



***North Carolina***

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**Annual Operating Budget**

***Fiscal Year 2011/2012***

# 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.

## History

Garner got its start with the coming of the railroad 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 station of the North Carolina Railroad between Goldsboro and Charlotte. "Garner's Station" was established with the construction of a post office in 1878 and the Town of Garner's Station incorporated in 1883. In 1905, the Town applied for reincorporation as the Town of Garner rather than Garner's Station.

## 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 365 acres. The Town uses a 60-acre parcel of land for a community park, the site of our annual Independence Day celebration. November 1st, 2009 the Town of Garner opened White Deer Park, 160 acre passive park and a 2,500 sq. ft. LEED® certified nature center.

## Demographics

### Population

1970 - 4,923  
1980 - 10,073  
1990 - 14,716  
2000 - 17,787  
2010 - 26,552

Male - 48%  
Female - 52%  
White - 67%  
Non-white -33%

### Land Area

14.25 square miles

### Employment Data

Total Employment - 12,497  
Total Unemployment - 1,078  
Civilian Labor Force - 13,575  
Unemployment Rate - 8.2%

## Economics

### Major Employers (based on the number of employees)

Wake County Public School System  
\*Con Agra Foods, LLC  
Pergo, Inc.  
Hamlin Companies  
Walmart  
LL Vann Electric  
Lowe's Superstore  
Laurel's of Forest Glen  
Town of Garner  
Home Depot  
Ultratech  
Target  
Kroger

\* Ceased operation in it's Garner location, May 2011

## Climate

### Normal Temperature

January	38.9	April	59
July	78.1	October	60.1



*Town of Garner,  
North Carolina*

Fiscal Year 2011/2012

**ANNUAL OPERATING BUDGET**

Adopted by:  
The Honorable Mayor  
and Town Council

Prepared by:  
The Office of the Town Manager

**Town of Garner, North Carolina**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Garner**

**North Carolina**

For the Fiscal Year Beginning

**July 1, 2010**

President

Executive Director

## **INTRODUCTION**

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Citizen's Budget Guide
Goals and Initiatives
Town of Garner Organizational Structure
Town Council
Appointed and Administrative Staff
Boards and Commissions
Responsibilities of Town Government by Department
Budget Message
Budget Ordinance



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# 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 itself 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**

The Town of Garner, like all cities throughout North Carolina, prepares, adopts and administers its budget in accordance with the Local Government Budget and Fiscal Control Act (LGBFCA).

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 cities operate under a July 1 through June 30 fiscal year and therefore a balanced budget must be adopted by June 30 of each year.

The spending for the coming year is authorized through the governing Town Council’s adoption of a *budget ordinance*. This action authorizes the spending, assures that the budget is balanced and levies the property tax for that budget year. Under North Carolina law, local property tax rates may not be changed mid-year.

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***North Carolina operates under a July 1 through June 30 fiscal year and therefore a balanced budget must be adopted by June 30 of each year.***

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**CHECK IT OUT**

By law, each year, a *public hearing* is held by the Town Council 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 and in the Wake County Southeast Regional Library.

We urge you to take time to review the budget. If you have questions, please call Lin Jones, Jr. CPA, Finance Director, at 773-4413.

## YOUR MUNICIPAL BUDGET

The Town of Garner's annual budget consists of the *General Fund*.

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.

There are two more important parts of the budget which you will notice when reviewing the budget - *fund balance* and *capital reserve funds*.

*Fund balances* are probably the least known and understood aspect of a municipal budget. Generally speaking, a fund balance is 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 balances serve both as *operating reserves for emergencies* such as natural catastrophes like 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 such 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 uses *Capital Reserve Funds* to set aside money for future major expenditures such as land purchases, equipment acquisition and small construction projects. Towns also use capital reserves to accumulate local matching funds required to secure federal or state aid for major construction projects.

Typically capital reserve financing is used 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 three to five years. Once a reserve is established (by adoption of an ordinance by the Town Council), money may be accumulated in it through *transfers* from other funds and interest earned on investments. When the reserve has enough money for the project or outlay, the money is transferred from the reserve to an operating or capital project fund and spent from there.

Although they may appear similar, there is a difference between a capital reserve fund and a fund balance. While a fund balance is a "rainy day" savings account for unexpected emergencies, capital reserve funds operate much like the savings account in which consumers put aside a little bit of their paycheck every week in order to build up a sizable sum of money for the purchase of, for example, a new refrigerator or dryer.

## 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* and *action plans* established for each department during the year that particular budget is in effect.

To make sure those plans are followed through, departmental budgets include a list of *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 we do.

For easy reference, each department budget contains at the bottom of the page a section called “*budget highlights*.” 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, what major equipment is owned by the department as well as a listing of *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).



## 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 and a pre-budget hearing is held to obtain programs or projects citizens are interested in. 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 or increases 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 *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 the latter part of 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.

# HERE'S WHERE TO FIND IT

## If You Want Information About...

- Tax rate
- Debt service
- Fund balance
- Capital reserves
- New or additional items to be funded
- Changes in operations
- Information on individual departments, such as:
  - Description of functions
  - Action plans
  - Funding history
  - List of positions
  - List of major equipment
  - List of workload indicators
  - Departmental "Budget Highlights"
- Budgetary and Fiscal Policies and Practices, Capital Budget Projections, Long-Term Debt Information, and Line Item Histories
- List of major equipment requested and whether or not it is recommended for funding.
- List, by departments, of staffing, history of staffing and whether or not positions are recommended for funding, and organizational chart.
- Summary of Budget Terminology

## Here is Where to Find It....

Manager's Budget Message

Program Summaries

Appendices

Approved Capital Outlay Items

Staffing Summary

Glossary

## ***Town of Garner Goals & Initiatives***

A Council/staff retreat is held annually prior to the budget process to discuss key issues, initiatives and long-term visions.

Back to the vision --reaffirmed 2008 vision

*"We see ourselves as an emerging regional presence committed to strategic planning, developing citizens to become active leaders of the community and continuing to emphasize and promote hometown values and services."*

At the 2010 Council retreat, the Town Council and staff developed the following goals and actions that the Town needs to be successful and realize the future as envisioned.

<b>AREA</b>	<b>POSSIBLE ACTION</b>
Provide Outstanding Services	<ul style="list-style-type: none"> <li>• Create a service culture that compliments and underwrites the planned capital improvements</li> <li>• Recognized as a leader in core services provided</li> <li>• Value and importance of the core services that touch our citizens every day and every week</li> </ul>
Recreation	<ul style="list-style-type: none"> <li>• Community known for its recreational opportunities</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Garner's transportation system moves people and goods efficiently</li> </ul>
Family Oriented	<ul style="list-style-type: none"> <li>• Nice place to raise children</li> </ul>
Safe Community	<ul style="list-style-type: none"> <li>• Public safety</li> <li>• Garner is a safe place</li> <li>• Protect the health and safety of our citizens</li> </ul>
Fiscal Stability	<ul style="list-style-type: none"> <li>• Fiscal stability</li> <li>• Ensure that Garner is fiscally strong and a financially well managed town.</li> <li>• Provide good value to those that pay us (via taxes, fees, etc.)</li> <li>• Efficient use of Garner's resources (\$\$)</li> <li>• Create financial capacity to implement capital improvements and initiatives</li> </ul>
Image & Aesthetics	<ul style="list-style-type: none"> <li>• High quality of life for all residents</li> <li>• Establish or form identity and raise awareness of the many Town qualities, e.g. City of Oaks-Raleigh</li> <li>• Positive image - internal and external</li> <li>• Attractive place to live for the "creative class" and empty nesters searching to relocate</li> <li>• Become an All-American City over the next 5 years</li> <li>• Garner should become an All-American City either by designation or criteria</li> <li>• Enhance public arts program</li> <li>• Improve appearance to become an aesthetically pleasing community</li> </ul>

***Town of Garner  
Goals & Initiatives***

Proactive Growth	<ul style="list-style-type: none"> <li>• Proactive facility development while maintaining fiscal stability</li> <li>• Implement a vision for growth</li> <li>• Develop infrastructure to plan for growth</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Ensure the safety and economic stability of our neighborhoods</li> <li>• Be proactive in marketing our assets and recruiting "top talent" industries to our community</li> <li>• Proactive community development</li> <li>• Profitable and productive place to conduct business</li> <li>• Market Garner as a strategy for economic development success</li> <li>• Niche: find, identify, promote, deliver, be willing to expand or slightly alter, become the best you can be at performing or delivering your niche</li> <li>• DO NOT try to do too much and be everything to everybody!</li> </ul>
Citizen Engagement	<ul style="list-style-type: none"> <li>• Engage and empower citizens to achieve our corporate vision</li> <li>• Promote civic engagement, remember a famous quote: "Ask not what your country can do for you, ask what you can do for your country"</li> <li>• Create a citizen academy for local government service</li> <li>• Support effective efforts to integrate and orient an increasingly diverse community</li> </ul>
External Relations	<ul style="list-style-type: none"> <li>• Represent local interests at state and federal levels to prevent actions that are not in the best interest of the local community</li> <li>• Well-respected in Triangle region and State of NC</li> <li>• Strong, meaningful relationships with partner government agencies, (Wake County, WCPSS, GVFD, CAMPO, NCDOT, etc.)</li> <li>• Provide leadership in regional initiatives that will enhance our quality of life and, in doing so, become recognized as emerging regional presence</li> </ul>
Internal Relations	<ul style="list-style-type: none"> <li>• Maintain strong relations with fellow elected officials and staff</li> <li>• Insure that Garner has effective and responsive government</li> <li>• Serve as leaders to shape policy that benefits the Garner community</li> </ul>

***Town of Garner***  
**Summary of Accomplishments and Accolades**  
**FY 2010-11**

***July***

- The Garner Senior Center on July 8 celebrated its 20th anniversary of service to the Garner community. Since its opening, the center has provided a variety of physical, social, leisure and educational opportunities for older adults. The center has over 2,500 registered participants and offers over 150 classes and programs each month, along with clubs, trips and special events. The Town-owned center works in cooperation with Resources for Seniors and Meals on Wheels to offer a full-service facility to adults 55 and older in Garner and the surrounding area.

***August***

- Town officials and staff along with Garner Revitalization Association board members presented the first Downtown Garner Façade Grant check to Johnny Ballinger, owner of the building at 404 East Main St. The Town would also provide façade grant funds in December for the Henry Bryan Building at 111 W. Main St. Another project at 110 W. Main St. is expected to receive a grant. The façade grant program funds 50 percent of approved improvements up to a maximum of \$5,000 and includes projects such as window and door replacement, paint removal, masonry repairs, awnings and signs.

***September***

- The Police Department's Lt. Len Hatcher graduated from the 242<sup>nd</sup> session of the FBI National Academy. Lt. Paul Shambaugh graduated from the academy in March.

***October***

- The Garner G Squad danced its way to the gold medal in the North Carolina Senior Games on Oct. 1. The team is made up of members of the Garner Senior Center. The squad competed in the Silver Arts large group dance category. After outperforming eight other regional winners from around the state, judges selected the team to win the highest honor, the gold medal. The squad is coached by Nancy Hulbert, a recreation specialist at the Senior Center. The team would win another gold medal in April in the Raleigh Wake Senior Games in the large group dance category.
- The Garner Police Department completed its reorganization under Chief Brandon Zuidema. The reorganization included creation of a professional standards unit; consolidation of the two Patrol Districts into a single Patrol Division commanded by a lieutenant and five patrol platoons; and creation of the position of platoon leader to allow one sergeant per platoon. These changes were made with no additional resources being required and with significant recurring cost savings to the Town.

***November***

- The Town held an informational meeting about the proposed I-540 "red route" on Nov. 17 at Garner Historic Auditorium that drew over 1,000 citizens. It marked the beginning of a concerted public outreach, media and political lobbying effort that would eventually get the route removed from consideration.
- The Town teamed up with Butterball, Community of Hope Ministries and Garner Area Ministries on Nov. 23 to distribute free turkeys to 250 needy area families. The event was held in the parking lot of First Baptist Church of Garner.

- In a highly successful private/public partnership, the Downtown “gateway” signs were completed. The signs were designed by the Planning Department and funded primarily by the former Friends of Historic Garner with some financial contribution by the Garner Revitalization Association (GRA) and Town. The project was managed by the GRA.

### ***December***

- The Town and Wake County held a ribbon-cutting ceremony at the new Garner Fire-Rescue and Wake County EMS Station at 125 Spaceway Court on Dec. 1. The combined Fire-Rescue and EMS station was hailed as a model for an efficient approach to service delivery due to its unique multi-jurisdiction, multi-agency partnership. The new fire and EMS station reduces the amount of time between when people in southeastern Wake County call 911 during an emergency and when help arrives. This station serves a previously “left-out” part of the fire district as well as areas of future growth.
- The Town of Garner, Garner Chamber of Commerce and Garner-Clayton Record teamed up as primary sponsors to present the wildly successful “Broadway Voices” series at Garner Historic Auditorium. The series kicked off on Dec. 4 at the auditorium with a performance by J. Mark McVey. The other shows in the series were Stephanie J. Block on March 4 and Craig Schulman on May 7. The performers played sold-out or nearly sold-out shows.
- The Police Department launched its Police Athletic League with the first meeting of the league’s Advisory Board on Dec. 7. The league is a youth crime prevention program that uses educational, athletic and recreational activities to build trust and understanding between police officers and youth.
- Town installed school zone speed-limit signs with flashing lights in front of four Wake County public schools located within town limits. The signs say “SCHOOL” at the top in large bold lettering against a bright yellow background. Below, the signs display the enforceable speed limit when the yellow light atop the sign is flashing. The project was undertaken at the urging of a Garner citizen. The Town’s Engineering Department did the design, permitting, purchasing and programming of the signs and flashing lights. The Public Works Department handled installation.

### ***January***

- The Town of Garner and Garner Concerned Citizens United held Garner’s inaugural celebration of the life and legacy of the Rev. Dr. Martin Luther King Jr. on Jan. 16 at Garner Historic Auditorium. A standing-room-only audience heard keynote speaker the Rev. Dr. David Forbes Sr., founding pastor of Christian Faith Baptist Church in Raleigh and also a founding member of the Student Nonviolent Coordinating Committee.
- Mayor Pro Tem Kathy Behringer was honored as a 2010 Main Street Champion at the North Carolina Main Street Annual Awards Dinner in Shelby on Jan. 27. Behringer was selected for this special recognition by Garner Revitalization Association in appreciation of her exceptional contributions to the downtown revitalization process.
- The Government Finance Officers Association of the United States and Canada (GFOA) presented the Town of Garner the association’s Distinguished Budget Presentation Award for the Town’s fiscal year 2010-11 budget. When an award is granted, a Certificate of Recognition for Budget Presentation is given to the individual or department designated as being primarily responsible

for its having earned the award. A certificate was presented to Town Purchasing Manager Marcey Hubbell. The Town has also won the GFOA's Certificate of Achievement for Excellence in Financial Reporting the past 21 years for its comprehensive annual financial report.

### ***February***

- White Deer Park Nature Center earned a 2011 Southeast Wood Design Award from WoodWorks, a consortium of North American wood associations, in the "green building" category for its sustainable and eye-pleasing design. The Town received the award at a ceremony on Feb. 15 at N.C. State University's McKimmon Center in Raleigh. Nominations in the "green building" category were judged on the basis of showcasing how wood reduces energy use and overall environmental impact and how it allows for efficient use of resources.
- The Town held a ceremony to mark White Deer Park Nature Center receiving LEED Gold Certification from the U.S. Green Building Council for the facility's numerous environmentally friendly design and construction features, including reused wood, local building materials and a rainwater collection system.

### ***March***

- The American Red Cross honored Parks and Recreation staff member Donnie Woods on March 16 for his heroic, life-saving actions in June 2010. The American Red Cross Triangle Area Chapter presented Woods with its Certificate of Merit, the organization's highest life-saving award, which is signed by the president of the United States. The certificate is awarded to someone who uses the skills they learned in a Red Cross course to help save a life.
- A protracted battle over the I-540 "red route" ended on March 18 when Gov. Bev Perdue signed legislation preventing the N.C. Turnpike Authority from building or continuing to study the route, which would have wiped out hundreds of homes, a large portion of Garner's area for industrial development and approximately 8 percent of the Town's total tax base. State Sens. Richard Stevens and Dan Blue and Reps. Rosa Gill, Darren Jackson and Deborah Ross sponsored the legislation.
- The Police Department received its sixth reaccreditation from the Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA) on March 26 at the international organization's spring conference in Bethesda, Md. The Department was first accredited in 1994 and has received reaccreditation ever since. Reaccreditation occurs every three years. Only 4 percent – or 565 – of the 14,000 municipal law enforcement agencies in the United States have received CALEA accreditation. The Garner Police Department is one of only 26 municipal law enforcement agencies in North Carolina to have the accreditation. There are 507 municipal law enforcement agencies in the state.
- Strategic Behavioral Health, LLC (SBH) of Memphis, Tenn., announced on March 28 that it would build a new residential behavioral center in Garner, representing an investment of over \$12 million and more than 250 new jobs. Strategic Behavioral Health President Jim Shaheen said in making the announcement that the removal of the "red route" option for I-540 through Garner lifted the final impediment blocking his company's investment in the Garner community. The facility should open sometime in the summer of 2012.

# Town of Garner Organizational Structure

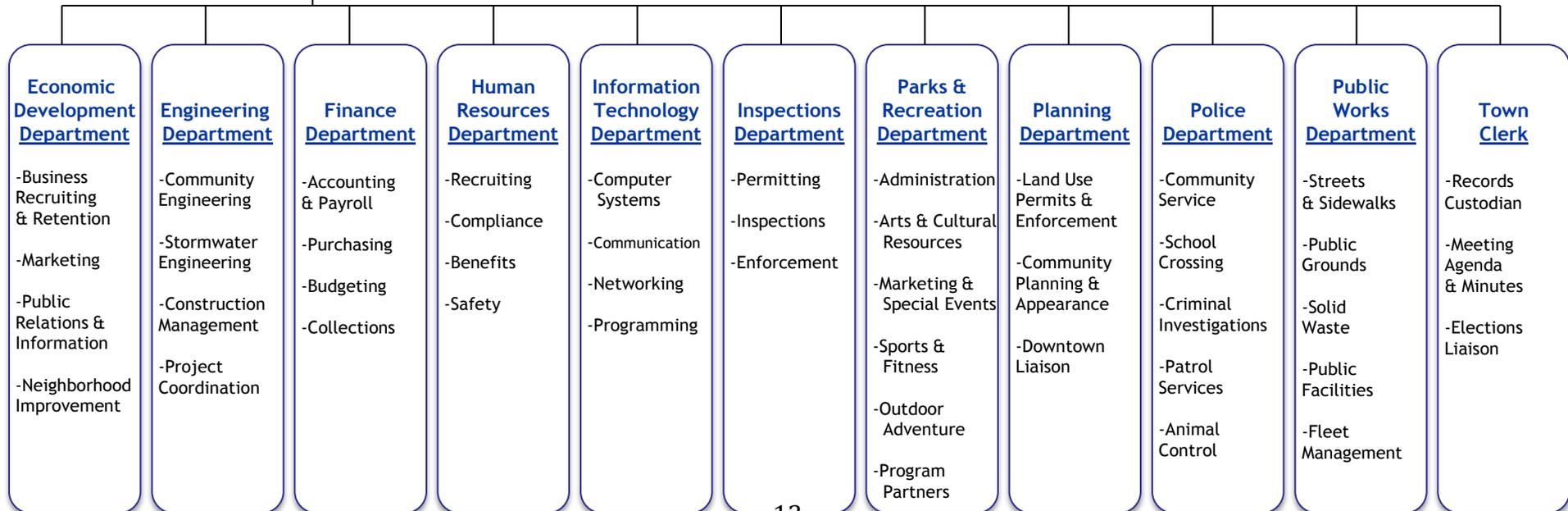
Citizens

Town Council

Town Manager

Town Attorney

Assistant  
Town Manager



# TOWN COUNCIL

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*Mayor*

Ronnie S. Williams  
1306 Buckingham Road

Jackie Johns Sr.  
308 Montague Street

Arthur "Buck" Kennedy  
121 Monabreeze Way

Kathy Behringer  
206 Penny Street

Ken Marshburn  
145 Clayfield Drive

Gra Singleton  
112 Newhaven Court

# APPOINTED AND ADMINISTRATIVE STAFF

---

## *Town Manager\**

Hardin Watkins

Rodney Dickerson  
Assistant Town Manager  
IT Director

Judy Bass  
Town Clerk

Linwood C. Jones, Jr.  
Finance Director

Michael B. Bass  
Director of Planning

Bruce S. Teal  
Building Codes  
Administrator

Sonya Shaw  
Parks & Recreation Director

William E. Anderson  
Town Attorney\*

Tony Beasley  
Economic Development  
Director

Frank Powell  
Town Engineer

Brandon Zuidema  
Chief of Police

Paul Cox  
Public Works Director

Vacant  
Human Resources Director

\* Appointed by Council

# TOWN BOARDS AND COMMISSIONS

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Board of Adjustment  
John Jamison, Chair

Planning Commission  
Elmo Vance, Chair

Parks & Recreation  
Advisory Committee  
Carol Schriber, Chair

Senior Citizen  
Advisory Committee  
Norma Montgomery, Chair

Garner Revitalization Association  
Jeff Denny, Chair

# Responsibilities of Town Government by Department

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## Legislative:

The Legislative Department consists of the Town Council and the Town Attorney.

The **Town Council** is elected by the residents. 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, formulating policies for the conduct of Town operations, making appointments to advisory boards and committees, and overseeing long range plans for the community in areas including land use and Town facilities such as streets and parks.

The **Town Attorney** is appointed by, and reports to, the Town Council on a contract basis. The Town Attorney provides legal advice and representation to the Mayor, Town Council, and other Town officials and employees on a broad range of issues. The Town Attorney represents the Town in litigation filed by or against it, and provides legal opinions to the Town Council. All ordinances are drafted or reviewed by the Town Attorney. The Town Attorney drafts or reviews: contracts, leases, deeds, franchises, bonds, and other legal documents to which the Town is a party.

## Administration:

The Administrative Department consists of - the **Town Manager, Assistant Town Manager, Town Clerk, and Deputy Town Clerk** and **Human Resources**. 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; ensuring the implementation of policies and activities in each Town department, and representing the Town Council and the Town in business with other agencies.

The Town Manager is appointed by the Town Council and is responsible for the performance of all Town departments, as well as responding to Citizen's requests and concerns. In addition, the Town Manager researches and proposes alternative approaches for achieving Council objectives and presents data to assist the Council in policy development and ordinance adoption.

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 and keeping records of appointments and terms of the various Boards and Commissions.

The Human Resources Department is responsible for recruitment and selection, staff support, employee relations, policy administration, competitive pay and benefit administration, employee recognition, training and staff development, wellness initiatives management and workers' compensation administration.

## Economic Development:

The Economic Development Department consists of the **Economic Development Director**, the **Public Information Officer**, and the **Neighborhood Improvement Manager**. The Economic Development Department is dedicated to improving the quality of life for the community by promoting Town of Garner assets, stabilizing neighborhoods and developing partnerships with citizens, other town departments, boards and commissions, elected officials, State agencies, civic organizations, the Chamber of Commerce, and others. It is the goal of the Economic Development department to foster a positive environment for existing and new businesses within Garner, and those considering developing in, or relocating to the Garner community.

## Engineering:

The Engineering Department is responsible for overseeing the development of public infrastructure which includes Town streets, sidewalks, and storm water drainage. Although the City of Raleigh is the owner and operator of the Town's public water and sewer utility system, the Engineering staff provides general information regarding the existing utility system layout, and proposed system expansion plans, general design and guidelines and standards.

## Finance:

The Finance Department is responsible for accounting, debt administration, cash management, payroll, business licensing, and purchasing. The Finance Department also provides collections for the City of Raleigh Utilities, and Wake County Revenue. The purpose of the Finance Department is to administer the financial affairs of the Town. This includes but is not limited to cash management, debt management, grants management, maintaining accounting and financial records, invoicing, managing delinquent collections, bi-weekly payroll management, accounts payable, preparing the Comprehensive Annual Financial Report and performing special projects in financial analysis such as monthly statistical reporting, cash flow projections, etc.

The **Purchasing** division is responsible for the procurement of goods and services to meet the needs of Town departments in compliance with the NC Administrative Code and Town purchasing policies. The Purchasing division administers the Town's maintenance, service and rental contracts. The Purchasing division maintains control over all property and equipment owned by the Town and ensures the proper disposition of surplus property.

## Information Technology:

The Information Technology Department serves as a consultant to the Town Council, Town Manager and other departments in the management and use of information technology. Responsibilities include tools and training for data analysis, creation, development, maintenance and training. IT 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 GIS function, the telephone function, the computer network including voice mail, electronic mail and the Town's website: [www.GarnerNC.gov](http://www.GarnerNC.gov), and the Town's public access television channel.

## Inspections:

The Inspections Department is responsible for the enforcement of State 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; 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.

Duties of the Inspections Department include processing applications for permits, collecting development-related fees, conducting inspections, issuing certificates of compliance, orders to correct violations, bringing judicial action against actual or threatened violations, keeping adequate records, and any other actions required to adequately enforce those laws.

## Parks & Recreation:

The Parks & Recreation Department which consists of six (6) teams provides a well-balanced offering of recreation, athletic and environmental educational programs, as well as community special events that enhance the lives of the citizens and participants.

The **Administration** team is responsible for public information, customer service, staff training, grant writing, volunteer development and recognition, coordination of citizen boards and committees, and other support functions. This program oversees five programming teams by providing 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, set priorities and implements park improvements.

The **Arts and Cultural Resources** team is responsible for coordinating a variety of cultural arts programs for Garner Historic Auditorium. These include performance series, rentals, and special events. Programming partners include Miss Garner pageant and Towne Players.

The **Marketing and Special Events** team responsibilities include planning and organizing all town wide special events, and marketing all department classes and programs utilizing brochures, website, and social media outlets.

Additionally, staff implements the Special Event Policy of reserving and renting parks and other facilities for non Town-sponsored town wide events. Programming partners include United Arts Council of Raleigh/Wake County, the Garner Chamber of Commerce, Garner Revitalization Association, schools, churches, and civic clubs providing a variety of opportunities for families to participate in leisure activities within their community.

The **Sports and Fitness** team is responsible for planning, implementing and supervising diverse team and individual sports for youth , adults and seniors at Town-owned and school facilities, managing the Avery Street Recreation Center, which provides year-round recreational program offerings, managing the Avery Street Annex and Pearl Street Building, which provides preschool, youth, summer camp, and after school programs, and managing the Garner Senior Center and Fitness Annex, which offers opportunities for older adults to stay physically and socially active. The team plans, implements and supervises year-round programs for citizens of all ages and works with and provides support for partner youth sports and senior citizen agencies to meet the needs of the community. The team also provides reports to other divisions and media, advertises programs, and schedules field preparation and use.

The **Outdoor Adventure** team operates White Deer Park, which includes a nature center, shelters, restrooms, trail and greenway. This team also manages Lake Benson Park and Boathouse. Program offerings include Groundhog Day, Earth Day, Arbor Day, and the Nature Festival. The Outdoor and Adventure team offers camps and programs for adults, children and families that center around ecology, environmental stewardship, preservation and nature appreciation.

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.

## Planning:

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

## Police:

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

## Public Works:

The Public Works Department is composed of eight divisions with responsibilities as follows:

The **Administration** division provides telephone customer service information for all departmental functions. This includes preparing work orders for customer needs that will be executed by operational staff. This division also coordinates budget preparation, expenditure control, supply procurement, record keeping and personnel activities.

The **Public Facilities Maintenance** division provides building maintenance for all town facilities. This staff provides basic building improvements and contracts for larger-scale site and building improvements, janitorial services, pest control, and utility services.

The **Public Grounds Maintenance** division is responsible for providing safe parks and athletic facilities. This division maintains the Town's parks, athletic fields, and school fields used by the Recreation department, the Town Welcome signs, highway median plant beds and other properties 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. This division also maintains landscaped plant beds on Timber Drive, Highway 70 and Main Street.

The **Solid Waste** division maintains the contract for the collection and disposal of refuse. Contracted collection service began in 1990 and has continued since that time. 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 loose leaves.

The **Fleet Management** division maintains Town vehicles and equipment, with the goal of minimizing repair costs and equipment down-time. The staff ensures that all Federal and State laws concerning vehicle weights, safety, and regulations are in compliance. The staff also performs preventive maintenance and repair on all licensed motorized vehicles, trailers, heavy equipment and specialized equipment.

The **Streets** division performs maintenance and construction on all Town-owned property as needed. Staff provides support to other divisions during park construction, traffic control for Special Events, special cleanups, response to police calls, code enforcement and sanitation duties not under contract. The Streets division performs non-Powell Bill eligible work such as mowing support, street cleaning, and street name sign installation.

The **Streets-Powell Bill** division utilizes the Town’s share of State gas tax funds to maintain all Town street right-of-ways and associated drainage networks. Activities include asphalt patching, curb and gutter repairs, grass mowing, storm debris cleanup, street sweeping, traffic signage, contract project support and other traffic related maintenance on the Town’s 94 mile road system.

In the event of severe weather, the Streets division staff is mobilized for **Snow Removal**. The Snow Removal division clear Town streets and control the buildup of ice after winter storms.



## **Town of Garner, NC Budget Message Summary**

Total budget is \$23.66 million, representing a 5.17% increase over the adopted FY 10-11 Budget. However, this total is 8.2% lower than the Adopted FY 08-09 Budget and just 1.7% higher than the FY 09-10 Adopted Budget total.

No tax increase is proposed (stays at \$0.49 per \$100) and fund balance is not utilized as a revenue source. Total property valuation is estimated at \$3.03 billion, up \$73 million from last year. Each cent of the property tax rate will generate an estimated \$292,500 of revenue.

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The process of developing this budget proposal has been much more manageable than the previous two fiscal years. It appears that the slow path to economic recovery has started in Garner.

The Town is beginning to see dividends from the difficult work over the past couple of years – making tough decisions, improving efficiency, trimming excess, scrutinizing all spending, and looking at our governmental operations in a business-like fashion. It is thrilling to see the fruits of one's labor and see a return on investment. The tough work is beginning to pay off.

The national and state economies appear to be rebounding. The Town of Garner economy also shows signs of improvement, with the Strategic Behavioral Health investment announcement (225 jobs and \$12 million investment at Greenfield South) and positive growth in sales tax and property tax projections for next fiscal year.

The Town's document, Building Financial Capacity - Ideas for Budgeting, Capital Improvement Financing, & Improved Stewardship of Town Resources, adopted unanimously at the April 20, 2010 Town Council Meeting, has established worthy goals and provided clear direction for staff and assisted greatly with establish a wise path through the economic downturn.

Expenditure highlights include some miraculous news: group insurance costs are identical to last year (no increase!) and employee salaries are \$24,000 less than last year for the same number of staff members. Fuel costs will increase \$54,000 Town-wide, making up one of the largest single recurring cost increases in FY 11-12.

Road resurfacing, wayfinding signs for Historic Downtown Garner, Highway 70 & Garner Road, a new Police records management system, and the first debt service payment for additional water/sewer purchase from City of Raleigh are the key non-recurring additions to the FY 11-12 Budget proposal. Citizens will also see enhanced services at two of our most popular Parks & Recreation facilities – White Deer Park and Garner Historic Auditorium.

The Town's remaining service levels will stay virtually the same for our citizens. This is accomplished largely through ongoing efficiency improvements, conscientious and thoughtful effort from Town departments, and wise stewardship of resources.

#### Good News for Citizens - FY 2011-2012 Budget

Although the overall capital program is relatively small and the current economic recovery is slow, Garner residents will see some things that will make them happy. There are a number of initiatives and investments that will improve quality of life in the Town.

- ◆ The Town will be able to maintain existing service levels. All Town facilities are still open and operating with their regular hours. (The one exception is the Lake Benson Boathouse which will open a bit later in the season and be open for three days per week in an effort to control costs.)
- ◆ Construction will begin on the extension of the Town's first greenway during the summer of 2011. It connects White Deer Park to Timber Drive, Timber Drive Elementary, and the Heather Hills neighborhood. The funding for this project was set aside in a previous budget and remains in reserve.
- ◆ Neighborhood improvement and stabilization efforts are underway and will continue in 2011-12. Central Garner and Woodland North have joined School Acres as targeted neighborhoods.
- ◆ The Police Department will acquire replacement vehicles, laptop computers for patrol officers, and a new records management system.
- ◆ Smoother streets will be coming to a number of Garner neighborhoods due to the allocation of \$400,000 for resurfacing and repair of potholes and substandard pavement.
- ◆ Operational improvements at Garner Historic Auditorium will be fully implemented during 2011-12 in the form of the Town's recently hired facility management adding a \$10,500 video projection system and kicking off a more robust year-long performance series (\$36,000 subsidy).

- ◆ Persons who dislike or fear driving in the snow and ice will be pleased that Public Works will be able to respond more effectively during foul weather with a brand new \$11,500 snow plow.

#### Pleasing News for Town Employees - FY 2011-2012 Budget

Approximately 50% of the Town's budget is spent on salaries and benefits. The Town's human resources are vital and important to the Town's success in all areas.

- ◆ The Town's performance-based pay system will be funded at the same level as FY 10-11. Town-wide, this translates to an average increase of 2%. Merit increases will be limited to 50% of the current performance award chart. This is equal to or better than our peer communities in the Triangle. This results in a cost savings of roughly \$150,000 this year. Inclusion of this benefit at the 50% level was a top priority of the budget team.
- ◆ Health insurance rates will not increase in FY 11-12. This is unprecedented in the Town's recent history and for our peer communities in the Triangle. Kudos for this good fortune are extended to Human Resources Director Sheila Cain, Town benefits broker IBA, success of the Medical Expense Reimbursement Program (MERP), and employee commitment to wellness. Last year's increase was 21.3%, or \$248,000.
- ◆ The Town's dental insurance will transition to self-funded via Delta Dental. Employees will see some improved benefits (more covered cleanings) and the Town projects a small cost savings.
- ◆ The Town's wellness program will get a boost from increased funding (\$7,000) in the Human Resources Department budget for greatly subsidized participation in Rex Wellness' Healthy Way nutrition and exercise program. 20 employees will be able to participate for free if they accomplish all the program's goals. In addition to improving the health of 20 people, it should also translate to lower health insurance expenses.
- ◆ Automated door locks (\$20,000) at the Town Hall campus are included in the budget to greatly improve workplace safety and security.
- ◆ Police staff will see 4 vehicles, a new records management system, and new laptops for in-car use.
- ◆ Funding is set aside (\$50,000) for contract architectural planning services to begin the steps towards a new or renovated Town Hall & Police Station.

The budget team is recommending funding the Town's performance evaluation system and all merit based pay increases at 50% of the amount of the existing awards charts, tables, and formulas. Based upon the current economy and

overall short-term fiscal outlook, the Town budget team is not recommending any across the board cost of living adjustment (COLA) for FY 11-12 or the foreseeable future.

Any funds available to increase employee compensation will be utilized to keep health insurance, 401-K, and performance-based merit pay funded as strongly as possible. Regardless of the current financial challenges, Town management staff greatly prefers to see available dollars paid to the Town's top performers (via performance evaluation system) rather than equally divided amongst all staff regardless of performance (via COLA).

The NC Local Government Employees' Retirement System instituted a mandatory rate increase this year that required an additional 8.1% for regular employees and 9.8% for law enforcement employees that will cost the Town \$54,000 extra in FY 11-12 and in future years.

Capital Outlay Items

There were a number of **capital outlay items** that did not go through the decision package process due to their routine nature as replacements or ongoing operational nature. The individual items listed below carry a price tag over \$2,000 and are recommended for funding by the budget team. FY 11-12 sees an increase in spending for capital outlay of \$41,000 over last year's amount.

<b>CAPITAL OUTLAY</b>		
<b>Information Technology</b>		
Police Laptop Computers *		19,160
<b>Police Administration</b>		
800 Mhz Radios *		5,365
Class IV Indoor Magazine *		2,000
Replacement CID Vehicle - Impala (101) *		20,500
Replacement CID Vehicle - Impala (150) *		20,500
Replacement Patrol Vehicle - CV (192) *		22,500
<b>Public Works</b>		
Replace Municipal Duty Snowplow *		11,500
Replace 2001 Ford Crew Cab Truck *		25,000
Replace Portable Generator *		2,500
Replace 1998 Chevrolet Service Truck *		<u>25,000</u>
<b>Total</b>		<b>\$154,205</b>

Decision Packages

There are a small number of recommended decision packages this year. These items have either been identified as Town Council priorities, improve workplace security, or rose to priority status due to grant availability.

<b>DECISION PACKAGES</b>		
<b>Administration</b>		
	Management Analyst/Internal Auditor	64,619
<b>Planning</b>		
	Wayfinding Sign Program *	50,000
	Building Facade Grant Supplement	8,000
<b>Engineering</b>		
	Street Resurfacing Program *	400,000
<b>Information Technology</b>		
	Management Analyst/Internal Auditor	(89,159)
	Web Filter/Network Monitoring Appliance *	13,580
<b>Police</b>		
	Records Management System (RMS) *	96,944
<b>Public Works</b>		
	Automated Door Locks- Town Hall A & B *	20,000
<b>Parks and Recreation</b>		
	Projection System *	<u>10,500</u>
<b>Total</b>		<b>\$574,484</b>

\* Capital outlay items from both combine for a total of \$745,000. This is approximately twice as much as last year’s total.

Although these items have increased this year due to the improved revenue situation, there are a number of worthy needs that have to be deferred to future years that will create pressure for the future. There are a number of needs that may be justified for inclusion into a future bond referendum – sidewalks, deferred building maintenance needs/improvements at Town Hall and Police Station, physical improvements at Garner Historic Auditorium, and additional resurfacing of Town streets.

Agency Funding

The Town has traditionally provided funds to various agencies with a community-oriented mission. Agency funding is declining by 18% (\$11,000) from FY 10-11. All agencies are funded at roughly 6% less than last year’s amount except GMHS (didn’t submit due to a grant award from another organization),

and Hospice of Wake County (bumped up 10.5% to complete Town's multi-year pledge). One new agency, Interact, has been included this year at an amount of \$2,500.

#### Impact of Staffing Modifications

Town-wide, there are significant cost savings as a result of various staffing modifications, reorganization, freezes, and one Reduction in Force. Here are the highlights:

- ◆ Year 2 of the indefinite freeze of two full-time vacant positions (Planner II – Urban Design Specialist and Equipment Operator – Public Works). These two positions produce an annual savings of \$95,500 in salary and benefits.
- ◆ Previous elimination of three currently occupied full-time positions utilizing the Town's reduction in force (RIF) policy (borrowed from Wake County) in 2010.
- ◆ New elimination of one additional full-time staff position via reduction in force (RIF) policy to take effect immediately in 2011. This person was able to make arrangements to be able to qualify for early retirement benefits.
- ◆ Parks & Recreation, Police, and Public Works all made some meaningful and significant improvements during 2010-2011 that improve efficiency and effectiveness leading to improved operations and customer service. These staffing changes collectively save \$158,000 annually.
- ◆ Administration will see a savings of \$13,000 annually as a result of not re-filling Barbara Fisher's part-time role as fill-in receptionist following her retirement a few weeks ago.
- ◆ One new full-time positions is proposed this year and two full-time vacant positions are eliminated for a net of one less position for the Town. With these changes, Town-wide salaries are down over \$30,000 overall (including merit increases). Details regarding these proposals can be found in the decision packages section.
  - Administration proposes the addition of a Management Analyst/Internal Auditor position for budget preparation, efficiency improvements, and fiduciary oversight to be offset by the elimination of the Information Technology Director position. (This results in a net salary reduction of \$24,540.)
  - The one new RIF position mentioned above saves an additional \$53,200 annually.

### Recreation Program Budgets

After approximately 26 months of work by Town staff, the Parks & Recreation Department is wrapping up the second year of program budgets for the entire department. Program budgets provide more detailed financial information on both the expense and revenue side for each program offered by the department. They are a great tool for management decision making and analysis.

The Town is gaining a clearer picture of the level of subsidy for each departmental program offering. Through the use this data, the Town knows that the boathouse subsidy has been reduced to \$10,800 and that adult fitness programs plan to bring in \$6,000 over expenses next year. We also know that family movies at Lake Benson Park will be subsidized by \$2,300 after collecting revenues of \$800. This type of data will grow in value over time and will assist with key decisions in the near future.

### State of NC Decisions Regarding State-Collected Local Revenue

Previous action by the State of NC leads one to be cautious about our dependence on state-collected local revenues. Elimination of local privilege license taxes and discontinuation of sharing beer/wine taxes with local governments are scenarios that have been discussed previously and should be monitored closely.

The Town cannot predict or control the behavior or action of the State of North Carolina regarding budgetary or fiscal matters. This unpredictability does not allow staff to be 100% confident in all state-controlled or state-handled revenue sources that the Town relies upon.

### Detailed Discussion of Revenue

FY 11-12 Revenue is projected to be higher than FY 10-11 in most of the key categories. This is refreshing news that enables us to have a better outlook for Town services and programs. These projections are based upon trend analysis, past year collection history, and economic projections for the national, state, and local economy.

Last year's revenue outlook for almost every major category was projected to be declining. This was the cause of the Town's inability to fund new initiatives and caused a desperate need to reduce capital spending and expenses.

Last year's projection showed a decrease of \$770,000 or 3.3%. FY 11-12 projects a bottom-line overall revenue increase of \$190,000. This is good news but is actually even a little better than it initially appears.

There were a total of \$895,000 in one-time occurrences and expenses related to these occurrences during the previous fiscal year that are not going to repeat. Therefore, budgeted revenues have decreased due to one-time nonrecurring revenues recognized in FY 10-11. These revenues include proceeds from the loan to purchase Squad Vehicle #881 from Garner EMS and Rescue (\$324,892) and

proceeds from the sale of the Squad Vehicle (\$335,000). Fund balance appropriated has also decreased. This includes funds budgeted for the cost of issuing bonds in October 2010 (\$16,000), matching funds for construction of the Don Miller Drive sidewalk (\$19,500), and funds budgeted to purchase the Kelly Property (\$200,000).

A non-accountant may review our budget and see that revenues have increased by \$1,085,000 (including the \$139,000 bottom-line revenue increase + \$895,000 in non-recurring expenses described above.). Again, this is very good news!

**Ad Valorem Taxes** are projected to increase by \$424,300 (3.03%). Staff has projected a 97% collection rate for FY 11-12. This is 0.50% higher than FY 10-11.

**Sales Tax Receipts** are projected to rise by \$523,000 (14%). This is a very good sign for our economy.

A new revenue source, **Heavy Equipment Rental Tax**, recently enacted by the NC Legislature, will bring in approximately \$63,000 next year.

For the second year in a row, a \$50,000 increase in **utility franchise tax** is expected.

**Powell Bill fund distribution** will likely increase by \$30,000 in FY 11-12. This will be over and above the increase this year due to a supplemental payment.

**Parks & Recreation rentals** are projected to be 9.8% higher (\$11,500) due to an increased management emphasis on revenue production and the switch to program-based budgeting for the department. This follows an increase of 41% in the FY 10-11 Budget.

Due to the increased management emphasis on revenue production and the switch to program-based budgeting, **Parks & Recreation fees** should be \$50,000 higher in the coming year. This will represent a 23% increase over FY 10-11 collections.

**Car tag fees** is projected to increase by \$10,000, getting very close to the actual collected amount in FY 09-10. This is another very good sign for the overall economy.

The estimate for **Building permit fees** is being lowered to \$200,000, a decrease of \$85,000 or 29.8% from the current year's projected collections. The FY 10-11 projection was \$285,000 and it appears that this category will fall short during this fiscal year by \$39,000. Our lowest projection in the past nine years was \$200,000 in FY 09-10; we are returning to that low amount. As a reminder, the 7-year building permit collection average during the Town's best growth years was \$569,000 annually.

**Investment income** will likely decline to a new record low of \$18,000. This will be \$9,000 lower than last year's budget estimate. As recently as 2008, this category exceeded \$300,000 annually.

Most of the **other revenue categories** not discussed in detail here are only seeing non-material changes or involve grants or other one-time occurrences.

There is no recommended **transfer of fund balance** contained in this budget document for operations, capital outlay, or decision package needs. As of April 30, 2011, \$0 has been transferred out of fund balance during the current fiscal year.

A complete analysis of our **projected fund balance position** is included on page 40. The Town's estimated fund balance as of June 30, 2011 is \$14,397,000. After the required reserves are set aside from this amount, a total of \$11,982,000 remains. This amount represents 50.7% of our annual operating expense. As previously indicated, the budget team recommends that no fund balance be used for the FY 11-12 Budget. \$2 million was reserved for advances for construction of White Deer Park. That was recaptured by the Town upon issuance of debt in October 2010.

#### **Garner Volunteer Fire Rescue, Inc.**

The Garner Volunteer Fire Department, Inc.'s recommended appropriation will be based on the financial modeling and methodology developed by the Wake County Budget Analyst and endorsed by the Wake County Fire Commission. The appropriation largely represents 54.7% of shared expenditures with Wake County for GVFR, Inc. for services provided inside and outside the Town Limits of Garner. Although the preponderance of expenses are the Town's responsibility at a 54.7/45.3 split with Wake County, there are also a number of expenses that are split by other formulas: 85/15, 100/0 (Town solely responsible), and 0/100 (County solely responsible). It is a complicated financial exercise.

The Fire Commission Budget Committee did not approve any expansion requests for GVFR, Inc. this year. Town of Garner staff plans to supplement the analysis of the Fire Commission review with additional research, gain a clearer understanding of the various expense items split with Wake County, debate a few categorization matters with Wake County staff, and complete a recommendation for Town Council soon. It may be useful to ask GVFR Chief Matt Poole and the Town's appointees to the GVFR, Inc. Board to an upcoming Budget Review Session to discuss FY 11-12.

Fire Station #4 opened on Spaceway Court in November 2011. The Town has fiscal responsibility for 15% of operational expenses upon opening and is obligated for 15% of the construction expense of Station #4, payable on a previously negotiated annual schedule. The Town's first payment will be due in FY 11-12.

Please see the detailed budget information from GVFR, Inc. in the Appendix.

This will be the first year in recent memory that the Town has no payment to Garner Rescue. This organization is no longer providing rescue services in the Town of Garner; that responsibility (and funding) was transitioned to GVFR, Inc. during 2010.

Additionally, Garner Rescue's EMS services transitioned to Wake County EMS on May 31, 2010. EMS is statutorily assigned to Wake County Government, so the Town has no role in those services. The Garner Basic Life Support Transport Division (BLS) continues to operate independently of Wake County EMS, GVFR, Inc., and the Town as an ambulance service out of the facility on Vandora Springs Road. There is no relationship or communication with the Garner Basic Life Support Transport staff presently.

### Conclusion

There are a number of factors that allow us to continue forward in a fiscally responsible manner this coming year without a tax increase or service level reductions.

- ◆ All departments submitted lean and responsible budgets and limited their spending requests. The Town's department managers are **commended** for their work in this regard.
- ◆ There are no transfers out or reserve account set asides.
- ◆ Performance-based merit increases will be limited to 50% of the current award chart amount resulting in approximately \$150,000 of cost avoidance.
- ◆ Reorganization and restructuring efforts during 2010-2011 in Human Resources, Parks & Recreation, Police, and Public Works produced meaningful and significant improvements that improve efficiency and effectiveness leading to improved operations and customer service. Annual departmental operational savings total \$158,000 and avoidance of last year's health insurance cost increase of \$248,000 nets a cost avoidance of \$406,000 for this year and future years.
- ◆ The Building Financial Capacity document (included in Appendix) has proven to be a valuable and worthwhile touchstone to get through tough economic times. Kudos are extended to Town Council for adopting this guideline and urging its' use.
- ◆ Revenues are rebounding significantly in key categories.
- ◆ The Town is frugal and fiscally conservative. Town Engineer Frank Powell deserves sincere thanks for steadily reminding staff to be thrifty.

In spite of the slow economy and necessity to rebound from the downturn, staff will continue to improve and enhance service delivery and improve and beautify our facilities for safe and enjoyable use by our citizens.

Town staff will continue to work very hard to carry out the wishes of the Town's elected officials, citizens, property owners, and stakeholders. There are numerous hard-working staff members that enable us to meet our goals and have allowed the Town to be successful. There is ample evidence of the many good and positive things that are happening in Garner. Please refer to the Appendix to see a list of 21 noteworthy accomplishments from 2010-2011.

Service excellence has been demonstrated in a number of ways during the past year:

- ◆ Police Department received national reaccreditation by CALEA – this honor is obtained by only 26 agencies in NC and 4% nationwide.
- ◆ Finance Department received its' 21<sup>st</sup> consecutive Excellence in Financial Reporting Award from GFOA and its' first Distinguished Budget Presentation Award from GFOA since 2002.
- ◆ White Deer Park Nature Center received an award from Wood Works for the best sustainable design project in the Southeastern U.S.
- ◆ White Deer Park Nature Center received LEED Gold certification from the US Green Building Council for sustainable design principles.
- ◆ Donnie Woods of the Parks & Recreation Department received a Certificate of Merit from the American Red Cross for lifesaving at the Avery Street Gym.

Mayor Pro Tem Kathy Behringer, Nancy Hulbert, Lt. Len Hatcher, and Lt. Paul Shambaugh all received noteworthy accolades for individual achievement in the past year. Congratulations to each of them for making the Town look good! The Town continues to excel even though the economy is sluggish.

Our budget team leaders, Assistant Town Manager Rodney Dickerson and Finance Director Lin Jones, worked countless hours to complete this budget document. They encouraged, coached, and worked tirelessly with our department heads in an effort to prepare the best outcome possible in a strange economic climate. They deserve a blue ribbon for their diligence and hard work.

There are others who deserve a special tip of the hat this year:

- ◆ Human Resources Director Sheila Cain, with the help of IBA, made tremendous strides toward getting a handle on health insurance costs.
- ◆ Parks & Recreation Director Sonya Shaw has spearheaded a 2+ year effort to institute program-based budgets in her department. It has been a tough task, and she deserves special acknowledgement for her leadership.
- ◆ IT Specialist Bret Kelly shepherded all of us through the development of a new budget program this year and warrants a public expression of gratitude.
- ◆ Purchasing Manager Marcey Hubbell does a super job with budget production each year and deserves a great deal of credit for last year's Distinguished Budget Presentation Award from GFOA.

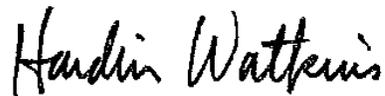
Each of the Town's department heads played a major role in achieving a balanced budget this year. While advocating for their individual department needs, they

were also able to contribute positively to meaningful and thoughtful adjustments or recommend delayed expenditures to help the Town get through another sluggish year.

The Town's elected officials sit through many long meetings and sacrifice time away from family to provide us policy direction, encourage us, and challenge us to do more with less and deliver outstanding services at a great value. Thanks to each of you for giving up your personal time in order to improve your community.

Solid progress has been made and will continue to be made on your behalf to advance the Town in the course you have set. There are some exciting initiatives in the Town's future, and we are laying a path for achievement of these bold ideas and goals. We look forward to talking with you about this document and working with you to refine it over the next two months. Please forward us your questions.

Respectfully submitted,

A handwritten signature in black ink that reads "Hardin Watkins". The script is cursive and fluid, with the first letters of each word being capitalized and prominent.

Hardin Watkins  
Town Manager

ORDINANCE NO (2011) 3625

AN ORDINANCE TO APPROPRIATE FUNDS AND TO RAISE REVENUES FOR THE  
FISCAL YEAR BEGINNING JULY 1, 2011 AND ENDING JUNE 30, 2012

NOW, THEREFORE, BE IT ORDAINED by the Town Council of the Town of Garner, North Carolina 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, 2011 and ending June 30, 2012.

Section One. GENERAL FUND

ANTICIPATED REVENUES

AD VALOREM TAXES		
400300	Ad Valorem Taxes-Current Year	\$ 14,406,600
400302	Ad Valorem Taxes-Prior Year	230,000
400308	Ad Valorem Tax Rental Vehicles	10,500
400340	Tax Penalty and Interest	65,000

OTHER TAXES		
400350	ABC Net Revenue	70,000
400370	Local Government Sales Tax 1%	1,950,000
400380	Local Government Sale Tax 1/2%	2,300,000
400385	Solid Waste Disposal Tax	17,000
400390	Privilege License	65,000
400395	Heavy Equipment Rental Tax	80,000

INTERGOVERNMENTAL REVENUES		
411010	Beer and Wine Tax	35,000
411020	Utility Franchise Tax	1,330,000
411025	Cablevision Franchise Reimbursement	260,000
411028	Cablevision PEG Reimbursement	18,000
411060	Powell Bill Distribution	670,000
411126	COPS Hiring Grant 2011	50,000
411165	US Dept of Justice - Vest	1,500
411166	DOJ-Justice Assistance Grant	3,000
411167	DOJ FBI Safe Streets Task Force	15,600
411168	GHSP Wake Co Tax Force Grant	1,000
411169	GHSP Accident Reconstruction Training	30,000
411171	Governor's Crime Commission	45,000
411183	GHSP Traffic Safety Coordinator Grant	10,000

411185	GHSP Traffic Officer Grant	83,000
411192	Build America Bond Interest Reimbursement	87,100
411220	School Resource Officer	58,839
411240	Middle School Resource Officer	9,460
411250	City of Raleigh - Debt Service	118,200

PERMITS AND FEES

422073	Water Cap Replacement Fee - Non Debt	10,000
422080	Sewer Capacity Replacement Fee	10,000
422083	Sewer Cap Replacement Fee - Non Debt	10,000
432110	Car Tags	297,000
432120	Dog Tags	2,500
432210	Subdivision Fees	500
432220	Board of Adjustment Fees	200
432230	Site Plan / Permit Fees	2,000
432250	Sign Permit Fees	5,000
432260	Annexation and Street Closing	500
432270	Special Event Permit	200
432410	Building Permit Fees	200,000
432415	Reinspection Fees	25,000
432420	Homeowners Recovery Fees	50
432430	Rental Prop Owner Register Fee	11,000
432515	Police Outside Employment	150,000
432520	Taxi Cab Inspection Fee	200
432530	False Alarm Charges	18,000

SALES AND SERVICES

443110	Recreation Fees	257,000
443170	Parks & Rec Facility Rental	115,000
443210	Special Refuse Collection Fees	1,300
443220	Refuse Cart Fees	3,500
443310	City of Raleigh - Collection Fees	4,000
443320	City of Raleigh - Gasoline Sales	3,000
443330	City of Raleigh - Street Repairs	20,000

INVESTMENT REVENUES

454010	Interest Earned	18,000
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OTHER REVENUES

443570	Check Service Charges	150
465015	Co Landfill Reimbursement	90,000

465023	CASL Soccer Field Rental	13,500
465027	Grounds Fee - School Commons	9,000
465030	Miscellaneous Revenue	25,000
465058	Sewer Assessments	10,000
465059	Interest on Assessments	1,500
465110	Miscellaneous Land Use Charges	4,000
465310	Officer Fees	10,000
465335	Animal Control Violation	200
465340	Parking Violations	5,000
465350	Contributions	1,000
476010	Sale of Fixed Assets	7,500

TRANSFERS

472074	Transfer From Regional Retention CR	45,000
472084	Transfer From Water Sewer Debt CR	260,645

FUND BALANCE APPROPRIATION

496900	Appropriation from Fund Balance	0
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\$ 23,666,244

ANTICIPATED EXPENDITURES

GENERAL GOVERNMENT \$2,745,588

10-4100	Legislative	\$396,217
10-4200	Executive	1,526,119
10-4400	Finance	823,252

COMMUNITY SERVICE 3,000,393

10-4500	Economic Development	400,633
10-4510	Economic Incentives	115,000
10-4600	Planning	637,025
10-4700	Building Inspections	691,517
10-4800	Engineering	483,211
10-4900	Information Technology	673,007

PUBLIC SAFETY		8,857,175
10-5100	Police	6,874,893
10-5300	Fire	1,982,282
10-5500	PUBLIC WORKS	6,115,168
10-5700	PARKS AND RECREATION	1,664,456
10-5800	DEBT SERVICE	1,283,464
10-5900	TRANSFERS	0
	TOTAL	\$23,666,244

#### Section Two. LEVY OF TAXES

There is hereby levied, for Fiscal 2011-2012 Ad Valorem Tax Rate of \$0.49 per one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2011, 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 \$3,030,000,000 and an estimated rate of collection of 97.0 percent.

#### Section Three. BUDGET REVISIONS

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 shall require Board approval by budget ordinance.

Section Four. Funds from capital project budgets to be closed shall be transferred into capital reserve funds.

Section Five. Copies of this ordinance shall be furnished 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 21<sup>th</sup> day of June 2011

*Ronnie S. Williams*

MAYOR

ATTEST: *Judith Bass*  
TOWN CLERK

## **BUDGET SUMMARY**

An overview of the budget encompassing all funds, including general information about the budget process for the Town of Garner

## BUDGETARY APPROACH AND FINANCIAL STRUCTURE

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 Local Government Budget and Fiscal Control Act also requires that North Carolina local governments use the modified accrual basis of accounting for budget preparation, and financial presentation. The modified accrual basis stipulates that 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.

The Town maintains a standard fund structure:

- The **General Fund**, which is supported largely by local property taxes and State-shared revenues and includes the majority of the Town's ongoing operations;
- **Special Revenue Funds**, which account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes (including Capital Reserves and Grant Projects); and
- **Capital Projects Funds**, which track the resources and expenditures for major projects that typically span more than one fiscal year;

Each year the budget ordinance adopts revenue and expenditure figures for the operating fund, the General Fund. Project ordinances are adopted throughout the fiscal year as needed to support the activities of the other 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 & Cultural Resources, Marketing and Special Events, Sports and Fitness and Outdoor and 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 PREPARATION CALENDAR

FISCAL YEAR 2011-2012

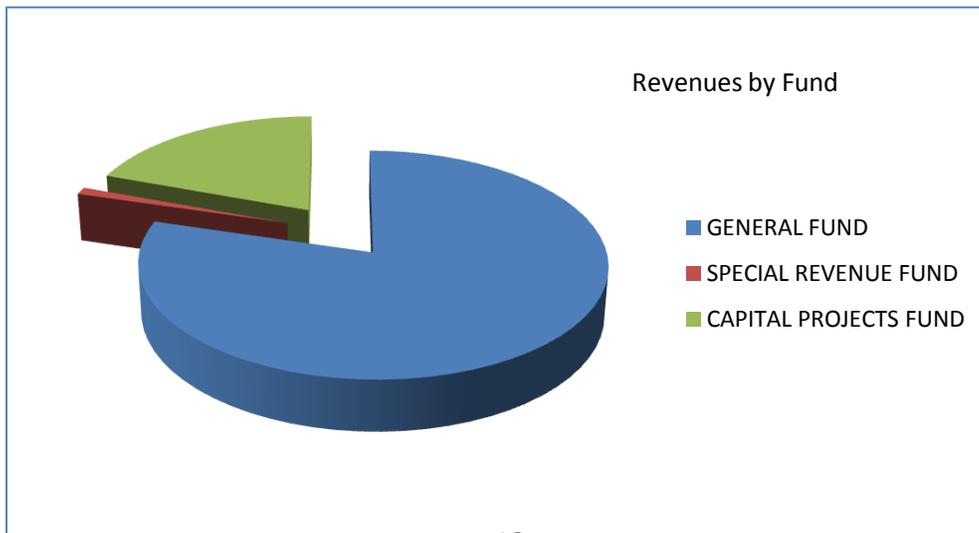
December 27	Staff receives budget manual and directions on budget submittal
December 27-February 11	Department heads prepare base budgets and decision packages via network
February 28	Finance Director provides first round of Revenue estimates
February 11	Department heads submit all budget requests to Budget office via network
February 16	Budget office prints departmental requests for budget team and summary of capital outlay and decision package requests and presents to Board for their review.
February 22	Town Council holds pre-Budget hearing
January 31-February 28	Budget team reviews budget requests for completeness and accuracy; personnel costs are established and entered.
February 14-March 15	Budget team reviews budget requests and action plans with department heads and key staff.
February 14-March 28	Department heads revise and resubmit budget figures via network, based on review with budget team
April 18-April 22	Budget team drafts budget transmittal message and prepares recommended budget document for printing.
April 25-April 29	Recommended budget is printed for distribution.
May 2	Budget, decision package, and agency funding requests presented to Council
May 2-June 20	Town Council and public review recommended budget.
May 23	Special Budget Work Session.
May 23-24	Council discusses decision package requests at Work Session
May 23-June 20	Town Council holds meetings to discuss recommended budget.
June 6	Town Council holds public hearing on recommended budget.
June 21	Town Council adopts FY2011-12 budget.
June 22-June 30	Adopted budget prepared and printed for distribution.

***Town of Garner***  
**Budget Overview - ALL FUNDS**

<b>REVENUE &amp; SOURCES</b>	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget
Ad Valorem Taxes	\$ 13,144,760	\$ 14,594,341	\$ 14,980,052	\$ 14,287,500	\$ 14,701,600
Other Taxes & Licenses	4,811,881	4,433,984	4,217,586	3,867,000	4,492,500
Intergovernmental	3,072,339	3,195,971	2,756,568	2,611,560	2,825,699
Permits and Fees	1,547,405	795,324	1,127,074	673,450	592,150
Sales and Services	394,778	398,701	467,471	493,250	567,300
Investment Earnings	727,199	312,863	40,177	37,200	23,505
Other Revenues	342,300	241,482	268,588	243,300	163,350
<b>Total Revenue</b>	<b>24,040,662</b>	<b>23,972,666</b>	<b>23,857,516</b>	<b>22,213,260</b>	<b>23,366,104</b>
Transfers from other funds	2,465,867	1,283,927	727,925	251,000	305,645
Proceeds from bonds	163,381	62,749	-	-	-
Fund balance appropriated	-	-	-	540,800	6,000,140
<b>Total Resources</b>	<b>\$ 26,669,910</b>	<b>\$ 25,319,342</b>	<b>\$ 24,585,441</b>	<b>\$ 23,005,060</b>	<b>\$ 29,671,889</b>
<b>EXPENDITURES &amp; USES</b>					
General Fund					
General Government	\$ 5,675,801	\$ 5,741,858	\$ 6,031,883	\$ 2,847,453	\$ 7,271,732
Public Safety	8,498,765	8,965,706	9,415,377	2,436,463	9,548,692
Transportation	2,445,807	2,617,478	2,032,223	9,231,084	2,137,362
Environmental Protection	1,425,232	1,546,994	1,916,298	5,362,465	1,760,538
Cultural and Recreational	2,489,933	2,433,493	2,396,481	1,692,888	1,664,456
Capital Projects	386,544	2,583,235	1,112,593	300,000	5,700,000
Debt Service	1,358,011	1,076,285	940,676	883,707	1,283,464
<b>Total Expenditures</b>					
Transfers to Other Funds	2,465,867	1,283,927	727,925	251,000	305,645
Reserved for Future Projects					
<b>Total Expenditures and Other Uses</b>	<b>\$ 24,745,960</b>	<b>\$ 26,248,976</b>	<b>\$ 24,573,456</b>	<b>\$ 23,005,060</b>	<b>\$ 29,671,889</b>

**Town of Garner**  
**Summary of Revenues - ALL FUNDS**

REVENUES AND SOURCES	TOTAL	GENERAL FUND	SPECIAL REVENUE FUND	CAPITAL PROJECTS FUND
<i>Ad Valorem Taxes</i>				
-- Current Year	\$ 14,406,600	\$ 14,406,600	\$ -	\$ -
-- Prior Years	230,000	230,000	-	-
-- Penalties and Interest	65,000	65,000	-	-
<b>Subtotal: Property Taxes</b>	<b>14,701,600</b>	<b>14,701,600</b>	-	-
<i>Other Taxes</i>				
-- ABC Mixed Beverage	70,000	70,000	-	-
-- Local Option Sales Tax	4,250,000	4,250,000	-	-
-- Privilege License	65,000	65,000	-	-
-- Rental Vehicle Tax	10,500	10,500	-	-
-- Heavy Equipment Rental Tax	80,000	80,000	-	-
-- Solid Waste Disposal Fee	17,000	17,000	-	-
<b>Subtotal: Other Taxes</b>	<b>4,492,500</b>	<b>4,492,500</b>	-	-
Assessments to Property	11,500	11,500	-	-
Intergovernmental Revenues	2,825,699	2,825,699	-	-
Permits and Fees	592,150	592,150	-	-
Sales and Services	567,300	567,300	-	-
Investment Revenues	23,505	18,000	5,505	-
Other Revenue	151,850	151,850	-	-
<b>Total Revenues</b>	<b>23,366,104</b>	<b>23,360,599</b>	<b>5,505</b>	-
Transfers from Other Funds	305,645	305,645	-	-
Proceeds of Bonds	-	-	-	-
Fund Balance Appropriated	6,000,140	-	300,140	5,700,000
<b>Total Resources</b>	<b>29,671,889</b>	<b>23,666,244</b>	<b>305,645</b>	<b>5,700,000</b>
Less: Transfers from Other Funds	(305,645)	(305,645)	-	-
<b>TOTAL RESOURCES NET OF TRANSFERS</b>	<b>\$ 29,366,244</b>	<b>\$ 23,360,599</b>	<b>\$ 305,645</b>	<b>\$ 5,700,000</b>



**Town of Garner**  
**Summary of Expenditures - ALL FUNDS**

EXPENDITURES AND USES	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPITAL PROJECTS FUNDS
General Government	\$ 7,271,732	\$ 7,271,732	\$ -	\$ -
Public Safety	9,548,692	9,548,692	-	-
Transportation	2,137,362	2,137,362	-	-
Environmental Protection	1,760,538	1,760,538	-	-
Cultural and Recreational	1,664,456	1,664,456	-	-
Debt Service	1,283,464	1,283,464	-	-
Capital Projects	5,700,000	-	-	5,700,000
Reserved for Future Projects	-	-	-	-
Transfers to Other Funds	305,645	-	305,645	-
<b>Total Expenditures</b>	<b>29,671,889</b>	<b>23,666,244</b>	<b>305,645</b>	<b>5,700,000</b>
Less: Transfers to Other Funds	(305,645)	-	(305,645)	-
<b>TOTAL EXPENDITURES NET OF TRANSFERS</b>	<b>\$ 29,366,244</b>	<b>\$ 23,666,244</b>	<b>\$ -</b>	<b>\$ 5,700,000</b>

**SUMMARY OF CHANGES IN FUND BALANCES**

GENERAL FUND	YEAR ENDING <u>JUNE 30, 2011</u>	YEAR ENDING <u>JUNE 30, 2012</u>
Fund Balance Available Beginning of Year	\$ 13,897,468	\$ 14,570,573
Revenues	23,497,638	22,203,060
Expenditures	23,075,500	23,666,244
Transfers In	444,446	251,000
Transfers Out	193,479	-
Fund Balance Available End of Year	<u>\$ 14,570,573</u>	<u>\$ 13,358,389</u>

## Debt Management

Rapid growth challenges a local government's ability to meet the service demands of residents. Growth creates a demand for infrastructure and capital projects. Citizens will need more parks, community facilities, 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.

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.

### **COMPUTATION OF LEGAL DEBT MARGIN**

#### **Calculation of Debt Limit**

Assessed Value of Taxable Property	\$3,035,423,438
Multiplied by State Limitation of 8%	<u>x .08</u>
DEBT LIMIT	\$242,833,875

#### **Calculation of Town of Garner's Debt**

Total Bonded Debt at June 30, 2011	\$11,781,340
Less: Assets in Debt Service Reserves Available for Payment of Debt	<u>-</u>
TOTAL AMOUNT OF DEBT APPLICABLE TO DEBT LIMIT	<u>11,781,340</u>
<b>LEGAL DEBT MARGIN</b>	<u><u>\$231,052,535</u></u>

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During Fiscal Year 2010-2011, additional long-term debt of \$9,774,891 was incurred. The additional debt was issued for construction of White Deer Park, Timber Drive, and Vandora/Buffalo Roundabout, purchase of rescue vehicle, purchase of water and sewer capacity and improvements to the Public Works Facility.

On March 1, 2001 the Town transferred ownership of the Enterprise Fund assets and liabilities to the City of Raleigh. The Enterprise Fund debt has been reclassified as General Long Term Debt and debt service payments will be repaid from the General Fund. Debt service cost for Enterprise Fund debt will be reimbursed by the City Raleigh.

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, 2011 are comprised of the following issues:**

- |  |   |
|--|---|
| - \$1,250,000 1996 Water serial bonds with annual installments through April 2015. Interest varying from 5.4% to 5.6%. | - \$6,050,000 Taxable Public Improvement Bonds (Build America Bonds) with annual installments through February 2031. Interest varying from 1.05% to 5.25% |
|--|---|

**Other long-term debt includes:**

- |   |  |
|---|--|
| - \$7,272,800 financing agreement (Various Projects) with semiannual installments through June 26, 2021                       | - \$3,400,000 financing agreement (Various Projects) with semiannual installments through September 2026. Interest of 3.79%    |
| - \$42,071 financing agreement for computers and equipment with monthly installments through December 2011. Interest of 7.03% | - \$20,678 financing agreement for computers and equipment with monthly installments through September 2013. Interest of 9.23% |

**FY 2010-2011 Debt Service**

Below is the summary of debt service payments due for FY 2010-11

	<b>Purpose</b>	<b>Original Debt</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Payment</b>
<b><u>NON-UTILITY DEBT</u></b>					
	Public Improvement 2010 - New	\$6,050,000	\$ 115,000	\$ 248,955	\$ 363,955
	Capital Projects	7,242,800	482,854	185,489	668,343
	Computer Equipment 2008	42,071	7,113	147	7,260
	Computer Equipment 2009	20,678	6,873	517	7,390
	Computer Equipment 2010 - New	56,000	15,761	3,910	19,671
	Fire Station - New	380,000	38,000	-	38,000
	Water and Sewer Capacity - New	3,400,000	-	204,000	204,000
<b>TOTAL DEBT SERVICE - NON-UTILITY</b>					<b>\$1,308,619</b>
<b><u>UTILITY DEBT</u></b>					
	Water - 1996	1,250,000	100,000	18,200	118,200
<b>TOTAL DEBT SERVICE - UTILITY DEBT</b>					<b>\$ 118,200</b>
<b>TOTAL DEBT SERVICE</b>					<b>\$ 1,426,819</b>

On the following page is a schedule of the Town of Garner's long-term debt payments.

**Bonds Authorized and Unissued**

The Town does not have any bonds that are authorized and unissued.

**SUMMARY OF  
LONG-TERM DEBT REQUIREMENTS**

**GENERAL FUND DEBT**

FISCAL YEAR	GENERAL OBLIGATION BONDS		CAPITALIZED LEASES		PROMISSORY NOTES		TOTAL DEBT DUE		TOTAL
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2011-12	\$ 215,000.00	\$267,155.00	\$ -	\$ -	\$512,903.00	\$ 273,999.00	\$ 727,903.00	\$ 541,154.00	\$ 1,269,057.00
2012-13	220,000	260,348	-	-	733,201	291,544	953,201	551,892	1,505,093
2013-14	220,000	253,248	-	-	726,255	263,610	946,255	516,858	1,463,113
2014-15	185,000	245,848	-	-	709,520	235,798	894,520	481,646	1,376,166
2015-16	175,000	241,248	-	-	709,520	208,183	884,520	449,431	1,333,951
2016-17	175,000	237,310	-	-	709,520	180,568	884,520	417,878	1,302,398
2017-18	175,000	232,585	-	-	709,520	152,953	884,520	385,538	1,270,058
2018-19	175,000	227,248	-	-	709,520	125,338	884,520	352,586	1,237,106
2019-20	175,000	221,298	-	-	709,520	97,723	884,520	319,021	1,203,541
2020-21	175,000	214,910	-	-	709,520	70,107	884,520	285,017	1,169,537
2021-22	445,000	208,173	-	-	226,667	47,249	671,667	255,422	927,089
2022-23	445,000	190,150	-	-	226,667	38,658	671,667	228,808	900,475
2023-24	445,000	171,238	-	-	226,667	30,067	671,667	201,305	872,972
2024-25	450,000	152,325	-	-	226,667	21,477	676,667	173,802	850,469
2025-26	450,000	133,200	-	-	226,667	12,886	676,667	146,086	822,753
2026-27	450,000	111,825	-	-	226,667	4,295	676,667	116,120	792,787
2027-28	450,000	90,675	-	-	-	-	450,000	90,675	540,675
2028-29	450,000	69,525	-	-	-	-	450,000	69,525	519,525
2029-30	450,000	47,025	-	-	-	-	450,000	47,025	497,025
2030-31	450,000	23,625	-	-	-	-	450,000	23,625	473,625
<b>Total</b>	<b>\$ 6,375,000</b>	<b>\$ 3,598,959</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,299,001</b>	<b>\$ 2,054,455</b>	<b>\$ 14,674,001</b>	<b>\$ 5,653,414</b>	<b>\$ 20,327,415</b>

**NET DEBT SERVICE COST AFTER REIMBURSEMENT FROM CITY OF RALEIGH**

FISCAL YEAR	GENERAL OBLIGATION BONDS		PROMISSORY NOTES		REIMBURSED BY CITY OF RALEIGH		NET DEBT SERVICE COST AFTER REIMBURSEMENT		TOTAL
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2011-12	\$ 215,000	\$ 267,155	\$ 512,903	\$ 273,999	\$ (100,000)	\$ (18,200)	\$ 627,903	\$ 522,954	\$ 1,150,857
2012-13	220,000	260,348	733,201	291,544	(100,000)	(12,600)	853,201	539,292	1,392,493
2013-14	220,000	253,248	726,255	263,610	(100,000)	(7,000)	846,255	509,858	1,356,113
2014-15	185,000	245,848	709,520	235,798	(25,000)	(1,400)	869,520	480,246	1,349,766
2015-16	175,000	241,248	709,520	208,183	-	-	884,520	449,431	1,333,951
2016-17	175,000	237,310	709,520	180,568	-	-	884,520	417,878	1,302,398
2017-18	175,000	232,585	709,520	152,953	-	-	884,520	385,538	1,270,058
2018-19	175,000	227,248	709,520	125,338	-	-	884,520	352,586	1,237,106
2019-20	175,000	221,298	709,520	97,723	-	-	884,520	319,021	1,203,541
2020-21	175,000	214,910	709,520	70,107	-	-	884,520	285,017	1,169,537
2021-22	445,000	208,173	226,667	47,249	-	-	671,667	255,422	927,089
2022-23	445,000	190,150	226,667	38,658	-	-	671,667	228,808	900,475
2023-24	445,000	171,238	226,667	30,067	-	-	671,667	201,305	872,972
2024-25	450,000	152,325	226,667	21,477	-	-	676,667	173,802	850,469
2025-26	450,000	133,200	226,667	12,886	-	-	676,667	146,086	822,753
2026-27	450,000	111,825	226,667	4,295	-	-	676,667	116,120	792,787
2027-28	450,000	90,675	-	-	-	-	450,000	90,675	540,675
2028-29	450,000	69,525	-	-	-	-	450,000	69,525	519,525
2029-30	450,000	47,025	-	-	-	-	450,000	47,025	497,025
2030-31	450,000	23,625	-	-	-	-	450,000	23,625	473,625
<b>Total</b>	<b>\$ 6,375,000</b>	<b>\$ 3,598,959</b>	<b>\$ 8,299,001</b>	<b>\$ 2,054,455</b>	<b>\$ (325,000)</b>	<b>\$ (39,200)</b>	<b>\$ 14,349,001</b>	<b>\$ 5,614,214</b>	<b>\$ 19,963,215</b>

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.

## **KEY FACTS/STATISTICS**

History and map of Garner  
Demographic Statistics  
Property Value and Construction  
Garner Top Ten's  
Crime Trends  
Assessed Values

## ***TOWN HISTORY***



When the North Carolina Railroad was built in the 1850's, it initiated the creation of many towns. Garner, located in St Mary's Township, 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 the England parish. It is known that there were settlers in the area before the Revolutionary War. There are documented records of a church south of Garner in the Panther Branch Township as far back as 1756. According to the late Parker Rand, a 3,000 acre tract of land was granted his forefathers by King George in 1759. Part of this area later was to be the site of a community known as Rand's Mill. Rand's Mill Pond was later renamed Lake Benson. It was enlarged in 1951 and is now used as a reservoir. 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. An article in *The State* also named H.C. Garner as its founder, 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 when the name "Garner's Station" originated. 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 U.S. 70 on the popular maps of the day. 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 W.W.I 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 some small businesses were beginning to be developed. 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 cabinet-maker and carpenter, making wardrobes, bureaus, and other 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 operated by people such as C.H. Dupree, Jr., R. Garner, J.B. Hobby, and J.R. Williams. 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 switch-board 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, 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. While this eventually caused a decline in downtown Garner, recent attempts at revitalization have been successful. The business and residential life of Garner continued to grow steadily throughout the years, with more rapid growth in recent times.

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 Buffaloe Whaley. Much of this historical information was taken from the publication, "History of Garner and Environs," compiled by the Garner Historical Committee in 1971. Members of the committee included Mrs. W.R. Rand, Mrs. Portia Banks, Mrs. Carson Carmichael, Mrs. Lucile Stevens, Walter Rand, Jr., Sam Powell, and Jack H. Webb.*

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

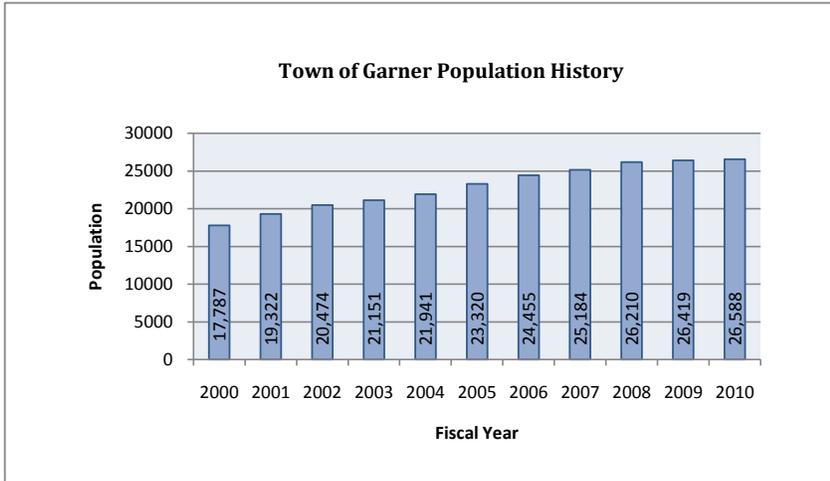


## *Town of Garner*

### Key Facts and Miscellaneous Statistics

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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.



- The Town of Garner's population continues to grow; but at a slow rate since the economic downturn.

#### Town of Garner Rank according to 2010 Census:

Rank	City	Population
1	Raleigh	403,892
2	Cary	135,234
3	Apex	37,476
4	Wake Forest	30,117
5	<b>Garner</b>	<b>25,745</b>
6	Holly Springs	24,661
7	Morrisville	18,576
8	Fuquay-Varina	17,937
9	Knightdale	11,401
10	Wendell	5,845
11	Zebulon	4,433
12	Rolesville	3,786

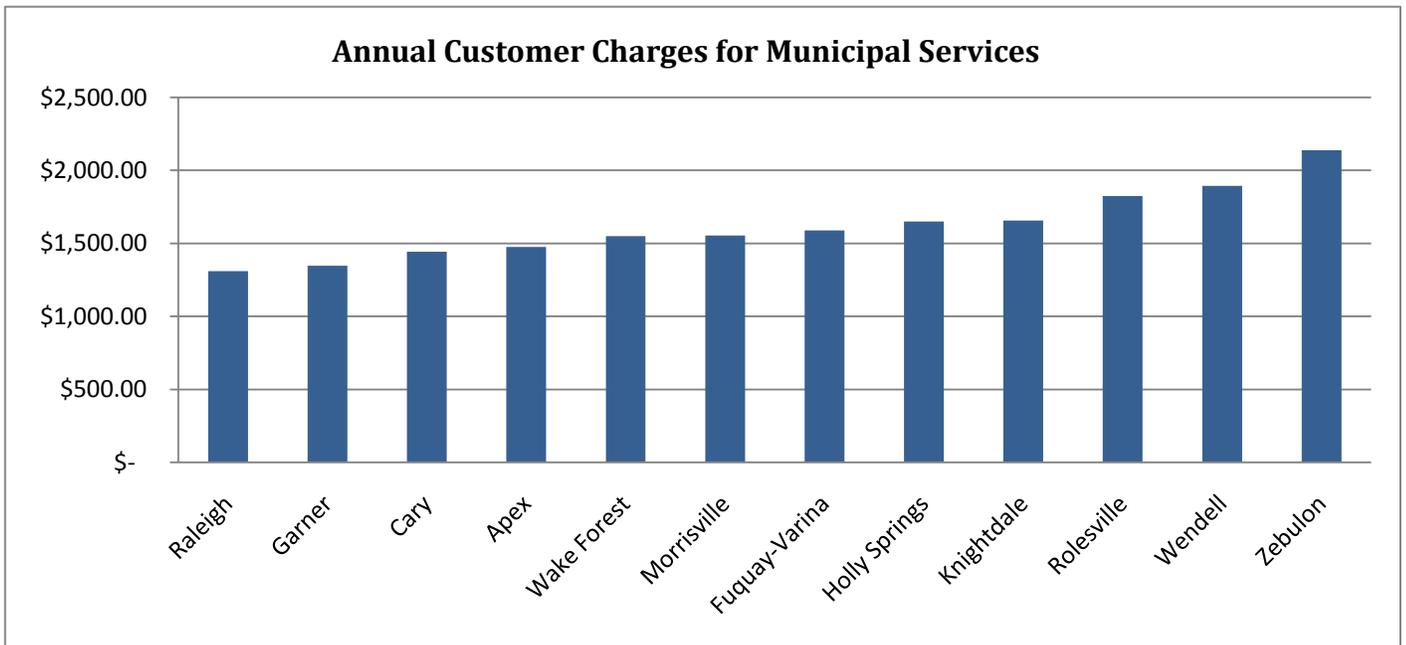
- Ranked number **FIVE** the Town of Garner is a key contributor to the county population and economic sustainability.

## Town of Garner Key Facts and Miscellaneous Statistics

### Customer Costs of Municipal Services FY 2011-2012

This chart represents annualized costs for city services.  
Annual property tax is based on a single family residential unit valued at \$178,335.  
Annual water/sewer charges based on usage of 4,500 gallons or 6 CCF per month.

<u>Wake County Municipalities</u>	<u>Property Tax Rate</u>	<u>Annual Property Tax</u>	<u>Annual Solid Waste Fees</u>	<u>Annual Water &amp; Sewer Charges</u>	<u>Annual Storm Water Fees</u>	<u>Total</u>
Raleigh	\$ 0.3735	\$ 666.08	\$ 123.60	\$ 471.90	\$ 48.00	\$ 1,309.95
<b>Garner</b>	<b>0.4900</b>	<b>873.84</b>	<b>-</b>	<b>471.90</b>	<b>-</b>	<b>1,346.23</b>
Cary	0.3300	588.51	168.00	685.50	-	1,442.34
Apex	0.3400	606.34	186.12	683.70	-	1,476.50
Wake Forest	0.5100	909.51	-	638.52	-	1,548.54
Morrisville	0.3665	653.60	-	900.84	-	1,554.81
Fuquay-Varina	0.3850	686.59	171.00	731.04	-	1,589.02
Holly Springs	0.4150	740.09	189.00	721.20	-	1,650.71
Knightdale	0.4100	731.17	167.16	756.72	-	1,655.46
Rolesville	0.4200	749.01	210.00	864.06	-	1,823.49
Wendell	0.4900	873.84	228.00	791.34	-	1,893.67
Zebulon	0.5000	891.68	213.12	1,005.18	26.88	2,137.36



Source: City of Raleigh Budget Office

## *Town of Garner*

### Key Facts and Miscellaneous Statistics

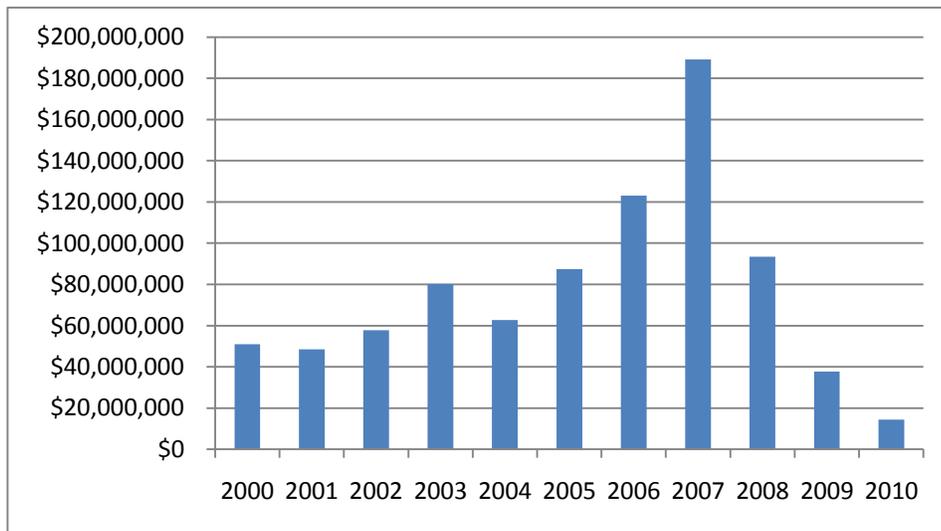
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#### *Town of Garner*

#### Property and Construction Value

Fiscal Year	Property Value	Number of Permits	Construction Value
2000	\$1,069,667,877	800	\$50,934,332
2001	1,581,614,640	794	48,492,150
2002	1,687,053,051	880	57,813,872
2003	1,767,158,157	860	80,216,951
2004	1,863,130,200	808	62,758,376
2005	1,945,489,083	1004	87,395,619
2006	2,122,754,333	1025	123,062,464
2007	2,258,988,191	1104	189,073,566
2008	2,950,650,295	975	93,456,119
2009	3,045,040,255	902	37,758,767
2010	3,062,944,099	840	14,475,118

• Total building starts for new construction issued in 2010 were comparable to 2009. Permits have been down for the past 3 years since 2008. This cycle can be explained by current market conditions with fewer single family residential construction permits issued. Residential permits issued held steady compared to 2009 while commercial permits dropped 67%. Institutional permits were also down while industrial permits significantly rose by 350% from 2 in 2009 to 9 in 2010.



***Town of Garner***  
**Key Facts and Miscellaneous Statistics**

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**Town of Garner Top 10**

<b>Employers</b>	<b>Employees</b>	<b>Rank</b>
Wake County Public Schools	1040	1
Con Agra Foods*	600	2
Pergo, Inc.	280	3
Hamlin Company	250	4
Wal-mart	212	5
LL Vann Electric	200	6
Lowe's Superstore	200	6
Laurel's of Forest Glen	160	7
Town of Garner	158	8
Home Depot	150	9
Ultratech	150	9
Target	140	10

**Town of Garner Top 10  
Taxpayers**

<b>Town of Garner Top 10 Taxpayers</b>	<b>2009 Assessed Valuation</b>	<b>Rank</b>	<b>Percentage of Total Assessed Valuation</b>
Garner Retail, LLC	\$ 87,100,272	1	2.8%
Progress Energy	62,016,466	2	2.0%
ConAgra Foods, LLC*	60,984,448	3	2.0%
Pergo, Inc.	41,104,485	4	1.3%
Regency Center, LP	33,707,425	5	1.1%
Time Warner Entertainment	30,563,268	6	1.0%
North South Station LLC	27,084,658	7	0.9%
Greenfield North, LLC	26,585,613	8	0.9%
Abberly Place	25,639,142	9	0.8%
Ashton Village Ltd. Partnership	23,856,275	10	0.8%

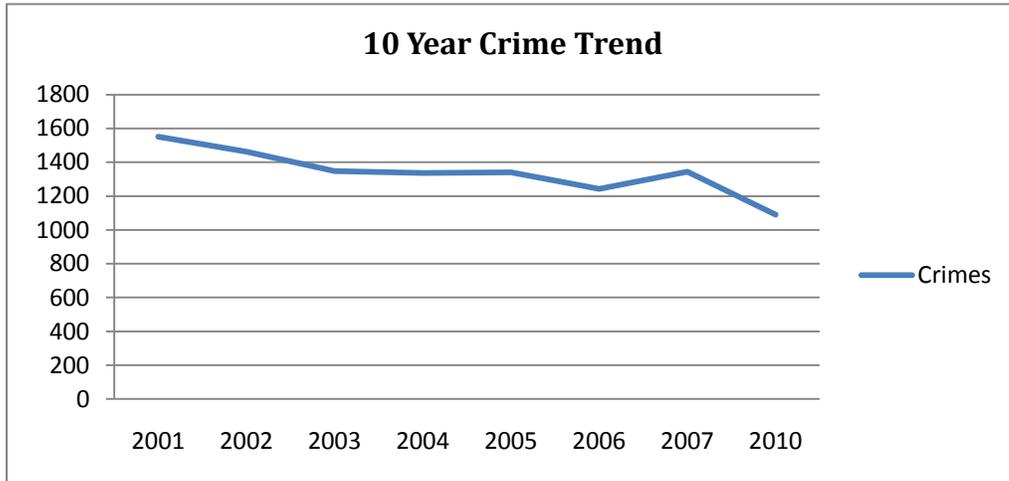
Source: Greater City of Raleigh Chamber of Commerce 2010

\*ConAgra Foods, LLC ceased operation in it's Garner location, May 2011.

**Town of Garner**  
**Key Facts and Miscellaneous Statistics**

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The overall number of offenses fell from 1,150 in 2009 to 1,090 in 2010. This is approximately a 5% decrease. When compared to the average of the last nine years, 2010 saw a decrease of 19.7%. The month of March saw the greatest number of reported offenses with 119, followed by April with 111. September saw the fewest with 61. Statewide the rate declined 5.6% in 2010.



A call for service (CFS) represents one incident or situation that was brought to the attention of the Garner Police Department and was handled through the application of departmental resources. Calls for service originate from private citizens (citizen-initiated CFS) and police officers patrolling the community (officer-initiated CFS). Calls for service vary in nature, severity and the level of departmental resources required to address them - particularly with regard to the number of staff members and the staff time required to adequately and appropriately handle the call for service.

Individual analysis were completed on citizen-initiated and officer-initiated calls for service. The following graph illustrate the results of the analysis for 2010:

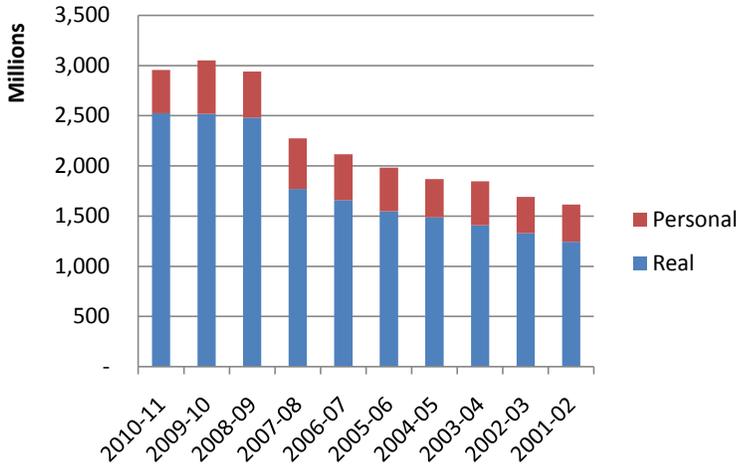
The police department has responded to an average of 29,786 CFS per year over the past six years.

<u>Year</u>	<u>Total CFS</u>	<u>Citizen Initiated</u>	<u>Officer Initiated</u>	<u>Citizen%</u>	<u>Officer%</u>
2005	28,953	16,712	12,241	57.72%	42.28%
2006	32,973	17,900	15,073	54.29%	45.71%
2007	30,910	17,926	12,984	57.99%	42.01%
2008	30,501	17,789	12,712	58.32%	41.68%
2009	28,036	15,625	12,411	55.73%	44.27%
2010	27,345	15,873	11,472	58.05%	41.95%

# Town of Garner

## Key Facts and Miscellaneous Statistics

**Town of Garner**  
**Assessed Values Last Ten Years**

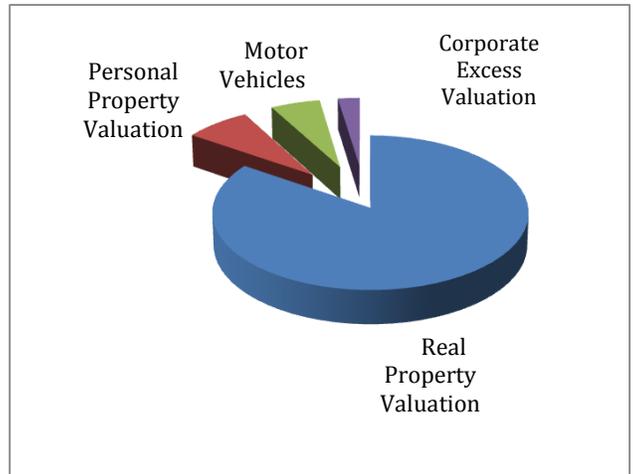


• Assessed value is a very important factor to the Town of Garner as the property tax revenue represents 62% of the General Fund Revenues.

**Analysis of Ad Valorem Tax Base and Anticipated Levy**

Tax Base	Estimated 2010-11	Estimated 2011-12
Real Property Valuation	\$2,500,000,000	\$2,525,000,000
Personal Property Valuation	220,000,000	240,000,000
Motor Vehicles	165,000,000	190,000,000
Corporate Excess Valuation	72,000,000	75,000,000
<b>Total Property Valuation</b>	<b>\$2,957,000,000</b>	<b>\$3,030,000,000</b>
<hr/>		
<b>Tax Rate</b>		
General Fund (including debt service)		\$0.49 per \$100
<hr/>		
<b>2011 Tax Levy</b>		<b>Total Levy</b>
\$2,957,000,000 x \$ 0.49/100		\$14,847,000
Late Penalties		\$5,000
Less Estimated 3.0% Uncollected		(445,400.00)
<b>Total Anticipated Collections</b>		<b>\$14,406,600</b>

**Town of Garner**  
**Anticipated Tax Levy by Tax Base**



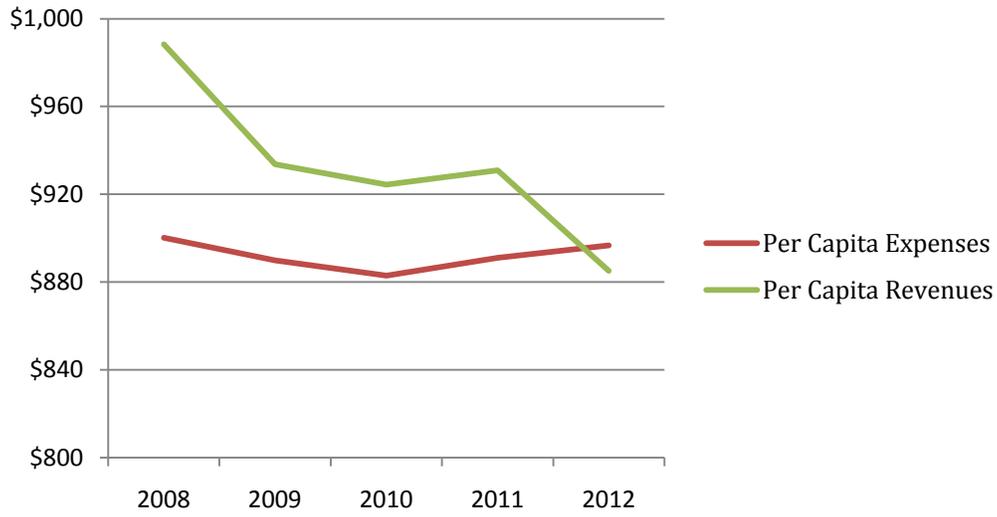
• Real property taxes are a consistent source of revenue as assessed values have increased and collections remain high. Motor vehicle revenue is expected to decline with consumers holding on to vehicles longer.

**NOTE: Each cent of the property tax rate will yield revenues of approximately: \$293,910**

**GENERAL FUND**

The fund used to account  
for all financial resources  
other than those required to be  
accounted for in another fund  
under State law or  
for purposes of  
administrative control

## Town of Garner General Fund Revenues and Expenditures Per Capita



\*Amounts do not include transfers.

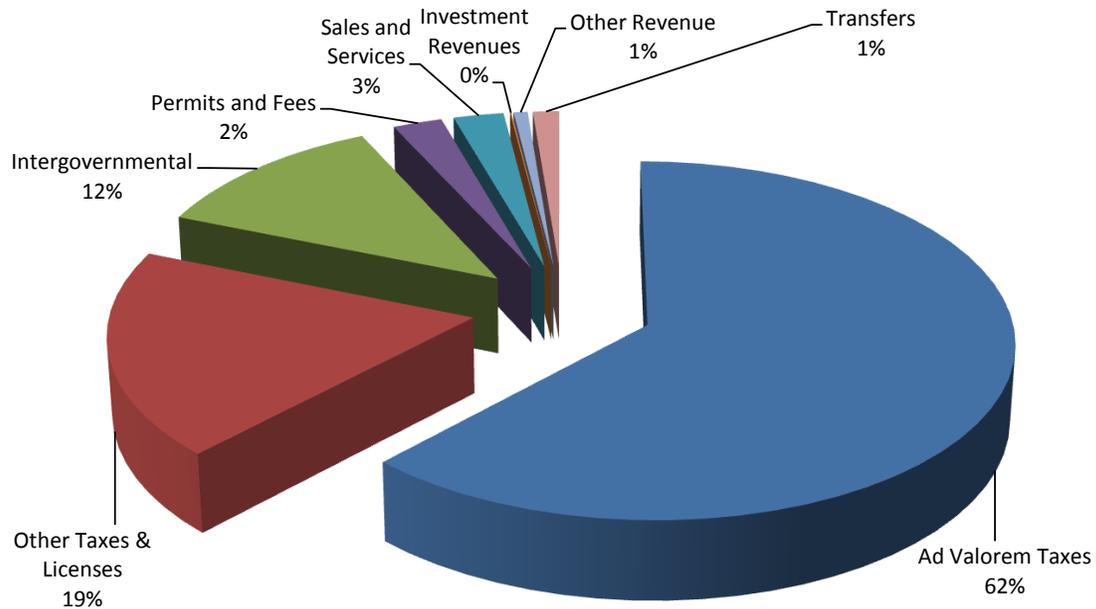
	<u>Fiscal Year</u>	<u>Per Capita Revenues</u>	<u>Per Capita Expenses</u>
	2008	\$ 988.31	\$ 900.19
	2009	933.71	889.86
	2010	924.46	883.00
Estimated	2011	930.93	891.04
Budget	2012	885.14	896.72

## General Fund Revenues by Source

REVENUE TYPE	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget	% Change 2011/2012
Ad Valorem Taxes	\$ 13,154,593	\$ 14,610,259	\$ 14,980,052	\$ 14,938,460	\$ 14,712,100	-1.5%
Other Taxes & Licenses	4,802,047	4,418,061	4,217,586	4,295,050	4,482,000	4.2%
Intergovernmental	3,076,142	2,742,912	2,709,624	2,788,165	2,825,699	1.3%
Permits and Fees	1,524,517	777,970	1,127,074	663,625	573,950	-15.6%
Sales and Services	417,663	416,050	467,471	564,750	585,500	3.5%
Investment Revenues	550,802	215,288	29,841	19,400	18,000	-7.8%
Other Revenue	505,681	304,233	268,588	936,575	163,350	-473.4%
Transfers	-	565,565	444,446	257,000	305,645	15.9%
<b>Total</b>	<b>\$ 24,031,445</b>	<b>\$ 24,050,338</b>	<b>\$ 24,244,682</b>	<b>\$ 24,463,025</b>	<b>\$ 23,666,244</b>	<b>-3.4%</b>

\*\*The large other revenue changes in 2011 and 2012 are related to proceeds from issuance of debt and sale of assets.

### Fiscal Year 2012 General Fund Revenue Sources

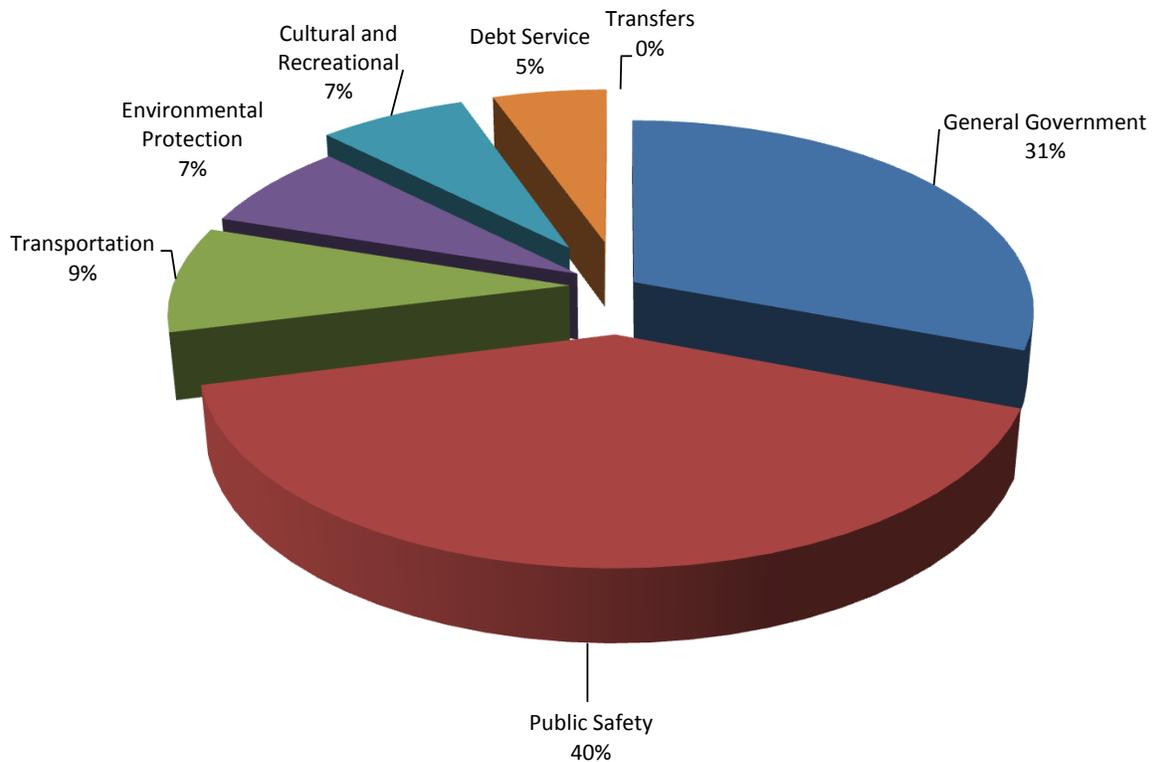


## General Fund Expenditures and Transfers by Function

EXPENDITURE TYPE	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Budget	% Change 2011/2012
General Government	\$ 6,671,557	\$ 6,490,536	\$ 6,031,883	\$ 7,751,673	\$ 7,271,732	-6.6%
Public Safety	8,498,763	8,965,709	9,415,377	9,316,387	9,548,692	2.4%
Transportation	2,445,808	2,617,478	2,032,223	1,625,366	2,137,362	24.0%
Environmental Protection	1,425,232	1,546,995	1,916,298	1,660,618	1,760,538	5.7%
Cultural and Recreational	1,748,104	1,685,096	2,396,481	1,608,651	1,664,456	3.4%
Debt Service	1,358,011	1,076,286	940,676	1,206,121	1,283,464	6.0%
Transfers	2,158,228	718,362	193,479	-	-	0.0%
<b>Total</b>	<b>\$ 24,305,703</b>	<b>\$ 23,100,462</b>	<b>\$ 22,926,417</b>	<b>\$ 23,168,816</b>	<b>\$ 23,666,244</b>	<b>2.1%</b>

\*2011 did not include a street resurfacing program

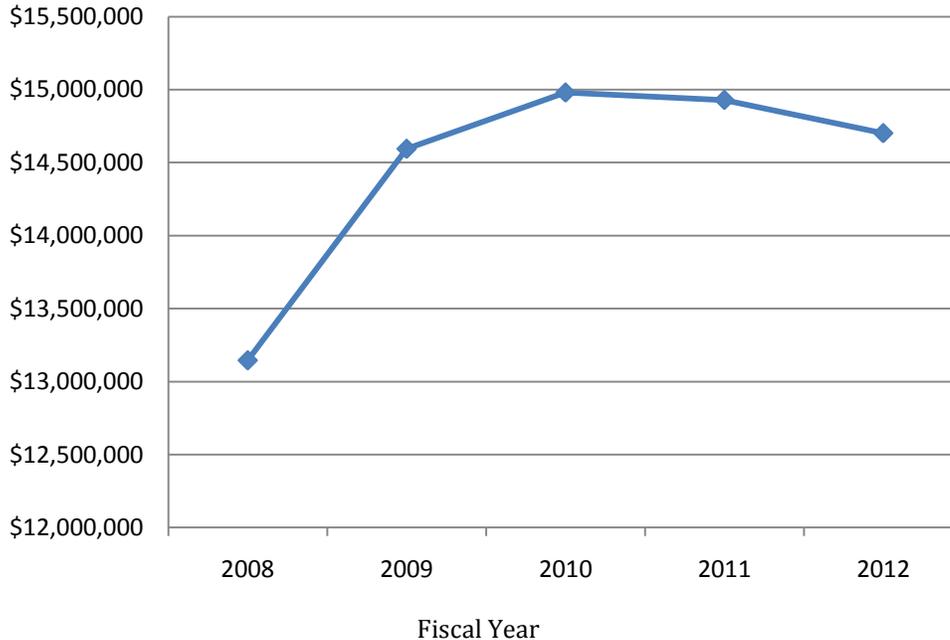
### Fiscal Year 2012 General Fund Expenditures and Transfers



Descriptions of major revenue sources and their related trends follow. Graphs showing three years of actual data, estimated revenues for FY 2011 and budgeted revenues for FY 2012 appear for each revenue category.

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### Ad Valorem Taxes = \$14,701,600



#### Ad Valorem Taxes Revenue Detail:

- **Current Year Ad Valorem Taxes = \$ 14,406,600**

The Ad Valorem tax on property is the Town's major revenue source, representing 62% of all General Fund revenues. Property taxes are assessed and collected by the county and remitted to the Town throughout the year. The property tax rate for fiscal year 2012 is .49 cents per \$100 of assessed valuation, the same as the FY 2011 rate.

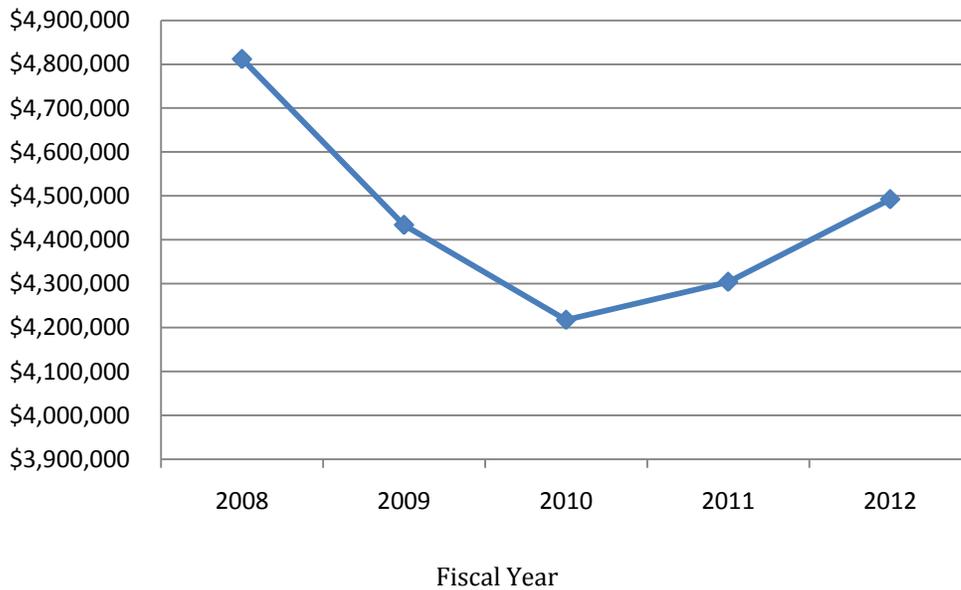
- **Prior Year Property Taxes = \$ 230,000**

This revenue consists of late property tax payments from previous fiscal years received in the current fiscal year. FY 2012 is budgeted at the estimated FY 2011 collections.

- **Penalties and Interest = \$ 65,000**

This revenue represents fines and interest applied to overdue property taxes. FY 2012 is budgeted slightly under the estimated 2011 revenues.

### Other Taxes and Licenses = \$4,492,500



\*\*The major revenue source within this category is local option sales tax, budgeted in 2012 at \$4,250,000.

#### Other Taxes and Licenses Revenue Detail:

- **ABC Mixed Beverage = \$ 70,000**

ABC taxes are distributed quarterly by the county alcohol board based on the ad valorem levy from the previous year after expenses are deducted for law enforcement, education, and rehabilitation. The FY 2012 budget is projected at 2011 estimated collections.

- **Local Option Sales Tax = \$ 4,250,000**

The North Carolina General Assembly authorized the Half-Cent Sales Tax as a local county option. Two half-cent sales taxes exist and both are collected statewide and then distributed to the counties on a per capita basis. Wake County's total is then distributed to the municipalities therein and the the county itself based on population as recorded by the North Carolina Office of State Planning. In FY 2000 the Local Government Commission began requiring all Sales Tax Revenue to be budgeted in the General Fund as unrestricted revenue. Sales tax receipts are received monthly with the fourth and first quarters of each calendar year being the highest and lowest, respectively. Sales taxes are projected to rise by \$523,000 (14%) over prior year budgeted amount. This represents a 1% increase over projected actual revenues.

- **Privilege Licenses = \$ 65,000**

The Town levies local taxes on businesses, trades and professions within its corporate limits. The Town adopts an ordinance levying the tax, listing the activities taxed and the rates of tax to be applied.

- **Rental Vehicle Tax = \$ 10,500**

Session Law 2000-2 was signed into law on May 17, 2000 and is entitled "An Act to Repeal the Property Tax on Certain Vehicles Leased or Rented under Retail Short-Term Leases or Rentals and to Replace the Tax Revenue with a Local Tax on Gross Receipts Derived from Retail Short-Term Leases or Rentals". As a result of this law, the new gross receipts tax was put into place and the Town of Garner recognized revenue beginning December 2000. The FY 2012 is budgeted at a 15% increase over 2011 estimated collections.

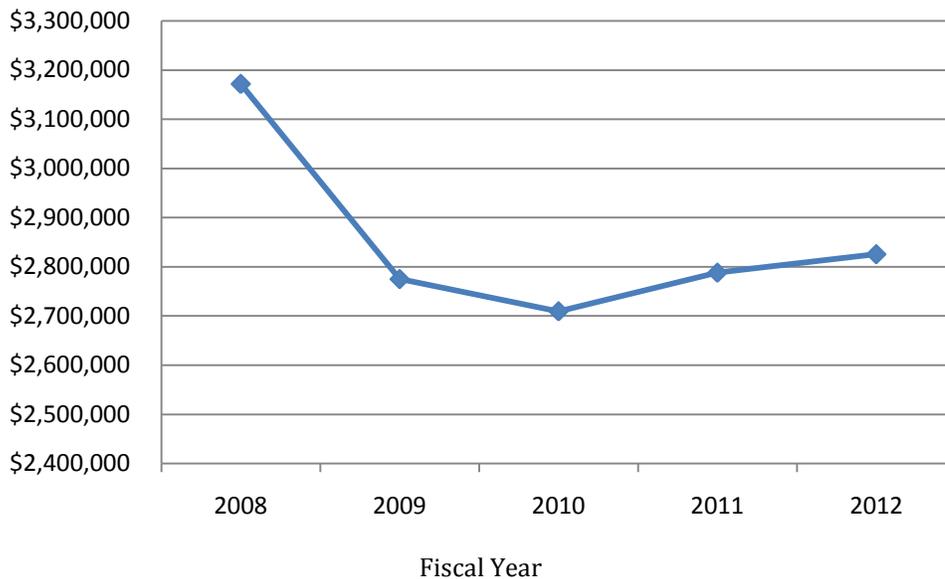
- **Heavy Equipment Tax = \$ 80,000**

Applying property tax to rented heavy equipment was problematic, because the equipment often moves from jurisdiction to jurisdiction. Effective 2009, the N.C. General Assembly gave local governments the authority to resolve problems with applying property tax to heavy equipment rented on a short-term basis by replacing the property tax on this equipment with a tax on the gross receipts from renting the equipment. The tax rate is 0.8% of gross receipts.

- **Solid Waste Disposal Tax = \$ 17,000**

Effective July 1, 2008, the General Assembly enacted a \$2 per-ton statewide "tipping tax" on municipal solid waste and construction and demolition debris that is deposited in a landfill in the state or transferred at a transfer station for disposal outside the state. The proceeds of the tax assist the State with assessment and remediation of old garbage dumps. A portion of the funds are distributed to local governments to help fund solid waste management programs and services, and to the State for solid waste grant programs.

## Intergovernmental Revenues = \$2,825,699



\*\*The major revenue source within this category is utility franchise tax, budgeted in 2012 at \$1,330,000.

### Intergovernmental Revenues Detail:

- **Beer and Wine Tax = \$ 35,000**

The State of North Carolina levies this tax on alcoholic beverages and a municipality may share in the revenues if beer or wine is sold legally within its jurisdiction. The proceeds are distributed based on the Town's population as recorded by the North Carolina Office of State Planning. The FY 2012 budget remains unchanged from FY 2011.

- **Utility Franchise Tax = \$ 1,330,000**

The State of North Carolina levies this tax on utility company gross receipts at a rate of 3.22%. The state shares a portion of these taxes (3.09% of gross receipts of electric, gas, telephone, and street transportation companies) with local governments. Utility franchise taxes are received quarterly with the highest receipts received in the fourth quarter of the fiscal year. The FY 2012 budget is projected to remain steady with estimated FY 2011 revenues.

- **Cablevision Franchise Tax = \$ 260,000 (Now a reimbursement)**

The Town collects a franchise fee through state distribution of local shares sales tax collections on telecommunications, cable, and satellite television services. The FY 2012 budget reflects a 3% reduction from FY 2011 estimated revenues.

- **Powell Bill = \$ 670,000**

Annually, State street-aid (Powell Bill) allocations are made to eligible municipalities as provided by G.S. 136-41.1 through 136-41.4. The general statutes require that a sum be allocated to the qualifying municipality equal to the amount produced during the fiscal year by 1 -3/4 cents on each taxed gallon of motor fuel. The funds are disbursed on or before October 1st, thereby allowing sufficient time after the end of the fiscal year for verification of information and determination of proper allocations and preparation of disbursements. Powell Bill funds shall only be expended for purposes of maintaining, repairing, constructing, reconstructing or widening of local streets that are the responsibility of the municipality, or for planning, construction, and maintenance of bikeways or sidewalks along public streets and highways. There is no significant change in budgeted revenues in FY 2012 and FY 2011 estimated revenues.

- **Peg Channel = \$ 18,000**

North Carolina counties and cities receive a quarterly distribution of one fourth of a maximum of \$25,000 (depending on availability) for each qualifying Public, Educational, or Governmental (PEG) channel they operate. A qualifying PEG channel must meet the programming requirements under G.S. 66-357(d). A county or city must certify to the Secretary of State by July 15 or each year the number of qualifying PEG channels it operates. A county or city may receive PEG channel support for up to three qualifying PEG channels. A county or city must use PEG channel support funds for operation and support of PEG channels.

- **School Resource Officer Grant (SRO) = \$ 68,299**

The N.C. General Assembly allocate monies to county school systems for ensuring a safe campus environment for students. Wake County Public School Systems helps agencies offset the cost of local SRO's. This funding provides funding for Garner Magnet High School SRO and East Garner Middle and North Garner Middle School.

- **COPS Hiring Recovery Program (CHRP) Grant = \$ 50,000**

U.S. Department of Justice grant program that provides funding directly to law enforcement agencies having primary law enforcement authority to create and preserve jobs and to increase their community policing capacity and crime-prevention efforts. Provides funding for salary and benefits for one police officer.

- **Governor's Crime Commission - Records Management Systems (RMS) Integration = \$ 45,000**

Governor's Crime Commission provides support in the administration of federal block grant programs that bring approximately 50 million dollars into the state's criminal justice and juvenile justice systems. These grants have certain focus areas and are competitive among state and local agencies. This grant pays for partial implementation of RMS integration with Wake County.

- **Governor's Highway Safety Program Grants (GHSP):**

- GHSP Accident Reconstruction Training Grant = \$ 30,000**

- This funding from GHSP provides instructors from the Institute of Police Technology and Management (IPTM) to Wake County to provide accident reconstruction training to agencies in Wake County.

**GHSP Traffic Officer Grant = \$ 83,000**

The mission of the GHSP is to promote highway safety awareness and reduce the number of traffic crashes and fatalities in the state through planning and execution of safety programs. This grant provides funding for 50% of salary and benefits for one officer and supervisor for the police department's traffic and safety team.

**GHSP Traffic Safety Coordinator Grant - \$10,000**

The GHSP establishes a database of statistical information and a contact list of persons and law enforcement departments throughout the state by using 11 Regional Law Enforcement Liasons (LEL). These liason's meet, discuss and encourage County coordinators to plan, prepare and assist in reporting activity during "Click-it or Ticket" and "Booze-it and Lose-it" campaigns. This grant pays for Town participation as a Law Enforcement Liason for GHSP.

**GHSP Wake County Task Force Grant - \$1,000**

GHSP has began organization of multi-agency traffic check points. These teams are requested to wear clothing and patches that would identify the team and campaign message. Funding provides shirts for the Town's task force.

• **N.C. Department of Justice - FBI Safe Streets Task Force - \$15,600,**

Designated to allow each FBI field office to address violent street gangs and drug-related violence through the establishment of FBI sponsored, long-term, proactive task forces focusing on violent gangs, crimes of violence, and the apprehension of violent fugitives. The Violent Gang Safe Streets Task Force became the vehicle through which all of the federal, state, and local law enforcement agencies joined together to address the violent crime plaguing their communities. Pays officer's OT cost associated with the Task Force. Currently averages around 30 hours per month.

• **N.C. Department of Justice Grants - \$4,500**

The JAG Program, administered by the Bureau of Justice Assistance (BJA), is the leading source of federal justice funding to the state and local jurisdictions. The JAG program provides states and local governments with critical funding necessary to support a range of program areas. This funding provides contracting services for hosting PowerDMS, and a 50% reimbursement for purchasing a balliistic vest.

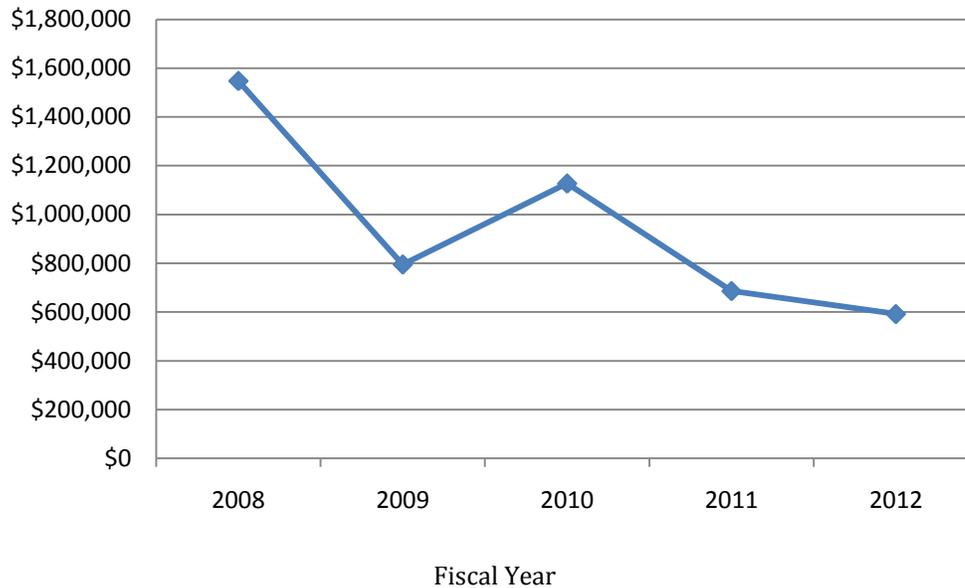
• **Build America Bonds = \$ 87,100**

Build America Bonds were authorized by the American Recovery and Reinvestment Act of 2009 enacted by Congress in February 2009. This allows state and local governments to finance capital projects with the aid of a federal subsidy. The Treasury Department pays the issuer of these taxable municipal bonds thirty-five percent of the interest paid on the bonds. The 2012 estimated revenue represents thirty-five percent of interest expense on general obligation bonds issued in October 2010.

• **Reimbursement City of Raleigh - Debt Service = \$ 118,200**

Responsibility for debt issued for improvements to the water and sewer utility system was assumed by the City of Raleigh when the utility systems were merged in 2002. The debt remained an obligation of the Town with all related debt service cost being reimbursed by the City of Raleigh. Revenues represent the amount of debt service due on the Water Series 1996 General Obligation Bonds.

### Permits and Fees = \$592,150



\*\*The revenues in the Permits and Fees depend heavily upon the level of new construction activity.

#### Permits and Fees Revenues Detail:

- **Building Permits = \$ 200,000**

The Town charges these fees for providing construction permits, plan reviews , and inspection service to applicants. Applicants must pay the fees prior to permit issuance. FY 2012 revenues are budgeted at a 23% reduction under the estimated FY 2011 revenues.

- **Inspection Fees = \$ 25,050**

These fees include commercial site inspections, street sign inspections, extra inspections

- **Water/Sewer Capacity Fees = \$ 30,000**

Water and sewer capacity replacement fees were originally developed in the early 90's to help pay to replace (building or buying) water and sewer treatment capacity in the Garner Utility System that was being used by new projects. As a part of the merger agreement with the City of Raleigh, this fee continued to be charged after the merger and was used to help offset the cost of new capacity and infrastructure improvements that were required as part of the merger agreement. This fee is based upon the amount of sewer capacity a project is projected to use and is due at building permit submittal.

- **Rental Property Registration Fees = \$ 11,000**

The Town assesses an annual registration fee and requires that all rental property within the Town's corporate limits be registered annually with the Town's Inspection department.

- **Special Planning Fee = \$ 8,400**

These fees include, site plan permits, sign permits, subdivision fees, Board of Adjustment fees, annexation and street closing fees, and special event permits.

- **Motor Vehicle Tags = \$ 297,000**

The Town collects a \$15 annual fee for each motor vehicle registered within the Town. Motor vehicle fees are expected to increase by \$10,000.

- **Dog Licenses = \$ 2,500**

The Town collects a one-time fee from pet owners for every dog and cat tag issued. The current license fees are \$25 for non-neutered and \$10 for neutered pets. The FY 2012 budget reflects a 20% decrease from the FY 2011 estimated revenue.

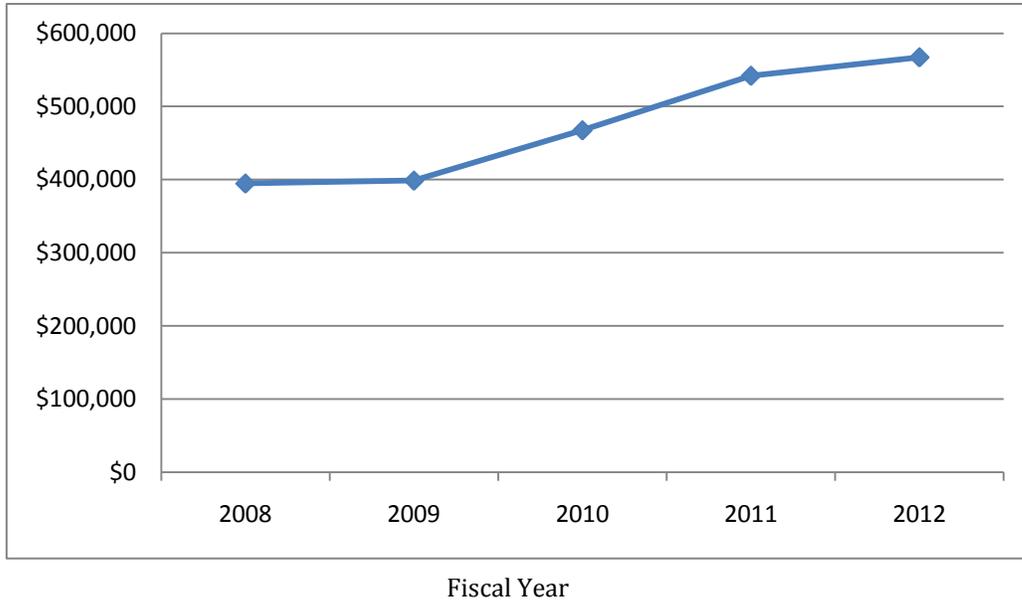
- **False Alarm Charges = \$ 18,000**

These fees are charged to business for false alarm calls to 911 emergency center, where a police officer is dispatched. These fees are determined on a calendar year by number of calls (a penalty is assessed after the third false alarm call). Fourth and fifth calls are \$50, sixth through eighth are \$100 per penalty, ninth and tenth \$150 per penalty, anything over ten is \$250.00 per penalty.

- **Taxi Cab Inspections = \$ 200**

The Town assesses an annual fee for the inspection of all taxi's operating in the Town's corporate limits.

### Sales and Services = \$567,300



#### Sales and Services Revenues Detail:

- **Recreation Fees = \$ 257,000**

These fees are collected from participants in Town recreation activities such as classes, camps, workshops and event programs. Due to increased management emphasis on revenue production and the switch to program-based budgeting, recreation fees are anticipated to be \$50,000 higher. This represents a 23% increase over FY 2010/2011.

- **Facility Rentals = \$ 128,500**

These fees are collected by the Town for rental of Town recreational facilities. These facilities include of the Town Auditorium, Senior Center, White Deer Park Nature Facility, and Town park shelters. With the switch to program-based budget, rental fees are projected to be 9.8 higher (\$11,500). This follows an increase of 41% in the prior year (2010/2011) budget.

- **Special Refuse Fees = \$ 1,300**

This fee is imposed by the Town of Garner to pick up and dispose of special waste items from residents.

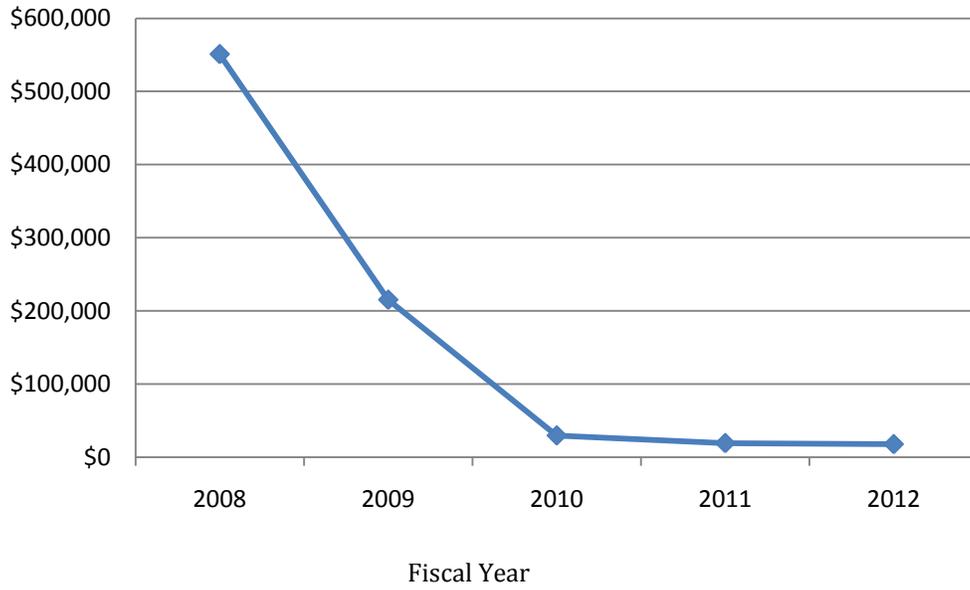
- **City of Raleigh Fees = \$ 27,000**

This fee represents reimbursement from the City of Raleigh for fuel purchases from the Town, and for Town labor and repairs to utility cuts.

- **Police Outside Employment = \$ 150,000**

These fees represent fees paid for the services of off-duty police officers to provide additional security for local businesses. Budget amounts remained consistent with prior year.

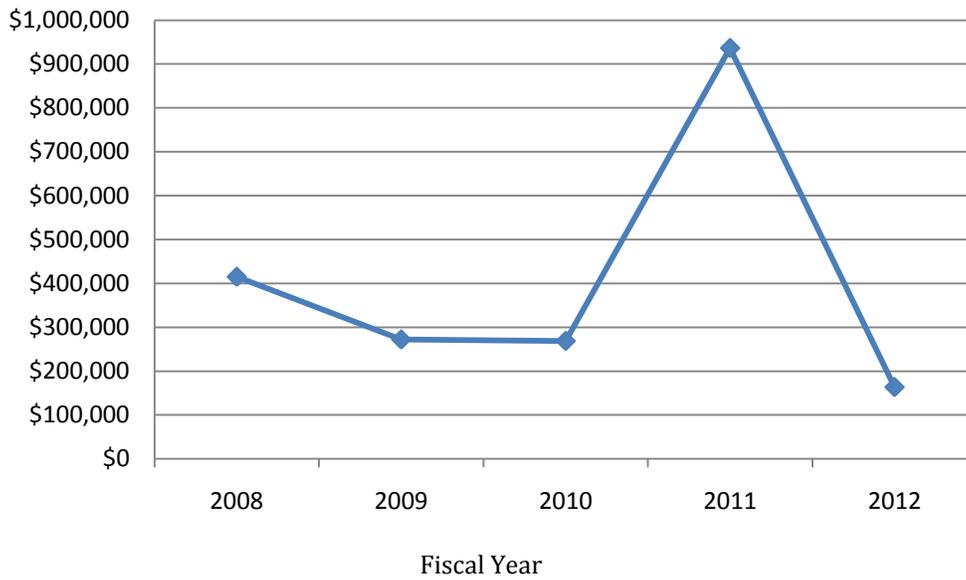
### Investment Revenues = \$18,000



- **Investment Revenues Detail:**

Investment revenue is likely to decline to a new record low of \$18,000. This will be \$9,000 lower than last year's budget (2010/2011) estimate. As recently as 2008, this revenue source exceeded \$300,000 annually.

### Other Revenues = \$163,350



#### Other Revenues Detail:

- **Other Revenue = \$ 73,350**

This revenue includes contributions, sale of fixed assets, land use charges, assessments, ground fees violations (parking and animal), officer fees, check fees and miscellaneous revenues that are unassigned. Budgeted estimates remain the same as prior year budgeted amount. Actual revenues last year included the sale of a major asset.

- **Landfill Reimbursement = \$ 90,000**

In 2006, Garner entered into a partnership with Wake County and ten other municipalities to establish a long term solid waste disposal solution. As a part of the agreement, the partners agree to direct municipal solid waste to the newly-constructed South Wake Landfill and, in turn, share the economic benefits and responsibilities. Currently the Town of Garner receives two revenue-sharing payments a year. Those funds must be used to fund Town solid waste programs.

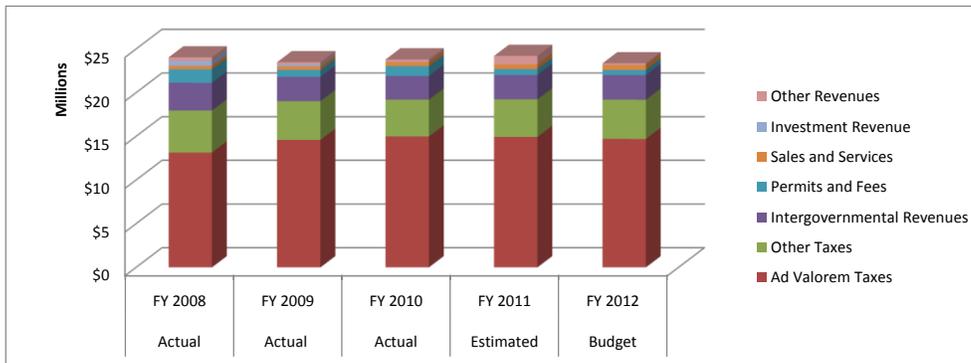
**Town of Garner**  
**General Fund Summary**

<b>Revenues by Source</b>	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Budget FY 2012
<i>Ad Valorem Taxes</i>					
Current Year Taxes	\$ 12,852,544	\$ 14,269,780	\$ 14,635,557	\$ 14,624,430	\$ 14,406,600
Prior Year Taxes	240,491	266,030	278,484	234,530	230,000
Penalties and Interest	51,725	58,531	66,011	70,300	65,000
<b>Total ad valorem taxes</b>	<b>13,144,760</b>	<b>14,594,341</b>	<b>14,980,052</b>	<b>14,929,260</b>	<b>14,701,600</b>
<i>Other Taxes</i>					
ABC Mixed Beverage	83,705	77,569	67,684	67,100	70,000
Local Option Sales Tax	4,646,190	4,270,224	4,045,884	4,071,800	4,250,000
Privilege License	72,152	58,587	60,137	71,200	65,000
Rental Vehicle Tax	9,834	15,920	26,085	9,200	10,500
Heavy Equipment Tax	-	-	-	67,150	80,000
Solid Waste Disposal Tax	-	11,684	17,796	17,800	17,000
<b>Total other taxes</b>	<b>4,811,881</b>	<b>4,433,984</b>	<b>4,217,586</b>	<b>4,304,250</b>	<b>4,492,500</b>
<i>Intergovernmental Revenues</i>					
Beer and Wine Tax	108,338	112,746	37,247	35,000	35,000
Utility Franchise Tax	1,168,650	1,264,193	1,303,803	1,339,000	1,330,000
Cablevision Franchise Tax	322,260	296,770	287,142	267,200	260,000
State Street Aid-Powell Bill	768,490	723,436	659,227	679,500	670,000
Cablevision PEG Channel	-	-	-	18,365	18,000
Police Equipment Grant	14,835	22,395	11,603	-	-
Crime Control "Dress for Success"	16,774	21,260	-	-	-
Federal Asset Forfeiture	-	52,650	17,875	-	-
NC Control Substance Tax	-	-	56,004	-	-
School Resource Officer Grant	68,298	68,298	68,298	68,300	68,299
GHSP Traffic Safety Coordinator Grant	1,906	5,332	11,983	10,000	10,000
JAG Grant	-	-	31,677	-	-
DOJ - Grants	-	-	-	-	4,500
DOJ - FBI Safe Streets Task Force	-	-	-	-	15,600
GHSP Traffic Officer Grant	72,508	25,297	64,683	65,000	83,000
800 Mhz Grant	-	-	9,666	-	-
COPS Grant	-	-	4,000	50,000	50,000
Governor's Crime Commission - RMS Integration	-	-	-	-	45,000
GHSP Accident Reconstruction Training Grant	-	-	-	-	30,000
GHSP Wake County Task Force Grant	-	-	-	-	1,000
Development Grant - Senior Center	5,123	5,467	17,016	-	-
Parks & Recreation Equipment Grant	4,500	-	-	-	-
Parks & Recreation Land Purchase Grant	339,500	-	-	-	-
DOT Surface Transp Prog Dir App	-	-	-	78,000	-
Recovery Act - Ed Byrne	-	-	-	31,000	-
Build America Bonds	-	-	-	23,000	87,100
Reimbursement City of Raleigh - Debt Service	280,830	177,289	129,400	123,800	118,200
<b>Total intergovernmental revenues</b>	<b>3,172,012</b>	<b>2,775,133</b>	<b>2,709,624</b>	<b>2,788,165</b>	<b>2,825,699</b>
<i>Permits and Fees</i>					
Motor Vehicle Tags	103,570	210,111	302,973	297,300	297,000
Dog Licenses	3,750	2,565	2,895	3,000	2,500
Subdivision Fees	5,155	3,260	1,875	1,750	500
Rezoning Fees	2,103	1,789	-	1,800	-
Board of Adjustment Fees	1,250	125	300	500	200
Inspection Fees	703,489	295,740	386,139	273,850	225,050
Fee in Lieu of Park Land	420,557	34,190	17,910	2,050	-
Site Plan Permits	5,645	3,450	2,200	2,450	2,000
Sign Permits	9,075	6,100	7,275	5,400	5,000
Special Event Permits	-	-	150	300	200
Retention Pond Fees	3,822	141	1,707	150	-
Rental Property Registration Fees	5,675	14,350	9,400	11,200	11,000
False Alarm Charges	19,541	15,100	19,150	22,400	18,000
Taxi Cab Inspection Fees	3,346	2,252	167,155	300	200
Water and Sewer Capacity Replacement Fees	259,677	205,251	206,745	63,225	30,000
Annexation and Street Closing Fees	750	900	1,200	650	500
<b>Total permits and fees</b>	<b>1,547,405</b>	<b>795,324</b>	<b>1,127,074</b>	<b>686,325</b>	<b>592,150</b>

**Town of Garner**  
**General Fund Summary**

<b>Revenues by Source</b>	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Budget FY 2012
<i>Sales and Services</i>					
Recreation Fees	\$ 201,829	\$ 215,831	\$ 228,189	\$ 218,300	\$ 257,000
Facility Rentals	57,400	55,406	109,393	133,600	128,500
Special Refuse Fees	86	3,715	2,107	1,350	1,300
Refuse Cart Fees	14,365	4,420	6,545	3,550	3,500
City of Raleigh Fees	102,877	116,469	120,577	35,250	27,000
Police Outside Employment	-	-	-	150,000	150,000
Rain Barrel Sales	18,221	2,860	660	-	-
<b>Total sales and services</b>	<b>394,778</b>	<b>398,701</b>	<b>467,471</b>	<b>542,050</b>	<b>567,300</b>
<i>Investment Revenue</i>					
Interest Earned	550,802	215,288	29,841	19,400	18,000
<i>Other Revenues</i>					
Land Use Charges	65,176	67,285	27,510	4,000	4,000
Officer Fees	12,858	15,189	11,439	14,400	10,000
Animal Control Violations	39,377	300	-	400	200
Parking Violations	3,710	7,050	11,080	5,600	5,000
Check Service Fees	175	225	350	175	150
County Landfill Reimbursement	-	-	90,058	99,800	90,000
Sale of Fixed Assets	40,851	251	29,004	345,000	7,500
Contributions	-	-	-	13,750	1,000
Assessments	43,873	48,889	44,447	19,600	10,000
Interest on Assessments	13,824	12,195	8,356	2,150	1,500
Grounds Fees - Old School Commons	-	-	-	9,000	9,000
Miscellaneous	31,710	57,880	46,344	45,800	25,000
Proceeds from Issuance of Debt	163,381	62,749	-	376,900	-
<b>Total other revenues</b>	<b>414,935</b>	<b>272,013</b>	<b>268,588</b>	<b>936,575</b>	<b>163,350</b>
<b>Total Revenues Before Transfers</b>	<b>24,036,573</b>	<b>23,484,784</b>	<b>23,800,236</b>	<b>24,206,025</b>	<b>23,360,599</b>
<i>Transfers in</i>					
From Capital Reserve Fund	-	565,565	444,446	257,000	305,645
<i>Fund Balance Appropriation</i>					
	-	-	-	-	-
<b>TOTAL GENERAL FUND RESOURCES</b>	<b>\$ 24,036,573</b>	<b>\$ 24,050,349</b>	<b>\$ 24,244,682</b>	<b>\$ 24,463,025</b>	<b>\$ 23,666,244</b>

**General Fund Revenue History by Source**



**Town of Garner**  
**General Fund Summary**

<b>Expenditures by Program/Department</b>	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Budget FY 2012
<i>Legislative</i>					
Town Council	\$ 404,257	\$ 479,327	\$ 299,929	\$ 752,221	\$ 305,332
Town Attorney	75,397	76,313	81,817	87,050	90,885
<b>Total Legislative</b>	<b>479,654</b>	<b>555,640</b>	<b>381,746</b>	<b>839,271</b>	<b>396,217</b>
<i>Executive</i>					
Town Manager	577,442	582,238	600,750	551,371	637,653
Clerk to the Council	143,242	138,546	154,691	169,562	168,394
Human Resources	505,792	468,655	564,146	662,755	707,543
Safety and Compliance	11,363	9,003	7,938	6,725	12,529
<b>Total Executive</b>	<b>1,237,839</b>	<b>1,198,442</b>	<b>1,327,525</b>	<b>1,390,413</b>	<b>1,526,119</b>
<i>Finance</i>					
Administration	485,722	514,797	523,367	554,720	572,386
Purchasing	240,221	252,195	259,719	251,095	250,866
<b>Total Finance</b>	<b>725,943</b>	<b>766,992</b>	<b>783,086</b>	<b>805,815</b>	<b>823,252</b>
<i>Economic Development</i>	385,641	164,592	343,177	360,596	400,633
<i>Economic Development Incentives</i>	258,776	103,607	209,295	157,000	115,000
<i>Planning</i>					
Administration	221,645	278,010	418,933	365,930	318,603
Land Use Permits and Enforcements	159,658	167,672	142,015	168,400	172,793
Community Planning and Appearance	143,860	162,012	120,134	97,799	145,629
<b>Total Planning</b>	<b>525,163</b>	<b>607,694</b>	<b>681,082</b>	<b>632,129</b>	<b>637,025</b>
<i>Building Inspections</i>					
Administration/Enforcement	818,476	833,849	802,913	728,149	691,517
<b>Total Building Inspections</b>	<b>818,476</b>	<b>833,849</b>	<b>802,913</b>	<b>728,149</b>	<b>691,517</b>
<i>Community Engineering</i>	484,682	504,688	558,623	526,480	483,211
<i>Information Technology</i>	893,657	778,244	750,278	743,910	673,007
<i>Police</i>					
Administration	1,457,467	1,486,261	1,714,097	1,666,425	1,120,762
Operations	4,414,885	4,787,514	4,920,204	5,077,744	5,754,131
<b>Total Police</b>	<b>5,872,352</b>	<b>6,273,775</b>	<b>6,634,301</b>	<b>6,744,169</b>	<b>6,874,893</b>
<i>Fire and Rescue</i>	1,807,935	1,858,085	1,978,163	1,844,069	1,982,282
<i>Public Works</i>					
Administration	302,786	289,081	299,444	392,411	406,360
Streets	1,068,912	1,247,838	1,096,254	1,074,381	1,517,784
Streets - Powell Bill	1,073,004	1,064,955	616,689	541,985	603,653
Public Grounds Management	736,980	748,392	806,654	932,754	888,931
Snow Removal	1,106	15,604	19,836	9,000	15,925
Solid Waste	1,425,232	1,546,995	1,916,298	1,660,618	1,760,538
Public Facilities Management	639,371	721,160	673,679	646,097	638,697
Fleet Management	303,854	341,085	323,392	324,797	283,280
<b>Total Public Works</b>	<b>5,551,245</b>	<b>5,975,110</b>	<b>5,752,246</b>	<b>5,582,043</b>	<b>6,115,168</b>

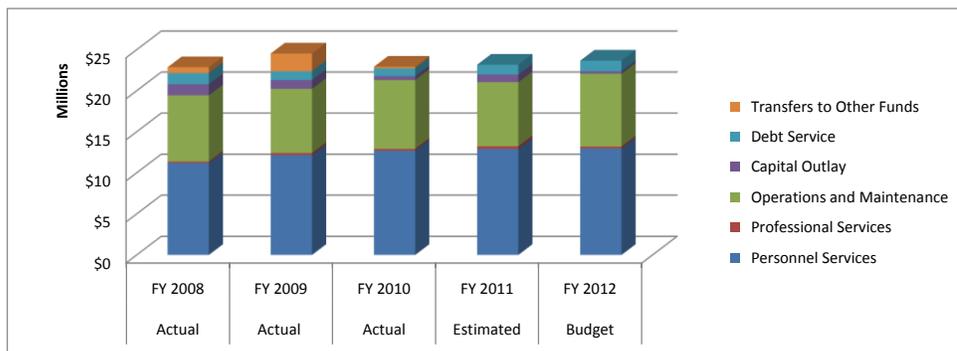
**Town of Garner**  
**General Fund Summary**

<b>Expenditures by Program/Department</b>	Actual FY 2008	Actual FY 2009	Actual FY 2010	Estimated FY 2011	Budget FY 2012
<i>Cultural and Recreational</i>					
Administration	\$ 551,136	\$ 457,348	\$ 211,880	\$ 197,186	\$ 193,936
Arts & Cultural Resources	608,843	596,522	353,300	360,418	240,201
Marketing and Special Events	342,431	366,397	181,792	69,926	251,881
Sports and Fitness	245,694	264,829	525,104	653,915	659,819
Outdoor Adventure	-	-	170,988	162,526	153,320
Program Partners	-	-	146,763	164,680	165,299
Total Cultural and Recreational	1,748,104	1,685,096	1,589,827	1,608,651	1,664,456
<i>Debt Service</i>					
Principal	1,028,215	789,413	682,611	968,321	765,601
Interest	329,796	286,873	258,065	237,800	517,863
Total Debt Service	1,358,011	1,076,286	940,676	1,206,121	1,283,464
<i>Transfers</i>					
Transfers to Capital Reserves	418,362	1,748,228	193,479	-	-
Transfers to Capital Projects	300,000	410,000	-	-	-
Total Transfers	718,362	2,158,228	193,479	-	-
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$ 22,865,840</b>	<b>\$ 24,540,328</b>	<b>\$ 22,926,417</b>	<b>\$ 23,168,816</b>	<b>\$ 23,666,244</b>

Expenditures by Category

Personnel Services	\$ 11,208,743	\$ 12,167,590	\$ 12,709,903	\$ 12,917,411	\$ 12,977,681
Professional Services	173,693	255,088	219,280	318,318	228,790
Operations and Maintenance	8,067,360	7,810,329	8,383,090	7,806,679	8,871,304
Capital Outlay	1,339,671	1,072,807	479,989	920,287	305,005
Debt Service	1,358,011	1,076,286	940,676	1,206,121	1,283,464
Transfers to Other Funds	718,362	2,158,228	193,479	-	-
<b>Total General Fund</b>	<b>\$ 22,865,840</b>	<b>\$ 24,540,328</b>	<b>\$ 22,926,417</b>	<b>\$ 23,168,816</b>	<b>\$ 23,666,244</b>

**General Fund Expenditure History by Category**



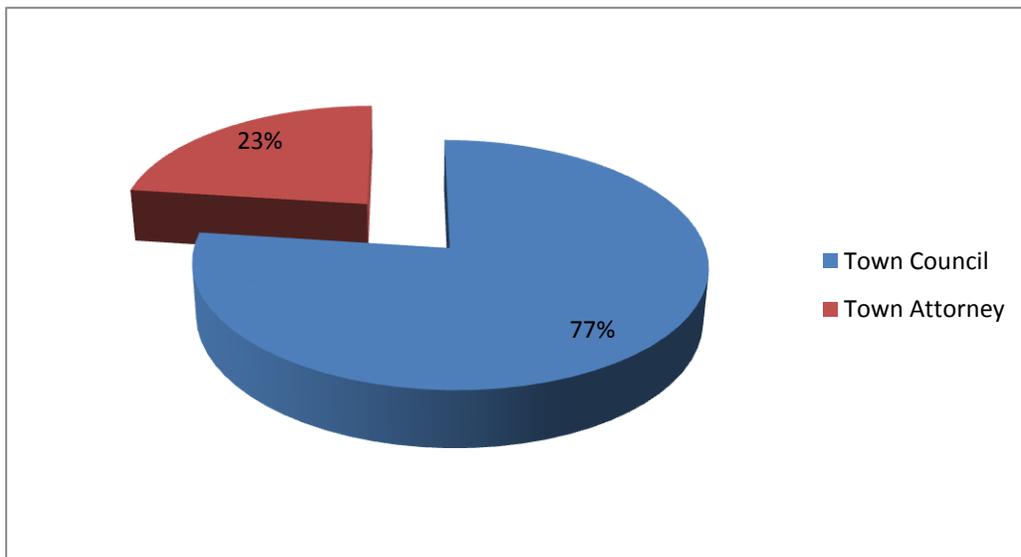
**DEPARTMENTAL BUDGET DETAIL**

## LEGISLATIVE DEPARTMENT SUMMARY

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<u>Division:</u>	<u>Total Budget FY 2012</u>
<i>Town Council</i>	\$305,332
<i>Town Attorney</i>	90,885
<i>Total Legislative Department Budget FY 2012</i>	\$396,217

**Legislative Department FY 2012 Budget by Division**



**Governing Body Department Expenditures By Category**

<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	94,431	94,431	94,431	94,406	94,406	0	0	94,406	94,406
<b>Professional Services Totals</b>	84,000	84,000	84,000	84,000	84,000	0	0	84,000	84,000
<b>Operations &amp; Maintenance Totals</b>	195,367	557,219	129,948	204,468	303,896	0	0	303,896	217,811
<b>Capital Outlay Totals</b>	530,892	0	530,892	0	0	0	0	0	0
<b>Total Department Expenditures</b>	904,690	735,650	839,271	382,874	482,302	0	0	482,302	396,217

**ACTIVITIES:**

Elected by the residents, the Mayor and the five members of the 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, formulating policies for the conduct of Town operations, making appointments to advisory boards and committees, and overseeing long range plans for the community in areas including land use and Town facilities such as streets and parks.

**ACTION PLAN:**

A. Promote and enable the four “invest now” priority capital projects from 2011 Council Retreat: 1) improve White Oak Road/Highway 70 intersection; 2) renovate/expand/build municipal complex and police station; 3) provide funds to demolish undamaged ConAgra plant if Garner Economic Development Corporation (GEDC) calls for demolition; and 4) acquire additional water/sewer capacity from City of Raleigh.

B. Continue the Town's economic development program to promote Garner to residents, new businesses, and local businesses and to retain current businesses.

C. Continue to work on and focus attention on North Garner Plan, and Historic Downtown Garner Plan including plans for streets, capital improvements, greenways and aesthetic improvements.

D. Work to improve aesthetics along major corridors and thoroughfares.

E. Improve external communication with citizens and larger community to deliver professional information and education about Town government and the Garner community.

**THREE-YEAR ACTION PLAN:**

A. Utilize capital investment decision criteria developed at 2011 Council Retreat to guide future decision-making regarding major projects. Criteria are: a) return on investment; b) keeping young people in Garner; c) leveraging other resources & spurring economic growth; d) improve or maintain existing levels of service; and e) possible negative consequences of non-investment or delayed investment.

B. Continue to support, encourage, and assist with economic development efforts.

C. Encourage continued success in neighborhood improvement and stabilization.

D. Enhance connectedness and communication with Town residents, property owners, and business operators through traditional and new civic engagement opportunities.

E. Continue, enhance, and strengthen external relationships with regional and state leaders.

F. Seek ways to build on momentum from recent success stopping red route of proposed I-540.

**BUDGET HIGHLIGHTS:**

Budget Includes \$269 for contingency.

Data Summary  
 Department: **Governing Body**, Division: **Town Council**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Years Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	94,431	94,406	0	94,406
Professional Services	0	0	0	0
Operations and Maintenance	551,274	210,926	0	210,926
Capital Outlay	0	0	0	0
<b>Totals</b>	<b>645,705</b>	<b>305,332</b>	<b>0</b>	<b>305,332</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Council member (part-time)	5	5	0	5
Mayor (part-time)	1	1	0	1
<b>TOTALS</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Amplifier	1	1	0	1
Meeting Recorder	1	1	0	1
Sound system in Council room	1	1	0	1
Television/VCR/monitor for public presentations	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Average # of Committee meetings attended	20	30	30
Council meetings prepared for and attended	50	40	40
Residents' concerns answered or referred (per week)	35	35	25

Town Council										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	51,812	51,812	51,812	51,792	51,792	0	0	51,792	51,792
510500	FICA	3,964	3,964	3,964	3,964	3,964	0	0	3,964	3,964
510600	Group Insurance	38,655	38,655	38,655	38,650	38,650	0	0	38,650	38,650
<b>Personnel Services Totals</b>		<b>94,431</b>	<b>94,431</b>	<b>94,431</b>	<b>94,406</b>	<b>94,406</b>	<b>0</b>	<b>0</b>	<b>94,406</b>	<b>94,406</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521400	Travel and Training	11,216	11,216	9,000	5,190	5,190	0	0	5,190	5,190
521410	Special Events	10,525	10,525	9,000	9,600	9,600	0	0	9,600	9,600
521445	Townwide Cleanup	200	200	200	1,000	800	0	0	800	800
521600	Equipment Maintenance & Repair	250	250	100	250	250	0	0	250	250
522100	Equipment Rental	830	830	500	860	860	0	0	860	860
522510	Property Taxes	500	500	500	500	500	0	0	500	500
523300	Departmental Supplies	3,995	3,995	4,150	4,150	3,550	0	0	3,550	3,550
524300	Contract Services	26,700	20,700	15,000	20,700	20,700	0	0	20,700	32,700
524330	Contract Services-CATV	5,750	0	0	0	0	0	0	0	0
524350	Election Charges	25,000	25,000	0	43,027	79,654	0	0	79,654	79,654
524600	Subsidized Programs	61,925	61,925	61,925	82,228	50,350	0	0	50,350	50,350
525300	Dues and Subscriptions	26,423	26,423	26,423	28,878	27,103	0	0	27,103	27,103
525700	Miscellaneous	100	100	100	100	100	0	0	100	100
525800	Contingency	6,540	389,610	0	0	98,354	0	0	98,354	269
526500	Bond Issuance Cost	9,468	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance Totals</b>		<b>189,422</b>	<b>551,274</b>	<b>126,898</b>	<b>196,483</b>	<b>297,011</b>	<b>0</b>	<b>0</b>	<b>297,011</b>	<b>210,926</b>
<b>Capital Outlay</b>										
537100	Land Acquisition	206,000	0	206,000	0	0	0	0	0	0
537400	Equipment	324,892	0	324,892	0	0	0	0	0	0
<b>Capital Outlay Totals</b>		<b>530,892</b>	<b>0</b>	<b>530,892</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>814,745</b>	<b>645,705</b>	<b>752,221</b>	<b>290,889</b>	<b>391,417</b>	<b>0</b>	<b>0</b>	<b>391,417</b>	<b>305,332</b>

Division Narrative  
Department: **Governing Body**, Division: **Attorney**

**ACTIVITIES:**

The Town Attorney provides legal services to the Town Council and administration on a contract basis, attending all meetings of the Town Council, advising the Council and administration on legal issues, and representing the Town in negotiations and in court as requested.

**ACTION PLAN:**

None

**THREE-YEAR ACTION PLAN:**

None

**BUDGET HIGHLIGHTS:**

This budget funds the Town Attorney's contract at a monthly fee of \$7,000.

Data Summary  
 Department: **Governing Body**, Division: **Attorney**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	0	0	0	0
Professional Services	84,000	84,000	0	84,000
Operations and Maintenance	5,945	6,885	0	6,885
Capital Outlay	0	0	0	0
<b>Totals</b>	89,945	90,885	0	90,885

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				
<b>TOTALS</b>	0	0	0	0

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Contracts, Deeds, Easements prepared	25	65	45
Council meetings attended	48	40	40
Law Suits being Defended	0	4	4
Management and staff consultations	500	550	550
Ordinances drafted	15	15	15
Personnel matters reviewed	10	10	10
Zoning and Town Code Violations reviewed	20	50	50

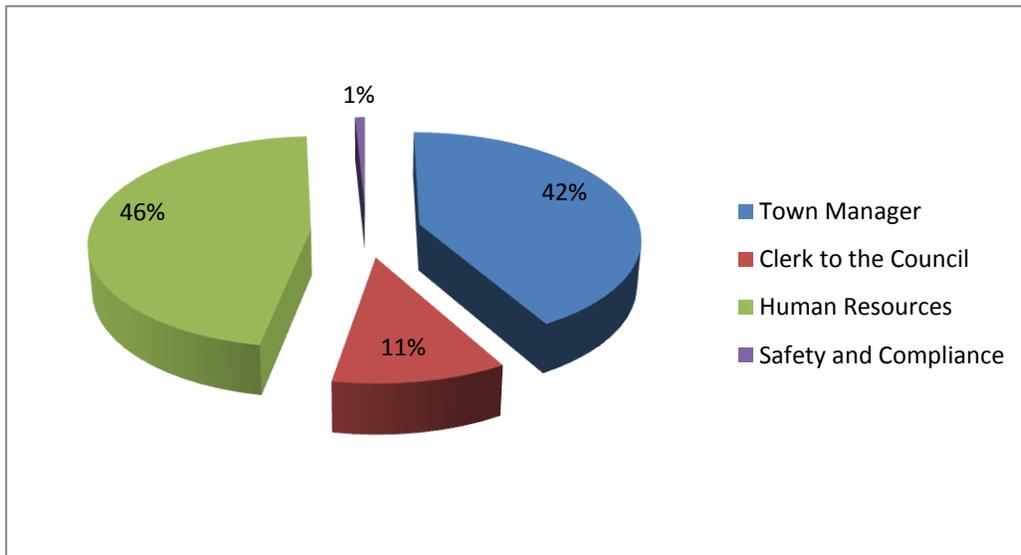
Attorney										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
<b>Personnel Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Professional Services</b>										
521000	Professional Services	84,000	84,000	84,000	84,000	84,000	0	0	84,000	84,000
<b>Professional Services Totals</b>		<b>84,000</b>	<b>84,000</b>	<b>84,000</b>	<b>84,000</b>	<b>84,000</b>	<b>0</b>	<b>0</b>	<b>84,000</b>	<b>84,000</b>
<b>Operations &amp; Maintenance</b>										
521400	Travel and Training	750	750	600	1,655	755	0	0	755	755
521600	Equipment Maintenance & Repair	100	100	0	100	100	0	0	100	100
522530	Recording Fees	900	900	750	1,635	1,635	0	0	1,635	1,635
522535	Pending Litigation Expense	975	975	0	975	975	0	0	975	975
522540	Collection Fees	950	950	500	950	950	0	0	950	950
523300	Departmental Supplies	720	720	650	1,120	1,120	0	0	1,120	1,120
524300	Contract Services	1,500	1,500	500	1,500	1,300	0	0	1,300	1,300
525300	Dues and Subscriptions	50	50	50	50	50	0	0	50	50
<b>Operations &amp; Maintenance Totals</b>		<b>5,945</b>	<b>5,945</b>	<b>3,050</b>	<b>7,985</b>	<b>6,885</b>	<b>0</b>	<b>0</b>	<b>6,885</b>	<b>6,885</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>89,945</b>	<b>89,945</b>	<b>87,050</b>	<b>91,985</b>	<b>90,885</b>	<b>0</b>	<b>0</b>	<b>90,885</b>	<b>90,885</b>

## EXECUTIVE DEPARTMENT SUMMARY

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<u>Division:</u>	<u>Total Budget FY 2012</u>
<i>Town Manager</i>	\$637,653
<i>Clerk to the Council</i>	168,394
<i>Human Resources</i>	707,543
<i>Safety and Compliance</i>	12,529
<i><b>Total Executive Department Budget FY 2012</b></i>	<b>\$1,526,119</b>

**Executive Department FY 2012 Budget by Division**



Administration Department Expenditures By Category									
Category	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
Personnel Services Totals	872,872	871,883	871,883	874,717	874,717	63,369	63,369	938,086	938,986
Professional Services Totals	15,450	15,450	14,450	13,540	13,540	0	0	13,540	13,540
Operations & Maintenance Totals	552,837	543,434	504,080	573,749	572,343	1,250	1,250	573,593	573,593
Capital Outlay Totals	0	0	0	0	0	0	0	0	0
<b>Total Department Expenditures</b>	<b>1,441,159</b>	<b>1,430,767</b>	<b>1,390,413</b>	<b>1,462,006</b>	<b>1,460,600</b>	<b>64,619</b>	<b>64,619</b>	<b>1,525,219</b>	<b>1,526,119</b>

**ACTIVITIES:**

The Town Manager's office provides professional management of resources to meet the goals of the community as articulated by the Town Council. The major duties of the Manager include advising Council on the financial position and future needs of the Town; 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 Town Manager researches and proposes alternative approaches for achieving Council objectives, and presents data to assist Council in policy development and ordinance adoption. The Town Manager's office promotes prompt and courteous service to the public by all Town employees.

**ACTION PLAN:**

- A. To continue to search for potential savings in the way the Town operates its programs, by evaluating position vacancies and examining operating methods, with little to no impact on services.
- B. To orchestrate cooperative efforts of Town staff and the Chamber of Commerce to promote Garner, attract desirable businesses and to retain existing businesses in Garner.
- C. To provide for the timely and accurate preparation, review and adoption of the annual operating budget, meeting all applicable statutory requirements.
- D. To position the Town to implement bond projects when tax base allows bond sales.

**THREE-YEAR ACTION PLAN:**

- A. Continue developing employee potential at all levels.
- B. Continue to build citizen pride in the community and the general public's awareness of Garner as a desirable place to live.
- C. Assist Town Council with completion of their goals and plans as outlined in annual Council Retreat.

**BUDGET HIGHLIGHTS:**

The budget requests a Management Analyst/Internal Auditor position to assist Town staff with ongoing budgetary preparation and oversight of Town fiduciary responsibilities.

Data Summary  
 Department: **Administration**, Division: **Town Manager**

PROGRAM HISTORY				
Category	Previous Year's Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	324,636	313,300	63,369	376,669
Professional Services	1,000	1,000	0	1,000
Operations and Maintenance	229,025	258,734	1,250	259,984
Capital Outlay	0	0	0	0
<b>Totals</b>	554,661	573,034	64,619	637,653

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Assistant Town Manager	1	1	0	1
Receptionist	1	1	1	0
Town Manager	1	1	0	1
<b>TOTALS</b>	3	3	1	2

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Cisco IP Telephone System	1	1	0	1
Dell Computer	3	3	0	3
Fax Machine	1	1	0	1
Friden postage scale	1	1	0	1
Impala 2007	1	0	0	0
Lanier Dictaphone	1	1	0	1
Pitney Bowes mailing machine	1	1	0	1
Telerad telephone/voice mail system	1	0	0	0

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Major policies drafted	2	2	2
New programs/projects underway	1	2	4
Resident's phone calls relayed to proper depart. (Per Day)	385	400	400

Town Manager										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	261,657	261,407	261,407	250,583	250,583	47,611	47,611	298,194	298,494
510220	Salaries - Temporary	95	0	0	0	0	0	0	0	0
510500	FICA	20,017	19,998	19,998	19,169	19,169	3,642	3,642	22,811	22,811
510600	Group Insurance	13,353	13,353	13,353	13,303	13,303	6,426	6,426	19,729	19,729
510700	Retirement	29,907	29,878	29,878	29,945	29,945	5,690	5,690	35,635	35,635
<b>Personnel Services Totals</b>		<b>325,029</b>	<b>324,636</b>	<b>324,636</b>	<b>313,000</b>	<b>313,000</b>	<b>63,369</b>	<b>63,369</b>	<b>376,369</b>	<b>376,669</b>
<b>Professional Services</b>										
521000	Professional Services	1,000	1,000	0	1,000	1,000	0	0	1,000	1,000
<b>Professional Services Totals</b>		<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
<b>Operations &amp; Maintenance</b>										
521100	Postage	20,180	20,180	0	20,250	20,250	0	0	20,250	20,250
521200	Printing	0	0	0	1,000	1,000	0	0	1,000	1,000
521400	Travel and Training	17,485	17,485	17,485	19,485	19,485	750	750	20,235	20,235
522100	Equipment Rental	5,350	5,350	3,750	5,530	4,400	0	0	4,400	4,400
523300	Departmental Supplies	1,000	1,000	3,000	750	750	0	0	750	750
523350	Supplies - United Way	325	325	0	325	325	0	0	325	325
523500	Other Supplies	0	0	0	0	0	500	500	500	500
525300	Dues and Subscriptions	5,638	2,935	7,500	5,050	4,774	0	0	4,774	4,774
525400	Insurance and Bonds	181,750	181,750	195,000	207,750	207,750	0	0	207,750	207,750
<b>Operations &amp; Maintenance Totals</b>		<b>231,728</b>	<b>229,025</b>	<b>226,735</b>	<b>260,140</b>	<b>258,734</b>	<b>1,250</b>	<b>1,250</b>	<b>259,984</b>	<b>259,984</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>557,757</b>	<b>554,661</b>	<b>551,371</b>	<b>574,140</b>	<b>572,734</b>	<b>64,619</b>	<b>64,619</b>	<b>637,353</b>	<b>637,653</b>

**ACTIVITIES:**

The Clerk guarantees the legality and accuracy of official Town documents and provides for their safekeeping. The Clerk serves as both the “historian” and repository of official information regarding Town Council actions. Legal notice of meetings, hearings, and ordinances are prepared and posted by this office in accordance with State law. The Clerk prepares the agenda for Council meetings, records and transcribes the minutes for meetings, attests to their accuracy and process actions items and documents after Council meetings. Advisory Board applications, advertisements and appointments are handled through this office. As the primary reference point for both the public and Town staff, the Clerk’s office strives to ensure prompt, thorough, and courteous responses to all requests. Serves as liaison with citizens and Council members when appropriate.

**ACTION PLAN:**

- A. Ongoing scanning and indexing of documents.
- B. Monitor and recognize citizen achievements.
- C. Streamline electronic agenda and promote uniform support material.
- D. Continue review of current active files for archival value and provide storage accordingly.
- E. Continue providing current information on the websites for the Administrative/Legislative Departments.

**THREE-YEAR ACTION PLAN:**

- A. Create indexing system of all permanent records for public access.
- B. Orchestrate organization of all files in the archive building.

**BUDGET HIGHLIGHTS:**

This budget represents a base level of expenditures.

Data Summary  
 Department: **Administration**, Division: **Town Clerk**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	161,462	155,331	0	155,331
Professional Services	0	0	0	0
Operations and Maintenance	11,538	13,063	0	13,063
Capital Outlay	0	0	0	0
<b>Totals</b>	<b>173,000</b>	<b>168,394</b>	<b>0</b>	<b>168,394</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Deputy Town Clerk	1	1	0	1
Town Clerk	1	1	0	1
<b>TOTALS</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Dell Computer	2	2	0	2
Laptop Computer	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Agenda Prepared/Placed on WebSite	48	40	40
Meeting Recordings Placed on Website	48	40	40
Minutes Prepared/Indexed	0	40	40
Ordinances/Resolutions Prepared	35	45	45
Resolutions Prepared	42	39	39

Town Clerk										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	119,037	118,787	118,787	115,864	115,864	0	0	115,864	116,164
510220	Salaries - Temporary	6,620	6,620	6,620	3,046	3,046	0	0	3,046	3,046
510500	FICA	9,613	9,594	9,594	9,218	9,218	0	0	9,218	9,218
510600	Group Insurance	13,063	13,063	13,063	13,058	13,058	0	0	13,058	13,058
510700	Retirement	13,427	13,398	13,398	13,845	13,845	0	0	13,845	13,845
<b>Personnel Services Totals</b>		<b>161,760</b>	<b>161,462</b>	<b>161,462</b>	<b>155,031</b>	<b>155,031</b>	<b>0</b>	<b>0</b>	<b>155,031</b>	<b>155,331</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521400	Travel and Training	3,738	3,738	5,000	5,513	5,513	0	0	5,513	5,513
522530	Recording Fees	350	350	0	950	950	0	0	950	950
522600	Advertising	4,500	4,500	0	3,500	3,500	0	0	3,500	3,500
523300	Departmental Supplies	2,435	2,435	2,585	2,585	2,585	0	0	2,585	2,585
525300	Dues and Subscriptions	515	515	515	515	515	0	0	515	515
<b>Operations &amp; Maintenance Totals</b>		<b>11,538</b>	<b>11,538</b>	<b>8,100</b>	<b>13,063</b>	<b>13,063</b>	<b>0</b>	<b>0</b>	<b>13,063</b>	<b>13,063</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>173,298</b>	<b>173,000</b>	<b>169,562</b>	<b>168,094</b>	<b>168,094</b>	<b>0</b>	<b>0</b>	<b>168,094</b>	<b>168,394</b>

**ACTIVITIES:**

Human Resources is responsible for all areas of personnel/human resource administration. Responsibilities include ensuring compliance with federal and state personnel laws and regulations, and assisting with attracting and maintaining qualified and motivated employees. Specific functions include: recruitment, retention and selection; employee enrollment and orientation; fringe benefit administration and employee education; training; administration of the Pay for Performance System; personnel policy administration, development, and interpretation; employee relations; classification and pay administration; personnel records management; and community relations, which includes the handling of complaints and inquiries; researching and recommending programs, policies and benefits to ensure that the Town remains competitive in our market and a progressive and rewarding organization in which to work.

**ACTION PLAN:**

- A. Implement changes recommended by employees via the Peace College Performance Evaluation Project.
- B. Implement the Town's first self-funded dental program.
- C. Pay and Classification - Continue the schedule of studying one third of the Town's positions per fiscal year to ensure correct and competitive job classifications and salaries.
- D. Focus on ways to further develop and maintain focus on quality customer service and follow-up and implementation of employee suggestions.
- E. Provide opportunities for supervisor development and training through CAI or other offerings.

**THREE-YEAR ACTION PLAN:**

- A. Assess effectiveness and success of changes to current appraisal system and collect and review other options for consideration.
- B. Continue to seek quality and cost-effective solutions and resources to address the rising costs of providing comprehensive health insurance and other benefits to employees. Ensure the quality, reliability, and affordability of our benefit plans.

**BUDGET HIGHLIGHTS:**

This budget includes funding for Retiree Health Insurance Premiums (\$121,482) estimated Workers' Compensation premiums (\$238,000), and estimated unemployment insurance premiums of (\$18,000).

Data Summary  
 Department: **Administration**, Division: **Human Resources**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	385,785	406,986	0	406,986
Professional Services	14,450	12,540	0	12,540
Operations and Maintenance	294,396	288,017	0	288,017
Capital Outlay	0	0	0	0
<b>Totals</b>	<b>694,631</b>	<b>707,543</b>	<b>0</b>	<b>707,543</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Human Resources Director	1	1	0	1
Human Resources Specialist	1	1	0	1
<b>TOTALS</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Employment Interest cards submitted	257	275	275
Job applications received	1807	1700	1700
Job vacancies advertised	73	75	75
New hires processed (fulltime/other)	68	65	65
Personnel Actions processed	453	450	450
Separations processed	62	60	60

Human Resources										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	141,103	140,853	140,853	143,222	143,222	0	0	143,222	143,522
510500	FICA	10,794	10,775	10,775	10,957	10,957	0	0	10,957	10,957
510600	Group Insurance	13,106	13,106	13,106	13,110	13,110	0	0	13,110	13,110
510610	Retiree Health Insurance	104,152	104,152	104,152	121,482	121,482	0	0	121,482	121,482
510615	Health Reimbursement	100,800	100,800	100,800	100,800	100,800	0	0	100,800	100,800
510700	Retirement	16,128	16,099	16,099	17,115	17,115	0	0	17,115	17,115
<b>Personnel Services Totals</b>		<b>386,083</b>	<b>385,785</b>	<b>385,785</b>	<b>406,686</b>	<b>406,686</b>	<b>0</b>	<b>0</b>	<b>406,686</b>	<b>406,986</b>
<b>Professional Services</b>										
521000	Professional Services	14,450	14,450	14,450	12,540	12,540	0	0	12,540	12,540
<b>Professional Services Totals</b>		<b>14,450</b>	<b>14,450</b>	<b>14,450</b>	<b>12,540</b>	<b>12,540</b>	<b>0</b>	<b>0</b>	<b>12,540</b>	<b>12,540</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	400	400	400	400	400	0	0	400	400
521400	Travel and Training	6,000	6,000	6,000	6,000	6,000	0	0	6,000	6,000
522600	Advertising	1,000	1,000	1,500	1,500	1,500	0	0	1,500	1,500
523340	Personnel Supplies	250	250	1,000	500	500	0	0	500	500
524300	Contract Services	7,950	7,950	7,950	8,725	8,725	0	0	8,725	8,725
525300	Dues and Subscriptions	3,936	3,936	1,000	1,110	1,110	0	0	1,110	1,110
525610	Workers Compensation	251,000	251,000	231,793	238,282	238,282	0	0	238,282	238,282
525620	Unemployment Insurance	19,700	19,700	8,877	18,000	18,000	0	0	18,000	18,000
525630	Wellness Program	8,860	2,160	0	9,500	9,500	0	0	9,500	9,500
525660	Educational Assistance	2,000	2,000	4,000	4,000	4,000	0	0	4,000	4,000
<b>Operations &amp; Maintenance Totals</b>		<b>301,096</b>	<b>294,396</b>	<b>262,520</b>	<b>288,017</b>	<b>288,017</b>	<b>0</b>	<b>0</b>	<b>288,017</b>	<b>288,017</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>701,629</b>	<b>694,631</b>	<b>662,755</b>	<b>707,243</b>	<b>707,243</b>	<b>0</b>	<b>0</b>	<b>707,243</b>	<b>707,543</b>

**ACTIVITIES:**

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. The Safety and Compliance program also includes training, which is necessary to maintain proper safety procedures among our employees.

The Safety and Compliance program will also strive to reduce the Town's insurance liability through effective risk management of Town activities, resources and property.

**ACTION PLAN:**

A. Continue efforts to comply with all other applicable safety regulations that have been or will be enacted by the state and federal Occupational Safety and Health Administration.

B. Continue an effective training program to keep employees informed about proper safety procedures.

C. Expand safety training options through use of online training modules.

D. Update Safety Policy manual.

**THREE-YEAR ACTION PLAN:**

A. Continue to search for ways to reduce workplace accidents, thereby boosting employee morale, lowering workers' compensation costs and minimizing property damage.

B. Continue training program to do periodic sessions on various safety related topics (i.e. CPR, First Aid, Defensive Driving, etc.).

C. Obtain assistance from NC OSHA's Consultative Services in performing in-house inspections to ensure total compliance with safe workplace practices.

D. Effectively mitigate hazards associated with Town functions and property, thus reducing the number of public-related accidents and keeping liability costs down.

**BUDGET HIGHLIGHTS:**

This budget funds safety supplies and training for Town employees.

Data Summary  
 Department: **Administration**, Division: **Safety**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	8,475	12,529	0	12,529
Capital Outlay	0	0	0	0
<b>Totals</b>	<b>8,475</b>	<b>12,529</b>	<b>0</b>	<b>12,529</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				
<b>TOTALS</b>	0	0	0	0

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
First Aid/CPR Classes	0	3	2
Safety Meetings Conducted	2	5	5
Training Sessions Offered	12	8	8

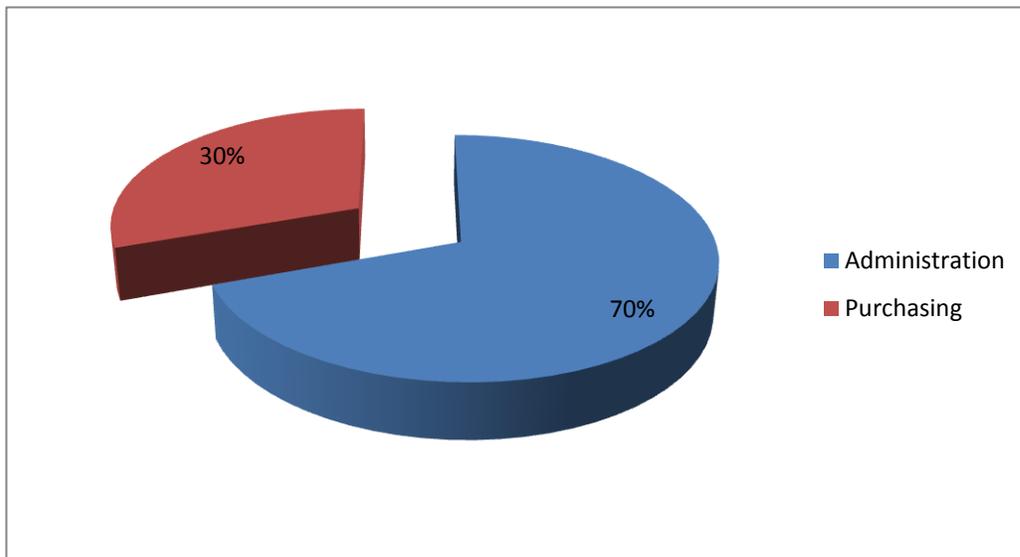
Safety										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
<b>Personnel Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Professional Services</b>										
<b>Professional Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance</b>										
521400	Travel and Training	60	60	200	1,565	1,565	0	0	1,565	1,565
523300	Departmental Supplies	1,000	1,000	775	1,000	1,000	0	0	1,000	1,000
523530	OSHA Compliance Supplies	500	500	0	500	500	0	0	500	500
524300	Contract Services	3,790	3,790	3,750	4,874	4,874	0	0	4,874	4,874
525300	Dues and Subscriptions	520	520	500	520	520	0	0	520	520
525650	Employee Safety Awards	2,605	2,605	1,500	4,070	4,070	0	0	4,070	4,070
<b>Operations &amp; Maintenance Totals</b>		<b>8,475</b>	<b>8,475</b>	<b>6,725</b>	<b>12,529</b>	<b>12,529</b>	<b>0</b>	<b>0</b>	<b>12,529</b>	<b>12,529</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>8,475</b>	<b>8,475</b>	<b>6,725</b>	<b>12,529</b>	<b>12,529</b>	<b>0</b>	<b>0</b>	<b>12,529</b>	<b>12,529</b>

## FINANCE DEPARTMENT SUMMARY

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<u>Division:</u>	<u>Total Budget FY 2012</u>
<i>Administration</i>	\$572,386
<i>Purchasing</i>	250,866
<i>Total Finance Department Budget FY 2012</i>	\$823,252

**Finance Department FY 2012 Budget by Division**



**Finance Department Expenditures By Category**

<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	531,604	530,570	531,400	519,217	519,217	0	0	519,217	520,117
<b>Professional Services Totals</b>	101,000	101,000	96,000	106,900	103,300	0	0	103,300	103,300
<b>Operations &amp; Maintenance Totals</b>	180,500	180,500	175,895	208,605	199,935	0	0	199,935	199,835
<b>Capital Outlay Totals</b>	2,520	0	2,520	0	0	0	0	0	0
<b>Total Department Expenditures</b>	815,624	812,070	805,815	834,722	822,452	0	0	822,452	823,252

**ACTIVITIES:**

Finance Administration provides oversight and coordination of the entire finance function, which includes Accounting, Payroll, Purchasing and Budget. The staff of this program retain ultimate responsibility for maintaining the accounts of the Town in accordance with generally accepted accounting principles, processing all disbursements including account payable and payroll, and efficiently procuring goods and services to support Town activities. This office serves as fiscal agent for both state and federal grant programs. In addition, Finance Administration prepares statements of financial condition, supervises the receipt, deposit and investment of Town funds, and maintains records concerning bonded debt and other obligations of the Town.

**ACTION PLAN:**

- A. Apply the existing cash management policy to maximize investment earnings while maintaining safety and liquidity of investments.
- B. Seek the "Certificate of Achievement for Excellence in Financial Reporting" by submitting the June 30, 2011, audit report to the Governmental Finance Officers Association award program.
- C. Seek the "Distinguished Budget Presentation Award" by submitting the June 30, 2012, budget document to the Government Finance Officers Association award program.

**THREE-YEAR ACTION PLAN:**

- A. Obtain the "Certificate of Achievement for Excellence in Financial Reporting" from the Governmental Finance Officers Association for all reporting years.
- B. Obtain the "Distinguished Budget Presentation Award" from the Government Finance Officers Association.

**BUDGET HIGHLIGHTS:**

Budget reflects a base level of expenditure.

Data Summary  
 Department: **Finance**, Division: **Administration**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	406,749	411,626	0	411,626
Professional Services	101,000	103,300	0	103,300
Operations and Maintenance	53,455	57,460	0	57,460
Capital Outlay	0	0	0	0
<b>Totals</b>	561,204	572,386	0	572,386

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Finance Director	1	1	0	1
Finance Specialist	3	3	0	3
Office Assistant	1	1	0	1
<b>TOTALS</b>	5	5	0	5

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Paper Shredder	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Comprehensive Annual Financial Reports submitted to GFOA	1	1	1
License (privilege and dog) issued	1600	1600	1600
Payroll Checks/Direct Deposits Issued	7077	7275	7300
Vendor Checks issued	4130	4350	4500

Administration										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	314,744	314,119	314,700	316,201	316,201	0	0	316,201	316,951
510500	FICA	24,070	24,030	24,050	24,189	24,189	0	0	24,189	24,189
510600	Group Insurance	32,696	32,696	32,600	32,700	32,700	0	0	32,700	32,700
510700	Retirement	35,975	35,904	35,950	37,786	37,786	0	0	37,786	37,786
<b>Personnel Services Totals</b>		<b>407,485</b>	<b>406,749</b>	<b>407,300</b>	<b>410,876</b>	<b>410,876</b>	<b>0</b>	<b>0</b>	<b>410,876</b>	<b>411,626</b>
<b>Professional Services</b>										
521000	Professional Services	101,000	101,000	96,000	106,900	103,300	0	0	103,300	103,300
<b>Professional Services Totals</b>		<b>101,000</b>	<b>101,000</b>	<b>96,000</b>	<b>106,900</b>	<b>103,300</b>	<b>0</b>	<b>0</b>	<b>103,300</b>	<b>103,300</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	3,150	3,150	3,000	3,350	3,300	0	0	3,300	3,300
521400	Travel and Training	3,450	3,450	1,700	6,390	4,000	0	0	4,000	4,000
521600	Equipment Maintenance & Repair	1,900	1,900	250	1,900	800	0	0	800	800
523300	Departmental Supplies	2,500	2,500	2,300	2,500	1,800	0	0	1,800	1,800
524300	Contract Services	10,600	10,600	10,500	14,705	14,705	0	0	14,705	14,705
524310	Contract Services-Tax Coll	31,000	31,000	30,200	32,000	32,000	0	0	32,000	32,000
524800	Purchase for Resale	55	55	0	55	55	0	0	55	55
525300	Dues and Subscriptions	800	800	950	800	800	0	0	800	800
<b>Operations &amp; Maintenance Totals</b>		<b>53,455</b>	<b>53,455</b>	<b>48,900</b>	<b>61,700</b>	<b>57,460</b>	<b>0</b>	<b>0</b>	<b>57,460</b>	<b>57,460</b>
<b>Capital Outlay</b>										
537400	Equipment	2,520	0	2,520	0	0	0	0	0	0
<b>Capital Outlay Totals</b>		<b>2,520</b>	<b>0</b>	<b>2,520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>564,460</b>	<b>561,204</b>	<b>554,720</b>	<b>579,476</b>	<b>571,636</b>	<b>0</b>	<b>0</b>	<b>571,636</b>	<b>572,386</b>

**ACTIVITIES:**

The Purchasing staff procures goods and services to meet the needs of Town departments in compliance with the NC Administrative Code and Town purchasing policies. This staff administers the Town's maintenance, service and rental contracts. Purchasing maintains control over all property and equipment owned by the Town and ensures the proper disposition of surplus property.

**ACTION PLAN:**

- A. Review current year capital budget requests and coordinate bids with local Triangle J participants to maximize price discounts.
- B. Review procedures to ensure compliance with Records Retention Policy and yearly disposition of financial records to maintain adequate storage space.
- C. Assist Town Clerk with review of contract tracking system options.
- D. Implement a procurement card system to provide more control on small-value Town purchases.
- E. Implement new Purchasing Policies and Procedure Manual.

**THREE-YEAR ACTION PLAN:**

- A. Obtain Local Government Purchasing Certification.
- B. Update current vendor system to include vendor requests for bidding opportunities.
- C. Update Munis software to include contract management. This will provide necessary insurance and licensing information.

**BUDGET HIGHLIGHTS:**

Budget represents a base level of expenditures.

Data Summary  
 Department: **Finance**, Division: **Purchasing**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	123,821	108,491	0	108,491
Professional Services	0	0	0	0
Operations and Maintenance	127,045	142,375	0	142,375
Capital Outlay	0	0	0	0
<b>Totals</b>	250,866	250,866	0	250,866

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Purchasing Manager	1	1	0	1
Town Courier/Inventory Assistant (part time)	1	.5	-.5	0
<b>TOTALS</b>	2	2	0	2

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
2001 Chevrolet Pickup (Natural Gas)	1	1	-1	0

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Average days to process supply requests	1	1	1
Bank statements reconciled	12	12	12
Fixed asset records maintained/inventoried	1210	1275	1500
Invoices reviewed	14530	15000	16000
Requisitions processed	645	680	700

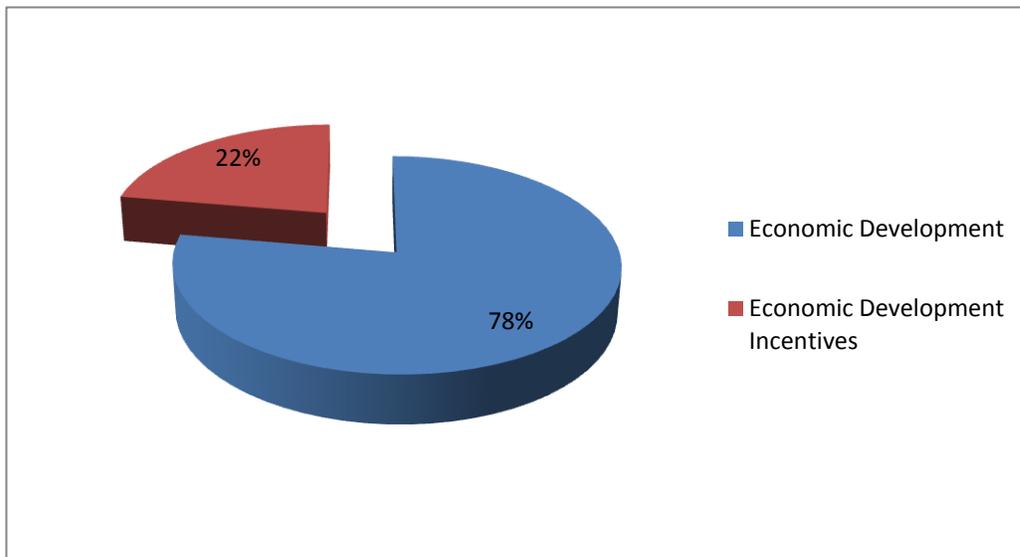
Purchasing										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	96,005	95,755	96,000	85,094	85,094	0	0	85,094	85,244
510500	FICA	7,344	7,325	7,340	6,510	6,510	0	0	6,510	6,510
510600	Group Insurance	9,796	9,796	9,790	6,568	6,568	0	0	6,568	6,568
510700	Retirement	10,974	10,945	10,970	10,169	10,169	0	0	10,169	10,169
<b>Personnel Services Totals</b>		<b>124,119</b>	<b>123,821</b>	<b>124,100</b>	<b>108,341</b>	<b>108,341</b>	<b>0</b>	<b>0</b>	<b>108,341</b>	<b>108,491</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521150	Telephone	46,440	46,440	51,000	49,200	49,200	0	0	49,200	49,200
521200	Printing	500	500	300	500	500	0	0	500	500
521400	Travel and Training	825	825	800	1,575	1,575	0	0	1,575	1,575
521600	Equipment Maintenance & Repair	55,000	55,000	62,000	200	200	0	0	200	200
521700	Auto Maintenance & Repair	500	500	800	500	0	0	0	0	0
522100	Equipment Rental	0	0	0	78,100	77,900	0	0	77,900	77,900
523100	Auto Operating Supplies	2,700	2,700	1,500	2,700	0	0	0	0	0
523300	Departmental Supplies	600	600	400	600	600	0	0	600	600
523310	Copier Supplies	12,300	12,300	9,400	11,300	10,900	0	0	10,900	10,900
523600	Uniforms	730	730	200	730	100	0	0	100	0
524300	Contract Services	7,350	7,350	500	1,200	1,200	0	0	1,200	1,200
525300	Dues and Subscriptions	100	100	95	300	300	0	0	300	300
<b>Operations &amp; Maintenance Totals</b>		<b>127,045</b>	<b>127,045</b>	<b>126,995</b>	<b>146,905</b>	<b>142,475</b>	<b>0</b>	<b>0</b>	<b>142,475</b>	<b>142,375</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>251,164</b>	<b>250,866</b>	<b>251,095</b>	<b>255,246</b>	<b>250,816</b>	<b>0</b>	<b>0</b>	<b>250,816</b>	<b>250,866</b>

## **ECONOMIC DEVELOPMENT DEPARTMENT SUMMARY**

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<b><u>Division:</u></b>	<b><u>Total Budget FY 2012</u></b>
<i>Economic Development</i>	\$400,633
<i>Economic Development Incentives</i>	115,000
<i><b>Total Economic Development Budget FY 2012</b></i>	<b>\$515,633</b>

**Economic Development FY 2012 Budget by Division**



**Economic Development Department Expenditures By Category**

<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	220,504	220,071	220,071	237,180	237,180	0	0	237,180	237,630
<b>Professional Services Totals</b>	5,700	5,000	4,000	5,000	4,250	0	0	4,250	4,250
<b>Operations &amp; Maintenance Totals</b>	318,026	303,725	293,525	276,203	273,753	0	0	273,753	273,753
<b>Capital Outlay Totals</b>	0	0	0	0	0	0	0	0	0
<b>Total Department Expenditures</b>	544,230	528,796	517,596	518,383	515,183	0	0	515,183	515,633

**ACTIVITIES:**

Economic Development is defined as, "the process of creating wealth through mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services, resulting in benefits to the community through expanding job opportunities and the tax base" (AEDC). In cooperation with the Garner Chamber of Commerce, this department designs and conducts a visibly aggressive program of business and industry recruitment, retention and revitalization. Activities and funding of the Garner Revitalization Association and Garner Chamber will be under the umbrella of this department. The Neighborhood Improvement Manager will continue to solicit support for neighborhood organization formation, implement programs to assist residents in need and work to protect and promote the stabilization of the residential tax base. The Public Information Officer will continue to promote town events, accomplishments and work to improve the content on the PEG channel and website for the town.

**ACTION PLAN:**

- A. Implement a renewed vision for business REVITALIZATION.
- B. Maintain updated RECRUITMENT materials on the Internet; complete prospect surveys; conduct site visits; provide technical assistance; represent Garner in economic development networks.
- C. Stimulate investment in buildings and equipment; following up RETENTION visits using strategic planning, industrial recognition, business initiatives and financing.
- D. Continue to work with our economic development partners in Garner. (Garner Economic Development Corporation, Garner Chamber of Commerce and Garner Revitalization Association).
- E. Actively promote town stories through all media outlets and utilize the government TV channel to increase awareness of town activities and stories.
- F. Increase our involvement in regional partnerships and state agencies for the purpose of promoting Garner.

**THREE-YEAR ACTION PLAN:**

- A. Clarify Garner's vision for the future, articulating the economy it wants to have in 10 years.
- B. Articulate and develop Garner's current niche in the Research Triangle area as an easily accessible location where R&D and manufacturing functions of a firm can operate together.
- C. Continue Garner's now established presence as an active player and leader in county, regional and statewide economic development arenas.
- D. Public Information Officer to continue to implement ways to use social media for town events and to increase programming on the government TV channel and content on the Web.
- E. The Neighborhood Improvement Manager will continue to solicit support for neighborhood organization formation, implement programs to assist residents in need and work to protect and promote the stabilization of the residential tax base.

**BUDGET HIGHLIGHTS:**

The budget reflects continuation of previous services and programs. One change includes a \$12,000 allocation to the Garner Chamber of Commerce for management services for the Broadway Voices Series.

Data Summary  
 Department: **Economic Development**, Division: **Economic Development**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	220,071	237,630	0	237,630
Professional Services	5,000	4,250	0	4,250
Operations and Maintenance	145,225	158,753	0	158,753
Capital Outlay	0	0	0	0
<b>Totals</b>	370,296	400,633	0	400,633

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Economic Development Director	1	1	0	1
Neighborhood Improvement Manager	1	1	0	1
Public Information Officer	1	1	0	1
<b>TOTALS</b>	3	3	0	3

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Desktop Computers	3	3	0	3
Laptop/Docking Station	0	0	1	0
Video Camera and Case HDR-HD-1000-U	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Major Recruitment Trips	3	3	4
NIM neighborhood meetings and presentations	8	8	16
PIO Press Releases	74	74	100
Retention/Expansions Assists to Businesses	10	10	20
Sites/Buildings shown	12	12	12
Targeted businesses visited/contacted	9	9	12

Economic Development										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	169,474	169,099	169,099	180,919	180,919	0	0	180,919	181,369
510210	Salaries - Overtime	1,000	1,000	1,000	1,000	1,000	0	0	1,000	1,000
510500	FICA	13,042	13,013	13,013	13,917	13,917	0	0	13,917	13,917
510600	Group Insurance	17,631	17,631	17,631	19,604	19,604	0	0	19,604	19,604
510700	Retirement	19,357	19,328	19,328	21,740	21,740	0	0	21,740	21,740
<b>Personnel Services Totals</b>		<b>220,504</b>	<b>220,071</b>	<b>220,071</b>	<b>237,180</b>	<b>237,180</b>	<b>0</b>	<b>0</b>	<b>237,180</b>	<b>237,630</b>
<b>Professional Services</b>										
521000	Professional Services	5,700	5,000	4,000	5,000	4,250	0	0	4,250	4,250
<b>Professional Services Totals</b>		<b>5,700</b>	<b>5,000</b>	<b>4,000</b>	<b>5,000</b>	<b>4,250</b>	<b>0</b>	<b>0</b>	<b>4,250</b>	<b>4,250</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	16,500	10,000	9,000	8,000	7,000	0	0	7,000	7,000
521400	Travel and Training	12,300	12,300	10,000	12,300	12,300	0	0	12,300	12,300
521440	Business Recruitment	4,200	4,200	3,900	4,200	3,800	0	0	3,800	3,800
521455	Development Assistance	11,000	5,000	4,000	7,400	7,400	0	0	7,400	7,400
521700	Auto Maintenance & Repair	0	0	0	1,100	800	0	0	800	800
522600	Advertising	2,500	2,500	2,500	6,500	6,500	0	0	6,500	6,500
523100	Auto Operating Supplies	0	0	0	1,478	1,478	0	0	1,478	1,478
523300	Departmental Supplies	1,100	1,100	1,000	1,100	1,000	0	0	1,000	1,000
523540	Promotional Supplies	4,301	2,500	2,500	2,500	2,000	0	0	2,000	2,000
524300	Contract Services	10,000	10,000	6,000	7,000	7,000	0	0	7,000	7,000
524340	Chamber of Commerce	21,375	21,375	21,375	33,375	33,375	0	0	33,375	33,375
524345	Garner Revitalization Assn	75,000	75,000	75,000	75,000	75,000	0	0	75,000	75,000
525300	Dues and Subscriptions	1,250	1,250	1,250	1,250	1,100	0	0	1,100	1,100
<b>Operations &amp; Maintenance Totals</b>		<b>159,526</b>	<b>145,225</b>	<b>136,525</b>	<b>161,203</b>	<b>158,753</b>	<b>0</b>	<b>0</b>	<b>158,753</b>	<b>158,753</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>385,730</b>	<b>370,296</b>	<b>360,596</b>	<b>403,383</b>	<b>400,183</b>	<b>0</b>	<b>0</b>	<b>400,183</b>	<b>400,633</b>

Division Narrative

Department: **Economic Development**, Division: **Economic Incentives**

**ACTIVITIES:**

The Economic Development Incentive Policy's purpose is to enhance the Town of Garner's Economic Development program 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 for Garner.

**ACTION PLAN:**

Plan and budget incentive payments to reduce the need to pull from fund balance.

**THREE-YEAR ACTION PLAN:**

Continue to use the incentive policy as a sound and proactive way to attract new business prospects to the Town of Garner.

**BUDGET HIGHLIGHTS:**

Reflected in this year's budget is a payment of \$115,000 to Greenfield North for previous commitments by the Town.

Data Summary  
 Department: **Economic Development**, Division: **Economic Incentives**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	158,500	115,000	0	115,000
Capital Outlay	0	0	0	0
<b>Totals</b>	158,500	115,000	0	115,000

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				
<b>TOTALS</b>	0	0	0	0

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
<b>NONE</b>			

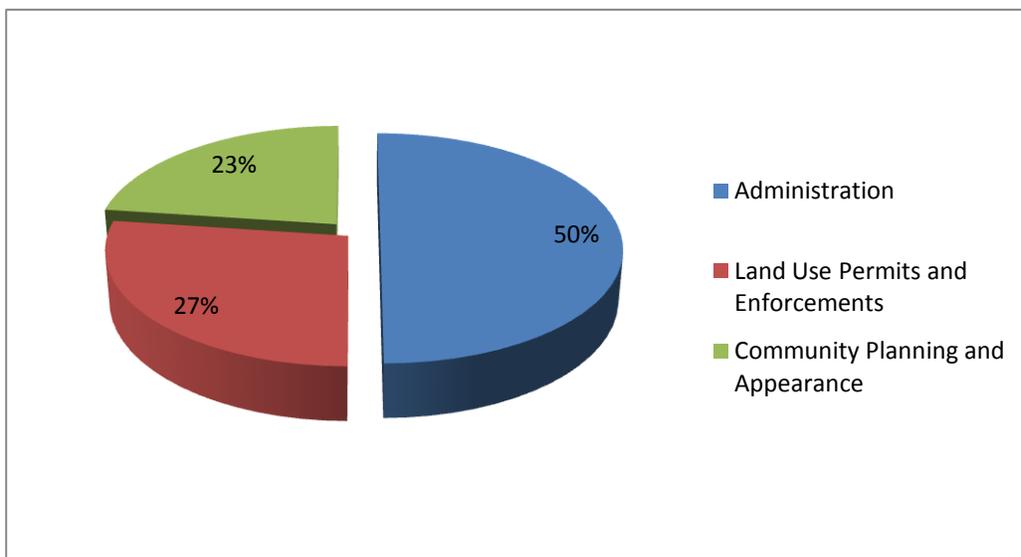
Economic Incentives										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
<b>Personnel Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Professional Services</b>										
<b>Professional Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance</b>										
521450	Economic Incentives	158,500	158,500	157,000	115,000	115,000	0	0	115,000	115,000
<b>Operations &amp; Maintenance Totals</b>		<b>158,500</b>	<b>158,500</b>	<b>157,000</b>	<b>115,000</b>	<b>115,000</b>	<b>0</b>	<b>0</b>	<b>115,000</b>	<b>115,000</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		0	0	0	0	0	0	0	0	0
<b>Division Grand Totals</b>		<b>158,500</b>	<b>158,500</b>	<b>157,000</b>	<b>115,000</b>	<b>115,000</b>	<b>0</b>	<b>0</b>	<b>115,000</b>	<b>115,000</b>

## PLANNING DEPARTMENT SUMMARY

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<u>Division:</u>	<u>Total Budget FY 2012</u>
<i>Administration</i>	\$318,603
<i>Land Use Permits and Enforcements</i>	172,793
<i>Community Planning and Appearance</i>	145,629
<i>Total Planning Department Budget FY 2012</i>	\$637,025

**Planning Department FY 2012 Budget by Division**



**Planning Department Expenditures By Category**

<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	458,846	458,109	456,461	465,813	465,813	0	0	465,813	466,563
<b>Professional Services Totals</b>	89,152	3,000	89,152	3,000	3,000	0	0	3,000	3,000
<b>Operations &amp; Maintenance Totals</b>	189,877	131,035	86,516	59,603	109,462	110,000	93,000	202,462	167,462
<b>Capital Outlay Totals</b>	0	0	0	0	0	0	0	0	0
<b>Total Department Expenditures</b>	737,875	592,144	632,129	528,416	578,275	110,000	93,000	671,275	637,025

**ACTIVITIES:**

The Administration Division manages the general operations of the department and consists of the Director and Office Assistant IV. The Director is responsible for supervising personnel, developing goals, designing work programs and setting priorities regarding work tasks within 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. Departmental budget preparation is generated within this division, with input from other planning divisions. The budget is administered by the Administration Division.

**ACTION PLAN:**

- A. Complete UDO update regarding Design Guidelines.
- B. Continue implementation of the 2010 Transportation Plan.
- C. Continue implementation of the Streetscape Plan.
- D. Provide support to the N. Garner Revitalization Program and Historic Downtown Garner Plan as needed.

**THREE-YEAR ACTION PLAN:**

- A. Develop Neighborhood Area Plans as identified by the Council and Staff.
- B. Continue to work with Wake County through its CDBG program.
- C. Continue implementation steps for Comprehensive Growth Plan where appropriate.
- D. Complete comprehensive update to the Unified Development Ordinance.

**BUDGET HIGHLIGHTS:**

Budget provides funding for Way finding Sign Program to assist motorists and pedestrians in the location of Town facilities and amenities.

Data Summary  
 Department: **Planning**, Division: **Planning Administration**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	212,697	214,968	0	214,968
Professional Services	3,000	3,000	0	3,000
Operations and Maintenance	48,436	42,635	58,000	100,635
Capital Outlay	0	0	0	0
<b>Totals</b>	264,133	260,603	58,000	318,603

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Planning Director	1	1	0	1
Senior Administrative Support Specialist	1	1	0	1
<b>TOTALS</b>	2	2	0	2

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Chev. Impala #1101	0	1	0	1
Ford Taurus (mileage 13,760 )	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Outside Meetings	12	24	24
Public notice of permits	41	50	50

Planning Administration										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	166,880	166,380	166,380	167,243	167,243	0	0	167,243	167,543
510210	Salaries - Overtime	599	599	0	600	600	0	0	600	600
510220	Salaries - Temporary	720	720	0	720	720	0	0	720	720
510500	FICA	12,839	12,829	12,829	12,895	12,895	0	0	12,895	12,895
510600	Group Insurance	13,152	13,152	13,152	13,153	13,153	0	0	13,153	13,153
510700	Retirement	19,031	19,017	19,017	20,057	20,057	0	0	20,057	20,057
<b>Personnel Services Totals</b>		<b>213,221</b>	<b>212,697</b>	<b>211,378</b>	<b>214,668</b>	<b>214,668</b>	<b>0</b>	<b>0</b>	<b>214,668</b>	<b>214,968</b>
<b>Professional Services</b>										
521000	Professional Services	89,152	3,000	89,152	3,000	3,000	0	0	3,000	3,000
<b>Professional Services Totals</b>		<b>89,152</b>	<b>3,000</b>	<b>89,152</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	8,660	5,260	6,800	6,650	6,650	0	0	6,650	6,650
521400	Travel and Training	5,098	5,098	4,850	4,856	4,856	0	0	4,856	4,856
521700	Auto Maintenance & Repair	200	100	100	600	600	0	0	600	600
523100	Auto Operating Supplies	400	400	400	945	945	0	0	945	945
523300	Departmental Supplies	1,600	1,600	850	1,200	1,200	0	0	1,200	1,200
524300	Contract Services	54,563	33,521	50,000	26,130	26,130	100,000	85,000	111,130	76,130
525300	Dues and Subscriptions	2,457	2,457	2,400	2,295	2,254	0	0	2,254	2,254
525700	Miscellaneous	0	0	0	0	0	10,000	8,000	8,000	8,000
<b>Operations &amp; Maintenance Totals</b>		<b>72,978</b>	<b>48,436</b>	<b>65,400</b>	<b>42,676</b>	<b>42,635</b>	<b>110,000</b>	<b>93,000</b>	<b>135,635</b>	<b>100,635</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>375,351</b>	<b>264,133</b>	<b>365,930</b>	<b>260,344</b>	<b>260,303</b>	<b>110,000</b>	<b>93,000</b>	<b>353,303</b>	<b>318,603</b>

**ACTIVITIES:**

Community Planning staff provide support for decision-making on general planning 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 reviews 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. The Senior Planner is assigned to this program function. Community Appearance staff are responsible for assisting with decisions regarding the community's appearance. Staff submits grant proposals and oversees their administration, provides design assistance for special Town projects, and reviews new development requests for compliance with community appearance regulations. The Planner II (Urban Design Specialist) position is assigned to this program function.

**ACTION PLAN:**

- A. Continue implementation of the landscape improvement requirements of the Garner Road Overlay District and the grant program.
- B. Continue design and programming of community appearance projects as appropriate.
- C. Assist with the UDO Design Guideline changes as needed.

**THREE-YEAR ACTION PLAN:**

- A. Create a data base supporting the new Comprehensive Plan; propose revisions and supplements in response to new demographic data and the changing needs of the community.
- B. Continue development and enhancement of the Community Appearance Improvement Program, particularly in North Garner, US 70 and Timber Drive.

**BUDGET HIGHLIGHTS:**

This budget provides a base level of expenditures.

Data Summary  
 Department: **Planning**, Division: **Community Planning and Appearance**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	87,769	89,944	0	89,944
Professional Services	0	0	0	0
Operations and Maintenance	64,880	55,685	0	55,685
Capital Outlay	0	0	0	0
<b>Totals</b>	152,649	145,629	0	145,629

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Planner II (Urban Design Specialist)	1	0	0	0
Senior Planner	1	1	0	1
<b>TOTALS</b>	2	1	0	1

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Addresses assigned	120	150	100
Area Plans adopted	0	1	0

Community Planning and Appearance										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	68,016	67,891	67,891	69,251	69,251	0	0	69,251	69,401
510210	Salaries - Overtime	350	350	350	350	350	0	0	350	350
510500	FICA	5,230	5,220	5,220	5,325	5,325	0	0	5,325	5,325
510600	Group Insurance	6,548	6,548	6,548	6,551	6,551	0	0	6,551	6,551
510700	Retirement	7,774	7,760	7,760	8,317	8,317	0	0	8,317	8,317
<b>Personnel Services Totals</b>		<b>87,918</b>	<b>87,769</b>	<b>87,769</b>	<b>89,794</b>	<b>89,794</b>	<b>0</b>	<b>0</b>	<b>89,794</b>	<b>89,944</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	150	150	75	150	150	0	0	150	150
521400	Travel and Training	1,300	1,300	250	1,500	1,500	0	0	1,500	1,500
523300	Departmental Supplies	1,880	1,880	600	1,940	1,940	0	0	1,940	1,940
523520	Visual Image Program Supplies	600	600	105	600	600	0	0	600	600
524300	Contract Services	90,000	60,000	8,400	1,000	51,000	0	0	51,000	51,000
525300	Dues and Subscriptions	950	950	600	495	495	0	0	495	495
<b>Operations &amp; Maintenance Totals</b>		<b>94,880</b>	<b>64,880</b>	<b>10,030</b>	<b>5,685</b>	<b>55,685</b>	<b>0</b>	<b>0</b>	<b>55,685</b>	<b>55,685</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>182,798</b>	<b>152,649</b>	<b>97,799</b>	<b>95,479</b>	<b>145,479</b>	<b>0</b>	<b>0</b>	<b>145,479</b>	<b>145,629</b>

**ACTIVITIES:**

Staff in this division review land-use development applications for compliance with the Comprehensive Growth Plan, Unified Development Ordinance and other applicable laws and regulations. In this capacity, the staff provides support to the Planning Commission and Town Council. The Senior Planner is assigned to this program function. Enforcement Planning works directly with the public assisting with general information regarding the Unified Development Ordinance. In carrying out these duties, staff investigates complaints from the general public regarding violations of the Ordinance and monitors them for compliance. Staff conducts special projects to improve compliance and enforce penalty provisions of the UDO through cooperation with the Town Attorney. Staff also assist with the interpretation and review of the ordinance, administer zoning compliance permits, building permits and provide support to the Board of Adjustment. The Enforcement Planner is assigned to this function.

**ACTION PLAN:**

- A. Administer all land-use development applications efficiently and effectively.
- B. Monitor new UDO for necessary text amendments and recommend appropriate changes.
- C. Provide training assistance, including fair housing to the Board of Adjustment.
- D. Assist with the UDO Design Guidelines Project as assigned.

**THREE-YEAR ACTION PLAN:**

Improve service to the general public and developers by providing faster and more efficient land-use enforcement information through GIS, permit databases, and updated website information.

**BUDGET HIGHLIGHTS:**

This budget provides a base level of expenditures.

Data Summary  
 Department: **Planning**, Division: **Land Use Permits and Enforcement**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	157,643	161,651	0	161,651
Professional Services	0	0	0	0
Operations and Maintenance	17,719	11,142	0	11,142
Capital Outlay	0	0	0	0
<b>Totals</b>	<b>175,362</b>	<b>172,793</b>	<b>0</b>	<b>172,793</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Planner II (Enforcement)	1	1	0	1
Senior Planner	1	1	0	1
<b>TOTALS</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Chevrolet Caprice (mileage 120,00 )	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Administrative Permits Issued	148	150	150
Building Permits Approved	580	600	400
Meetings Attended	36	36	24
Permits requiring Board Approval Processed	49	60	50

Land Use Permits and Enforcement										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	121,092	121,092	121,092	123,627	123,627	0	0	123,627	123,927
510210	Salaries - Overtime	350	350	0	350	350	0	0	350	350
510500	FICA	9,311	9,290	9,311	9,484	9,484	0	0	9,484	9,484
510600	Group Insurance	13,070	13,070	13,070	13,075	13,075	0	0	13,075	13,075
510700	Retirement	13,884	13,841	13,841	14,815	14,815	0	0	14,815	14,815
<b>Personnel Services Totals</b>		<b>157,707</b>	<b>157,643</b>	<b>157,314</b>	<b>161,351</b>	<b>161,351</b>	<b>0</b>	<b>0</b>	<b>161,351</b>	<b>161,651</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	4,350	150	4,200	150	150	0	0	150	150
521400	Travel and Training	3,005	3,005	1,000	2,425	2,425	0	0	2,425	2,425
521700	Auto Maintenance & Repair	200	100	820	450	450	0	0	450	450
522530	Recording Fees	175	175	120	175	175	0	0	175	175
522600	Advertising	12,404	12,404	3,000	6,010	6,010	0	0	6,010	6,010
523100	Auto Operating Supplies	400	400	600	545	545	0	0	545	545
523300	Departmental Supplies	500	500	350	500	400	0	0	400	400
525300	Dues and Subscriptions	985	985	996	987	987	0	0	987	987
<b>Operations &amp; Maintenance Totals</b>		<b>22,019</b>	<b>17,719</b>	<b>11,086</b>	<b>11,242</b>	<b>11,142</b>	<b>0</b>	<b>0</b>	<b>11,142</b>	<b>11,142</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>179,726</b>	<b>175,362</b>	<b>168,400</b>	<b>172,593</b>	<b>172,493</b>	<b>0</b>	<b>0</b>	<b>172,493</b>	<b>172,793</b>

## **INSPECTIONS DEPARTMENT SUMMARY**

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<b><u>Division:</u></b>	<b><u>Total Budget FY 2012</u></b>
<i>Administration/Enforcement</i>	\$691,517
<i>Total Inspections Department Budget FY 2012</i>	\$691,517

**Inspections Department Expenditures By Category**

<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	720,157	718,864	714,174	668,075	668,075	0	0	668,075	669,200
<b>Professional Services Totals</b>	0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance Totals</b>	25,870	25,870	13,975	22,517	22,317	0	0	22,317	22,317
<b>Capital Outlay Totals</b>	0	0	0	0	0	0	0	0	0
<b>Total Department Expenditures</b>	746,027	744,734	728,149	690,592	690,392	0	0	690,392	691,517

**ACTIVITIES:**

The Building Inspections Administration/Enforcement program safeguards the public by enforcing compliance with state and local building codes for residential, commercial, and industrial structures. Under the direction of the Inspections Director, staff members receive permit applications, review building plans and specifications, issue or deny permits, make all necessary inspections, issue or deny Certificates of Compliance (COCs), issue orders to correct violations, keep records, and take other action as necessary to adequately enforce the building codes. In addition to inspecting new buildings and renovations, staff of this program also enforce the Minimum Housing Code and conduct periodic inspections of existing buildings. The Department enforces and maintains the Rental Registration Program.

**ACTION PLAN:**

- A. Provide continuing-education seminar to local contractors on 2012 Code changes.
- B. Send out Rental Registration notice to potential owners of rental properties.
- C. Prepare and send out customer-service survey and develop online.

**THREE-YEAR ACTION PLAN:**

- A. Work with Information Technology Department to provide online access to Town Inspection Program.
- B. Continue training and education for Inspectors.
- C. Continue development of handheld computer application.

**BUDGET HIGHLIGHTS:**

This budget reflects a base level of expenditures.

Data Summary  
 Department: **Inspections**, Division: **Inspections**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Years Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	718,864	669,200	0	669,200
Professional Services	0	0	0	0
Operations and Maintenance	25,870	22,317	0	22,317
Capital Outlay	0	0	0	0
<b>Totals</b>	<b>744,734</b>	<b>691,517</b>	<b>0</b>	<b>691,517</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Building & Plumbing Inspector	1	1	0	1
Building Inspector	3	1	0	1
Chief Inspector	1	1	0	1
Inspections Director	1	1	0	1
Minimum Housing/ Code Enforcement	1	1	0	1
Permit Specialists	2	1.5	0	1.5
Senior Fire Inspector	1	1	0	1
<b>TOTALS</b>	<b>10</b>	<b>8</b>	<b>0</b>	<b>8</b>

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Trucks	8	6	0	6

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Building inspections conducted	4584	4000	3900
Building permits issued	902	840	800
Building permits reviewed	676	630	600
Calls/Complaints investigated	439	460	450
Commercial Site plans reviewed	29	25	20
Fire code inspections conducted	1055	970	950
Minimum Housing Code complaints processed	44	40	35

Inspections										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	536,574	535,574	536,574	488,958	488,958	0	0	488,958	490,083
510210	Salaries - Overtime	2,310	2,310	600	2,310	2,310	0	0	2,310	2,310
510220	Salaries - Temporary	29,320	29,225	27,000	29,225	29,225	0	0	29,225	29,225
510500	FICA	43,468	43,384	42,000	39,818	39,818	0	0	39,818	39,818
510600	Group Insurance	51,262	51,262	51,000	49,058	49,058	0	0	49,058	49,058
510700	Retirement	57,223	57,109	57,000	58,706	58,706	0	0	58,706	58,706
<b>Personnel Services Totals</b>		<b>720,157</b>	<b>718,864</b>	<b>714,174</b>	<b>668,075</b>	<b>668,075</b>	<b>0</b>	<b>0</b>	<b>668,075</b>	<b>669,200</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	500	500	225	500	500	0	0	500	500
521400	Travel and Training	10,700	10,700	5,500	8,717	8,717	0	0	8,717	8,717
521600	Equipment Maintenance & Repair	100	100	0	100	100	0	0	100	100
521700	Auto Maintenance & Repair	1,700	1,700	1,550	1,700	1,700	0	0	1,700	1,700
523100	Auto Operating Supplies	6,910	6,910	3,000	6,190	6,190	0	0	6,190	6,190
523300	Departmental Supplies	3,225	3,225	2,000	3,225	3,025	0	0	3,025	3,025
523600	Uniforms	1,500	1,500	700	1,050	1,050	0	0	1,050	1,050
525300	Dues and Subscriptions	1,235	1,235	1,000	1,035	1,035	0	0	1,035	1,035
<b>Operations &amp; Maintenance Totals</b>		<b>25,870</b>	<b>25,870</b>	<b>13,975</b>	<b>22,517</b>	<b>22,317</b>	<b>0</b>	<b>0</b>	<b>22,317</b>	<b>22,317</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>746,027</b>	<b>744,734</b>	<b>728,149</b>	<b>690,592</b>	<b>690,392</b>	<b>0</b>	<b>0</b>	<b>690,392</b>	<b>691,517</b>

## **ENGINEERING DEPARTMENT SUMMARY**

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<b><u>Division:</u></b>	<b><u>Total Budget FY 2012</u></b>
<i>Community Engineering</i>	\$483,211
<i>Total Engineering Department Budget FY 2012</i>	\$483,211

**Engineering Department Expenditures By Category**

<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	456,977	456,390	456,390	462,938	462,938	0	0	462,938	463,613
<b>Professional Services Totals</b>	34,000	4,000	28,900	4,000	4,000	0	0	4,000	4,000
<b>Operations &amp; Maintenance Totals</b>	109,660	15,798	14,120	15,798	15,598	400,000	345,000	360,598	15,598
<b>Capital Outlay Totals</b>	106,400	28,000	27,070	0	0	0	0	0	0
<b>Total Department Expenditures</b>	707,037	504,188	526,480	482,736	482,536	400,000	345,000	827,536	483,211

**ACTIVITIES:**

The Community Engineering Program serves several functions. This Department provides technical assistance to the community at large. The Department includes addressing resident complaints, questions, and concerns; provides technical information to prospective developers; and provides technical assistance to other departments. Another function is to oversee and manage 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 EPA NPDES Phase II Program, all associated with storm water quality control.

**ACTION PLAN:**

- A. Respond to community-wide requests for technical assistance in an adequate and timely fashion.
- B. Provide adequate site plan and construction plan review for new development.
- C. Continue storm water Illegal Discharge Program.
- D. Complete renewal of NPDES Phase II Permit.
- E. Successfully manage construction of the South Garner Greenway

**THREE-YEAR ACTION PLAN:**

- A. Complete implementation of the Water Supply Watershed Protection Program Management Strategy.
- B. Continue implementation of the Storm water National Pollutant Discharge Elimination System (NPDES) Phase II requirements.
- C. Begin implementation of sidewalk improvements recommended by Transportation Plan.
- D. Begin to address Total Maximum Daily Load(TMDL) storm water requirements.
- E. Manage future Town construction projects.

**BUDGET HIGHLIGHTS:**

This budget reflects a base level of expenditures.

Data Summary  
 Department: **Engineering**, Division: **Community Engineering**

PROGRAM HISTORY				
Category	Previous Year's Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	456,390	463,613	0	463,613
Professional Services	4,000	4,000	0	4,000
Operations and Maintenance	15,798	15,598	0	15,598
Capital Outlay	28,000	0	0	0
<b>Totals</b>	504,188	483,211	0	483,211

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Administrative Support Specialist	0.5	0.5	0	0.5
Assistant Town Engineer	1	1	0	1
Engineering Technician	1	1	0	1
Inspector (Vacant, not funded)	1	1	0	1
Storm water Engineer	1	1	0	1
Town Engineer	1	1	0	1
<b>TOTALS</b>	5	5	0	5

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
1989 Chevy Blazer (99,374 miles)	1	1	0	1
1997 Chevy S-10 (75,997 miles)	1	1	0	1
1999 Ford F-150 (70,272 miles)	1	1	0	1
Automatic Level	1	1	0	1
Computer Video Projector	1	1	0	1
Hewlett Packard Plotter	1	1	0	1
Surveying Station	1	1	0	1
Video Tape Recorder	1	1	0	1

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Construction Projects Administered	4	4	4
Final Lot Inspections Conducted	52	48	60
Pre-Lot Inspections Conducted	46	54	75
Projects Inspected	20	20	20
Projects Prepared In-House	1	1	1
Site Plans Reviewed	14	16	20

Community Engineering										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	358,952	358,452	358,452	362,362	362,362	0	0	362,362	363,037
510500	FICA	27,452	27,422	27,422	27,720	27,720	0	0	27,720	27,720
510600	Group Insurance	29,545	29,545	29,545	29,552	29,552	0	0	29,552	29,552
510700	Retirement	41,028	40,971	40,971	43,304	43,304	0	0	43,304	43,304
<b>Personnel Services Totals</b>		<b>456,977</b>	<b>456,390</b>	<b>456,390</b>	<b>462,938</b>	<b>462,938</b>	<b>0</b>	<b>0</b>	<b>462,938</b>	<b>463,613</b>
<b>Professional Services</b>										
521000	Professional Services	34,000	4,000	28,900	4,000	4,000	0	0	4,000	4,000
<b>Professional Services Totals</b>		<b>34,000</b>	<b>4,000</b>	<b>28,900</b>	<b>4,000</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>4,000</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	900	900	900	900	900	0	0	900	900
521400	Travel and Training	2,869	2,869	2,000	2,869	2,869	0	0	2,869	2,869
521600	Equipment Maintenance & Repair	100	100	100	100	100	0	0	100	100
521700	Auto Maintenance & Repair	1,200	1,200	1,200	1,200	1,200	0	0	1,200	1,200
523100	Auto Operating Supplies	2,709	2,709	2,000	2,709	2,709	0	0	2,709	2,709
523300	Departmental Supplies	800	800	800	800	800	0	0	800	800
523580	Stormwater Education Program	6,812	3,700	3,700	3,700	3,500	0	0	3,500	3,500
523600	Uniforms	100	100	0	100	100	0	0	100	100
524300	Contract Services	92,950	2,200	2,200	2,200	2,200	400,000	345,000	347,200	2,200
525300	Dues and Subscriptions	1,220	1,220	1,220	1,220	1,220	0	0	1,220	1,220
<b>Operations &amp; Maintenance Totals</b>		<b>109,660</b>	<b>15,798</b>	<b>14,120</b>	<b>15,798</b>	<b>15,598</b>	<b>400,000</b>	<b>345,000</b>	<b>360,598</b>	<b>15,598</b>
<b>Capital Outlay</b>										
537230	Retention Pond Retrofit	78,400	0	0	0	0	0	0	0	0
537400	Equipment	28,000	28,000	27,070	0	0	0	0	0	0
<b>Capital Outlay Totals</b>		<b>106,400</b>	<b>28,000</b>	<b>27,070</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>707,037</b>	<b>504,188</b>	<b>526,480</b>	<b>482,736</b>	<b>482,536</b>	<b>400,000</b>	<b>345,000</b>	<b>827,536</b>	<b>483,211</b>

## **INFORMATION TECHNOLOGIES DEPARTMENT SUMMARY**

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<b><u>Division:</u></b>	<b><u>Total Budget FY 2012</u></b>
<i>Information Technology</i>	\$483,211
<i><b>Total Information Technology Department Budget FY 2012</b></i>	\$483,211

Information Technologies Department Expenditures By Category									
Category	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
Personnel Services Totals	458,608	457,872	389,200	467,353	403,284	-87,637	-89,159	314,125	314,875
Professional Services Totals	16,050	15,000	1,200	15,000	15,000	0	0	15,000	15,000
Operations & Maintenance Totals	365,196	339,779	268,510	333,728	310,392	0	0	310,392	310,392
Capital Outlay Totals	172,835	153,500	85,000	21,960	19,160	23,040	13,580	32,740	32,740
<b>Total Department Expenditures</b>	<b>1,012,689</b>	<b>966,151</b>	<b>743,910</b>	<b>838,041</b>	<b>747,836</b>	<b>-64,597</b>	<b>-75,579</b>	<b>672,257</b>	<b>673,007</b>

Division Narrative

Department: **Information Technologies**, Division: **Information Technologies**

**ACTIVITIES:**

The Information Technology Department's main function is to provide computer-related technical assistance to all other departments in the Town of Garner. These services include: continuing to build and maintain the Local and Wide Area Networks; overseeing the Town's telephone system; maintain in-house Web and email services; administering computer and network lease program; performing computer maintenance and upgrades; providing software support and streamlining suggestions for other departments; providing in-house computer training on popular software packages; developing and maintaining the document scanning program; backing up critical data; and lastly, providing technical support with the operation of the Finance and Police systems including all mobile computing.

**ACTION PLAN:**

- A. Consolidate the PC and laptop leases.
- B. Update software and computers when necessary and provide routine maintenance of all computers and the Town's network.
- C. Continue to research virtual desktop technology.
- D. Assess current network and locate problem areas.
- E. Simplify all software licensing by pursuing volume licensing.
- F. Create custom applications for departments in need of access to data.
- G. Begin development of disaster recovery site at Public Works facility.

**THREE-YEAR ACTION PLAN:**

- A. Consolidate all PC and laptop leases in an effort to keep licensing current and uniform throughout the Town as well as make management of the leases more efficient.
- B. Provide and coordinate hardware, software, and data purchases throughout all departments.
- C. Create a fully functional, easy-to-use access system for use by all departments.
- D. Rewrite and enhance in-house programming.
- E. Provide more advanced-level training to users.

**BUDGET HIGHLIGHTS:**

This budget reflects a decision package for a Network Monitoring Device, elimination of the IT Director position and upgrade one IT Specialist to Lead IT Specialist. Department will be directed by Assistant Town Manager.

Data Summary  
 Department: **Information Technologies**, Division: **Information Technologies**

PROGRAM HISTORY				
Category	Previous Year's Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	457,872	404,034	-89,159	314,875
Professional Services	15,000	15,000	0	15,000
Operations and Maintenance	339,779	310,392	0	310,392
Capital Outlay	153,500	19,160	13,580	32,740
<b>Totals</b>	966,151	748,586	-75,579	673,007

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Director of Information Technologies	1	1	-1	0
Information Technology Specialist / Network	1	1	0	1
Information Technology Specialist / Programmer	1	1	0	1
Information Technology Specialist / Security and Police Liason	1	1	0	1
Information Technology Specialist /Web Admin	1	1	0	1
<b>TOTALS</b>	5	5	-1	4

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
"E-Size" Document Scanner	1	1	0	1
File Servers	12	12	0	12
HP DesignJet "E" Plotter	1	1	0	1
Laptop Computer	51	51	0	51
Mass Storage Servers	3	1	0	1
Personal Computers	102	103	0	103
Town -wide Phone system	1	1	0	1

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Inter-Departmental Work Requests	175	920	950
New Computers Setup	24	3	65
Routine Computer Maintenance	67	45	70
Training Sessions Offered	12	4	12

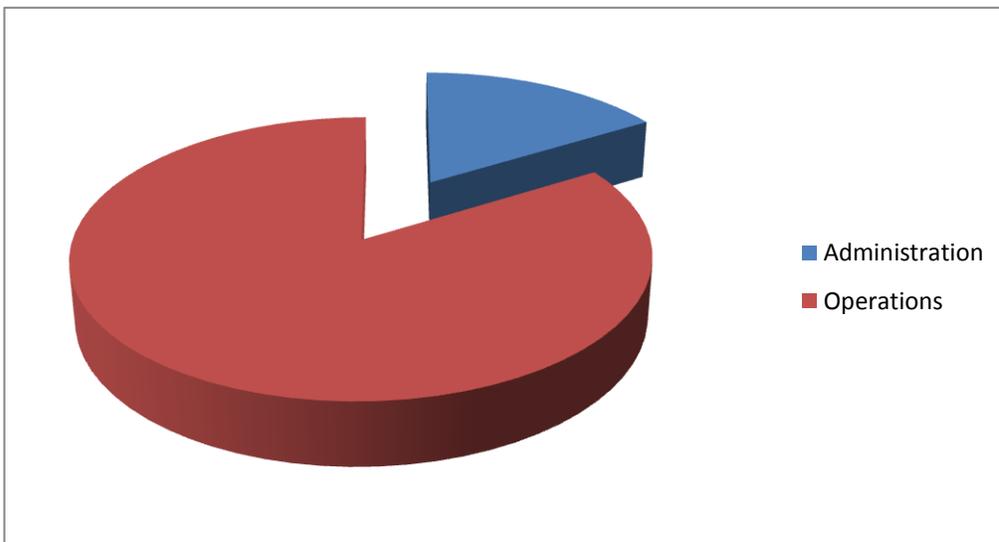
Information Technologies										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	354,756	354,131	301,500	356,691	309,091	-67,903	-69,175	239,916	240,666
510210	Salaries - Overtime	924	924	3,500	924	924	0	0	924	924
510500	FICA	27,202	27,162	23,300	27,358	23,645	-5,194	-5,291	18,354	18,354
510600	Group Insurance	35,118	35,118	25,500	39,645	32,687	-6,426	-6,426	26,261	26,261
510700	Retirement	40,608	40,537	35,400	42,735	36,937	-8,114	-8,267	28,670	28,670
<b>Personnel Services Totals</b>		<b>458,608</b>	<b>457,872</b>	<b>389,200</b>	<b>467,353</b>	<b>403,284</b>	<b>-87,637</b>	<b>-89,159</b>	<b>314,125</b>	<b>314,875</b>
<b>Professional Services</b>										
521000	Professional Services	16,050	15,000	1,200	15,000	15,000	0	0	15,000	15,000
<b>Professional Services Totals</b>		<b>16,050</b>	<b>15,000</b>	<b>1,200</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>15,000</b>
<b>Operations &amp; Maintenance</b>										
521150	Telephone	108,923	107,100	103,500	114,780	114,780	0	0	114,780	114,780
521200	Printing	500	500	250	500	500	0	0	500	500
521400	Travel and Training	7,676	5,596	6,200	11,996	11,996	0	0	11,996	11,996
521600	Equipment Maintenance & Repair	6,471	3,300	700	5,800	5,800	0	0	5,800	5,800
521700	Auto Maintenance & Repair	250	250	85	250	250	0	0	250	250
522100	Equipment Rental	6,000	6,000	1,000	6,000	6,000	0	0	6,000	6,000
523100	Auto Operating Supplies	772	772	350	828	828	0	0	828	828
523300	Departmental Supplies	35,080	34,912	10,500	14,709	14,709	0	0	14,709	14,709
523535	PEG Channel Expenses	18,500	0	15,000	1	0	0	0	0	0
524300	Contract Services	180,679	181,004	130,500	178,549	155,214	0	0	155,214	155,214
525300	Dues and Subscriptions	345	345	425	315	315	0	0	315	315
<b>Operations &amp; Maintenance Totals</b>		<b>365,196</b>	<b>339,779</b>	<b>268,510</b>	<b>333,728</b>	<b>310,392</b>	<b>0</b>	<b>0</b>	<b>310,392</b>	<b>310,392</b>
<b>Capital Outlay</b>										
537400	Equipment	172,835	153,500	85,000	21,960	19,160	23,040	13,580	32,740	32,740
<b>Capital Outlay Totals</b>		<b>172,835</b>	<b>153,500</b>	<b>85,000</b>	<b>21,960</b>	<b>19,160</b>	<b>23,040</b>	<b>13,580</b>	<b>32,740</b>	<b>32,740</b>
<b>Division Grand Totals</b>		<b>1,012,689</b>	<b>966,151</b>	<b>743,910</b>	<b>838,041</b>	<b>747,836</b>	<b>-64,597</b>	<b>-75,579</b>	<b>672,257</b>	<b>673,007</b>

## **POLICE DEPARTMENT SUMMARY**

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<b><u>Division:</u></b>	<b><u>Total Budget FY 2012</u></b>
<i>Administration</i>	\$1,120,762
<i>Operations</i>	5,754,131
<i><b>Total Police Department Budget FY 2012</b></i>	<b>\$6,874,893</b>

**Police Department FY 2012 Budget by Division**



<b>Police Department Expenditures By Category</b>									
<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	5,830,195	5,840,426	5,862,430	5,937,038	5,927,738	90,719	48,006	5,975,744	5,938,838
<b>Professional Services Totals</b>	1,000	1,000	150	2,000	1,700	0	0	1,700	1,700
<b>Operations &amp; Maintenance Totals</b>	754,697	756,001	762,835	803,976	766,546	81,148	79,646	846,192	841,490
<b>Capital Outlay Totals</b>	118,411	66,000	118,754	174,365	70,865	38,310	33,980	104,845	92,865
<b>Total Department Expenditures</b>	<b>6,704,303</b>	<b>6,663,427</b>	<b>6,744,169</b>	<b>6,917,379</b>	<b>6,766,849</b>	<b>210,177</b>	<b>161,632</b>	<b>6,928,481</b>	<b>6,874,893</b>

**ACTIVITIES:**

The Administration Program is comprised of the Office of the Chief of Police, Administrative Support Unit and the Professional Standards Unit. The Administrative Support Unit includes the Administrative Manager and the Criminal Records Clerks. They are responsible for CALEA Accreditation, Records Management, Payroll and Evaluation Systems, Managing Grants and Coordinates Promotion and Internal Selection Processes. The Professional Standards Unit is part of the Office of the Chief of Police and is staffed by a lieutenant and a sergeant. The Professional Standards Lieutenant serves as the Department's Public Information Officer and is responsible for auditing, inspection and long range planning for the police department. The Professional Standards Lieutenant also manages the internal affairs function, including the investigation of complaints against officers as well as incidents involving the use of force by officers and vehicle pursuits. The Personnel and Training Sergeant is responsible for coordinating all Department training, recruiting and supervises the Animal Control Officer. The Animal Control Officer handles animal complaints and issues within the Town.

**ACTION PLAN:**

- A. Begin the implementation of a mandatory fitness standard for the agency.
- B. Work with staff in developing a strategic plan for the department to carry out long planning.
- C. Develop the Leadership in Public Safety Organizations (LPSO) training program in collaboration with Garner Volunteer Fire-Rescue, Inc.
- D. Evaluate our existing Records Management System (RMS) to determine if a cost sharing approach with Wake County is manageable.

**THREE-YEAR ACTION PLAN:**

- A. Evaluate and pursue additional civilian resources to allow a greater emphasis on police planning activities by Command Staff.
- B. Evaluate and develop a facilities upgrade plan to address Department space needs.

**BUDGET HIGHLIGHTS:**

This year's Administration Budget reflects the Department's restructuring that took place October 11, 2010. The Professional Standards Unit is responsible for all Department training- for this reason, the Administration Budget contains the training costs for Administration and Operations, the Governor's Highway Safety Program grant-funded training, and the development of the Leadership in Public Safety Organizations program in collaboration with Garner Volunteer Fire-Rescue, Inc. The decision packages include a replacement Records Management System.

Data Summary  
 Department: **Police**, Division: **Police Administration**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	1,530,830	883,291	0	883,291
Professional Services	500	500	0	500
Operations and Maintenance	82,966	140,027	74,944	214,971
Capital Outlay	0	0	22,000	22,000
<b>Totals</b>	<b>1,614,296</b>	<b>1,023,818</b>	<b>96,944</b>	<b>1,120,762</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Administrative Manager	1	1	0	1
Animal Control Officer	1	1	0	1
Chief of Police	1	1	0	1
Criminal Records Clerk	4	3	0	3
Personnel & Training Sergeant	1	1	0	1
Professional Standards Lieutenant	1	1	0	1
Records Supervisor	0	0	1	0
<b>TOTALS</b>	<b>9</b>	<b>8</b>	<b>1</b>	<b>8</b>

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
ACO Pickup Truck	1	1	1	1
Digital ID System	1	1	0	1
Unmarked Vehicles	4	3	0	3

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
High-Liability Training Hours/Officer	64	52	60
Reports Processed	275/week	290/week	300/week
Telephone Calls Handled	225/week	230/week	250/week
Walk-in Visitors Assisted	85/week	50/week	50/week

**Police Administration**

Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	941,869	939,869	974,013	552,292	552,292	28,714	0	552,292	553,642
510210	Salaries - Overtime	4,495	4,495	7,000	3,675	3,675	0	0	3,675	3,675
510235	Outside Employment	148,000	148,000	148,000	0	0	0	0	0	0
510240	Separation Allowance	146,909	146,909	145,440	146,909	146,909	0	0	146,909	146,909
510500	FICA	94,957	94,804	94,008	53,770	53,770	2,145	0	53,770	53,770
510600	Group Insurance	89,964	89,964	89,964	58,827	58,527	8,520	0	58,527	58,527
510700	Retirement	107,017	106,789	108,088	66,768	66,768	3,334	0	66,768	66,768
<b>Personnel Services Totals</b>		<b>1,533,211</b>	<b>1,530,830</b>	<b>1,566,513</b>	<b>882,241</b>	<b>881,941</b>	<b>42,713</b>	<b>0</b>	<b>881,941</b>	<b>883,291</b>
<b>Professional Services</b>										
521000	Professional Services	500	500	0	500	500	0	0	500	500
<b>Professional Services Totals</b>		<b>500</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	1,700	1,700	1,870	1,000	1,000	0	0	1,000	1,000
521400	Travel and Training	10,415	9,165	16,000	72,130	72,130	0	0	72,130	72,130
521410	Special Events	10,550	1,450	10,550	1,450	1,450	0	0	1,450	1,450
521430	Parking Fees	80	80	45	80	0	0	0	0	0
521600	Equipment Maintenance & Repair	2,000	2,000	350	1,000	1,000	0	0	1,000	1,000
521700	Auto Maintenance & Repair	2,000	2,000	2,500	1,500	1,500	0	0	1,500	1,500
522200	Building Rental	4,278	4,278	2,140	0	0	0	0	0	0
523100	Auto Operating Supplies	10,240	10,240	6,656	4,450	4,450	0	0	4,450	4,450
523300	Departmental Supplies	12,360	12,360	13,596	7,990	7,240	0	0	7,240	7,240
523325	Departmental Supplies Software	0	0	0	0	0	35,444	35,444	35,444	35,444
523340	Personnel Supplies	0	0	0	0	0	1,077	0	0	0
523600	Uniforms	8,250	8,250	8,250	2,500	2,500	0	0	2,500	2,500
524300	Contract Services	25,813	25,813	30,000	40,682	40,482	39,500	39,500	79,982	79,982
525300	Dues and Subscriptions	1,830	1,830	1,908	800	800	0	0	800	800
525640	Phys/Poly/Psych Examinations	3,400	3,400	800	7,225	7,225	425	0	7,225	7,225
525700	Miscellaneous	400	400	0	400	250	0	0	250	250
<b>Operations &amp; Maintenance Totals</b>		<b>93,316</b>	<b>82,966</b>	<b>94,665</b>	<b>141,207</b>	<b>140,027</b>	<b>76,446</b>	<b>74,944</b>	<b>214,971</b>	<b>214,971</b>
<b>Capital Outlay</b>										
537400	Equipment	4,904	0	5,247	16,500	0	26,330	22,000	22,000	22,000
<b>Capital Outlay Totals</b>		<b>4,904</b>	<b>0</b>	<b>5,247</b>	<b>16,500</b>	<b>0</b>	<b>26,330</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>
<b>Division Grand Totals</b>		<b>1,631,931</b>	<b>1,614,296</b>	<b>1,666,425</b>	<b>1,040,448</b>	<b>1,022,468</b>	<b>145,489</b>	<b>96,944</b>	<b>1,119,412</b>	<b>1,120,762</b>

Division Narrative  
Department: **Police**, Division: **Police Operations**

**ACTIVITIES:**

The Operations Bureau is commanded by the Deputy Chief and is comprised of four (4) divisions: Patrol, Support Services, Traffic Safety and Criminal Investigation. Each division is commanded by a Lieutenant and a Sergeant. The Patrol Division is made up of 35 officers divided into five platoons of five patrol officers, platoon leader and sergeant. Patrol Officers are the first persons to respond to all 911 calls and are responsible for taking a proactive approach to partnerships, prevention and problem solving in the community. The Support Services Division includes four (4) School Resources Officers and Crime Prevention Officer. The Traffic Safety Division includes five (5) Traffic Safety Officers which are responsible for education and enforcement activities related to traffic. This division also coordinates the School Crossing Guard Program. The Criminal Investigation Division includes four (4) general investigators, two (2) drug and vice investigators, one (1) gang investigator and one (1) special victims investigator. This division also handles crime mapping and analysis.

**ACTION PLAN:**

- A. Continue to work closely with other Town Departments in collaborative problem solving efforts for identified problem areas.
- B. Utilize the Crime Analysis in establishing a Data Driven Approaches to Crime and Traffic Safety (DDACTS) program for identified problem areas.
- C. Redesign the Department's Intranet to provide a more user friendly environment for everyday tasks.
- D. Develop a digital evidence storage procedure for storing departmental personnel.

**THREE-YEAR ACTION PLAN:**

- A. Prepare existing Sergeants, through career development opportunities, for promotion into Command level positions.
- B. Evaluate in-car camera systems for replacing current units with a server based wireless download system.

**BUDGET HIGHLIGHTS:**

This year's Operation Budget combines the School Crossing Guard Program and the Criminal Investigations Division into the Patrol Division. This reflects the department's restructuring that took place October 11, 2010. The Operations Budget provides funding for replacing vehicles, Class IV Indoor Magazine and 800 MHz Radios and Encryption in Capital Outlay. Funding for a Crime Analyst is also being requested as a decision package with available grant funding through Governor's Highway Safety Program.

Data Summary  
 Department: **Police**, Division: **Police Operations**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	4,309,596	5,055,547	0	5,055,547
Professional Services	500	1,200	0	1,200
Operations and Maintenance	673,035	626,519	0	626,519
Capital Outlay	66,000	70,865	0	70,865
<b>Totals</b>	5,049,131	5,754,131	0	5,754,131

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Crime Analyst	0	0	1	1
Crime Prevention Officer	1	1	0	1
Deputy Chief of Police	1	1	0	1
Drug Investigator	2	2	0	2
Gang Investigator	1	1	0	1
General Investigator	4	4	0	4
Lieutenant	4	4	0	4
Police Officer	28	30	0	30
School Crossing Guard (Part Time)	6	5	0	5
School Resource Officer	4	4	0	4
Sergeant	7	8	0	8
Special Victims Investigator	1	1	0	1
Traffic Safety Officer	4	5	0	5
<b>TOTALS</b>	63	66	1	67

Data Summary  
 Department: **Police**, Division: **Police Operations, continued**

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Command Vehicle	1	1	0	1
Laser Mapping System	1	1	0	1
Light Tower	1	1	0	1
Marked Police Vehicles	39	39	4	39
Night Vision Equipment	1	1	0	1
Police Motorcycle	1	1	0	1
SRT Response Vehicles	3	2	0	2
Tactical Wireless Camera	1	1	0	1
Unmarked Vehicles	25	25	3	25
Utility Trailers	5	5	0	5

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Accidents Investigated	1073	1164	1222
Arrests	936	876	919
Calls For Service Investigated/Year	27518	26832	27251
Cases Assigned	186/month	178/month	182/month
Cases Cleared	79/month	69/month	70/month
Citations/Warnings/Parking Tickets Issued	7982	7572	7950
Crime Prevention Talks and Demonstrations Offered	9/month	9/month	10/month

Police Operations										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	3,220,760	3,234,635	3,232,616	3,719,901	3,710,901	34,948	34,948	3,745,849	3,720,651
510210	Salaries - Overtime	61,872	61,872	70,750	28,350	28,350	0	0	28,350	28,350
510220	Salaries - Temporary	35,231	35,231	29,000	25,512	25,512	0	0	25,512	25,512
510235	Outside Employment	0	0	0	148,000	148,000	0	0	148,000	148,000
510500	FICA	255,384	254,877	254,877	300,015	300,015	2,610	2,610	302,625	300,015
510600	Group Insurance	359,171	359,171	351,399	392,154	392,154	6,390	6,390	398,544	392,154
510700	Retirement	364,566	363,810	357,275	440,865	440,865	4,058	4,058	444,923	440,865
<b>Personnel Services Totals</b>		<b>4,296,984</b>	<b>4,309,596</b>	<b>4,295,917</b>	<b>5,054,797</b>	<b>5,045,797</b>	<b>48,006</b>	<b>48,006</b>	<b>5,093,803</b>	<b>5,055,547</b>
<b>Professional Services</b>										
521000	Professional Services	500	500	150	1,500	1,200	0	0	1,200	1,200
<b>Professional Services Totals</b>		<b>500</b>	<b>500</b>	<b>150</b>	<b>1,500</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>1,200</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	1,200	1,200	950	2,700	1,500	0	0	1,500	1,500
521400	Travel and Training	26,830	24,260	26,093	0	0	2,000	2,000	2,000	0
521410	Special Events	0	9,100	9,100	10,400	9,500	0	0	9,500	9,500
521430	Parking Fees	900	900	341	1,000	700	0	0	700	700
521600	Equipment Maintenance & Repair	8,650	8,650	7,550	10,000	6,800	0	0	6,800	6,800
521700	Auto Maintenance & Repair	39,500	39,500	47,500	39,500	39,500	0	0	39,500	39,500
522100	Equipment Rental	300	300	0	1,500	500	0	0	500	500
523100	Auto Operating Supplies	174,146	174,146	156,732	196,882	179,550	0	0	179,550	179,550
523300	Departmental Supplies	48,852	48,852	62,045	76,278	64,960	0	0	64,960	64,960
523340	Personnel Supplies	0	0	0	0	0	1,677	1,677	1,677	0
523550	Vet Supplies & Food	10,000	10,000	9,500	10,000	9,500	0	0	9,500	9,500
523560	Drug & Information Purchases	1,235	7,000	7,000	7,000	7,000	0	0	7,000	7,000
523600	Uniforms	57,720	57,720	56,615	52,470	52,470	0	0	52,470	52,470
524300	Contract Services	287,207	286,907	281,569	250,539	250,039	600	600	250,639	250,039
525300	Dues and Subscriptions	4,191	3,850	3,175	3,850	3,850	0	0	3,850	3,850
525640	Phys/Poly/Psych Examinations	0	0	0	0	0	425	425	425	0
525700	Miscellaneous	650	650	0	650	650	0	0	650	650
<b>Operations &amp; Maintenance Totals</b>		<b>661,381</b>	<b>673,035</b>	<b>668,170</b>	<b>662,769</b>	<b>626,519</b>	<b>4,702</b>	<b>4,702</b>	<b>631,221</b>	<b>626,519</b>
<b>Capital Outlay</b>										
537400	Equipment	113,507	66,000	113,507	157,865	70,865	11,980	11,980	82,845	70,865
<b>Capital Outlay Totals</b>		<b>113,507</b>	<b>66,000</b>	<b>113,507</b>	<b>157,865</b>	<b>70,865</b>	<b>11,980</b>	<b>11,980</b>	<b>82,845</b>	<b>70,865</b>
<b>Division Grand Totals</b>		<b>5,072,372</b>	<b>5,049,131</b>	<b>5,077,744</b>	<b>5,876,931</b>	<b>5,744,381</b>	<b>64,688</b>	<b>64,688</b>	<b>5,809,069</b>	<b>5,754,131</b>

<b>Fire Services Department Expenditures By Category</b>									
<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	0	0	0	0	0	0	0	0	0
<b>Professional Services Totals</b>	0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance Totals</b>	0	1,776,426	0	1,800,000	1,800,000	0	0	1,800,000	1,982,282
<b>Capital Outlay Totals</b>	0	0	0	0	0	0	0	0	0
<b>Total Department Expenditures</b>	0	1,776,426	0	1,800,000	1,800,000	0	0	1,800,000	1,982,282

Data Summary  
 Department: **Fire Services**, Division: **Fire Services**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	1,776,426	1,982,282	0	1,982,282
Capital Outlay	0	0	0	0
<b>Totals</b>	1,776,426	1,982,282	0	1,982,282

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				
<b>TOTALS</b>	0	0	0	0

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
<b>NONE</b>			

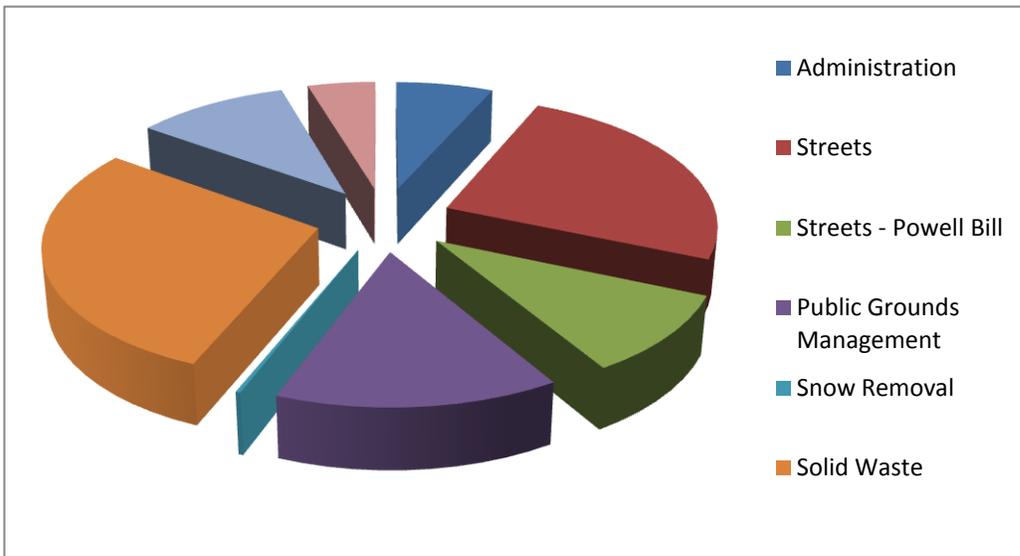
Fire Services										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
<b>Personnel Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Professional Services</b>										
<b>Professional Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance</b>										
524300	Contract Services	0	1,776,426	0	1,800,000	1,800,000	0	0	1,800,000	1,982,282
<b>Operations &amp; Maintenance Totals</b>		0	1,776,426	0	1,800,000	1,800,000	0	0	1,800,000	1,982,282
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		0	0	0	0	0	0	0	0	0
<b>Division Grand Totals</b>		0	1,776,426	0	1,800,000	1,800,000	0	0	1,800,000	1,982,282

# PUBLIC WORKS SUMMARY

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<u>Division:</u>	<u>Total Budget FY 2012</u>
<i>Administration</i>	\$406,360
<i>Streets</i>	1,517,784
<i>Streets - Powell Bill</i>	603,653
<i>Public Grounds Management</i>	888,931
<i>Snow Removal</i>	15,925
<i>Solid Waste</i>	1,760,538
<i>Public Facilities Management</i>	638,697
<i>Fleet Management</i>	283,280
<b>Total Public Works Budget FY 2012</b>	<b>\$6,115,168</b>

**Public Works FY 2012 Budget by Division**



<b>Public Works Department Expenditures By Category</b>									
<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	2,244,977	2,239,188	2,225,541	2,251,793	2,249,300	0	0	2,249,300	2,255,000
<b>Professional Services Totals</b>	0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance Totals</b>	3,228,782	3,093,602	3,211,251	3,440,696	3,257,268	20,000	20,000	3,277,268	3,680,768
<b>Capital Outlay Totals</b>	144,175	31,400	145,251	230,000	64,000	40,000	0	64,000	179,400
<b>Total Department Expenditures</b>	5,617,934	5,364,190	5,582,043	5,922,489	5,570,568	60,000	20,000	5,590,568	6,115,168

**ACTIVITIES:**

The Administration Division provides a centralized location for the receipt, processing and monitoring of requests for Public Works services from Garner residents, officials and staff. In addition to handling all incoming calls and relaying information to and from the crews in the field, the Administration staff tracks all Public Works services for reporting purposes. This program also provides administrative and clerical support to the Public Works Director and all Public Works program supervisors.

**ACTION PLAN:**

- A. Continue Accreditation process.
- B. Improve training options for staff by utilizing available in-house resources.
- C. Utilize man-hour data base for reporting.

**THREE-YEAR ACTION PLAN:**

- A. Complete Accreditation process.
- B. Utilize warehouse to take advantage of bulk purchasing.
- C. Increase utilization of computer technology in the field for increased efficiency.

**BUDGET HIGHLIGHTS:**

This budget represents a base level of expenditures and incorporates the Assistant Director as a result of the 2010 reorganization.

Data Summary  
 Department: **Public Works**, Division: **Public Works Administration**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	385,538	393,834	0	393,834
Professional Services	0	0	0	0
Operations and Maintenance	6,573	12,526	0	12,526
Capital Outlay	0	0	0	0
<b>Totals</b>	392,111	406,360	0	406,360

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Administrative Support Specialist	2	2	0	2
Assistant Public Works Director	0	1	0	1
Maintenance Tech	1	1	0	1
Public Works Director	1	1	0	1
<b>TOTALS</b>	4	5	0	5

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Compact SUV	1	1	0	1
Radio Base Station	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Work Orders Completed	2880	3456	4147
Work Orders Issued	2895	3474	4169
Work Request Received In-House	508	610	732

Public Works Administration										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	296,327	295,702	296,327	300,648	300,648	0	0	300,648	301,398
510210	Salaries - Overtime	438	438	438	438	438	0	0	438	438
510220	Salaries - Temporary	263	263	0	263	263	0	0	263	263
510500	FICA	22,723	22,675	22,723	23,053	23,053	0	0	23,053	23,053
510600	Group Insurance	32,663	32,663	32,663	32,671	32,671	0	0	32,671	32,671
510700	Retirement	33,868	33,797	33,368	36,011	36,011	0	0	36,011	36,011
<b>Personnel Services Totals</b>		<b>386,282</b>	<b>385,538</b>	<b>385,519</b>	<b>393,084</b>	<b>393,084</b>	<b>0</b>	<b>0</b>	<b>393,084</b>	<b>393,834</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521150	Telephone	600	600	600	600	600	0	0	600	600
521200	Printing	75	75	131	75	75	0	0	75	75
521400	Travel and Training	2,355	2,355	2,700	4,386	3,400	0	0	3,400	3,400
521700	Auto Maintenance & Repair	100	100	401	150	150	0	0	150	150
523100	Auto Operating Supplies	500	500	350	640	640	0	0	640	640
523300	Departmental Supplies	1,500	1,500	1,400	1,800	1,600	0	0	1,600	1,600
523600	Uniforms	687	687	500	687	687	0	0	687	687
524300	Contract Services	0	0	0	4,600	4,600	0	0	4,600	4,600
525300	Dues and Subscriptions	756	756	810	774	774	0	0	774	774
<b>Operations &amp; Maintenance Totals</b>		<b>6,573</b>	<b>6,573</b>	<b>6,892</b>	<b>13,712</b>	<b>12,526</b>	<b>0</b>	<b>0</b>	<b>12,526</b>	<b>12,526</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>392,855</b>	<b>392,111</b>	<b>392,411</b>	<b>406,796</b>	<b>405,610</b>	<b>0</b>	<b>0</b>	<b>405,610</b>	<b>406,360</b>

**ACTIVITIES:**

The Streets Division performs maintenance and construction on all Town-owned property as needed. Staff provides support to other Divisions by supporting park construction, traffic control for special events, special cleanups, response to Police calls, Codes Enforcement requests, Community Development requests and all sanitation duties not under contract. Staff in this division perform non-Powell Bill eligible work such as mowing support, maintaining retention ponds, street cleaning, and picking up litter on State right of ways. Other responsibilities include street name sign installation and maintenance and road repairs resulting from utility work by the City of Raleigh.

**ACTION PLAN:**

- A. Promptly perform street repairs resulting from utility work.
- B. Continue a systematic street name sign maintenance program.
- C. Provide manpower to assist other departments as needed.
- D. Establish a maintenance routine for non-Powell Bill related tasks.
- E. Maintain retention ponds.

**THREE-YEAR ACTION PLAN:**

- A. Assess training and staff development needs.
- B. Establish an emphasis on replacing aging and faded street name signs to ensure compliance with the current MUTCD Standard.

**BUDGET HIGHLIGHTS:**

The requested budget includes a base level of expenditures and includes funds for the maintenance of the Town's retention ponds. It also represents changes made from the Department's reorganization in April of 2010 and \$400,000 for a street resurfacing program.

Data Summary  
 Department: **Public Works**, Division: **Street Maintenance**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	248,501	306,007	0	306,007
Professional Services	0	0	0	0
Operations and Maintenance	695,493	1,096,377	0	1,096,377
Capital Outlay	0	115,400	0	115,400
<b>Totals</b>	943,994	1,517,784	0	1,517,784

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Equipment Operator	2	2	0	2
Lead Equipment Operator	1	1	0	1
Maintenance Worker	2	2	0	2
PW Operations Superintendent	1	1	0	1
Temporary Maintenance Workers	0	3	0	3
<b>TOTALS</b>	6	9	0	9

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Pickup Truck	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Days of street sweeping State roads	37	38	37
Retention Pond Sites	24	25	26
Street name sign repairs/replacement	84	95	125
Street name signs installed	4	5	8
Utility cuts asphalt tonnage	99	140	150
Utility cuts repaired	17	40	40

Street Maintenance										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	179,751	179,126	179,751	189,246	189,246	0	0	189,246	189,996
510210	Salaries - Overtime	2,550	2,550	2,500	2,581	2,581	0	0	2,581	2,581
510220	Salaries - Temporary	0	0	27,000	40,281	40,281	0	0	40,281	40,281
510500	FICA	13,946	13,898	13,946	17,756	17,756	0	0	17,756	17,756
510600	Group Insurance	32,452	32,452	32,452	32,470	32,470	0	0	32,470	32,470
510700	Retirement	20,532	20,475	20,532	22,923	22,923	0	0	22,923	22,923
<b>Personnel Services Totals</b>		<b>249,231</b>	<b>248,501</b>	<b>276,181</b>	<b>305,257</b>	<b>305,257</b>	<b>0</b>	<b>0</b>	<b>305,257</b>	<b>306,007</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521300	Utilities	606,212	592,912	565,360	593,412	577,212	0	0	577,212	577,212
521400	Travel and Training	4,800	4,800	3,800	5,365	4,800	0	0	4,800	4,800
522100	Equipment Rental	0	0	0	400	400	0	0	400	400
523300	Departmental Supplies	34,707	28,681	30,000	29,960	28,600	0	0	28,600	28,600
523302	Utility Patch Supplies	20,000	20,000	17,000	20,000	20,000	0	0	20,000	20,000
523600	Uniforms	3,800	3,800	3,700	6,065	6,065	0	0	6,065	6,065
524300	Contract Services	72,160	45,000	72,160	45,000	45,000	0	0	45,000	45,000
525300	Dues and Subscriptions	300	300	300	300	300	0	0	300	300
<b>Operations &amp; Maintenance Totals</b>		<b>741,979</b>	<b>695,493</b>	<b>692,320</b>	<b>700,502</b>	<b>682,377</b>	<b>0</b>	<b>0</b>	<b>682,377</b>	<b>1,096,377</b>
<b>Capital Outlay</b>										
537220	Sidewalk Construction	105,880	0	105,880	0	0	0	0	0	115,400
<b>Capital Outlay Totals</b>		<b>105,880</b>	<b>0</b>	<b>105,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115,400</b>
<b>Division Grand Totals</b>		<b>1,097,090</b>	<b>943,994</b>	<b>1,074,381</b>	<b>1,005,759</b>	<b>987,634</b>	<b>0</b>	<b>0</b>	<b>987,634</b>	<b>1,517,784</b>

**ACTIVITIES:**

The Streets-Powell Bill Division utilizes the Town's share of State gas tax funds to maintain all Town Street right-of-ways and associated drainage networks. Each year, State funds provide for the equipment, labor, and materials to accomplish these tasks. Activities include asphalt patching, curb and gutter repairs, 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 97-mile road system.

**ACTION PLAN:**

- A. Improve stream maintenance at major stream crossing culverts.
- B. Investigate more cost effective ways to make repairs prior to resurfacing projects.
- C. Repair areas of deteriorated, alligatored pavement to reduce repetitive pothole patching.
- D. Develop proactive infrastructure maintenance routines.
- E. Continue replacing substandard Traffic Control Signs.

**THREE-YEAR ACTION PLAN:**

- A. Continue to resurface and crack seal Town streets as needed.
- B. Continue to replace deteriorated curb and gutter.
- C. Investigate and repair malfunctioning storm drainage in several "problem" areas.
- D. Evaluate and upgrade equipment as needed to promote efficiency and service.
- E. Continue replacing substandard Traffic Control Signs.

**BUDGET HIGHLIGHTS:**

This budget includes a base level of expenditures.

Data Summary  
 Department: **Public Works**, Division: **Powell Bill**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	347,524	401,688	0	401,688
Professional Services	0	0	0	0
Operations and Maintenance	177,860	201,965	0	201,965
Capital Outlay	5,400	0	0	0
<b>Totals</b>	<b>530,784</b>	<b>603,653</b>	<b>0</b>	<b>603,653</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Equipment Operator	2	1	0	1
Lead Equipment Operator	2	2	0	2
Maintenance Technician	1	1	0	1
Maintenance Worker (temp)	1	1	0	1
Street Sweeper Operator	1	1	0	1
Streets Maintenance Worker	1	1	0	1
Streets Supervisor	1	1	0	1
<b>TOTALS</b>	<b>9</b>	<b>8</b>	<b>0</b>	<b>8</b>

Data Summary  
 Department: **Public Works**, Division: **Powell Bill, continued**

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Asphalt Roller	1	1	0	1
Bucket Truck	1	1	0	1
Crewcabs	3	3	0	3
Dump Trucks	6	6	1	6
Flail Mowers	5	5	0	5
Motorgrader	1	1	0	1
Pickup Trucks	3	3	0	3
Riding Mower	3	3	0	3
Stakebed Dump	3	3	0	3
Street Sweeper	1	1	0	1
Track-hoe	1	1	0	1
Tractor/Boom Mower	1	1	0	1
Tractors	5	5	1	5
Trailer Jetter	1	1	0	1
Two(2) Backhoes and Two (2) Loaders	4	4	1	4

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Days of street sweeping Town roads	120	134	150
Miles of paved Town streets maintained	97	98	100
Potholes and patches asphalt tonnage	225	255	300
Potholes and patches repaired	73	85	100
Traffic Control signs new installations	10	5	15
Traffic Control signs replaced/repared	401	250	200

Powell Bill										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	241,362	240,362	241,362	277,898	277,898	0	0	277,898	279,098
510210	Salaries - Overtime	2,550	2,550	3,500	2,581	2,581	0	0	2,581	2,581
510220	Salaries - Temporary	12,100	12,100	13,200	13,427	12,100	0	0	12,100	12,100
510500	FICA	19,584	19,508	19,584	22,484	22,484	0	0	22,484	22,484
510600	Group Insurance	45,416	45,416	45,416	51,908	51,908	0	0	51,908	51,908
510700	Retirement	27,702	27,588	27,702	33,517	33,517	0	0	33,517	33,517
<b>Personnel Services Totals</b>		<b>348,714</b>	<b>347,524</b>	<b>350,764</b>	<b>401,815</b>	<b>400,488</b>	<b>0</b>	<b>0</b>	<b>400,488</b>	<b>401,688</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521600	Equipment Maintenance & Repair	15,000	15,000	19,000	17,247	14,999	0	0	14,999	14,999
521700	Auto Maintenance & Repair	21,000	21,000	32,000	30,000	25,000	0	0	25,000	25,000
522100	Equipment Rental	0	0	0	300	300	0	0	300	300
523100	Auto Operating Supplies	57,710	57,710	50,000	72,730	72,730	0	0	72,730	72,730
523300	Departmental Supplies	54,000	54,000	47,000	56,510	56,510	0	0	56,510	56,510
523600	Uniforms	4,800	4,800	4,500	6,576	6,576	0	0	6,576	6,576
524300	Contract Services	350	350	350	350	350	0	0	350	350
524380	Contract Services-Powell Bill	10,000	10,000	7,000	10,000	10,000	0	0	10,000	10,000
524700	Landfill Charges	15,000	15,000	18,000	18,500	15,500	0	0	15,500	15,500
<b>Operations &amp; Maintenance Totals</b>		<b>177,860</b>	<b>177,860</b>	<b>177,850</b>	<b>212,213</b>	<b>201,965</b>	<b>0</b>	<b>0</b>	<b>201,965</b>	<b>201,965</b>
<b>Capital Outlay</b>										
537220	Sidewalk Construction	6,895	0	6,895	0	0	0	0	0	0
537400	Equipment	5,400	5,400	6,476	155,000	0	40,000	0	0	0
<b>Capital Outlay Totals</b>		<b>12,295</b>	<b>5,400</b>	<b>13,371</b>	<b>155,000</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>538,869</b>	<b>530,784</b>	<b>541,985</b>	<b>769,028</b>	<b>602,453</b>	<b>40,000</b>	<b>0</b>	<b>602,453</b>	<b>603,653</b>

**ACTIVITIES:**

The Public Grounds Management Division is responsible for providing safe parks and athletic facilities that will result in enjoyable and rewarding recreation experiences for the public. This Division maintains the Town's parks, athletic fields, and the Grounds surrounding Town Facilities. It also supports other Departmental activities, and school fields used by the Recreation Division, the Town Welcome signs, highway median plant beds, and other properties 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. This Division also maintains landscape plant beds on Timber Drive, Highway 70, and Main Street.

**ACTION PLAN:**

- A. Continue maintenance of playground equipment to ensure compliance with safety standards.
- B. Incorporate White Deer Park into maintenance program.
- C. Continue to improve plant beds on Hwy 70 West right of way.
- D. Support development at new properties as directed.
- E. Improve quality of turf at Thompson Road Park.
- F. Continue to improve quality of turf at South Garner Park and Centennial Park.

**THREE-YEAR ACTION PLAN:**

- A. Renovate selected median plantings on Hwy 70 right of way for better suitability and maintenance.
- B. Continue development of Thompson Road turf to match quality of other athletic fields.
- C. Continue projects to provide accessibility to park facilities.
- D. Assess staff requirements to accommodate development of new park lands.

**BUDGET HIGHLIGHTS:**

Budget includes replacement for the following equipment. 2001 Ford Crew cab (\$25,000), Portable Generator (\$2,500), This budget also reflects changes made in the Department's reorganization in April 2010.

Data Summary  
 Department: **Public Works**, Division: **Public Grounds Management**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	775,039	675,137	0	675,137
Professional Services	0	0	0	0
Operations and Maintenance	153,318	186,294	0	186,294
Capital Outlay	26,000	27,500	0	27,500
<b>Totals</b>	954,357	888,931	0	888,931

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Lead Parks Maintenance Worker	5	5	-1	4
Parks & Grounds Supervisor	1	1	0	1
Parks Maintenance Worker	8	7	0	7
Temporary Maintenance Workers	5	6	3	9
Temporary Weekend Ranger	1	1	0	1
<b>TOTALS</b>	20	20	2	22

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Backhoe	1	1	0	1
Ballfield Machine	1	1	0	1
Crewcab Pickup	3	3	1	3
Overseeder	1	1	0	1
Pickup Truck	4	4	0	4
Riding Mowers	6	6	1	6
Stakebed Dump Truck	0	0	0	0
Two (2) Aerators	2	2	0	2
Utility Tractor	2	2	0	2
Walk behind Mower	2	2	0	2
Wide Area Mower	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Plant Beds Maintained - ROW	182	175	180
Town Athletic Fields/Courts Maintained	30	30	30
Town Parks Maintained	12	12	12

Public Grounds Management										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	483,252	481,627	483,252	403,993	403,993	0	0	403,993	405,793
510210	Salaries - Overtime	8,820	8,820	4,500	8,166	7,000	0	0	7,000	7,000
510220	Salaries - Temporary	94,000	94,000	62,000	90,382	90,382	0	0	90,382	90,382
510500	FICA	44,834	44,710	44,834	38,444	38,444	0	0	38,444	38,444
510600	Group Insurance	90,831	90,831	90,831	84,265	84,265	0	0	84,265	84,265
510700	Retirement	55,237	55,051	55,237	49,253	49,253	0	0	49,253	49,253
<b>Personnel Services Totals</b>		<b>776,974</b>	<b>775,039</b>	<b>740,654</b>	<b>674,503</b>	<b>673,337</b>	<b>0</b>	<b>0</b>	<b>673,337</b>	<b>675,137</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521400	Travel and Training	1,700	1,700	1,400	2,610	2,610	0	0	2,610	2,610
521520	Vandalism Repair	500	500	500	500	500	0	0	500	500
521600	Equipment Maintenance & Repair	15,700	15,500	22,000	17,785	16,500	0	0	16,500	16,500
521700	Auto Maintenance & Repair	4,000	4,000	4,000	5,000	4,500	0	0	4,500	4,500
522100	Equipment Rental	500	500	500	500	500	0	0	500	500
523100	Auto Operating Supplies	27,779	27,779	27,500	33,719	33,719	0	0	33,719	33,719
523200	Agricultural Supplies	37,732	37,732	37,700	45,732	40,000	0	0	40,000	40,000
523300	Departmental Supplies	29,400	29,400	32,000	34,505	33,500	0	0	33,500	33,500
523600	Uniforms	12,467	12,467	11,800	11,645	11,645	0	0	11,645	11,645
524300	Contract Services	28,500	23,500	28,500	117,580	53,080	0	0	53,080	42,580
525300	Dues and Subscriptions	240	240	200	240	240	0	0	240	240
<b>Operations &amp; Maintenance Totals</b>		<b>158,518</b>	<b>153,318</b>	<b>166,100</b>	<b>269,816</b>	<b>196,794</b>	<b>0</b>	<b>0</b>	<b>196,794</b>	<b>186,294</b>
<b>Capital Outlay</b>										
537400	Equipment	26,000	26,000	26,000	38,500	27,500	0	0	27,500	27,500
<b>Capital Outlay Totals</b>		<b>26,000</b>	<b>26,000</b>	<b>26,000</b>	<b>38,500</b>	<b>27,500</b>	<b>0</b>	<b>0</b>	<b>27,500</b>	<b>27,500</b>
<b>Division Grand Totals</b>		<b>961,492</b>	<b>954,357</b>	<b>932,754</b>	<b>982,819</b>	<b>897,631</b>	<b>0</b>	<b>0</b>	<b>897,631</b>	<b>888,931</b>

**ACTIVITIES:**

The Snow Removal Division clears Town streets of snow and strives to control the buildup of ice after winter storms. In the event of severe weather, the Streets Division staff is mobilized to operate snowplows and spread sand in the most treacherous locations. When weather conditions allow, crews put out a salt brine solution on identified problem areas in advance of precipitation. The crews also clear the Town's parking lots and sidewalks for the safety of the public and Town staff.

**ACTION PLAN:**

- A. Maintain sufficient numbers of snowplow blades, tire chains and sufficient quantities of dry sand to handle at least five snow and/or ice storms each winter.
- B. Have sanding crews on streets within one hour of receiving a night call.
- C. Following an ice event, have local bridges sanded within one hour after operations begin.
- D. Clear two lanes on thoroughfares within 24 hours and one lane of other streets within 48 hours of a snowfall.
- E. Coordinate with field personnel and NCDOT to maximize Town resources.

**THREE-YEAR ACTION PLAN:**

- A. Evaluate the need for additional equipment in order to maintain acceptable response times as the number of streets expand with annexations and work with the administration to meet these needs.
- B. Continue to research and develop the use of salt brine.

**BUDGET HIGHLIGHTS:**

This requested budget includes the replacement of one snow plow. It also reflects increased maintenance cost on aging equipment.

Data Summary  
 Department: **Public Works**, Division: **Snow Removal**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	3,925	4,425	0	4,425
Capital Outlay	0	11,500	0	11,500
<b>Totals</b>	3,925	15,925	0	15,925

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				
<b>TOTALS</b>	0	0	0	0

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Pickup Truck-mounted Salt Spreader	1	1	0	1
Snow Plow Attachment for Loader	1	1	0	1
Truck-mounted sand spreader	2	2	0	2
Truck-mounted snow plows	6	6	1	6

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Intersections spread with sand per snowfall	115	119	125
Lane miles of Town streets plowed per snowfall	196	198	202
Parking lots cleared per snowfall	6	6	6
Sidewalks cleared per snowfall	5	6	6
Snowfalls and ice storms requiring removal efforts	3	6	6

Snow Removal										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
<b>Personnel Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Professional Services</b>										
<b>Professional Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance</b>										
523300	Departmental Supplies	3,925	3,925	9,000	6,740	4,425	0	0	4,425	4,425
<b>Operations &amp; Maintenance Totals</b>		<b>3,925</b>	<b>3,925</b>	<b>9,000</b>	<b>6,740</b>	<b>4,425</b>	<b>0</b>	<b>0</b>	<b>4,425</b>	<b>4,425</b>
<b>Capital Outlay</b>										
537400	Equipment	0	0	0	11,500	11,500	0	0	11,500	11,500
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>11,500</b>	<b>11,500</b>	<b>0</b>	<b>0</b>	<b>11,500</b>	<b>11,500</b>
<b>Division Grand Totals</b>		<b>3,925</b>	<b>3,925</b>	<b>9,000</b>	<b>18,240</b>	<b>15,925</b>	<b>0</b>	<b>0</b>	<b>15,925</b>	<b>15,925</b>

**ACTIVITIES:**

The Solid Waste Division contributes to the community by providing a safe, attractive, and environmentally sound method for the collection and disposal of residential refuse. Contracted collection service began in October of 1990, and has continued since that time. 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 collections; and collection of loose leaves from November through February.

**ACTION PLAN:**

- A. Continue current weekly garbage, trash, and yard waste collection program, and bi-weekly recyclables collection program in the most efficient and effective manner possible.
- B. Continue offering the collection of “unprepared” trash by Town forces in the spring and fall and incorporate curbside electronic recycling into these collections.
- C. Continue weekly pickup of non-conforming trash piles by Town forces.
- D. Effectively continue with the ten-year Solid Waste Management Plan as required by the State of North Carolina.

**THREE-YEAR ACTION PLAN:**

To continue to improve solid waste management in the Town of Garner, as outlined in the ten-year Solid Waste Management Plan. This plan includes goals and objectives for waste reduction and recycling, as well as possibilities for improving the efficiency and effectiveness of solid waste collection.

**BUDGET HIGHLIGHTS:**

This budget reflects the continuation of contracted services. Costs of collection continue to increase due to residential growth, aging of the roll-out cart fleet and consumer price index increases in contract.

Data Summary  
 Department: **Public Works**, Division: **Solid Waste**

<b>PROGRAM HISTORY</b>				
Category	Previous Year's Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	1,651,065	1,760,538	0	1,760,538
Capital Outlay	0	0	0	0
<b>Totals</b>	1,651,065	1,760,538	0	1,760,538

<b>AUTHORIZED POSITIONS</b>				
Position	Previous Year	Current Year	Changes Requested	Adopted
<b>NONE</b>				
<b>TOTALS</b>	0	0	0	0

<b>MAJOR EQUIPMENT</b>				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
1985 Rear Packer	1	1	0	1
1989 Rear Packer	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
Indicator	Previous Year	Estimated (Current Year)	Projected
Complaints per unit received at Public Works	0.07	0.02	0.02
Garbage, trash, yard waste cost per residence/month	12.99	13.51	14.05
Recycling monthly cost per residence	1.85	1.92	2.00
Rollout containers in use	8595	8671	8782
Spring & Fall cleanups - tons collected	400	435	430

Solid Waste										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
<b>Personnel Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Professional Services</b>										
<b>Professional Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance</b>										
521100	Postage	2,576	2,576	0	2,576	2,576	0	0	2,576	2,576
521200	Printing	3,670	3,670	2,230	3,670	3,670	0	0	3,670	3,670
521700	Auto Maintenance & Repair	700	700	1,286	700	700	0	0	700	700
523100	Auto Operating Supplies	2,540	2,540	1,500	2,540	2,540	0	0	2,540	2,540
523300	Departmental Supplies	35,000	35,000	25,000	38,700	34,000	0	0	34,000	34,000
524410	Commercial Collection Dumpster	25,000	25,000	27,529	28,800	27,500	0	0	27,500	27,500
524420	Residential Collection	1,376,628	1,376,628	1,394,263	1,471,577	1,471,577	0	0	1,471,577	1,471,577
524430	Curbside Recycling Program	190,724	190,724	194,576	204,700	204,700	0	0	204,700	204,700
524440	Office Paper Recycling Program	1,227	1,227	1,234	1,275	1,275	0	0	1,275	1,275
524700	Landfill Charges	13,000	13,000	13,000	13,000	12,000	0	0	12,000	12,000
<b>Operations &amp; Maintenance Totals</b>		<b>1,651,065</b>	<b>1,651,065</b>	<b>1,660,618</b>	<b>1,767,538</b>	<b>1,760,538</b>	<b>0</b>	<b>0</b>	<b>1,760,538</b>	<b>1,760,538</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>1,651,065</b>	<b>1,651,065</b>	<b>1,660,618</b>	<b>1,767,538</b>	<b>1,760,538</b>	<b>0</b>	<b>0</b>	<b>1,760,538</b>	<b>1,760,538</b>

**ACTIVITIES:**

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

**ACTION PLAN:**

- A. Perform contract projects as approved.
- B. Continue energy efficient lighting upgrades in Town facilities.
- C. Continue development of proactive maintenance routines and inspections to provide better coverage of facilities.
- D. Continue to monitor janitorial services contract.

**THREE-YEAR ACTION PLAN:**

- A. Continue to utilize contracted services to cope with workload in a timely manner.
- B. Rework equipment and interior finishes at various Town facilities as needed.
- C. Upgrade to more energy efficient sources of lighting, heating and cooling where applicable.

**BUDGET HIGHLIGHTS:**

Budget includes replacement of a 1998 Chevrolet 3/4 ton service truck. This budget also reflects changes from the Department's reorganization in April of 2010.

Data Summary  
 Department: **Public Works**, Division: **Public Facility Management**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	186,446	224,997	0	224,997
Professional Services	0	0	0	0
Operations and Maintenance	379,960	368,700	20,000	388,700
Capital Outlay	0	25,000	0	25,000
<b>Totals</b>	566,406	618,697	20,000	638,697

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Lead Building Maintenance Technician	1	1	0	1
Public Facility Technicians	2	2	0	2
Services Equipment Operator	0	1	0	1
<b>TOTALS</b>	3	4	0	4

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Alternative Fuel Pickup Truck	1	1	0	1
Equipment Trailer (enclosed 22')	0	0	0	0
Pickup Truck	0	1	0	1
Pressure Washer	1	1	0	1
Service Truck	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Christmas Decorations	75	75	75
HVAC Systems/Units Maintained	57	57	57
Seasonal Banners & Flags	136	136	136
Town Buildings / Grounds Maintained	42	44	44

Public Facility Management										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	128,134	127,634	128,134	163,051	163,051	0	0	163,051	163,651
510210	Salaries - Overtime	1,790	1,790	2,600	2,835	2,835	0	0	2,835	2,835
510220	Salaries - Temporary	12,100	12,100	0	0	0	0	0	0	0
510500	FICA	10,865	10,827	10,865	12,690	12,690	0	0	12,690	12,690
510600	Group Insurance	19,507	19,507	19,507	25,998	25,998	0	0	25,998	25,998
510700	Retirement	14,645	14,588	14,645	19,823	19,823	0	0	19,823	19,823
<b>Personnel Services Totals</b>		<b>187,041</b>	<b>186,446</b>	<b>175,751</b>	<b>224,397</b>	<b>224,397</b>	<b>0</b>	<b>0</b>	<b>224,397</b>	<b>224,997</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521300	Utilities	157,000	157,000	149,000	167,000	162,000	0	0	162,000	162,000
521310	Water & Sewer Charges	22,000	22,000	36,500	32,000	28,000	0	0	28,000	28,000
521400	Travel and Training	1,635	1,635	1,952	2,170	1,900	0	0	1,900	1,900
521500	Building and Grounds Maint.	10,500	10,500	15,500	10,500	10,500	0	0	10,500	10,500
521600	Equipment Maintenance & Repair	10,000	10,000	10,000	11,200	10,000	0	0	10,000	10,000
521700	Auto Maintenance & Repair	1,200	1,200	1,200	1,400	1,400	0	0	1,400	1,400
522100	Equipment Rental	500	500	300	600	550	0	0	550	550
523100	Auto Operating Supplies	12,525	12,525	8,200	15,215	14,200	0	0	14,200	14,200
523300	Departmental Supplies	39,000	39,000	39,000	38,810	38,810	0	0	38,810	38,810
523600	Uniforms	3,200	3,200	2,800	2,740	2,740	0	0	2,740	2,740
524300	Contract Services	205,894	122,400	205,894	154,955	98,600	20,000	20,000	118,600	118,600
<b>Operations &amp; Maintenance Totals</b>		<b>463,454</b>	<b>379,960</b>	<b>470,346</b>	<b>436,590</b>	<b>368,700</b>	<b>20,000</b>	<b>20,000</b>	<b>388,700</b>	<b>388,700</b>
<b>Capital Outlay</b>										
537400	Equipment	0	0	0	25,000	25,000	0	0	25,000	25,000
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>
<b>Division Grand Totals</b>		<b>650,495</b>	<b>566,406</b>	<b>646,097</b>	<b>685,987</b>	<b>618,097</b>	<b>20,000</b>	<b>20,000</b>	<b>638,097</b>	<b>638,697</b>

**ACTIVITIES:**

The Fleet Management Division maintains Town vehicles and equipment, with the goal of minimizing repair costs and equipment downtime. This Division ensures that all Federal and State laws concerning vehicle weights, safety and regulations are maintained and updated as needed. This Division performs preventive maintenance and repair on approximately 133 licensed motorized vehicles, 14 licensed trailers, 17 non-licensed heavy equipment, 28 pieces of specialized equipment and approximately 100 smaller pieces of gasoline powered equipment. Detailed records are maintained on each item of equipment.

**ACTION PLAN:**

- A. Continue providing fuel and truck washing facilities to Raleigh based equipment and provide Finance with billing data.
- B. Start collecting Fleet information needed for accreditation process
- C. Develop and implement written maintenance routines for equipment.
- D. Assess needs for the Town's fuel station, and recommend an action plan for next year's budget.

**THREE-YEAR ACTION PLAN:**

- A. Evaluate the need for staffing as the fleet expands.
- B. Provide detailed information to other Departments on a consistent basis, utilizing information from the fleet maintenance and fueling software systems.
- C. Ensure the purchase of right size and fuel efficient vehicles/equipment and utilize alternative fuel vehicles when possible.
- D. Continue Accreditation processes

**BUDGET HIGHLIGHTS:**

This budget reflects changes made from the Department's reorganization in April of 2010.

Data Summary  
 Department: **Public Works**, Division: **Fleet Management**

PROGRAM HISTORY				
Category	Previous Year's Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	296,140	253,337	0	253,337
Professional Services	0	0	0	0
Operations and Maintenance	25,408	29,943	0	29,943
Capital Outlay	0	0	0	0
<b>Totals</b>	321,548	283,280	0	283,280

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Fleet Mechanics	2	2	0	2
Fleet Service Technician	1	1	0	1
Lead Fleet Mechanic	1	1	0	1
Services Supervisor	1	1	0	1
<b>TOTALS</b>	5	5	0	5

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Alternative Fuel Pickup Truck	1	1	0	1
Brake Lathe	1	1	0	1
Car/Truck Pressure Washer	1	1	0	1
CNG Fast Fill Fueling Station	1	1	0	1
Computerized Fueling System	1	1	0	1
Emission Analyzer	1	1	0	1
Forklift	1	1	1	1
Laser Headlamp Aimers	1	1	0	1
Pickup truck	1	1	0	1
Refrigerant Recovery System	1	1	0	1
Scan Tool	1	1	0	1
Vehicle Hoist	3	3	0	3

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Licensed Vehicles (Cars and trucks)	133	133	133
Non-Licensed vehicles (tractor, backhoes, etc.)	17	20	22
Preventive Maintenance Completed	410	490	565
Shop Repair Orders Completed	780	800	875
Small Equipment (Z-Turns, Weedeaters, Blowers, etc)	100	100	100
Specialized Equipment (Generator sets, trailers, etc.)	28	28	28

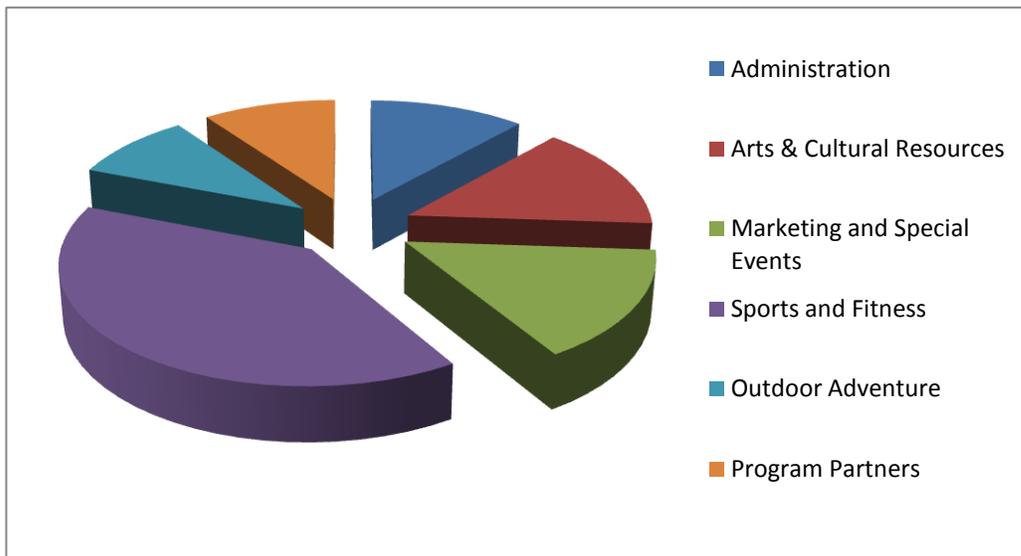
Fleet Management										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	223,350	222,850	223,350	188,369	188,369	0	0	188,369	188,969
510210	Salaries - Overtime	1,363	1,363	1,300	1,185	1,185	0	0	1,185	1,185
510500	FICA	17,190	17,152	17,190	14,501	14,501	0	0	14,501	14,501
510600	Group Insurance	29,303	29,303	29,303	26,031	26,031	0	0	26,031	26,031
510700	Retirement	25,529	25,472	25,529	22,651	22,651	0	0	22,651	22,651
<b>Personnel Services Totals</b>		<b>296,735</b>	<b>296,140</b>	<b>296,672</b>	<b>252,737</b>	<b>252,737</b>	<b>0</b>	<b>0</b>	<b>252,737</b>	<b>253,337</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	100	100	650	650	650	0	0	650	650
521400	Travel and Training	1,900	1,900	1,200	1,860	1,860	0	0	1,860	1,860
521600	Equipment Maintenance & Repair	5,000	5,000	7,500	6,000	5,500	0	0	5,500	5,500
521700	Auto Maintenance & Repair	893	893	1,000	1,200	800	0	0	800	800
523100	Auto Operating Supplies	2,000	2,000	1,400	2,560	2,560	0	0	2,560	2,560
523300	Departmental Supplies	7,200	7,200	8,500	8,750	7,948	0	0	7,948	7,948
523600	Uniforms	2,740	2,740	2,300	2,840	2,000	0	0	2,000	2,000
524300	Contract Services	3,800	3,800	3,800	7,675	7,575	0	0	7,575	7,575
525300	Dues and Subscriptions	1,775	1,775	1,775	2,050	1,050	0	0	1,050	1,050
<b>Operations &amp; Maintenance Totals</b>		<b>25,408</b>	<b>25,408</b>	<b>28,125</b>	<b>33,585</b>	<b>29,943</b>	<b>0</b>	<b>0</b>	<b>29,943</b>	<b>29,943</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>322,143</b>	<b>321,548</b>	<b>324,797</b>	<b>286,322</b>	<b>282,680</b>	<b>0</b>	<b>0</b>	<b>282,680</b>	<b>283,280</b>

## CULTURAL AND RECREATIONAL SUMMARY

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<u>Division:</u>	<u>Total Budget FY 2012</u>
<i>Administration</i>	\$193,936
<i>Arts &amp; Cultural Resources</i>	240,201
<i>Marketing and Special Events</i>	251,881
<i>Sports and Fitness</i>	659,819
<i>Outdoor Adventure</i>	153,320
<i>Program Partners</i>	165,299
 <i>Total Cultural and Recreational Budget FY 2012</i>	 \$1,664,456

**Cultural and Recreational FY 2012 Budget by Division**



**Parks and Recreation Department Expenditures By Category**

<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	1,150,260	1,148,595	1,095,430	1,260,235	1,076,803	0	0	1,076,803	1,078,453
<b>Professional Services Totals</b>	466	0	466	0	0	0	0	0	0
<b>Operations &amp; Maintenance Totals</b>	545,082	535,573	501,955	687,032	575,503	10,500	10,500	586,003	586,003
<b>Capital Outlay Totals</b>	21,428	10,800	10,800	0	0	0	0	0	0
<b>Total Department Expenditures</b>	1,717,236	1,694,968	1,608,651	1,947,267	1,652,306	10,500	10,500	1,662,806	1,664,456

Division Narrative

Department: **Parks and Recreation**, Division: **Parks and Recreation Administration**

**ACTIVITIES:**

Parks & Recreation Administration ensures that a variety of quality recreation programs and activities are provided for all residents, regardless of age, sex, race, or ability. This program oversees four programming teams by providing operating policy, fiscal management, registrations, record keeping, training, and evaluation. The Administration staff maintains records of programs and participants, set standards for facilities and grounds, develop plans, set priorities, and implement park improvements. Administration receives input from the Recreation Advisory Committee and the Senior Citizens Advisory Committee, and is the primary manager of communications with individuals and community organizations.

**ACTION PLAN:**

- A. Assist patrons during office visits and telephone calls.
- B. Handle class registration, rentals, and reservations.
- C. Continue improvements to online registration to enhance customer experience.
- D. Support and emphasize program-based budget philosophy, including monitoring revenues versus expenditures.

**THREE-YEAR ACTION PLAN:**

- A. Continue implementation of updated Parks and Recreation and Open Space and Greenways Master Plan.
- B. Evaluate recent reorganization of department.
- C. Expand program budgeting as a mechanism for informed decision making.

**BUDGET HIGHLIGHTS:**

Budget represents a base level of expenditures.

Data Summary

Department: **Parks and Recreation**, Division: **Parks and Recreation Administration**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Years Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	180,943	184,116	0	184,116
Professional Services	0	0	0	0
Operations and Maintenance	11,626	9,820	0	9,820
Capital Outlay	0	0	0	0
<b>Totals</b>	192,569	193,936	0	193,936

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Administrative Support Specialist	1	1	0	1
Parks and Recreation Director	1	1	0	1
<b>TOTALS</b>	2	2	0	2

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Crown Victoria	0	1	0	1
Ford Astro Van	0	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Picnic Shelter Reservations Handled	289	410	475
Program Registrations Handled	1878	1750	1692

Parks and Recreation Administration										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	140,653	140,403	140,200	142,191	142,191	0	0	142,191	142,491
510220	Salaries - Temporary	600	600	0	600	600	0	0	600	600
510500	FICA	10,806	10,787	11,200	10,924	10,924	0	0	10,924	10,924
510600	Group Insurance	13,105	13,105	13,105	13,108	13,108	0	0	13,108	13,108
510700	Retirement	16,077	16,048	16,000	16,993	16,993	0	0	16,993	16,993
<b>Personnel Services Totals</b>		<b>181,241</b>	<b>180,943</b>	<b>180,505</b>	<b>183,816</b>	<b>183,816</b>	<b>0</b>	<b>0</b>	<b>183,816</b>	<b>184,116</b>
<b>Professional Services</b>										
521000	Professional Services	466	0	466	0	0	0	0	0	0
<b>Professional Services Totals</b>		<b>466</b>	<b>0</b>	<b>466</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	4,509	0	4,509	0	0	0	0	0	0
521400	Travel and Training	4,036	4,036	4,036	3,330	3,330	0	0	3,330	3,330
521700	Auto Maintenance & Repair	250	250	579	250	250	0	0	250	250
523100	Auto Operating Supplies	640	640	720	640	640	0	0	640	640
523300	Departmental Supplies	5,500	5,500	5,171	5,500	4,500	0	0	4,500	4,500
525300	Dues and Subscriptions	1,200	1,200	1,200	1,100	1,100	0	0	1,100	1,100
<b>Operations &amp; Maintenance Totals</b>		<b>16,135</b>	<b>11,626</b>	<b>16,215</b>	<b>10,820</b>	<b>9,820</b>	<b>0</b>	<b>0</b>	<b>9,820</b>	<b>9,820</b>
<b>Capital Outlay</b>										
537400	Equipment	10,628	0	0	0	0	0	0	0	0
<b>Capital Outlay Totals</b>		<b>10,628</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>208,470</b>	<b>192,569</b>	<b>197,186</b>	<b>194,636</b>	<b>193,636</b>	<b>0</b>	<b>0</b>	<b>193,636</b>	<b>193,936</b>

**ACTIVITIES:**

The Arts and Cultural Resources Team is responsible for coordinating a variety of cultural arts programs for Garner Historic Auditorium. These include performance series, rentals, and special events. Programming partners include Miss Garner pageant and Towne Players.

**ACTION PLAN:**

- A. Oversee all operational aspects of the Garner Historic Auditorium.
- B. Develop a progressive vision for increasing programming and rental of Garner Historic Auditorium.
- C. Increase public awareness and attendance at Auditorium performances.

**THREE-YEAR ACTION PLAN:**

- A. Research methods to increase revenue streams for the Auditorium.
- B. Develop new programming partners for revenue-generating performances at the Auditorium.
- C. Developing a vision for Auditorium to become an economic engine for the Town.

**BUDGET HIGHLIGHTS:**

This budget reflects funding necessary for improving the overall impact of Garner Historic Auditorium, discussed during many of the focus-group sessions held in 2010.

Data Summary  
 Department: **Parks and Recreation**, Division: **Arts and Cultural Resources**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	252,092	148,912	0	148,912
Professional Services	0	0	0	0
Operations and Maintenance	146,985	80,789	10,500	91,289
Capital Outlay	10,800	0	0	0
<b>Totals</b>	<b>409,877</b>	<b>229,701</b>	<b>10,500</b>	<b>240,201</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Auditorium Manager	1	1	0	1
Facility Attendants (temp part-time)	8	10	0	10
Lead Technician (29 hrs./wk)	1	1	1	0
Recreation Superintendent	1	0	0	0
Special Events Coordinator (17 hrs/wk)	1	0	0	0
Technicians (temp part-time)	6	8	0	8
Theatre Services Coordinator	0	1	0	1
<b>TOTALS</b>	<b>18</b>	<b>21</b>	<b>1</b>	<b>20</b>

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Gene Lift	1	1	0	1
Portable Stage	1	1	0	1
Projector and screen	1	1	0	1
Sound System - Auditorium	1	1	0	1
Stage Lighting System - Auditorium	1	1	0	1

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Auditorium Events	273 /27,353	290 / 30.000	305/ 35000
Independence Day Celebration	15000	20000	20000
Special Event Policy	0	20	25
Special Events	6/5,000	10/6,900	12/9,400

Arts and Cultural Resources										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	136,624	136,499	116,000	84,574	84,574	0	0	84,574	84,874
510210	Salaries - Overtime	500	500	3,400	500	500	0	0	500	500
510220	Salaries - Temporary	67,641	67,546	67,500	29,649	31,456	0	0	31,456	31,456
510500	FICA	15,665	15,648	14,300	8,776	8,912	0	0	8,912	8,912
510600	Group Insurance	16,296	16,296	14,100	13,004	13,004	0	0	13,004	13,004
510700	Retirement	15,623	15,603	16,300	10,166	10,166	0	0	10,166	10,166
<b>Personnel Services Totals</b>		<b>252,349</b>	<b>252,092</b>	<b>231,600</b>	<b>146,669</b>	<b>148,612</b>	<b>0</b>	<b>0</b>	<b>148,612</b>	<b>148,912</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	2,500	2,500	3,983	0	0	0	0	0	0
521400	Travel and Training	1,565	1,565	572	1,100	1,100	0	0	1,100	1,100
521410	Special Events	0	0	0	0	0	0	0	0	0
521500	Building and Grounds Maint.	0	0	0	1,500	1,500	0	0	1,500	1,500
521600	Equipment Maintenance & Repair	3,000	3,000	2,973	1,800	1,800	0	0	1,800	1,800
522100	Equipment Rental	31,750	31,750	0	6,000	4,500	0	0	4,500	4,500
523300	Departmental Supplies	15,750	15,750	17,000	27,300	24,200	0	0	24,200	24,200
523600	Uniforms	2,000	2,000	2,000	500	500	0	0	500	500
524300	Contract Services	90,750	89,450	90,750	52,089	47,089	10,500	10,500	57,589	57,589
525300	Dues and Subscriptions	970	970	740	920	100	0	0	100	100
<b>Operations &amp; Maintenance Totals</b>		<b>148,285</b>	<b>146,985</b>	<b>118,018</b>	<b>91,209</b>	<b>80,789</b>	<b>10,500</b>	<b>10,500</b>	<b>91,289</b>	<b>91,289</b>
<b>Capital Outlay</b>										
537400	Equipment	10,800	10,800	10,800	0	0	0	0	0	0
<b>Capital Outlay Totals</b>		<b>10,800</b>	<b>10,800</b>	<b>10,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>411,434</b>	<b>409,877</b>	<b>360,418</b>	<b>237,878</b>	<b>229,401</b>	<b>10,500</b>	<b>10,500</b>	<b>239,901</b>	<b>240,201</b>

**ACTIVITIES:**

The Marketing and Special Events responsibilities include planning and organizing all town wide special events, and marketing all department classes and programs utilizing brochures, website, and social media outlets.

Additionally, staff implements the Special Event Policy of reserving and renting parks and other facilities for non Town-sponsored town wide events. This Programming Team works with the United Arts Council of Raleigh/Wake County, the Chamber of Commerce, Garner Revitalization Association, schools, churches, and civic clubs to provide a variety of opportunities for families to participate in leisure activities within their community.

**ACTION PLAN:**

- A. Rebrand Town events by combining small events to become town wide festivals and celebrations.
- B. Implement various marketing strategies to increase awareness and attendance of Town events.
- B. Develop new ways of publicizing Department programs, classes, and events.
- C. Continuous review of online registration process for citizen satisfaction.
- D. Work with IT Department to update and maintain the Department website.

**THREE-YEAR ACTION PLAN:**

- A. Develop a three-year marketing plan for the Department.
- B. Use speaking engagements to promote Parks & Recreation and increase awareness of events.
- C. Use additional ways of marketing the Department including the government TV channel, local calendars, a Departmental newsletter, the website, and social media outlets.

**BUDGET HIGHLIGHTS:**

This budget enhances the marketing efforts of the department.

Data Summary  
 Department: **Parks and Recreation**, Division: **Marketing and Special Events**

<b>PROGRAM HISTORY</b>				
Category	Previous Year's Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	47,847	99,341	0	99,341
Professional Services	0	0	0	0
Operations and Maintenance	32,391	152,540	0	152,540
Capital Outlay	0	0	0	0
<b>Totals</b>	<b>80,238</b>	<b>251,881</b>	<b>0</b>	<b>251,881</b>

<b>AUTHORIZED POSITIONS</b>				
Position	Previous Year	Current Year	Changes Requested	Adopted
Marketing & Special Events Supervisor	1	1	0	1
Recreation Specialist-Marketing/Events	0	1	0	1
<b>TOTALS</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>2</b>

<b>MAJOR EQUIPMENT</b>				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
Indicator	Previous Year	Estimated (Current Year)	Projected
Informational Booths	0	9	15
Online website transitions	0	901	3750
PEG Channel Promotions	0	50	200
Publicity Pieces	0	1095	56,000

Marketing and Special Events										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	16,053	16,053	7,500	77,321	77,321	0	0	77,321	77,621
510220	Salaries - Temporary	23,692	23,692	23,500	0	0	0	0	0	0
510500	FICA	3,040	3,040	2,375	5,915	5,915	0	0	5,915	5,915
510600	Group Insurance	3,227	3,227	2,300	6,565	6,565	0	0	6,565	6,565
510700	Retirement	1,835	1,835	925	9,240	9,240	0	0	9,240	9,240
<b>Personnel Services Totals</b>		<b>47,847</b>	<b>47,847</b>	<b>36,600</b>	<b>99,041</b>	<b>99,041</b>	<b>0</b>	<b>0</b>	<b>99,041</b>	<b>99,341</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	16,950	16,950	16,950	22,200	22,200	0	0	22,200	22,200
521400	Travel and Training	606	606	315	750	750	0	0	750	750
522100	Equipment Rental	0	0	0	24,450	24,450	0	0	24,450	24,450
523300	Departmental Supplies	9,000	8,500	9,076	18,390	18,590	0	0	18,590	18,590
523600	Uniforms	150	150	150	1,050	1,050	0	0	1,050	1,050
524300	Contract Services	6,835	5,900	6,835	80,600	85,200	0	0	85,200	85,200
525300	Dues and Subscriptions	285	285	0	300	300	0	0	300	300
<b>Operations &amp; Maintenance Totals</b>		<b>33,826</b>	<b>32,391</b>	<b>33,326</b>	<b>147,740</b>	<b>152,540</b>	<b>0</b>	<b>0</b>	<b>152,540</b>	<b>152,540</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>81,673</b>	<b>80,238</b>	<b>69,926</b>	<b>246,781</b>	<b>251,581</b>	<b>0</b>	<b>0</b>	<b>251,581</b>	<b>251,881</b>

**ACTIVITIES:**

The Sports and Fitness Programming Team responsibilities include planning, implementing, and supervising diverse team and individual sports for youth, adults, and seniors at Town-owned and school facilities, managing the Avery Street Recreation Center, which provides year-round recreational program offerings, managing the Avery Street Annex and Pearl Street Building, which provides preschool, youth, summer camp, and after school programs, and managing the Garner Senior Center and Fitness Annex, which offers opportunities for older adults to stay physically and socially active. This team plans, implements, and supervises year-round programs for citizens of all ages and works with and provides support for partner youth sports and senior citizen agencies to meet the needs of the community. The team also provides reports to other divisions and media, advertises programs, and schedules field preparation and use.

**ACTION PLAN:**

- A. Continue athletic programs for youth, such as basketball, skill development, sportsmanship and fun.
- B. Continue athletic programs for adults, such as basketball, softball, open gym, and fitness classes.
- C. Continue to offer diverse programs at the Avery Street Recreation Center.
- D. Continue senior, adult, and special populations programming at the Garner Senior Center.
- E. Continue and expand preschool and youth programs that provide social interaction and learning opportunities and are fun for the participants.
- F. Build relationship with North Garner Middle School to increase afterschool activities for youth.

**THREE-YEAR ACTION PLAN:**

- A. Develop plans to upgrade existing facilities and identify future facility needs.
- B. Evaluate program offerings to ensure needs of the community and target populations are being met.
- C. Evaluate facility schedules and use patterns to ensure efficient and effective delivery of services.

**BUDGET HIGHLIGHTS:**

Continue sponsored youth and adult athletic leagues and support for volunteer athletic associations; continue Avery Street Recreation Center operations and programs (after school, open gym, fitness); continue Garner Senior Center operations and programs (wellness and leisure); continue Avery Street Annex operations and programs (preschool and youth); and continue special populations and adult fitness programming.

Data Summary  
 Department: **Parks and Recreation**, Division: **Sports and Fitness**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	521,266	534,579	0	534,579
Professional Services	0	0	0	0
Operations and Maintenance	144,615	125,240	0	125,240
Capital Outlay	0	0	0	0
<b>Totals</b>	665,881	659,819	0	659,819

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Bus Driver	1	1	0	1
Custodian (PT 15 hrs/wk)	1	1	-1	1
Facility Attendant	23	25	-10	15
Instructors	14	14	0	14
Recreation Activities Specialist (PT 29 hours/week)	1	1	0	1
Recreation Center & Program Supervisor	2	2	-1	1
Recreation Leader I	15	18	0	18
Recreation Leader II	2	2	0	2
Recreation Leader III	0	0	0	0
Recreation Program Specialist (PT 29 hrs/wk)	1	1	0	1
Recreation Specialist - Seniors & Adults	1	1	0	1
Recreation Superintendent - Centers & Athletics	1	1	0	1
Scorekeeper	2	2	0	2
<b>TOTALS</b>	64	69	-12	58

Data Summary  
 Department: **Parks and Recreation**, Division: **Sports and Fitness, continued**

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
1993 IH Passenger bus (28,000 miles)	1	1	0	1
2006 15 Passenger Van (5,220 miles)	1	1	0	1
2008 15 Passenger Van (3,488miles)	1	1	0	1
Epson Projector	1	1	0	1
Kitchen Appliances: Stove, Refrig, Freezer, Ice Machine	6	6	0	6
Net and basketball systems	1	1	0	1
Piano	2	2	0	2
Sectional Couch, sofa & recliners	3	3	0	3
Stereo System/PA System	3	3	0	3
Television	4	4	0	4

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Adult Classes & Programs (programs/contacts)	370/6,240	497/7,867	550/8,500
After School Activities (programs/contacts)	2/4,339	2/5,466	2/5,500
Preschool Programs (programs/participants)	71/1,897	124/3,420	140/3,800
Senior Health & Fitness Programs (programs/contacts)	11,137/13,889	1,079/14,776	1,100/15,000
Senior Instruct. & Leisure Programs (programs/contacts)	1,345/18,053	1,479/18,249	1,500/18,500
Summer Camp Program (programs/contacts)	3/1,345	3/3,171	5/3,500
Youth & Adult Athletic Leagues (leagues/players)	6/773	6/782	6/800

Sports and Fitness										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	224,442	223,722	224,400	231,105	231,105	0	0	231,105	231,705
510220	Salaries - Temporary	212,590	212,495	210,000	314,819	215,011	0	0	215,011	215,011
510500	FICA	33,433	33,371	33,375	41,760	34,125	0	0	34,125	34,125
510600	Group Insurance	26,107	26,107	26,100	26,120	26,120	0	0	26,120	26,120
510700	Retirement	25,655	25,571	25,600	27,618	27,618	0	0	27,618	27,618
<b>Personnel Services Totals</b>		<b>522,227</b>	<b>521,266</b>	<b>519,475</b>	<b>641,422</b>	<b>533,979</b>	<b>0</b>	<b>0</b>	<b>533,979</b>	<b>534,579</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	1,150	1,150	1,375	3,800	400	0	0	400	400
521300	Utilities	3,200	3,200	3,200	7,700	3,850	0	0	3,850	3,850
521400	Travel and Training	3,800	3,800	2,600	5,360	5,360	0	0	5,360	5,360
521405	Senior Citizens Travel	16,465	14,550	5,000	5,335	5,335	0	0	5,335	5,335
521500	Building and Grounds Maint.	5,900	5,900	5,900	11,400	5,700	0	0	5,700	5,700
521600	Equipment Maintenance & Repair	11,200	11,200	11,200	21,550	10,950	0	0	10,950	10,950
521700	Auto Maintenance & Repair	1,200	1,200	1,200	2,220	1,320	0	0	1,320	1,320
522100	Equipment Rental	1,400	1,400	1,400	5,160	1,890	0	0	1,890	1,890
523100	Auto Operating Supplies	1,500	1,500	1,500	2,770	1,720	0	0	1,720	1,720
523300	Departmental Supplies	33,244	32,894	33,244	50,522	28,315	0	0	28,315	28,315
523600	Uniforms	2,240	2,240	2,240	2,540	2,540	0	0	2,540	2,540
524300	Contract Services	0	48,851	0	65,262	42,130	0	0	42,130	42,130
524365	School Access Fees	15,000	15,000	15,000	27,000	13,500	0	0	13,500	13,500
524370	Contract Services-Non Athletic	48,851	0	48,851	0	0	0	0	0	0
525300	Dues and Subscriptions	1,730	1,730	1,730	2,230	2,230	0	0	2,230	2,230
<b>Operations &amp; Maintenance Totals</b>		<b>146,880</b>	<b>144,615</b>	<b>134,440</b>	<b>212,849</b>	<b>125,240</b>	<b>0</b>	<b>0</b>	<b>125,240</b>	<b>125,240</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>669,107</b>	<b>665,881</b>	<b>653,915</b>	<b>854,271</b>	<b>659,219</b>	<b>0</b>	<b>0</b>	<b>659,219</b>	<b>659,819</b>

**ACTIVITIES:**

This Programming Team operates White Deer Park, which includes a nature center, shelters, restrooms, trail, and greenway. The team also manages Lake Benson Park and Boathouse. Program offerings include outdoor, nature, and environmental educational programs. The team provides not only public programs but also works with school groups and other private groups for educational programming. The program registration, rentals, and reservations occur at the nature center. This team also coordinates park-enhancement programs.

**ACTION PLAN:**

- A. Continue and expand programming of White Deer Park.
- B. Market White Deer Park as a destination for environmental education.
- C. Expand programming opportunities at Lake Benson Park and Boathouse.
- D. Develop partnerships with environmental agencies and groups.

**THREE-YEAR ACTION PLAN:**

- A. Promote White Deer Park to attract local and regional users.
- B. Develop "Friends of White Deer/Lake Benson Park" group to supplement park programming/improvements.
- C. Apply for grants to supplement programming costs.

**BUDGET HIGHLIGHTS:**

This budget includes operations at White Deer Park, Lake Benson Park, and Lake Benson Boathouse.

Data Summary  
 Department: **Parks and Recreation**, Division: **Outdoor Adventure**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	146,447	111,505	0	111,505
Professional Services	0	0	0	0
Operations and Maintenance	35,276	41,815	0	41,815
Capital Outlay	0	0	0	0
<b>Totals</b>	<b>181,723</b>	<b>153,320</b>	<b>0</b>	<b>153,320</b>

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
Facility Attendants	0	6	0	6
Program Specialists	0	5	-4	1
Recreation Support Specialist	0	0	0	0
White Deer Park/Lake Benson Supervisor	0	1	0	1
<b>TOTALS</b>	<b>0</b>	<b>12</b>	<b>-4</b>	<b>8</b>

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
Adult Programs	4/32	9/54	4/32
Family Programs	5/70	9/135	58/453
Group Programs	7/131	48/960	40/800
Meetings	16/254	24/1440	24/480
Rentals	15/520	24/960	30/1200
Special Events	5/945	4/1400	4/1250
Youth Programs	3/28	12/120	19/635

Outdoor Adventure										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
510200	Salaries	90,972	90,847	64,500	47,771	47,771	0	0	47,771	47,921
510210	Salaries - Overtime	800	800	350	800	800	0	0	800	800
510220	Salaries - Temporary	22,656	22,656	38,400	115,824	43,429	0	0	43,429	43,429
510500	FICA	8,754	8,744	8,000	12,576	7,039	0	0	7,039	7,039
510600	Group Insurance	13,015	13,015	8,500	6,512	6,512	0	0	6,512	6,512
510700	Retirement	10,399	10,385	7,500	5,804	5,804	0	0	5,804	5,804
<b>Personnel Services Totals</b>		<b>146,596</b>	<b>146,447</b>	<b>127,250</b>	<b>189,287</b>	<b>111,355</b>	<b>0</b>	<b>0</b>	<b>111,355</b>	<b>111,505</b>
<b>Professional Services</b>										
<b>Professional Services Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operations &amp; Maintenance</b>										
521200	Printing	1,725	1,725	1,725	2,900	2,600	0	0	2,600	2,600
521400	Travel and Training	1,151	1,151	1,151	1,600	1,600	0	0	1,600	1,600
521600	Equipment Maintenance & Repair	2,500	2,500	2,500	5,000	2,800	0	0	2,800	2,800
521700	Auto Maintenance & Repair	1,000	1,000	1,000	1,000	1,000	0	0	1,000	1,000
522100	Equipment Rental	0	0	0	5,875	875	0	0	875	875
523100	Auto Operating Supplies	900	900	900	900	900	0	0	900	900
523300	Departmental Supplies	13,260	13,260	13,260	26,300	17,600	0	0	17,600	17,600
523600	Uniforms	800	800	800	1,600	800	0	0	800	800
524300	Contract Services	0	0	0	13,300	13,000	0	0	13,000	13,000
524370	Contract Services-Non Athletic	13,300	13,300	13,300	0	0	0	0	0	0
525300	Dues and Subscriptions	640	640	640	640	640	0	0	640	640
<b>Operations &amp; Maintenance Totals</b>		<b>35,276</b>	<b>35,276</b>	<b>35,276</b>	<b>59,115</b>	<b>41,815</b>	<b>0</b>	<b>0</b>	<b>41,815</b>	<b>41,815</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>181,872</b>	<b>181,723</b>	<b>162,526</b>	<b>248,402</b>	<b>153,170</b>	<b>0</b>	<b>0</b>	<b>153,170</b>	<b>153,320</b>

**ACTIVITIES:**

Funding in this 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.

**ACTION PLAN:**

A. Partner with community agencies to find ways to provide quality and cost-effective recreational and cultural arts events for the citizens of the greater Garner area.

**THREE-YEAR ACTION PLAN:**

A. Develop strategies to keep costs down.

B. Explore partnerships with organizations to bring high-quality events to Garner.

**BUDGET HIGHLIGHTS:**

This budget funds previous program partners at a level consistent with the previous fiscal year.

Data Summary  
 Department: **Parks and Recreation**, Division: **Program Partners**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Years Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	164,680	165,299	0	165,299
Capital Outlay	0	0	0	0
<b>Totals</b>	164,680	165,299	0	165,299

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				
<b>TOTALS</b>	0	0	0	0

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
<b>NONE</b>			

Program Partners										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
<b>Personnel Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Professional Services</b>										
<b>Professional Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance</b>										
524210	Garner Baseball Inc	63,600	63,600	63,600	64,900	64,900	0	0	64,900	64,900
524215	Garner Civitan	20,805	20,805	20,805	21,381	21,381	0	0	21,381	21,381
524220	Miss Garner Pageant	1,500	1,500	1,500	1,500	1,500	0	0	1,500	1,500
524225	Garner Towne Players	23,650	23,650	23,650	23,650	23,650	0	0	23,650	23,650
524230	Capital Area Soccer League	18,200	18,200	18,200	17,950	17,950	0	0	17,950	17,950
524235	GAYSL	12,425	12,425	12,425	11,418	11,418	0	0	11,418	11,418
524240	Optimist Basketball	22,500	22,500	22,500	22,500	22,500	0	0	22,500	22,500
524245	American Legion	2,000	2,000	2,000	2,000	2,000	0	0	2,000	2,000
<b>Operations &amp; Maintenance Totals</b>		<b>164,680</b>	<b>164,680</b>	<b>164,680</b>	<b>165,299</b>	<b>165,299</b>	<b>0</b>	<b>0</b>	<b>165,299</b>	<b>165,299</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>164,680</b>	<b>164,680</b>	<b>164,680</b>	<b>165,299</b>	<b>165,299</b>	<b>0</b>	<b>0</b>	<b>165,299</b>	<b>165,299</b>

<b>Debt Service Department Expenditures By Category</b>									
<b>Category</b>	<b>Current Year Budget As Amended</b>	<b>Current Year Budget Adopted</b>	<b>Current Year Estimated</b>	<b>Requested Base Budget</b>	<b>Recommended Base Budget</b>	<b>Requested DP</b>	<b>Recommended DP</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b>Personnel Services Totals</b>	0	0	0	0	0	0	0	0	0
<b>Professional Services Totals</b>	0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance Totals</b>	1,216,488	883,707	1,206,121	1,624,648	1,426,819	0	0	1,426,819	1,283,464
<b>Capital Outlay Totals</b>	0	0	0	0	0	0	0	0	0
<b>Total Department Expenditures</b>	1,216,488	883,707	1,206,121	1,624,648	1,426,819	0	0	1,426,819	1,283,464

Data Summary  
 Department: **Debt Service**, Division: **Debt Service**

<b>PROGRAM HISTORY</b>				
<b>Category</b>	<b>Previous Year's Budget</b>	<b>Base Budget</b>	<b>Decision Packages</b>	<b>Adopted Budget</b>
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	883,707	1,283,464	0	1,283,464
Capital Outlay	0	0	0	0
<b>Totals</b>	883,707	1,283,464	0	1,283,464

<b>AUTHORIZED POSITIONS</b>				
<b>Position</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				
<b>TOTALS</b>	0	0	0	0

<b>MAJOR EQUIPMENT</b>				
<b>Equipment</b>	<b>Previous Year</b>	<b>Current Year</b>	<b>Changes Requested</b>	<b>Adopted</b>
<b>NONE</b>				

<b>WORKLOAD INDICATORS</b>			
<b>Indicator</b>	<b>Previous Year</b>	<b>Estimated (Current Year)</b>	<b>Projected</b>
<b>NONE</b>			

Debt Service										
Account	Account Description	Current Year Budget As Amended	Current Year Budget Adopted	Current Year Estimated	Requested Base Budget	Recommended Base Budget	Requested DP	Recommended DP	Recommended Budget	Adopted Budget
<b>Personnel Services</b>										
<b>Personnel Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Professional Services</b>										
<b>Professional Services Totals</b>		0	0	0	0	0	0	0	0	0
<b>Operations &amp; Maintenance</b>										
526100	Principal - Bonds	13,321	0	13,321	115,000	115,000	0	0	115,000	115,000
526105	Principal Bonds - Utility Debt	100,000	100,000	100,000	100,000	100,000	0	0	100,000	100,000
526110	Principal - Leases	862,775	544,656	855,000	790,840	550,601	0	0	550,601	550,601
526200	Interest - Bonds	0	0	0	248,955	248,955	0	0	248,955	248,955
526205	Interest Bonds - Utility Debt	23,800	23,800	23,800	18,200	18,200	0	0	18,200	18,200
526210	Interest - Leases	216,592	215,251	214,000	351,653	394,063	0	0	394,063	250,708
<b>Operations &amp; Maintenance Totals</b>		<b>1,216,488</b>	<b>883,707</b>	<b>1,206,121</b>	<b>1,624,648</b>	<b>1,426,819</b>	<b>0</b>	<b>0</b>	<b>1,426,819</b>	<b>1,283,464</b>
<b>Capital Outlay</b>										
<b>Capital Outlay Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Division Grand Totals</b>		<b>1,216,488</b>	<b>883,707</b>	<b>1,206,121</b>	<b>1,624,648</b>	<b>1,426,819</b>	<b>0</b>	<b>0</b>	<b>1,426,819</b>	<b>1,283,464</b>

## **SPECIAL REVENUE FUNDS**

Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes:

Includes Capital Reserves

## **SPECIAL REVENUE FUND SUMMARY**

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### ***Capital Reserve Funds:***

The Town uses Capital Reserve Funds to accumulate resources for major future expenditures. This practice allows the Town to level out the impact of large expenditures by spreading their costs over three to five years. Revenues of this set of funds consist primarily of transfers from the General Fund and interest earnings. The expenditure of these reserves are transfers to another funds, typically the General Fund.

This budget plans anticipate a transfer from Regional Retention, and Water and Sewer Capacity to the General Fund.

### **Three to Five Year Action Plan:**

- Street and Sidewalk Improvement reserves will be used for any road work or sidewalk construction over the next couple of years.
- Park Improvements will be used for purchase of additional parkland or construction of recreational facilities.
- Stormwater reserves will be used to continue the storm water retro-fit being required by the state,
- Water and Sewer Capacity will be used to pay debt service on purchases of water and sewer capacity from the City of Raleigh.
- Future Capital Projects will be used to fund future projects identified by the Town Council.

*Budget Highlight: Certain revenues including Fees in Lieu of Parkland, Sewer Capacity Replacement fees and Sidewalk fees are transferred to reserves and will be used for future projects.*

## SPECIAL REVENUE FUND: CAPITAL RESERVES

CAPITAL RESERVES	July 1, 2010	Changes In FY 2010-11	FY 2011-12
<b>STREET &amp; SIDEWALK IMPROVEMENTS</b>	\$5,697		\$5,704
Transfers in and interest revenues		7	10
Transfers out for specific projects		0	0
<b>Reserved for future projects</b>			<b>\$5,714</b>
<b>PARK IMPROVEMENTS</b>	\$1,045,517		\$1,046,625
Transfers in and interest revenues		1,108	1,000
Transfers out for specific projects		0	0
<b>Reserved for future projects</b>			<b>\$1,047,625</b>
<b>STORMWATER IMPROVEMENTS</b>	\$378,372		\$378,837
Transfers in and interest revenues		465	450
Transfers out for specific projects		0	0
<b>Reserved for future projects</b>			<b>\$379,287</b>
<b>REGIONAL RETENTION</b>	\$683,569		\$550,677
Transfers in and interest revenues		1,108	1,100
Transfers out for specific projects		(134,000)	(45,000)
<b>Reserved for future projects</b>			<b>\$506,777</b>
<b>LAKE BENSON PARK</b>	\$150,169		\$150,353
Transfers in and interest revenues		184	185
Transfers out for specific projects		0	\$0
<b>Reserved for future projects</b>			<b>\$150,538</b>
<b>PARK EQUIPMENT</b>	\$37,881		\$37,933
Transfers in and interest revenues		52	50
Transfers out for specific projects		0	0
<b>Reserved for future projects</b>			<b>\$37,983</b>
<b>COMMUNITY CENTER</b>	\$56,244		\$56,308
Transfers in and interest revenues		64	60
Transfers out for specific projects		0	0
<b>Reserved for future projects</b>			<b>\$56,368</b>
<b>WATER AND SEWER IMPROVEMENTS</b>	\$356,238		\$150,675
Transfers in and interest revenues		437	900
Transfers out for specific projects		(206,000)	0
<b>Reserved for future projects</b>			<b>\$151,575</b>
<b>TIMBER DRIVE EXTENTION</b>	\$2,508,072		\$0
Transfers in and interest revenues		1,170	0
Transfers out for specific projects		(2,509,242)	
<b>Reserved for future projects</b>			<b>\$0</b>
<b>WATER AND SEWER CAPACITY</b>	\$342,647		\$343,067
Transfers in and interest revenues		420	450
Transfers out for specific projects			(260,000)
<b>Reserved for future projects</b>			<b>\$83,517</b>
<b>GREENWAYS</b>	\$80,052		\$80,150
Transfers in and interest revenues		98	100
Transfers out for specific projects			0
<b>Reserved for future projects</b>			<b>\$80,250</b>
<b>FUTURE CAPITAL PROJECTS</b>	\$0		\$2,511,150
Transfers in and interest revenues		2,511,150	1,200
Transfers out for specific projects		0	0
<b>Reserved for future projects</b>			<b>\$2,512,350</b>

**CAPITAL PROJECTS FUND**

A fund used to account for financial resources to be used for the acquisition or construction of major capital facilities

## **CAPITAL PROJECT FUND SUMMARY**

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

### **Status of Capital Projects as of July 1, 2011:**

- White Deer Park: Completion in Fall of 2011
- Town Hall Addition: Planning Stage
- Regional Retention Facilities: Completion in Fall of 2011
- Timber Drive: Completion in Summer of 2012
- Vandora/Buffalo Roundabout: Design Stage
- Water and Sewer Capacity: Completion in Summer of 2011
- Public Works Facility Improvements: Planning Stage

*Budget Highlight: The adopted budget does not affect Capital Project funding, which is set by project ordinance.*

**CAPITAL PROJECTS FUND: CAPITAL PROJECTS**

<b>CAPITAL PROJECTS</b>	<b>Authorized as of July 1, 2010</b>	<b>Changes In Authorization</b>	<b>Authorized as of July 1, 2011</b>
<b>NOTE: PROJECTS BELOW ARE BUDGETED BY PROJECT ORDINANCE</b>			
Town Hall Addition	\$1,286,000	\$0	\$1,286,000
White Deer Park	\$4,200,000	\$29,582	\$4,229,582
Regional Retention Facilities	\$430,000	(\$112,000)	\$318,000
Timber Drive	\$0	\$2,523,068	\$2,523,068
Vandora/Buffalo Roundabout	\$0	\$353,232	\$353,232
Water and Sewer Capacity	\$0	\$3,106,528	\$3,106,528
Public Works Facility Improvements	\$0	\$293,472	\$293,472
<b>TOTAL AUTHORIZATIONS</b>	<b>\$5,916,000</b>	<b>\$6,193,882</b>	<b>\$12,109,882</b>

## **CAPITAL IMPROVEMENTS PROGRAM**

A long term plan for acquisition  
and construction of  
major capital expenditures

### **Capital Outlay**

Replacement or additions to  
the Town's general fixed assets

## Establishing Priorities for Capital Projects and the Future of Garner

Council members and staff formed two working groups, with each group taking 6 of the 12 following proposed capital improvement projects:

1. *Improve White Oak/70 interchange*
2. *Improve all connecting streets to 70 as part of Historic Downtown Garner Plan*
3. *Community center (supplement Con Agra’s \$2.5 million)*
4. *Renovate/expand/build Municipal Complex & Police Station*
5. *Construct sidewalks around Town*
6. *Implement portions of Historic Downtown Garner plan*
7. *Acquire land and construct Downtown Park*
8. *Town-wide parks enhancement initiative*
9. *Set aside funding to incent Wake County to relocate and build a new library in Downtown*
10. *Investment in ConAgra property to achieve higher long-term tax revenues and jobs*
11. *Acquire additional water and sewer capacity from City of Raleigh*
12. *Garner Historic Auditorium improvements*

Each group discussed why the town might want to invest in each project, what members would hope to accomplish by investing in this project, and identified any forces driving the town towards this project.

Groups also discussed why the town might not want to invest in each project, any concerns members had about each project, and what forces are holding the town back from investing.

For some projects, groups also identified possible consequences of not investing or delaying investment. Groups recorded and posted their discussion of driving and restraining forces (and consequences) for each proposed project, as follows:

<b>Project #1: Improve White Oak/70 Interchange</b>	
<b>Drivers</b>	<b>Restraints</b>
<ul style="list-style-type: none"> <li>● Enhance/spur development in that corridor</li> <li>● Expand tax base; create jobs</li> <li>● Roadway safety improved</li> <li>● Improves image of gateway</li> <li>● Potential for return on investment</li> <li>● A needed infrastructure Improvement to town’s designated future growth area</li> <li>● Could increase likelihood of commuter rail (Greenfield/ Downtown)</li> </ul>	<ul style="list-style-type: none"> <li>● Town bearing cost for state/federal highways</li> <li>● Primary beneficiary to private developer – one property owner</li> <li>● Creating unfair advantage to one project over other projects/development in town</li> <li>● The change in economy and how the development project has changed over time</li> <li>● The uncertainty of demand for additional retail capacity in Garner</li> <li>● Public perception</li> </ul>
<b>Project #2: Improve all connecting streets to 70 as part of Historic Downtown Garner Plan</b>	
<b>Drivers</b>	<b>Restraints</b>
<ul style="list-style-type: none"> <li>● Traveling time improvements/safety</li> <li>● Expand tax base and jobs</li> <li>● Reinvestment in core of Garner north of US 70 to encourage public/private investment</li> </ul>	<ul style="list-style-type: none"> <li>● Improves state roads</li> <li>● Possible negative public perception</li> <li>● Property acquisition/displaced homeowners</li> <li>● Assumption – residents think it is a bad idea</li> </ul>

<ul style="list-style-type: none"> <li>● Accomplishment of long term plan; facilitates development of downtown</li> <li>● Improved access and visibility</li> <li>● Increase likelihood of funding downtown</li> <li>● Improved appearance of US70 corridor</li> <li>● Increase likelihood of commuter rail</li> </ul>	<ul style="list-style-type: none"> <li>● Acquiring property by force</li> </ul>
<b>Project #3: Community center (supplement ConAgra's \$2.5 million)</b>	
<b>Drivers</b>	<b>Restraints</b>
<ul style="list-style-type: none"> <li>● Need more programmable space</li> <li>● Use ConAgra gift/catalyst</li> <li>● High public appeal #3 in P&amp;R master plan</li> <li>● Paying debt service/instead of debt to WCPSS</li> <li>● Keeping citizens in Garner/draw visitors from other communities</li> <li>● Tourism athletic based</li> <li>● Catalyst for other development in the area</li> <li>● civic meeting space availability May spin off other good things</li> <li>● Important community amenity</li> </ul>	<ul style="list-style-type: none"> <li>● Where to locate facility could be controversial</li> <li>● Continuing finance operating costs</li> <li>● Condition of ConAgra money</li> <li>● Could be perception of unfair Competition with private adult fitness centers if included</li> <li>● Acquisition of property if necessary</li> </ul>
<b>Project #4: Renovate/expand/build Municipal Complex &amp; Police Station</b>	
<b>Drivers</b>	<b>Restraints</b>
<ul style="list-style-type: none"> <li>● Out of space</li> <li>● Lack of consolidation for police and increased productivity for all staff</li> <li>● Centralized town services</li> <li>● Image to visitors and potential customers</li> <li>● Adequate staffing as town grows Ensuring excellent customer services</li> <li>● Reduced cost (Energy Savings)</li> <li>● Improved security for staff and customers</li> <li>● Become leader in utilizing vacant existing buildings</li> </ul>	<ul style="list-style-type: none"> <li>● Public perception spending money on bureaucrats</li> <li>● Location, new or existing – decision could be controversial</li> <li>● Cost</li> <li>● Hidden/unknown costs of renovating (asbestos, hitting rock)</li> <li>● Uncooperative property owners</li> </ul>
<b>Project #5: Construct sidewalks around Town</b>	
<b>Drivers</b>	<b>Restraints</b>
<ul style="list-style-type: none"> <li>● Walkable community/healthy community</li> <li>● Popular/connects neighborhoods</li> <li>● Image/status</li> <li>● Touch feely</li> <li>● Pedestrian safety/driver safety</li> <li>● Improves quality of life</li> <li>● Aesthetics</li> <li>● Defines boundary and paths for pedestrians</li> <li>● Recoup cost through increased tax base</li> <li>● Increased property values</li> <li>● Linkage to public transit</li> <li>● Minimal operating expense</li> </ul>	<ul style="list-style-type: none"> <li>● Property acquisitions</li> <li>● Where? Unequal/unfair as viewed by people getting sidewalks</li> <li>● Invasion of perceived privacy</li> <li>● Having to now clean up trash &amp; dog waste from resident's yards due to increase in traffic</li> </ul>

<b>Project #6: Implement portions of Historic Downtown Garner plan</b>	
<b>Drivers</b>	<b>Restraints</b>
<ul style="list-style-type: none"> <li>• Encourages private investment/development</li> <li>• Reinvest core of Garner to encourage private/public investment</li> <li>• Stabilizes important historic components of your town advantages</li> <li>• Accomplishment of long term plan</li> <li>• Encourage people to relocate and invest in downtown Garner</li> <li>• Removes blight &amp; increases tax base</li> <li>• Image</li> <li>• Improved/enhanced driver and pedestrian safety</li> <li>• Improved image aesthetics</li> <li>• Highly visible high profile</li> <li>• Improves quality of life</li> <li>• Linkage to public transit</li> </ul>	<ul style="list-style-type: none"> <li>• Possible negative perception</li> <li>• Property acquisition difficult/cost</li> <li>• Assumption that residents will think is bad idea</li> <li>• Acquire property by force</li> <li>• Resistance to change</li> <li>• Invasion of privacy walking through yard</li> <li>• Trash/dog waste</li> <li>• No current private partnership exists</li> <li>• Sports complex not fully vetted</li> </ul>

<b>Project #7: Acquire land and construct Downtown Park</b>	
<b>Drivers</b>	<b>Restraints</b>
<ul style="list-style-type: none"> <li>• Strategic location</li> <li>• Quality of life</li> <li>• Low hanging fruit</li> <li>• Complements HDGPNP plan</li> <li>• Has community advocacy</li> <li>• Venue for events</li> <li>• Revitalization</li> <li>• Impact economics of North Garner in financial capacity</li> <li>• Green initiative</li> <li>• Small and big impact</li> <li>• Re-branding</li> </ul>	<ul style="list-style-type: none"> <li>• Land acquisition</li> <li>• Not big economic generator</li> <li>• Neighborhood opposition</li> <li>• Community buy-in</li> <li>• Other complementary infrastructure investments</li> <li>• Quantifying ROI</li> <li>• Just another park</li> <li>• Doesn't eliminate other options</li> <li>• Discourage community advocates</li> <li>• Limit event venues</li> <li>• Eliminate catalyst for private investments</li> </ul>

<b>Project #8: Town-wide parks enhancement initiative</b>		
<b>Drivers</b>	<b>Restraints</b>	<b>Consequences</b>
<ul style="list-style-type: none"> <li>• Maintain current investment</li> <li>• Promote master plan</li> <li>• Can be phased</li> <li>• Quality of life</li> <li>• Safety</li> <li>• Enhances North Garner</li> <li>• Cost effective/ROI</li> <li>• Big bang for money</li> <li>• Community pride</li> <li>• Community support and partners</li> <li>• Pro active</li> <li>• Complements neighborhood improvement initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Quantify ROI</li> <li>• Another park project</li> <li>• Service needs assessment – spread too thin</li> <li>• Lacks far reaching impact</li> </ul>	<ul style="list-style-type: none"> <li>• Continued deterioration</li> <li>• Cost compounds with time</li> <li>• Undermines neighborhood improvement initiative</li> <li>• Increases blight</li> <li>• Decreases safety</li> <li>• Reflects negative image</li> <li>• Increased crime rates</li> </ul>

**Project #9: Set aside funding to incent Wake County to relocate and build a new library in Downtown**

<b>Drivers</b>	<b>Restraints</b>	<b>Consequences</b>
<ul style="list-style-type: none"> <li>• Community need</li> <li>• Demand</li> <li>• Educational emphasis</li> <li>• Anchor for downtown/North Garner</li> <li>• Leverages finance partner</li> <li>• Gift opportunity</li> <li>• Economic development</li> <li>• High profile</li> <li>• Pedestrian oriented</li> <li>• Strategic investment to keep in Garner</li> </ul>	<ul style="list-style-type: none"> <li>• Land acquisition</li> <li>• Requires partner</li> <li>• Strategic location vs. population density</li> </ul>	<ul style="list-style-type: none"> <li>• Might lose partners</li> <li>• Might lose library</li> <li>• Lose civic anchor</li> </ul>

**Project #10: Investment in ConAgra property to achieve higher long term tax revenues and jobs**

<b>Drivers</b>	<b>Restraints</b>	<b>Consequences</b>
<ul style="list-style-type: none"> <li>• Economic development opportunities</li> <li>• Lessens negative image</li> <li>• Cost savings less maintenance</li> <li>• Demo partner with ConAgra</li> <li>• More marketable</li> <li>• Flexibility clean slate</li> <li>• Re-coup cost through increased tax base</li> <li>• Investment catalyst</li> <li>• Less risk</li> <li>• Control curb appeal</li> <li>• Raw land value</li> <li>• Collapses development time</li> <li>• Positive message</li> </ul>	<ul style="list-style-type: none"> <li>• Potential user/buyer</li> <li>• Pending litigation</li> <li>• Nostalgia factor – sentiment to preserve</li> <li>• Speculative venture</li> </ul>	<ul style="list-style-type: none"> <li>• Significant ongoing maintenance</li> <li>• Diminish marketability</li> <li>• Dark cloud image remains</li> <li>• Enmity with GEDC</li> <li>• Another empty box</li> </ul>

**Project #11: Acquisition of additional water and sewer capacity from City of Raleigh**

<b>Drivers</b>	<b>Restraints</b>	<b>Consequences</b>
<ul style="list-style-type: none"> <li>• One-time opportunity</li> <li>• Growth economic dev</li> <li>• Future revenue stream</li> <li>• Big player – industrial</li> <li>• balance w/s ratio</li> <li>• expands base capacity</li> <li>• flexibility quantity</li> <li>• if available, never cheaper</li> <li>• Control destiny</li> </ul>	<ul style="list-style-type: none"> <li>• Timing window short</li> <li>• Bad time – recession – Development fees</li> <li>• Speculative</li> <li>• No guaranteed need/use availability</li> <li>• Jeopardizes other investment</li> <li>• Raleigh controls destiny</li> </ul>	<ul style="list-style-type: none"> <li>• Limits growth</li> <li>• Impacts inter-governmental relationship in negative way</li> </ul>

**Project #12: Improvements to Garner Historic Auditorium**

<b>Drivers</b>	<b>Restraints</b>	<b>Consequences</b>
<ul style="list-style-type: none"> <li>• Aesthetic value</li> <li>• Image, re-branding</li> <li>• Increased programming</li> <li>• Complements North Garner, Historic Downtown Garner, &amp; Parks and Recreation Master Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Existing apartments present a conflicting use</li> <li>• Surrounding area</li> <li>• Other local venues</li> <li>• Proximity to downtown Raleigh</li> </ul>	<ul style="list-style-type: none"> <li>• Lost opportunity</li> <li>• Lack of support to GRA</li> <li>• Less marketable</li> <li>• Inadequate parking lighting,</li> </ul>

<ul style="list-style-type: none"> <li>• GRA</li> <li>• Stimulates investment</li> <li>• Justifies/enhances previous investment</li> <li>• Program partners</li> <li>• Revenue generator – increased rentals</li> </ul>	<ul style="list-style-type: none"> <li>• Programming challenges – competition, limited seating</li> <li>• Overly reliant on Towne Players</li> <li>• Lack of control of entire venue</li> </ul>	<ul style="list-style-type: none"> <li>• Missed business opportunity</li> </ul>
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## Developing Criteria to Guide Capital Investment Decisions

Each council-staff working group discussed and proposed 3-5 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**

Council members discussed what each of the criteria mean before applying them to the proposed capital projects. This discussion was intended to help council members think through how they might apply these criteria and to hear how their colleagues might apply the criteria.

### ***Return on investment, generate revenue, increase tax base and create jobs***

- Invest – continue to swing balance of commercial and industrial tax base versus residential
- Putting forth projects with best return that can support those without return
- Develop approach to get empty buildings occupied, create tax base and jobs
- Invest in town opportunities to create tax base and jobs – invest revenues in other projects
- Business retention – will lose ConAgra – keep businesses in White Oak so not to be burden on property owners
- Gaining from ConAgra – take property and turn into something better. ROI not always measured in dollars and cents

### ***Keep young people in Garner, create a place where young people will stay***

- Role of government is to facilitate process of creating jobs – work with public and private development
- Town government can lead way and expect community will come along side in the process – other entities will join in
- People want book store, cafeteria and community center
- What is lacking in the big picture is jobs, so kids staying in Garner can have a place where they can live, work and play
- Lacking in jobs - ROI piggy backs on creating place to live work and play
- Maintain high level of standards to keep young here
- Garner place of choice
- Quality of life – live, work and raise family quality is important in that journey – create for all people – need to please all of our community
- Quality of life – many things, blend of things, have staff looking at all of these things to offer services

### ***Leverage other resources and spur economic growth and investment***

- Jobs turning the dollar – if we chose correctly – matching dollars – match desires with our resources – people volunteering
- How do we get those resources – want to see happen instead of continuing to talk
- Leverage to borrow from ourselves – different way to borrow and invest – to get something we can all benefit
- When you have investment, you want something in return – Garner is going to grow – as we grow need more parks
- Key work is resources – human capital is a resource as well

- Spurring economic growth implies a good thing – as criteria for looking at various projects – take resources you have and apply
- Try to involve corporate sponsors

### ***Improve or maintain existing levels of service***

- Don't take away one level of service for another level of service
- Town government has responsibility to provide services to its citizens – basic things
- If we make decisions that don't at least maintain minimum level – improving those wherever you can is a responsibility of government
- We live in a dynamic area – be aware of services around us – be prepared to improve to keep in competitive state
- Town Hall is 40 years old – need to provide for those who work for the town - is conducive to service citizens
- Hard work shows – we need to make sure they have what they need in budget and by way of facilities in the budget – HVAC needs replacement
- Need to do something about needed space – some employees must meet off site – sometimes level of productivity decreases based on work place
- Public safety, fire, police, maintain resources of parks and all facilities that town has including public works - taking of facilities – extending services to broader scope of people

### ***Possible negative consequences of not investing or delaying investment***

- Will stay where we are – fall behind
- If we don't prepare for growth – will not be able to provide services
- It's obvious – we need to act - need to see where we need to move – may not have strong public support - be willing to look from all sides
- Look down the road
- What you put off today may have consequences in the long run – something has to die before it can live
- Lost opportunities – lack of board resolve– loss of confidence by public in leadership – let's be the one to move forward and get the first fruits

### **Identifying Capital Investment Priorities**

Using the consensus criteria, each council member completed a Capital Project Investment Ranking Worksheet. Members could rank projects as follows:

- 1 – Invest now
- 2 – Invest soon
- 3 – Invest later
- 4 – Don't invest

Based on the discussions of each project and of the ranking criteria, no member ranked any proposed investment as a “4.”

This meant that all members saw value in each of the 12 proposed capital projects.

Table 1 reflects the initial individual rankings (in no particular order) and the composite or average ranking for each project prior to any specific discussion.

**Table 1 – Individual Priority Rankings**

<b>Project</b>	<b>Individual Rankings: 1 = now; 2 = soon; 3 = later (rankings are in no particular order)</b>						<b>Composite Ranking (Before Discussion)</b>
<b>1</b>	1	2	1	1	3	1	<b>1.5</b>
<b>2</b>	3	2	2	2	1	2	<b>2.0</b>
<b>3</b>	3	2	3	1	3	3	<b>2.5</b>
<b>4</b>	1	1	3	1	1	2	<b>1.5</b>
<b>5</b>	2	3	2	3	3	1	<b>2.3</b>
<b>6</b>	3	2	3	2	2	2	<b>2.3</b>
<b>7</b>	3	2	3	3	3	3	<b>2.8</b>
<b>8</b>	3	3	3	2	3	3	<b>2.8</b>
<b>9</b>	3	1	3	2	1	3	<b>2.2</b>
<b>10</b>	2	1	1	3	1	1	<b>1.5</b>
<b>11</b>	1	1	1	1	1	1	<b>1.0</b>
<b>12</b>	1	3	2	1	2	2	<b>1.8</b>

For projects where there were different rankings, members discussed the reasons behind their rankings in order to try to reach consensus about the priority of each proposed investment. Table 2 reflects the initial individual rankings and any re-rankings that occurred after discussion. The composite ranking reflects the average ranking following discussion and the consensus ranking converts that into an overall priority ranking for each project.

**Table 2 – Consensus Priority Rankings**

<b>Project</b>	<b>Individual Rankings: 1 = now; 2 = soon; 3 = later and Re-Rankings <sup>(1-3)</sup> Following Discussion (rankings are in no particular order)</b>						<b>Composite Ranking After Discussion</b>	<b>Consensus Ranking after Discussion</b>
<b>11</b>	1	1	1	1	1	1	1.0	<b>1</b>
<b>1</b>	1	2	1	1	3 <sup>2</sup>	1	1.3	<b>1</b>
<b>4</b>	1	1	3 <sup>2</sup>	1	1	2	1.3	<b>1</b>
<b>10</b>	2	1	1	3 <sup>2</sup>	1	1	1.3	<b>1</b>
<b>2</b>	3	2	2	2	1 <sup>2</sup>	2	2.2	<b>2</b>
<b>12</b>	1 <sup>2</sup>	3	2	1 <sup>2</sup>	2	2	2.2	<b>2</b>
<b>6</b>	3	2	3	2	2	2	2.3	<b>2</b>
<b>5</b>	2	3	2	3	3	1 <sup>2</sup>	2.5	<b>2</b>
<b>9</b>	3	1 <sup>2</sup>	3	2	1 <sup>2</sup>	3	2.5	<b>2</b>
<b>3</b>	3	2	3	1 <sup>2</sup>	3	3	2.7	<b>3</b>
<b>7</b>	3	2	3	3	3	3	2.8	<b>3</b>
<b>8</b>	3	3	3	2	3	3	2.8	<b>3</b>

## Guiding Principles for Funding and Implementing Priority Capital Projects

These four projects were identified by consensus as priority or “invest now” projects:

1. Improve White Oak Road and Highway 70 interchange in financial partnership with adjacent major landowner/developer.
2. Renovate/expand/build Municipal Complex and Police Station on or adjacent to current campus.
3. Provide funds (if needed) to demolish current undamaged ConAgra plant if the Garner Economic Development Commission’s findings call for demolition as the best way to achieve higher long-term tax revenues, reinvestment, and jobs.
4. Acquire additional water and sewer capacity from City of Raleigh Public Utility Department for the Town’s future growth needs.

Council members discussed key principles and considerations that should guide staff in moving forward with the funding and implementation of the four priority capital projects. These principles and considerations address how to proceed, when to proceed, who needs to be informed or involved, potential partners, public awareness and education, cost, use of fund balance, borrowing, financing options, and other guidelines members felt were important. Following are key suggestions and recommendations from council members:

### ***Project #1: Improve White Oak/70 interchange***

- Needs to be done, but don’t see the Town footing the entire bill – explore partner cost-sharing to set a precedent for development down the road
- See this as something private developer is responsible for – don’t disagree with town assistance – but feel developer should bear major expense
- This interchange was not on the Transportation Steering Committee list of priorities – if we spend money for things that others should pay for, then we deprive ourselves of spending money on our citizens
- NCDOT has identified this as a Level F intersection - inadequate. This is a future growth area with 30,000/trips per day – the town should step in at some point because the “return on investment” is greatest in that area versus other areas – there is a larger overall public good involved
- Because of concern regarding private versus public benefits, look at whether there is a broader impact than just the developer, how citizens will benefit – this is a catalyst for tax generator that no other project provides
- It enhances the neighborhood and invites more business – public interest is served if the overall value grows
- It will benefit WakeMed and create greater tax base
- Define how much the town will put into project and explore some type of cap on the town’s investment
- Recruit partners, explore cost sharing – 20%, for example
- Is other development feasible, is there a way to have town be last investor rather than first?
- Perhaps link with Project #2 – Improve all connecting streets to 70 as part of Historic Downtown Garner Plan – identify necessary and desirable conditions
- Draft terms for a Memorandum of Understanding, such as timing, plan approvals, r/w, land acquisition and external MOU

- Develop firm cost projections
- Manager should confer with developer to discuss cost sharing
- Actions: (1) Get firm numbers on costs of both projects as standalone and as whole project; (2) Ad hoc council committee can be formed to communicate with developer once we get firm numbers; (3) Hold off on communication with developer until firm numbers have been developed

***Project #4: Renovate/expand/build Municipal Complex & Police Station***

- Look at options of using other spaces
- Determine who can relocate and who stays on campus
- Actions: (1) staff to determine who relocates; (2) hire consultant on hourly basis if needed, get concept sketches, find square footage needs, develop continuity of operations plan

***Project #10: Investment in ConAgra property to achieve higher long term tax revenues and jobs***

- Actions: (1) a private corporation has been formed and an advisory board assembled; (2) they will put together dates and recommendations over the next 3 to 4 months

***Project #11: Acquire additional water and sewer capacity from City of Raleigh***

- Need to get a better understanding of terms and fees
- Present report to council that is currently in process
- Actions: (1) present report at March or April Work Session; (2) get ascending numbers up to the current total

***Council comments regarding other non-immediate priority projects:***

- **Project #2:** There will be some additional exploration and research into the feasibility of adding some or all of this project – “improve all connecting streets to Highway 70 as an action item from the Historic Downtown Garner Plan” to the “improve White Oak Road and Highway 70 interchange” project
- **Project #5:** citizens want us to build sidewalks; residents want to be fit; can’t build too many sidewalks; cost of sidewalks can be stretched out
- **Project #9:** keep Council informed of any movement from Wake County to move forward on Southeast Regional expansion
- **Project #12:** Once some remaining visioning, planning and information gathering is complete, physical improvements to the Garner Historic Auditorium may be elevated to “invest now” status in the near future. In the meantime, determine the least amount of money needed for the best results; needs to be done, but too many unknowns; we have already spent lot of money, push this behind other items, but don’t wait too long; develop and present plans showing how we can best utilize the facility; need line item breakdown capital cost; need discussion about operating issues on the inside that will complement the expenditures; bring vision statement to the March work session

## **Next Steps – Staff Action**

Staff will review priority projects in light of council discussion and recommendations and recommend an implementation plan, process and timetable using council guiding principles and considerations along with additional technical criteria. Staff will recommend a suggested prioritization of and timeline for addressing the priority capital projects, to include:

- What are we already doing in these areas, based on existing work plans?
- What is the proposed end result we're aiming at?
- What is the proposed first or next step(s) and proposed timeline(s)?
- How do we propose to tackle funding, financing and costs?
- What "green lights" can we use in speaking with the public?
- What "stop lights" and potholes should we be aware of?

## **Wrapping Up – Feedback, Observations, Reflections and Closing Remarks**

- Leaving with positive view; conversation helpful – even if we disagree; feel we are leaving this retreat with significant clarity
- Helpful and stimulating meeting and will go away with ideas; we have good working relationships
- Took 12 projects and directed staff to move forward with 4 of them; invest is key to criteria; have to invest in community to meet these goals
- We have something tangible to work with; goal is not to be paralyzed by bad economy
- Council is going to make an investment in Garner; most complete and productive; encompasses the range of discussion and the complexity of items
- Pleased; optimistic usually, but this exceeded expectations; staff needs Council to point us in right directions and nudge us to move forward

## **Retreat Materials**

1. Creating and Sustaining Garner (developed at retreat)
2. Town Council Vision, Purpose and Goals
3. Proposed Capital Investments – synopsis of each proposed major capital investments, including a brief summary of key reasons for considering each investment, likely consequences of not investing, projected capital cost, projected operating cost and estimated annual debt service cost.
4. Sample Criteria for Evaluating Capital Investment Projects
5. Building Financial Capacity – Ideas for budgeting, capital improvement financing, improved stewardship of town resources, and use of fund balance.
6. Capital Project Force Field Analysis
7. Capital Investment Priority Ranking Worksheet
8. Criteria to Guide Capital Investment Decisions (developed at retreat)

*Prepared by Leading and Governing Associates  
Carrboro, North Carolina – March 2011*

*Town of Garner Retreat (February 17-18, 2011)*

**Capital Improvement Program 2011-2015**

Expenditures	Prior Years Budget	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
<b>Police</b>	<b>1,558,000</b>						
Firearms	0	0	0	60,000	0	0	60,000
Replace Records System	0	0	0	0	610,000	0	610,000
Pole Camera	0	0	10,000	0	0	0	10,000
ATAC Crime Analysis Software		0	0	18,000	0	0	18,000
eCrash/eCitation Data Interface		0	0	25,000	0	0	25,000
Emergency Ops Center		0	0	0	0	50,000	50,000
Computer Forensic Equip		0	20,000	0	0	0	20,000
Replace 800 MHz Radio System	0	0	0	215,000	215,000	215,000	645,000
In-Car Digital Cameras		0	0	0	60,000	60,000	120,000
<b>Engineering</b>	<b>1,065,800</b>						
Watershed Retrofit Program	0	0	100,000	100,000	100,000	100,000	400,000
Downtown Stormwater Pond	0	0	0	50,000	500,000	0	550,000
Storm Drain- Coachman	0	0	65,000	0	0	0	65,000
Storm Drain- Meadowbrook	0	0	0	11,800	39,000	0	50,800
<b>Parks &amp; Recreation</b>	<b>9,179,150</b>						
Downtown Park	0	0	250,000	1,250,000	0	0	1,500,000
North Garner Greenway	10,000	0	50,000	500,000	500,000	0	1,060,000
South Garner Greenway	275,000	0	0	0	0	0	275,000
Garner Recreational Park	0	0	0	0	650,000	0	650,000
Creech Road School Park	0		0	150,000	1,500,000	0	1,650,000
Mobile Stage	0		81,750	0	0	0	81,750
Cloverdale Park	0		0	0	1,000,000	0	1,000,000
Park and Facility Enhancement Fund							2,962,400
Centennial Parking Lot Addition	0	0	0	0	100,000	0	100,000
Greenbrier Park	0		0	0	250,000	0	250,000
Rand Mill Park	0		0	100,000	0	0	100,000
South Garner Park	0		0	600,000	0	0	600,000
Thompson Road Park	0		0	0	550,000	0	550,000
Garner Senior Center	0		0	150,000	0	0	150,000
Avery Street Recreation Center	0		0	0	375,000	0	375,000
Avery Street Annex	0		0	275,000	0	0	275,000
Garner Historic Auditorium- Ph. 1	0		38,700	0	0	0	38,700
Garner Historic Auditorium- Ph. 2	0		0	243,700	0	0	243,700
Creech Road Tennis Courts	0		0	100,000	0	0	100,000
Master Sign Program	0		0	60,000	60,000	60,000	180,000
<b>Public Works</b>	<b>2,347,563</b>						
HVAC Replacement- Town Hall	40,000	0	20,000	0	0	0	60,000
Roof Maintenance- Town Hall	0	24,500	0	0	0	0	24,500
Town Hall- Carpet and Paint	15,333	0	42,667	0	0	0	58,000
Public Works Equip. Yard Re-surf.	0	0	50,000	0	0	0	50,000
Street Resurfacing/Patching	0	0	500,000	525,000	551,250	578,813	2,155,063
<b>Planning</b>	<b>4,197,000</b>						
U.S. 70 Median Landscaping	0		34,000	0	0	0	34,000
Garner Rd./Main St.-Streetscape I, II	0	0	1,000,000	1,000,000	0	0	2,000,000
N. Garner- Building Façade Grant	15,000	0	15,000	0	0	0	30,000
Garner Road Overlay Grant	100,000	60,000	0	0	50,000	0	210,000
Montague St. Improvements	0	0	1,923,000	0	0	0	1,923,000
<b>Public Facilities</b>	<b>21,500,000</b>						
Municipal Facility	0	75,000	0	11,425,000	0	0	11,500,000
Community Center	0	2,500,000	0	120,000	3,330,000	3,050,000	9,000,000
Library (Land)	0	0	0	1,000,000	0	0	1,000,000

**Capital Improvement Program 2011-2015**

Expenditures		Prior Years Budget	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
<b>Transportation</b>	10,176,000							
Downtown Road Improvements		0	0	650,000	2,930,000	1,900,000	0	5,480,000
Timber Dr. Extension		2,500,000	0	0	0	0	0	2,500,000
Vandora Springs Roundabout		0	350,000	0	150,000	0	0	500,000
New Rand Rd. Sidewalk		0	0	0	450,000	0	0	450,000
Timber Dr. Sidewalk		0	50,000	0	0	0	0	50,000
Don Miller Sidewalk		0	96,000	0	0	0	0	96,000
Sidewalks		0	0	150,000	150,000	150,000	150,000	600,000
Ackerman Extension (ROW)		0	0	0	0	500,000	0	500,000
<b>Total</b>		2,955,333	3,155,500	5,000,117	21,658,500	12,990,250	4,263,813	50,023,513

50,023,513

Forward-Looking Strategic Plan-Based Initiatives

1. Transportation Plan
2. Historic Downtown Garner Plan
3. North Garner Plan
4. Comprehensive Parks and Recreation, Open Space and Greenways Master Plan

Pending CIP items that need Town Council evaluation and guidance:

Water & Sewer Capacity \$3.2 - \$6.3 mil.  
 ConAgra Site Improvements \$1.0 mil.  
 70/White Oak Improvements \$7.2 mil. (\$3.24 mil. offered as TIGER grant match)

**APPROVED CAPITAL OUTLAY ITEMS FY 2011-12 GENERAL FUND BUDGET**

<u>DEPARTMENT/PROGRAM</u>	<u>ITEM</u>	<u>REQUESTED</u>	<u>APPROVED</u>
<b>TOWN COUNCIL</b>			
Town Council		0	0
Town Attorney		0	0
<b>Total-Town Council</b>		<b>\$0</b>	<b>\$0</b>
<b>EXECUTIVE</b>			
Town Manager	Management Analyst/Internal Auditor	64,619	64,619
Clerk to the Council		0	0
Personnel Services		0	0
Safety		0	0
<b>Total-Executive</b>		<b>\$64,619</b>	<b>\$64,619</b>
<b>FINANCE</b>			
Administration		0	0
Purchasing		0	0
<b>Total-Finance</b>		<b>\$0</b>	<b>\$0</b>
<b>ECONOMIC DEVELOPMENT</b>			
<b>Total-Economic Development</b>		<b>\$0</b>	<b>\$0</b>
<b>PLANNING</b>			
Administration	Wayfinding Sign Program	50,000	50,000
	Building Façade Grant Supplement	8,000	8,000
Land Use Permits & Enforcement			
Community Planning & Appearance		0	0
<b>Total-Planning</b>		<b>\$58,000</b>	<b>\$58,000</b>
<b>BUILDING INSPECTIONS</b>			
Administration/Enforcement		0	0
<b>Total-Building Inspections</b>		<b>\$0</b>	<b>\$0</b>
<b>ENGINEERING</b>			
Administration		0	0
<b>Total-Engineering</b>		<b>\$0</b>	<b>\$0</b>
<b>INFORMATION TECHNOLOGY</b>			
Computer Services	Laptop Computers for Police	19,160	19,160
	Management Analyst/Internal Auditor	-89,159	-89,159
	Web Filter/Network Monitoring Device	13,580	13,580
<b>Total-Information Technology</b>		<b>-\$56,419</b>	<b>-\$56,419</b>

**APPROVED CAPITAL OUTLAY ITEMS FY 2011-12 GENERAL FUND BUDGET**

<u>DEPARTMENT/PROGRAM</u>	<u>ITEM</u>	<u>REQUESTED</u>	<u>APPROVED</u>
<b>POLICE</b>			
<b>Administration</b>	800 Mhz Radios	5,365	5,365
	Class IV Indoor Magazine	2,000	2,000
	(2) Replacement CID Vehicles	41,000	41,000
	Replacement Patrol Vehicle	22,500	22,500
	Records Management System (RMS)	96,944	96,944
<b>Operations</b>		0	0
<b>Total-Police</b>		<b>\$167,809</b>	<b>\$167,809</b>
<b>PUBLIC WORKS</b>			
<b>Public Works/Administration</b>		0	0
<b>Streets</b>	Street Resurfacing Program	400,000	400,000
<b>Streets-Powell Bill</b>		0	0
<b>Snow Removal</b>	Replace Municipal Duty Snowplow	11,500	11,500
<b>Public Grounds Management</b>	Replace 2001 Ford Crew Cab Truck	25,000	25,000
	Replace Portable Generator	2,500	2,500
<b>Public Facility Management</b>	Replace 1998 Service Truck	25,000	25,000
	Automated Door Locks - Town Hall A & B	20,000	20,000
<b>Solid Waste</b>		0	0
<b>Total-Public Works</b>		<b>\$484,000</b>	<b>\$484,000</b>
<b>PARKS &amp; RECREATION</b>			
<b>Administration</b>		0	0
<b>Arts &amp; Cultural Resources</b>	Projection System	10,500	10,500
<b>Marketing and Special Events</b>		0	0
<b>Sports and Fitness</b>		0	0
<b>Outdoor Adventure</b>		0	0
<b>Program Partners</b>		0	0
<b>Total-Parks &amp; Recreation</b>		<b>\$10,500</b>	<b>\$10,500</b>
<b>TOTAL-GENERAL FUND</b>		<b>\$728,509</b>	<b>\$728,509</b>

## **APPENDIX**

Budgetary and fiscal  
policies and practices  
Fiscal Policy Guidelines  
Building Financial Capacity  
Fee Schedule  
Staffing Summary  
Staffing History  
Pay Plan  
Glossary of budget terminology  
as applied to the budget for the  
Town of Garner

## **BUDGETARY AND FISCAL POLICIES AND PRACTICES**

### **I. BUDGET**

#### **A. Balanced budget.**

The Town Manager shall prepare a proposed balanced budget for each fund, itemizing revenues and expenditures.

#### **B. Level of authority.**

The Town Council shall adopt the budget of the Town of Garner at the program level.

#### **C. Budget amendments and transfers.**

The Town Manager is 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 Council at the first regularly scheduled meeting of each month.

Transfers between departments and revisions of the revenue or expenditure totals shall require Council approval by budget ordinance.

Funds from capital project budgets to be closed shall be transferred into capital reserve funds.

### **II. REVENUES**

#### **A. Review of fee schedules.**

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 of Garner.

#### **B. Anticipated grants.**

Grant funds or similar contractual revenue of a temporary nature are budgeted only if they are contracted at the time of the recommended budget. Otherwise, separate appropriations will be made during the year as such grants are awarded or contracts made.

The Town of Garner shall aggressively seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to the Town of Garner's interest. Prior to applying for and accepting intergovernmental aid, the Town of Garner will examine the matching requirements so that the source and availability of these funds may be determined before grant application is made. The Town of Garner shall also 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 intergovernmental aid without first reviewing the program and its merits.

**C. Impact/development fees.**

The Town of Garner shall require new development activity to pay fair share fees for new capital facilities or expansion of existing facilities necessitated by such new development. These impact fees shall not exceed a pro rata share of the reasonably anticipated costs of such improvements

**D. Enterprise/special funds.**

The Town of Garner will establish and maintain special revenue funds that will be used to account for the proceeds of specific revenue sources to finance specified activities that are required by statute, ordinance, resolution or executive order.

Enterprise fund working capital in excess of that needed for operations may be used for capital needs in order to conserve the debt capacity of those funds for major facility expansions to meet future needs.

**E. Cost recovery fees.**

The Town of Garner will set fees and user charges for each enterprise fund, such as Water/Sewer, at a level to support the direct and appropriate indirect cost of the activity. Indirect costs include the cost of annual depreciation of capital assets.

**F. User fee levels.**

The Town of Garner will establish all user charges and fees at an appropriate level after recognition of the cost of providing the services. Periodically, the Town of Garner will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases.

**G. Property tax collection.**

The Town of Garner shall try to maintain as high a collection rate as possible. All delinquent taxes will be aggressively pursued.

### **III. EXPENDITURES**

#### **A. Measuring efficiencies (performance measures).**

The Town of Garner staff attempts to minimize the financial burden on the Town of Garner's taxpayers through systematic program reviews and evaluations aimed at improving the efficiency and effectiveness of Town of Garner programs. These periodic reviews consider past trends and experiences elsewhere, and revisions to annual budget guidelines are based on current need and program efficiency. Such information is integral to the preparation of the annual budget.

### **IV. DEBT**

#### **A. Long-term debt.**

When the Town of Garner utilizes long-term debt financing, it will ensure that 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 soundly finance the debt.

The Town of Garner will confine long-term borrowing to capital improvements that cannot be financed from current revenues.

#### **B. Debt limitation.**

The Town of Garner shall manage the issuance of debt obligation such that the net debt of the Town of Garner shall not exceed eight percent (8%) of the assessed value of taxable property, as required by North Carolina State Statutes.

#### **C. Credit rating.**

The Town of Garner will seek to maintain and, if possible, improve its current **AA** bond rating so its borrowing costs are minimized and its access to credit is preserved.

#### **D. Disclosure - Full and continuing.**

Full disclosure of operations will be made to the bond rating agencies and other users of Town of Garner's financial information. The Town of Garner staff, with the assistance of its financial advisor, feasibility consultant and bond counsel, will prepare the necessary materials for presentation to the rating agencies, will aid in the production of Official Statements, and will take responsibility for the accuracy of all financial information released.

**E. Debt financing mechanisms.**

The Town of Garner will examine all financial alternatives in addition to long-term debt, pay-as-you-go, joint financing, reserve funds, lease-purchase, authorities and special districts, special assessments, state and federal aid, certificates of obligation, tax increment and borrowing from other funds.

**V. CAPITAL IMPROVEMENTS**

**A. Develop CIP.**

The Town of Garner will plan for capital improvements over a multi-year period of time. The Capital Improvements Program will directly relate to the long-range plans and policies of the Town of Garner.

**B. Least costing financing method.**

The Town Manager will determine and recommend to the Town Council the least costly financing method for all capital projects.

**C. Asset maintenance.**

To maintain the Town of Garner's physical assets, a current inventory of all of the Town of Garner's physical assets and their condition and maintenance costs shall be maintained.

**VI. CASH MANAGEMENT**

**A. Cash flow forecasting methodologies.**

The Town of Garner will conduct an analysis of cash flow needs on a monthly basis. Disbursements, collections, and deposits of all funds will be scheduled to ensure maximum cash availability and investment potential.

**B. Cash available for investment and time period of investment.**

The Finance Director shall on an ongoing basis determine the amount of money available for investment. The Finance Director shall limit the amount available for investment and schedule the maturities of such investments so that the Town of Garner will at all times have sufficient monies available on demand deposits to ensure prompt payment of all Town of Garner obligations.

**C. FDIC insured deposit accounts.**

The Town of Garner shall deposit its funds only in deposit accounts that are insured by the Federal Deposit Insurance Corporation or fully collateralized by securities which are authorized by law to be used to collateralize the Town of Garner's deposits.

The Town of Garner policy is to invest only in securities that are authorized as collateral for deposits by state law.

**VII. INVESTMENTS**

**A. Return on invested capital.**

The Finance Director will be responsible for investing Town of Garner funds in such a manner that the absolute return on invested capital may be maximized while the risk to invested capital is minimized.

When making investments, the Town of Garner will follow State law and local investment guidelines and shall abide by the following criteria in priority order: 1) Preservation of capital; 2) Maintenance of a liquid position and 3) Maximum yield.

**B. Funds available for investment.**

Funds available for investment include the general fund, special revenue funds, capital projects funds, enterprise fund, reserve funds, trust and agency funds to the extent not required by law or existing contract to be kept segregated and managed separately, debt service funds including reserves and sinking funds and any new fund created by the Town of Garner unless specifically exempted from this policy by the Town Council or by law.

**C. Review of investments.**

The Finance Director presents a monthly report to the Town Council that provides a summary of investment transactions and performance for the year to date.

The Town of Garner's investments shall be reviewed annually by the Town of Garner's auditor as part of the annual audit process. Any irregularities shall be reported directly to the Town Council through the audit report and/or verbally through attendance at a regular or special Town Council meeting.

**D. Investment instruments.**

All eligible investments of the Town of Garner funds shall be limited to obligations of the U.S. Government, such as Treasury Bills, Bonds and Notes, time deposits with any bank or savings and loan whose principal office is in North Carolina, and the North Carolina Capital Management Trust; and any other type of legal investments which shall have the concurrence of the Town Council.

**VIII. ACCOUNTING**

**A. Accounting systems and GAAP.**

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.

All funds of the Town of Garner 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.

A proprietary fund, or enterprise fund, revenues and expenditures are recognized on the “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.

**B. Annual audit and independent auditor.**

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.

**C. Full disclosure.**

Full disclosure shall be provided in the Comprehensive Annual Financial Report, Official Statements and all other financial reports.

The Town of Garner will promote full disclosure in its annual financial statements and its bond presentations.

**D. Comparative revenue and expenditure projections.**

Expenditures for all capital needs are projected annually for at least five years beyond the current budget.

**E. Internal accounting controls.**

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

**IX. PURCHASING**

**A. Centralized purchasing.**

Commitment of Town of Garner 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.

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 must obtain a purchase order from the purchasing office certifying the availability of funds to pay for such services.

**B. Contracts administered by purchasing.**

Town of Garner 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.

Contracts that are administered by the purchase office are as follows:

- Purchase orders
- Open purchase orders
- Maintenance agreements/contracts
- Service contracts
- Rental agreements/contracts
- Lease purchase agreements

**C. Competitive bidding process.**

In accordance with North Carolina General Statutes, the Town of Garner 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 \$300,000. The Purchasing Manager is responsible for administering all formal bids with exception to the following:

- a. Bids for construction contracts normally prepared by the Town Engineer.
- b. Bids for special projects assigned to the Town Manager's office by the Town Council.
- c. Bids for recreational projects authorized by the Town Council.

It is the policy of the Town of Garner to have all **informal bids** with estimated costs of \$1,000 or more in writing. Amounts for purchases under \$1,000 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.

**D. The purchasing process.**

It is the policy of the Town of Garner that all purchases with an estimated cost of \$500 or more be processed on a requisition and submitted to the Town's purchasing office. Purchases under \$500 may be made from petty cash, or by a check request.

**E. Purchase of equipment not included in budget.**

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.

**F. Service contracts.**

The following are considered to be professional services and do not normally require bidding unless competitive bidding is in the Town of Garner's best interest:

Aerial mapping service, architectural services, engineering services, special consulting, auditing services, secretarial services and temporary labor services.

The following services to be obtained by competitive bidding procedures:  
Uniform service, exterminating service, janitorial service and computer service.

It is the policy of the Town of Garner to submit all services of \$20,000 or more to the Town Council for approval and to require a written contract.

**G. Disposal of surplus property.**

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 Council may at times authorize certain departments to sell specified property. In each case Council must set forth the price to be used.

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.

All sales are made in compliance with the North Carolina General Statutes governing such.

**H. Recycled materials procurement policy.**

The Town of Garner will seek to buy and use products needed for Town services 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.

The Town will give special emphasis to products and materials made from post-consumer recycled materials.

**X. RISK MANAGEMENT**

**A. Loss of property and equipment.**

The Town of Garner shall develop adequate protection from loss due to property damage or liabilities of the Town of Garner.

**B. Contractor responsibilities.**

The Town of Garner shall transfer risk where cost effective by purchasing insurance and requiring contractors to carry insurance.

**C. Potentially hazardous situations, practices and conditions.**

Potentially hazardous situations, practices and conditions will continue to be evaluated and, where feasible and cost effective, reduced or eliminated.

**XI. ECONOMIC DEVELOPMENT**

**A. Economic base and diversification.**

The Town of Garner 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.

**B. Planned industrial and commercial development.**

The Town of Garner shall continue its private/public economic development efforts to “market” Garner as a desirable place for present business and industry to expand and for outside business and industry to relocate. The Town of Garner will emphasize attracting industrial and commercial enterprises that will employ the local labor force.

# **Fiscal Policy Guidelines**



**Town of Garner,  
North Carolina**

**FISCAL POLICY GUIDELINES**  
**Town of Garner, North Carolina**

**Adopted: December 6, 2010**

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# **FISCAL POLICY GUIDELINES**

## **Town of Garner, North Carolina**

### **FISCAL POLICY GUIDELINES - OBJECTIVES**

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

- Contributes significantly to the Town's ability to insulate itself from fiscal crisis,
- Enhances short term and long term financial credit ability 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,
- 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 policy statements are presented.

# **FISCAL POLICY GUIDELINES**

## **Town of Garner, North Carolina**

### **CAPITAL IMPROVEMENT BUDGET POLICIES**

1. The Town will prioritize all capital improvements in accordance with an adopted capital improvement program.
2. The Town will develop a 5-year plan for capital improvements and review and update the plan annually. 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 a level adequate to protect the Town's capital investment and to minimize future maintenance and replacement costs.
5. The Town will identify the estimated 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.

# **FISCAL POLICY GUIDELINES**

## **Town of Garner, North Carolina**

### **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 capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. 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.

#### **Tax Supported Debt**

6. 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.
7. 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.
8. 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.

# **FISCAL POLICY GUIDELINES**

## **Town of Garner, North Carolina**

### **RESERVE POLICIES**

1. Unreserved, Undesignated Fund Balances will mean funds that remain available for appropriation by the Town Council after all commitments for future expenditures, required reserves defined by State statutes, and previous Council designations have been calculated. The Town will define these remaining amounts as “available fund balances.”
2. The Town of Garner will strive to maintain available fund balance in the General Fund at a level sufficient to meet its objectives. The Town will target an available fund balance at the close of each fiscal year equal to at least 30% of the General Fund Operating Budget; at no time shall the available Fund Balance fall below 25% of the General Fund Operating Budget. Available fund balances in excess of the target 30% of General Fund Operating Budget 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 balances that will reduce available fund balances 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 available fund balances to the 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.

# **FISCAL POLICY GUIDELINES**

## **Town of Garner, North Carolina**

### **BUDGET DEVELOPMENT POLICIES**

1. 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.
2. One-time or other special revenues will not be used to finance continuing Town operations but instead will be used for funding special projects.
3. The Town will pursue an aggressive policy seeking the collection of delinquent utility, license, permit and other fees due to the Town.
4. The Town Council will receive a financial report no less than quarterly showing year-to-date revenues and expenditures.
5. Budget amendments will be brought to Town Council for consideration as needed.

# **FISCAL POLICY GUIDELINES**

## **Town of Garner, North Carolina**

### **CASH MANAGEMENT AND 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. 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.
3. Liquidity: No less than 20% of funds available for investment will be maintained in liquid investments at any point in time.
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.

## Building Financial Capacity

Ideas for Budgeting, Capital Improvement Financing, & Improved Stewardship of Town Resources

Town of Garner, NC  
April 15, 2010

*(The "Building Financial Capacity" document was adopted by Town Council in April 2010. The bulleted items in red are the actions to date completed or in progress to fulfill each of the initiatives since adoption).*

*(Adopted Unanimously at April 20, 2010 Town Council Meeting)*

### 1. Short Term Internal Budget and Management Initiatives

- a. Identify and engage outside resources: \*\*\*\*
  - Become proactive and aggressive in pursuing grants to offset capital costs.
    - o Police expect several sources of grant funding for new initiatives.
    - o Partnered with GRA on several grant opportunities for potential Town center projects.
  - Hire temporary personnel or consultant (or both) to help accomplish the fiscal initiatives listed herein, particularly the grants items.
    - o Town enlisted the services of an intern to assist with initial steps of Public Works accreditation process
- b. Complete an efficiency/optimization study that includes multiple elements: \*\*\*
  - Review all positions and eliminate non-essential personnel/positions.
    - o Town Courier Position is a luxury, especially in difficult economic times, in which services can be provided more efficiently by other means.
    - o Fleet Service Technician position
  - Reorganize within or across departmental lines as practical to consolidate tasks and eliminate positions.
    - o The three largest Town departments have reorganized over the last few months to increase efficiency
    - o Town continues to evaluate all vacancies on a case by case basis
  - Consider providing incentives for early retirements.
- c. Use bond capacity wisely and judiciously. \*\*\*
  - o Town staff in the process of seeking bond approval to fund major capital projects
- d. Create the Expense/Revenue business model to help guide future decisions based on budgetary impacts. (An MPA/MBA grad intern would be great at this and that tool would help us years down the road.) \*\*\*
  - o Parks and Recreation Department in the second year of a program budget with cost recovery as the basis for providing programs and activities.

- e. Evaluate use of reserve funds to pay a part of the debt service in the first 5 years of the project life until the intended development produces the tax base to support the original investment. (LGC may not allow this strategy.) \*\*
- f. Look for ways to further trim operational expenses Town-wide. (Consider a rewards system to encourage suggestions.) \*\*
- g. Increase certain fees to generate additional income. \*
- h. Maintain the code enforcement initiative in School Acres to improve/stabilize property values. Implement similar program in other areas as necessary. \*
  - Neighborhood Initiatives in various parts of Town continue to bring favorable results that aid in the revitalization and stabilization of older neighborhoods. (School Acres, Central Garner, Woodland)
- i. Consider Tax Increment Financing for a defined, contiguous development boundary/corridor. (Perhaps a zone for Hwy 70 and WOSC and a separate one for the Main Street area) \*
- j. Complete an analysis to determine if it is more economical to purchase computers and software than to lease same. The telephone system may also qualify but is less likely. ‘
- k. Shop our benefits and insurance packages. ‘
  - Efforts of new insurance broker has resulted in no increase in Town health insurance premiums with an increase in benefits to the employee.
  - Town will initiate a self-funded dental plan as a means to reduce costs and promote dental health as a determinant of overall health.
- l. Front end initial costs from cash reserves and repay through bond proceeds. ‘
- m. Explore feasibility of bulk fuel purchasing via Wake County, City of Raleigh, or State of NC. ‘
- n. Study feasibility, workload implications, revenue potential, and costs/benefits of switching to a gross receipts based privilege license. △
- o. Evaluate temporary freeze on all vacant Town positions. △
  - All vacant positions are evaluated by the Town Manager and Human Resources prior to re-filling. Positions that have reduced workload or that can be provided through other means remain frozen.

## 2. Longer Term and External Initiatives

- a. Make it a stated goal to move the residential/commercial tax base ratio from 60/40 to 50/50 or better. Follow through with appropriate code and policy refinements to encourage development and redevelopment, thereby increasing *ad valorem* as well as sales tax revenues. \*
  - Town will be in a better position to influence this mix with the purchase of additional water/sewer capacity.
- b. Maximize benefits of Main Street designation to actively seek grants to improve Downtown Garner. \*

- Partnered with GRA on several grant opportunities.
- c. Actively seek donations, gifts, or discounted sale of property to offset our land costs for Town's various capital initiative needs. \*
  - Town has been successful at acquiring properties at reasonable prices in order to further Town goals of revitalizing areas near existing Town facilities or expanding future services.
- d. Create an Overlay District (may be the TIF District) and rezone to promote and allow a higher level of development.
- e. Create an Incentive Development Plan for the Overlay District.
- f. As the law will allow, act as a developer to purchase and re-sell property at a later date and at the increased market value. Evaluate creation of special authorities to accomplish this tactic.
  - Economic Development Corporation formed to market and to provide the best use scenario for the redevelopment of ConAgra and to put the property back on the tax roll at the highest value possible.
- g. Effectively utilize GRA as an extra person (or key hire) to help achieve some of the tasks cited above.
  - GRA Director took the lead and worked hand in hand with Town staff to apply for several grant opportunities for Downtown Garner and adjacent areas.
- h. Encourage (push) White Oak Shopping Center to advance its development agenda in sync with Garner's major capital initiative and to produce a development plan from which Garner can project a cash flow model.
- i. Leverage possible Town road investments in the Highway 70/White Oak area to stretch capital dollars further (eg. 50/50 or 75/25 match).
- j. Evaluate and study "sports" as an economic generator. Complete a study that examines feasibility and determines reasonableness and achievability.
  - In the process of partnering with PONY to bring regional youth softball tournament to Garner with the potential of bringing thousands of visitors to town.

### 3. External Partnering Initiatives

- a. Find opportunities to access Wake County parks matching funds.
- b. Develop Public / Private Partnerships: Industry; Developers; Medical; GRA; NCDOT; Wake County. (ConAgra Foods gift was a great beginning.)
- c. Identify, quantify and recognize the "investor's investment" as a means to entice the revenues by advertising the source.
- d. Gain Wake County's commitment/pledge for partnership funds for selected portions of Town's capital needs.
- e. Leverage ConAgra's \$3 million pledge to community center. Consider and evaluate merits of a capital campaign of other corporate entities in Garner to follow ConAgra's lead and donate funds towards community center.

<b>Section 1. FINANCE AND EXECUTIVE</b>	
<b>Article 1. Privilege Licenses</b>	
<b>Description of Business</b>	<b>Charge</b>
Motor Advertising, per vehicle per year	\$10.00
Outdoor Advertising	\$35.00
Theaters, per screen	\$200.00
Drive-In Theaters	\$100.00
Circus, etc., per day	\$25.00
Amusements Not Otherwise Taxed	\$25.00
Automobile Equipment Dealers, wholesale	\$37.50
Automobile Service Station	\$12.50
Automobile dealers	\$25.00
Used Car Dealers (temporary)	\$300.00
Bagatelle Tables, Merry Go Rounds, etc.	\$25.00
Barbershop, per employee	\$2.50
Beauty Shops, per employee	\$2.50
Beer on Premises, per annum	\$15.00
Beer off Premises, Per annum	\$5.00
Wine on Premises, per annum	\$15.00
Wine off Premises, per annum	\$10.00
Beer (Wholesalers), per annum	\$37.50
Wine (Wholesalers), per annum	\$37.50
Beer & Wine (Wholesale), by same license	\$62.50
Bicycle Dealers	\$25.00
Billiard Table	\$25.00
Bowling Alley, per alley	\$10.00
Brokers and Commission Merchants	\$100.00
Campground, Trailer Parks	\$12.50
Chain Stores	\$50.00
Business subject to Multi-Schedule B Licenses	\$200.00
Coal and Coke Dealers: Wholesalers	\$75.00
Retailers	\$50.00
Peddlers	\$5.00
Operators	\$50.00

Collection Agencies	\$50.00
Contractors and Construction Companies (general)	\$10.00
Day Care Center, fewer than 50 children	\$50.00
Day Care Center, 50 - 99 children	\$100.00
Day Care Center, 100 - 149 children	\$200.00
Day Care Center, 150 - 200 children	\$300.00
Day Care Center, more than 200 children	\$400.00
Dances & Athletic events (charging admission of more than \$.50, schools and civic organizations exempt)	\$25.00
Dry cleaners	\$50.00
Electronic Video Games, per machine	\$5.00
Elevators (Repair)	\$100.00
Elevators (Repair)	\$12.50
Employment Agents	\$100.00
Express Companies	\$50.00
Flea Market Operator	\$200.00
Fortune Tellers, Palmists, etc.	\$200.00
Gas, Oil, Oil Products	\$50.00
Gas, Oil, Oil Products (one truck personally operated by owner)	\$20.00
Hotels, Motels, per room	\$1.00
Ice Cream Dealers, wholesale	\$12.50
Itinerant Merchants	\$100.00
Itinerant Photographers	\$100.00
Junk Dealers	\$37.50
Laundry	\$50.00
Loan Companies	\$100.00
Motorcycle Dealers	\$12.50
Monuments, Retail	\$10.00
Monuments, Solicitors	\$10.00
Musical Instruments	\$5.00
Music Machines, per machine	\$5.00
Pawnbrokers	\$275.00
Peddlers: On foot	\$10.00
Peddlers: With Vehicle	\$25.00
Farm products only	\$25.00
Pinball machines, similar amusements	\$25.00

Pistols, Firearms	\$50.00
Knives, Weapons	\$200.00
Plumbing, Heating and Electrical Contractors	\$50.00
Restaurants, Cafes, Cafeterias, per seat minimum	\$0.50
	\$25.00
Retail Sales	\$50.00
Scrap Processors	\$50.00
Security dealers	\$50.00
Sprinkler systems, retail	\$100.00
Sundries, per annum	\$4.00
Taxis	\$15.00 per cab
Tobacco Warehouses	\$50.00
Trading Stamp Dealers	\$200.00
Undertakers	\$50.00
Video Rental or Sales	\$25.00
Taxes on business not limited by Schedule B	\$35.00*
* Established by local ordinance (1980) 1660	
<b>Article 2. Automobile Registration Decals</b>	\$5.00
<b>Article 3. Motorcycle Registration Decals</b>	\$5.00
<b>Article 4. Dog and/or Cat Registration</b>	\$25.00
<b>Dog and/or cat if neutered/spayed</b>	\$10.00
<b>Article 5. Parking Violations</b>	\$5.00; \$25.00; \$50.00
<b>Article 6. Misc. Photo Copies for Public</b>	\$.25 each
<b>Article 7. Charge for Returned Checks</b>	\$25.00
<b>SECTION 2. COMMUNITY SERVICES</b>	
<b>Article 1. Land Use Application Permit Fees</b>	
Annexation Petition	\$150.00
Board of Adjustment Application	\$125.00
Change of Use	Fee of such initial application
Conditional Use Permit (site plan)	\$250.00
Conditional Use Permit (subdivision)	\$ 250.00 + \$ 10.00 per lot
Final Subdivision Plat	\$125.00
Long Range Plan Amendment	\$100.00
Minor Subdivision Plat	\$100.00
Major Subdivision (Commission or Administrative Approval)	\$ 250.00 + \$ 10.00 per lot

Planned Development (must file a rezoning application and a CUP Master Plan, (see above for specific fee)	
Reapplication	Actual cost of re-application, not to exceed fee charged for original application
Sign Permit	\$50.00
Sign Permit, Political Signs (Refundable)	\$200.00
Sign Permit Temporary	\$25.00
Sign Plan, Master	\$100.00
Site Plan, Administrative	\$150.00
Site Plan Modification, Administrative	\$50.00
Special Use Permit (Site Plan)	\$250.00
Special Use Permit (Subdivision)	\$ 250.00 + \$ 10.00 per lot
Street Closing Petition	\$125.00
Subdivision Exemption, Recombination or Easement Plat	\$50.00
Variance	\$125.00
Temporary Off-Premise Subdivision Signs	\$100.00
Temporary On-Premise Construction Identification Signs	\$100.00
Temporary Use Permit	\$25.00
Zoning Amendment (i.e. rezoning application)	\$ 250.00 + \$ 10.00 per acre
Zoning Text Amendment	\$150.00
Zoning Interpretation Amendment	\$50.00
Zoning Compliance Permit (fence, storage building less than 12 feet in any dimension)	\$25.00
<b>Article 2. Construction Fees</b>	
<b>A. Residential (Comprehensive)</b>	
1. New Dwellings	
Up to 1200 Sq. Ft	\$565.00 per dwelling
Over 1200 Sq. Ft.	\$565.00 per dwelling plus \$.25 sq. ft.
2. Residential Additions	
0 - 400 Sq.	\$310.00
Over 400 Sq. Ft.	Same As New Dwelling
3. Multi-Family	See Non-Residential Comprehensive
4. Manufactured Unit	
Manufactured Home	\$310.00

Construction Office	\$75.00 (when not part of a building permit)
5. Modular Homes/Dwellings	Per Trade Inspection when moved to another lot
6. Residential Accessory Structures	
Decks, open porches, detached garages, storage buildings with dimensions over 12 ft.	Trade Inspections plus \$.18 per sq. ft.
7. Temporary Service pole(s)	\$75.00
<b>B. Trade Inspections</b>	
Building	\$75
Electrical	\$75
Mechanical	\$75
Plumbing	\$75
Fire Inspection (new construction)	\$75
<b>C. Miscellaneous Land Use Permit</b>	
Fences, storage Buildings with dimensions under 12 sq. ft.	\$25.00
<b>D. Non-Residential - Comprehensive (Includes plan review and fire inspections). Based on project cost</b>	
up to \$2,500	trade fees listed above
\$2,501 - 25,000	\$410.00
\$25,001 - 50,000	\$650.00
\$50,001 - 100,000	\$1,175.00
\$100,001 - 200,000	\$2,105.00
\$200,001 - 350,000	\$3,560.00
\$350,001 - 500,000	\$4,705.00
\$500,001 - 750,000	\$6,550.00
\$750,001 - 1,000,000	\$8,190.00
greater than 1,000,000	\$ 8,190.00 for first million, plus .30% of each additional million dollars or portion thereof
<b>E. Fire Inspection Fees (Periodic Inspections)</b>	
Initial and one-time follow-up inspection	no charge
each additional inspection	\$75.00
<b>F. Trade Re-inspection Fees</b>	
Initial inspection	no charge, unless "not ready" then \$75.00
Second inspection trip	\$75.00
each trip thereafter	\$75.00
Weekend/after hour inspections	\$75.00 per hour, minimum bill of three hours

<b>G. Double Fee</b>	If any person commences any work on a building or service system before obtaining the necessary permit, he/she shall be subject to a penalty of twice the fee specified for the work (GS 153A-354, 160A-414).
<b>H. Project Cost</b>	If the valuation of a building or service system appears to be under estimated on the application, the Inspection 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 Inspection Department. Permit valuations shall include total cost, such as electrical, gas mechanical, plumbing equipment, fire protection and other systems, including materials and labor. (G.S. 153-354, 160A-414)
I. Homeowner Recovery Fund Fee, per permit	\$10.00
<b>Article 3. Nuisance Abatement Inspection Fee</b>	
A. Charge for inspections, initial inspection plus one	
B. Charge for extra inspection(s) (i.e., in excess of two)	
<b>Article 4. Rental Registration Fees</b>	
A. Annual rental registration	\$30.00
B. Penalty for failure to register after due date	\$250.00
C. Penalty for failure to register 90 days after due date	\$1,000.00
<b>Article 5. Engineering Plan Review and Inspection Fees</b>	
A. Standard Charges	1. \$1.20/LF Streets
B. Extra Inspections <i>* Fees entitle the developer to routine inspections during construction, a final inspection and two follow-up punch list inspections. For each inspection in excess of these</i>	\$75.00
C. Weekend Inspections	\$75.00 Per Hour - Minimum bill of three hours.
Water Supply Water-Shed Inspection Fee	\$145.00
<b>Article 6. Maps &amp; Reports</b>	
A. Unified Development Ordinance	<b><u>HARD COPY PURCHASED THROUGH AMERICAN LEGAL PUBLISHING 1-800-445-5588</u></b>
B. Code of Ordinances Supplement	
C. Engineering Standards(water, sewer streets, and drainage)	\$5.00
D. Comprehensive Growth Plan	\$40.00
E. Comprehensive Plan Poster	\$10.00

F. Growth and Development Report	\$10.00
G. Capital Improvements Plan	\$10.00
G. Monthly Building Permit Report	\$5.00
H. Standard Maps, 3' X 4'	\$20.00
I. Standard Maps, 2' X 3'	\$10.00
I. Standard Maps, 11" X 17"	\$5.00
J. Standard Maps, 8 ½" X 11" and 8 ½" X 14"	\$1.00
K. Electronic Media	\$2.00
L. Copies, Black and White (more than 20)	\$0.10 per copy
M. Copies, Color (more than 20)	\$0.25 per copy
<b>Article 7. Fee-In-Lieu of Sidewalks</b>	\$23.00 LF
<b>Article 8. Fee-In-Lieu of Parkland Dedication</b>	Single Family Detached Units \$1,050.00/Unit
	Multi-Family Units (Townhomes, Apartments) \$840.00/Unit
<b>Article 9. Sign Return Fee</b>	\$5.00
<b>SECTION 3. PUBLIC WORKS</b>	
<b>Article 1. Mobile Refuse Containers</b>	\$85.00
<b>Article 2. Mobile Recycling Containers</b> * The containers shall remain the property of the Town and are provided and assigned to residences for the health, safety, convenience and general welfare of the occupants. Containers which are damaged, destroyed, or stolen through abuse, neglect, or improper use by the occupant users shall be replaced by the Town at the expense of the occupants or the owner of the residence. Containers which are damaged in the course of normal and reasonable usage or which are damaged, destroyed, or stolen through no abuse, neglect, or improper use of the occupant users or residence owner shall be repaired or replaced by the Town at no charge to the occupant-users or residence owners.	\$40.00
<b>Article 3. Special Residential Refuse Collection Charges</b>	
A. Trash in excess of 6 cubic yards per week per 6 cubic yard collection	\$36.40
B. Yard waste in excess of 6 cubic yards per week per 6 cubic yard collection	\$15.60
C. Bulky Waste (including white goods) in excess of 60 pounds per item	\$36.40
D. Improperly Prepared Waste	
Small Load	\$40.00
Medium Load	\$80.00

Large Load	\$120.00	
<b>SECTION 4. PUBLIC UTILITY FEE CHARGES - CITY OF RALEIGH</b>		
<b>Article 1. Water and Sewer Charges</b>		
These Fees are established by the City of Raleigh.		
<b>Article 2. Water and Sewer Acreage Fees</b>		
<b>ALL RESIDENTIAL DWELLING UNITS</b>	<b>Water</b>	<b>Sewer</b>
Residential Dwelling Unit	\$335	\$335
<b>ALL USES OTHER THAN RESIDENTIAL DWELLING UNITS</b>		
Zoning Districts:	Water (per gross acre)	Sewer (per gross acre)
Agricultural Productive (1)	\$1,638	\$1,638
Conservation Buffer (1)	\$1,638	\$1,638
Rural Residential - 1 R-2, and R-4 (1)	\$1,638	\$1,638
R-6, Mobile Homes (1)	\$1,984	\$1,984
R-10 (1)	\$2,629	\$2,629
R-15 (1)	\$3,327	\$3,327
R-20 (1)	\$4,064	\$4,064
Office & Institution I, II and III	\$4,064	\$4,064
Buffer Commercial	\$4,064	\$4,064
Shopping Center	\$4,064	\$4,064
Residential Business	\$4,064	\$4,064
Neighborhood Business	\$4,064	\$4,064
Business	\$4,064	\$4,064
Thoroughfare (2)	\$4,574	\$4,574
Industrial I and II (2)	\$4,574	\$4,574
The acreage fee charge for non-residential uses developed in residential zoning districts will be based upon the fee table above.		
If the land in these districts is actually developed for non-residential uses, the fees will be the lesser of either the charges stated above or the charges stated below based on the actual water tap size utilized for the property.		
<b>Acreage Fee Based on Tap Size</b>		
In these districts, MXD, I-1, and I-2 if developed for non-residential uses, the fees will be the lesser of either the charges stated above or the charges stated below based on the water tap size (s) utilized for the property.		
<b>Water Tap Size</b>	<b>Water</b>	<b>Sewer</b>
3/4"	\$1,638	\$1,638
1"	\$2,727	\$2,727
1 1/2"	\$5,426	\$5,426
2"	\$8,677	\$8,677
4"	\$22,739	\$22,739
6"	\$52,047	\$52,047
8"	\$83,247	\$83,247

10 inch and greater	Must be individually quote by City	
<b>Article 3. Water and Sewer Tap Charges</b>		
<b>No.</b>	<b>Tap Size</b>	<b>Lump Sum Charge</b>
A.	¾ Water*	\$2,376
B.	1" water *	\$2,613
C.	¾"split water (new application)	\$475
D.	¾ " split water (existing)	\$979
E.	1" split water (new application)	\$809
F.	1 inch split water (existing application)	\$1,312
G.	4 inch sewer*	\$2,972
*The City does not install taps where combined roadway travel surface is greater than 48 feet wide.		
Sewer Only Disconnection Fee		\$1,200.00
Sewer Only Reconnection Fee		\$1,200.00
<b>Article 4. Meter Installations</b>		
Meter size	Fee	Not Ready Fee
1. 5/8 inch	\$202	\$50.00
B. 3/4 inch	\$202	\$50.00
C. 1 inch	\$257	\$50.00
D. 1-1/2 inch	\$636	\$50.00
E. 2 inch	\$755	\$50.00
G. 4 inch	\$2,241	\$50.00
H. 6 inch	\$4,192	\$50.00
I. 6 inch w/fire protection	\$13,106	\$50.00
J. 8 inch	\$5,901	\$50.00
K. 8 inch w/fire protection	\$17,904	\$50.00
L. 10 inch and greater must be individually quote by City		
* A Not Ready fee is charged only if the City of Raleigh 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 be paid to the City of Raleigh prior to the City of Raleigh proceeding to install the meter again after the initial failed attempt and prior to any water being provided to the property.		
Septage Disposal Fee	No Increase \$65 per 1,000 gallons \$30 per 1,000 reimbursed to Wake County	
W/S Service Initiation Fee	No Increase \$50 fee for each new water and/or sewer service account established for "permanent" customers	
Delinquency Fee	No Increase \$5.00 fee for each water and/or sewer bill that is paid late (beyond the due date)	
Pretreatment Permitting Fees For SIUs:		

New Permit Application/Modification		\$200.00
Permit Renewal		\$100.00
Annual Administrative/Sampling		\$200.00
<b>Pretreatment Permitting Fees For Non-SIUs:</b>		
New Permit Application/Modification		\$100.00
Annual Administrative/Inspection		\$100.00
Sewer Pump Station Inspection Fee		\$1,400 per pump station
<b>Article 5. Water and Sewer Assessment Maximums</b>		
A. Water		\$31.90/LF
B. Sewer		\$ 44.15/LF
<b>Article 6. Water and Sewer Tap Inspection Fee</b>		
A. Water Stub		\$72.00
B. Sewer Stub		\$72.00
<b>Article 7. Water and Sewer Capacity Replacement Fees *</b>		
A. Water Residential /Non-Residential	Payable when building permit application filed	\$4.20 per gallon for new construction reserved or projected
B. Sewer Residential / Non-Residential	Payable when building permit application filed	\$5.65 per gallon for new construction reserved or projected
* Amount of usage for non-residential uses shall be determined by the Town Engineer.		
<b>Article 8. Nitrogen Removal Surcharge Fees</b>		
Residential Water	Individual water service all sizes	\$1,294/dwelling unit
	Group Housing on single sewer service	\$1294/dwelling unit
Non-Residential Water (By Meter Size)	3/4 inch meter	\$567/meter
	1 inch meter	\$1016/meter
	1 1/2 inch meter	\$2,285/meter
	2 inch meter	\$4,062/meter
	4 inch meter	\$16,252/meter
	6 inch meter	\$36,566/meter
Residential Sewer	Individual sewer service up to 4 inch service	\$628/dwelling unit
	Group Housing on single sewer service	\$489/dwelling unit
Non-Residential Sewer	0-4 inch sewer service	\$628/connection
	6-inch sewer service	\$1182/connection
	8" or greater	\$2,502/connection

Inspection Fees/Stub Fees	Increase to align with City inspection fees Sewer Service \$74.00 Water Service \$74.00 Sewer main extension TV inspection base fee to \$354.00 and for projects over 2,000 feet to \$0.23 per foot	
Plan Review/Permit Application Fees	No increase based on current DENR fees Water Design \$200.00 Sewer Design \$200.00 Sewer Pump Station Design \$300.00	
Hydrant Meter Rental Fees	No increase \$10.00 per day \$300.00 per month \$1,500 per year	

**Water and Sewer Extension Policies to Amend Acreage Fee Reimbursement**

Item	Construction Cost (per linear foot)	Reimbursement Cost (per linear foot)
Water Mains		
6-inch	\$34.00	\$0
12-inch	\$58.00	\$24.00
16-inch	\$73.00	\$39.00
24-inch	\$133.00	\$99.00

Item	Construction Cost (per linear foot)	Reimbursement Cost (per linear foot)
Sewer Mains		
8-inch	\$45.00	\$0.00
12-inch	\$66.00	\$21.00
15-inch	\$77.00	\$32.00
18-inch	\$97.00	\$52.00
24-inch	\$146.00	\$101.00

Item	Construction Cost (per linear foot)	Reimbursement Cost (per linear foot)
Bore		
12-inch	\$166.00	\$0.00
16-inch	\$194.00	\$28.00
20-inch	\$198.00	\$32.00

24-inch	\$213.00	\$47.00
36-inch	\$261.00	\$95.00
Design and Inspection	10% of Construction Cost	
<b>Inspection Fees for Sewer Main Extension and Water &amp; Sewer Service Stubs Installed by Private Contractors</b>		
<p>Prior to being placed into service, all sewer main extensions and water and sewer service connections to the City's water and sanitary sewer systems installed by a private contractor shall be inspected and determined to have been properly installed by inspectors from the City's Public Utilities Department. A sewer main extension inspection fee of three hundred forty-five dollars (\$345.00) shall be collected by the City's Public Utilities Department for closed circuit television (CCTV) inspection of each sewer main extension project at the time of permit issuance that is two thousand (2,000) lineal feet for the inspection fee. Sewer main extension projects greater than two thousand (2,000) lineal feet in length shall pay an additional fee of twenty two cents (\$.022) per foot for each foot greater than two thousand (2,000) lineal feet for the inspection fee. Sewer main extension projects which are determined by the City during their initial CCTV inspection to not be ready for inspection shall be charged a re-inspection fee equal to the initial inspection fee previously described, for each attempted re-inspection.</p> <p>A water and sewer service connection inspection fee of seventy-four dollars (\$74.00) shall be collected for each water and sewer service stub.</p>		
<b>Article 9. Utility Development Fee*</b>		
A. Water Residential/Non-Residential	Payable on entire development at initial approval	\$3.20 per gallon for new construction reserved or projected
B. Water Residential/Non-Residential	Payable on entire development at initial approval	\$3.75 per gallon for new construction reserved or projected
* Amount of usage for non-residential uses shall be determined by the Town Engineer		
<b>SECTION 5. PARKS AND RECREATION</b>		
<b>Article 1. Activity Fees</b>		
Fee Reductions for Underprivileged Youth		
<p>a. Fee reduction applies to Town of Garner Parks and Recreation Department program fees only.</p> <p>b. No more than 10% of participants in any program will be allowed financial assistance; assistance will be awarded on a first come first served basis.</p> <p>c. The fee reduction will be 50% of the total program fee.</p> <p>d. Fee reductions will apply only to programs whose fee is \$20 or more. A program is defined as an individual registered activity offered by the Parks and Recreation Department.</p> <p>e. The qualification period for financial assistance is one year. The total annual fee reductions may not exceed \$300 per person. This benefit is not guaranteed.</p> <p>f. Program revenue reduction arising from the financial assistance will be recovered from the program fees of other participants.</p>		
<p><b>A. Activities with Variable Costs from Participation Levels:</b> Activities such as Youth and Adult Athletics and Day Camps, etc. whose costs increase or decrease due to participation levels shall be reviewed by the Town Board on a bi-annual 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. Fees shall be set accordingly.</p>		
1. Adult Open Basketball	\$450 per team plus \$20 per non-resident	
2. Adult Individual	\$60/residents; \$80/non-residents	
3. Adult Softball	\$450 per team plus \$20 per non-resident	
4. Youth Basketball	\$40/residents; \$55/non-residents	
5. Day Camps	\$115/week/residents; \$135/week/non-residents	
<p><b>B. Activities with Fixed Costs:</b> Activities such as educational classes, etc. whose costs to the Town are fixed</p>		

regardless of participation levels shall have fees set according to the following guidelines:	
1. Adult activities B participant fees shall be established to recover a minimum of 100% of all direct costs.	
2. Youth/family activities B participant fees shall be established to recover a minimum of 100% of all direct costs.	
3. Non-resident fees B shall be the resident fee plus 30% to a maximum differential of \$25. The fee shall be rounded to the nearest whole dollar.	
4. Direct cost minimums may be waived by the Parks and Recreation Director for marginal first time programs in order to provide opportunity for community interest to be developed.	
<b>C. Activities not requiring registration (pay at the door):</b>	
1. Adult Activities B participant fees shall be established to recover a minimum of 100% of all direct costs.	
2. Youth/family activities B participant fees shall be established to recover a minimum of 75% of all direct costs.	
3. For activities whose fee is less than \$10, there will be no fee differential between resident and non-resident participants. For activities whose fee is \$10 or more, the non-resident fee shall be the resident fee plus 30% to a maximum differential of \$25. This fee shall be rounded to the nearest whole dollar.	
4. Direct cost minimums may be waived by the Parks and Recreation Director for marginal first time programs in order to provide opportunity for community interest to be developed.	
<b>D. Open Gym:</b>	
1. Adult: \$1 per hour for the length of the activity	
2. Youth/Family: No Charge	
<b>E. Garner Senior Center:</b> The following fees shall apply to activities conducted at the Garner Senior Center for senior adults	
1. Basic services (Building access, club meetings, fitness and exercise except access to the fitness equipment room, special presentations and events, and other activities for which the Town has no direct expense B No Charge	
2. Instructional Classes (dance, crafts and other activities which have beginning and ending dates - fees will recover the actual cost of the program with a \$5.00 minimum per session.	
3. Special Events (dances and other one- time events) - Fees will recover the actual cost of the program with a \$4.00 minimum per event.	
4. Trips: The fees will recover the actual cost of the program.	
5. Non-town residents shall be charged the resident rate plus 20% to a maximum of \$25 for all activities with the following exceptions:	
a. Basic services B no charge	
b. Dances or other activities not requiring pre-registration and for which the fee is less than \$10	
<b>F. Fitness Equipment Room Use Fee - Senior Center Fitness Annex:</b>	
1. Adults 18 - 54 years - \$12 per month (Access 5PM - 8PM, Monday through Thursday)	
2. Senior Adults 55 or order - \$10 per month (Access 8AM - 8PM Monday through Thursday, 8AM - 5PM Friday)	
<b>Article 2. Bus Use Charges</b>	
A. Inside Wake County	\$2.00/rider B round trip
B. Day Trips	\$40/hour x planned trip length divided by number of riders
C. Overnight Trips	\$50/hour x planned trip length (24 hour clock) divided by number of riders
D. Bus may not be used to trips over 300 miles one way	

E. These charges shall apply to activities which do not include transportation as a cost in the registration fee		
<b>Article 3. Picnic Shelter Use Fees</b>		
A. Lake Benson Park		
<b>Large Shelter</b>	<b>Small Shelter</b>	<b>Gazebos</b>
\$20.00	\$15.00	\$5.00
* Per hour or part of any hour		
Creech Road Park Picnic Shelter		\$15.00
Centennial Park Picnic Shelter		\$15.00
All Shelters	The minimum reservation period is two (2) hours	
<b>Article 4. Other Recreation Facility Fees</b>		
<b>A. Athletic Fields (Baseball/Softball/Multipurpose)</b>		
1. Base rate		
Non-profit organizations, IRS tax exempt/non-profit groups or non-tax exempt group activities such as reunions, weddings, receptions, etc.		\$20/hour or part thereof thereafter
All others		\$50/hour for first hour \$25/hr or part thereof thereafter
<b>B. Soccer Fields</b>		
1. Base rate		
Non-profit organizations: IRS tax exempt/non-profit groups or non-tax exempt group activities such as reunions, weddings, receptions, etc.	Youth Play (90% of players age 17 and under)	\$30/hour or part thereof
	Adult Play	\$40/hour or part thereof
All others		\$60/hour for first hour \$25/hour or part thereof
2. Other Expenses		
Field Set Up		\$75/field/use
<b>C. Thompson Road</b>		
Non-profit organizations: IRS tax exempt/non-profit groups or non-tax exempt group activities such as reunions, weddings, receptions, etc.	Half Field	\$20/hour or part thereof thereafter
	Full Field	\$30/hour or part thereof thereafter
All others	Half Field	\$30/hour or part thereof thereafter
	Full Field	\$40/hour or part thereof thereafter
2. Other required expenses - All Fields		
After Hours Operations Fee - tournaments and special events only		\$15.00/hr (2 hour minimum)
Security		Varies as necessary to provide crowd control

3. Optional expenses - All Fields		
Lights	\$20/hr or part thereof plus after hours operations fee	
Town field preparation	\$40/prep/field	
4. Security Deposit Refundable **		
All Fields		
5. Tournaments - All Fields	add \$15 per team	
<b>D. Avery Street Recreation Center</b>		
BASE RATES:	Non-profit organizations: IRS tax exempt/non-profit groups or non-tax exempt group activities such as reunions, weddings, receptions, etc.	All Others
Gymnasium	\$50/hour or part thereof	\$75/hr or part thereof
Multipurpose Room	\$25/hour or part thereof	\$40/hr or part thereof
Meeting Room	\$15/hour or part thereof	\$25/hr or part thereof
Whole Facility	\$125/hour or part thereof	\$175/hr or part thereof
<b>E. Pearl Street Building</b>		
Non Profit Organizations	\$25/hr or part thereof	
All Others	\$40/hr or part thereof	
After Hours Operations Fee	\$15/hr (2 hour minimum)	
Refundable Security Deposit	\$150.00	
OTHER REQUIRED FEES	Non-profit organizations: IRS tax exempt/non-profit groups or non-tax exempt group activities such as reunions, weddings, receptions, etc.	All Others
After Hours Operations Fee	\$15.00/hr, 2 hr minimum	\$15.00/hour, 2 hr minimum
Gymnasium Floor Cover	\$200 per use	\$200 per use
Refundable Security Deposit **	\$150 per use	\$150 per use
Security	Varies as necessary to provide crowd control	
** The security deposit will be used to defray the costs of any damages to the facilities, their contents or for any extra costs incurred by the Town arising from use of the facilities by the renting party. Extra costs include but are not limited to, extra use fees, storage fees, fees for overtime use of the facilities, or excessive supervisory costs. The security deposit may be forfeited for violations of Rules of Use for the facility rented. Payment for costs to the Town in excess of the security deposit will be due fourteen (14) days from the date of billing. The security deposit may be deferred for consecutive daily uses after the first days deposit has been paid, unless a deduction from the deposit is required from a previous day. After inspection of the facility, the security deposit will be refunded in 7 to 10 days by a Town issued check.		

<b>F. Lake Benson Group Camping</b>		
1. \$10.00 per night	2. \$25.00 Refundable Deposit	
Security deposit will be refunded upon return of the key to the Parks & Recreation Department		
<b>G. Lake Benson Boathouse Rental Rates</b>		
1. Jonboats without motors	Hourly	\$3.00
2. Jonboats with motors	Hourly	\$8.00
	More than 5 hours	\$40.00
3. Senior Citizens aged 62 or over will be charged 1/2 of the above rates		
<b>Article 5. Garner Historic Auditorium and Lobby Use Fees</b>		
I. Definitions	A. Prime Days	Any Friday, Saturday or Sunday
	B. Non Prime Days	Any Monday - Thursday
	C. Staff Costs	One facility supervisor at \$10.00 per hour required
	D. Hold Days	Dates reserved during a run for storage of costumes and sets, rather than a performance of rehearsal, will be charged the daily minimum rentals
II. Rates	A. IRS Tax exempt/Non-profit groups (any activity), or non-tax exempt group activities such as private parties, or family activities such as reunions, weddings and receptions, etc. for which no money is collected for participation	
1. Auditorium, Lobby and Dressing Rooms		
Rehearsal/Set-up/Dismantle	Non Prime Days	\$30/hr plus staff costs and technical costs/3 hour minimum
	Prime Days	\$60/day plus staff costs and technical costs 4/hour minimum
Event	Non Prime Days	\$60/day plus staff costs and technical costs 4/hour minimum
	Prime Days	
2. Lobby Only	Non Prime Days	\$35/hour plus staff costs / 3 hour minimum
	Prime Days	
3. Multipurpose Room Only	Non Prime and Prime Days	\$25/hour plus staff costs / 3 hour minimum
4. Auditorium Dressing Rooms	Non Prime Days	\$90/Day
	Prime Days	\$240/Day
II. Rates		
B. Profit Groups or Non-tax exempt/Non-profit group activities for which money is collected for participation.		

<b>1. Auditorium, Lobby and Dressing Rooms</b>		
Auditorium Only Rehearsal/Set-up/Dismantle	Non Prime days	\$35/hr plus staff and technical costs / 3 hr. minimum
	Prime Days	\$75/day plus staff and technical costs/4
Event	Non Prime days	\$75/day plus staff and technical costs
	Prime Days	
3. Multi-purpose Room	Non Prime and Prime Days	\$30/hr plus staff costs /3 hr. minimum
4. Auditorium Dressing Rooms	Non Prime Days	\$140/day
	Prime Days	\$300/day
<b>C. Refundable Security Deposit</b>		
The security deposit will be used to defray the costs of any damages to the facilities, their contents or for any extra costs incurred by the Town arising from use of the facilities by the renting party. Extra costs include but are not limited to, extra use fees, storage fees, fees for overtime use of the facilities, or excessive supervisory costs. The security deposit may be forfeited for violations of Rules of Use for the facility rented. Payment for costs to the Town in excess of the security deposit will be due fourteen (14) days from the date of billing. The security deposit may be deferred for consecutive daily uses after the first days deposit has been paid, unless a deduction from the deposit is required from a previous day. After inspection of the facility, the security deposit will be refunded in 7 to 10 days by a Town issued check.		
1. Non-Profit Groups (Item A above)		\$200/day
2. Profit Groups (Item B above)		\$200/day
<b>D. Other Related Fees</b>		
1. Technical Staff (as needed)		\$20/hr
2. Parking Direction		\$40/hr
3. Security (as needed)		To be determined by personnel cost
4. Piano tuning at the request of the renting party		\$100.00
<b>Article 6. Use of Lake Benson Trails for Cross Country Track Meets</b>		
Activity	Hourly Rate ( * Two Hour Minimum)	
For Dual Meets (Two Teams)	\$7.00	
Three to Five Teams	\$11.00	
Six to Nine Teams	\$16.00	
Ten or More Teams	\$21.00	
The above fees would be assessed in addition to reimbursement of any additional Town expenses arising from the event (extra trash clean-up, parking assistance, etc.) over and above our normal operations		
<b>Article 7. Garner Senior Center Rental Rates</b>		
I. Definitions of Use - Portions of the Garner Senior Center and Senior Center Fitness Annex are available for rent by IRS exempt nonprofit organizations. The facility may also be used by non tax exempt groups or individuals for activities such as reunions, shows, weddings, etc.		
II. Base Rates	A. Large multipurpose room - Senior Center (rental fee includes piano, limited tables and chairs)	\$60/hour or part thereof

	B. Large multipurpose room, Fitness Annex rental fee includes piano, limited tables and chairs	\$70/hour or part thereof
	C. Food Service Fee	\$50.00/Per event for any event serving food or beverage (fee includes access to Senior Center kitchen for food warming)
	D. Security	Varies as needed to provide crowd control
	E. Refundable Reservation Deposit - \$150.00 Per Event	
<p>The refundable security deposit will be used to defray the costs of any damages to the facilities, their contents or for any extra costs incurred by the Town arising from use of the facilities by the renting party. Extra costs include but are not limited to, extra use fees, storage fees for overtime of facilities, or excessive supervisory costs. The security deposit may be forfeited for violations of the Rules of Use for the facility rented. Payment for cost to the Town in excess of the security deposit will be due in fourteen (14) days from the date of billing. The security deposit may be deferred for consecutive daily use after the first day's deposit has been paid, unless a deduction from the deposit is required from a previous day. After inspection of the facility, the Reservation Deposit will be refunded within 14 days by a Town of Garner issued check.</p>		
<b>Article 8. Christmas Parade</b>		
Christmas Parade Floats	10% above town cost	
<b>Article 9. Special Events</b>		
<b>Special Events Policy</b>		
Special Event Application	A \$25.00 non-refundable application processing fee will be charged for all but Class D events. The application fee is due at the time of application.	
Police Officers	\$36.00 per hour	
Police Vehicle	\$18.00 per hour	
<b>SECTION 6. POLICE</b>		
<b>Article 1. Copy of Accident/Criminal Investigation Report</b>		
A. Accident/Criminal Investigation Report	After 20 copies \$0.10 per copy	
B. Custom Report	\$50.00 per hour with a 4 hour minimum charge in addition to \$0.10 per copy after 20 copies	
<b>Article 2. Storage of Seized Vehicle, per day</b>		
Storage of Seized Vehicle, per day	\$5.00	
Removal of Recreational Devices		
A.	First Violation	\$25.00
B.	Second Violation	\$50.00
C.	Third Violation	\$100.00

<b>Article 3. Parking Violation Fees</b>		
A. \$30.00 Parking Fee	1. No parking zone	
	2. Too close to intersection	
	3. Parking on sidewalk	
	4. Too far from curb or street edge	
	5. On roadway side of standing vehicle (double parking)	
	6. Loading zone	
	7. Restricted time zone	
	8. Residential parking permit zones	
	9. Wrong side of street facing traffic	
	10. Other violations	
B. \$50.00 Parking Fee	1. Emergency parking zones	
	2. In fire lane	
	3. In front of fire hydrant	
	4. Obstructing traffic	
<b>Article 4. Violation of Penalties Related to Animal Control</b>		
General Penalties		\$100.00
Animals at Large & Animals Creating a Nuisance	First Violation	\$50.00 plus shelter reclaim fee
	Second Violation	\$100.00 plus shelter reclaim fee
	Succeeding	\$150.00 plus shelter reclaim fee
Number of Animals Kept on Premises	\$100/per dog over limit	
Licensing:		
1	Dogs & Cats 6 months or older	\$25.00
2	Dogs & Cats (Spayed or Neutered)	\$10.00
Dangerous Animal Toward Human Being		
1	First Violation	\$500.00
2	Subsequent Violations	\$1,500.00
Dangerous Animal Toward Domestic Animal or Pet		

1	First Violation	\$250.00
2	Subsequent Violations	\$500.00
<b>Article 5. False Alarm Penalties</b>		
Fees will assessed after three (3) false alarms per calendar year		
Fourth and Fifth		\$50.00 per alarm
Sixth, Seventh & Eighth		\$100.00 per alarm
Ninth & Tenth		\$150.00 per alarm
All Alarms in Excess of Ten		\$250.00 per alarm
<b>Article 6. Penalty Fees</b>		
<p>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 the Town Code, but are subject to fines collected only as civil penalties. Any such fees or penalties received by the town shall be applied toward the cost of enforcing and administering ordinances within the town.</p>		
<p>Originally adopted May 16, 1989; Amended: February 1, 1992; September 8, 1992; March 1, 1993; May 18, 1993; September 7, 1993; May 2, 1994; May 16, 1995; July 1, 1995; September 5, 1995; December 19, 1995; and July 1, 1996; August 5, 1996; June 17, 1997; July 1, 1997; September 17, 1997; October 7, 1997; April 6, 1998; July 1, 1998; August 3, 1998; February 16, 1999; July 1, 1999; July 3, 2000; April 17, 2001; August 6, 2001; August 21, 2001; January 22, 2002; April 1, 2002; July 1, 2001, August 9, 2002; December 17, 2002; March 18, 2003, July 1, 2003; October 6, 2003; July 1, 2004; July 5, 2005; August 15, 2005; June 20, 2006; June 19, 2007; July 2, 2007; December 3, 2007; June 18, 2008; June 16, 2009; July 6, 2010; June 21, 2011</p>		

**STAFFING SUMMARY FY 2011-12**

DEPARTMENT/PROGRAM	CLASSIFICATION	RANGE OF CLASSIFICATION ON FY 2011-12 PAY PLAN	FY 2009-10		FY 2010-11		FY 2011-12	
			Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
<b>LEGISLATIVE</b>								
TOWN COUNCIL	Mayor (part time)	N/A		1		1		1
	Council Member (part time)	N/A		5		5		5
<b>EXECUTIVE</b>								
TOWN MANAGER	Town Manager	N/A	1		1		1	
	Assistant Town Manager	37	1		1		1	
	Receptionist	13	1	1	0	1	0	0
CLERK TO THE BOARD	Town Clerk	27	1		1		1	
	Deputy Town Clerk	18	1		1		1	
HUMAN RESOURCES	Human Resources Director	32	1		1		1	
	Human Resources Specialist	21	1		1		1	
<b>FINANCE</b>								
ADMINISTRATION	Finance Director	34	1		1		1	
	Office Assistant	15	1		1		1	
	Finance Specialist	16	3		3		3	
PURCHASING	Purchasing Manager	25	1		1		1	
	Town Courier/Inventory Assistant	11		1		1		0
<b>ECONOMIC DEVELOPMENT</b>								
ECONOMIC DEVELOPMENT	Economic Development Director	30	1		1		1	
	Neighborhood Improvement Manager	26	1		1		1	
	Public Information Officer	26		1		1		1
<b>PLANNING</b>								
ADMINISTRATION	Planning Director	34	1		1		1	
	Senior Administrative Support Specialist	18	1		1		1	
LAND USE PERMITS/ ENFORCEMENT	Planner II	24	1		1		1	
	Senior Planner	26	1		1		1	
COMMUNITY PLANNING AND APPEARANCE	Planner II	24	1		1		1	
	Senior Planner	26	1		1		1	

**STAFFING SUMMARY FY 2011-12**

DEPARTMENT/PROGRAM	CLASSIFICATION	RANGE OF CLASSIFICATION ON FY 2011-12 PAY PLAN	FY 2009-10		FY 2010-11		FY 2011-12	
			Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
<b>BUILDING INSPECTIONS</b>								
ADMINISTRATION/ ENFORCEMENT	Inspections Director	33	1		1		1	
	Chief Inspector	25	1		1		1	
	Senior Inspector	24	5		5		3	
	Building & Plumbing Inspector	21	1		1		0	
	Senior Fire Inspector	24	1		1		1	
	Permit Specialist	16	1	1	1	1	1	1
<b>ENGINEERING</b>								
COMMUNITY ENGINEERING/ ADMINISTRATION	Town Engineer	34	1		1		1	
	Assistant Town Engineer	30	1		1		1	
	Engineering Technician	22	1		1		1	
	Administrative Support Specialist	16		1		1		1
	Stormwater Engineer	27	1		1		1	
<b>INFORMATION TECHNOLOGIES</b>								
INFORMATION TECHNOLOGY	Information Technology Director	34	1		1		0	
	Lead Information Tech. Specialist	28	1		1		1	
	Information Tech. Specialist-Network	26	1		1		1	
	Information Tech. Specialist-Security	26	1		1		1	
	Information Tech. Specialist-Web	26		1		1		1
<b>POLICE</b>								
ADMINISTRATION/ COMMUNITY SERVICES	Police Chief	35	1		1		1	
	Administrative Manager	28	1		1		1	
	Lieutenant	27	1		1		1	
	Administrative Sergeant	23	1		1		1	
	Animal Control Officer	16	1		1		1	
	Criminal Records Clerk	15	3		3		3	
<b>OPERATIONS</b>								
OPERATIONS	Deputy Chief	30	1		1		1	
	Lieutenant	27	4		4		4	
	Sergeant	23	8		8		8	
	Crime Prevention Officer	19	1		1		1	
	School Resource Officer	19	4		4		4	
	Investigator	19	4		4		4	
	Drug Investigator	19	2		2		2	
	Gang Investigator	19	1		1		1	
	Special Victims Investigator	19	1		1		1	
	Traffic Safety Officer	19	4		5		5	
	Police Officer	19	30		30		30	
	School Crossing Guard (part time)	11		6		5		5

**STAFFING SUMMARY FY 2011-12**

DEPARTMENT/PROGRAM	CLASSIFICATION	RANGE OF CLASSIFICATION ON FY 2011-12 PAY PLAN	FY 2009-10		FY 2010-11		FY 2011-12	
			Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
<b>PUBLIC WORKS</b>								
ADMINISTRATION	Public Works Director	34	1		1		1	
	Assistant Public Works Director	28	1		1		1	
	Administrative Support Specialist	16	2		2		2	
	Maintenance Technician	17	1		1		1	
STREETS/ STREETS - POWELL BILL	Public Works Operations Superintendent	26	1		1		1	
	Streets Supervisor	21	1		1		1	
	Lead Equipment Operator	17	3		3		3	
	Equipment Operator	14	4		4		4	
	Street Sweeper Operator	16	1		1		1	
	Street Maintenance Worker	11	3		3		3	
	Maintenance Technician	17	1		1		1	
	Maintenance Worker (temp)	9		1		0		0
SOLID WASTE	NONE							
PUBLIC GROUNDS MANAGEMENT	Parks & Grounds Supervisor	21	0		1		1	
	Lead Parks Maintenance Workers	15	3		5		5	
	Parks Maintenance Worker	11	5		8		7	
	Maintenance Worker (temp)	9		7		9		10
	Park Ranger (part time)	9		1		1		1
	Lead Equipment Operator	16	1		0		0	
	Public Grounds/ROW Supervisor	20	1		0		0	
	Parks & Field Maintenance Supervisor	20	1		0		0	
BUILDING MAINTENANCE	Lead Building Maintenance Technician	19	0		1		1	
	Building Maintenance Technician	17	2		2		2	
	Maintenance Workers (temp)	9		2		0		0
	Public Facility Supervisor	21	1		0		0	
	Lead Parks Maintenance Worker	15	1		0		0	
	Equipment Operator	14	0		0		1	
	Parks Maintenance Worker	11	2		0		0	
FLEET MAINTENANCE	Services Supervisor	25	0		1		1	
	Lead Fleet Mechanic	19	0		1		1	
	Fleet Mechanic	17	2		2		2	
	Fleet Service Technician (part time)	14		1		1		0
	Asset Manager	26	1		0		0	
	Fleet Supervisor	21	1		0		0	

**STAFFING SUMMARY FY 2011-12**

DEPARTMENT/PROGRAM	CLASSIFICATION	RANGE OF CLASSIFICATION ON FY 2011-12 PAY PLAN	FY 2009-10		FY 2010-11		FY 2011-12	
			Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
<b>PARKS AND RECREATION</b>								
ADMINISTRATION	Parks and Recreation Director	34	1		1		1	
	Administrative Support Specialist	16	1		1		1	
	Recreation Office Assistant	6		1		1		0
OUTDOOR ADVENTURE	Recreation Center & Programs Supervisor (WDP)	23	1		1		1	
	Recreation Program Specialist	17	0	0	1.5	0		2
	Boathouse Operator	8		2		3		3
	Facility Attendant	6	0		3		3	
MARKETING & SPECIAL EVENTS	Marketing & Special Events Supervisor	23		0		0		1
	Recreation Specialist	17	0.5	0.5	0.5	0.5		1
	Programs Supervisor	20	1		0			0
ARTS & CULTURAL RESOURCES	Recreation Superintendent - Arts/Events	25	1		1			0
	Auditorium Manager	23	1		1			1
	Theatre Services Coordinator	19	0		0			1
	Special Events Coordinator	18		1		1		0
	Lead Auditorium Technician	17		1		1		0
	Auditorium Technician	16		6		6		8
	Facility Attendant	6		10		11		10
SPORTS & FITNESS	Recreation Superintendent - Centers & Athletics	26	1		1			1
	Recreation Center & Programs Supervisor (Avery St.)	23	1		1			1
	Recreation Center & Programs Supervisor (Sr. Ctr.)	23	1		1			1
	Recreation Program Specialist	17	1	2.5	0	0.5	0	1
	Recreation Specialist - Seniors/Adults	19	0		1			1
	Recreation Activity Specialist	15		0		1		1
	Bus Driver	11		2		1		1
	Facility Attendant	6		15		12		15
	Desk Attendant	6		4		4		4
	Recreation Leader II	6		1		1		1
	Recreation Leader I	4		13		13		13
	Custodian	6		1		1		0
	Scorekeeper	3		6		6		2
Instructor	N/A		12		12		12	
<b>TOTAL - GENERAL FUND EMPLOYEES</b>			<b>159</b>	<b>104</b>	<b>162</b>	<b>105</b>	<b>159</b>	<b>97</b>
<b>PER 1,000 POPULATION</b>			<b>6.766</b>	<b>4.4255</b>	<b>6.2308</b>	<b>4.0385</b>	<b>6.1154</b>	<b>3.7308</b>

Town of Garner  
**PAY PLAN**  
 Effective: 7/1/11

<b>SALARY GRADE</b>	<b>Minimum Rate</b>	<b>Maximum Rate</b>	<b>Full Range Minimum - Maximum</b>	<b>Developmental Segment Hourly/Annually</b>	<b>Market Segment Hourly/Annually</b>	<b>Proficiency Segment Hourly/Annually</b>
3	7.82	12.12	16,266 - 25,210	7.82 - 8.80 16,266 - 18,304	8.81 - 11.01 18,325 - 22,901	11.02 - 12.12 22,922 - 25,210
4	8.22	12.73	17,098 - 26,478	8.22 - 9.24 17,098 - 19,219	9.25 - 11.57 19,240 - 24,066	11.58 - 12.73 24,086 - 26,478
5	8.62	13.39	17,930 - 27,851	8.62 - 9.69 17,930 - 20,155	9.70 - 12.13 20,176 - 25,230	12.14 - 13.39 25,251 - 27,851
6	9.04	14.04	18,803 - 29,203	9.04 - 10.17 18,803 - 21,154	10.18 - 12.74 21,174 - 26,499	12.75 - 14.04 26,520 - 29,203
7	9.52	14.76	19,802 - 30,701	9.52 - 10.70 19,802 - 22,256	10.71 - 13.38 22,277 - 27,830	13.39 - 14.76 27,851 - 30,701
8	9.98	15.49	20,758 - 32,219	9.98 - 11.24 20,758 - 23,379	11.25 - 14.05 23,400 - 29,224	14.06 - 15.49 29,245 - 32,219
9	10.49	16.25	21,819 - 33,800	10.49 - 11.78 21,819 - 24,502	11.79 - 14.74 24,523 - 30,659	14.75 - 16.25 30,680 - 33,800
10	11.01	17.06	22,901 - 35,485	11.01 - 12.39 22,901 - 25,771	12.40 - 15.47 25,792 - 32,178	15.48 - 17.06 32,198 - 35,485
11	11.58	17.93	24,086 - 37,294	11.58 - 13.02 24,086 - 27,082	13.03 - 16.25 27,102 - 33,800	16.26 - 17.93 33,821 - 37,294
12	12.12	18.83	25,210 - 39,166	12.12 - 13.64 25,210 - 28,371	13.65 - 17.06 28,392 - 35,485	17.07 - 18.83 35,506 - 39,166
13	12.73	19.77	26,478 - 41,122	12.73 - 14.31 26,478 - 29,765	14.32 - 17.91 29,786 - 37,253	17.92 - 19.77 37,274 - 41,122

<b>SALARY GRADE</b>	<b>Minimum Rate</b>	<b>Maximum Rate</b>	<b>Full Range Minimum - Maximum</b>	<b>Developmental Segment Hourly/Annually</b>	<b>Market Segment Hourly/Annually</b>	<b>Proficiency Segment Hourly/Annually</b>
14	13.39	20.76	27,851 - 43,181	13.39 - 15.06 27,851 - 31,325	15.07 - 18.81 31,346 - 39,125	18.82 - 20.76 39,146 - 43,181
15	14.04	21.81	29,203 - 45,365	14.04 - 15.78 29,203 - 32,822	15.79 - 19.75 32,843 - 41,080	19.76 - 21.81 41,101 - 45,365
16	14.76	22.89	30,701 - 47,611	14.76 - 16.59 30,701 - 34,507	16.60 - 20.73 34,528 - 43,118	20.74 - 22.89 43,139 - 47,611
17	15.49	24.03	32,219 - 49,982	15.49 - 17.42 32,219 - 36,234	17.43 - 21.77 36,254 - 45,282	21.78 - 24.03 45,302 - 49,982
18	16.25	25.22	33,800 - 52,458	16.25 - 18.28 33,800 - 38,022	18.29 - 22.87 38,043 - 47,570	22.88 - 25.22 47,590 - 52,458
19	17.08	26.51	35,526 - 55,141	17.08 - 19.21 35,526 - 39,957	19.22 - 24 39,978 - 49,920	24.01 - 26.51 49,941 - 55,141
19** (Police)	17.08	26.51	37,968 - 58,931 **based on 2,223 hrs/yr	17.08 - 19.21 37,969 - 42,704	19.22 - 24 42,726 - 53,352	24.01 - 26.51 53,374 - 58,932
20	17.93	27.82	37,294 - 57,866	17.93 - 20.17 37,294 - 41,954	20.18 - 25.19 41,974 - 52,395	25.2 - 27.82 52,416 - 57,866
20** (Police)	17.93	27.82	39,858 - 61,843 **based on 2,223 hrs/yr	17.93 - 20.17 39,858 - 44,838	20.18 - 25.19 44,860 - 55,997	25.2 - 27.82 56,020 - 61,844
21	18.83	29.21	39,166 - 60,757	18.83 - 21.18 39,166 - 44,054	21.19 - 26.46 44,075 - 55,037	26.47 - 29.21 55,058 - 60,757
21** (Police)	18.83	29.21	41,859 - 64,933 **based on 2,223 hrs/yr	18.83 - 21.18 41,859 - 47,083	21.19 - 26.46 47,105 - 58,821	26.47 - 29.21 58,843 - 64,934
22	19.77	30.67	41,122 - 63,794	19.77 - 22.24 41,122 - 46,259	22.25 - 27.78 46,280 - 57,782	27.79 - 30.67 57,803 - 63,794

<b>SALARY GRADE</b>	<b>Minimum Rate</b>	<b>Maximum Rate</b>	<b>Full Range Minimum - Maximum</b>	<b>Developmental Segment Hourly/Annually</b>	<b>Market Segment Hourly/Annually</b>	<b>Proficiency Segment Hourly/Annually</b>
23	20.76	32.20	43,181 - 66,976	20.76 - 23.35 43,181 - 48,568	23.36 - 29.16 48,589 - 60,653	29.17 - 32.2 60,674 - 66,976
23** (Police)	20.76	32.20	46,149 - 71,580 **based on 2,223 hrs/yr	20.76 - 23.35 46,149 - 51,907	23.36 - 29.16 51,929 - 64,823	29.17 - 32.2 64,845 - 71,581
24	21.81	33.83	45,365 - 70,366	21.81 - 24.51 45,365 - 50,981	24.52 - 30.63 51,002 - 63,710	30.64 - 33.83 63,731 - 70,366
25	22.89	35.51	47,611 - 73,861	22.89 - 25.74 47,611 - 53,539	25.75 - 32.16 53,560 - 66,893	32.17 - 35.51 66,914 - 73,861
26	24.03	37.27	49,982 - 77,522	24.03 - 27.03 49,982 - 56,222	27.04 - 33.75 56,243 - 70,200	33.76 - 37.27 70,221 - 77,522
27	25.22	39.14	52,458 - 81,411	25.22 - 28.38 52,458 - 59,030	28.39 - 35.45 59,051 - 73,736	35.46 - 39.14 73,757 - 81,411
28	26.51	41.10	55,141 - 85,488	26.51 - 29.82 55,141 - 62,026	29.83 - 37.22 62,046 - 77,418	37.23 - 41.1 77,438 - 85,488
29	27.82	43.17	57,866 - 89,794	27.82 - 31.30 57,866 - 65,104	31.31 - 39.09 65,125 - 81,307	39.1 - 43.17 81,328 - 89,794
30	29.21	45.31	60,757 - 94,245	29.21 - 32.86 60,757 - 68,349	32.87 - 41.04 68,370 - 85,363	41.05 - 45.31 85,384 - 94,245
31	30.67	47.60	63,794 - 99,008	30.67 - 34.52 63,794 - 71,802	34.53 - 43.1 71,822 - 89,648	43.11 - 47.6 89,669 - 99,008
32	32.20	49.96	66,976 - 103,917	32.2 - 36.21 66,976 - 75,317	36.22 - 45.25 75,338 - 94,120	45.26 - 49.96 94,141 - 103,917
33	33.83	52.46	70,366 - 109,117	33.83 - 38.05 70,366 - 79,144	38.06 - 47.5 79,165 - 98,800	47.51 - 52.46 98,821 - 109,117
34	35.49	55.37	73,819 - 115,170	35.49 - 39.94 73,819 - 83,075	39.95 - 49.88 83,096 - 103,750	49.89 - 55.37 103,771 - 115,170

<b>SALARY GRADE</b>	<b>Minimum Rate</b>	<b>Maximum Rate</b>	<b>Full Range Minimum - Maximum</b>	<b>Developmental Segment Hourly/Annually</b>	<b>Market Segment Hourly/Annually</b>	<b>Proficiency Segment Hourly/Annually</b>
35	37.27	58.13	77,522 - 120,910	37.27 - 41.93 77,522 - 87,214	41.94 - 52.38 87,235 - 108,950	52.39 - 58.13 108,971 - 120,910
36	39.12	61.04	81,370 - 126,963	39.12 - 44.01 81,370 - 91,541	44.02 - 55.02 91,562 - 114,442	55.03 - 61.04 114,462 - 126,963
37	41.08	64.10	85,446 - 133,328	41.08 - 46.21 85,446 - 96,117	46.22 - 57.76 96,138 - 120,141	57.77 - 64.1 120,162 - 133,328

## 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 \$1,000 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 used to set aside money 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.

**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.

**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.

**FUND BALANCE:** The difference between fund assets and fund liabilities of governmental and similar trust funds.

**FUND BALANCE, UNOBLIGATED/UNAPPROPRIATED:** 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.

**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.