.

Goals

1. Enhance the quality of life of senior adults in the community by engaging in diverse leisure, fitness and social activities at the Garner Senior Center. (QL1, QL7)
2. Cultivate existing and new partnerships to develop a services resource location that ensures efficient and timely services to seniors. (SD1, QL4, QL5)
3. Provide a variety of adult fitness opportunities that promote a healthy, vibrant and well connected community. (SD2, QL4, QL6)

Objectives

1. Market and recruit new partners and program sponsors to assist with ongoing and new programs for seniors ensuring efficient use of resources.
2. Use available resources to promote services, programs and monitor customer satisfaction of participants.
3. Offer pilot programs to gauge interest in current programming trends and implement suggestions from program evaluations and customer satisfaction surveys.

Program Changes for FY 2016-17

None.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY 2017 Recommended
Recreation Center & Program Manager	1	-	1
Recreation Specialist - Seniors & Adults	1	-	1
Total	2	-	2

Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% of Fitness classes offered that met expected participation	90%	95%	95%
% of Garner Senior Center survey responses indicating very or extremely satisfied with overall experience	93%	98%	95%

Workload Indicators

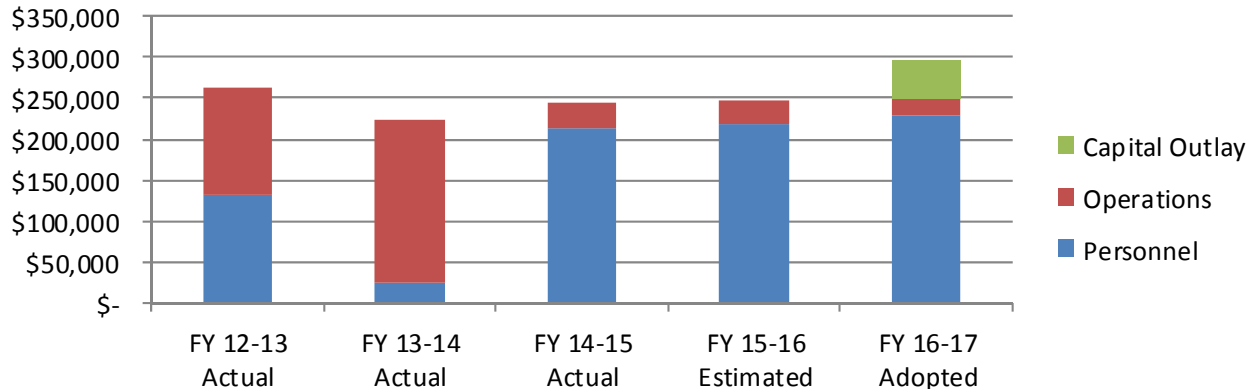
Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Senior Program Participant Contacts	76,357	83,500	85,000
Adult Fitness and Art Program Contacts	9,064	7,700*	8,000
Garner Senior Center Rentals	209	230	230

*Decrease in Fitness Room memberships and instructor availability.

ADULT AND SENIOR

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 98,399	\$ 18,921	\$ 112,258	\$ 114,200	\$ 117,527	\$ 117,527	
510210	Salaries - Overtime	107	26	105	119	800	800	
510220	Salaries - Temporary	-	2,598	60,111	60,103	59,445	58,445	
510236	Longevity	-	-	-	3,410	3,494	3,494	
510500	FICA	7,087	1,895	12,912	13,009	13,867	13,867	
510600	Group Insurance	14,213	1,902	13,272	15,158	20,825	19,502	
510700	Retirement	11,144	(1,277)	13,434	13,676	14,881	14,881	
	Personnel Totals	\$ 130,950	\$ 24,065	\$ 212,092	\$ 219,675	\$ 230,839	\$ 228,516	76.7%
Operations								
521150	Telephone	-	\$ 1,256	\$ 1,293	\$ 636	\$ 636	\$ 636	
521200	Printing	\$ 15,344	23,041	-	-	-	-	
521400	Travel and Training	1,085	743	852	722	1,600	1,600	
521405	Senior Citizen's Travel	-	-	841	608	1,376	1,376	
521500	Building & Grounds Maint	-	-	3,925	2,883	3,600	2,100	
521600	Equip. Maint. & Repair	-	-	1,034	821	2,715	2,715	
521700	Auto Maint. & Repair	421	-	-	-	476	476	
522100	Equipment Rental	19,967	30,132	2,850	1,032	1,176	1,176	
523100	Fuel	-	-	125	-	250	189	
523300	Departmental Supplies	18,179	20,653	12,023	6,577	3,486	3,486	
523600	Uniforms	1,465	1,297	-	15	300	300	
523399	Equipment - Non-Capital	-	-	2,036	2,760	-	-	
524300	Contract Services	75,040	121,418	7,675	13,614	5,710	5,710	
525300	Dues and Subscriptions	694	1,273	200	324	304	304	
	Operating Totals	\$ 132,196	\$ 199,813	\$ 32,854	\$ 29,992	\$ 21,629	\$ 20,068	6.7%
Capital Outlay								
537410	Vehicle	-	-	-	-	-	49,500	16.6%
Overall Total		\$ 263,146	\$ 223,878	\$ 244,946	\$ 249,667	\$ 252,468	\$ 298,084	100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2016-2017.



CULTURAL ARTS AND EVENTS

The **Cultural Arts and Events** team is responsible for operating the Garner Performing Arts Center (GPAC) and coordinating a variety of cultural arts programs including the “It’s Showtime” performance series, lobby exhibits and rentals. The team is also responsible for planning and implementing Town-wide special events such as Independence Day Celebration, Carnival Latino, the Garner Christmas Parade and Light Up Main. Programming partners include Miss Garner pageant, Towne Players of Garner, Garner Chamber of Commerce and Garner Revitalization Association.

Goals

1. Maintain Garner Performing Arts Center as a community leader in the Town’s arts programming by providing cultural and education benefits to the community. (QL2, QL7)
2. Increase public awareness and attendance at Garner Performing Arts Center performances. (QL 2, QL 4)
3. Create memorable community wide events. (QL7)

Objectives

1. Develop sponsorship program for Garner Performing Arts Center and special events.
2. Identify ways to document positive community impact of events and activities at Garner Performing Arts Center.
3. Grow and improve the volunteer program through education and appreciation of volunteers.

Program Changes for FY 2016-17

None.

Authorized Personnel

Category	FY 2016 Adopted	Positions Requested	FY 2017 Recommended
Cultural Arts and Events Manager	1	-	1
Events Box Office Coordinator	1	-	1
Theatre Services Coordinator	1	-	1
Total	3	-	3

Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% of Programs Meeting Established Cost Recovery Goals	90%	90%	90%
% of GPAC shows that met expected attendance	82%	83%	85%
% of Respondent surveys receiving above average or excellent ratings	95%	98%	95%

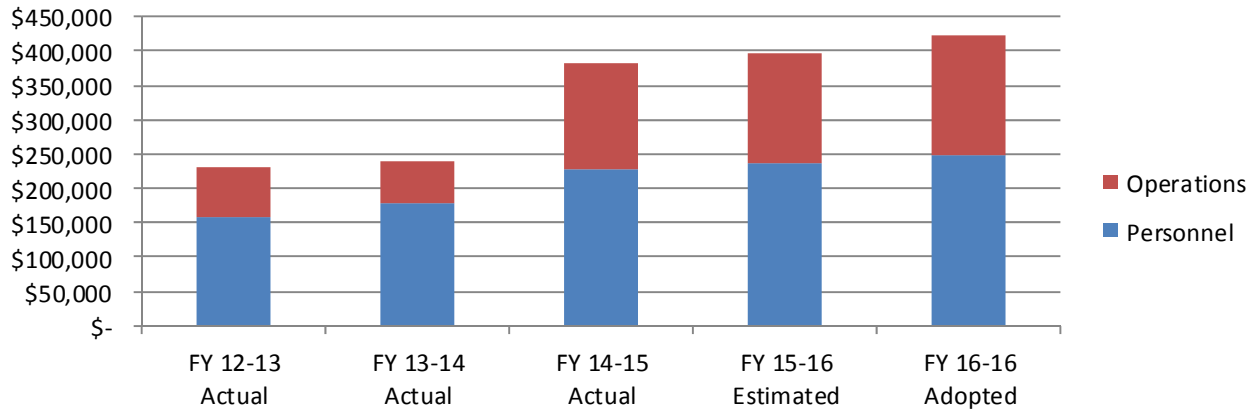
Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
GPAC Events (Town Planned)	104	105	105
GPAC Rentals	126	120	125
Social Media Likes and Follows	1,629	2,100	2,200

CULTURAL ARTS & EVENTS

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-16 Adopted	
Personnel								
510200	Salaries	\$ 89,727	\$ 102,659	\$ 141,869	\$ 148,194	\$ 154,161	\$ 154,161	
510210	Salaries - Overtime	414	296	215	164	675	675	
510220	Salaries - Temporary	36,787	38,881	34,914	36,162	34,051	33,051	
510500	FICA	9,623	10,678	13,157	13,338	14,450	14,450	
510600	Group Insurance	11,450	13,574	20,564	22,838	30,350	28,186	
510700	Retirement	10,207	12,847	16,996	17,242	18,904	18,904	
	Personnel Totals	\$ 158,208	\$ 178,936	\$ 227,715	\$ 237,938	\$ 252,591	\$ 249,427	59.1%
Operations								
521150	Telephone	-	\$ 1,357	\$ 1,968	\$ 1,887	\$ 1,908	\$ 1,908	
521200	Printing	\$ 1,372	195	495	543	800	800	
521300	Utilities	-	-	-	-	125	125	
521400	Travel and Training	1,802	1,559	1,383	2,072	2,950	2,950	
521600	Equip. Maint. & Repair	1,349	1,558	1,003	853	1,500	1,500	
522100	Equipment Rental	1,269	173	27,744	31,120	33,592	33,592	
523300	Depart. Supplies	21,479	27,840	34,116	30,684	34,475	28,675	
523600	Uniforms	-	25	1,768	1,559	1,865	1,865	
524300	Contract Services	45,388	27,487	87,044	91,227	102,900	100,750	
525300	Dues and Subscrip.	145	573	234	210	245	245	
537399	Equipment	-	-	-	-	-	-	
	Operations Totals	\$ 72,805	\$ 60,766	\$ 155,755	\$ 160,155	\$ 180,360	\$ 172,410	40.9%
Overall Totals		\$ 231,012	\$ 239,702	\$ 383,470	\$ 398,093	\$ 432,951	\$ 421,837	100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2016-17.



OUTDOOR AND ADVENTURE

The **Outdoor and Adventure** team operates White Deer Park, which includes a LEED Gold Certified nature center, shelters, restrooms, trail, and greenway. This team also manages Lake Benson Park, the Garner Veterans Memorial and the Lake Benson Boathouse. Program offerings include Discovery Days, summer nature camps and park based special events such as Groundhog Day, Spring Eggstravaganza, Trick-or-Treat the Trails, Friday Family Flicks and camping. The team offers group environmental education programs for local schools and scouts. The team is responsible for marketing all department classes and programs utilizing brochures, website and social media outlets. Programming partners include the Garner Chamber of Commerce, local schools, churches, and civic organizations.

Goals

1. Preserve White Deer Park as a community leader in outdoor and environmental education. (SD2, QL2)
2. Increase quality of life for residents through memorable, affordable special events that blend education and entertainment while showcasing parks and facilities. (QL2, QL4, QL5, QL7)
3. Create and maintain a consistent brand that fosters and develops Garner's image. (QL2, QL7)

Objectives

1. Increase number of educational outdoor programs offered to the public.
2. Increase environmental education programs delivered to school and other civic groups strengthening image as educators and generating additional revenue.
3. Expand the existing marketing plan for the department to include new programs and events. Evaluate current efforts and make modifications as appropriate.

Program Changes for FY 2016-17

None.

Authorized Positions

Category	FY 2016 Adopted	Positions Requested	FY 2017 Recommended
Parks and Outdoor Education Program Manager	1	-	1
Marketing and Special Events Coordinator	1	-	1
Total	2	-	2

Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% of Programs offered that met expected participation	84%	89%	90%
% of Group program survey responses indicating very or extremely satisfied with overall program experience	100%	98%	100%

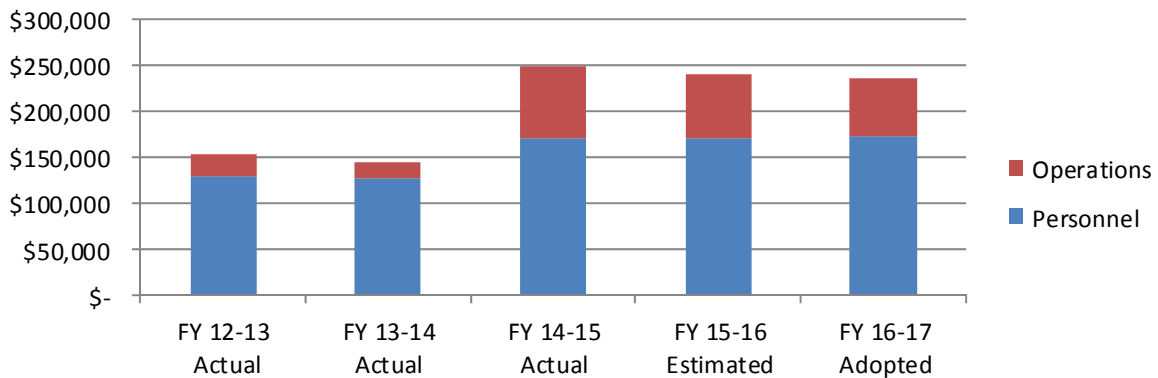
Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Group Programs (School, Scout)	78	82	85
White Deer Park Nature Center Rentals	127	120	130
White Deer Park Nature Center Visitors	9,919	10,750	11,000

OUTDOOR AND ADVENTURE

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 50,097	\$ 47,395	\$ 87,066	\$ 90,263	\$ 94,520	\$ 94,520	
510210	Salaries - Overtime	-	-	34	554	100	100	
510220	Salaries - Temporary	50,484	48,712	48,539	46,609	40,188	38,188	
510221	Salaries - Temporary	9,947	11,714	1,684	-	-	-	
510236	Longevity	-	918	-	-	-	-	
510500	FICA	8,422	8,322	10,423	10,404	10,313	10,313	
510600	Group Insurance	5,627	4,616	12,690	13,894	19,112	17,429	
510700	Retirement	5,673	5,842	10,422	10,532	11,548	11,548	
Personnel Totals		\$ 130,250	\$ 127,519	\$ 170,858	\$ 172,256	\$ 175,781	\$ 172,098	72.9%
Operations								
521100	Postage	-	-	\$ 4,446	\$ 5,296	\$ 4,800	\$ 4,800	
521150	Telephone	-	\$ 576	1,379	1,251	1,272	1,272	
521200	Printing	\$ 1,536	1,071	25,903	22,684	25,275	25,275	
521400	Travel and Training	1,101	1,020	1,859	2,666	1,600	1,600	
521600	Equip. Maint. & Repair	1,462	669	-	109	750	750	
522100	Equipment Rental	269	749	2,479	2,552	2,663	2,663	
523300	Depart. Supplies	17,565	10,964	29,564	20,774	15,750	13,750	
523600	Uniforms	799	642	837	1,033	600	600	
524300	Contract Services	800	901	9,629	11,344	12,069	12,069	
525300	Dues and Subscrip.	150	5	1,810	1,115	1,191	1,191	
Operations Totals		\$ 23,683	\$ 16,597	\$ 77,906	\$ 68,824	\$ 65,970	\$ 63,970	27.1%
Overall Totals		\$ 153,933	\$ 144,116	\$ 248,764	\$ 241,080	\$ 241,751	\$ 236,068	100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2016-17.



YOUTH AND ATHLETICS

The **Youth and Athletics** team is responsible for planning, implementing and supervising team and individual sports for youth and adults at Town-owned and rented facilities. The team manages the Avery Street Recreation Center and Annex, which provides year-round recreational and camp program offerings for preschool and school age children, and coordinates the rental of Town-owned athletic field and facilities. Programs include the Avery Street Afterschool Program, summer specialty camps and the preschool sports series. The team provides support to partner youth sports agencies to meet the needs of the community.

Goals

1. Provide athletic opportunities that stress participation, skill development, sportsmanship, and fun. (QL6, SD2)
2. Develop and maintain both new and existing athletic sites to ensure the Town is providing top quality infrastructure. (QL2, QL7, OD4)
3. Offer diverse youth programs that provide a safe place for children to play, learn, and develop social skills. (QL1, QL4, SD3)
4. Evaluate facility schedules and use patterns to ensure efficient and effective delivery of services. (FR3, SD3, QL5)

Objectives

1. Maintain and promote after school program participation and seek ways to engage children in additional activities.
2. Develop operating plan and budget for new indoor recreation center.
3. Schedule and monitor athletic field and facility rentals.

Program Changes in FY 2016-17

None.

Authorized Personnel

Category	FY 2016 Adopted	Positions Requested	FY 2017 Recommended
Recreation Center & Program Manager	1	-	1
Recreation Program Specialist	1.5	-	1.5
Total	2.5	-	2.5

Performance Measures

Measure	Actual FY 2014-15	Estimated FY 2015-16	Target FY 2016-17
% of Youth League Survey Responses Indicating Very or Extremely Satisfied with Overall Program Experience	95%	97%	98%
% of Youth Programs Offered that Met Expected Participation	88%	85%	90%
% of Summer Camp Weeks that Met Expected Participation	100%	100%	100%

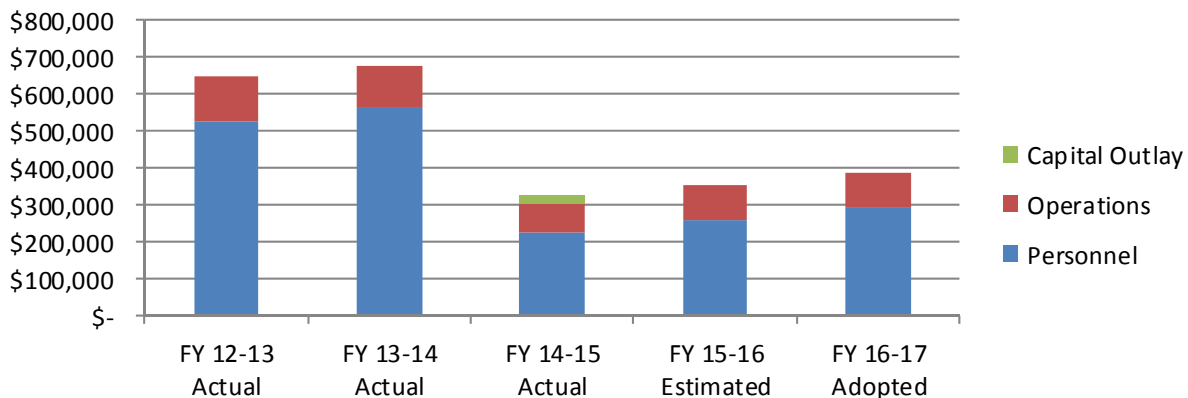
Workload Indicators

Indicators	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
After School Program Contacts	6,500	7,500	7,600
Athletic League Participants	784	885	950
Athletic Facility Rentals	90	80	90
Summer Camp Program Contacts	3,246	3,650	3,700

YOUTH & ATHLETIC

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	
Personnel								
510200	Salaries	\$ 236,253	\$ 284,969	\$ 86,723	\$ 109,043	\$ 119,350	\$ 119,350	
510210	Salaries - Overtime	23	-	127	473	-	-	
510220	Salaries - Temporary	203,914	171,897	102,233	106,926	112,377	111,277	
510236	Longevity	-	6,858	2,239	2,295	2,381	2,381	
510500	FICA	32,659	34,594	14,406	16,163	17,909	17,909	
510600	Group Insurance	25,851	27,887	8,503	13,442	21,047	28,318	
510700	Retirement	29,722	36,210	10,712	13,393	14,848	14,848	
	Personnel Totals	\$ 528,422	\$ 562,414	\$ 224,943	\$ 261,735	\$ 287,912	\$ 294,083	76.2%
Operations								
521150	Telephone	-	\$ 1,559	-	\$ 1,142	\$ 636	\$ 636	
521200	Printing	-	-	-	-	400	400	
521300	Utilities	\$ 4,058	4,287	\$ 3,461	3,403	3,800	3,800	
521400	Travel and Training	5,143	4,188	1,945	2,479	2,780	2,780	
521405	Travel - Senior Citizens	1,432	1,140	-	-	-	-	
521500	Build. and Grounds	2,577	4,901	3,464	2,800	3,500	3,500	
521600	Equip. Maint. & Repair	8,490	4,477	1,524	3,094	3,550	3,550	
521700	Auto Maint. & Repair	176	286	528	427	3,000	300	
522100	Equipment Rental	4,515	3,686	6,432	3,971	5,503	5,503	
523100	Fuel	1,023	700	378	-	500	378	
523300	Departmental Supplies	34,947	27,709	14,111	20,528	18,465	18,465	
523600	Uniforms	2,720	2,064	1,176	1,050	2,000	2,000	
524300	Contract Services	44,262	37,152	27,710	29,895	34,060	34,060	
524365	School Access Fees	11,267	20,473	19,167	22,624	15,900	15,900	
524370	Contract Services	-	-	-	-	-	-	
525300	Dues and Subscrip.	1,413	1,123	185	105	455	455	
	Operations Totals	\$ 122,022	\$ 113,744	\$ 80,081	\$ 91,518	\$ 94,549	\$ 91,727	23.8%
Capital Outlay								
537410	Vehicle	-	-	\$ 18,338	-	-	-	0.0%
Overall Totals		\$ 650,445	\$ 676,159	\$ 323,362	\$ 353,253	\$ 382,461	\$ 385,810	100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2016-17.



PROGRAM PARTNERS

Funding in the **Program Partners** division seeks to enhance the recreational and cultural arts opportunities in Garner through various partnerships with external organizations. The goal is not to overlap or duplicate services but to provide the residents with quality choices for leisure activities that are delivered in a cost-effective manner. *The program has no dedicated employees and all expenditures are dedicated to the operations of the program.*

Goal

1. Maximize partnership opportunities to work with outside agencies in order to develop strategies that ensure services are provided efficiently and effectively. (SD1, QL4, QL5)

Objectives

1. Support partner agencies in order to ensure high quality programs and events are provided.

Program Changes for FY 2016-17

None.

Operating History

Object Code	Obj Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Requested	FY 16-17 Adopted	% of Program Partner Total
524210	Garner Baseball Inc	\$ 62,202	\$ 49,748	\$ 59,350	\$ 61,590	\$ 66,600	\$ 64,900	39.0%
524215	Garner Civitan	16,775	21,410	21,864	22,294	21,344	21,344	12.8%
524220	Miss Garner Pageant	3,500	1,500	1,950	3,200	3,500	3,500	2.1%
524225	Garner Towne Players	25,263	23,650	23,650	23,650	37,300	23,650	14.2%
524230	Capital Area Soccer Assn	16,926	9,876	25,875	14,760	16,535	16,535	9.9%
524235	GA YSL	8,927	11,343	11,576	12,356	12,830	12,830	7.7%
524240	Optimist Basketball	18,566	19,134	18,718	18,804	22,500	22,500	13.5%
524245	American Legion	2,000	-	1,000	-	1,000	1,000	0.6%
Overall Totals		\$ 154,161	\$ 136,660	\$ 163,983	\$ 156,654	\$ 181,609	\$ 166,259	100%

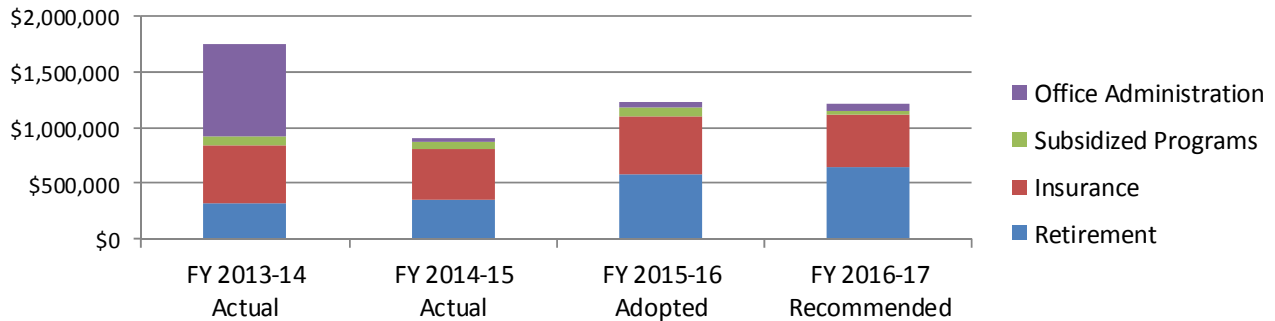
SPECIAL APPROPRIATIONS

The Special Appropriations accounts of the budget contain several miscellaneous expenditure line items that the Town allocates as part of each fund, rather than directly to a specific department or division, mostly due to their Town-wide nature. Special appropriations are divided into four categories: **Retirement, Insurance, Subsidized Programs, and Office Administration.**

This was a newly created department in the Fiscal Year 2013-2014 budget, and moves expenditures previously accounted for in other departments or not previously budgeted for.

Special Appropriations by Division

Divison	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of General Fund
Retirement	-	\$323,452	\$343,636	\$448,984	\$652,293	2.12%
Insurance	-	\$510,339	\$459,596	\$544,953	\$467,475	1.52%
Subsidized Programs	-	\$82,158	\$71,089	\$87,331	\$47,004	0.15%
Office Administration	-	\$830,725	\$27,285	\$34,600	\$58,807	0.19%
Total	-	\$1,746,674	\$901,606	\$1,115,868	\$1,225,579	3.99%

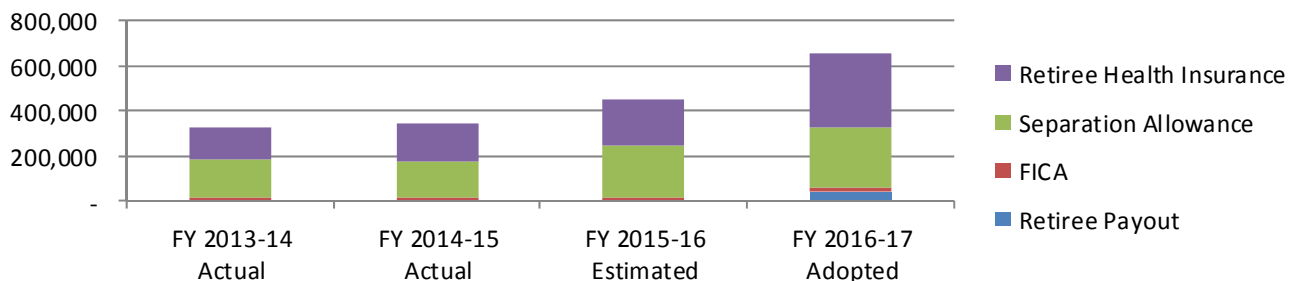


RETIREMENT

The Retirement Division accounts for expenditures associated with benefits paid to retirees, including payout of accrued vacation time (up to 288 hours), all or a portion of health insurance benefits to eligible retirees, and separation allowance payments to eligible retired law enforcement officers as required by NC General Statutes.

Operations History

Object Code	Description	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of Retirement
510205	Retiree Payout	-	-	-	-	\$ 39,047	6.0%
510500	FICA	-	\$ 11,578	\$ 11,434	\$ 16,370	23,207	3.6%
510240	Separation Allowance	-	171,342	166,870	232,339	264,310	40.5%
510610	Retiree Health Insurance	-	140,532	165,033	200,276	325,729	49.9%
Overall Totals		-	\$ 323,452	343,336	\$ 448,985	\$ 652,293	100%

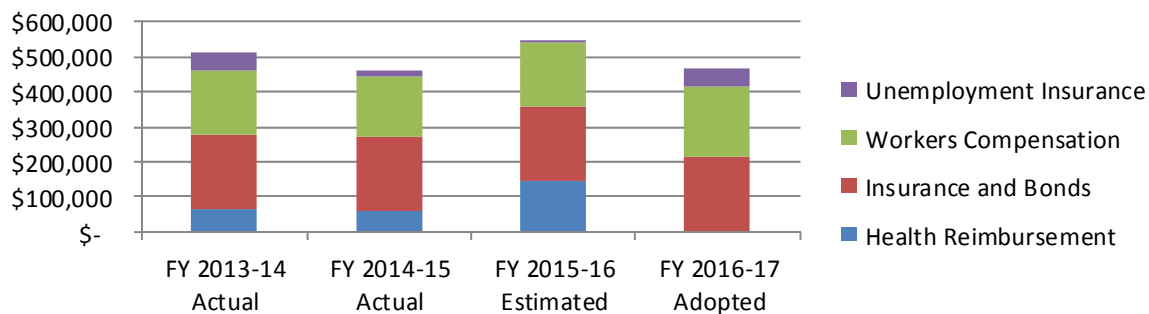


INSURANCE

The **Insurance** Division accounts for Town-wide property, liability, and worker's compensation insurance premiums and payouts. Unemployment insurance for municipalities in North Carolina is paid in a lump sum to the NC Department of Commerce based on actual claims made during the year. The Town's insurance programs are administered by the office of the Town Manager and the Human Resources and Finance Departments.

Operations History

Object Code	Description	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of Retirement
510615	Health Reimbursement	-	\$ 62,611	\$ 58,039	\$ 143,950	-	0.0%
525400	Insurance and Bonds	-	214,891	211,034	211,780	\$ 213,600	45.7%
525610	Workers Compensation	-	181,540	173,081	186,678	198,875	42.5%
525620	Unemployment Insurance	-	51,297	17,318	2,545	55,000	11.8%
Overall Totals		-	\$ 510,339	\$ 459,472	\$ 544,953	\$ 467,475	100%

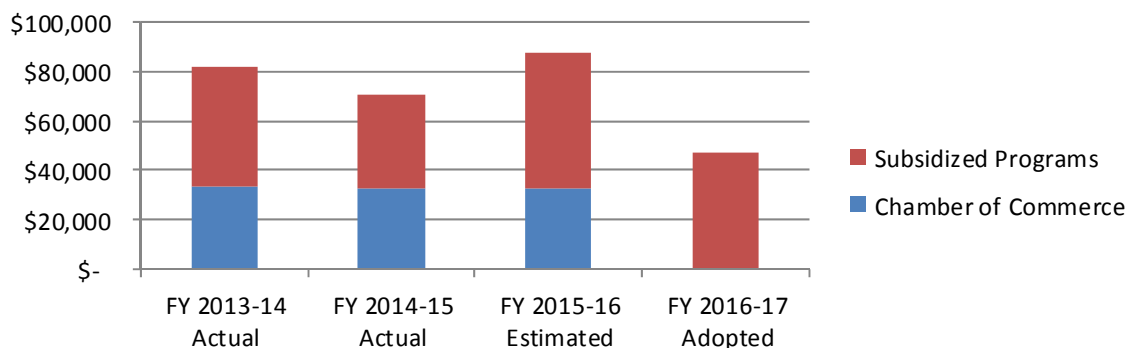


SUBSIDIZED PROGRAMS

The Town offers support to various local non-profit agencies through Subsidized Program funds. These agencies provide programs the Town could not otherwise afford to provide, or they supplement existing Town programs and services. The Town of Garner annual support to the Garner Chamber of Commerce has been moved to the Economic Development Partners division of the Economic Development Department.

Operations History

Object Code	Description	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Adopted	% of Program Budget
524340	Chamber of Commerce	-	\$ 33,175	\$ 33,000	\$ 33,000	-	0.0%
524600	Subsidized Programs	-	\$ 48,983	\$ 38,089	\$ 54,331	\$ 47,004	100.0%
Overall Totals		-	\$ 82,158	\$ 71,089	\$ 87,331	\$ 47,004	100%

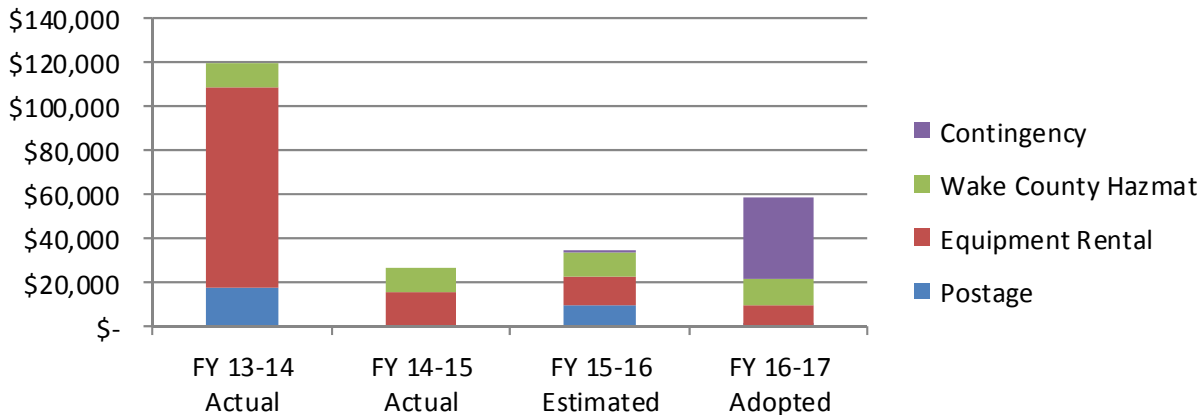


OFFICE ADMINISTRATION

The Office Administration division accounts for expenses that are related to Town-wide services or overhead costs. The ultimate goal for many items accounted for in this division is to determine their costs by program and allocate such costs to the department or division in future budget years. This division accounted for the planned purchase of vehicles through an installment financing agreement in Fiscal Year 2013-2014, however in subsequent fiscal years, vehicle and equipment replacements have been accounted for in each respective Departmental budget. Finally, this division contains a “contingency fund,” which can be used at the discretion of the Town Manager during the year for unplanned expenditures with approval of the Town Council.

Operations History

Object Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimated	FY 16-17 Adopted	% of Total Retirement Budget
521100	Postage	-	\$ 17,247	\$ -	\$ 9,225	\$ 754	1.3%
522100	Equipment Rental	-	91,232	15,147	13,276	9,061	15.4%
524391	Wake County Hazmat	-	11,232	10,984	10,708	11,403	19.4%
525800	Contingency	-	-	-	1,391	37,589	63.9%
537410	Vehicle	-	711,015	2,164	-	-	-
Overall Totals		-	\$ 830,725	\$ 28,295	\$ 34,600	\$ 58,807	100%



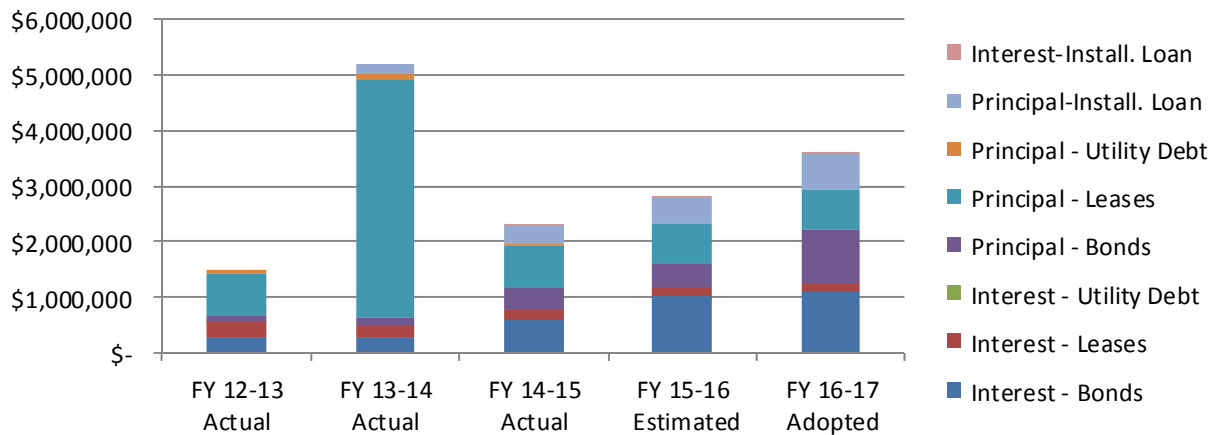
*Chart excludes vehicle purchases included in FY 2013-2014 budget

DEBT SERVICE

The Town has several outstanding debt expenditures that it is obligated to pay. Examples of the debt related items included in this breakdown are: bonds, vehicle and equipment installment loans, and utility debt. The responsibility of ensuring that these debt payments are made annually rests with the Finance Department. *All expenditures within this program are dedicated to the operations of the program.*

Operations History

Obj. Code	Description	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Budget	FY 16-17 Requested Budget	FY 16-17 Recommd. Budget	% of Total FY 16-17 Budget
526200	Interest - Bonds	\$ 247,748	\$ 246,248	\$ 596,465	\$ 1,002,646	\$ 1,086,973	\$ 1,086,973	3.63%
526210	Interest - Leases	292,084	243,834	171,280	152,693	134,300	134,300	0.45%
526205	Interest - Utility Debt	12,600	7,000	1,400	-	-	-	0.00%
526100	Principal - Bonds	120,000	120,000	410,000	425,000	990,000	990,000	3.31%
526110	Principal - Leases	732,021	4,296,966	743,760	734,723	725,511	725,511	2.43%
526105	Principal - Utility Debt	100,000	100,000	25,000	-	-	-	0.00%
526115	Principal-Install. Loan	-	181,155	316,664	466,560	635,515	635,515	2.13%
526215	Interest-Install. Loan	-	-	6,246	13,800	27,123	27,123	0.09%
Overall Totals		\$ 1,504,453	\$ 5,195,203	\$ 2,270,815	\$ 2,795,422	\$ 3,599,422	\$ 3,599,422	12.04%



CAPITAL PROJECT FUNDS

Capital Projects Fund Summary
Descriptions of Active Capital Project Funds

TOWN OF GARNER
CAPITAL PROJECT FUND BUDGET FISCAL YEAR 2016-17

Revenues

Revenue Type	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Budget
Intergovernmental	-	\$ 1,489,293	\$ 1,115,947	-	-
Investment Earnings	\$ 1,183	2,790	6,829	\$ 51,242	-
Contributions	-	64,506	125,030	-	-
Issuance of Debt	-	4,030,972	3,793,414	3,475,718	\$ 31,051,487
Premium on Bonds	-	253,495	1,061,518	-	-
Transfers In	431,354	6,477,132	250,360	37,000	-
Total	\$ 432,538	\$ 12,318,188	\$ 6,353,098	\$ 3,563,960	\$ 31,051,487

Expenditures

Function	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2016-17 Budget
PRCR Improvements	\$ 4,950	\$ 3,350	\$ 678,252	\$ 294,267	\$ 2,013,099
Town Hall/Police Station	933,189	338,853	2,532,431	2,288,725	6,848,192
Timber Drive	15,657	145,420	4,462	46,000	-
Vandora/Buffalo Roundabout	332,095	-	751	978	-
Public Works Improvements	15,000	238,845	34,742	-	-
US 70 Hwy Improvements	416,344	2,960,978	2,193,360	278,840	518,836
Indoor Recreation Center	44,878	63,813	227,435	329,983	8,163,988
Redevelopment	900	583,701	313,506	160,397	957,956
Street & Sidewalks	-	443,596	929,172	794,033	12,549,416
White Deer Park	579	-	-	-	-
Debt Issuance Costs	-	218,161	270,524	-	-
Total	\$ 1,763,592	\$ 4,996,717	\$ 7,184,635	\$ 4,193,223	\$ 31,051,487

**TOWN OF GARNER
CAPITAL PROJECTS FUNDS SUMMARY**

CAPITAL PROJECTS	Authorized as of July 1, 2015	Changes In Authorization	Authorized as of July 1, 2016
NOTE: PROJECTS BELOW ARE BUDGETED BY PROJECT ORDINANCE			
PRCR Bond Projects	\$3,014,087	\$0	\$3,014,087
Town Hall/Police Station	\$13,233,000	\$0	\$13,233,000
Timber Drive	\$2,523,068	\$0	\$2,523,068
Vandora/Buffalo Roundabout	\$353,232	\$0	\$353,232
Hwy 70/White Oak Improvements	\$6,687,927	\$0	\$6,687,927
Indoor Recreation Center	\$8,897,287	\$0	\$8,897,287
Downtown Redevelopment Bond Projects	\$2,043,951	\$0	\$2,043,951
Street & Sidewalk Bond Projects	\$14,566,000	\$291,044	\$14,857,044
TOTAL AUTHORIZATIONS	\$51,318,552	\$291,044	\$51,609,596

TOWN OF GARNER CAPITAL PROJECT FUNDS

The Town uses capital project funds to track major construction projects when the project spans more than one fiscal year. This practice prevents artificial inflation of the General Fund from one year to the next. Revenues for this fund consist primarily of proceeds from bond sales, grants and transfers from other funds.

Capital Project Funds as of July 1, 2016:

PRCR (Parks, Recreation and Cultural Resources) Bond Improvements

Status: Continued Planning and Design; Began Construction of Improvements in Early 2015

Impact on Operating Budget: This project consists of land acquisition for expansion of the Garner Performing Arts Center (GPAC), as well as improvements to the GPAC facility, construction of an additional section of greenway, and the identified park enhancements (such as dog parks, concession stands, restrooms, and fencing). These projects are to be completed with recently issued and future bond proceeds. When complete, these projects will require additional staff time for maintenance (from Public Works) and may create additional programming opportunities (for PRCR staff). The repayment of these bonds is budgeted in the Debt Service Department of the General Fund, and tax increases were implemented in FY 2014-2015 and FY 2015-2016 to offset these payments.

Police Station/Town Hall Addition

Status: Completion of Planning/Design Stage; Began Police Station Construction in Fall of 2014

Impact on Operating Budget: This project consists of acquiring and renovating property adjacent to the current Town Hall as exclusive use as a Police Station, along with replacement of the current Town Hall. These projects are to be completed with recently issued bond proceeds and General Fund dollars. When complete, these projects may create additional utilities costs and additional staff time for maintenance (from Public Works). The repayment of these bonds is budgeted in the Debt Service Department of the General Fund, tax increases were implemented in FY 2014-2015 and FY 2015-2016 to offset these payments.

Timber Drive

Status: Completed in Spring 2014

Impact on Operating Budget: This project consisted of roadway and lighting improvements to Timber Drive. This project was completed using installment loan proceeds. There was minimal impact on street maintenance costs, as the roadways are in good condition. Utility costs will increase to cover lighting. The repayment of the installment loan is budgeted in the Debt Service Department of the General Fund. The project is complete, however the project ordinance is still open.

Vandora/Buffalo Roundabout

Status: Completed in Fall 2013

Impact on Operating Budget: This project consisted of roadway and lighting improvements to Vandora Springs and Buffalo Roads via construction of a roundabout. This project was completed using installment loan proceeds. Since completion, this project has had minimal impact on street maintenance costs, as the roadways are in good condition. Utility costs will increase to cover lighting. The repayment of the installment loan (continued on next page)

in the is budgeted Debt Service Department of the General Fund. The project is complete, however the project ordinance is still open.

Highway 70/White Oak Improvements

Status: Begin Construction in Spring 2014, Substantial Completion as of Summer 2015

Impact on Operating Budget: This project consists of roadway improvements along US Highway 70 and White Oak Road. This project was completed via a grant from the NC Department of Transportation, contributions from the adjacent property owner, and General Fund dollars. Once complete, this project should have minimal impact on the operating budget, as these roadways are maintained by NC Department of Transportation. Project is nearly complete, project ordinance is still open.

Indoor Recreation Center

Status: Continued Engineering and Design, Begin Construction Spring 2016

Impact on Operating Budget: This project consists of constructing a three-gym indoor recreation center in downtown Garner. This project is to be completed with bond proceeds, General Fund dollars, and grants. Once complete, this project will require additional facility maintenance (from Public Works) and additional operational staff in the Parks, Recreation, and Cultural Resources Department for increased programming needs. The repayment of these bonds is budgeted in the Debt Service Department of the General Fund, tax increases were implemented in FY 2014-2015 and FY 2015-2016 to offset these payments.

Downtown Redevelopment Bond Projects

Status: Continued Land Acquisitions and Planning/Design for Stormwater Improvements

Impact on Operating Budget: This project consists of land acquisition in furtherance of the Historic Downtown Garner Plan to improve the appearance of and attract business to the downtown area as well as the construction of stormwater facilities. These projects are to be completed with recently issued and future bond proceeds. Once complete, these projects will require maintenance of the stormwater facilities (from Public Works), and the purchase of land removes taxable property from the Town's tax base. The repayment of these bonds is budgeted in the Debt Service Department of the General Fund, tax increases were implemented in FY 2014-2015 and FY 2015-2016 to offset these payments.

Street & Sidewalk Bond Projects

Status: Continued Engineering/Design; Sidewalk Construction Started, Completion Dates Vary

Impact on Operating Budget: This project consists of land acquisition for roadway widening and improvements throughout Town and along US Highway 70, new sidewalk construction and improvements as identified in the Town's 2010 Comprehensive Transportation Plan and the Streetscape Plan, and street lighting and other neighborhood improvements as approved by Town Council. These projects are to be completed with recently issued and future bond proceeds. Once complete, some of these projects (on Town maintained streets) will require maintenance of transportation infrastructure (from Public Works), and additional utility dollars for street lighting. The repayment of these bonds is budgeted in the Debt Service Department of the General Fund, tax increases were implemented in FY 2014-2015 and FY 2015-2016 to offset these payments.

CAPITAL IMPROVEMENTS PROGRAM

Summary of Capital Improvements and Funding Sources Plan
Descriptions of Capital Improvement Projects Planned

TOWN OF GARNER CAPITAL IMPROVEMENT PROGRAM

Traditionally, the Town of Garner maintains a Capital Improvement Program that staff updates annually following the Council Retreat. The initial year of the Capital Improvement Program, which is also the next fiscal year for the Town, is adopted and approved by the Town Council as a component of the annual budget.

The six-year outlook was developed to outline projects approved in the 2013 Bond Referendum. The following pages provide details of the projects contained in the FY 2017-22 Capital Improvement Program. Town Council reviewed these projects and appropriated the funds when they approved the FY 2016-17 Budget. The Program represents the intent of the Council and Town staff to plan prudently for necessary capital improvements.

Town of Garner Definition of Capital

A capital outlay is defined by the Town of Garner as an expenditure that results in the acquisition of a capital asset or operating capital. These items or projects are normally of significant cost or value to the Town and require future planning to accommodate their acquisition.

A capital asset is defined by the Town of Garner as a capital outlay for land, infrastructure, buildings, improvements to infrastructure or buildings that improves their value, equipment, vehicles, and other tangible assets that are individually valued at \$10,000 or greater and have a useful life of greater than five years. Items that normally fall into this category are vehicles, major equipment (ie.- dump truck), or expensive pieces of technological hardware (servers).

Operating capital is defined by the Town of Garner as a capital outlay for all other assets that are unable to be defined as a capital asset due to their individual cost, useful life, or recurring nature. Items included in this list are considered to be of a "significant cost or value" to the Town and are considered as capital items due to their significant impacts upon General Fund expenditures and the need to plan into the future for their acquisition. Items that normally fall into this category are software, repairs or maintenance to facilities & infrastructure, and minor equipment (ie.- computers, radar units, or radios).

Impacts of Capital

Expenditures could be increased if these projects require new employees, additional maintenance services, or increased utility costs. For example, construction of a new street may require additional costs for police patrol services, snow and ice removal, or streetlight utility costs.

Capital projects can also result in a decrease in expenditures. New technology could potentially make financial, planning, and inspections more efficient, resulting in a reduction in personnel costs, such as salaries or overtime. Significant examples of the relationship between the operating and capital budgets can be seen on the explanation of capital project funds on the operating cost page.

Impact of the CIP on the Operating Budget

Garner's operating budget is directly affected by the Capital Improvement Program. Currently, the Town implements several capital project payment methods, including: pay-as-you-go, grant-matching funds, and lease/purchase capital expenses that come directly from the operating budget and impact the town's ability to fund ongoing yearly operations. Also, the bond enhancement program includes multi-year principal and debt service payments that must be funded directly from the operating budget.

Some capital improvements entail ongoing expenses for routine operation, repair, and maintenance upon completion or acquisition. These new capital facilities will also sometimes also require the addition of new positions. Existing vehicles, facilities, and equipment that were once considered state-of-the-art will require restoration, renovation, and/or improvements to accommodate new uses and address safety and structural enhancements. Older facilities usually include higher maintenance and repair costs as well. All of these factors are considered when evaluating the addition and implementation of each project into the CIP. Each project worksheet details the funding source that each project impacts, as well as identifying and projecting any operational maintenance and/or staff additions that will come as a result of each project.

Developing Criteria to Guide Capital Investment Decisions

At the 2011 Council Retreat, each council-staff working group discussed and proposed three to five criteria to be used in evaluating and ranking capital projects. The purpose of developing decision criteria is to help council members address the question of *whether* to invest, not how to invest. More technical criteria that staff might use during implementation to address "how" questions was addressed later in the retreat.

Each working group posted their proposed criteria and reviewed them with the other working group. Both groups offered suggestions regarding how to combine or consolidate similar criteria. The proposed list of criteria included:

- Broadest possible benefits
- Consequences of delay
- Create a place where young people will stay
- Feasibility of implementation
- Further our vision and goals and strategic plan
- Help keep Garner "Garner" and establish unique identity
- Impacting quality of life
- Improve/maintain existing level of service
- Leverage other resources - capacity to spur economic growth and investment
- Potential negative consequences of not investing
- Public support
- Return on investment; increase tax base and create jobs
- Revenue generator

Based on council member priorities, the following five criteria were selected to be used to identify priority capital investments:

- Return on Investment – increase tax base, create jobs, promote a balanced tax base, and/or generate revenue
- Leverage other resources, spur economic growth and investment
- Keep people in Garner, create a place where young people will live, work, learn and play, contribute positively to the overall quality of life
- Improve or maintain existing levels of service
- Weigh against the possible negative consequences of not investing or delaying investment

Review and Refine Criteria to Guide Capital Investment Decisions

In March of 2013, Garner residents approved a \$35,716,000 bond referendum, the largest in Town history. Following this approval, Council met to discuss the projects included in the bond and prioritized projects based on the above criteria. These projects now create the backbone of the capital improvement program for the next several years. These projects are outlined both in the CIP document, and for those that have already started some phase or planning, design, or land acquisition, a separate capital project fund has been established.

To date, \$24,475,000 in general obligation bonds have been issued to complete projects associated with the 2013 bond referendum. These funds will be combined with over \$3 million in grants and contributions, and approximately \$2.4 million of reserved funds to complete projects including a new police station, town hall, and the Town's first indoor recreation center.

The current proposed structure of the remaining bonded debt is as follows:

Borrow \$4,048,000 in FY 2016-17 to fund the same dollar amount in projects.
Borrow \$7,193,000 in FY 2018-19 to fund the same dollar amount in projects.

Town of Garner Bond Improvements Schedule

Public Safety and Service Facilities Bonds

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Town Hall	\$8,494,008	-	-	-	-	-	\$8,494,008
Total	\$8,494,008	-	-	-	-	-	\$8,494,008

Street & Sidewalk Improvements Bonds

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
US 70 Widening, Lighting, & Landscaping	-	-	\$4,007,475	-	-	-	\$4,007,475
Downtown Garner Access	\$1,448,432	\$1,727,655	\$259,553	-	-	-	\$3,435,640
Sidewalk Improvements	\$1,922,659	\$252,920	\$252,920	-	-	-	\$2,428,499
Neighborhood Improvements	\$136,480	\$301,573	\$301,573	-	-	-	\$739,626
Other Improvement Projects	\$255,000	-	\$1,011,720	-	-	-	\$1,266,720
Total	\$3,762,571	\$2,282,148	\$5,833,241	-	-	-	\$11,877,960

Parks and Recreation Improvement Bonds

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Park Enhancements	\$611,000	-	-	-	-	-	\$611,000
Indoor Recreation Center	\$8,902,020	-	-	-	-	-	\$8,902,020
GPAC Improvements	\$1,346,743	-	\$153,257	-	-	-	\$1,500,000
Greenway Improvements	\$90,730	\$610,518	\$610,517	-	-	-	\$1,311,765
Total	\$10,950,493	\$610,518	\$763,774	-	-	-	\$12,324,785

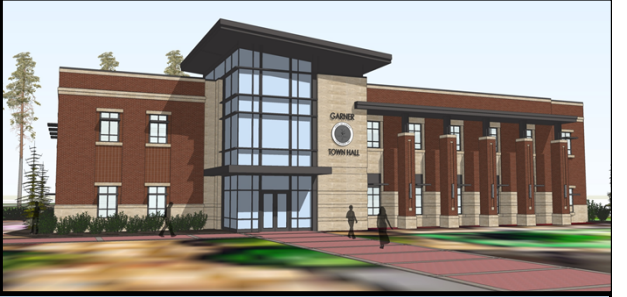
Historic Downtown Garner Redevelopment Bonds

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Downtown Land Acquisition	\$233,621	-	\$358,621	-	-	-	\$592,242
Stormwater Facilities	\$125,794	\$125,794	-	-	-	-	\$251,588
Total	\$359,415	\$125,794	\$358,621	-	-	-	\$843,830

<u>Overall Totals</u>	\$23,566,487	\$3,018,460	\$6,955,636	-	-	-	\$33,540,583
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Project: Public Safety and Service Facilities Bonds - Town Hall

Project Description: Garner Town Hall, currently located at 900 Seventh Avenue will be replaced (on the current site) in this plan. The new design would have approximately 20,000 more square feet of space to meet current needs and allow for future expansion.



Project Justification: The former Town Hall was 40 years old (constructed in 1973). According to a space study completed early in the planning process, the Town occupied 23,810 square feet of office space spread over five buildings. The Town had maximized its use of this available space and needs additional and more efficient meeting, office, and storage space.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents; Develop personnel
<u>Orderly Growth</u>	Provide top quality infrastructure
<u>Quality of Life</u>	Foster and develop Garner's image; Maintain aesthetically pleasing community; Promote civic engagement; Create sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds; Bond Premium; Partner Funds, General Fund, Other Project Funds	Additional Staffing Required:	No
				Number of Positions Required:	0
\$8,494,008	\$8,494,008	\$0	Links to other projects: Police Station		

Town of Garner Departments Involved: Engineering, Planning, Inspections, Administration, Finance, Human Resources, PRCR, and Economic Development

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Construction</u>	\$7,018,008	-	-	-	-	-	\$7,018,008
<u>Admin./Soft Costs</u>	\$1,364,000	-	-	-	-	-	\$1,364,000
<u>Phone System</u>	\$55,000	-	-	-	-	-	\$55,000
<u>Construction Management</u>	\$30,000	-	-	-	-	-	\$30,000
<u>Additional Project Costs</u>	\$27,000	-	-	-	-	-	\$27,000
Total	\$8,494,008	-	-	-	-	-	\$8,494,008

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Bond Proceeds</u>	\$7,500,000	-	-	-	-	-	\$7,500,000
<u>Bond Premium</u>	\$420,686	-	-	-	-	-	\$420,686
<u>General Fund</u>	\$124,014	-	-	-	-	-	\$124,014
<u>Other Bond Funds</u>	\$320,000	-	-	-	-	-	\$320,000
<u>Wake County</u>	\$129,308	-	-	-	-	-	\$129,308
Total	\$8,494,008	-	-	-	-	-	\$8,494,008

Operating Expenses - To Be Further Reviewed (Net New Costs Compared to Existing Town Hall Structure)

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Maintenance</u>	-	\$73,365	\$75,566	\$77,077	\$77,848	\$79,405	\$383,261
Total	-	\$73,365	\$75,566	\$77,077	\$77,848	\$79,405	\$383,261

Project: Street and Sidewalk Improvement Bonds - US 70 Widening/Lighting Landscaping

Project Description: The funds will be used to widen, light and landscape US 70 at various locations from Morris Drive to New Rand Road, as well as improving traffic flow and safety at Jessup Drive.

Project Justification: To increase safety and accessibility to the surrounding businesses as well as ease traffic flow.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community; Maintain aesthetically pleasing community; Promote connectivity

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$4,007,478	\$0	\$4,007,478	Links to other projects: Other Street and Sidewalk Bond related projects	Number of Positions Required:	0

Town of Garner Departments Involved: Engineering and Planning

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
US 70 Widening	-	-	\$3,200,000	-	-	-	\$3,200,000
US 70 Light & Landscape	-	-	\$807,475	-	-	-	\$807,475
Total	-	-	\$4,007,475	-	-	-	\$4,007,475

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bond Proceeds	-	-	\$4,007,475	-	-	-	\$4,007,475
Total	-	-	\$4,007,475	-	-	-	\$4,007,475

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street and Sidewalk Improvement Bonds - Sidewalk Improvements

Project Description: The 2010 Garner Transportation Plan prioritizes the sidewalk needs based on access to parks, schools, downtown Garner, and connectivity to existing sidewalks. This list will be revised and reprioritized to determine which sidewalks will be funded.

Project Justification: Residents have expressed need for additional sidewalks throughout the community to improve safety and accessibility.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Plan for an orderly and stable progression of residential and commercial growth; Ensure the safety and economic stability of our neighborhoods; Support efforts to integrate and orient an increasingly diverse community and tax base; Provide top quality infrastructure; Encourage development
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's Image; Maintain aesthetically pleasing community; Promote connectivity; Create sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$2,428,499	\$1,922,659	\$505,840	Links to other projects: Other Street and Sidewalk Bond projects; Redevelopment Bonds	Number of Positions Required:	0

Town of Garner Departments Involved: Engineering and Planning

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Buffaloe Road	\$994,247	-	-	-	-	-	\$994,247
Thompson	\$183,500	-	-	-	-	-	\$183,500
Benson & Main Street	\$247,092	-	-	-	-	-	\$247,092
Vandora Springs Road	\$244,900	-	-	-	-	-	\$244,900
Unidentified Projects	\$252,920	\$252,920	\$252,920	-	-	-	\$758,760
Total	\$1,922,659	\$252,920	\$252,920	-	-	-	\$2,428,499

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bond Proceeds	\$2,428,499	-	-	-	-	-	\$2,428,499
Total	\$2,428,499	-	-	-	-	-	\$2,428,499

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street and Sidewalk Improvement Bonds - Downtown Garner Access

Project Description: In accordance with the Historic Downtown Garner Plan, land acquisition and road improvements to Montague, New Rand, and Purvis streets will be made to allow for future public and private development.

Project Justification: This project would occur in conjunction with the development of the Indoor Recreation Center and would allow for easier access to this facility.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Plan for an orderly and stable progression of residential and commercial growth; Ensure the safety and economic stability of our neighborhoods; Support efforts to integrate and orient an increasingly diverse community and tax base; Provide top quality infrastructure; Encourage development
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's Image; Maintain aesthetically pleasing community; Promote connectivity; Create sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$4,314,141	\$2,170,106	\$2,144,035	Links to other projects: Indoor Recreation Center; Redevelopment Bonds	Number of Positions Required:	0

Town of Garner Departments Involved: Engineering and Planning

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Montague Street Improve.	\$923,804	-	-	-	-	-	\$923,804
Purvis/New Rand Street Improve.	\$265,074	\$1,468,102	-	-	-	-	\$1,733,176
Land Acquisition	\$259,554	\$259,553	\$259,553	-	-	-	\$778,660
Total	\$1,448,432	\$1,727,655	\$259,553	-	-	-	\$3,435,640

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bond Proceeds	\$2,231,331	\$1,721,443	\$259,553	-	-	-	\$4,212,327
Total	\$2,231,331	\$1,721,443	\$259,553	-	-	-	\$4,212,327

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street and Sidewalk Improvement Bonds - Neighborhood Improvements

Project Description: The primary purpose of the Neighborhood Improvement Program is to re-establish ownership, pride, and direction to the residents; stabilize and mitigate any issues that contribute to blight; and create an environment that fosters self-help through the formation of Neighborhood Watch groups and/or existing homeowner associations.



Project Justification: The Town of Garner's Neighborhood Improvement Program has identified several areas for concentrated enforcement and support using Town resources. The targeted neighborhoods were identified based on multiple factors including number of complaints for overgrown lots/junk cars; calls to the Police Department for service; number of warrants served in a particular area; increased foreclosures; increase in zoning violations and input from the Town Council.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Plan for an orderly and stable progression of residential and commercial growth; Ensure the safety and economic stability of our neighborhoods; Support efforts to integrate and orient an increasingly diverse community and tax base; Provide top quality infrastructure; Encourage development
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's Image; Maintain aesthetically pleasing community; Promote connectivity; Create sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
				Number of Positions Required:	0
\$739,626	\$136,480	\$603,146	Links to other projects: Other Street and Sidewalk Bond projects; Redevelopment Bonds		

Town of Garner Departments Involved: Engineering and Planning

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Benson Road Sidewalk Drainage	\$50,000	-	-	-	-	-	\$50,000
Rand Mill Road Park Improvements	\$15,000	-	-	-	-	-	\$15,000
Perdue Street Sidewalk	TBD	-	-	-	-	-	-
Unidentified Projects	\$71,480	\$301,573	\$301,573	-	-	-	\$674,626
Total	\$136,480	\$301,573	\$301,573	-	-	-	\$739,626

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bond Proceeds	\$136,480	\$301,573	\$301,573	-	-	-	\$739,626
Total	\$136,480	\$301,573	\$301,573	-	-	-	\$739,626

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street and Sidewalk Improvement Bonds - Other Initiatives

Project Description: The Street and Sidewalk Improvement Bonds have identified these particular projects for special attention and prioritization: improvements to the Benson Road and Garner Road Intersection, Main Street streetscape improvements, and underground power conversions.

Project Justification: These projects have been identified because access to parks, schools, downtown Garner, and general connectivity within Town has been prioritized. These projects will increase that connectivity and also add to the aesthetics of the community.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Plan for an orderly and stable progression of residential and commercial growth; Ensure the safety and economic stability of our neighborhoods; Support efforts to integrate and orient an increasingly diverse community and tax base; Provide top quality infrastructure; Encourage development
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's Image; Maintain aesthetically pleasing community; Promote connectivity; Create sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$1,205,000	\$180,000	\$1,025,000	Links to other projects: Other Street and Sidewalk Bond projects; Redevelopment Bonds	Number of Positions Required:	0

Town of Garner Departments Involved: Engineering and Planning

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Storm Water Infrastructure Study	\$75,000	-	-	-	-	-	\$75,000
Benson/Garner Intersection	-	-	\$486,720	-	-	-	\$486,720
Main Street Streetscape	-	-	\$325,000	-	-	-	\$325,000
Underground Power	\$180,000	-	\$200,000	-	-	-	\$380,000
Total	\$255,000	-	\$1,011,720	-	-	-	\$1,266,720

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bond Proceeds	\$255,000	-	\$1,011,720	-	-	-	\$1,266,720
Total	\$255,000	-	\$1,011,720	-	-	-	\$1,266,720

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Parks and Recreation Improvement Bond - Park Enhancements

Project Description: The original capital improvement plan called for over \$1 million in improvements to the current park and greenway facilities. Having already completed most of the originally planned park enhancements, the Town has identified additional funding from project savings and reserves to complete several more park enhancement projects, these include: expanded Lake Benson Park parking and accompanying stormwater facilities, a new shelter at Garner Recreational (Rec.) Park, resurfacing of the current parking area at Garner Rec. Park, and the partnership in a joint use agreement with the Wake County Public School System to create and maintain park amenities near the future Bryan Road school campuses.

Project Justification: As part of the voter approved 2013 bond package, necessary park enhancements have been approved by the Town for completion.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Foster and develop Garner's image; Maintain aesthetically pleasing community; Create a sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds; Capital Reserves	Additional Staffing Required:	No
			Links to other projects: Other Parks and Recreation Bond Related Projects		
\$611,000	\$611,000	\$0			

Town of Garner Departments Involved: Parks and Recreation, Engineering, and Planning

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Lake Benson Dog Park	\$70,000	-	-	-	-	-	\$70,000
Lake Benson Dog Park Parking	\$65,000	-	-	-	-	-	\$65,000
Lake Benson Stormwater Project	\$75,000	-	-	-	-	-	\$75,000
Garner Rec Shelter	\$85,000	-	-	-	-	-	\$85,000
Garner Rec Parking Resurfacing	\$90,000	-	-	-	-	-	\$90,000
Centennial Park Parking Spaces	TBD	-	-	-	-	-	-
Bryan Road Joint Use Park	\$226,000	-	-	-	-	-	\$226,000
Total	\$611,000	-	-	-	-	-	\$611,000

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Park Development Reserve	\$226,000	-	-	-	-	-	\$226,000
Bond Transfer from GPAC	\$185,000	-	-	-	-	-	\$185,000
Bond Proceeds	\$200,000	-	-	-	-	-	\$200,000
Total	\$611,000	-	-	-	-	-	\$611,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Parks and Recreation Improvement Bond - Garner Recreation Center

Project Description: The current capital improvement plan calls for \$7.9 million for construction of a new Indoor Recreation Center. The Recreation Center will be built at the corner of Montague Street and Main Street that would include three gymnasiums, programming space, locker rooms, and an indoor walking track. The total cost for the design and construction of the facility is estimated at \$8.9 million.



Project Justification: As part of the voter approved 2013 bond package, construction of the Indoor Recreation Center has been approved. The facility will provide expanded space for sports and recreation, and track-out and after school programming currently housed in the Avery Street Recreation Center, Avery Street Annex and rented spaces at several area schools.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Foster and develop Garner's image; Maintain aesthetically pleasing community; Create sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds, ConAgra Donation, Capital Reserve, Grant Funding	Additional Staffing Required:	No
\$8,902,020	\$8,902,020	-	Links to other projects: Other Parks and Recreation Bond Related Projects	Number of Positions Required:	0

Town of Garner Departments Involved: Parks and Recreation, Engineering, and Planning

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Construction	\$7,933,978	-	-	-	-	-	\$7,933,978
Prof. Services	\$904,850	-	-	-	-	-	\$904,850
Contingency	\$63,192	-	-	-	-	-	\$63,192
Total	\$8,902,020	-	-	-	-	-	\$8,902,020

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Grant Funding	\$653,500	-	-	-	-	-	\$653,500
Transfer From GPAC	\$337,200	-	-	-	-	-	\$337,200
ConAgra Donation	\$2,502,611	-	-	-	-	-	\$2,502,611
Capital Reserve	\$1,082,030	-	-	-	-	-	\$1,082,030
Bond Premium	\$303,266	-	-	-	-	-	\$303,266
Bond Proceeds	\$4,023,413	-	-	-	-	-	\$4,023,413
Total	\$8,902,020	-	-	-	-	-	\$8,902,020

Operating Expenses - To Be Further Examined (Does not Include Personnel)

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	\$91,114	\$140,771	\$140,853	\$140,895	\$140,978	\$654,611
Total	-	\$91,114	\$140,771	\$140,853	\$140,895	\$140,978	\$654,611

Project: Parks and Recreation Improvement Bond - Garner Performing Arts Center

Project Description: The current capital improvement plan calls for \$1.5 million in total improvements to the Garner Performing Arts Center (GPAC). Currently, the \$1.5 million will provide funding to build a paved parking lot beside the GPAC to provide much needed additional parking, complete improved pedestrian facilities from the parking lot to the GPAC, and possible land acquisition to expand the GPAC campus.



Project Justification: As part of the voter approved 2013 bond package, necessary improvements to GPAC have been approved by the Town for completion.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Foster and develop Garner's image; Maintain aesthetically pleasing community; Create sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$1,163,000	\$750,000	\$413,000	Links to other projects: None	Number of Positions Required:	0

Town of Garner Departments Involved: Parks and Recreation, Engineering, and Planning

Expenditures

<i>Line Items</i>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Parking Lot	\$250,000	-	-	-	-	-	\$250,000
Bond Fund Transfer to Greenways	\$491,655	-	-	-	-	-	\$491,655
Bond Fund Transfer to Park Enhancements	\$185,000	-	-	-	-	-	\$185,000
Sidewalks	\$82,888	-	-	-	-	-	\$82,888
Land Acquisition	\$337,200	-	\$153,257	-	-	-	\$490,457
Total	\$1,346,743	-	\$153,257	-	-	-	\$1,500,000

Revenues

<i>Sources</i>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bond Proceeds	\$1,346,743	-	\$153,257	-	-	-	\$1,500,000
Total	\$1,346,743	-	\$153,257	-	-	-	\$1,500,000

Operating Expenses

<i>Operations Type</i>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Parks and Recreation Improvement Bond - Greenways

Project Description: The current capital improvement plan calls for \$740,730 in total improvements to the Town's greenways. There is high demand for greenways and other pedestrian-related infrastructure in Garner. These funds would be used to construct greenways that would link to parks, schools, and key community features as identified in the Town of Garner Parks and Recreation, Open Space and Greenways Master Plan. This year, \$90,730 was allocated towards greenway construction in the town, leaving \$650,000 for use on future greenway projects.



Project Justification: As part of the voter approved 2013 bond package, necessary improvements to Town greenways have been approved by the Town for completion.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Foster and develop Garner's image; Maintain aesthetically pleasing community; Create sense of place

Total Project Cost Remaining	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$1,311,765	\$90,730	\$1,221,035	Links to other projects: None	Number of Positions Required:	0

Town of Garner Departments Involved: Parks and Recreation, Engineering, and Planning

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Construction	-	\$610,518	\$610,517	-	-	-	\$1,221,035
Planning/Design	\$90,730	-	-	-	-	-	\$90,730
Total	\$90,730	\$610,518	-	-	-	-	\$1,311,765

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bond Transfer from GPAC	\$90,730	\$200,463	\$200,462	-	-	-	\$491,655
Greenway Reserve	-	-	\$80,700	-	-	-	\$80,700
Bond Proceeds	-	\$410,055	\$329,355	-	-	-	\$739,410
Total	\$90,730	\$610,518	\$610,517	-	-	-	\$1,311,765

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Historic Downtown Garner Redevelopment Bonds

Project Description: Redevelopment Bonds are to be used to continue to revitalize Historic Downtown Garner. Current planning has identified over \$35 million in possible retail, restaurant, office, and residential opportunities that could be developed if adequate transportation and utility infrastructure are available. Funds would be used to acquire land for anchor projects such as the Indoor Recreation Center and possible future transit oriented development. Funds would also be used for the development of stormwater facilities and other utilities to support new public and private development.



Project Justification: Redevelopment Bonds are to be used to continue implementation of the Historic Downtown Garner Plan which was approved by the Garner Town Council in 2010.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Plan for an orderly and stable progression of residential and commercial growth; Ensure safety and economic stability of our neighborhoods; Support efforts to integrate and orient an increasingly diverse community and tax base; Provide top quality infrastructure
<u>Quality of Life</u>	Foster and develop Garner's image; Maintain aesthetically pleasing community; Maximize partnership opportunities; Create sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$843,830	\$359,415	\$484,415	Links to other projects: Indoor Recreation Center	Number of Positions Required:	0

Town of Garner Departments Involved: Planning, Engineering, Parks and Recreation

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Land Acq.	\$183,621	-	\$183,621	-	-	-	\$367,242
Pearl Street Parking	-	-	\$175,000	-	-	-	\$175,000
GPAC BMP	\$50,000	-	-	-	-	-	\$50,000
Stormwater Improv.	\$125,794	\$125,794	-	-	-	-	\$251,588
Total	\$359,415	\$125,794	\$358,621	-	-	-	\$843,830

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Bond Proceeds	\$359,415	\$125,794	\$358,621	-	-	-	\$843,830
Total	\$359,415	\$125,794	\$358,621	-	-	-	\$843,830

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Town of Garner Non-Bond Improvements Schedule

Transportation Expenditures

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
NC Hwy 50 Enhancement Project	-	-	\$300,000	-	-	-	\$300,000
Total	-	-	\$300,000	-	-	-	\$300,000

Stormwater Projects

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Meadowbrook Drive at Cason St	\$92,250	\$9,450	-	-	-	-	\$101,700
Total	\$92,250	\$9,450	-	-	-	-	\$101,700

Streets and Facilities

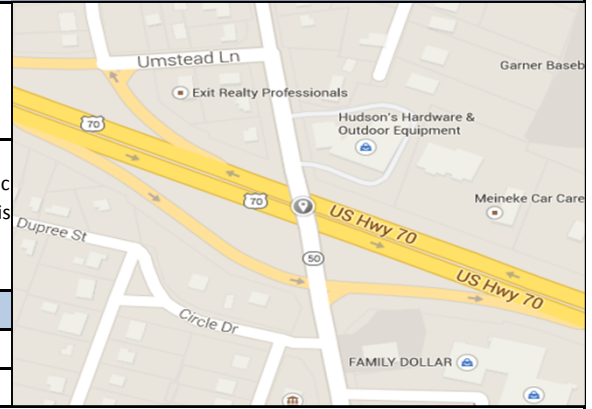
	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Street Resurfacing	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176
HVAC Replacement	\$30,000	\$108,056	\$52,784	\$54,401	\$67,106	\$68,954	\$381,301
Replace Shop Doors	\$8,866	\$8,866	\$4,433	-	-	-	\$22,165
912 & 914 Roof Coatings	-	\$90,000	-	-	-	-	\$90,000
Senior Center Bathrooms	-	\$39,845	-	-	-	-	\$39,845
GPAC Painting	-	\$15,334	-	-	-	-	\$15,334
Senior Center Folding Wall	-	-	-	\$14,830	-	-	\$14,830
Avery Street Roof Replacement	-	-	\$165,000	-	-	-	\$165,000
Total	\$438,866	\$673,101	\$644,520	\$503,147	\$512,955	\$527,063	\$3,299,651

<u>Overall Totals</u>	\$531,116	\$682,551	\$944,520	\$503,147	\$512,955	\$527,063	\$3,701,351
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Project: Transportation Projects

Project Description: NCDOT will replace the Highway 50 bridge over US Hwy 70 in 202 and this project will provide funding for enhancements to the standard bridge design, such as: pedestrian lighting, special design features, and other aesthetic elements.

Project Justification: NCDOT will replace the NC 50 bridge over US 70 in 2020. The NCDOT Bridge Replacement Program has an option where local jurisdictions can pay for an enhanced design above the basic bridge design (railings, sidewalks, lighting etc.). This bridge serves as gateway into downtown Garner and this is an opportunity for the Town to visually improve this key entry point.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure and transportation
<u>Efficient & Timely Service</u>	Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Plan for orderly and stable progression of residential and commercial growth; Provide top quality infrastructure; Encourage development
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community; Promote connectivity; Create sense of place

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	0
\$300,000	\$0	\$300,000	Links to other projects: N/A	Number of Positions Required:	0

Town of Garner Departments Involved: Planning

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Hwy 50 Bridge	-	-	\$500,000	-	-	-	\$500,000
Total	-	-	\$300,000	-	-	-	\$500,000

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
General Fund	-	-	\$500,000	-	-	-	\$300,000
Total	-	-	\$500,000	-	-	-	\$300,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
None	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Storm Drain Replacement-Storm Water Projects

Project Description: The Town of Garner will be providing drainage for the intersection of Meadowbrook at Cason Street by replacing and upsizing the current storm drain that is present at the location.

Project Justification: The underground storm drainage system that drains the roadway on Meadowbrook Road at the intersection with Cason Street is currently undersized. As currently designed, heavy rain events are often too large for the current system to handle and runoff often floods the streets. This project is eligible for consideration as provided for in section 4.4 of the Storm Drain Policy.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Stormwater Capital Reserve Fund; Powell Bill	Additional Staffing Required:	No
\$101,700	-	\$101,700	Links to other projects: N/A	Number of Positions Required:	0

Town of Garner Departments Involved: Public Works

Expenditures

<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Meadowbrook Dr. at Cason St.	-	\$92,250	\$9,450	-	-	-	\$101,700
Total	-	\$92,250	\$9,450	-	-	-	\$101,700

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Stormwater Reserves	-	\$92,250	\$9,450	-	-	-	\$101,700
Total	-	\$92,250	\$9,450	-	-	-	\$101,700

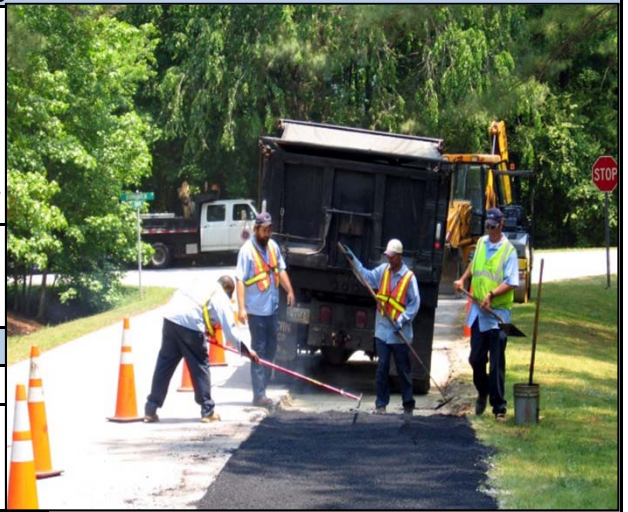
Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street Resurfacing

Project Description: This project consists of the ongoing street resurfacing program based upon the Engineering Department's Street Condition Survey. The amounts listed for this project include the start of what will be an annual resurfacing program, where 3.5% of all streets in Town (estimated at approx. 99 miles) will be resurfaced, and then assumes a 2.75% increase every fiscal year to provide for inflationary increases and additional lane miles of streets. Please note that this does not include funding for patching, which would be considered an ongoing operational cost for minor repairs of safety hazards.

Project Justification: As part of routine maintenance, streets need to be resurfaced every 10-20 years. This resurfacing restores the surface of the street pavement, improving driving conditions and eliminating large-scale deterioration.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Plan for an orderly and stable progression of residential and commercial growth; Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community Promote connectivity

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund; Powell Bill	Additional Staffing Required:	No
\$2,571,176	\$400,000	\$2,171,176	Links to other projects: None.	Number of Positions Required:	0

Town of Garner Departments Involved: Engineering & Public Works

Expenditures

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Construction</u>	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176
Total	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176

Revenues

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>General Fund</u>	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176
Total	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: HVAC Replacement Program

Project Description: The purpose of this project is to create a schedule of replacement for all of the Town maintained HVAC units. These units are critical to creating the needed working environments that affect both Town citizens and staff alike.

Project Justification: This program funds an orderly program for replacement of existing HVAC units at appropriate times in order to lower O & M costs over the long term. Our current program of "run to fail" is no longer effective due to the age and extensive repairs required on increasingly frequent breakdowns. Obsolete equipment is causing outages to be longer and more frequent than necessary due to difficulty in obtaining parts.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources.
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide services at a reasonable cost to residents.
<u>Orderly Growth</u>	Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$381,301	\$30,000	\$351,301	Links to other projects: N/A	Number of Positions Required:	0

Town of Garner Departments Involved: Town-wide

Expenditures

<u>Line item</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Contract Services</u>	\$30,000	\$108,056	\$52,784	\$54,401	\$67,106	\$68,954	\$381,301
Total	\$30,000	\$108,056	\$52,784	\$54,401	\$67,106	\$68,954	\$381,301

Revenues

<u>Source</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>General Fund</u>	\$30,000	\$108,056	\$52,784	\$54,401	\$67,106	\$68,954	\$381,301
Total	\$30,000	\$108,056	\$52,784	\$54,401	\$67,106	\$68,954	\$381,301

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>None</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Facility Maintenance and Improvements

Project Description: The purpose of this project is to track and provide for the general maintenance, repair, and improvement of Town owned and operated facilities.

Project Justification: The general upkeep and repair of Town facilities meets and addresses several Town strategic priorities and goals. Over the last two decades, the Town has created and acquired several facilities that now require maintenance projects (listed below) to provide repairs and improvements to items that have not been addressed since the facilities construction or acquisition.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation.
<u>Efficient & Timely Service</u>	Provide quality services that match community needs.
<u>Orderly Growth</u>	Provide top quality infrastructure.
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community; Maximize partnership opportunities; Promote connectivity.

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund; Bond Proceeds	Additional Staffing Required:	No
	\$182,174	\$8,866	\$173,308	Number of Positions Required:	0
Links to other projects: N/A					

Town of Garner Departments Involved: Public Works; Parks, Recreational, and Cultural Resources

Expenditures

<u>Project item</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Replace Shop Doors</u>	\$8,866	\$8,866	\$4,433	-	-	-	\$22,165
<u>912 & 914 Roof Coatings</u>	-	\$90,000	-	-	-	-	\$90,000
<u>Senior Center Bathrooms</u>	-	\$39,845	-	-	-	-	\$39,845
<u>GPAC Painting</u>	-	\$15,334	-	-	-	-	\$15,334
<u>Senior Folding Wall</u>	-	-	-	\$14,830	-	-	\$14,830
Total	\$8,866	\$154,045	\$4,433	\$14,830	-	-	\$182,174


Revenues

<u>Source</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>General Fund</u>	\$8,866	\$154,045	\$4,433	\$14,830	-	-	\$182,174
Total	\$8,866	\$154,045	\$4,433	\$14,830	-	-	\$182,174

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>None</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

* Pictured

Project: Avery Street Annex Roof Replacement							
Project Description: The purpose of this project is the planned replacement of the Avery Street Annex's roof as its condition indicates that it will be need in the next few years.							
Project Justification: Leaks in this building have the potential of damaging building contents, not only belonging to the Town, but also Wake County. If the roof deteriorates too much, programming could be interrupted as repairs are performed.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>	Invest in infrastructure; Ensure fiscal stability and efficient use of resources						
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide services at a reasonable cost to residents.						
<u>Orderly Growth</u>	Provide top quality infrastructure						
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community						
Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund		Additional Staffing Required:		No
\$165,000	\$0	\$165,000	Links to other projects: Avery Street Annex Exterior Repairs		Number of Positions Required:		0
Town of Garner Departments Involved: Parks, Recreational, and Cultural Resources							
Expenditures							
<u>Line Items</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Contract Services	-	-	\$165,000	-	-	-	\$165,000
Total	-	-	\$165,000	-	-	-	\$165,000
Revenues							
<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
General Fund	-	-	\$165,000	-	-	-	\$165,000
Total	-	-	\$165,000	-	-	-	\$165,000
Operating Expenses							
<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
None	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Town of Garner Non-Bond Improvements Schedule

Public Safety Expenditures

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Patrol Vehicle Radar Replacement	\$11,274	\$29,274	\$18,000	-	-	-	\$58,548
Police Body Worn Cameras	\$24,500	\$45,000	\$25,000	\$25,000	\$25,000	-	\$144,500
General Ballistic Gear Replacement	\$11,250	\$31,250	\$16,500	\$18,750	\$10,900	\$22,800	\$111,450
Police Ballistic Helmets (All Officers)	-	\$4,800	\$2,000	\$2,000	\$2,000	\$2,000	\$12,800
Police Radio Replacement	\$280,000	\$390,000	-	-	-	-	\$670,000
Emergency Operations Center	-	\$50,000	-	-	-	-	\$50,000
Police Pre-Engineered Metal Parking Canopy	-	\$75,000	-	-	-	-	\$75,000
Evidence Storage Containers	-	\$30,000	-	-	-	-	\$30,000
Surveillance Program Upgrades	-	\$20,000	-	-	-	-	\$20,000
Lynx Security Notification System (All Buildings)	-	\$30,000	-	-	-	-	\$30,000

<u>Overall Totals</u>	\$327,024	\$705,324	\$61,500	\$45,750	\$37,900	\$24,800	\$1,202,298
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Project: Police Department - Hardware Technology

Project Description: This package includes the replacement and acquisition of several Police related hardware technologies. These technologies include: a wireless server based In-Car Camera system for video download and patrol vehicle radar replacements for the determination and tracking of traffic speeds.

Project Justification: It is projected that the current in-car camera systems will have approximately 10 years of use before needing replacement. Their replacement is needed to ensure that this valuable tool remains available. The replacement system will utilize wireless download of DVD video to an in-house server based system.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund; Grant Funding	Additional Staffing Required:	No
\$58,548	\$11,274	\$47,274	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Vehicle Radars	\$11,274	\$29,274	\$18,000	-	-	-	\$58,548
Total	\$11,274	\$29,274	\$18,000	-	-	-	\$58,548

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
General Fund	\$29,274	\$29,274	\$18,000	-	-	-	\$76,548
Total	\$29,274	\$29,274	\$18,000	-	-	-	\$76,548

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$12,000
Total	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$12,000

Project: Police Department - Body Worn Cameras

Project Description: This package will provide funding for a body worn camera (BWC) for all first responder staff. The justification for this item obtaining its own CIP sheet is due both to the large commitment to acquiring this new technology, and the high profile nature body cameras have acquired in the law enforcement field during recent years.

Project Justification: BWCs can document interactions with victims, witnesses, and others during police-citizen encounters, at crime and incident scenes, and during traffic stops. In many instances police agencies have found the BWC useful for officers in the favorable resolution of both administrative and criminal complaints and as a defense resource in cases of civil liability. Officers using these recorders have a clearly documented, firsthand, completely objective account of what was said during an incident in question.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund, Grants	Additional Staffing Required:	No
				Number of Positions Required:	0
\$144,500	\$24,500	\$120,000	Links to other projects: Other Public Safety projects/initiatives		

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Equipment</u>	\$24,500	\$25,000	\$25,000	\$25,000	\$25,000	-	\$124,500
<u>Server</u>	-	\$20,000	-	-	-	-	\$20,000
Total	\$24,500	\$45,000	\$25,000	\$25,000	\$25,000	-	\$144,500

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>General Fund</u>	-	\$45,000	\$25,000	\$25,000	\$25,000	-	\$120,000
<u>Grants</u>	\$24,500	-	-	-	-	-	\$24,500
Total	\$24,500	\$45,000	\$25,000	\$25,000	-	-	\$144,500

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Maintenance</u>	-	\$10,000	-	\$10,000	-	-	\$20,000
Total	-	\$10,000	-	\$10,000	-	-	\$20,000

Project: Police Department - Protective Equipment Replacement

Project Description: This project will replace a large allotment of ballistic gear department wide. The ballistic equipment included are ballistic vest for all officers, helmets for all officers and the replacement of the SRT Team's ballistic gear (vest, helmets, shields).



Project Justification: The current manufacturer's replacement cycle for all ballistic items is 5 years.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	
<u>Efficient & Timely Service</u>	
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$124,250	\$11,250	\$113,000	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Ballistic Vests</u>	\$11,250	\$31,250	\$16,500	\$18,750	\$10,900	\$22,800	\$111,450
<u>Police Helmets</u>	-	\$4,800	\$2,000	\$2,000	\$2,000	\$2,000	\$12,800
Total	\$11,250	\$36,050	\$18,500	\$20,750	\$12,900	\$24,800	\$124,250

Revenues

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>General Fund</u>	\$11,250	\$36,050	\$18,500	\$20,750	\$12,900	\$24,800	\$124,250
Total	\$11,250	\$36,050	\$18,500	\$20,750	\$12,900	\$24,800	\$124,250

Operating Expenses

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Police Department - Radio Replacement

Project Description: Motorola has announced their cancellation of the XTS/XTL platform in October 2013. This is the platform that the Police Department currently utilizes and replacing these as they are phased out is important to ensure continued operations and interoperability with other County departments. The large nature of both the cost and number of units associated with this project necessitates an individual sheet for tracking.

Project Justification: Motorola will stop all accessories and part support for the XTS/XTL platform ending in October 2018. Aside from the cancellation of this platform, we are also experiencing a greater rate of repair on units averaging \$400 to \$500 each. Since 2012, we have had to have nine radios repaired at a cost of \$3,825.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents;
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
				Number of Positions Required:	0
\$670,000	\$280,000	\$390,000	Links to other projects: Other Public Safety projects/initiatives		

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Equipment</u>	\$280,000	\$390,000	-	-	-	-	\$670,000
Total	\$280,000	\$390,000	-	-	-	-	\$670,000

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>General Fund</u>	\$280,000	\$390,000	-	-	-	-	\$670,000
Total	-	\$390,000	-	-	-	-	\$670,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	-	\$1,500	\$1,500	\$1,500	\$1,500	\$6,000
Total	-	-	\$1,500	\$1,500	\$1,500	\$1,500	\$6,000

Project: Police Department - Infrastructure

Project Description: This page is dedicated to housing the future infrastructure requirements of the Town's Police Department.

Project Justification: Currently, the Town has no capability to establish an emergency operations center. Establishing one will allow the Town to operate under the federally mandated National Incident Command System (NIMS) during critical incidents. The Police canopy project will protect police vehicles and the parking area from exposure to the weather elements, providing value in greater accessibility to the department and increased operational capacity. The purchase of two CONEX shipping containers will allow for oversized evidence or property, deemed too hazardous for storage inside the current Police facility to be stored safely and securely.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$155,000	\$0	\$155,000	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Emergency Ops. Center</u>	-	\$50,000	-	-	-	-	\$50,000
<u>Police Canopy</u>	-	\$75,000	-	-	-	-	\$75,000
<u>Evidence Storage</u>	-	\$30,000	-	-	-	-	\$30,000
Total	-	\$155,000	-	-	-	-	\$155,000

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>General Fund</u>	-	\$155,000	-	-	-	-	\$155,000
Total	-	\$155,000	-	-	-	-	\$155,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Police Department - Surveillance Platform Upgrades

Project Description: This project aims to acquire new surveillance technology and replace the outdated surveillance systems that still exists within the department's mobile surveillance platform. This package updates this equipment with new technology.



Project Justification: This project will allow police surveillance operations to record and store information digitally, allowing the data to be shared and analyzed with greater ease and versatility.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	
<u>Efficient & Timely Service</u>	Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
				Number of Positions Required:	0
\$20,000	\$0	\$20,000	Links to other projects: Other Public Safety projects/initiatives		

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Mobile Equip.	-	\$20,000	-	-	-	-	\$20,000
Total	-	\$20,000	-	-	-	-	\$20,000

Revenues

<u>Sources</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
General Fund	-	\$20,000	-	-	-	-	\$20,000
Total	-	\$20,000	-	-	-	-	\$20,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Police Department - Lynx Security Notification System for all Town Buildings

Project Description: The Lynx System is a Town-wide, Network based, Duress and Emergency Notification System. Emergency alarms can instantly alert PCs with "PopUps", text messages to cell phones, police 800 MHz radios, and email. Lynx supports desktop panic buttons, USB panic button, network panic buttons and wireless panic buttons. System will integrate with current security system.



Project Justification: This project will increase the safety and security of all staff and town buildings by providing immediate notification when an issue arises.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
	\$30,000	\$0	\$30,000	Number of Positions Required:	0
Links to other projects: Other Public Safety projects/initiatives					

Town of Garner Departments Involved: Police

Expenditures

<i>Line Item</i>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Equipment	-	\$30,000	-	-	-	-	\$30,000
Total	-	\$30,000	-	-	-	-	\$30,000

Revenues

<i>Sources</i>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
General Fund	-	\$30,000	-	-	-	-	\$30,000
Total	-	\$30,000	-	-	-	-	\$30,000

Operating Expenses

<i>Operations Type</i>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Town of Garner Vehicle and Equipment Improvements Schedule

Vehicle Replacement Expenditures

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Police	\$263,000	\$299,000	\$464,000	\$264,000	\$206,500	\$48,500	\$1,545,000
Public Works	\$242,000	\$324,000	\$216,000	\$132,000	\$66,000	\$100,000	\$1,080,000
Parks, Recreation and Cultural Resources	\$49,500	\$72,500	-	-	-	\$42,700	\$164,700
Inspections	\$46,000	-	\$23,000	-	\$23,000	\$23,000	\$115,000
Engineering/Planning	-	-	-	-	\$23,000	\$69,000	\$92,000
<u>Inflation</u>			3.00%	3.06%	3.09%	3.15%	
<u>Inflation Amount</u>			\$21,090	\$12,118	\$9,845	\$8,926	\$51,979
<u>Total</u>	\$600,500	\$695,500	\$724,090	\$408,118	\$328,345	\$292,126	\$3,048,679

Equipment Replacement Expenditures

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
Public Works	\$146,000	\$684,500	\$58,500	\$288,500	\$89,000	\$64,000	\$1,330,500
Information Technology	\$166,600	\$302,600	\$64,500	\$157,000	\$24,000	\$10,500	\$725,200
<u>Inflation</u>			3.00%	3.06%	3.09%	3.15%	
<u>Inflation Amount</u>			\$3,690	\$13,632	\$3,493	\$2,348	\$23,163
<u>Total</u>	\$312,600	\$987,100	\$126,690	\$459,132	\$116,493	\$76,848	\$2,078,863

<u>Overall Totals</u>	\$913,100	\$1,682,600	\$850,780	\$867,250	\$444,838	\$368,975	\$5,127,542
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Project: Town Vehicle Replacements

Project Description: The Town of Garner will be replacing 69 vehicles over the next six years through the Capital Improvement Plan. Currently, there are 15 vehicles identified for replacement in FY2017, 12 in FY2018, 14 in FY2019, 10 in FY2020, 9 in FY2021, and 9 in FY2022.

Project Justification: These requests represent replacements for aged equipment within the existing fleet that have been identified by the Town's VERT (Vehicle & Equipment Replacement Team) as having ongoing operational costs that outweigh equipment value.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	- Invest in infrastructure & transportation; - Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs
<u>Orderly Growth</u>	- Provide top quality infrastructure
<u>Quality of Life</u>	- Provide a safe community; - Foster and develop Garner's image; - Maintain aesthetically pleasing community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund, Powell Bill, Installment Financing	Additional Staffing Required:	No
\$3,048,679	\$600,500	\$2,448,179	Links to other projects: VERT team Town equipment replacement project	Number of Positions Required:	0

Town of Garner Departments Involved: Police, Public Works, Parks and Recreation, Inspections, Engineering, Planning

Expenditure

	FY 2017	#	FY 2018	#	FY 2019	#	FY 2020	#	FY 2021	#	FY 2022	#	Total	#
Police														
K9	\$97,000	2	\$48,500	1	\$48,500	1	-	-	-	-	\$48,500	1	\$242,500	5
Truck	-	-	-	-	\$33,000	1	-	-	-	-	-	-	\$33,000	1
Patrol Car	\$44,000	1	-	-	\$220,000	5	\$176,000	4	\$176,000	4	-	-	\$616,000	14
SGT Patrol	-	-	\$176,000	4	\$132,000	3	\$44,000	1	-	-	-	-	\$352,000	8
Unmarked	\$122,000	4	\$30,500	1	\$30,500	1	-	-	\$30,500	1	-	-	\$213,500	7
SUV	-	-	\$44,000	1	-	-	\$44,000	1	-	-	-	-	\$88,000	2
Public Works														
Truck	\$134,000	4	-	-	-	-	\$132,000	4	\$66,000	2	\$70,000	2	\$402,000	12
Dump Truck	\$108,000	1	\$324,000	3	\$216,000	2	-	-	-	-	-	-	\$648,000	6
SUV	-	-	-	-	-	-	-	-	-	-	\$30,000	1	\$30,000	1
Parks														
Mini-Bus	\$49,500	1	\$49,500	1	-	-	-	-	-	-	-	-	\$99,000	2
Sedan	-	-	\$23,000	1	-	-	-	-	-	-	-	-	\$23,000	1
Van	-	-	-	-	-	-	-	-	-	-	\$42,700	1	\$42,700	1
Inspections														
Sedan	\$46,000	2	-	-	23,000	1	-	-	\$23,000	1	\$23,000	1	\$115,000	5
Engineering/ Planning														
Truck	-	-	-	-	-	-	-	-	\$23,000	1	\$69,000	3	\$92,000	4

<u>Inflation</u>					3.00%		3.06%		3.09%		3.15%			
<u>Inflation Amount</u>					\$21,090		\$12,118		\$9,845		\$8,926		\$51,979	
Expenditure Total	\$600,500	15	\$695,500	12	\$724,090	14	\$408,118	10	\$328,345	9	\$292,126	9	\$3,048,679	69

Revenues

Revenue Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
General Fund	-	\$695,500	\$724,090	\$408,118	\$328,345	\$292,126	\$2,448,179
Powell Bill	-	-	-	-	-	-	-
Installment Loan	\$428,500	-	-	-	-	-	\$428,500
Powell Bill - Install	\$172,000	-	-	-	-	-	\$172,000
Revenue Total	\$600,500	\$695,500	\$724,090	\$408,118	\$328,345	\$292,126	\$3,048,679

Project: Town Equipment Replacements

Project Description: The Town of Garner will be replacing 48 pieces of Public Works Equipment over the next six years through the Capital Improvement Plan. Currently, there are 8 items identified for replacement in FY2017, 18 in FY2018, 6 in FY2019, 9 in FY2020, 4 in FY2021, and 3 in FY2022.

Project Justification: These requests represent replacements for aged equipment within the existing fleet that have been identified by the Town's VERT (Vehicle & Equipment Replacement Team) as having ongoing operational costs that outweigh equipment value.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs
<u>Orderly Growth</u>	Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund, Powell Bill, Installment Financing	Additional Staffing Required:	No
\$1,345,851	\$146,000	\$1,199,851	Links to other projects: VERT team Town vehicle replacement project	Number of Positions Required:	0

Town of Garner Departments Involved: Public Works

Expenditures

Public Works	FY 2017	#	FY 2018	#	FY 2019	#	FY 2020	#	FY 2021	#	FY 2022	#	Total	#
Mower	\$42,000	4	\$55,000	1	\$18,000	2	-	-	-	-	-	-	\$115,000	7
Tractor	\$55,000	1	\$167,000	4	-	-	\$130,000	2	-	-	-	-	\$352,000	7
Brine Equipment	\$31,000	1	-	-	-	-	-	-	-	-	-	-	\$31,000	1
Facility Generator	-	-	\$100,000	1	-	-	-	-	-	-	-	-	\$100,000	1
Utility Vehicles	-	-	\$29,000	2	\$13,000	1	\$13,500	1	-	-	-	-	\$55,500	4
Wheel Loader	-	-	\$232,000	2	-	-	-	-	-	-	-	-	\$232,000	2
Backhoe/Excavat.	-	-	-	-	-	-	\$95,000	1	-	-	\$40,000	1	\$135,000	2
Roller	-	-	\$33,000	1	-	-	-	-	-	-	-	-	\$33,000	1
Trailer	\$4,500	1	\$43,500	6	\$14,000	1	\$50,000	5	\$89,000	4	-	-	\$201,000	17
Salt Spreader	-	-	\$25,000	1	-	-	-	-	-	-	\$24,000	2	\$49,000	3
Field Machine	\$13,500	1	-	-	\$13,500	1	-	-	-	-	-	-	\$27,000	2
Total	\$146,000	8	\$684,500	18	\$60,255	5	\$297,328	9	\$91,751	4	\$66,017	3	\$1,345,851	47

Inflation	3.00%	3.06%	3.09%	3.15%
Inflation Amount	\$1,755	\$8,828	\$2,751	\$2,017
Total	\$15,351			

Revenues

Revenue Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
General Fund	\$33,000	\$684,500	\$60,255	\$297,328	\$91,751	\$66,017	\$1,232,851
Powell Bill	\$13,500	-	-	-	-	-	\$13,500
Installment Loan	\$99,500	-	-	-	-	-	\$99,500
Powell Bill - Install	-	-	-	-	-	-	-
Total	\$146,000	\$684,500	\$60,255	\$297,328	\$91,751	\$66,017	\$1,345,851

Project: Information Technology Equipment

Project Description: The Information Technology equipment listed below has been identified as essential in aiding the Town accomplish its mission and vision. This equipment plays an essential role in aiding the town in data analysis, monitoring, development, maintenance, and training. Information Technology also develops strategic plans to ensure that current technology is provided to the Town Council, staff, and citizens. This equipment also provides support for the functionality of the GIS system, the telephone system, the computer network, computer programs, voice mail, electronic mail, and the Town's Website: www.garnernc.gov.

Project Justification: The planned replacement of ineffective equipment and acquisition of new and upgraded assets within the Town's Information Technology apparatus are essential to running and managing the operations and communications of the town.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents; Develop personnel
<u>Orderly Growth</u>	Provide top quality infrastructure
<u>Quality of Life</u>	Promote civic engagement; Maximize partnership opportunities; Promote connectivity

Total Project Cost	FY2017 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
	\$733,012	\$166,600	\$566,412	Number of Positions Required:	0
Links to other projects: none.					

Town of Garner Departments Involved: Information Technology

Expenditures

<u>Line Item</u>	<u>FY 2017</u>	<u>#</u>	<u>FY 2018</u>	<u>#</u>	<u>FY 2019</u>	<u>#</u>	<u>FY 2020</u>	<u>#</u>	<u>FY 2021</u>	<u>#</u>	<u>FY 2022</u>	<u>#</u>	<u>Total</u>	<u>#</u>
Digital Storage	-	-	\$120,000	2	\$32,000	1	-	-	-	-	-	-	\$152,000	3
Phone System	\$110,000	1	-	-	-	-	-	-	-	-	-	-	\$110,000	1
Network Switches	\$4,000	1	\$15,000	3	-	-	\$45,000	~	-	-	\$10,500	5	\$74,500	9
Software Licenses	\$7,700	~	-	-	-	-	-	-	\$24,000	261	-	-	\$31,700	261
Battery Backups	-	-	\$9,000	3	-	-	\$12,000	~	-	-	-	-	\$21,000	3
Network Routers	\$6,500	1	-	-	-	-	-	-	-	-	-	-	\$6,500	1
Police NetMotion/VPN	-	-	\$25,600	1	-	-	-	-	-	-	-	-	\$25,600	1
Police Laptops	-	-	\$91,000	65	-	-	-	-	-	-	-	-	\$91,000	65
Microsoft Office 365	\$38,400	160	-	-	-	-	-	-	-	-	-	-	\$38,400	160
Backup and Recov.	-	-	\$42,000	3	\$12,000	1	-	-	-	-	-	-	\$54,000	4
Wireless System	-	-	-	-	\$20,500	16	-	-	-	-	-	-	\$20,500	16
Virtualization	-	-	-	-	-	-	\$100,000	88	-	-	-	-	\$100,000	88
<u>Inflation</u>					3.00%		3.06%		3.09%		3.15%			
<u>Inflation Amount</u>					\$1,935		\$4,804		\$742		\$331		\$7,812	
Total	\$166,600	163	\$302,600	77	\$66,435	18	\$161,804	88	\$24,742	261	\$10,831	5	\$733,012	612

Revenues

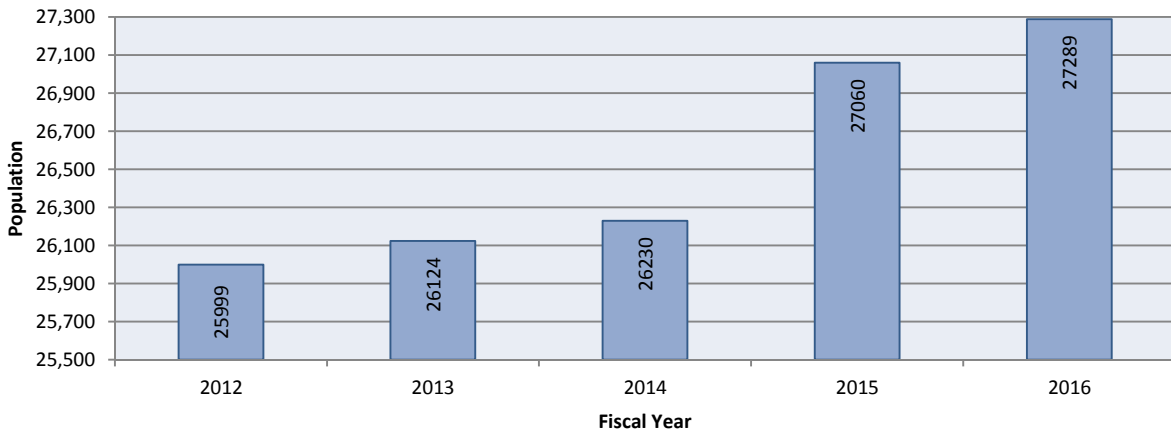
<u>Revenue Source</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Total</u>
General Fund	\$166,600	\$302,600	\$66,435	\$161,804	\$24,742	\$10,831	\$733,012
Total	\$166,600	\$302,600	\$66,435	\$161,804	\$24,742	\$10,831	\$733,012

ADDITIONAL INFORMATION
Building Financial Capacity
Town of Garner Fees and Charges
Glossary of Budget Terminology

Town of Garner Key Facts and Miscellaneous Statistics

The following charts, graphs and information provide key facts and statistics about the Town of Garner. In addition to providing insight into the Town, this information also plays an important role in the development of the annual budget.

Town of Garner Population History



Town of Garner population ranking in Wake County according to population estimates by the North Carolina Office of the State Demographer.

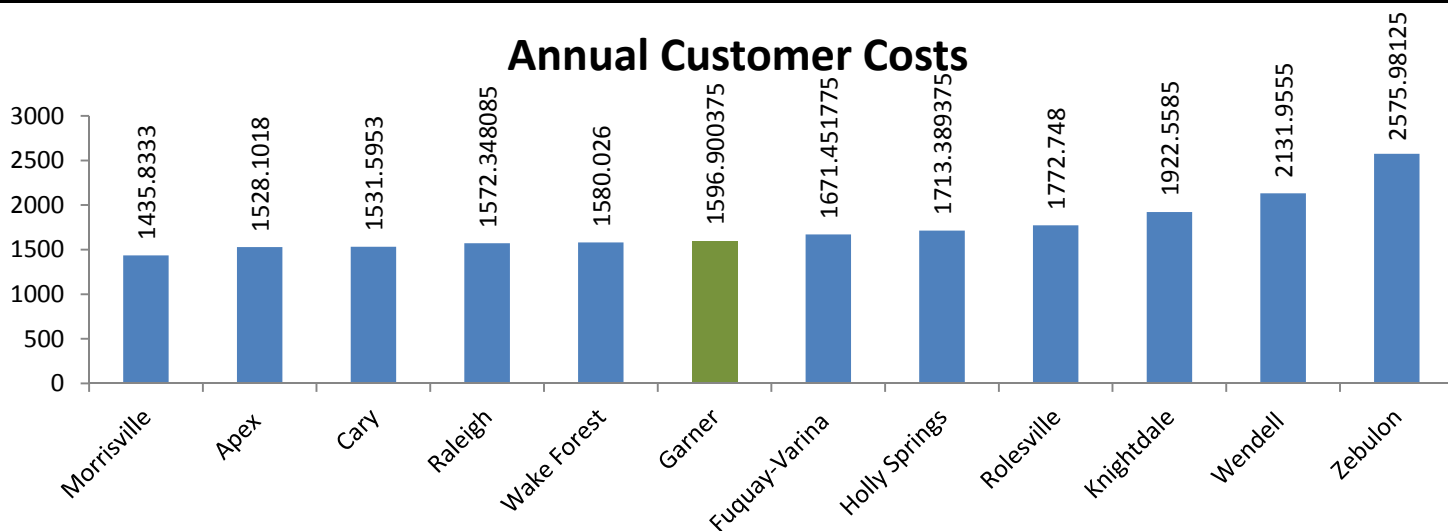
Rank	City	Population
1	Raleigh	432,133
2	Cary	148,103
3	Apex	42,672
4	Wake Forest	33,303
5	Holly Springs	28,832
6	<i>Garner</i>	27,289
7	Morrisville	22,856
8	Fuquay-Varina	21,796
9	Knightdale	13,102
10	Wendell	6,224
11	Rolesville	5,016
12	Zebulon	4,610

Town of Garner Key Facts and Miscellaneous Statistics

ADOPTED CUSTOMER COSTS FOR MUNICIPAL SERVICES FY 2016-17

<u>Wake County Municipalities</u>	PROPERTY TAX RATE	ANNUAL PROPERTY TAX	ANNUAL SOLID WASTE FEES	ANNUAL WATER & SEWER CHARGES	ANNUAL STORM WATER FEES	TOTAL
Morrisville	\$ 0.3900	\$ 694.96	\$ -	\$ 715.91	\$ 24.96	\$ 1,435.83
Apex	\$ 0.3800	\$ 677.14	\$ 217.56	\$ 633.40	\$ -	\$ 1,528.10
Cary	\$ 0.3500	\$ 623.68	\$ 192.00	\$ 715.91	\$ -	\$ 1,531.60
Raleigh	\$ 0.4183	\$ 745.39	\$ 177.60	\$ 649.36	\$ -	\$ 1,572.35
Wake Forest	\$ 0.5200	\$ 926.61	\$ -	\$ 653.41	\$ -	\$ 1,580.03
Garner	\$ 0.5325	\$ 948.89	\$ -	\$ 648.01	\$ -	\$ 1,596.90
Fuquay-Varina	\$ 0.4325	\$ 770.69	\$ 171.00	\$ 729.76	\$ -	\$ 1,671.45
Holly Springs	\$ 0.4325	\$ 770.69	\$ 192.36	\$ 714.34	\$ 36.00	\$ 1,713.39
Rolesville	\$ 0.4800	\$ 855.34	\$ 264.00	\$ 653.41	\$ -	\$ 1,772.75
Knightdale	\$ 0.4300	\$ 766.24	\$ 165.72	\$ 966.60	\$ 24.00	\$ 1,922.56
Wendell	\$ 0.4900	\$ 873.16	\$ 264.00	\$ 994.80	\$ -	\$ 2,131.96
Zebulon	\$ 0.5750	\$ 1,024.62	\$ 280.92	\$ 1,246.44	\$ 24.00	\$ 2,575.98

Annual Customer Costs

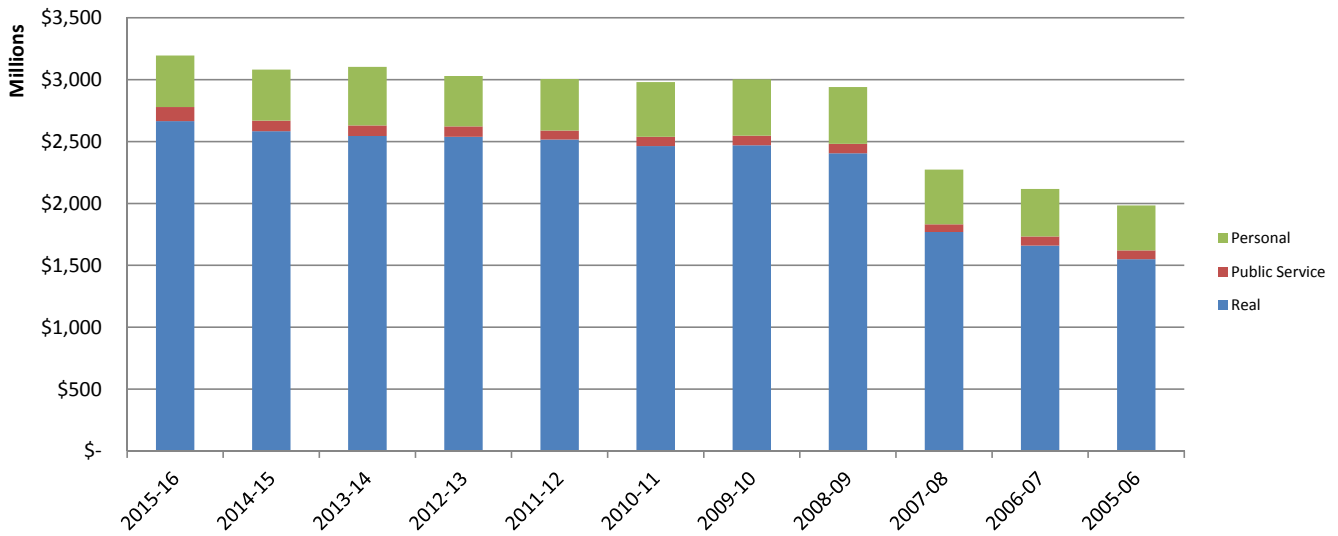


These chart represents annualized costs for city services. Annual property tax is based on a single family residential unit valued at \$94,675. Annual water/sewer charges based on usage of 3,740 gallons or 6 CCF per month. Annual stormwater rates are based on 2,000 square feet.

(Source: City of Raleigh)

Town of Garner
Key Facts and Miscellaneous Statistics

Assessed Values Last Ten Years

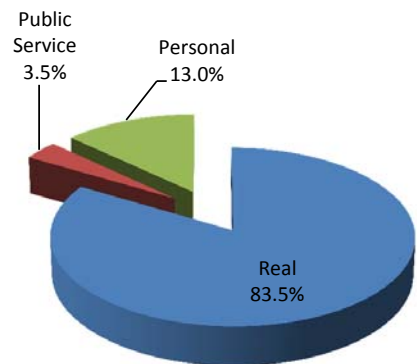


- Assessed value is a very important factor to the Town of Garner as the property tax revenue represents 56% of the General Fund revenues.

Analysis of Ad Valorem Tax Base and Anticipated Levy

Tax Base	Estimated 2015-16	Projected 2016-17
Real Property Valuation	\$ 2,665,301,113	\$ 2,730,000,000
Public Service Property	114,535,800	114,000,000
Personal Property	415,092,961	426,375,000
Total Property Valuation	\$ 3,194,929,874	\$ 3,270,375,000
Estimated Value Loss on Appeal Due to Revaluation		\$ 20,000,000
Total Property Valuation		\$3,250,375,000
Tax Rate		
General Fund (including debt service)		\$0.5325 per \$100
2014-15 Tax Levy		
\$3,250,375,000 x \$0.5325/100		\$ 17,308,247
Late Penalties		5,000
Less Estimated 1.69% Uncollected		(292,785)
Total Anticipated Collections		\$ 17,020,462

Anticipated Tax Levy by Tax Base



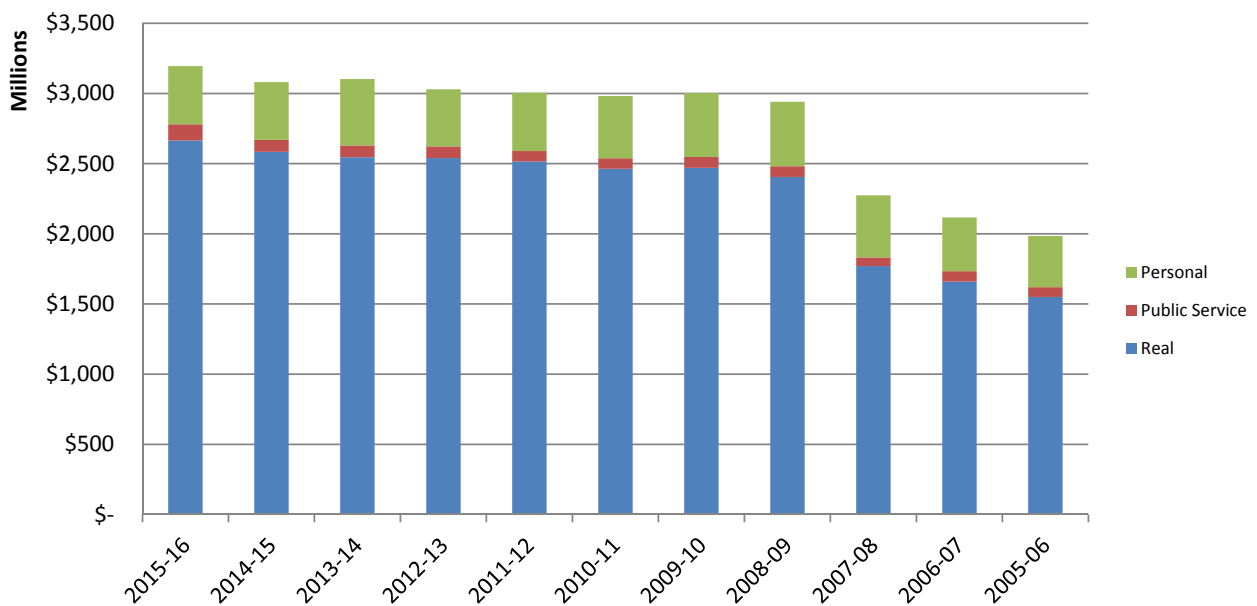
- Real property taxes are a consistent source of revenue as assessed values have increased and collections remain high.
- Each cent of the property tax rate will yield revenues of approximately \$319,641.

Town of Garner Key Facts and Miscellaneous Statistics

Last Ten Fiscal Years

Fiscal Year	Assessed Values ^{#1}				Tax Rate
	Real	Public Service	Personal	Total Value	
2015-16	\$ 2,665,301,113	\$ 114,535,800	\$ 415,092,961	\$ 3,194,929,874	\$ 0.5175
2014-15	2,584,113,562	85,772,393	411,546,328	3,081,432,283	0.50
2013-14	2,545,063,692	84,992,903	473,055,267	3,103,111,862 ^{#2}	0.49
2012-13	2,539,047,133	84,276,805	406,294,549	3,029,618,487	0.49
2011-12	2,516,107,912	73,569,802	415,286,643	3,004,964,357	0.49
2010-11	2,463,484,759	75,237,723	442,580,871	2,981,303,353	0.49
2009-10	2,469,678,054	77,711,846	455,583,049	3,002,972,949	0.49
2008-09	2,405,039,709	76,650,226	459,601,626	2,941,291,561 ^{#3}	0.58
2007-08	1,770,103,434	61,216,927	442,502,823	2,273,823,184	0.58
2006-07	1,659,119,409	74,221,122	383,731,055	2,117,071,586	0.56
2005-06	1,550,238,391	69,942,361	363,845,072	1,984,025,824	0.56

Assessed Values Last Ten Years



- NOTES:**
- #1 Assessed value is established by Wake County Tax Department
 - #2 FY 2013-2014 projected levy for motor vehicles includes an extra four months of valuation due to an overlap of billing systems for motor vehicles.
 - #3 A revaluation of all property is required every eight years by State statute.

Town of Garner Key Facts and Miscellaneous Statistics

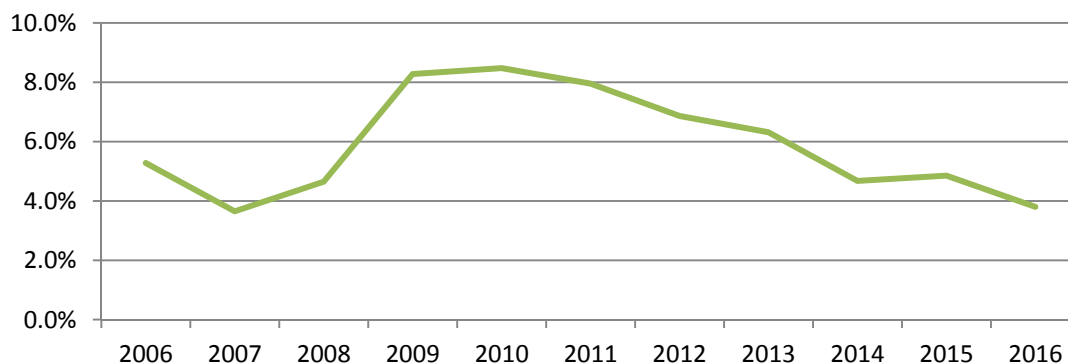
Principal Property Tax Payers (2015)

<u>Taxpayer</u>	<u>Rank</u>	<u>Assessed Valuation</u>	<u>% of Total Assessed Valuation</u>
Inland American Garner White Oak	1	\$83,377,088	2.72%
Duke/Progress Energy Carolinas	2	\$68,573,057	2.23%
Pergo, Inc.	3	\$38,910,396	1.27%
Duke Reality, LP.	4	\$25,891,525	0.84%
Abberly Place Garner, LP.	5	\$25,165,430	0.82%
GA NS Station, LLC.	6	\$24,871,731	0.81%
Garner Towne Square, LI	7	\$22,392,067	0.73%
Ashton Village, LP.	8	\$22,185,839	0.72%
Wal-Mart Store	9	\$17,992,289	0.59%
Lenoxplace Apartments, LLC.	10	\$17,197,070	0.56%

Key Employment Statistics

<u>Year</u>	<u>Labor Force</u>	<u>Employed</u>	<u>Unemployed</u>	<u>Unemployment Rate (%)</u>
2006	12,896	12,215	681	5.3%
2007	13,258	12,774	484	3.7%
2008	14,033	13,381	652	4.6%
2009	13,833	12,688	1,145	8.3%
2010	14,312	13,099	1,213	8.5%
2011	14,279	13,143	1,136	8.0%
2012	14,624	13,620	1,004	6.9%
2013	14,567	13,647	920	6.3%
2014	14,732	14,043	689	4.7%
2015	15,191	14,454	737	4.9%
2016	16,202	15,579	623	3.8%

Unemployment Rate (%)



Town of Garner
Key Facts and Miscellaneous Statistics

Garner Parks, Recreation and Cultural Resources

Discover. Play. Celebrate.

12 Playgrounds



12 Shelters



Over 4 miles of paved trails



14 Athletic Fields



6 Tennis Courts

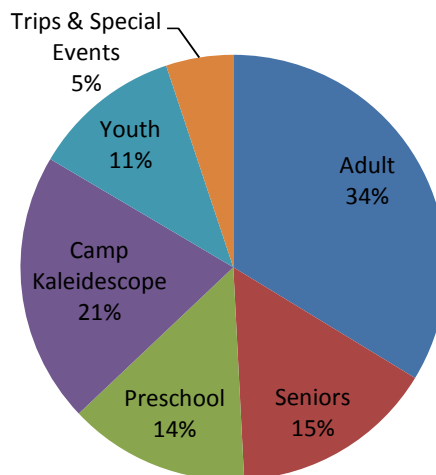


Seasonal Boathouse



Over 350 acres of park space, 271 of which are active areas.

Annual Program Participation



Town of Garner
Fiscal Year 2016 – 2017
Adopted Fee Schedule

Department & Fee Description

FY 2016 – 2017 Adopted Fees

Section 1. Executive, Finance and Administrative Charges

Miscellaneous

Return Check Fee \$ 25.00

Other Fees & Charges

Vehicle Decal Fee \$ 15.00
Annual fee charged with vehicle taxes billed by NC Division of Motor Vehicles.

Business Registration Fee

All In-town Business *(annual registration fee)* \$ 25.00
Itinerant Merchant *(mobile vendor or solicitor)* \$ 100.00

Peddler

On Foot \$ 10.00
With Vehicle \$ 25.00
Farm Products Only \$ 25.00
Precious Metal Dealer *(initial application)* \$ 180.00
Precious Metal Dealer *(renewal)* \$ 3.00
Taxicab Service *(per cab)* \$ 15.00

Business Activities Exempt by the State of NC from Business Registration Fee

Note: Although the Privilege License system has been repealed, a Business Registration Program still precludes the following activities from paying a business registration fee.

Accountants	Distributing Motor Fuel at Wholesale	Optometrists
Alarm System Installation	Embalmers	Osteopaths
Alarm System Monitoring	Engineers	Pest Control Applicators
Appliances-Retail and Rental	Flea Market Vendors	Photographer
Architects	Healers	Physicians
Art Festivals	Installment Paper Dealer	Private Investigator/Detective
Attorneys	Insurance Companies	Railway Companies
Auctioneers	Landscape Architects	Real Estate Agent
Banks	Land Surveyors	Real Estate Appraisers
Bondsmen	Merchandising Machines	Real Estate Loan Broker
Breweries	Morticians	Savings and Loan Associations
Bus Companies	Motion Picture Making	Soft Drink Manufacturer
Chiroprodists	Newspapers	Surgeons
Chiropractors	Non-Profit Organizations	Telephone Companies
Computer Hardware-Retail and Rental	Office Equipment-Retail and Rental	Vending Machine Corporation
Coop Markets	Ophthalmologist	Veterinarian
Dentists	Opticians	Winery

Fees Regulated by the State of NC for the Sale of Beer and Wine

Beer on Premises \$ 15.00
Beer off Premises \$ 5.00
Wine on Premises \$ 15.00
Wine off Premises \$ 10.00
Wholesale Dealer - Beer Only \$ 37.50
Wholesale Dealer - Wine Only \$ 37.50
Wholesale - Beer and Wine Under Same License \$ 62.50

Section 2. Community Services Charges

Land Use Application Permit Fees

Voluntary Annexation Petition \$ 150.00
Board of Adjustment Application \$ 125.00
Rezoning Application *(Zoning Amendment)* \$ 250.00 + \$ 10.00 per acre
Zoning Ordinance Amendment \$ 150.00
Zoning Interpretation Amendment \$ 50.00
Variance \$ 125.00
Petition to Close Street \$ 450.00
Change of Use Permit Fee of such initial application
Conditional Use Permit (site plan) \$ 252.00
Conditional Use Permit (subdivision) \$ 250.00 + \$ 10.00 per lot
Final Subdivision Plat \$ 125.00
Long Range Plan Amendment \$ 100.00
Special Use Permit (site plan) \$ 250.00
Special Use Permit (subdivision) \$ 250.00 + \$ 10.00 per lot
Temporary Use Permit \$ 27.00

Final Plat Petitions

Major Subdivision \$ 250.00 + \$ 5.00 per lot
Minor Subdivision \$ 102.00

Planned Development <i>(must file a rezoning application and CUP Master Plan)</i>	See above for specific fee
Reapplication	Actual cost, not to exceed original fee charged
Sign Permit	\$ 50.00
Political Sign Permit <i>(refundable)</i>	\$ 200.00
Temporary Sign Permit	\$ 25.00
Temporary Off-Premise Subdivision Sign Permit	\$ 100.00
Temporary On-Premise Construction Identification Signs	\$ 100.00
Master Site Plan Review	\$ 100.00
Administrative Site Plan Review	\$ 150.00
Administrative Site Plan Modification	\$ 50.00
Subdivision Exemption, Recombination or Easement	\$ 50.00
Zoning Compliance Permit <i>(fence or storage building less than 12' in any dimension)</i>	\$ 25.00
Miscellaneous Land Use Permit <i>(fences or storage buildings with dimensions under 12sq.ft.)</i>	\$ 25.00

Plan Review Fees	
Residential Single – Family Plans	No Charge
Commercial Plans	
Under 25,000 sq.ft.	\$ 100.00
25,001 – 50,000 sq.ft.	\$ 150.00
50,001 – 100,000 sq.ft.	\$ 200.00
Over 100,000 sq.ft.	\$ 250.00
Resubmittals for Same Project	\$ 50.00
Single Trade Renovations	\$ 50.00
Sprinkler/Fire Alarm Plans	
Sprinkler Systems	\$ 25.00 plus \$ 1.00 per head count
Fire Pumps	\$ 50.00
Fire Alarm Systems	\$ 50.00

Construction Fees	
Residential	
New Single Family Detached & Townhomes <i>(per unit) (includes all trades)</i>	
Up to 1,200 sq.ft.	\$ 604.00
Over 1,200 sq.ft.	\$ 604.00 + \$.25 per sq.ft. over 1,200 sq.ft.
Residential Addition <i>(includes all trades)</i>	
Up to 400 sq.ft.	\$ 330.00
401 – 600 sq. ft.	\$ 500.00
Over 400 sq.ft.	\$ 500.00 + \$.25 per sq.ft. over 600 sq.ft.
Multi-Family	See Non-Residential Comprehensive Fees
Residential Interior Renovations	50% of Residential Addition Fees
Manufactured Home <i>(includes all trades)</i>	\$ 330.00
Construction/Sales Office <i>(when not part of a building permit) (all trades)</i>	\$ 200.00
Modular Homes/Dwellings <i>(includes all trades)</i>	\$ 500.00
Residential Accessory Structures <i>(with dimensions greater than 12' on any side)</i>	Trade Inspections Fee + \$.18 per sq.ft.
Temporary Service Poles	\$ 80.00
Temporary Power	\$ 80 first meter plus \$ 40 per meter additional

Non-Residential Comprehensive <i>(trades and sprinkler as independent, with building trade including site work). Based on project cost.</i>	
Up to \$5,000	Trade Fees as Noted in Trade Inspections
\$5,001 - \$12,500	\$ 200.00
\$12,501 - \$25,000	\$ 441.00
\$25,001 - \$50,000	\$ 678.00
\$50,001 - \$100,00	\$ 1,258.00
\$100,001 - \$200,000	\$ 2,252.00
\$200,001 - \$350,000	\$ 3,810.00
\$350,001 - \$500,000	\$ 5,037.00
\$500,001 - \$750,000	\$ 7,011.00
\$750,001 - \$1,000,000	\$ 8,766.00
Greater than \$1,000,000	\$.30 per \$ 100.00 or fraction thereof

Miscellaneous Construction Fees	
Sign Permits with Electrical or Footings Required	\$ 100.00
Wall Sign Permits with Electrical	\$ 50.00 per sign, \$ 80.00 minimum
Exhaust Hoods with Ansul System	\$ 75.00
Demolition Permit <i>(when not part of construction)</i>	\$ 100.00
Change of Occupancy	\$ 150.00
Change of Occupancy <i>(between Business and Mercantile, less than 50,000 sq.ft.)</i>	\$ 75.00
Change of Tenant, Same Use	\$ 75.00
Mandatory Fire Permits	\$ 80.00
Daycare Inspection for License	\$ 80.00
ABC License	\$ 100.00
Change of Contractor on Permit	\$ 50.00
Administrative Fee on Cancelled Permits without an Inspection	\$ 25.00

Trade Inspections (Includes two trips)

Building	\$ 80.00
Electrical	\$ 80.00
Mechanical	\$ 80.00
Plumbing	\$ 80.00
Additional Trips not for Re-inspection	\$ 60.00

Fire Inspection Fees (For periodic inspections)

Initial and One-Time Follow-up Inspection	\$ 50.00
-------------------------------------------	----------

Trade Re-inspection Fees

Second Re-inspection	\$ 80.00
Third Re-inspection (same trade)	\$ 150.00
Fourth Re-inspection and Each Thereafter (same trade)	\$ 250.00
Not Ready Charge	\$ 80.00
Weekend or After Hours Inspection (per hour)	\$ 240.00 for up to 3 hours
Weekend of After Hours Inspection (over three hours)	\$ 240.00 plus \$ 80.00 per hour
Emergency Inspections	Fee to be determined by Inspections Director
Commencement of Work Before Permit is Obtained	Double Fee

Note: Per NCGS 153-354 and 160A-414, if the valuation of a building or service system appears to be under estimated on the application, the Inspections Department shall determine the project cost based on the most recent edition of the ICC "Building Valuation Data," or the applicant can show detailed estimates to meet the approval of the Inspections Department. Permit valuations shall include total cost, such as electrical, gas mechanical, plumbing equipment, fire protection, other systems, material and labor.

Miscellaneous

Sign Return Fee	\$ 5.00
Homeowner Recovery Fund Fee* (per permit)	\$ 10.00

* Homeowner Recovery Fund Fees are collected on behalf of and remitted to the NC Licensing Board for General Contractors.

Nuisance Abatements*

Initial Inspection plus One Follow-up	\$ 50.00
Each Additional Inspection Over Two	\$ 25.00
Inspections Department Administrative Fee	\$ 100.00
Public Works Department Administrative Fee	\$ 75.00
Finance Department Administrative Fee	\$ 25.00

* The above fees will be charged to the property owner in addition to the actual cost of the nuisance abatement.

Rental Registration Fees

Annual Rental Registration (per unit)

Up to 3 Units	\$ 15.00
4 to 20 Units	\$ 25.00
Over 20 Units	\$ 50.00
Penalty for Failure to Register by the Due Date	\$ 250.00
Penalty for Failure to Register within 90 Days of the Due Date	\$ 1,000.00

Engineering Inspection Fees

Street Inspections	\$ 1.27 per linear foot
Sidewalk Inspections	\$.51 per linear foot
Water Supply Watershed Inspection	\$ 160.00
Weekend or After Hours Inspections (per hour)	\$ 80.00 minimum, 3 hours

Public Utility Fees

Capacity Replacement Fees* (Effective 04-19-2016)

Water (Residential & Non-Residential)	\$ 1.00 per gallon for new construction reserved or projected
Sewer (Residential & Non-Residential)	\$ 1.00 per gallon for new construction reserved or projected

* The above Fees are due when Building Permit Application is filed.

Utility Development Fees (Effective 04-19-2016. See Acreage Fees chart below.)

Water (Residential & Non-Residential)	Fee has been SUSPENDED
Sewer (Residential & Non-Residential)	Fee has been SUSPENDED

Acreage Fees (Effective 04-19-2016. Fees below are per each acre developed.)

Zoning Districts	Acreage Fee - Water	Acreage Fee - Sewer
R-40, R-20, R-15, R-12, R-9, RCD-1, RCD-2	\$ 1,750.00	\$ 1,750.00
MR-1	\$ 1,990.00	\$ 1,990.00
R-5 or RMH	\$ 2,745.00	\$ 2,745.00
MF-1	\$ 2,690.00	\$ 2,690.00
MF-2	\$ 3,195.00	\$ 3,195.00
NO, O&I, NB, CB, SB, MXD	\$ 4,180.00	\$ 4,180.00
I-1, I-2	\$ 4,575.00	\$ 4,575.00

NOTE: Includes new construction reserved or projected. The above Fees are due when Building Permit Application is filed.

Maps and Reports

Unified Development Ordinance	Hardcopy purchased through American Legal Purchasing
Code of Ordinances Supplement	Hardcopy purchased through American Legal Purchasing
Engineering Standards (water, sewer, streets, sidewalks, and drainage)	\$ 5.00
Comprehensive Growth Plan	\$ 40.00
Comprehensive Plan Roster	\$ 10.00
Growth and Development Report	\$ 10.00
Capital Improvements Plan	\$ 10.00

Monthly Building Permit Report	\$ 5.00
Standard Maps (3' x 4')	\$ 20.00
Standard Maps (2' x 3')	\$ 10.00
Standard Maps (11" x 17")	\$ 5.00
Standard Maps 8 1/2" x 11" or 8 1/2" x 14")	\$ 1.00
Electronic Media	\$ 2.00
Copies – Black/White (<i>more than 20</i>)	\$.10 per page
Copies – Color (<i>more than 20</i>)	\$.25 per page
Copies – Black/White or Color (<i>less than 20</i>)	No Charge
Fee in Lieu of Sidewalks (<i>Fees are due at plat recording</i>)	\$ 25.00 per linear foot
Fee in Lieu of Parkland Dedication (<i>Fees are due at building permit submittal</i>)	
Single Family Detached	\$ 1,147.00 per unit
Multi-Family (<i>townhomes, apartments</i>)	\$ 895.00 per unit

Section 3. Public Works**Containers***

Mobile Refuse Containers	\$ 85.00
Mobile Recycling Containers	\$ 40.00

* Containers remain property of the Town and are provided and assigned for the health, safety, convenience and general welfare of occupants. Containers that are damaged, destroyed or stolen through abuse neglect, or improper use shall be replaced by the Town at the expense of the owner or occupant. For more information, please refer to Town of Garner Code of Ordinances, Part 1, Chapter 5, Section 5.5 "Residential Garbage Collection."

Special Collection Charges

Trash in Excess of Six Cubic Yards Per Week	\$ 38.35 per six cubic yards
Yard Waste in Excess of Six Cubic Yards Per Week	\$ 16.44 per six cubic yards
Bulky Waste in Excess of 60 Pounds	\$ 38.35 per item

For more information, please refer to Town of Garner Code of Ordinances, Part 1, Chapter 5, Section 5.6.1 "Special Collections."

Improperly Prepared Waste

Small Load	\$ 40.00
Medium Load	\$ 80.00
Large Load	\$ 120.00 per load

For more information, please refer to Town of Garner Code of Ordinances, Part 1, Chapter 5, Section 5.5 "Residential Garbage Collection."

Section 4. Public Utility Fee Charges - City of Raleigh

A list of all fees and charges related to deposits, monthly rates, late charges, delinquent fee, reconnection fees, meter tampering, etc., can be found on the City of Raleigh's website at: <http://www.raleighnc.gov/services/content/FinUtilityBilling/Articles/UtilityBillingDepositFees.html>

Tap Fees

3/4" Water*	\$ 2,710.00
1" Water*	\$ 2,979.00
3/4" Split Water (<i>new application</i>)	\$ 542.00
3/4" Split Water (<i>existing application</i>)	\$ 1,116.00
1" Split Water (<i>new application</i>)	\$ 923.00
1" Split Water (<i>existing application</i>)	\$ 1,495.00
4" Sewer Service*	\$ 3,388.00
Sewer Only Disconnection Fee	\$ 1,368.00
Sewer Only Reconnection Fee	\$ 1,368.00

* The City of Raleigh does not install taps across divided roadways, or across roadways/streets measuring 45 feet or longer as measured from back of curb to back of curb. When no curb exists, the measurement shall be marked from the edge of pavement.

Meter Installation Fee

5/8" Meter	\$ 245.00
3/4" Meter	\$ 224.00
1" Meter	\$ 323.00
1 1/2" Meter	\$ 470.00
2" Meter	\$ 596.00
4" Meter	\$ 3,345.00
6" Meter	\$ 4,910.00
6" Meter with Fire Protection	\$ 7,510.00
8" Meter	\$ 4,310.00
8" Meter with Fire Protection	\$ 10,030.00
10" Protectus III Meter	\$ 13,381.00
Not Ready Fee*	\$ 50.00

* A Not Ready Fee shall be collected by the City of Raleigh only if the City has attempted to initially install the water meter and determined that the water service stub was either not installed to the property or the water service stub was not installed in accordance with City of Raleigh standards. The 'Not Ready Fee' must then be paid to the City prior to the City proceeding to install the meter again after the initial failed attempt and prior to any water being provided to the property.

Capital Facility Fees***Water Capital Facilities Fee**

5/8" Connection	\$ 1,492.00
3/4" Connection	\$ 2,238.00
1" Connection	\$ 3,730.00
1 1/2" Connection	\$ 7,459.00
2" Connection	\$ 11,935.00
4" Connection	\$ 37,296.00
6" Connection	\$ 74,592.00

8" Connection	\$ 119,348.00
10" Connection	\$171,563.00
12" Connection or Greater	Quoted by the City of Raleigh
Sewer Capital Facilities Fee	
5/8" Connection	\$ 1,567.00
3/4" Connection	\$ 2,350.00
1" Connection	\$ 3,916.00
1 1/2" Connection	\$ 7,833.00
2" Connection	\$ 12,533.00
4" Connection	\$ 39,165.00
6" Connection	\$ 78,329.00
8" Connection	\$ 125,327.00
10" Connection	\$ 180,157.00
12" Connection or Greater	Quoted by the City of Raleigh
Sewer Only Connection (4")	\$ 1,337.00

* For redevelopment projects, the amount of the capital facilities fee shall take into account and provide credit for the number of units and meter sizes on the property that were connected to the utility system prior to the redevelopment of the property. In no case shall the credit for the existing connections exceed the amount of the new capital facilities fee.

Capital Facility Fee-Mobile Restroom Unit* \$ 50.00 per plumbing fixture

* Per plumbing fixture within the unit for each water and sewer connection

All other Utility Connection Fees billed directly by and paid directly to the City of Raleigh, can be found on the City of Raleigh's Website at <http://www.raleighnc.gov/content/extra/Books/PlanDev/DevelopmentFeeSchedule/#17>

Section 5. Parks, Recreation & Cultural Resources Charges

Activity Fees (Fee Reductions for Underprivileged Youth)

Variable Cost Activities

Activities whose costs increase or decrease due to participation levels shall be reviewed by the Town Council on a biannual basis. This review shall consist of a comparison of current Town fees with current market rates and review of the Town's anticipated expenses for the activities.

Adult Open Basketball	\$ 450.00 per team plus \$ 32.00 per non-resident
Adult Individual - Resident	\$ 68.00
Adult Individual - Non Resident	\$ 90.00
Adult Softball	\$ 450.00 per team plus \$ 32.00 per non-resident
Youth Basketball (12 and Under) - Resident	\$ 58.00
Youth Basketball (12 and Under) - Non Resident	\$ 80.00
Youth Basketball (13-17) - Resident	\$ 65.00
Youth Basketball (13-17) - Non Resident	\$ 84.00
Day Camps – Resident	\$ 82.00 per week
Day Camps – Non Resident	\$ 108.00 per week

Activities with Fixed Costs

Activities whose costs to the Town are fixed regardless of participation levels shall have fees set according to the following guidelines:

Adult Activities	Fee shall recover 100% of direct costs
Youth Activities, ages 13-18	Fee shall recover 85% of direct costs
Youth Activities, ages 12 and under	Fee shall recover 60% of direct costs
Preschool Activities	Fee shall recover 75% of direct costs
Family Activities	Fee shall recover 100% of direct costs
Non Resident	Resident fee plus 30%, maximum \$ 25.00 additional

Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.

Activities Not Requiring Pre-Registration

Adult Activities	Fee shall recover 110% of direct costs
Youth Activities, ages 13-18	Fee shall recover 85% of direct costs
Youth Activities, ages 12 and under	Fee shall recover 60% of direct costs
Preschool Activities	Fee shall recover 75% of direct costs
Family Activities	Fee shall recover 75% of direct costs
Preschool Open Art or Open Gym – Resident	\$ 2.00
Preschool Open Art or Open Gym – Non Resident	\$ 3.00
Non Resident	Resident fee plus 30%, maximum \$ 25.00 additional

Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.

Open Gym

Adult – Resident	\$ 2.00 for length of activity
Adult – Non Resident	\$ 3.00 for length of activity
Youth or Family	No Charge

Garner Senior Center Activities

Annual Fitness Pass-Resident (Jan. 1 – Dec. 31)	\$ 20.00
Fitness Pass-Resident (July 1 – Dec. 31)	\$ 10.00
Annual Fitness Pass-Non Resident (January 1 – Dec. 31)	\$ 35.00
Fitness Pass-Non Resident (July 1 – Dec. 31)	\$ 18.00
Instructional Classes	Fee to recover direct costs, minimum \$ 5.00
Special Events	Fee to recover direct costs, minimum \$ 5.00
Trips	Fee to recover direct costs
Non Resident Instructional Classes, Events & Trips	Resident fee plus 30%, maximum \$ 25.00 additional

Senior Center Fitness Room*

Adults (ages 18-54) – Resident	\$ 13.00 per month
Adults (ages 18-54) – Non Resident	\$ 16.00 per month
Senior Adults (ages 55 or older) – Resident	\$ 11.00 per month
Senior Adults (ages 55 or older) - Non Resident	\$ 13.00 per month

* The above allows for access Monday-Thursday, 8:00am-8:00pm and Friday, 8:00am-5:00pm

Bus Use Charges No change

Shelter and Facility Fees

Lake Benson Park - Resident

Shelter 1 (max 150 people)	\$ 30.00 per hour, 2 hour minimum
Shelter 2 (max 50 people)	\$ 20.00 per hour, 2 hour minimum
Shelter 3 (max 20 people)	\$ 10.00 per hour, 2 hour minimum
Shelter 4 (max 20 people)	\$ 10.00 per hour, 2 hour minimum
Gazebo (requires Special Event Application)	\$ 20.00 per hour
Gazebo with Lawn Space (requires Special Event Application)	\$ 35.00 per hour
Amphitheater	\$ 40.00 per hour
Earth Stage	\$ 20.00 per hour
Earth Stage with Lawn Space	\$ 100.00 per hour
Camping Fee	\$ 50.00 per night plus \$ 25.00 refundable key deposit
Full Park	\$ 325.00 per hour

Lake Benson Park - Non Resident

Shelter 1 (max 150 people)	\$ 40.00 per hour, 2 hour minimum
Shelter 2 (max 50 people)	\$ 30.00 per hour, 2 hour minimum
Shelter 3 (max 20 people)	\$ 20.00 per hour, 2 hour minimum
Shelter 4 (max 20 people)	\$ 20.00 per hour, 2 hour minimum
Gazebo (requires Special Event Application)	\$ 30.00 per hour
Gazebo with Lawn Space (requires Special Event Application)	\$ 53.00 per hour
Amphitheater	\$ 60.00 per hour
Earth Stage	\$ 30.00 per hour
Earth Stage with Lawn Space	\$ 150.00 per hour
Camping Fee	\$ 75.00 per night plus \$ 25.00 refundable key deposit
Full Park	\$ 473.00 per hour

Lake Benson - Lawn Space in Addition to Shelters

Shelter 1	\$ 20.00 per hour
Shelter 2	\$ 10.00 per hour
Shelter 4	\$ 10.00 per hour

White Deer Park - Resident

All Shelters	\$ 20.00 per hour
Front Lawn (adjacent to Aversboro Rd.)	\$ 40.00 per hour
Nature Center Lawn	\$ 40.00 per hour

White Deer Park - Non Resident

All Shelters	\$ 30.00 per hour
Front Lawn (adjacent to Aversboro Rd.)	\$ 60.00 per hour
Nature Center Lawn	\$ 60.00 per hour

Centennial Park

All Shelters – Resident	\$ 20.00 per hour
All Shelters – Non Resident	\$ 30.00 per hour

Creech Road Elementary School Park

All Shelters – Resident	\$ 20.00 per hour
All Shelters – Non Resident	\$ 30.00 per hour

White Deer Nature Center – Resident*

Indoor Classroom	\$ 50.00 per hour, 2 hour minimum
Indoor Classroom with Learning Deck	\$ 70.00 per hour, 2 hour minimum
After Hours-Indoor Classroom	\$ 60.00 per hour, 2 hour minimum
After Hours-Indoor Classroom with Learning Deck	\$ 80.00 per hour, 2 hour minimum

White Deer Nature Center - Non Resident*

Indoor Classroom	\$ 50.00 per hour, 2 hour minimum
Indoor Classroom with Learning Deck	\$ 70.00 per hour, 2 hour minimum
After Hours - Indoor Classroom	\$ 60.00 per hour, 2 hour minimum
After Hours - Indoor Classroom with Learning Deck	\$ 80.00 per hour, 2 hour minimum

* \$150.00 refundable security deposit applies to all rentals of White Deer Nature Center.

Garner Senior Center*

Multipurpose Room (max 150 people)	\$ 65.00 per hour, 3 hour minimum
Fitness Annex (max 214 people)	\$ 70.00 per hour, 3 hour minimum
Food Fee (includes use of Warming Kitchen)	\$ 50.00 per event

* \$150.00 refundable security deposit applies to all rentals of the Garner Senior Center

Avery Street Recreation Center*

Gymnasium	\$ 70.00 per hour, 2 hour minimum
Gym Floor Cover Fee	\$ 200.00 per event

Single Multi-purpose Room	\$ 40.00 per hour, 2 hour minimum
Both Multi-Purpose Rooms	\$ 60.00 per hour, 2 hour minimum
Meeting Room	\$ 30.00 per hour, 2 hour minimum
Entire Facility	\$ 150.00 per hour, 2 hour minimum

Avery Street Annex*

Classroom	\$ 40.00 per hour, 2 hour minimum
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* \$150.00 refundable security deposit applies to all rentals of Avery Street Recreation Center and Annex.

Athletic Rental Facility*

Baseball Field	\$ 30.00 per hour
Baseball Field with Lights	\$ 55.00 per hour
Soccer Field - Youth	\$ 35.00 per hour
Soccer Field - Adult	\$ 45.00 per hour
Soccer Field with Lights - Youth	\$ 70.00 per hour
Soccer Field with Lights - Adult	\$ 80.00 per hour

* Facility supervision is included in the rental price.

** \$150.00 refundable security deposit applies to all field rentals.

Thompson Road Park

Multipurpose Field	\$ 30.00 per hour
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Lake Benson Boathouse Rentals*

Jon-boats without Motors	\$ 4.00 per hour, \$ 20.00 per day
Jon-boats with Motors	\$ 8.00 per hour, \$ 40.00 per day
Canoes	\$ 5.00 per hour

* Senior citizens age 55 or over will be charged 50% of the above rates for full day rentals only.

Garner Performing Arts Center Auditorium and Lobby – Regular Rates

Auditorium	\$ 125.00 per hour
Rehearsal Fees (Monday-Thursday)	\$ 55.00 per hour
Rehearsal Fees (Friday-Sunday)	\$ 125.00 per hour
Back Lobby (max 30 people)	\$ 40.00 per hour
Front Lobby (max 60 people)	\$ 50.00 per hour
Auditorium Hold Day with Dressing Rooms (Monday-Thursday)	\$ 140.00 per day
Auditorium Hold Day with Dressing Rooms (Friday-Sunday)	\$ 300.00 per day

Garner Performing Arts Center Auditorium and Lobby – Non Profit Group Rates*

Auditorium	\$ 100.00 per hour
Rehearsal Fees (Monday-Thursday)	\$ 50.00 per hour
Rehearsal Fees (Friday-Sunday)	\$ 100.00 per hour
Back Lobby (max 30 people)	\$ 40.00 per hour
Front Lobby (max 60 people)	\$ 50.00 per hour
Auditorium Hold Day with Dressing Rooms (Monday-Thursday)	\$ 90.00 per day
Auditorium Hold Day with Dressing Rooms (Friday-Sunday)	\$ 240.00 per day

* Non-profit groups are defined as follows: all IRS tax exempt and non-profit groups, or non-tax exempt group activities such as private parties, family activities, family reunions, weddings and receptions, etc., for which no money is collected for participation.

* All rentals of the Garner Performing Arts Center require a \$ 200.00 per day refundable security deposit.

Garner Performing Arts Center Miscellaneous Fees (applies to all groups)

Sound and Lighting Technician	\$ 20.00 per hour
Facility Attendant	\$ 15.00 per hour
Security	Based on personnel cost
Piano Tuning	Based on personnel cost
Pre-event Setup and Post-event Cleanup	Based on personnel cost
Concession Stand	\$ 50.00 per day

Lake Benson Trails*

Dual Meets (two teams)	\$ 7.00 per hour, 2 hour minimum
Meets with Three to Five Teams	\$ 11.00 per hour, 2 hour minimum
Meets with Six to Nine Teams	\$ 16.00 per hour, 2 hour minimum
Meets with 10 or More Teams	\$ 21.00 per hour, 2 hour minimum

* The above fees would be assessed in addition to reimbursement of any additional Town expenses arising from the event above normal operations.

Christmas Parade

Parade Floats	10% above Town cost
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Special Events & Facility Rentals Policy

Application Fee	\$ 25.00 non-refundable fee
Police Officer	\$ 35.00 per hour
Staff Assistance	\$ 15.00 per hour, 3 hour minimum
Parking Attendants (2 attendants)	\$ 30.00 per hour, 3 hour minimum
Street Closure – Resident	\$ 80.00 per event
Street Closure – Non Resident	\$ 120.00 per event
Use of Park Trails – Resident	\$ 40.00 per day
Use of Park Trails – Non Resident	\$ 60.00 per day
Event with Admission Fees or Ticket Sales – Resident	\$ 270.00 per day
Event with Admission Fees or Ticket Sales – Non Resident	\$ 405.00 per day
Event with Sales of Food or Merchandise – Resident	\$ 200.00 per day

Event with Sales of Food or Merchandise – Non Resident	\$ 300.00 per day
Photo and Video Shoot – Resident	\$ 50.00 per day
Photo and Video Shoot – Non Resident	\$ 75.00 per day
Sanitation Deposit – Class A or B Special Events	\$ 1,000.00 per event
Sanitation Deposit – Class C Special Events	\$ 500.00 per event
Sanitation Deposit – Class D Special Events	No Charge

Section 6. Public Safety Charges**Accident/Criminal Investigation Report**

First 20 Copies	No Charge
Above 20 Copies	\$.10 per page
CD/DVD Production	\$ 22.00

Miscellaneous

Storage of Seized Vehicle	\$ 5.00 per day
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Off-Duty Officer

Officer Only	\$ 35.00 per hour
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Removal of Recreational Devices

First Violation	\$ 25.00
Second Violation	\$ 50.00
Third Violation	\$ 100.00

Parking Violation Fee*

No Parking Zone	\$ 30.00
Parking Too Close to Intersection	\$ 30.00
Parking on Sidewalk	\$ 30.00
Parking Too Far Away from Curb or Street Edge	\$ 30.00
Double Parking	\$ 30.00
Parking in a Loading Zone	\$ 30.00
Parking in a Restricted Time Zone	\$ 30.00
Residential Parking Permit Zone	\$ 30.00
Parking on Wrong Side of Street Facing Traffic	\$ 30.00
Emergency Zone Parking	\$ 50.00
Parking in Fire Lane	\$ 50.00
Parking in Front of Fire Hydrant	\$ 50.00
Obstructing Traffic	\$ 50.00
Parking in a Handicapped Zone	\$ 100.00
All Other Parking Violations Not Noted Above	\$ 30.00

* Parking fines must be paid within 30 days from issuance to avoid additional penalty. Fines not paid within 30 days will be subject to the violator to double the amount of the original fine.

Animal Control Charges***Licensing** (one-time fee)

Not Spayed or Neutered	\$ 25.00
Spayed or Neutered	\$ 10.00

* Animal control charges are applied to dogs and cats.

Animals at Large and Animals Creating a Nuisance

First Violation	\$ 50.00
Second Violation	\$ 100.00
Third or Subsequent Violation	\$ 150.00
Number of Dogs Above Limit	\$ 100.00 per dog

Dangerous Animal Toward Human Being

First Violation	\$ 500.00
Second or Subsequent Violation	\$ 1,500.00

Dangerous Animal Toward Domestic Pet

First Violation	\$ 250.00
Second or Subsequent Violation	\$ 500.00

Other General Penalties Not Specified Above

	\$ 100.00
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Fines and penalties listed above do not include shelter reclaim fees, which also must be paid by owner.

False Alarm Penalties

First Three False Alarms	No Charge
Fourth and Fifth False Alarms	\$ 50.00 per alarm
Sixth, Seventh, and Eighth False Alarms	\$ 100.00 per alarm
Ninth and Tenth False Alarms	\$ 150.00 per alarm
All False Alarms in Excess of 10	\$ 250.00 per alarm

Taxicab Permit

Application Fee	\$ 10.00
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Section 7. Penalty Fee

Penalty Fee: The fee or penalty to be paid to the Town for any one violation of an ordinance as above set out is hereby fixed as noted. Offenses denominated a misdemeanor pursuant to NCGS 14-4 shall be punishable as infractions; offenses not denominated as misdemeanors under the State's penal laws are not punishable as misdemeanors under administering ordinances within the Town.

GLOSSARY OF BUDGET TERMINOLOGY

ACTION PLAN: Short-term and long-term goals for each program designed to improve efficiency and effectiveness in service delivery as well as the quality of life in the community.

AD VALOREM TAXES: A tax based on value (i.e., a property tax).

APPROPRIATION: A legal authorization granted by the Town Council for departments to make expenditures and to incur obligations for specific purposes; this authorization is limited to the length of the fiscal year.

ASSESSED VALUATION: A valuation set upon real estate and certain items of personal property (i.e., vehicles and equipment used for business purposes) by the County as the basis for levying taxes.

AUDIT: An independent evaluation of the accuracy of the Town's financial statements, financial practices, and internal controls designed to ensure compliance with generally accepted accounting principles. Audits are conducted annually in accordance with state law.

BASE BUDGET: The funding needed to provide exactly the same level of services as provided in the preceding year.

BOND: An obligation issued by the Town as a method of borrowing large amounts of resources for capital projects; bonds are issued for fixed terms and have fixed interest rates.

BONDS AUTHORIZED AND UNISSUED: Bonds that have been legally authorized but not issued, which can be issued and sold by the Town Council following public meetings and approval from the Local Government Commission.

BONDED DEBT: The portion of indebtedness represented by outstanding bonds.

CAPITAL OUTLAY: Expenditure resulting in a replacement for or an addition to the Town's general fixed assets; for budget purposes, any purchase of capital with an estimated cost of \$10,000 or more.

CAPITAL PROJECT: A project financed in whole or in part by the proceeds of bonds and/or a project involving the construction or acquisition of a capital asset. Capital projects may be funded through project ordinances which must be balanced and which are designed to last through the duration of the project.

CAPITAL RESERVE FUNDS: Funds to set aside for future major expenditures such as land, equipment, or small construction projects. Capital reserves may also be used to defray major capital expenditures or match grant money from the federal or state governments for capital projects.

GLOSSARY OF BUDGET TERMINOLOGY

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): A report which sets out the financial position of the Town and outlines the financial effect of the previous year's operations. Comprehensive Annual Financial Reports for a fiscal year (July 1- June 30) are usually released the following autumn.

CONTINGENCY: Funds set aside in an operating budget to handle unanticipated expenditures over the course of the fiscal year; expenditures from this reserve require specific authorization by the Town Council.

COST OF LIVING ADJUSTMENT: A fixed adjustment to each range/step of the classification and pay plan for the Town, usually tied to an increase in the cost of living.

DEBT LIMIT: The maximum amount of outstanding gross or net debt permitted by law.

DEBT SERVICE: Funds required to make principal and interest payments on outstanding long-term debt and to accumulate monies for future retirement of term bonds.

DECISION PACKAGES: Proposals by departments for programs or projects which were not part of the prior year's budget. Funding is subject to review by the budget team and the Town Council.

EXPENDITURE: Depletion of financial resources to pay for the Town's personnel services, professional services, operations and maintenance, capital outlay, or debt service.

FISCAL YEAR: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operation; for North Carolina local governments, this period is July 1-June 30.

FIXED ASSETS: Long-lived tangible assets obtained or controlled as a result of past transactions, including buildings, equipment, improvements other than buildings, and land.

FTE (FULL-TIME EQUIVALENT): A unit that indicates the workload of a employed person in a way that makes workloads comparable across various contexts.

FULL-TIME EMPLOYEE: A Town employee hired to work forty (40) hours per week on a continuing basis and is eligible to participate in the Town's health, dental and life insurance, and retirement programs.

FUND: A set of financial accounts whose resources are equivalent to its liabilities plus equity. These sets of accounts are independent in order to achieve greater accountability or to help attain different goals. The Town uses the General Fund, which accounts for most governmental activities.

GLOSSARY OF BUDGET TERMINOLOGY

FUND BALANCE: The difference between fund assets and fund liabilities of governmental and similar trust funds.

FUND BALANCE, UNASSIGNED: That portion of the fund balance that is not legally segregated for a specific future use; available for appropriation at any time by the Board of Aldermen in the event of a natural or financial emergency.

HIRING RATE: A rate of pay which is five percent (5%) below that rate established as the beginning rate for each position classification on the pay plan; the rate historically paid during the employee's probationary period.

INTANGIBLES TAX REIMBURSEMENT: A state-shared revenue to replace the revenue received from the repealed state tax on intangible property (i.e., stocks and bonds).

INVENTORY TAX REIMBURSEMENT: A state-shared revenue to replace the Town's former tax levy on business inventory, which was made non-taxable by the state.

LEVY: (1) Verb: To impose taxes, special assessments or service charges for the support of Town activities. (2) Noun: The total amount of taxes, special assessments or service charges imposed by the Town.

LOCAL GOVERNMENT BUDGET AND FISCAL CONTROL ACT: An act of the State of North Carolina which governs many facets of local government financial activities, including the budget process.

OPERATING BUDGET: Plans of current expenditures and the proposed means of financing them; the annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the Town are controlled.

PART-TIME EMPLOYEE: For budget purposes, a Town employee hired to work for less than forty (40) hours per week for an indefinite period; part-time employees may be eligible to participate in the Town's health, dental and life insurance and retirement programs, depending on the number of hours worked.

PERFORMANCE MEASURES: Descriptions of a program's effectiveness or efficiency (i.e., response time to public requests, frequency of document updates).

POWELL BILL REVENUES: State-shared revenues from the gasoline tax which are distributed to municipalities based upon population and non-state street mileage. By state statute, Powell Bill expenditures are restricted to improvements in streets or other public thoroughfares.

PROGRAM: A specific activity of a department which is separately budgeted and monitored.

GLOSSARY OF BUDGET TERMINOLOGY

RECLASSIFICATION: Movement of a classification within the Town's classification and pay plan based on changes in the job skills required for a given position.

REVALUATION: Assignment of value to properties, buildings, vehicles, and equipment used for business purposes by the Wake County Tax Assessor's Office; under State law, all property must be revalued at least every eight years.

SALES AND USE TAX: Taxes based on the consumption of goods and services which the state collects for local governments and distributes based upon set formulas.

TAX BASE: The assessed valuation of all taxable and real personal property within the Town's corporate limits.

TAX RATE: The amount of tax stated in terms of a unit of the tax base (i.e. 54 cents per 100 dollars of assessed valuation of taxable property).

TEMPORARY EMPLOYEE: For budget purposes, a Town employee hired to work for less than forty (40) hours per week, or for one hundred eighty (180) days or less, who does not qualify to participate in the Town's health, dental or life insurance programs or retirement programs.

TRANSFER: Movement of cash or other resources between funds.

USER FEE: Charges to those who voluntarily receive governmental services or use governmental facilities. These charges may or may not be designed to recover the full cost associated with providing the service or facility.

WORKLOAD INDICATORS: Descriptions of the type and quality of work assignments handled by a program.

Sources: Government Finance Officers Association. Governmental Accounting, Auditing, and Financial Reporting 1988.

Lawrence, David. Local Government Finance in North Carolina 1990.

List of Common Acronyms

APA	American Planning Association	N/A	Not Applicable
CAFR	Comprehensive Annual Financial Report	NC	North Carolina
CALEA	Commission on Accreditation for Law Enforcement Agencies	NCCMA	North Carolina City/County Management Association
CATV	Cable Access Television	NCDENR	North Carolina Department of Environment and Natural Resources
CDBG	Community Development Block Grant	NCDOT	North Carolina Department of Transportation
CIP	Capital Improvement Program		
CNT	Crisis Negotiation Team (Police)	NCDMV	North Carolina Department of Motor Vehicles
CO	Certificate of Occupancy	NCDWQ	North Carolina Department of Water Quality
EEO	Equal Employment Opportunity		
EMS	Emergency Management Services	NCLM	North Carolina League of Municipalities
EPA	Environmental Protection Agency	NFPA	National Fire Protection Agency
ETJ	Extra Territorial Jurisdiction	NPDES	National Pollutant Discharge Elimination System
FEMA	Federal Emergency Management Administration	OPEB	Other Post Employment Benefits
FT	Full-time	OSHA	Occupational Safety and Health Act
FTE	Full-time Equivalent	PIL	Payment in Lieu
FY	Fiscal Year	PILP	Payment in Lieu of Parkland
GAAP	Generally Accepted Accounting Principles	PIO	Public Information Officer
GASB	Government Accounting Standards Board	PO	Purchase Order
GFOA	Government Finance Officers Association	POPAT	Police Officers Physical Agilities Test
GO Bonds	General Obligation Bonds	PT	Part-time
GIS	Geographic Information Systems	SRT	Special Response Team (Police)
GS	General Statutes	TIA	Traffic Impact Analysis
GTV11	Garner Television Channel 11	TIP	Transportation Improvement Program
GVFR	Garner Volunteer Fire-Rescue, Inc.	TP	Transportation Plan
GWCOA	Greater Wake County Building Officers Association	UDO	Unified Development Ordinance
ICMA	International City/County Management Association		
LEED	Leadership in Energy and Environmental Design		
LGV	Local Government Commission		