



North Carolina

Annual Operating Budget

Fiscal Year 2012/2013

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 - 25745

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

Pergo, Inc.

Target

Hamlin Company

Walmart

LL Vann Electric

Lowe's Superstore

Laurel's of Forest Glen

Town of Garner

Home Depot

Ultratech

Food Lion

Climate

Normal Temperature

January 38.9 April 59

July 78.1 October 60.1



*Town of Garner,
North Carolina*

Fiscal Year 2012/2013

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, 2011

Linda C. Danson Jeffrey R. Emer

President

Executive Director

INTRODUCTION

Table of Contents
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



**Annual Operating Budget
Fiscal Year 2012/2013**

TABLE OF CONTENTS

INTRODUCTION

Table of Contents	1
A Citizen's Budget Guide	4
Goals and Initiatives	8
Accomplishments and Accolades	10
Town of Garner Organizational Structure	13
Town Council	14
Appointed and Administrative Staff	15
Boards and Commissions	16
Responsibilities of Town Government by Department	17
Budget Message	22
Budget Ordinance	33

BUDGET SUMMARY

Budgetary Approach and Financial Structure	38
Budget Preparation Calendar	39
Budget Overview - All Funds	40
Summary of Revenues - All Funds	41
Summary of Expenditures - All Funds	42
Debt Service Requirements	
Debt Management	43
Computation of Legal Debt Margin	43
Debt Service Summary	45
Summary of Long-Term Debt Requirements	46

[KEY FACTS/STATISTICS](#)

Town History	47
Demographics and Statistics	50
Construction Value and Top Ten's	52
Crime Trends	53
Assessed Values	54



**Annual Operating Budget
Fiscal Year 2012/2013**

TABLE OF CONTENTS

**DEPARTMENTAL BUDGET DETAIL
GENERAL FUND**

General Fund Revenues and Expenditures per Capita	55
General Fund Revenues by Source	56
General Fund Expenditures and Transfers by Function	57
Descriptions of Major Revenue Sources and Related Trends	58
General Fund Summary	69
Narratives and Expenditures by Department/Divisions:	
Legislative	73
Executive	81
Finance	94
Economic Development	102
Planning	110
Inspections	121
Engineering	126
Information Technologies	130
Police	135
Fire	144
Public Works	148
Cultural and Recreational	175
Debt Service	196
CAPITAL PROJECTS FUND	199
CAPITAL IMPROVEMENTS PROGRAM	201
Capital Outlay	214



**Annual Operating Budget
Fiscal Year 2012/2013**

TABLE OF CONTENTS

APPENDIX

Budgetary and Fiscal Policies and Practices	216
Fiscal Policy Guidelines	226
Building Financial Capacity	234
Ideas for Budgeting, Capital Improvement Financing & Improved Stewardship of Town Resources	
Town of Garner Fees and Charges	238
Staffing Summary 2012/2013	258
Town of Garner Pay Plan	262
Glossary of Budget Terminology	266



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.

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.

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 772-4688.

YOUR MUNICIPAL BUDGET

The Town of Garner's budget formerly consisted of the *General Fund* and the *Enterprise Fund*. This year you will only see a 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. The *Enterprise Fund* consisted of water and sewer utilities owned by the town, now owned by the City of Raleigh.

By law, the funding of operations of the General Fund and Enterprise funds were kept separate and distinct of one another. Divesting itself of the Enterprise Fund did not affect the Town's General Fund financially.

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, 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.

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

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

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

Town of Garner
Summary of Accomplishments and Accolades
FY 2011-12

JULY

- **Strategic Behavioral Health** broke ground on a 92-bed facility. The company will bring 250 much-needed jobs and millions of dollars in investment to the community. The facility should open sometime in late summer 2012.
- The Garner Revitalization Association, a partner of the Town of Garner, was designated an accredited **National Main Street Program** for meeting commercial district revitalization performance standards set by the National Trust Main Street Center.
- The Garner Police Department issued its first **Annual Department Report**. The goal of the report is to provide the community an overview of the department and staff, its operations and its significant achievements. The report can be viewed online at www.garnernc.gov.
- The Garner Optimist Club and Town of Garner hosted the **2011 East Zone PONY National Girls Fast-Pitch Softball Tournament**. Over 200 teams came to Wake County for the national tournament, and up to 10,000 people attended an opening ceremony at Lake Benson Park. The tournament had an economic impact of approximately \$1 million for the community.
- The Town launched the weekly **"Garner Update"** newscast. The program is broadcast on GTV11, posted on Facebook and can be viewed on demand at www.garnernc.gov.

AUGUST

- The Town's Finance Department earned the **Certificate of Achievement for Excellence in Financial Reporting** from the Government Finance Officers Association of the United States and Canada in August. It was the 22nd consecutive year that the Finance Department won the honor for its comprehensive annual financial report. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting.

SEPTEMBER

- White Deer Park received the 2011 Outstanding Project Grand Award from the North Carolina Division of Forest Resources.
- The North Carolina Parks and Recreation Association presented the Parks, Recreation and Cultural Resources Department with **the 2011 Arts and Humanities Award** for communities with populations of 25,000 to 74,999. The award was presented to the department in recognition of the Town's effort to embrace the importance of arts and cultural resources, including the addition of cultural resources to the department's name; the Town's investment in expanding performing arts programming by providing funding for the Garner Performing Arts Center's first performance arts series and the collaborative efforts of the Town, Chamber of commerce, local businesses and arts advocates to bring the first successful season of Broadway Voices to Garner.
- The **Garner Police Athletic and Activities League** established its first program at East Garner Magnet Middle School. It would launch a second program at Avery Street Recreation Center in January. The PAAL has also built up an online presence with a website, www.garnerpaal.org, and Facebook page.
- The Public Works Department submitted its application materials for accreditation to the **American Public Works Association**. The Department has three years to complete the accreditation process. Currently, no public works department in the state has accreditation from the APWA.

- The Garner Revitalization Association unveiled Vince Wood's **baseball-themed mural** in downtown on the Ballinger Building at 404 E. Main St.
- The Town launched "Around Town", a monthly half-hour news magazine program about the municipal government and about great citizens in Garner. The program is broadcast on GTV11 and posted on Facebook. The most recent episode can be viewed on demand at www.garnernc.gov; older episodes can be viewed on the Town's YouTube channel.

OCTOBER

- The Town completed an extension of South Garner Greenway that includes a paved trail and bridge over a wetlands area in White Deer Park. The greenway extension connects to new sidewalks along Timber Drive and to a paved loop that links both White Deer and Lake Benson parks.

NOVEMBER

- The Town of Garner was named a **2011 North Carolina Outstanding Traffic Safe Community** by the AAA Carolinas Foundation for Traffic Safety. Garner was among the top five municipalities with populations between 10,000 and 30,000. The foundation's criteria for selecting "traffic safe communities" include crash statistics, number of law enforcement officers per capita and the existence of a formal traffic safety program or special traffic division.
- The Town began videotaping and **broadcasting Town Council meetings**. The most recent meeting airs on GTV11 and can be viewed on demand on the homepage of www.garnernc.gov. Older meetings can be viewed on demand on the Town Council's webpage.

DECEMBER

- The **Timber Drive extension** officially opened on Dec. 13, approximately 10 months ahead of schedule. The long-awaited roadway extension is providing a much-needed east-west thoroughfare and relief for U.S. 70 traffic. A bridge along the roadway is named in honor of former Mayor Don Rohrbaugh.

JANUARY

- The Government Finance Officers Association of the United States and Canada presented the Town of Garner the association's **Distinguished Budget Presentation Award** for the Town's FY2011-12 budget. It was the second consecutive year that the Town has earned the honor.
- The Garner Revitalization Association announced two awards presented to Garner's Main Street program at the **N.C. Main Street Awards** Banquet held on Jan. 26 in Clayton. Magdy Saad was recognized as a Main Street Champion, and the owners of 110 E. Main St. were recognized for their façade rehabilitation.
- The Parks, Recreation and Cultural Resources Department's Rob Smith received a **Photo of the Year Award** from the North Carolina Association of Festivals and Events and the South Carolina Festival and Event Association in their 2011-12 Excellence Awards competition.
- The Town Council approved the Garner Police Department's Strategic Plan for FY2012-14. The plan was developed with input from GPD employees, the Town of Garner and citizens. It will be an evolving document that will be reviewed and updated annually to assist the department in focusing available resources for both efficiency and effectiveness.

FEBRUARY

- Garner Police Officer Brian Lawrence received the **Eastern North Carolina MADD Hero Award for Underage Prevention** and was also recognized by the Wake County Exchange Clubs for his outstanding performance in Traffic Safety and Youth Education.
- The **G Squad**, a dance group for seniors organized by the Garner Senior Center, won first place in a national online competition sponsored by SeniorsGuideOnline.com called "Seniors Got Talent".

- The Town of Garner’s Economic Development Department rolled out its new **signtopper program**. The signs, which identify neighborhoods and feature the town logo, are mounted to the top of existing street signs in Garner communities. They have been installed so far in the Avery Park and Brownstone Village communities.

MARCH

- White Deer Park joined its neighbor, Lake Benson Park, as Garner’s second location on the North Carolina Birding Trail. Information about the park has been posted at www.ncbirdingtrail.org. The recognition is expected to bring more visitors to Garner.
- The Garner Performing Arts Center launched the new **It’s Showtime!** Series with a performance by mentalist/illusionist Craig Karges. Shows continue through November.
- The Town won a first-place award from the North Carolina City and County Communicators in the category of **Most Creative Activity with Least Dollars Spent** for the Scotty McCreery “American Idol” homecoming parade and concert on May 14, 2011, at Lake Benson Park. Approximately 30,000 people attended the free event. The Town’s subsidy of the \$61,400 event was only \$8,100.

APRIL

- Garner’s White Deer Park has racked up another honor – a GOLD Stewardship Development Award from the Greater Triangle Stewardship Development Awards Program. The park and LEED Gold-certified Nature Center were cited for their greenways, interpretive trails, harvested rainwater and numerous green building features.

Town of Garner Organizational Structure

Citizens

Town Council

Town Manager

Town Attorney

Assistant
Town Manager

Management Analyst/
Internal Auditor

**Information
Technology
Department**

- Computer Systems
- Communication
- Networking
- Programming

**Economic
Development
Department**

- Business Recruiting & Retention
- Marketing
- Public Relations & Information
- Neighborhood Improvement

**Engineering
Department**

- Community Engineering
- Stormwater Engineering
- Construction Management
- Project Coordination

**Finance
Department**

- Accounting & Payroll
- Purchasing
- Budgeting
- Collections

**Human
Resources
Department**

- Recruiting
- Compliance
- Benefits
- Safety

**Inspections
Department**

- Permitting
- Inspections
- Enforcement

**Cultural &
Recreation
Department**

- Administration
- Arts & Cultural Resources
- Marketing & Special Events
- Outdoor Adventure
- Sports & Fitness
- Program Partners

**Planning
Department**

- Land Use Permits & Enforcement
- Community Planning & Appearance
- Downtown Liaison

**Police
Department**

- Community Service
- School Crossing
- Criminal Investigations
- Patrol Services
- Animal Control

**Public
Works
Department**

- Streets & Sidewalks
- Public Grounds
- Solid Waste
- Public Facilities
- Fleet Management

**Town
Clerk**

- Records Custodian
- Meeting Agenda & Minutes
- Elections Liaison

TOWN COUNCIL

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

Judy Bass
Town Clerk

Linwood C. Jones, Jr.
Finance Director

Michael B. Bass
Director of Planning

Sonya Shaw
Parks & Recreation Director

Bruce S. Teal
Building Codes Administrator

William E. Anderson
Town Attorney*

Mary Beth Manville
Human Resource Director

Frank Powell
Town Engineer

Brandon Zuidema
Chief of Police

Bret Kelly
IT Director

Paul Cox
Public Works Director

Tony Beasley
Economic Development
Director

* Appointed by Council

TOWN BOARDS AND COMMISSIONS

Board of Adjustment
Clint Ferrell, Chair

Planning Commission
Norman Karr, Chair

Parks, Recreation &
Cultural Resources
Advisory Committee
Derek Nunn, Chair

Senior Citizen
Advisory Committee
Barbara Delmont, Chair

Garner Revitalization Association
Sherry Mitchell, Chair

Garner Economic Development Corporation
Bruce Andrews, Chair

Responsibilities of Town Government by Department

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, Management Analyst, Town Clerk, 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, 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. The Economic Development Department also serves as a liaison to the Garner Economic Development Corporation, which is redeveloping the former ConAgra site. 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. Information Technology also develops strategic plans to ensure that current technology is provided to the Town Council, staff, and citizens. The Information Technology Department provides support for the GIS function, the telephone function, the computer network including voice mail, electronic mail, and the Town's website: 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 the 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

The total budget is \$23.7 million, representing a 0.4% increase over the adopted FY 11-12 Budget. This total is 5.7% higher than the Adopted FY 10-11 Budget and 2.2% higher than the FY 09-10 Adopted Budget total.

No tax increase is proposed (stays at \$0.49 per \$100) and fund balance of \$191,000 is used as a revenue source for capital outlay payments. Total property valuation is estimated at \$2.956 billion, down \$74 million from last year. Each cent of the property tax rate will generate an estimated \$286,700 of revenue.

The major hurdles in preparing the FY 12-13 Budget compared to previous years include: loss of tax value from the ConAgra plant shutdown of \$42 million (\$206,154 less tax received); an area-wide decline in personal property tax receipts of \$80 million (representing \$392,000 less tax received); and a generally sluggish economy. Although there are positive signs pointing to a nationwide economic recovery, it appears that recovery for the Town of Garner is delayed in comparison to the private sector.

However, the Town is seeing dividends from the difficult fiscal-minded work over the past few years – making tough decisions, improving efficiency, trimming excess, scrutinizing all spending, and looking at our governmental operations in a business-like fashion. The tough work is paying off via outstanding services at an improved cost to citizens.

The national and state economies appear to be slowly improving. The departure of ConAgra has a \$206,154 negative impact on the Town's future property tax revenue. The Town of Garner economy will get a modest boost with the opening of the Strategic Behavioral Health facility in the fall of 2012 (estimated 75-100 jobs initially with an \$8 million investment at Greenfield South) and 3.6% growth in sales and property tax projection for the 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 establishing a wise path through the economic downturn.

Expenditure highlights include some positive news - for the second year in a row group insurance costs are identical to last year (no increase) and overall employee salaries are only \$41,000 more than last year for the same number of staff members. Fuel costs will increase \$23,500 Town wide, making up one of the largest single recurring cost increases in FY 12-13.

Key non-recurring additions to the budget include: a computer virtualization project; various neighborhood improvements (lighting and sidewalks); paving of Cofield Alley; replacement of all Police firearms; and a pothole eradication program to extend the life of many Town streets.

Proudly, we can report that the Town's remaining service levels will stay virtually the same or better for our citizens. This is accomplished largely through continuous efficiency improvements, conscientious and thoughtful effort from Town departments, and wise stewardship of resources.

Good News for Citizens - FY 2012-2013 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 the quality of life in our Town.

- ◆ The Town will be able to maintain existing service levels. All Town facilities are still open and operating with their regular hours.
- ◆ Neighborhood improvement and stabilization efforts are under way and will continue in 2012-13. Look for upgraded street lights on Weston Road, new sidewalks on Foxwood Drive and Forest Ridge Drive, and the paving of Cofield Alley.
- ◆ The Police Department will acquire replacement vehicles and complete replacement of their firearms.
- ◆ Historically, the Town has implemented a resurfacing program every other year so there is no resurfacing program is scheduled for next year. Several streets throughout the Town were resurfaced last year.
- ◆ The Garner Historic Auditorium name was changed to the Garner Performing Arts Center (GPAC). The GPAC will continue to bring quality talent to Garner through its Performing Arts Series (five shows are scheduled in FY 12-13) and by partnering with outside organizations.

Pleasing News for Town Employees - FY 2012-2013 Budget

Approximately 55% 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 continued at the same level as FY 11-12. 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. Inclusion of this benefit at the 50% level was a top priority of the budget team.
- ◆ Police staff will receive four vehicles and replacement for all department firearms.
- ◆ For the second year in a row, health insurance rates will not increase in FY 12-13. 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 the Human Resources Department and the Town's benefit broker, IBA; success of the Medical Expense Reimbursement Program (MERP); and staff's continued commitment to wellness.
- ◆ Preventive health care services will continue to be offered at 100% and the generic prescription co-pay was reduced from \$10 to \$4.
- ◆ The Town's wellness program is designed to promote a worksite culture that supports employees' desire to make healthy lifestyle choices. Wellness programs can reduce health risks, modify health behavior, and enhance personal well-being and productivity, all of which benefit both the employee and the Town. For these reasons, the FY 12-13 budget will continue to support the employee wellness program in hopes of also translating to lower health insurance expenses.
- ◆ The NC Local Government Employees' Retirement System (LGERS) is reducing the mandated employer contribution for FY 2013. In addition, the Death Benefit that is offered through LGERS is being waived for the Town for the next 3 years. Together, these reductions represent an estimated \$16,000 in savings.
- ◆ The premiums for the Town's Medicare Supplement Plan will be reduced effective June 1, 2012.
- ◆ The Town's Workers Compensation premiums will also be reduced this year. This reduction is a direct result of the Town's efforts to reduce the number of employee accidents occurring on the job.
- ◆ The Town budget team is not recommending any across-the-board cost-of-living adjustment (COLA) for FY 12-13. 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.

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 \$5,000 and are recommended for funding by the budget team. FY 12-13 sees a decrease in spending for capital outlay of \$38,131 less than last year’s amount.

CAPITAL OUTLAY		
Police Administration		
	Respirator Sizing Equipment	12,074
	Patrol Vehicles Replacement (4)	94,000
	Crime Analyst Software (75% grant match)	5,000
Public Works		
	Phase I Radio Replacement	5,000
Total		\$116,074

Decision Packages

There are a small number of recommended decision packages for the second year in a row. These items have been identified as Town Council priorities or are essential to daily operations.

DECISION PACKAGES		
Economic Development		
	Cofield Alley Paving Project	15,000
Engineering		
	Neighborhood Improvement Projects	73,629
Information Technology		
	Virtualization Projects	188,000
	Network Switch Upgrade	26,000
	Citizen Request Software	10,000
Police		
	Firearm Replacement	40,000
Public Works		
	Pothole Eradication Program for Pavement Maintenance	50,000
Total		\$402,629

Capital outlay items combine for a total of \$518,703. This is only 71% as much as last year’s total.

As we move forward, an area of management concern exists due to the continued deferral of capital needs, repairs, and replacements. At some point in the near future, the Town will have to get caught up in these areas. A large price tag will come along with taking care of these deferred needs.

Agency Funding

The Town will continue its tradition of providing funds to various agencies with community-oriented missions. The two major modifications are to Hospice of Wake County, Inc. and Kids Voting in NC/Wake County. The Town completed its multi-year pledge to the Hospice of Wake County in FY 11-12 and the funding to Kids Voting will be restored next year's proposal when there is a general election. So while agency funding is declining by 13% (\$7,000) compared to FY 11-12 the decrease is only coming from the elimination of the two contributions. All other agencies will receive the same amount of funding as they did in FY 11-12. One new agency, Police Athletic and Activities League (PAAL), is recommended for funding at \$2,500.

Impact of Staffing Modifications

Town wide, there are significant cost savings as a result of various staffing modifications, reorganization, freezes. Here are the highlights:

- ◆ Year three 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 \$97,410 in salary and benefits.
- ◆ One approach to identifying short-term cost savings in Police and Parks and Recreation includes a six-month delay in hiring for a police officer vacancy expected in fall 2012 and a freeze on rehiring a part-time Parks and Recreation Program Leader currently vacant until January 2013. These two strategies net a savings of \$42,012.
- ◆ Previous elimination of four full-time positions and one part-time position utilizing the Town's reduction-in-force (RIF) policy (borrowed from Wake County) in 2010.
- ◆ Parks & Recreation, Police, and Public Works all made some meaningful and significant improvements during 2010-2011 that improved efficiency and effectiveness leading to enhanced operations and customer service. These staffing changes collectively save at least \$158,000 annually.
- ◆ Town wide salaries (including the proposed merit increase at 2%) only increased \$41,000. This follows FY 11-12's decrease of \$24,000 in this category.

Recreation Program Budgets

This is year three of program budgeting for the Parks, Recreation, and Cultural Resources (PRCR) Department. This budget format provides detailed financial information on both the expense and revenue side for every program offered. This has proven to be a valuable management tool for the Town Manager's Office, Finance Department, and the PRCR senior and middle managers. By setting revenue targets that mesh with expenditure estimates, management now has a much better picture of what is occurring in each PRCR program.

In light of the current economic downturn and anticipated budget shortfalls, the PRCR department is recommending fee increases to maintain the current level of service and to reduce the Town's supplement to the department budget. A detailed explanation of these changes can be found on page xii - xiii. The last fee increase for parks and recreation services was in 2003. If adopted by Town Council, the department will be able to implement the new fee structure October 1, 2012 which coincides with the release of the 2012 Fall/Winter brochure.

State-Collected Local Revenue

In previous years, this category has caused concern and was very uncertain. With the improvement in the state economy and a change in leadership of the NC General Assembly, it appears that loss of state-collected local revenues is on hold for now. However, the Town cannot predict or control future legislative or executive branch actions. Town staff is cautiously optimistic that the revenues will be stable for FY 12-13.

Contingency

In an effort to be prudent and anticipate unexpected state-collected local revenue decreases, possible shifting of some NCDOT maintenance and repair responsibilities to municipalities, and/or uncertain needs of GVFR, Inc., staff has set aside a contingency amount in the Town Council Department's budget. If the end of FY 12-13 approaches and these funds are not utilized, these funds can be appropriated for items that were cut in this budget proposal or set aside for pending capital needs.

Detailed Discussion of Revenue

Total revenue for FY 12-13 is projected to be lower than FY 11-12 by approximately \$193,000. While most Revenue categories are projected to increase over FY 11-12, the largest piece, Ad Valorem taxes, are projected to decrease \$419,000. These projections are based upon trend analysis, past year collection history, and economic projections for the national, state, and local economy. This has forced the Town continue to look for innovative ways to provide services under a tight budget.

Ad Valorem Taxes are projected to decrease by \$419,200 (2.8%). There are four components of this tax; real property, personal property, public service, and vehicle. The major loss in this category was the first full year with zero property revenue from the ConAgra site. Another category that decreased was personal property. What the Town has seen is that businesses are replacing their equipment (computers, etc.) less often. Staff has projected a 97% collection rate for FY 12-13. This is the same as FY 11-12.

Sales Tax Receipts are projected to increase \$210,000 (4.9%). While this increase is not as dramatic as the 14% increase seen between FY 10-11 and FY 11-12, the increase is still a positive sign that the economy is slowly recovering.

After two years of increases in the **utility franchise tax**, FY 12-13 will see a slight decline due to actual revenue that has been less than budgeted.

Beer and Wine taxes will increase \$88,500. Last year's budget reflected a decrease due to possible legislation that would have allowed the state to withhold this revenue. FY 12-13 will reflect what the Town is currently collecting.

Cable PEG funding will also see an increase of \$47,020. The Town receives a fixed dollar amount for having public access channels and FY 12-13 increased the number of channels from one to two. Therefore, this revenue is doubling. 100% of these funds are transferred to PEG Media Partnership for their services to operate the Town's public access channels.

Powell Bill fund distribution will likely increase by \$15,000 in FY 12-13. This money helps offset the cost of road rehabilitation and upkeep.

After three years of receiving **COPS grant** funding to pay for police personnel, the Town will now be responsible for 100 percent of that employee's salary. The same situation is happening with the **Traffic Officer grant** money. Both funding sources have been eliminated from the budget. These amounts totaled \$133,000 in FY 11-12.

Another indicator that the economy may be making some gains is the increase in **Car tag fees** and **Building permit fees**, which are projected to increase \$18,000 and \$50,000 respectively. While this is good news for the Town, building permit revenues (\$250,000 in FY 12-13) are still much lower than \$569,000 which is the seven year average collection during the Town's best growth years.

As mentioned earlier, several changes were made to the **Parks and Recreation rental structure** and the **Parks and Recreation fees** in an effort to maintain the current level of service as well as reduce the subsidy that the Town provides for recreational programs. Recommended fee increases are based on costs related to the operation of our programs, mainly part-time staff salaries, equipment, and supplies.

Most of the program fees increases are in the \$2-\$7 range for residents and \$5-\$20 range for non-residents. Other fee increases are based on the average market price for shelters and facilities. Overall, the Town should see revenue increase \$97,000 as a direct result of the following strategies:

- ◆ Implement an administrative fee of 5% for all program registrations. This fee will help recover the cost of conducting on line credit card transactions (average \$0.25-\$3.00 per person) and will net \$16,740.
- ◆ Increase shelter and facility fees to equal average market prices for our area. This will net \$33,825 in new revenue.
- ◆ Increase cost recovery goals by 10-15% in the four age group categories. All non-resident rate differentials will be increased to ensure that there is 100% cost recovery. Adult program fees will increase to recover 110% of direct expenses for Town residents and 130% of direct expenses for non-residents. Combined, this proposal will net \$36,000.
- ◆ Begin selling semi-annual fitness passes for \$12 per half year or \$20 per year for unlimited access to all currently free senior center fitness classes of activities. Out of town resident passes will be \$18 per half year or \$30 per year. The estimated revenue potential equals \$10,000 annually.
- ◆ Charge a \$25 administrative fee for all special event applications. This will net \$625 per year.

Staff believes these new fees are reasonable and in line with other providers in our region. In tough economic times, taxpayer subsidies are declining and scarce. Therefore, users are going to have to bear more of the costs of the services, programs, and fees they enjoy.

Investment income will likely decline to a new record low of \$8,500. This will be over 50 percent lower than last year's budget estimate due to decreased interest rates. As recently as 2008, this category exceeded \$300,000 annually.

County landfill revenue is projected to decrease by \$20,000. This estimate was provided by Wake County and reflects a decrease in tonnage being transported to the landfill.

Most of the **other revenue categories** not discussed in detail here are only seeing nominal changes. The FY 12-13 budget does include **transfer of fund balance** in the amount of \$191,000 to pay for computer virtualization (one-time expense). A complete analysis of our **projected fund balance position** is included on page 41.

The Town's estimated fund balance as of June 30, 2012, is \$21,231,000. After the required reserves are set aside from this amount, a total of \$13,749,000 remains. This amount represents 58% of our annual operating expense. As mentioned earlier, staff recommends utilizing \$191,000 of fund balance for computer virtualization.

Garner Volunteer Fire-Rescue, Inc.

Garner Volunteer Fire-Rescue, 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 majority 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: 84.5/15.5, 100/0 (Town solely responsible), and 0/100 (County solely responsible). This is a complicated financial exercise.

The Fire Commission Budget Committee has not approved 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. GVFR Chief Matt Poole and the Town's appointees to the GVFR, Inc. Board will be present on May 17, 2012 for a budget work session to discuss.

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

Conclusion

There are a number of factors that allow us to move along in a fiscally responsible manner this coming year without a tax increase or essential 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 aside.
- ◆ Performance-based merit increases will be limited to 50% of the current award chart amount resulting in over \$150,000 of cost avoidance.
- ◆ Revenues have rebounded significantly in some categories.
- ◆ The Town is frugal and fiscally conservative.

- ◆ 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 at least \$158,000 and avoidance of the health insurance cost increase from two years ago of \$248,000 nets a cost avoidance of around \$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.

Town staff will continue to work diligently to carry out the wishes of the Town's elected officials, citizens, property owners, and stakeholders. There are many hard-working staff members who enable us to meet our goals and have enabled 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 29 noteworthy accomplishments from 2011-2012.

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

- ◆ The Finance Department received its 22nd consecutive Excellence in Financial Reporting Award from GFOA and its second Distinguished Budget Presentation Awards from GFOA since 2002.
- ◆ The Police Department led the creation and start-up of the Police Athletics and Activities League (PAAL) for youth in Garner.
- ◆ AAA Carolinas Foundation for Traffic Safety recognized the Town as an Outstanding Traffic Safe Community.
- ◆ Town Council meetings are now videotaped and broadcasted on cable TV and the internet.
- ◆ The Scotty McCreery American Idol Hometown Concert won an award for Most Creative Activity with Least Dollars Spent from NC3C.
- ◆ White Deer Park received another award for outstanding environmental stewardship from the Greater Triangle Stewardship Council.

GRA Board Member Magdy Saad, Rob Smith, the G Squad, Brian Lawrence, and Kim Storey 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 in many ways.

Our budget team leaders, Assistant Town Manager Rodney Dickerson and Finance Director Lin Jones, worked countless hours to complete this budget document. They worked diligently with our department heads in an effort to prepare the best outcome possible in a strange economic climate. They deserve special acknowledgement for their hard work and dedication. We've added a new person recently to the budget team, Management Analyst/Internal Auditor Kady Everard. She jumped in to help immediately upon her arrival in mid-April.

Purchasing Manager Marcey Hubbell does an outstanding job with budget production each year and deserves a great deal of credit for our past two Distinguished Budget Presentation Awards from GFOA.

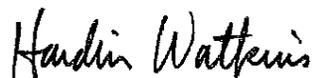
Each of the Town's department heads played a major role in achieving a balanced budget this year. While advocating for their individual department needs, they were also able to contribute positively to meaningful and thoughtful adjustments or recommend delayed expenditures to help the Town get through another sluggish year.

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

We are all proud of what we've accomplished and excited about the future in Garner. You've established the community's vision and we are working hard to make it a reality.

We look forward to presenting this document formally, answering your questions, and refining the budget over the next two months.

Respectfully submitted,

A handwritten signature in cursive script that reads "Hardin Watkins".

Hardin Watkins
Town Manager

ORDINANCE NO (2012) 3665

AN ORDINANCE TO APPROPRIATED FUNDS AND TO RAISE REVENUES FOR THE FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013

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, 2012 and ending June 30, 2013.

Section One. GENERAL FUND

ANTICIPATED REVENUES

	AD VALOREM TAXES	
400300	Ad Valorem Taxes-Current Year	\$14,049,900
400302	Ad Valorem Taxes-Prior Year	175,000
400308	Ad Valorem Tax Rental Vehicles	15,000
400340	Tax Penalty and Interest	53,000
	OTHER TAXES	
400350	ABC Net Revenue	83,000
400370	Local Government Sales Tax 1%	2,060,000
400380	Local Government Sale Tax 1/2%	2,400,000
400385	Solid Waste Disposal Tax	18,800
400390	Privilege License	65,000
400395	Heavy Equipment Rental Tax	75,000
411010	Beer and Wine Tax	123,500
411020	Utility Franchise Tax	1,275,000
411025	Cablevision Franchise Reimbursement	275,000
411028	Cablevision PEG Reimbursement	65,020
411060	Powell Bill Distribution	685,000
411165	US Dept of Justice - Vest	750
411166	DOJ-Justice Assistance Grant	3,300
411167	DOJ FBI Safe Streets Task Force	15,400
411169	GHSP Accident Reconstruction Training	30,000
411171	GHSP DDACTS Grant	64,623
411192	Build America Bond Interest Reimbursement	86,700
411220	School Resource Officer	58,839
411240	Middle School Resource Officer	9,460
411250	City of Raleigh - Debt Service	112,600

	PERMITS AND FBES	
422073	Water Cap Replacement Fee - Non Debt	35,000
422080	Sewer Capacity Replacement Fee	12,000
422083	Sewer Cap Replacement Fee - Non Debt	35,000
432110	Car Tags	315,000
432120	Dog Tags	2,500
432210	Subdivision Fees	1,000
432220	Board of Adjustment Fees	500
432230	Site Plan / Permit Fees	2,500
432240	Rezoning Fees	1,000
432250	Sign Permit Fees	6,000
432260	Annexation and Street Closing	500
432270	Special Event Permit	300
432410	Building Permit Fees	250,000
432415	Re-inspection Fees	28,000
432418	Inspection Fees - After Hours	800
432420	Homeowners Recovery Fees	50
432430	Rental Prop Owner Register Fee	5,500
432513	DDACTS Partnership	5,184
432515	Police Outside Employment	155,000
432520	Taxi Cab Inspection Fee	200
432530	False Alarm Charges	14,000
	SALES AND SERVICES	
443110	Recreation Fees	280,575
443170	Parks & Rec Facility Rental	163,825
443210	Special Refuse Collection Fees	1,000
443220	Refuse Cart Fees	4,500
443310	City of Raleigh - Collection Fees	4,500
443320	City of Raleigh - Gasoline Sales	3,000
443330	City of Raleigh - Street Repairs	20,000
	INVESTMENT REVENUES	
454010	Interest Earned	8,500
	OTHER REVENUES	
443570	Check Service Charges	200
465015	Co Landfill Reimbursement	70,000

465027	Grounds Fee - School Commons	9,000
465030	Miscellaneous Revenue	20,000
465058	Sewer Assessments	20,000
465059	Interest on Assessments	500
465110	Miscellaneous Land Use Charges	5,000
465310	Officer Fees	12,000
465335	Animal Control Violation	100
465340	Parking Violations	10,000
465350	Contributions	5,000
476010	Sale of Fixed Assets	7,500
	TRANSFERS	
472074	Transfer From Regional Retention CR	45,000
472084	Transfer From Water Sewer Debt CR	190,000
	FUND BALANCE APPROPRIATION	
496900	Appropriation from Fund Balance	235,491
		\$ 23,785,617

ANTICIPATED EXPENDITURES

GENERAL GOVERNMENT			2,731,358
10-4100	Legislative	\$361,163	
10-4200	Executive	1,549,736	
10-4400	Finance	820,459	
COMMUNITY SERVICE			3,154,765
10-4500	Economic Development	403,843	
10-4510	Economic Incentives	115,000	
10-4600	Planning	524,027	
10-4700	Building Inspections	701,007	
10-4800	Engineering	553,260	
10-4900	Information Technology	857,628	

	PUBLIC SAFETY		9,079,256
10-5100	Police	7,052,483	
10-5300	Fire	2,026,773	
10-5500	PUBLIC WORKS		5,641,896
10-5700	PARKS AND RECREATION		1,637,925
10-5800	DEBT SERVICE		1,540,417
10-5900	TRANSFERS		0
	TOTAL		23,785,617

Section Two. LEVY OF TAXES

There is hereby levied, for Fiscal 2012-2013 Ad Valorem Tax Rate of \$0.49 per one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2012, 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 \$2,956,000,000 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 19th day of June 2012

Ronna S Williams

MAYOR

ATTEST: *Judy 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;
- **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 2012-2013

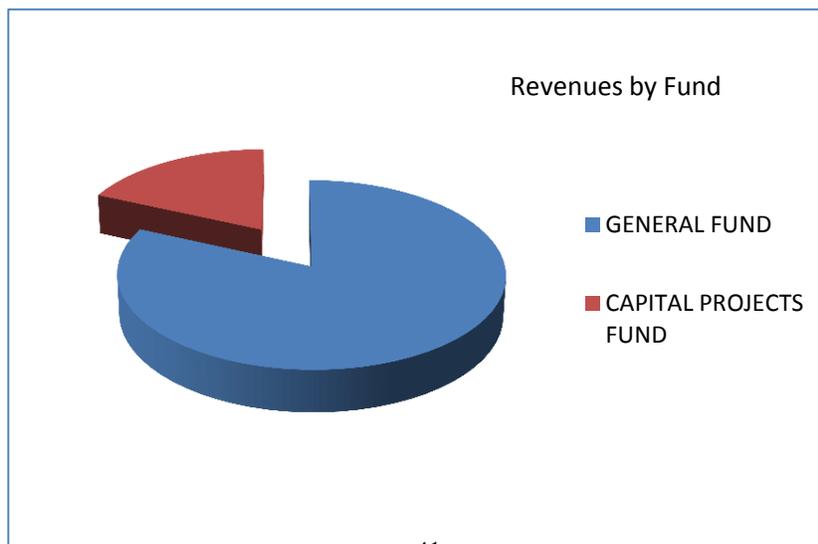
December 27	Staff receives budget manual and directions on budget submittal
December 27- February 10	Department heads prepare base budgets and decision packages via network
February 27	Finance Director provides first round of Revenue estimates
February 10	Department heads submit all budget requests to Budget office via network
February 16	Budget office prints departmental requests for budget team and summary of capital outlay and decision package requests
February 21	Town Council holds pre-Budget hearing
January 30- February 28	Budget team reviews budget requests for completeness and accuracy; personnel costs are established and entered
February 13- March 16	Budget team reviews budget requests and action plans with department heads and key staff
February 13- March 27	Department heads revise and resubmit budget figures via network, based on review with budget team
April 18-April 23	Budget team drafts budget transmittal message and prepares recommended budget document for printing
April 24-April 30	Recommended budget is printed for distribution
May 7	Budget, decision package, and agency funding requests presented to Council
May 7-June 20	Town Council and public review recommended budget
May 22	Special Budget Work Session
May 22-25	Council discusses decision package requests at Work Session
May 22-June 15	Town Council holds meetings to discuss recommended budget
June 4	Town Council holds public hearing on recommended budget
June 19	Town Council adopts FY 2012/2013 budget
June 21-June 29	Adopted budget prepared and printed for distribution

Town of Garner
Budget Overview - ALL FUNDS

REVENUE & SOURCES	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Budget
Ad Valorem Taxes	\$ 14,594,341	\$ 14,980,052	\$ 14,886,907	\$ 14,863,740	\$ 14,292,900
Other Taxes & Licenses	4,433,984	4,217,586	4,576,017	4,566,580	4,701,800
Intergovernmental	3,195,971	2,756,568	2,844,450	2,818,628	2,805,192
Permits and Fees	795,324	1,127,074	670,668	895,155	700,834
Sales and Services	398,701	467,471	663,779	638,640	646,600
Investment Earnings	312,863	40,177	21,571	8,500	8,500
Other Revenues	241,482	268,588	1,000,520	286,250	159,300
Total Revenue	23,972,666	23,857,516	24,663,912	24,077,493	23,315,126
Transfers from other funds	1,283,927	727,925	340,000	305,000	235,000
Proceeds from bonds	62,749	-	9,505,828	-	-
Fund balance appropriated	-	-	-	-	235,491
Total Resources	\$ 25,319,342	\$ 24,585,441	\$ 34,509,740	\$ 24,382,493	\$ 23,785,617
EXPENDITURES & USES					
General Fund					
General Government	\$ 5,741,858	\$ 6,031,883	\$ 7,971,371	\$ 7,542,705	\$ 7,416,904
Public Safety	8,965,706	9,415,377	9,309,560	9,555,857	9,780,263
Transportation	2,617,478	2,032,223	1,477,835	1,544,061	1,651,153
Environmental Protection	1,546,994	1,916,298	1,661,240	1,725,575	1,758,955
Cultural and Recreational	2,433,493	2,396,481	1,701,526	1,654,406	1,637,925
Capital Projects	2,583,235	1,112,593	331,081	4,773,772	5,323,772
Debt Service	1,076,285	940,676	1,254,015	1,283,464	1,540,417
Total Expenditures	24,965,049	23,845,531	23,706,628	28,079,840	29,109,389
Transfers to Other Funds	1,283,927	727,925	340,000	305,000	235,000
Reserved for Future Projects					
Total Expenditures and Other Uses	\$ 26,248,976	\$ 24,573,456	\$ 24,046,628	\$ 28,384,840	\$ 29,344,389

Town of Garner
Summary of Revenues - ALL FUNDS

REVENUES AND SOURCES	TOTAL	GENERAL FUND	CAPITAL PROJECTS FUND
<i>Ad Valorem Taxes</i>			
-- Current Year	\$ 14,064,900	\$ 14,064,900	\$ -
-- Prior Years	175,000	175,000	-
-- Penalties and Interest	53,000	53,000	-
Subtotal: Property Taxes	14,292,900	14,292,900	-
<i>Other Taxes</i>			
-- ABC Mixed Beverage	83,000	83,000	-
-- Local Option Sales Tax	4,460,000	4,460,000	-
-- Privilege License	65,000	65,000	-
-- Heavy Equipment Rental Tax	75,000	75,000	-
-- Solid Waste Disposal Fee	18,800	18,800	-
Subtotal: Other Taxes	4,701,800	4,701,800	-
Assessments to Property	20,500	20,500	-
Intergovernmental Revenues	2,805,192	2,805,192	-
Permits and Fees	700,834	700,834	-
Sales and Services	646,600	646,600	-
Investment Revenues	8,500	8,500	-
Other Revenue	138,800	138,800	-
Total Revenues	23,315,126	23,315,126	-
Transfers from Other Funds	235,000	235,000	-
Proceeds of Bonds	-	-	-
Fund Balance Appropriated	5,559,263	235,491	5,323,772
Total Resources	29,109,389	23,785,617	5,323,772
Less: Transfers from Other Funds	-	-	-
TOTAL RESOURCES NET OF TRANSFERS	\$ 29,109,389	\$ 23,785,617	\$ 5,323,772



Town of Garner
Summary of Expenditures - ALL FUNDS

EXPENDITURES AND USES	TOTAL	GENERAL FUND	CAPITAL PROJECTS FUNDS
General Government	\$ 7,416,904	\$ 7,416,904	\$ -
Public Safety	9,780,263	9,780,263	-
Transportation	1,651,153	1,651,153	-
Environmental Protection	1,758,955	1,758,955	-
Cultural and Recreational	1,637,925	1,637,925	-
Debt Service	1,540,417	1,540,417	-
Capital Projects	5,323,772	-	5,323,772
Reserved for Future Projects	-	-	-
Transfers to Other Funds	235,000	235,000	-
Total Expenditures	29,344,389	24,020,617	5,323,772
Less: Transfers to Other Funds	(235,000)	(235,000)	-
TOTAL EXPENDITURES NET OF TRANSFERS	\$ 29,109,389	\$ 23,785,617	\$ 5,323,772

SUMMARY OF CHANGES IN FUND BALANCES		
GENERAL FUND	YEAR ENDING <u>JUNE 30, 2012</u>	YEAR ENDING <u>JUNE 30, 2013</u>
Fund Balance Available Beginning of Year	\$ 27,489,104	\$ 23,486,757
Revenues	24,077,493	23,315,126
Expenditures	28,079,840	29,064,898
Transfers In	305,000	235,000
Transfers Out	305,000	235,000
Fund Balance Available End of Year	\$ 23,486,757	\$ 17,736,985

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 As2 by Moody's Investors Service.

COMPUTATION OF LEGAL DEBT MARGIN

Calculation of Debt Limit

Assessed Value of Taxable Property	\$3,030,000,000
Multiplied by State Limitation of 8%	<u> x .08</u>
DEBT LIMIT	\$242,400,000

Calculation of Town of Garner's Debt

Total Bonded Debt at June 30, 2012	\$13,935,807
Less: Assets in Debt Service Reserves Available for Payment of Debt	<u> -</u>
TOTAL AMOUNT OF DEBT APPLICABLE TO DEBT LIMIT	<u> 13,935,807</u>
LEGAL DEBT MARGIN	\$228,464,193

No additional debt was issued during the 2011-2012 fiscal year

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, 2012 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 2012-13 Debt Service

Below is the summary of debt service payments due for FY 2012-13

Purpose	Original Debt	Principal Due	Interest Due	Total Payment
<u>NON-UTILITY DEBT</u>				
Public Improvement 2010 - New	\$6,050,000	\$ 120,000	\$ 247,748	\$ 367,748
Capital Projects	7,242,800	482,854	166,464	649,318
Computer Equipment 2009	20,678	1,820	29	1,849
Computer Equipment 2010	56,000	18,646	1,024	19,670
Fire Station	380,000	38,000	-	38,000
Water and Sewer Capacity	3,400,000	226,667	124,565	351,232
TOTAL DEBT SERVICE - NON-UTILITY				\$1,427,817
<u>UTILITY DEBT</u>				
Water - 1996	1,250,000	100,000	12,600	112,600
TOTAL DEBT SERVICE - UTILITY DEBT				\$ 112,600
TOTAL DEBT SERVICE				\$ 1,540,417

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	
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
Total	\$ 6,160,000	\$ 3,331,804	\$ -	\$ -	\$ 7,786,098	\$ 1,780,456	\$ 13,946,098	\$ 5,112,260	\$ 19,058,358

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	
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
Total	\$ 6,160,000	\$ 3,331,804	\$ 7,786,098	\$ 1,780,456	\$ (225,000)	\$ (21,000)	\$ 13,721,098	\$ 5,091,260	\$ 18,812,358

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 cabinetmaker 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 switchboard was operated in the home of Vera Jones. The telephone service closed after two years and then returned in 1924. Electricity came to Garner in 1921. Developments and subdivisions began to appear in Garner in 1923 when, what is today known as Old Garner High School, was constructed. As the town continued to grow and populate, 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 Buffalo Whaley. Much of this historical information was taken from the publication, "History of Garner and Environs," compiled by the Garner Historical Committee in 1971. 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,
North Carolina***

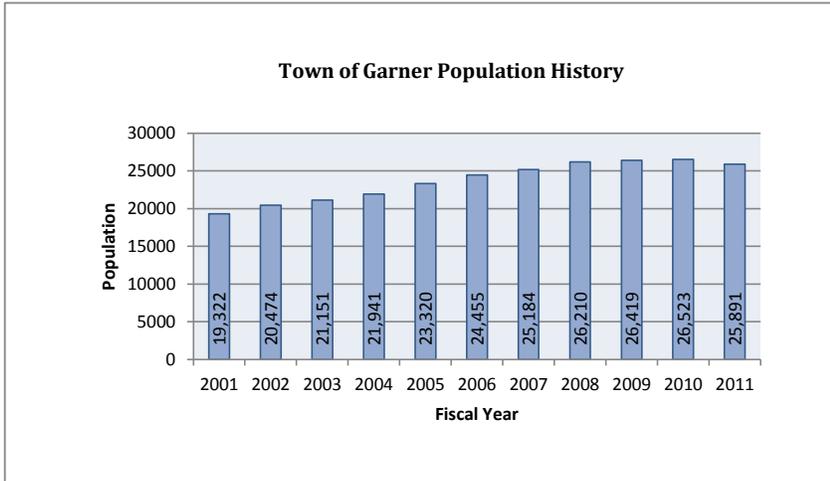
Motto: A Great Place to Be



Town of Garner

Key Facts and Miscellaneous Statistics

The following charts, graphs and information provide key facts and statistics about the Town of Garner. In addition to providing insight into the Town, this information also plays an important role in the development of the annual budget.



- 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	Garner	25,745
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

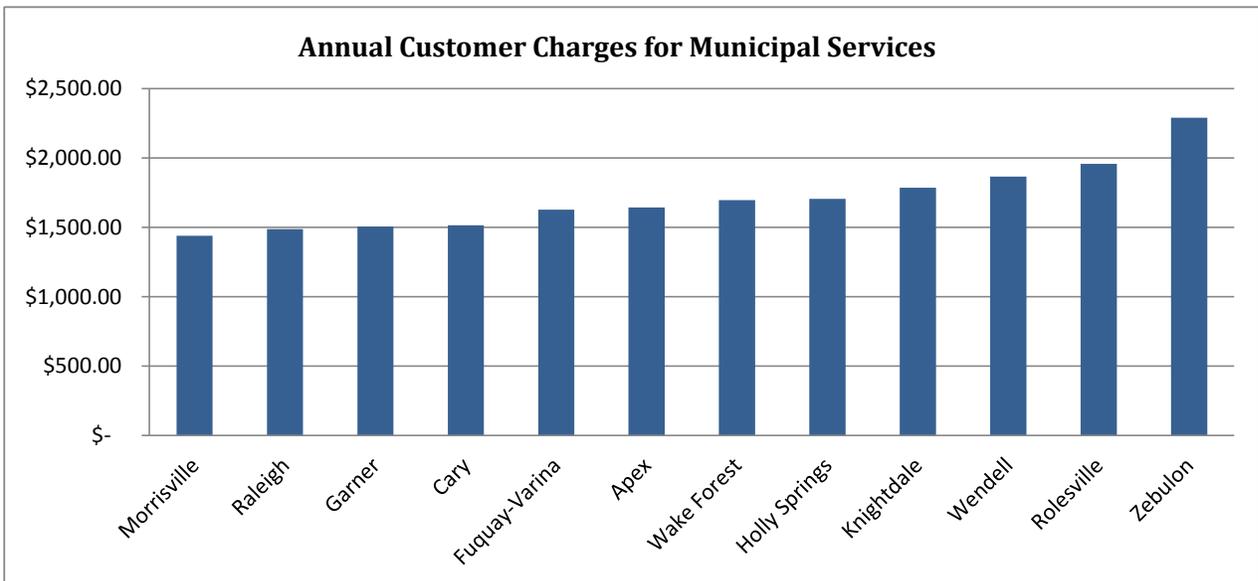
- Ranked number **FIVE** the Town of Garner is a key contributor to the county population and economic sustainability.

Town of Garner Key Facts and Miscellaneous Statistics

Customer Costs of Municipal Services FY 2012-13

This chart represents annualized costs for city services.
Annual property tax is based on a single family residential unit valued at \$188,755.
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 & Sewer Charges</u>	<u>Annual Storm Water Fees</u>	<u>Total</u>
Morrisville	\$ 0.3900	\$ 691.79	\$ -	\$ 725.46	\$ 23.00	\$ 1,440.25
Raleigh	0.3826	722.18	135.60	581.28	48.00	1,487.06
Garner	0.4900	924.90	-	581.28	-	1,506.18
Cary	0.3300	622.89	168.00	725.46	-	1,516.35
Fuquay-Varina	0.3850	726.71	171.00	731.04	-	1,628.75
Apex	0.3900	736.14	191.52	717.54	-	1,645.20
Wake Forest	0.5100	962.65	-	733.92	-	1,696.57
Holly Springs	0.4150	783.33	189.00	733.20	-	1,705.53
Knightdale	0.4100	773.90	172.20	816.96	24.00	1,787.06
Wendell	0.4900	924.90	264.00	676.86	-	1,865.76
Rolesville	0.4400	830.52	264.00	864.06	-	1,958.58
Zebulon	0.5125	967.37	225.00	1,075.50	24.00	2,291.87

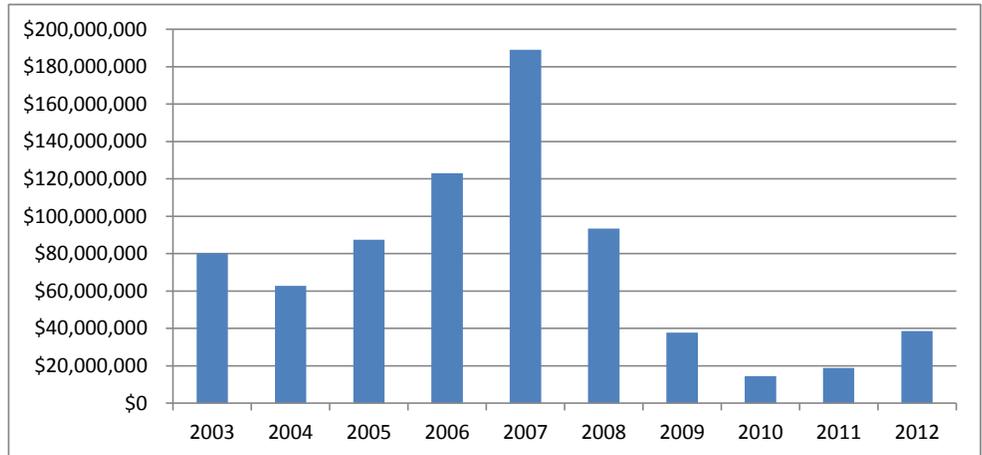


Source: City of Raleigh Budget Office

Town of Garner
Key Facts and Miscellaneous Statistics

Town of Garner
Construction Value

<u>Fiscal Year</u>	<u>Number of Permits</u>	<u>Construction Value</u>
2003	860	80,216,951
2004	808	62,758,376
2005	1004	87,395,619
2006	1025	123,062,464
2007	1104	189,073,566
2008	975	93,456,119
2009	902	37,758,767
2010	840	14,475,118
2011	876	18,816,144
2012	1023	38,680,248



Town of Garner
2011 Top Ten's

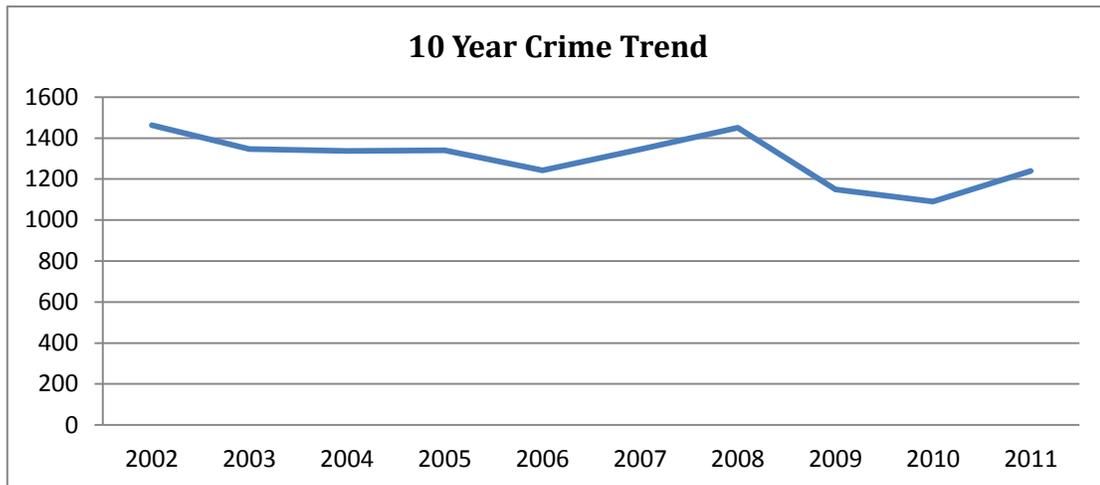
<u>Taxpayers</u>	<u>2011 Assessed Valuation</u>	<u>Rank</u>
Inland American Garner White Oak	\$ 764,108,024	1
Progress Energy	59,357,440	2
Pergo, Inc.	42,218,689	3
ConAgra Foods, LLC	34,185,599	4
Alltell Communications	29,734,699	5
Regency Center LP	27,033,933	6
Greenfield North, LLC	26,643,556	7
Abberly Place Garner PH 1LP	25,456,547	8
North South Station LLC	25,449,658	9
Ashton Village Ltd. Partnership	22,169,484	10

Source: Greater City of Raleigh Chamber of Commerce 2011

Town of Garner

Key Facts and Miscellaneous Statistics

The overall number of offenses rose from 1,090 in 2010 to 1,240 in 2011. This is approximately a 13% increase. When compared to the average of the last ten years, 2011 saw a decrease of 6.8%. The increase in reported crime in 2011 is due to an increase in property crime. There were an additional 143 property crimes in 2011.



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.

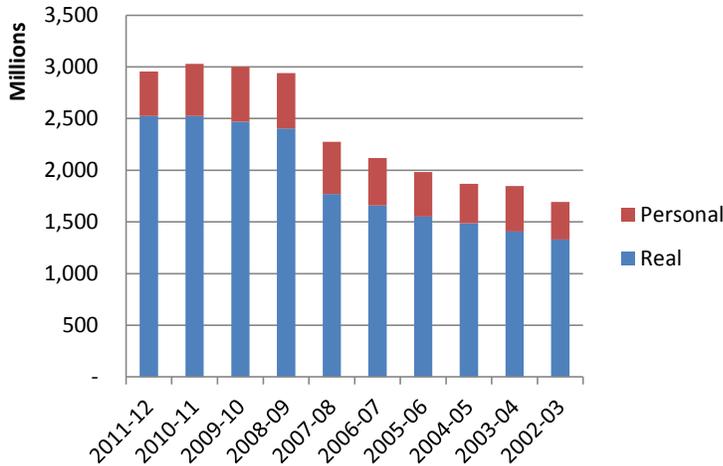
Individual analysis were completed on citizen-initiated and officer-initiated calls for service. The following graph illustrate the results of the analysis for 2011:

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%
2011	29,588	15,842	13,746	53.54%	46.46%

Town of Garner Key Facts and Miscellaneous Statistics

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

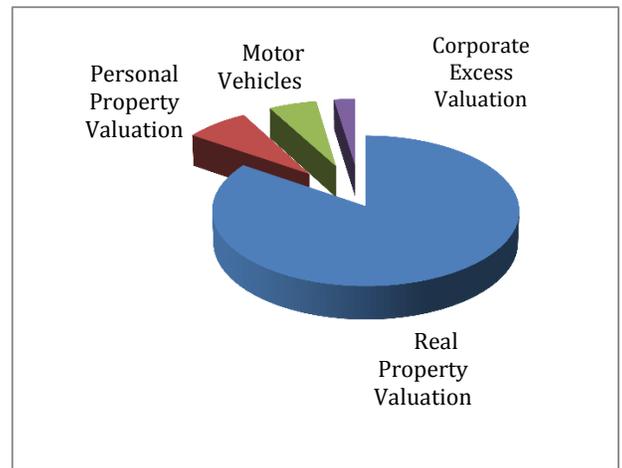


• Assessed value is a very important factor to the Town of Garner as the property tax revenue represents 62% of the General Fund Revenues.

Analysis of Ad Valorem Tax Base and Anticipated Levy

Tax Base	Estimated 2011-12	Estimated 2012-13
Real Property Valuation	\$2,525,000,000	\$2,525,000,000
Personal Property Valuation	240,000,000	160,000,000
Motor Vehicles	190,000,000	200,000,000
Corporate Excess Valuation	75,000,000	71,000,000
Total Property Valuation	\$3,030,000,000	\$2,956,000,000
Tax Rate		
General Fund (including debt service)		\$0.49 per \$100
2012 Tax Levy		
		Total Levy
\$2,956,000,000 x \$ 0.49/100		\$14,484,400
Late Penalties		\$5,000
Less Estimated 3.0% Uncollected		(439,500.00)
Total Anticipated Collections		\$14,049,900

**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: \$86,733

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.

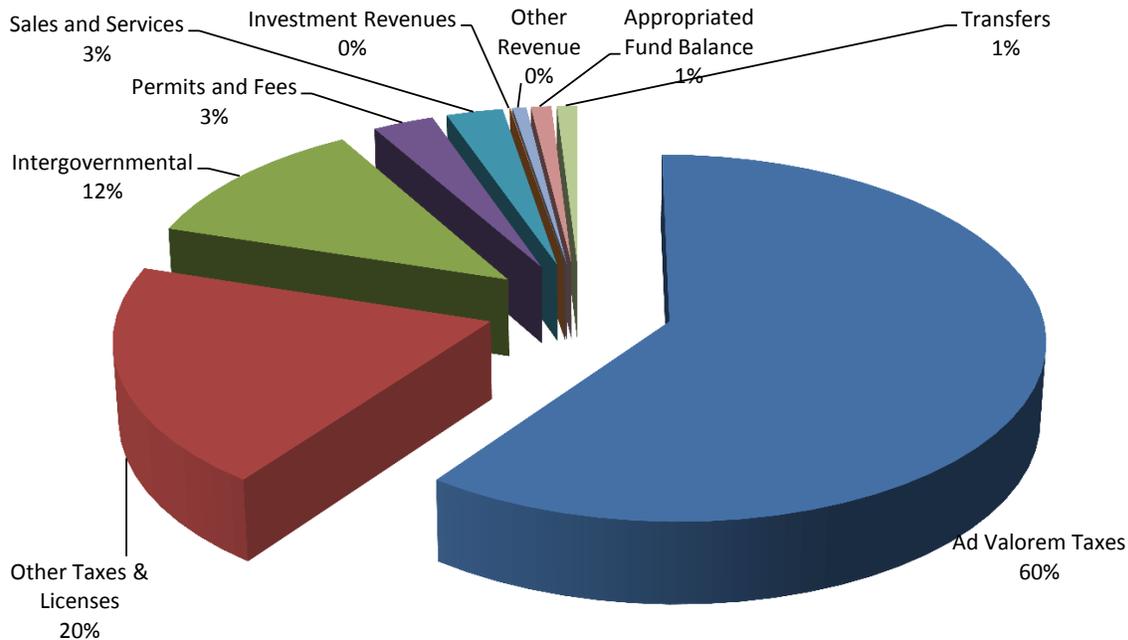
	<u>Fiscal Year</u>	<u>Per Capita Revenues</u>	<u>Per Capita Expenses</u>
	2009	\$ 933.71	\$ 889.86
	2010	924.46	883.00
	2011	930.93	891.04
Estimated	2012	885.14	896.72
Budget	2013	897.62	909.37

General Fund Revenues by Source

REVENUE TYPE	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Budget	% Change 2012/2013
Ad Valorem Taxes	\$ 14,610,259	\$ 14,980,052	\$ 14,866,907	\$ 14,863,740	\$ 14,292,900	-1.5%
Other Taxes & Licenses	4,418,061	4,217,586	4,576,017	4,566,580	4,701,800	2.9%
Intergovernmental	2,742,912	2,709,624	2,844,450	2,818,628	2,805,192	-0.5%
Permits and Fees	777,970	1,127,074	670,668	895,155	700,834	-27.7%
Sales and Services	416,050	467,471	663,779	638,640	646,600	1.2%
Investment Revenues	215,288	29,841	21,571	8,500	8,500	0.0%
Other Revenue	304,233	268,588	1,000,520	286,250	159,300	-79.7%
Appropriated Fund Balance	-	-	-	-	235,491	100.0%
Transfers	565,565	444,446	340,000	305,000	235,000	-29.8%
Total	\$ 24,050,338	\$ 24,244,682	\$ 24,983,912	\$ 24,382,493	\$ 23,785,617	-2.5%

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

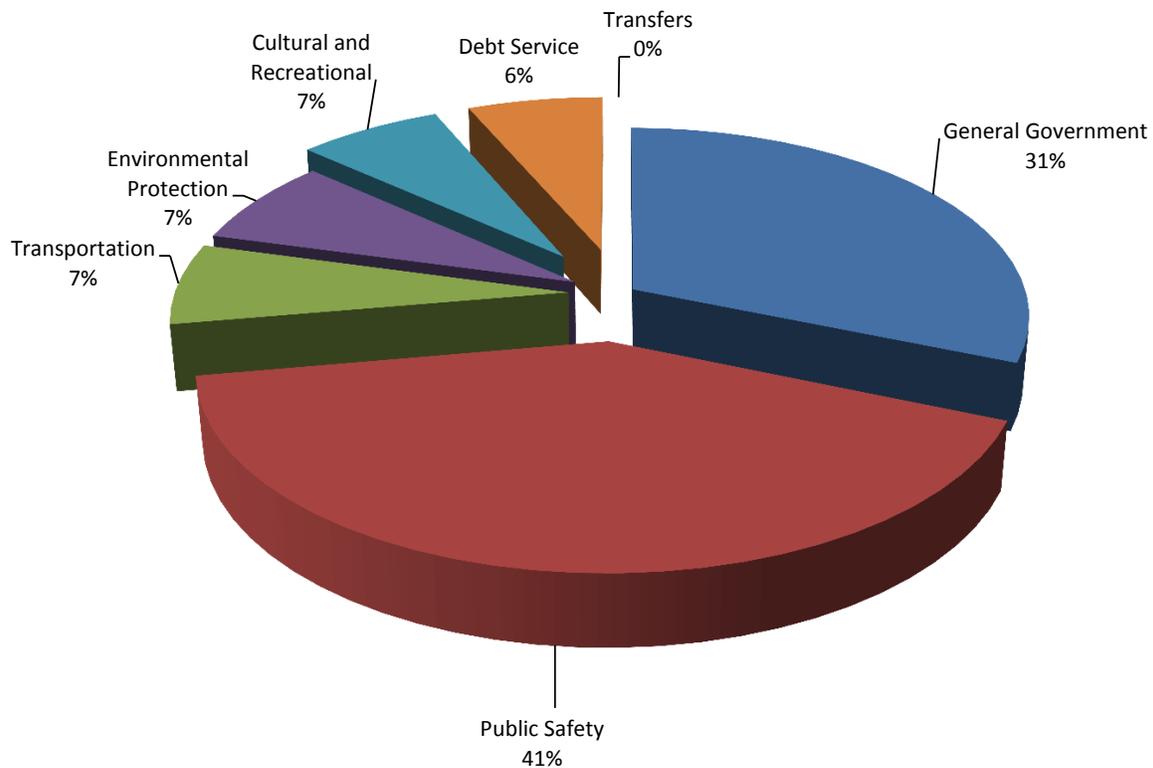
Fiscal Year 2013 General Fund Revenue Sources



General Fund Expenditures and Transfers by Function

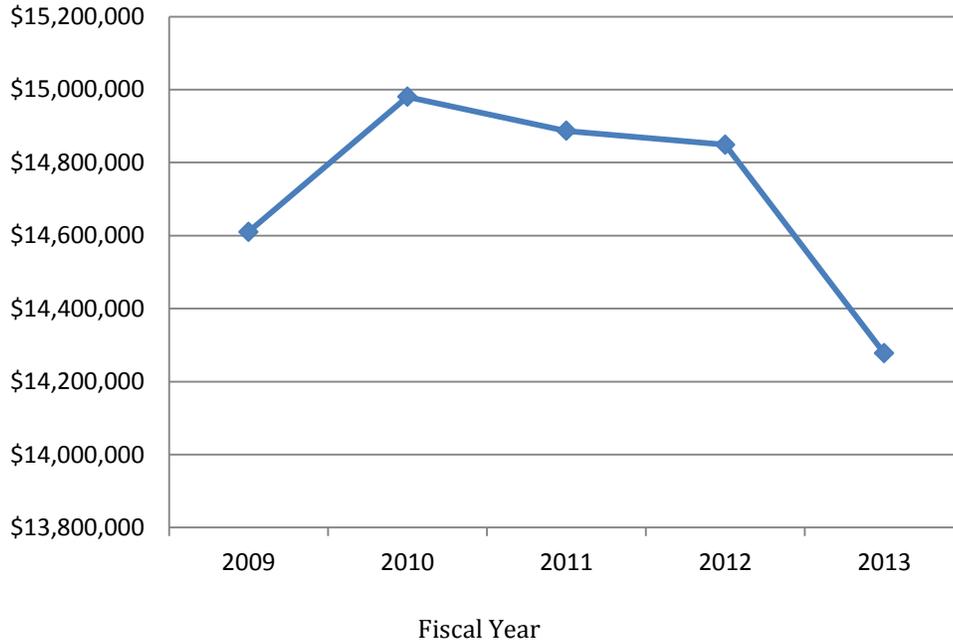
EXPENDITURE TYPE	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Budget	% Change 2012/2013
General Government	\$ 6,490,536	\$ 6,031,883	\$ 7,971,371	\$ 7,542,705	\$ 7,416,904	-1.7%
Public Safety	8,965,709	9,415,377	9,309,560	9,555,857	9,780,263	2.3%
Transportation	2,617,478	2,032,223	1,477,835	1,544,061	1,651,153	6.5%
Environmental Protection	1,546,995	1,916,298	1,661,240	1,725,575	1,758,955	1.9%
Cultural and Recreational	1,685,096	2,396,481	1,701,526	1,654,406	1,637,925	-1.0%
Debt Service	1,076,286	940,676	1,254,015	1,283,464	1,540,417	16.7%
Transfers	718,362	193,479	203,800	-	-	0.0%
Total	\$ 23,100,462	\$ 22,926,417	\$ 23,579,347	\$ 23,306,068	\$ 23,785,617	2.0%

Fiscal Year 2013 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 2012 and budgeted revenues for FY 2013 appear for each revenue category.

Ad Valorem Taxes = \$14,277,900



Ad Valorem Taxes Revenue Detail:

- **Current Year Ad Valorem Taxes = \$ 14,049,900**

The Ad Valorem tax on property is the Town's major revenue source, representing 60% 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 2013 is .49 cents per \$100 of assessed valuation, the same as the FY 2012 rate.

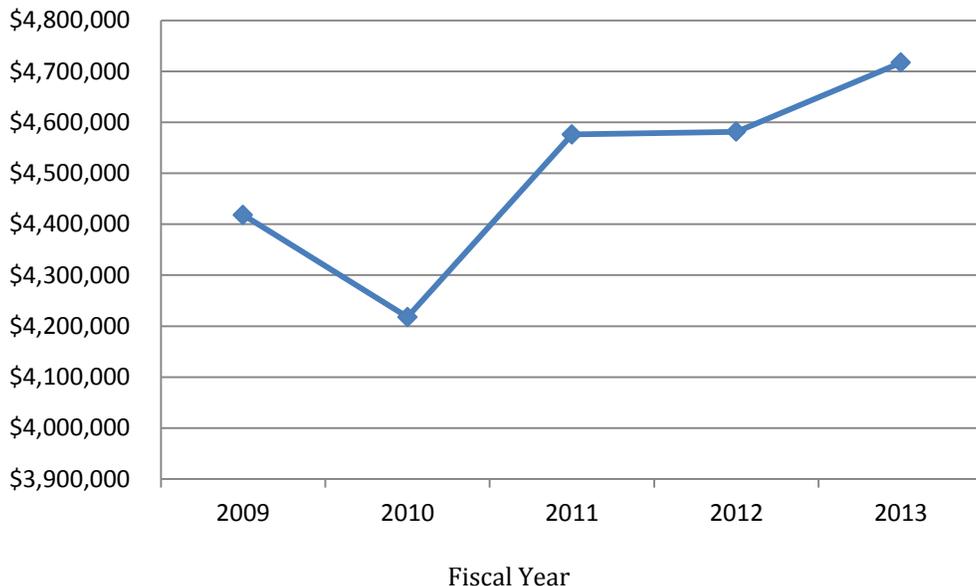
- **Prior Year Property Taxes = \$ 175,000**

This revenue consists of late property tax payments from previous fiscal years received in the current fiscal year. FY 2013 is budgeted at 1% above the estimated FY 2012 collections.

- **Penalties and Interest = \$ 53,000**

This revenue represents fines and interest applied to overdue property taxes. FY 2013 is budgeted at the estimated 2012 revenues.

Other Taxes and Licenses = \$4,716,800



**The major revenue source within this category is local option sales tax, budgeted in 2013 at \$4,460,000.

Other Taxes and Licenses Revenue Detail:

- **ABC Mixed Beverage = \$ 83,000**

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 2013 budget is projected at 8% above the 2012 estimated collections.

- **Local Option Sales Tax = \$ 4,460,000**

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 \$126,033 (3%) over prior year budgeted amount. This represents less than 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 = \$ 15,000**

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 2013 is budgeted at a 4% increase over 2012 estimated collections.

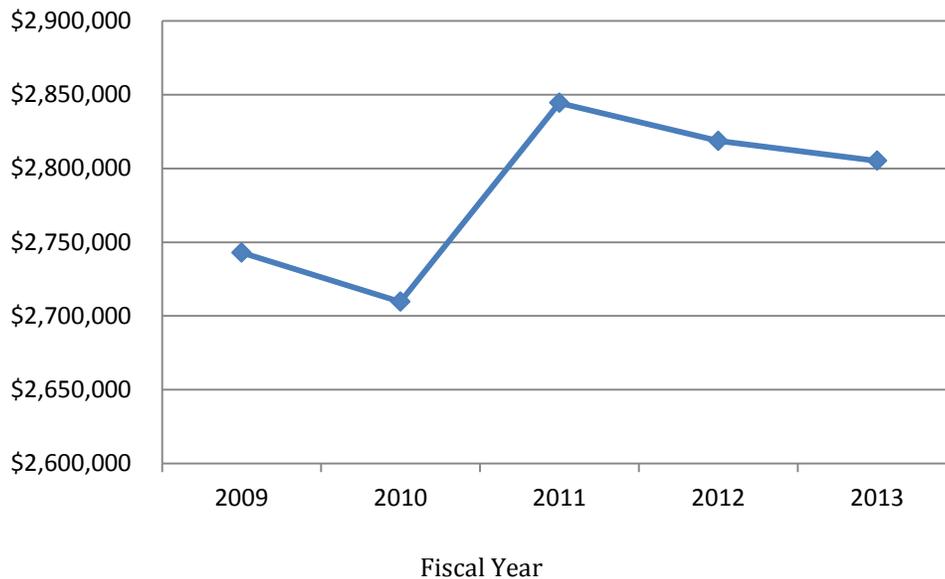
- **Heavy Equipment Tax = \$ 75,000**

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 = \$ 18,800**

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 = \$2,805,192



**The major revenue source within this category is utility franchise tax, budgeted in 2013 at \$1,275,000.

Intergovernmental Revenues Detail:

- **Beer and Wine Tax = \$ 123,500**

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 2013 budget reflects a 3% increase over estimated FY 2012 revenues.

- **Utility Franchise Tax = \$ 1,275,000**

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 increase 7% over estimated FY 2012 revenues.

- **Cablevision Franchise Tax = \$ 275,000 (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 2013 budget reflects a 3.9% increase from FY 2012 estimated revenues.

- **Powell Bill = \$ 685,000**

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 a 1.5% increase in estimated revenues in FY 2013.

- **Peg Channel = \$ 65,020**

North Carolina counties and cities receive a quarterly distribution of one fourth of a maximum of \$32,520 (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.

- **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 DDACTS Grant - \$64,623**

This funding is part of a National Highway Traffic Safety Administration (NHTSA) initiative to support the Data Driven Approaches to Crime and Traffic Safety program, which is an operational model that uses the integration of location-based crime and traffic data to establish effective and efficient methods for deploying law enforcement and other resources. The grant pays for a DDACTS Crime Analyst who is being shared by Garner, Holly Springs and Knightdale to assist in statistical analysis for the purpose of more effective resource deployment.

- **N.C. Department of Justice - FBI Safe Streets Task Force - \$15,400**

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 - \$4,050**

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 ballistic vest.

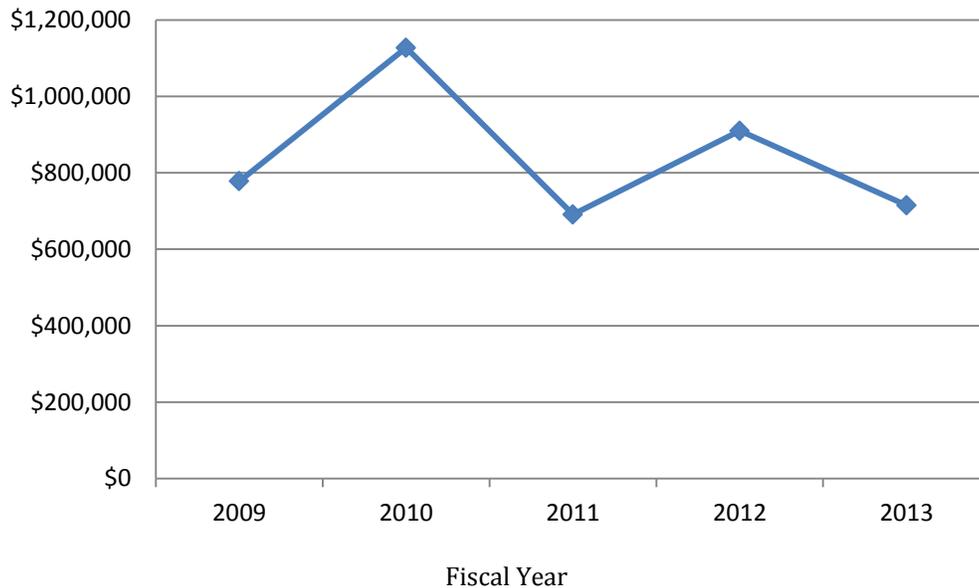
- **Build America Bonds = \$ 86,700**

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 = \$ 112,600**

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 = \$715,034



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

Permits and Fees Revenues Detail:

- **Building Permits = \$ 250,000**

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 2013 revenues are budgeted at a 34% reduction under the estimated FY 2012 revenues.

- **Inspection Fees = \$ 28,850**

These fees represent reinspection fees and after hour inspections.

- **Water/Sewer Capacity Fees = \$ 82,000**

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 = \$ 5,500**

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 = \$ 11,800**

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 = \$ 315,000**

The Town collects a \$15 annual fee for each motor vehicle registered within the Town. Motor vehicle fees are expected to remain at 2012 estimated revenues.

- **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 2013 budget reflects a 5% decrease from the FY 2012 estimated revenue.

- **False Alarm Charges = \$ 14,000**

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.

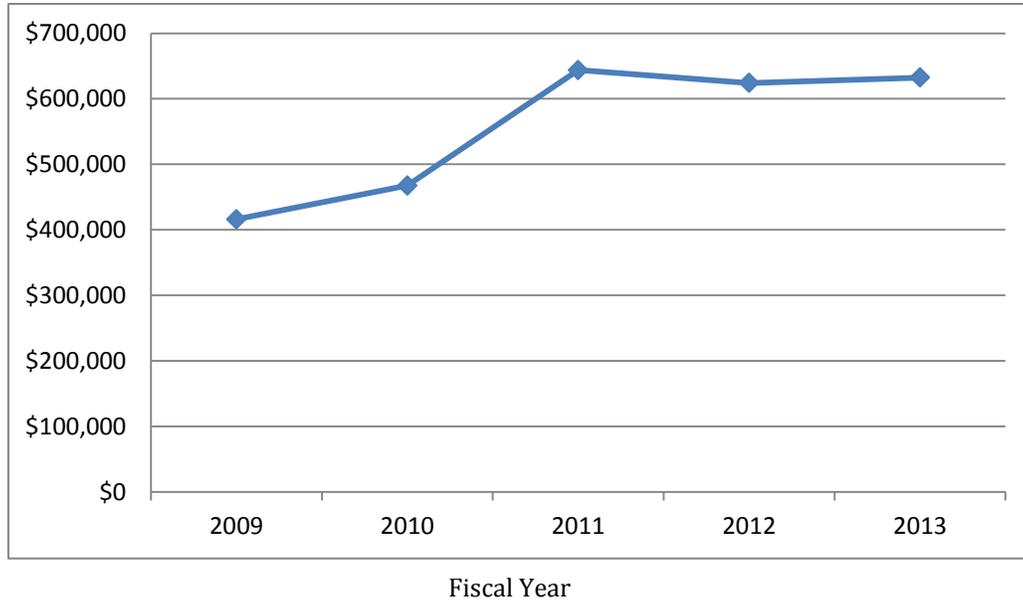
- **Taxi Cab Inspections = \$ 200**

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

- **Police DDACTS Partner Fees = \$ 5,184**

The partner fees represent a 60-20-20 funding split with Garner Funding 60%, Holly Springs and Knightdale funding 20% of non-grant funded costs associated with the Crime Analyst and her duties.

Sales and Services = \$632,400



Sales and Services Revenues Detail:

- **Recreation Fees = \$ 280,575**

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 \$14,575 higher. This represents a 5% increase over FY 2012/2012 estimated revenues.

- **Facility Rentals = \$ 163,825**

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 (\$34,563). This follows an increase of 27% in the prior year (2011/2012) budget projections.

- **Refuse Cart Fees = \$ 4,500**

This fee is imposed by the Town of Garner for replacement of refuse carts.

- **Special Refuse Fees = \$ 1,000**

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

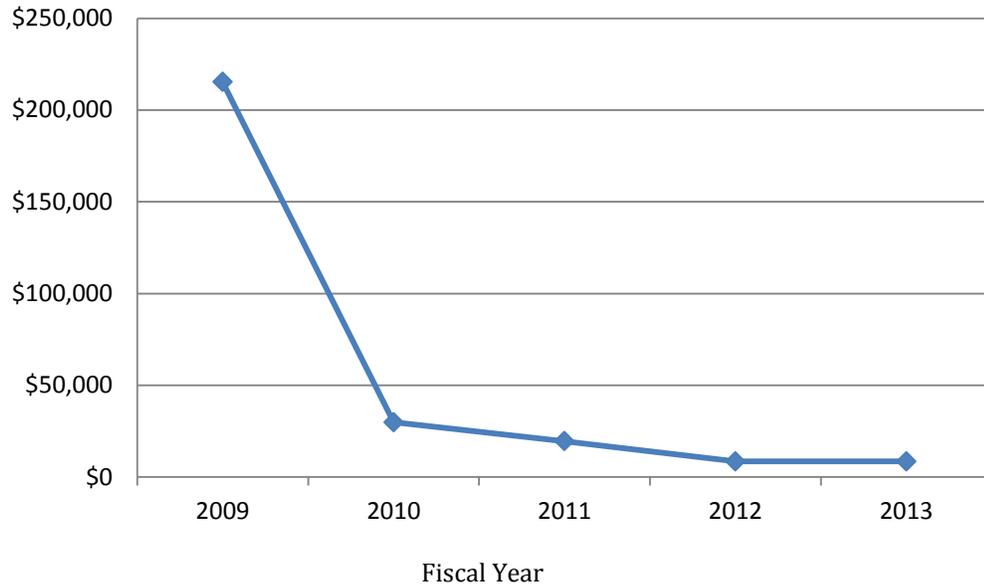
- **City of Raleigh Fees = \$ 27,500**

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 = \$ 155,000**

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.

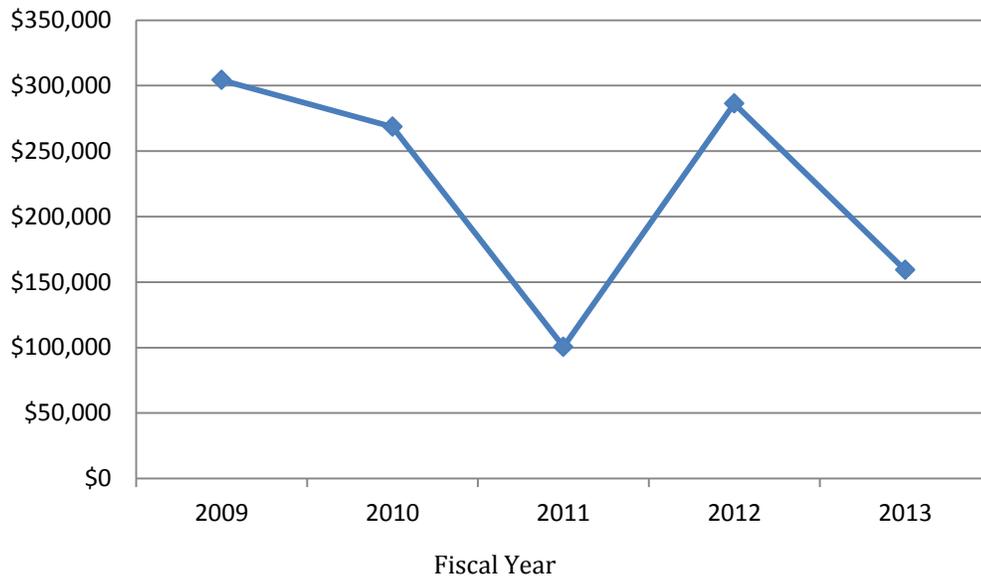
Investment Revenues = \$8,500



- **Investment Revenues Detail:**

Investment revenue is likely to remain a new record low of \$8,500. This will be \$18,500 lower than the 2011/2012 budget estimate. As recently as 2008, this revenue source exceeded \$300,000 annually.

Other Revenues = \$159,300



Other Revenues Detail:

- **Other Revenue = \$ 89,300**

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 = \$ 70,000**

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.

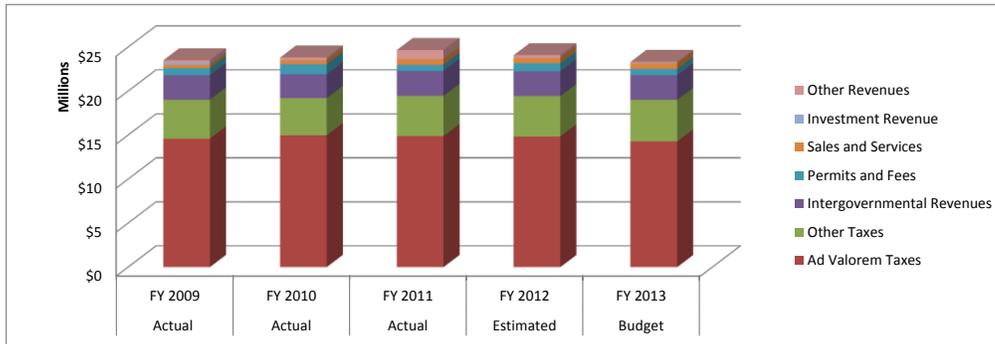
Town of Garner
General Fund Summary

Revenues by Source	Actual FY 2009	Actual FY 2010	Actual FY 2011	Estimated FY 2012	Budget FY 2013
<i>Ad Valorem Taxes</i>					
Current Year Taxes	\$ 14,269,780	\$ 14,635,557	\$ 14,582,622	\$ 14,622,150	\$ 14,049,900
Prior Year Taxes	266,030	278,484	227,815	173,725	175,000
Penalties and Interest	58,531	66,011	66,104	53,000	53,000
Total ad valorem taxes	14,594,341	14,980,052	14,876,541	14,848,875	14,277,900
<i>Other Taxes</i>					
ABC Mixed Beverage	77,569	67,684	71,483	76,950	83,000
Local Option Sales Tax	4,270,224	4,045,884	4,344,009	4,333,980	4,460,000
Privilege License	58,587	60,137	74,015	62,600	65,000
Rental Vehicle Tax	15,920	26,085	10,366	14,865	15,000
Heavy Equipment Tax	-	-	68,195	74,850	75,000
Solid Waste Disposal Tax	11,684	17,796	18,315	18,200	18,800
Total other taxes	4,433,984	4,217,586	4,586,383	4,581,445	4,716,800
<i>Intergovernmental Revenues</i>					
Beer and Wine Tax	112,746	37,247	119,079	120,000	123,500
Utility Franchise Tax	1,264,193	1,303,803	1,312,628	1,141,600	1,275,000
Cablevision Franchise Tax	296,770	287,142	269,192	269,025	275,000
State Street Aid-Powell Bill	723,436	659,227	679,474	675,240	685,000
Cablevision PEG Channel	-	-	17,641	41,150	65,020
Police Equipment Grant	22,395	11,603	-	-	-
Crime Control "Dress for Success"	21,260	-	-	-	-
Federal Asset Forfeiture	52,650	17,875	5,774	-	-
NC Control Substance Tax	-	56,004	2,026	4,730	-
School Resource Officer Grant	68,298	68,298	68,297	68,299	68,299
GHSP Traffic Safety Coordinator Grant	5,332	11,983	9,788	10,000	-
JAG Grant	-	31,677	-	-	-
DOJ - Grants	-	-	914	4,500	4,050
DOJ - FBI Safe Streets Task Force	-	-	-	15,600	15,400
GHSP Traffic Officer Grant	25,297	64,683	62,796	83,000	-
800 Mhz Grant	-	9,666	-	-	-
COPS Grant	-	4,000	54,192	18,000	-
Law Enforcement Block Grant	-	-	46,882	17,400	-
Governor's Crime Commission - RMS Integration	-	-	10,000	45,000	-
GHSP Accident Reconstruction Training Grant	-	-	-	30,000	30,000
GHSP Wake County Task Force Grant	-	-	-	1,000	-
Development Grant - Senior Center	5,467	17,016	12,244	-	-
Parks & Recreation Equipment Grant	-	-	-	-	-
Parks & Recreation Land Purchase Grant	-	-	-	-	-
DOT Surface Transp Prog Dir App	-	-	-	-	-
Recovery Act - Ed Byrne	-	-	26,280	-	-
GHSP DDACTS Grant	-	-	-	46,384	64,623
Build America Bonds	-	-	22,993	87,100	86,700
ARRA Grant - Lighting Retrofit	-	-	450	22,400	-
Reimbursement City of Raleigh - Debt Service	177,289	129,400	123,800	118,200	112,600
Total intergovernmental revenues	2,775,133	2,709,624	2,844,450	2,818,628	2,805,192
<i>Permits and Fees</i>					
Motor Vehicle Tags	210,111	302,973	310,871	314,475	315,000
Dog Licenses	2,565	2,895	2,745	2,620	2,500
Subdivision Fees	3,260	1,875	6,002	1,300	1,000
Rezoning Fees	1,789	-	2,262	1,175	1,000
Board of Adjustment Fees	125	300	625	450	500
Inspection Fees	295,740	386,139	243,179	403,020	278,850
Fee in Lieu of Park Land	34,190	17,910	4,100	29,400	-
Site Plan Permits	3,450	2,200	3,250	2,350	2,500
Sign Permits	6,100	7,275	5,350	7,150	6,000
Special Event Permits	-	150	620	125	300
Police DDACTS Partner Fees	-	-	-	-	5,184
Retention Pond Fees	141	1,707	145	-	-
Rental Property Registration Fees	14,350	9,400	11,493	6,040	5,500
False Alarm Charges	15,100	19,150	19,838	14,200	14,000
Taxi Cab Inspection Fees	2,252	167,155	220	250	200
Water and Sewer Capacity Replacement Fees	205,251	206,745	79,126	126,500	82,000
Annexation and Street Closing Fees	900	1,200	900	550	500
Total permits and fees	795,324	1,127,074	690,726	909,605	715,034

Town of Garner
General Fund Summary

Revenues by Source	Actual FY 2009	Actual FY 2010	Actual FY 2011	Estimated FY 2012	Budget FY 2013
<i>Sales and Services</i>					
Recreation Fees	\$ 215,831	\$ 228,189	\$ 257,333	\$ 266,350	\$ 280,575
Facility Rentals	55,406	109,393	144,701	129,250	163,825
Special Refuse Fees	3,715	2,107	1,372	1,060	1,000
Refuse Cart Fees	4,420	6,545	4,520	6,150	4,500
City of Raleigh Fees	116,469	120,577	59,610	70,030	27,500
Police Outside Employment	-	-	176,185	151,350	155,000
Rain Barrel Sales	2,860	660	-	-	-
Total sales and services	398,701	467,471	643,721	624,190	632,400
<i>Investment Revenue</i>					
Interest Earned	215,288	29,841	19,488	8,500	8,500
<i>Other Revenues</i>					
Land Use Charges	67,285	27,510	4,642	5,450	5,000
Officer Fees	15,189	11,439	13,641	11,275	12,000
Animal Control Violations	300	-	650	100	100
Parking Violations	7,050	11,080	10,284	16,380	10,000
Check Service Fees	225	350	125	200	200
County Landfill Reimbursement	-	90,058	143,107	89,985	70,000
Sale of Fixed Assets	251	29,004	345,000	28,450	7,500
Contributions	-	-	13,850	5,000	5,000
Assessments	48,889	44,447	20,039	34,430	20,000
Interest on Assessments	12,195	8,356	2,631	950	500
Grounds Fees - Old School Commons	-	-	9,000	9,000	9,000
Miscellaneous	57,880	46,344	57,997	85,030	20,000
Proceeds from Issuance of Debt	62,749	-	379,554	-	-
Total other revenues	272,013	268,588	1,000,520	286,250	159,300
Total Revenues Before Transfers	23,484,784	23,800,236	24,661,829	24,077,493	23,315,126
<i>Transfers in</i>					
From Capital Reserve Fund	565,565	444,446	340,000	305,000	235,000
<i>Fund Balance Appropriation</i>					
	-	-	-	-	235,491
TOTAL GENERAL FUND RESOURCES	\$ 24,050,349	\$ 24,244,682	\$ 25,001,829	\$ 24,382,493	\$ 23,785,617

General Fund Revenue History by Source



Town of Garner
General Fund Summary

Expenditures by Program/Department	Actual FY 2009	Actual FY 2010	Actual FY 2011	Estimated FY 2012	Budget FY 2013
<i>Legislative</i>					
Town Council	\$ 479,327	\$ 299,929	\$ 780,771	\$ 721,656	\$ 273,578
Town Attorney	76,313	81,817	88,582	89,315	87,585
Total Legislative	555,640	381,746	869,353	810,971	361,163
<i>Executive</i>					
Town Manager	582,238	600,750	561,204	605,418	649,633
Clerk to the Council	138,546	154,691	156,312	168,058	170,805
Human Resources	468,655	564,146	622,093	696,828	718,077
Safety and Compliance	9,003	7,938	8,177	12,126	11,221
Total Executive	1,198,442	1,327,525	1,347,786	1,482,430	1,549,736
<i>Finance</i>					
Administration	514,797	523,367	561,392	556,561	577,422
Purchasing	252,195	259,719	273,595	244,406	243,037
Total Finance	766,992	783,086	834,987	800,967	820,459
<i>Economic Development</i>	164,592	343,177	344,103	349,161	403,843
<i>Economic Development Incentives</i>	103,607	209,295	312,351	115,000	115,000
<i>Planning</i>					
Administration	278,010	418,933	271,977	373,267	256,267
Land Use Permits and Enforcements	167,672	142,015	179,040	176,993	170,902
Community Planning and Appearance	162,012	120,134	170,071	153,876	96,858
Total Planning	607,694	681,082	621,088	704,136	524,027
<i>Building Inspections</i>					
Administration/Enforcement	833,849	802,913	734,605	682,900	701,007
Total Building Inspections	833,849	802,913	734,605	682,900	701,007
<i>Community Engineering</i>	504,688	558,623	643,950	481,233	553,260
<i>Information Technology</i>	778,244	750,278	838,810	611,580	857,628
<i>Police</i>					
Administration	1,486,261	1,714,097	1,728,542	1,113,568	1,027,745
Operations	4,787,514	4,920,204	5,002,344	5,749,533	6,024,738
Total Police	6,273,775	6,634,301	6,730,886	6,863,101	7,052,483
<i>Fire and Rescue</i>	1,858,085	1,978,163	1,844,069	2,009,856	2,026,773
<i>Public Works</i>					
Administration	289,081	299,444	392,198	406,467	413,710
Streets	1,247,838	1,096,254	921,266	915,581	1,026,502
Streets - Powell Bill	1,064,955	616,689	547,642	615,655	621,151
Public Grounds Management	748,392	806,654	8,927	12,825	934,729
Snow Removal	15,604	19,836	1,661,240	1,725,575	3,500
Solid Waste	1,546,995	1,916,298	866,415	888,737	1,758,955
Public Facilities Management	721,160	673,679	612,673	609,086	606,645
Fleet Management	341,085	323,392	287,657	282,937	276,704
Total Public Works	5,975,110	5,752,246	5,298,018	5,456,863	5,641,896

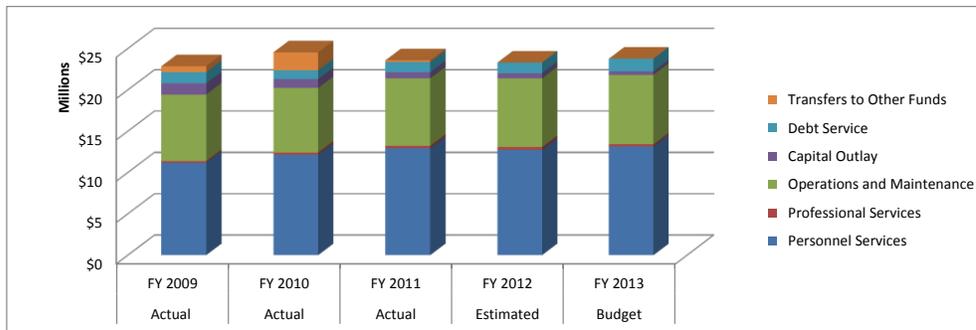
Town of Garner
General Fund Summary

Expenditures by Program/Department	Actual FY 2009	Actual FY 2010	Actual FY 2011	Estimated FY 2012	Budget FY 2013
<i>Cultural and Recreational</i>					
Administration	\$ 457,348	\$ 211,880	\$ 202,957	\$ 195,286	\$ 200,935
Arts & Cultural Resources	596,522	353,300	427,624	238,394	217,367
Marketing and Special Events	366,397	181,792	86,184	251,788	255,854
Sports and Fitness	264,829	525,104	680,003	653,919	645,551
Outdoor Adventure	-	170,988	153,793	153,220	152,919
Program Partners	-	146,763	150,965	161,799	165,299
Total Cultural and Recreational	1,685,096	1,589,827	1,701,526	1,654,406	1,637,925
<i>Debt Service</i>					
Principal	789,413	682,611	951,123	765,601	987,987
Interest	286,873	258,065	302,892	517,863	552,430
Total Debt Service	1,076,286	940,676	1,254,015	1,283,464	1,540,417
<i>Transfers</i>					
Transfers to Capital Reserves	1,748,228	193,479	-	-	-
Transfers to Capital Projects	410,000	-	203,800	-	-
Total Transfers	2,158,228	193,479	203,800	-	-
TOTAL GENERAL FUND EXPENDITURES	\$ 24,540,328	\$ 22,926,417	\$ 23,579,347	\$ 23,306,068	\$ 23,785,617

Expenditures by Category

Personnel Services	\$ 11,208,743	\$ 12,167,590	\$ 12,955,670	\$ 12,765,811	\$ 13,183,167
Professional Services	173,693	255,088	269,208	307,538	225,300
Operations and Maintenance	8,067,360	7,810,329	8,165,908	8,313,239	8,423,030
Capital Outlay	1,339,671	1,072,807	730,746	636,016	413,703
Debt Service	1,358,011	1,076,286	1,254,015	1,283,464	1,540,417
Transfers to Other Funds	718,362	2,158,228	203,800	-	-
Total General Fund	\$ 22,865,840	\$ 24,540,328	\$ 23,579,347	\$ 23,306,068	\$ 23,785,617

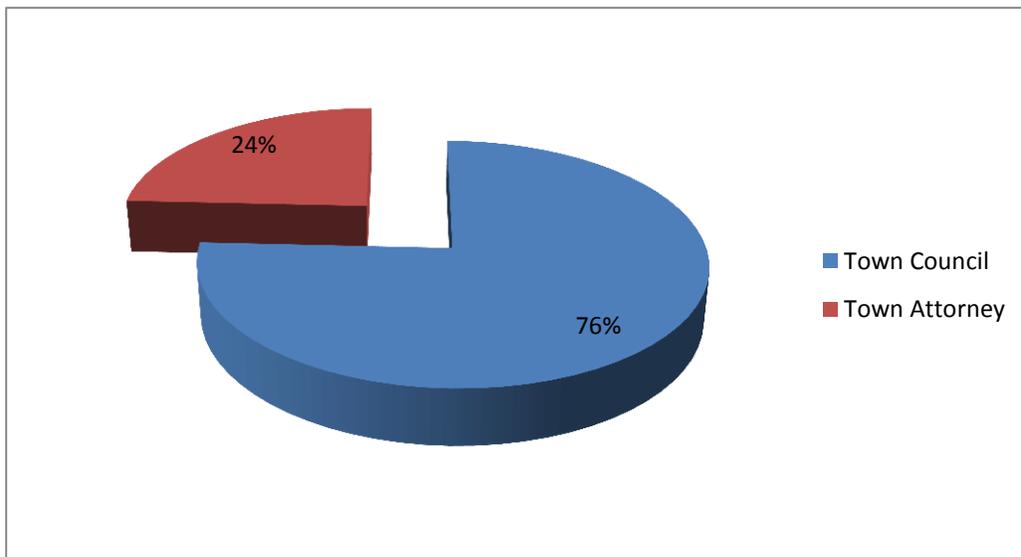
General Fund Expenditure History by Category



LEGISLATIVE DEPARTMENT SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Town Council</i>	\$273,578
<i>Town Attorney</i>	87,585
<i>Total Legislative Department Budget FY 2013</i>	\$361,163

Legislative Department FY 2013 Budget by Division



Governing Body 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	94,406	94,406	94,406	94,406	94,406	0	0	94,406	94,406
Professional Services Totals	131,500	84,000	131,000	84,000	84,000	0	0	84,000	84,000
Operations & Maintenance Totals	218,441	217,811	183,065	244,602	182,757	0	0	182,757	182,757
Capital Outlay Totals	402,830	0	402,500	0	0	0	0	0	0
Total Department Expenditures	847,177	396,217	810,971	423,008	361,163	0	0	361,163	361,163

Division Narrative
Department: Governing Body, Division: Town Council

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 “invest now” priority capital projects from the 2012 Council Retreat: Renovations & Expansion of the Municipal Complex, including Police Station; Indoor Recreation Facility at GPAC Campus, including improvements to existing facilities at Avery Street Recreation Center; and Highway 70 Corridor Improvements – Morris Drive to Highway 50 (includes connectivity to Montague, New Rand, and Purvis).

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

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

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

E. Improve external communication with citizens and the 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 the 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 reflects the typical request for expenditures.

Data Summary
 Department: Governing Body, Division: Town Council

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	94,406	94,406	0	94,406
Professional Services	0	0	0	0
Operations and Maintenance	210,926	179,172	0	179,172
Capital Outlay	0	0	0	0
Totals	305,332	273,578	0	273,578

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

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
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

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Average # of Committee meetings attended	30	30	30
Council meetings prepared for and attended	40	40	40
Residents' concerns answered or referred (per week)	35	25	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
Personnel Services										
510200	Salaries	51,792	51,792	51,792	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	38,650	38,650	38,650	38,650	38,650	0	0	38,650	38,650
Personnel Services Totals		94,406	94,406	94,406	94,406	94,406	0	0	94,406	94,406
Professional Services										
521000	Professional Services	47,500	0	47,000	0	0	0	0	0	0
Professional Services Totals		47,500	0	47,000	0	0	0	0	0	0
Operations & Maintenance										
521400	Travel and Training	5,190	5,190	5,190	7,920	7,920	0	0	7,920	7,920
521410	Special Events	9,600	9,600	12,500	9,800	9,800	0	0	9,800	9,800
521445	Town wide Cleanup	800	800	1,962	800	800	0	0	800	800
521600	Equipment Maintenance & Repair	250	250	250	250	250	0	0	250	250
522100	Equipment Rental	860	860	860	860	860	0	0	860	860
522510	Property Taxes	1,130	500	1,760	500	500	0	0	500	500
523300	Departmental Supplies	3,019	3,550	3,019	3,550	2,500	0	0	2,500	2,500
524300	Contract Services	32,700	32,700	32,700	32,700	20,700	0	0	20,700	20,700
524350	Election Charges	79,654	79,654	38,000	40,000	40,000	0	0	40,000	40,000
524600	Subsidized Programs	51,150	50,350	51,150	112,843	43,610	0	0	43,610	43,610
525300	Dues and Subscriptions	27,103	27,103	30,259	27,325	27,325	0	0	27,325	27,325
525700	Miscellaneous	100	100	100	100	100	0	0	100	100
525800	Contingency	0	269	0	269	24,807	0	0	24,807	24,807
Operations & Maintenance Totals		211,556	210,926	177,750	236,917	179,172	0	0	179,172	179,172
Capital Outlay										
537100	Land Acquisition	402,830	0	402,500	0	0	0	0	0	0
Capital Outlay Totals		402,830	0	402,500	0	0	0	0	0	0
Division Grand Totals		756,292	305,332	721,656	331,323	273,578	0	0	273,578	273,578

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	0	0	0	0
Professional Services	84,000	84,000	0	84,000
Operations and Maintenance	6,885	3,585	0	3,585
Capital Outlay	0	0	0	0
Totals	90,885	87,585	0	87,585

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
NONE				
TOTALS	0	0	0	0

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

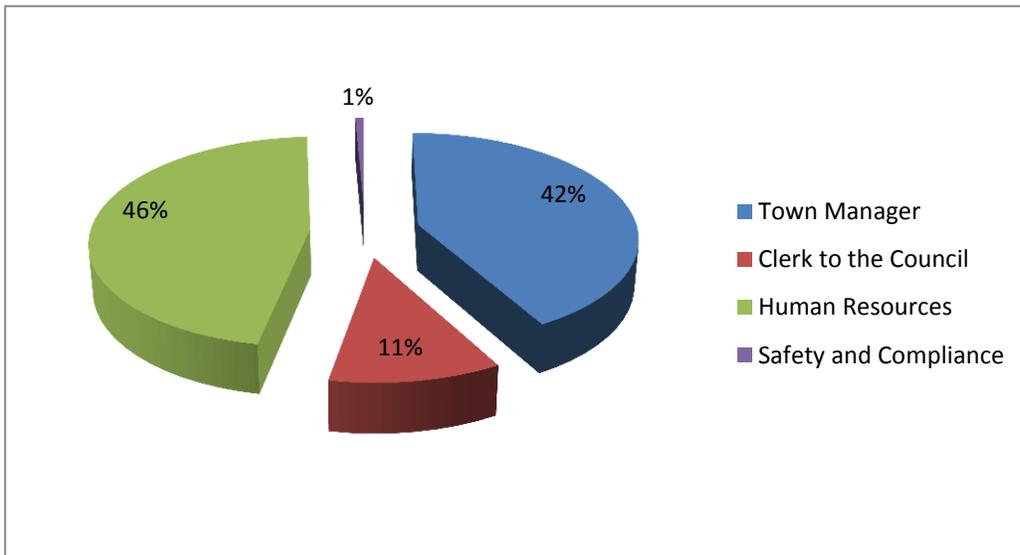
WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Contracts, Deeds, Easements prepared	65	45	45
Council meetings attended	40	40	40
Law Suits being Defended	4	4	4
Management and staff consultations	550	550	550
Ordinances drafted	15	15	15
Personnel matters reviewed	10	10	10
Zoning and Town Code Violations reviewed	50	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
Personnel Services										
Personnel Services Totals		0	0	0	0	0	0	0	0	0
Professional Services										
521000	Professional Services	84,000	84,000	84,000	84,000	84,000	0	0	84,000	84,000
Professional Services Totals		84,000	84,000	84,000	84,000	84,000	0	0	84,000	84,000
Operations & Maintenance										
521400	Travel and Training	755	755	755	1,310	1,310	0	0	1,310	1,310
521600	Equipment Maintenance & Repair	100	100	0	0	0	0	0	0	0
522520	Filing Fees	0	0	0	130	130	0	0	130	130
522530	Recording Fees	1,635	1,635	1,635	1,200	500	0	0	500	500
522535	Pending Litigation Expense	975	975	975	2,575	1,375	0	0	1,375	1,375
522540	Collection Fees	950	950	0	0	0	0	0	0	0
523300	Departmental Supplies	1,120	1,120	600	1,120	220	0	0	220	220
524300	Contract Services	1,300	1,300	1,300	1,300	0	0	0	0	0
525300	Dues and Subscriptions	50	50	50	50	50	0	0	50	50
Operations & Maintenance Totals		6,885	6,885	5,315	7,685	3,585	0	0	3,585	3,585
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		90,885	90,885	89,315	91,685	87,585	0	0	87,585	87,585

EXECUTIVE DEPARTMENT SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Town Manager</i>	\$649,633
<i>Clerk to the Council</i>	170,805
<i>Human Resources</i>	718,077
<i>Safety and Compliance</i>	11,221
<i>Total Executive Department Budget FY 2013</i>	\$1,549,736

Executive Department FY 2013 Budget by Division



Division Narrative
Department: Administration, Division: Town Manager

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 includes the first full year of 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 Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	376,669	397,533	0	397,533
Professional Services	1,000	500	0	500
Operations and Maintenance	259,984	251,600	0	251,600
Capital Outlay	0	0	0	0
Totals	637,653	649,633	0	649,633

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Assistant Town Manager	1	1	0	1
Management Analyst/Internal Auditor	1	1	0	1
Receptionist	1	0	0	0
Town Manager	1	1	0	1
TOTALS	4	3	0	3

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Cisco IP Telephone System	2	3	0	1
Dell Computer	3	3	0	3
Fax Machine	1	1	0	1
Friden postage scale	1	1	0	1
Impala 2007	0	0	0	0
Lanier Dictaphone	1	0	0	1
Pitney Bowes mailing machine	1	1	0	1
Telerad telephone/voice mail system	0	0	0	0

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Major policies drafted	2	2	2
New programs/projects underway	2	4	4
Resident's phone calls relayed to proper depart. (Per Day)	400	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
Personnel Services										
510200	Salaries	283,994	298,494	283,994	316,346	316,346	0	0	316,346	316,346
510500	FICA	22,811	22,811	22,811	24,201	24,201	0	0	24,201	24,201
510600	Group Insurance	19,729	19,729	19,729	19,847	19,847	0	0	19,847	19,847
510700	Retirement	35,635	35,635	35,635	37,139	37,139	0	0	37,139	37,139
Personnel Services Totals		362,169	376,669	362,169	397,533	397,533	0	0	397,533	397,533
Professional Services										
521000	Professional Services	1,000	1,000	1,000	1,000	500	0	0	500	500
Professional Services Totals		1,000	1,000	1,000	1,000	500	0	0	500	500
Operations & Maintenance										
521100	Postage	20,250	20,250	20,250	20,250	20,250	0	0	20,250	20,250
521200	Printing	1,000	1,000	1,000	1,000	1,000	0	0	1,000	1,000
521400	Travel and Training	24,735	20,235	20,250	22,417	21,880	0	0	21,880	21,880
522100	Equipment Rental	4,400	4,400	4,400	4,400	4,400	0	0	4,400	4,400
523300	Departmental Supplies	750	750	750	750	750	0	0	750	750
523350	Supplies - United Way	325	325	325	325	0	0	0	0	0
523500	Other Supplies	500	500	500	0	0	0	0	0	0
525300	Dues and Subscriptions	4,774	4,774	4,774	5,570	5,570	0	0	5,570	5,570
525400	Insurance and Bonds	207,750	207,750	190,000	197,750	197,750	0	0	197,750	197,750
Operations & Maintenance Totals		264,484	259,984	242,249	252,462	251,600	0	0	251,600	251,600
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		627,653	637,653	605,418	650,995	649,633	0	0	649,633	649,633

Division Narrative
Department: Administration, Division: Town Clerk

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 processes 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. Orchestrate organization of all files in the new records storage facility.
- E. Continue providing current information on the websites for the Administrative/Legislative Departments.
- F. Formulate a system to update Mayor and Council on combined events and activities.

THREE-YEAR ACTION PLAN:

- A. Create indexing system of all permanent records for public access.
- B. Streamline electronic agenda and promote uniform support material.
- C. Continue review of current active files for archival value and provide storage accordingly.
- D. Begin review for update of the Town Code for accuracy and compliance with State legislative changes.

BUDGET HIGHLIGHTS:

This budget represents a base level of expenditures; request for a laptop computer.

Data Summary
 Department: Administration, Division: Town Clerk

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	155,331	159,212	0	159,212
Professional Services	0	0	0	0
Operations and Maintenance	13,063	11,593	0	11,593
Capital Outlay	0	0	0	0
Totals	168,394	170,805	0	170,805

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

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Dell Computer	2	2	0	2
Laptop Computer	1	1	0	1

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Agenda Prepared/Placed on Web site	40	40	40
Events Planned	0	6	6
Meeting Recordings Placed on Web site	40	40	40
Minutes Prepared/Indexed	40	40	40
Ordinances/Resolutions Prepared	45	46	46
Resolutions Prepared	39	46	46

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
Personnel Services										
510200	Salaries	116,164	116,164	116,164	119,817	119,817	0	0	119,817	119,817
510220	Salaries - Temporary	3,046	3,046	0	3,046	3,046	0	0	3,046	3,046
510500	FICA	9,218	9,218	9,218	9,398	9,218	0	0	9,218	9,218
510600	Group Insurance	13,058	13,058	13,058	13,064	13,064	0	0	13,064	13,064
510700	Retirement	13,845	13,845	13,845	14,067	14,067	0	0	14,067	14,067
Personnel Services Totals		155,331	155,331	152,285	159,392	159,212	0	0	159,212	159,212
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521400	Travel and Training	5,513	5,513	5,513	3,928	3,928	0	0	3,928	3,928
522530	Recording Fees	950	950	300	600	600	0	0	600	600
522600	Advertising	3,500	3,500	7,000	3,500	3,500	0	0	3,500	3,500
523300	Departmental Supplies	2,585	2,585	2,585	8,700	3,050	0	0	3,050	3,050
525300	Dues and Subscriptions	515	515	375	515	515	0	0	515	515
Operations & Maintenance Totals		13,063	13,063	15,773	17,243	11,593	0	0	11,593	11,593
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		168,394	168,394	168,058	176,635	170,805	0	0	170,805	170,805

Division Narrative
Department: Administration, Division: Human Resources

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; classification and pay administration; personnel records management; and employee relations. Human Resources is also responsible for 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. Develop and implement a new performance management process and evaluation form to help develop and assess the performance of Town employees.
- B. Improve the Town's recruitment efforts and process by implementing an online application program.
- C. Develop and implement a new hire orientation program.
- D. Review and update the Town's Personnel Policies Manual.
- E. 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.

THREE-YEAR ACTION PLAN:

- A. Assess the effectiveness of the new performance evaluation system.
- 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.
- C. Seek cost effective ways to prepare and develop Town supervisors. Develop a training program for new supervisors and an annual supervisor training for existing supervisors.
- D. Prepare the Town for upcoming retirements of key personnel.

BUDGET HIGHLIGHTS:

This budget includes funding for Retiree Health Insurance Premiums (\$129,820) estimated Workers' Compensation premiums (\$200,000), and estimated unemployment insurance premiums of (\$40,000).

Data Summary
 Department: Administration, Division: Human Resources

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	406,986	404,797	0	404,797
Professional Services	12,540	21,500	0	21,500
Operations and Maintenance	288,017	291,780	0	291,780
Capital Outlay	0	0	0	0
Totals	707,543	718,077	0	718,077

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Human Resources Analyst	1	1	0	1
Human Resources Director	1	1	0	1
TOTALS	2	2	0	2

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Employment Interest cards submitted	275	169	275
Job applications received	1800	1002	1700
Job vacancies advertised	75	55	75
New hires processed (fulltime/other)	65	55	65
Personnel Actions processed	450	423	450
Separations processed	60	50	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
Personnel Services										
510200	Salaries	106,657	143,522	111,157	134,921	134,921	0	0	134,921	134,921
510500	FICA	10,957	10,957	10,957	10,322	10,322	0	0	10,322	10,322
510600	Group Insurance	11,510	13,110	11,510	13,095	13,095	0	0	13,095	13,095
510610	Retiree Health Insurance	121,482	121,482	121,482	129,820	129,820	0	0	129,820	129,820
510615	Health Reimbursement	140,295	100,800	100,800	100,800	100,800	0	0	100,800	100,800
510700	Retirement	15,515	17,115	0	15,839	15,839	0	0	15,839	15,839
Personnel Services Totals		406,416	406,986	355,906	404,797	404,797	0	0	404,797	404,797
Professional Services										
521000	Professional Services	19,208	12,540	19,208	21,500	21,500	0	0	21,500	21,500
Professional Services Totals		19,208	12,540	19,208	21,500	21,500	0	0	21,500	21,500
Operations & Maintenance										
521200	Printing	400	400	400	400	400	0	0	400	400
521400	Travel and Training	10,500	6,000	10,500	18,000	6,000	0	0	6,000	6,000
522600	Advertising	1,500	1,500	1,800	2,500	1,800	0	0	1,800	1,800
523340	Personnel Supplies	500	500	500	1,000	700	0	0	700	700
524300	Contract Services	46,849	8,725	46,849	24,780	29,980	0	0	29,980	29,980
525300	Dues and Subscriptions	1,214	1,110	1,214	900	900	0	0	900	900
525610	Workers Compensation	241,304	238,282	241,304	255,000	200,000	0	0	200,000	200,000
525620	Unemployment Insurance	677	18,000	677	40,000	40,000	0	0	40,000	40,000
525630	Wellness Program	9,500	9,500	9,500	9,500	8,000	0	0	8,000	8,000
525660	Educational Assistance	8,970	4,000	8,970	15,000	4,000	0	0	4,000	4,000
Operations & Maintenance Totals		321,414	288,017	321,714	367,080	291,780	0	0	291,780	291,780
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		747,038	707,543	696,828	793,377	718,077	0	0	718,077	718,077

Division Narrative
Department: Administration, Division: Safety

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 (OSHA). 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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	12,529	11,221	0	11,221
Capital Outlay	0	0	0	0
Totals	12,529	11,221	0	11,221

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
NONE				
TOTALS	0	0	0	0

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

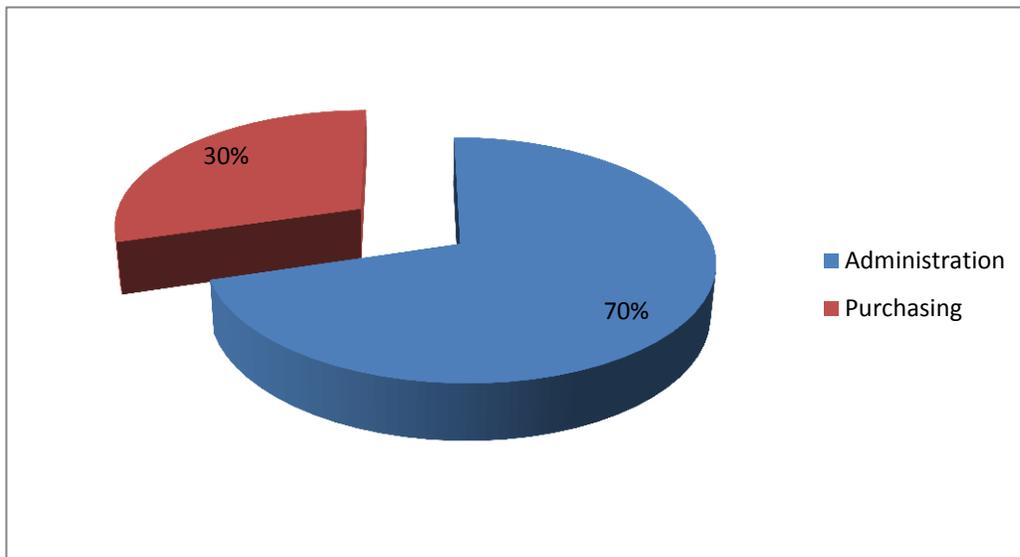
WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
First Aid/CPR Classes	3	2	2
Safety Meetings Conducted	5	5	5
Training Sessions Offered	8	8	8

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
Personnel Services										
Personnel Services Totals		0	0	0	0	0	0	0	0	0
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521400	Travel and Training	1,565	1,565	1,565	1,490	1,490	0	0	1,490	1,490
523300	Departmental Supplies	1,000	1,000	1,000	1,000	500	0	0	500	500
523530	OSHA Compliance Supplies	500	500	500	500	0	0	0	0	0
524300	Contract Services	4,874	4,874	4,874	4,874	4,874	0	0	4,874	4,874
525300	Dues and Subscriptions	520	520	527	527	527	0	0	527	527
525650	Employee Safety Awards	4,070	4,070	3,660	3,830	3,830	0	0	3,830	3,830
Operations & Maintenance Totals		12,529	12,529	12,126	12,221	11,221	0	0	11,221	11,221
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		12,529	12,529	12,126	12,221	11,221	0	0	11,221	11,221

FINANCE DEPARTMENT SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Administration</i>	\$577,422
<i>Purchasing</i>	243,037
<i>Total Finance Department Budget FY 2013</i>	\$820,459

Finance Department FY 2013 Budget by Division



Finance 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	520,117	520,117	510,203	512,702	512,699	0	0	512,699	512,699
Professional Services Totals	103,300	103,300	96,258	111,630	108,100	0	0	108,100	108,100
Operations & Maintenance Totals	199,835	199,835	194,506	205,450	199,660	0	0	199,660	199,660
Capital Outlay Totals	0	0	0	0	0	0	0	0	0
Total Department Expenditures	823,252	823,252	800,967	829,782	820,459	0	0	820,459	820,459

Division Narrative
Department: Finance, Division: Administration

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, the 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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	411,626	412,037	0	412,037
Professional Services	103,300	108,100	0	108,100
Operations and Maintenance	57,460	57,285	0	57,285
Capital Outlay	0	0	0	0
Totals	572,386	577,422	0	577,422

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

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Paper Shredder	1	1	0	1

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Comprehensive Annual Financial Reports submitted to GFOA	1	1	1
License (privilege and dog) issued	1600	1600	1600
Payroll Checks/Direct Deposits Issued	7275	7300	7300
Vendor Checks issued	4350	4500	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
Personnel Services										
510200	Salaries	316,951	316,951	315,358	317,729	317,729	0	0	317,729	317,729
510500	FICA	24,189	24,189	22,538	24,306	24,306	0	0	24,306	24,306
510600	Group Insurance	32,700	32,700	30,481	32,703	32,700	0	0	32,700	32,700
510700	Retirement	37,786	37,786	37,445	37,302	37,302	0	0	37,302	37,302
Personnel Services Totals		411,626	411,626	405,822	412,040	412,037	0	0	412,037	412,037
Professional Services										
521000	Professional Services	103,300	103,300	96,258	111,630	108,100	0	0	108,100	108,100
Professional Services Totals		103,300	103,300	96,258	111,630	108,100	0	0	108,100	108,100
Operations & Maintenance										
521200	Printing	3,300	3,300	2,979	3,300	3,300	0	0	3,300	3,300
521400	Travel and Training	4,000	4,000	3,870	4,000	3,550	0	0	3,550	3,550
521600	Equipment Maintenance & Repair	800	800	0	800	500	0	0	500	500
523300	Departmental Supplies	1,800	1,800	1,650	1,800	1,800	0	0	1,800	1,800
524300	Contract Services	14,705	14,705	14,131	15,845	15,280	0	0	15,280	15,280
524310	Contract Services-Tax Coll	32,000	32,000	30,567	32,000	32,000	0	0	32,000	32,000
524800	Purchase for Resale	55	55	64	55	55	0	0	55	55
525300	Dues and Subscriptions	800	800	1,220	800	800	0	0	800	800
Operations & Maintenance Totals		57,460	57,460	54,481	58,600	57,285	0	0	57,285	57,285
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		572,386	572,386	556,561	582,270	577,422	0	0	577,422	577,422

Division Narrative
Department: Finance, Division: Purchasing

ACTIVITIES:

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	108,491	100,662	0	100,662
Professional Services	0	0	0	0
Operations and Maintenance	142,375	142,375	0	142,375
Capital Outlay	0	0	0	0
Totals	250,866	243,037	0	243,037

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Purchasing Manager	1	1	0	1
TOTALS	2	2	0	2

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
2001 Chevrolet Pickup (Natural Gas)	1	1	0	1

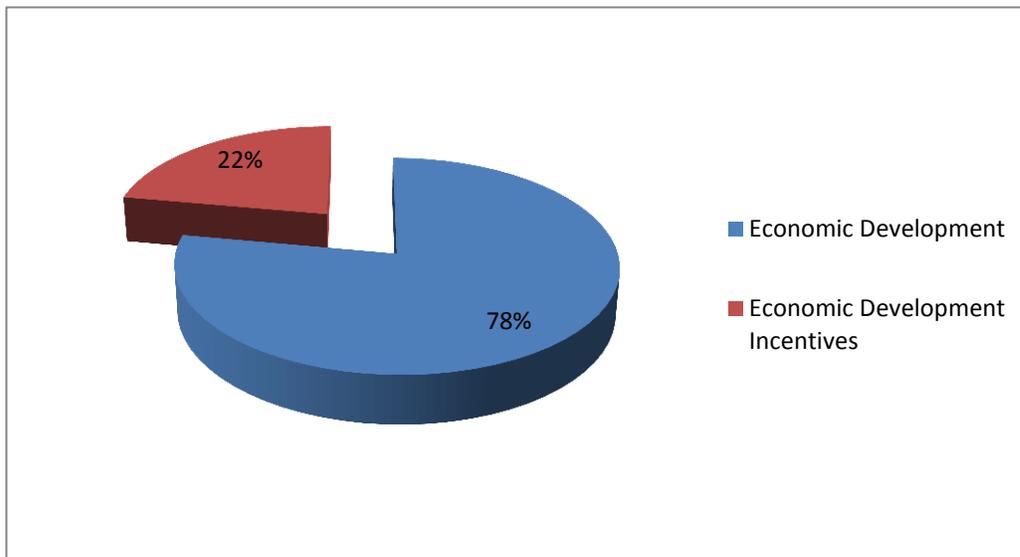
WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Average days to process supply requests	1	1	1
Bank statements reconciled	12	12	12
Fixed asset records maintained/inventoried	1275	1500	1500
Invoices reviewed	15000	16000	16000
Requisitions processed	680	700	700

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
Personnel Services										
510200	Salaries	85,244	85,244	82,356	78,812	78,812	0	0	78,812	78,812
510500	FICA	6,510	6,510	6,191	6,029	6,029	0	0	6,029	6,029
510600	Group Insurance	6,568	6,568	5,912	6,568	6,568	0	0	6,568	6,568
510700	Retirement	10,169	10,169	9,922	9,253	9,253	0	0	9,253	9,253
Personnel Services Totals		108,491	108,491	104,381	100,662	100,662	0	0	100,662	100,662
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521150	Telephone	49,200	49,200	47,100	45,900	49,200	0	0	49,200	49,200
521200	Printing	500	500	0	500	500	0	0	500	500
521400	Travel and Training	1,575	1,575	560	750	1,575	0	0	1,575	1,575
521600	Equipment Maintenance & Repair	200	200	90	200	200	0	0	200	200
522100	Equipment Rental	77,900	77,900	77,780	81,800	77,900	0	0	77,900	77,900
523300	Departmental Supplies	600	600	550	600	600	0	0	600	600
523310	Copier Supplies	10,900	10,900	12,300	14,300	10,900	0	0	10,900	10,900
524300	Contract Services	1,200	1,200	1,500	2,500	1,200	0	0	1,200	1,200
525300	Dues and Subscriptions	300	300	145	300	300	0	0	300	300
Operations & Maintenance Totals		142,375	142,375	140,025	146,850	142,375	0	0	142,375	142,375
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		250,866	250,866	244,406	247,512	243,037	0	0	243,037	243,037

ECONOMIC DEVELOPMENT DEPARTMENT SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Economic Development</i>	\$403,843
<i>Economic Development Incentives</i>	115,000
<i>Total Economic Development Budget FY 2013</i>	\$518,843

Economic Development FY 2013 Budget by Division



Economic Development 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	237,630	237,630	195,786	241,668	241,668	0	0	241,668	241,668
Professional Services Totals	4,250	4,250	3,500	4,250	1,000	0	0	1,000	1,000
Operations & Maintenance Totals	396,128	273,753	379,875	284,653	276,175	5,000	0	276,175	276,175
Capital Outlay Totals	0	0	0	0	0	0	0	0	0
Total Department Expenditures	638,008	515,633	579,161	530,571	518,843	5,000	0	518,843	518,843

Division Narrative
Department: Economic Development, Division: Economic Development

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 town website.

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.
- G. Increase involvement in helping fill empty store fronts.

THREE-YEAR ACTION PLAN:

- A. Clarify Garner's vision for the future, articulating the economy it wants to have in 10 years.
- B. Re-establish a campaign of Garner "Gateway to the Triangle".
- C. 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.
- D. Continue Garner's established presence as an active player and leader in county, regional, and statewide economic development arenas.
- E. 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.
- F. 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. It 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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	237,630	241,668	0	241,668
Professional Services	4,250	1,000	0	1,000
Operations and Maintenance	158,753	161,175	0	161,175
Capital Outlay	0	0	0	0
Totals	400,633	403,843	0	403,843

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

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Desktop Computers	3	3	0	3
Laptop/Docking Station	0	1	0	0

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Major Recruitment Trips	3	2	4
NIM neighborhood meetings and presentations	8	14	14
NIM Special Projects	0	4	4
PIO Press Releases	74	150	150
Retention/Expansions Assists to Businesses	10	17	15
Sites/Buildings shown	12	15	20
Targeted businesses visited/contacted	9	14	14

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
Personnel Services										
510200	Salaries	181,369	181,369	181,369	184,992	184,992	0	0	184,992	184,992
510210	Salaries - Overtime	1,000	1,000	500	1,000	1,000	0	0	1,000	1,000
510500	FICA	13,917	13,917	13,917	14,229	14,229	0	0	14,229	14,229
510600	Group Insurance	19,604	19,604	0	19,611	19,611	0	0	19,611	19,611
510700	Retirement	21,740	21,740	0	21,836	21,836	0	0	21,836	21,836
Personnel Services Totals		237,630	237,630	195,786	241,668	241,668	0	0	241,668	241,668
Professional Services										
521000	Professional Services	4,250	4,250	3,500	4,250	1,000	0	0	1,000	1,000
Professional Services Totals		4,250	4,250	3,500	4,250	1,000	0	0	1,000	1,000
Operations & Maintenance										
521200	Printing	9,000	7,000	7,000	7,000	7,000	0	0	7,000	7,000
521400	Travel and Training	12,300	12,300	12,000	13,700	10,900	0	0	10,900	10,900
521440	Business Recruitment	3,800	3,800	3,000	3,800	3,800	0	0	3,800	3,800
521455	Development Assistance	12,775	7,400	4,000	6,900	3,800	5,000	0	3,800	3,800
521700	Auto Maintenance & Repair	800	800	400	800	400	0	0	400	400
522600	Advertising	6,500	6,500	6,300	6,500	5,000	0	0	5,000	5,000
523100	Auto Operating Supplies	1,478	1,478	1,200	1,478	800	0	0	800	800
523300	Departmental Supplies	1,000	1,000	1,000	1,000	1,000	0	0	1,000	1,000
523540	Promotional Supplies	2,000	2,000	2,000	2,000	2,000	0	0	2,000	2,000
524300	Contract Services	7,000	7,000	3,500	7,000	7,000	0	0	7,000	7,000
524340	Chamber of Commerce	33,375	33,375	33,375	33,375	33,375	0	0	33,375	33,375
524345	Garner Revitalization Assn	75,000	75,000	75,000	85,000	85,000	0	0	85,000	85,000
525300	Dues and Subscriptions	1,100	1,100	1,100	1,100	1,100	0	0	1,100	1,100
Operations & Maintenance Totals		166,128	158,753	149,875	169,653	161,175	5,000	0	161,175	161,175
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		408,008	400,633	349,161	415,571	403,843	5,000	0	403,843	403,843

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:

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

THREE-YEAR ACTION PLAN:

A. 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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	115,000	115,000	0	115,000
Capital Outlay	0	0	0	0
Totals	115,000	115,000	0	115,000

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
NONE				
TOTALS	0	0	0	0

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

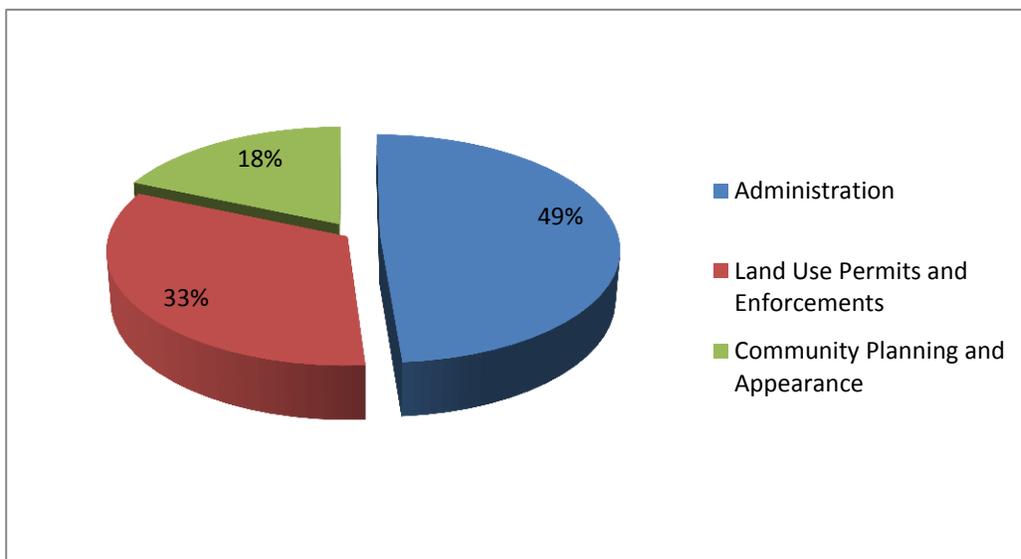
WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
NONE			

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
Personnel Services										
Personnel Services Totals		0	0	0	0	0	0	0	0	0
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521450	Economic Incentives	115,000	115,000	115,000	115,000	115,000	0	0	115,000	115,000
Operations & Maintenance Totals		115,000	115,000	115,000	115,000	115,000	0	0	115,000	115,000
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		115,000	115,000	115,000	115,000	115,000	0	0	115,000	115,000

PLANNING DEPARTMENT SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Administration</i>	\$256,267
<i>Land Use Permits and Enforcements</i>	170,902
<i>Community Planning and Appearance</i>	96,858
<i>Total Planning Department Budget FY 2013</i>	\$524,027

Planning Department FY 2013 Budget by Division



Planning 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	466,563	466,563	465,738	472,788	472,788	0	0	472,788	472,788
Professional Services Totals	46,572	3,000	46,572	3,000	3,000	25,000	0	3,000	3,000
Operations & Maintenance Totals	191,826	167,462	191,826	123,439	48,239	30,000	0	48,239	48,239
Capital Outlay Totals	0	0	0	0	0	0	0	0	0
Total Department Expenditures	704,961	637,025	704,136	599,227	524,027	55,000	0	524,027	524,027

Division Narrative
Department: Planning, Division: Planning Administration

ACTIVITIES:

The Administration Division manages the general operations of the department and consists of the Director and Senior Administrative Support Specialist. 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 the installation of street lighting for the new roundabout at Vandora Springs Road and Buffalo Road. Additional funding is requested to develop transit oriented development design standards in the UDO.

Data Summary
 Department: Planning, Division: Planning Administration

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	214,968	216,589	0	216,589
Professional Services	3,000	3,000	0	3,000
Operations and Maintenance	100,635	36,678	0	36,678
Capital Outlay	0	0	0	0
Totals	318,603	256,267	0	256,267

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

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

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Outside Meetings	24	24	30
Public notice of permits	50	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
Personnel Services										
510200	Salaries	167,543	167,543	167,543	167,740	167,740	0	0	167,740	167,740
510210	Salaries - Overtime	600	600	350	600	600	0	0	600	600
510220	Salaries - Temporary	720	720	350	2,280	2,280	0	0	2,280	2,280
510500	FICA	12,895	12,895	12,800	13,053	13,053	0	0	13,053	13,053
510600	Group Insurance	13,153	13,153	13,100	13,154	13,154	0	0	13,154	13,154
510700	Retirement	20,057	20,057	20,000	19,762	19,762	0	0	19,762	19,762
Personnel Services Totals		214,968	214,968	214,143	216,589	216,589	0	0	216,589	216,589
Professional Services										
521000	Professional Services	46,572	3,000	46,572	3,000	3,000	25,000	0	3,000	3,000
Professional Services Totals		46,572	3,000	46,572	3,000	3,000	25,000	0	3,000	3,000
Operations & Maintenance										
521200	Printing	6,650	6,650	6,650	9,060	660	0	0	660	660
521400	Travel and Training	4,856	4,856	4,856	5,056	5,056	0	0	5,056	5,056
521700	Auto Maintenance & Repair	600	600	600	1,200	900	0	0	900	900
523100	Auto Operating Supplies	945	945	945	1,000	1,000	0	0	1,000	1,000
523300	Departmental Supplies	1,200	1,200	1,200	1,200	1,200	0	0	1,200	1,200
524300	Contract Services	88,047	76,130	88,047	35,252	25,252	30,000	0	25,252	25,252
525300	Dues and Subscriptions	2,254	2,254	2,254	2,610	2,610	0	0	2,610	2,610
525700	Miscellaneous	8,000	8,000	8,000	0	0	0	0	0	0
Operations & Maintenance Totals		112,552	100,635	112,552	55,378	36,678	30,000	0	36,678	36,678
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		374,092	318,603	373,267	274,967	256,267	55,000	0	256,267	256,267

Division Narrative
Department: Planning, Division: Community Planning and Appearance

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. This position is currently frozen.

ACTION PLAN:

- A. Continue participation in the Regional Imagine 2040 Planning Project.
- B. 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. Reactivate the development and enhancement of the Community Appearance Improvement Program, particularly in North Garner, US 70 and Timber Drive when the Planner II position is filled.

BUDGET HIGHLIGHTS:

This budget provides a decreased level of expenditures.

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	89,944	92,088	0	92,088
Professional Services	0	0	0	0
Operations and Maintenance	55,685	4,770	0	4,770
Capital Outlay	0	0	0	0
Totals	145,629	96,858	0	96,858

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

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Addresses assigned	150	100	100
Area Plans adopted	1	0	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
Personnel Services										
510200	Salaries	69,401	69,401	69,401	71,292	71,292	0	0	71,292	71,292
510210	Salaries - Overtime	350	350	350	350	350	0	0	350	350
510500	FICA	5,325	5,325	5,325	5,481	5,481	0	0	5,481	5,481
510600	Group Insurance	6,551	6,551	6,551	6,554	6,554	0	0	6,554	6,554
510700	Retirement	8,317	8,317	8,317	8,411	8,411	0	0	8,411	8,411
Personnel Services Totals		89,944	89,944	89,944	92,088	92,088	0	0	92,088	92,088
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521200	Printing	150	150	150	160	80	0	0	80	80
521400	Travel and Training	1,500	1,500	1,500	1,500	1,500	0	0	1,500	1,500
523300	Departmental Supplies	1,940	1,940	1,940	2,090	1,790	0	0	1,790	1,790
523520	Visual Image Program Supplies	600	600	600	600	600	0	0	600	600
524300	Contract Services	59,247	51,000	59,247	50,375	375	0	0	375	375
525300	Dues and Subscriptions	495	495	495	535	425	0	0	425	425
Operations & Maintenance Totals		63,932	55,685	63,932	55,260	4,770	0	0	4,770	4,770
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		153,876	145,629	153,876	147,348	96,858	0	0	96,858	96,858

Division Narrative
Department: Planning, Division: Land Use Permits and Enforcement

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 provide 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 to the Board of Adjustment.
- D. Assist with the UDO Design Guidelines Project as assigned.

THREE-YEAR ACTION PLAN:

- A. 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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	161,651	164,111	0	164,111
Professional Services	0	0	0	0
Operations and Maintenance	11,142	6,791	0	6,791
Capital Outlay	0	0	0	0
Totals	172,793	170,902	0	170,902

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

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

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Administrative Permits Issued	150	150	150
Building Permits Approved	600	400	400
Meetings Attended	36	24	24
Permits requiring Board Approval Processed	60	50	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
Personnel Services										
510200	Salaries	123,927	123,927	123,927	126,153	126,153	0	0	126,153	126,153
510210	Salaries - Overtime	350	350	350	350	350	0	0	350	350
510500	FICA	9,484	9,484	9,484	9,678	9,678	0	0	9,678	9,678
510600	Group Insurance	13,075	13,075	13,075	13,079	13,079	0	0	13,079	13,079
510700	Retirement	14,815	14,815	14,815	14,851	14,851	0	0	14,851	14,851
Personnel Services Totals		161,651	161,651	161,651	164,111	164,111	0	0	164,111	164,111
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521200	Printing	4,350	150	4,350	160	160	0	0	160	160
521400	Travel and Training	2,425	2,425	2,425	2,920	2,920	0	0	2,920	2,920
521700	Auto Maintenance & Repair	450	450	450	1,000	1,000	0	0	1,000	1,000
522530	Recording Fees	175	175	175	182	182	0	0	182	182
522600	Advertising	6,010	6,010	6,010	6,010	0	0	0	0	0
523100	Auto Operating Supplies	545	545	545	962	962	0	0	962	962
523300	Departmental Supplies	400	400	400	500	500	0	0	500	500
525300	Dues and Subscriptions	987	987	987	1,067	1,067	0	0	1,067	1,067
Operations & Maintenance Totals		15,342	11,142	15,342	12,801	6,791	0	0	6,791	6,791
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		176,993	172,793	176,993	176,912	170,902	0	0	170,902	170,902

INSPECTIONS DEPARTMENT SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Administration/Enforcement</i>	\$701,007
<i>Total Inspections Department Budget FY 2013</i>	\$701,007

Inspections 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	669,200	669,200	664,000	678,390	678,390	0	0	678,390	678,390
Professional Services Totals	0	0	0	0	0	0	0	0	0
Operations & Maintenance Totals	25,317	22,317	18,900	22,617	22,617	0	0	22,617	22,617
Capital Outlay Totals	0	0	0	0	0	0	0	0	0
Total Department Expenditures	694,517	691,517	682,900	701,007	701,007	0	0	701,007	701,007

Division Narrative
Department: Inspections, Division: Inspections

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. Update and add new information to Town Website on the Inspections Department.
- C. Complete customer-service survey and develop online link.
- D. Work on selection and implementation of new "Star Tracker" program.

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	669,200	678,390	0	678,390
Professional Services	0	0	0	0
Operations and Maintenance	22,317	22,617	0	22,617
Capital Outlay	0	0	0	0
Totals	691,517	701,007	0	701,007

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Building & Plumbing Inspector	1	1	0	1
Building Inspector	1	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	1.5	1.5	0	1.5
Senior Fire Inspector	1	1	0	1
TOTALS	8	8	0	8

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Trucks	6	6	0	6

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Building inspections conducted	3519	4000	3500
Building permits issued	876	960	600
Building permits reviewed	650	600	450
Calls/Complaints investigated	379	400	425
Commercial Site plans reviewed	38	30	35
Fire code inspections conducted	834	900	900
Minimum Housing Code complaints processed	56	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
Personnel Services										
510200	Salaries	490,083	490,083	489,000	494,258	494,258	0	0	494,258	494,258
510210	Salaries - Overtime	2,310	2,310	1,500	2,310	2,310	0	0	2,310	2,310
510220	Salaries - Temporary	29,225	29,225	28,500	33,880	33,880	0	0	33,880	33,880
510500	FICA	39,818	39,818	39,000	40,580	40,580	0	0	40,580	40,580
510600	Group Insurance	49,058	49,058	49,000	49,066	49,066	0	0	49,066	49,066
510700	Retirement	58,706	58,706	57,000	58,296	58,296	0	0	58,296	58,296
Personnel Services Totals		669,200	669,200	664,000	678,390	678,390	0	0	678,390	678,390
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521200	Printing	500	500	400	500	500	0	0	500	500
521400	Travel and Training	11,717	8,717	7,500	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	1,700	2,000	2,000	0	0	2,000	2,000
523100	Auto Operating Supplies	6,190	6,190	5,000	6,190	6,190	0	0	6,190	6,190
523300	Departmental Supplies	3,025	3,025	2,500	3,025	3,025	0	0	3,025	3,025
523600	Uniforms	1,050	1,050	800	1,050	1,050	0	0	1,050	1,050
525300	Dues and Subscriptions	1,035	1,035	1,000	1,035	1,035	0	0	1,035	1,035
Operations & Maintenance Totals		25,317	22,317	18,900	22,617	22,617	0	0	22,617	22,617
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		694,517	691,517	682,900	701,007	701,007	0	0	701,007	701,007

ENGINEERING DEPARTMENT SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Community Engineering</i>	\$553,260
<i>Total Engineering Department Budget FY 2013</i>	\$553,260

Engineering 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	463,613	463,613	463,613	464,677	464,677	0	0	464,677	464,677
Professional Services Totals	4,000	4,000	4,000	4,000	500	18,000	0	500	500
Operations & Maintenance Totals	15,598	15,598	13,620	15,963	14,454	0	0	14,454	14,454
Capital Outlay Totals	0	0	0	0	0	295,000	73,629	73,629	73,629
Total Department Expenditures	483,211	483,211	481,233	484,640	479,631	313,000	73,629	553,260	553,260

Division Narrative
Department: Engineering, Division: Community Engineering

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 implementation of the Water Supply Watershed Protection Program Management Strategy.
- E. Successfully manage design and construction of US 70/White Oak intersection improvements.

THREE-YEAR ACTION PLAN:

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

BUDGET HIGHLIGHTS:

This budget reflects a base level of expenditures. Also, included in the budget is a decision package requesting an updated pavement condition survey.

Data Summary
 Department: Engineering, Division: Community Engineering

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	463,613	464,677	0	464,677
Professional Services	4,000	500	0	500
Operations and Maintenance	15,598	14,454	0	14,454
Capital Outlay	0	0	73,629	73,629
Totals	483,211	479,631	73,629	553,260

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
TOTALS	5	5	0	5

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
1989 Chevy Blazer (99,435 miles)	1	1	0	1
1997 Chevy S-10 (81,605 miles)	1	1	0	1
1999 Ford F-150 (73,909 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	5	3
Final Lot Inspections Conducted	33	50	75
Pre-Lot Inspections Conducted	50	60	75
Projects Inspected	20	17	20
Projects Prepared In-House	1	1	0
Site Plans Reviewed	16	21	25

INFORMATION TECHNOLOGIES DEPARTMENT SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Information Technology</i>	\$857,628
<i>Total Information Technology Department Budget FY 2013</i>	\$857,628

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	314,875	314,875	228,000	253,118	266,194	0	0	266,194	266,194
Professional Services Totals	15,000	15,000	6,000	15,000	5,000	0	0	5,000	5,000
Operations & Maintenance Totals	354,338	310,392	290,580	381,892	362,434	12,400	10,000	372,434	372,434
Capital Outlay Totals	87,740	32,740	87,000	0	0	252,900	214,000	214,000	214,000
Total Department Expenditures	771,953	673,007	611,580	650,010	633,628	265,300	224,000	857,628	857,628

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

THREE-YEAR ACTION PLAN:

- A. Provide and coordinate hardware, software, and data purchases throughout all departments.
- B. Create a fully functional, easy-to-use access system for use by all departments.
- C. Rewrite and enhance in-house programming.
- D. Provide more advanced-level training to users.
- E. Analyze staffing needs to build redundancy in the department.

BUDGET HIGHLIGHTS:

This budget reflects decision packages for a Core Network Upgrade, Town wide Wireless, Virtualized Desktop Solution, Replacement Workstations, and Investigator Laptops.

Data Summary
 Department: Information Technologies, Division: Information Technologies

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	314,875	266,194	0	266,194
Professional Services	15,000	5,000	0	5,000
Operations and Maintenance	310,392	362,434	10,000	372,434
Capital Outlay	32,740	0	214,000	214,000
Totals	673,007	633,628	224,000	857,628

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Director of Information Technologies	1	1	0	1
Information Technology Specialist / Network & Systems	1	1	0	1
Information Technology Specialist / Programming (Part-Time)	1	1	0	1
Information Technology Specialist / Security and Police Liaison	1	1	0	1
TOTALS	4	4	0	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	1	1	0	1
Personal Computers	103	103	0	103
Town -wide Phone system	1	1	0	1

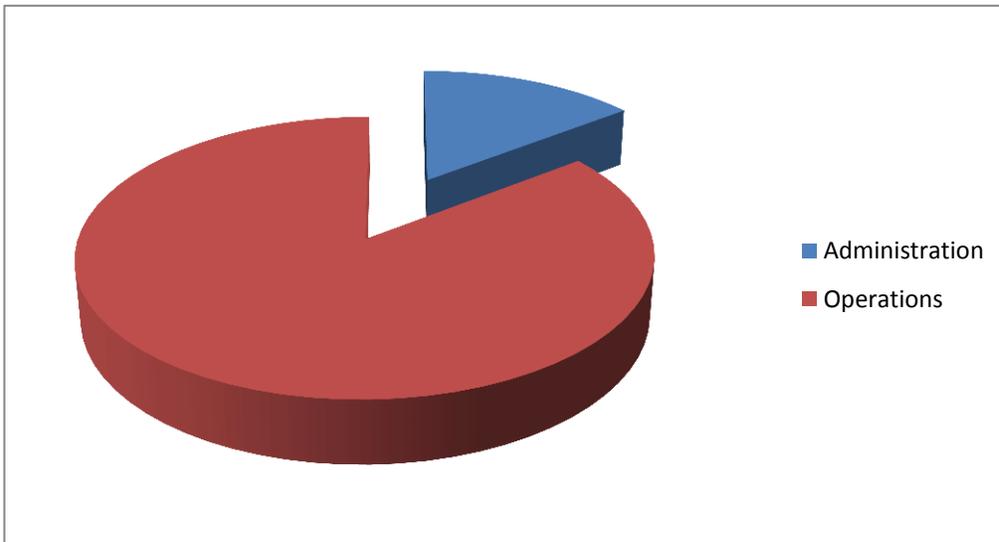
WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Inter-Departmental Work Requests	920	650	1000
New Computers Setup	0	11	65
Routine Computer Maintenance	25	30	25
Training Sessions Offered	0	0	12

Information Technologies										
Personnel Services										
510200	Salaries	240,666	240,666	180,000	185,101	185,101	0	0	185,101	185,101
510210	Salaries - Overtime	924	924	0	924	924	0	0	924	924
510220	Salaries - Temporary	0	0	0	10,600	10,600	0	0	10,600	10,600
510500	FICA	18,354	18,354	13,000	15,043	15,043	0	0	15,043	15,043
510600	Group Insurance	26,261	26,261	15,000	19,611	32,687	0	0	32,687	32,687
510700	Retirement	28,670	28,670	20,000	21,839	21,839	0	0	21,839	21,839
Personnel Services Totals		314,875	314,875	228,000	253,118	266,194	0	0	266,194	266,194
Professional Services										
521000	Professional Services	15,000	15,000	6,000	15,000	5,000	0	0	5,000	5,000
Professional Services Totals		15,000	15,000	6,000	15,000	5,000	0	0	5,000	5,000
Operations & Maintenance										
521150	Telephone	114,780	114,780	114,780	114,780	114,780	2,400	0	114,780	114,780
521200	Printing	500	500	0	500	150	0	0	150	150
521400	Travel and Training	11,996	11,996	4,000	12,008	8,000	0	0	8,000	8,000
521600	Equipment Maintenance & Repair	5,800	5,800	2,000	5,800	3,300	0	0	3,300	3,300
521700	Auto Maintenance & Repair	250	250	100	250	250	0	0	250	250
522100	Equipment Rental	6,000	6,000	0	5,375	5,375	0	0	5,375	5,375
523100	Auto Operating Supplies	828	828	400	828	828	0	0	828	828
523300	Departmental Supplies	14,709	14,709	14,000	17,879	17,879	10,000	10,000	27,879	27,879
524300	Contract Services	199,160	155,214	155,000	224,247	211,647	0	0	211,647	211,647
525300	Dues and Subscriptions	315	315	300	225	225	0	0	225	225
Operations & Maintenance Totals		354,338	310,392	290,580	381,892	362,434	12,400	10,000	372,434	372,434
Capital Outlay										
537400	Equipment	87,740	32,740	87,000	0	0	252,900	214,000	214,000	214,000
Capital Outlay Totals		87,740	32,740	87,000	0	0	252,900	214,000	214,000	214,000
Division Grand Totals		771,953	673,007	611,580	650,010	633,628	265,300	224,000	857,628	857,628

POLICE DEPARTMENT SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Administration</i>	\$1,027,745
<i>Operations</i>	6,024,738
<i>Total Police Department Budget FY 2013</i>	\$7,052,483

Police Department FY 2013 Budget by Division



Police 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	5,972,401	5,938,838	5,934,440	6,132,515	6,093,285	0	0	6,093,285	6,093,285
Professional Services Totals	1,700	1,700	0	1,700	1,700	0	0	1,700	1,700
Operations & Maintenance Totals	839,767	841,490	819,622	850,262	806,424	65,000	40,000	846,424	846,424
Capital Outlay Totals	105,648	92,865	109,039	194,539	111,074	12,080	0	111,074	111,074
Total Department Expenditures	6,919,516	6,874,893	6,863,101	7,179,016	7,012,483	77,080	40,000	7,052,483	7,052,483

Division Narrative

Department: Police, Division: Police Administration

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. Strategy 1.3: Community Education - We will develop programs and materials to educate citizens about various components of and operations within the Department. We will publish an updated annual report and strategic plan.

B. Strategy 3.2: Selection of leadership training - We will work collaboratively with Garner Fire Rescue to select a core curriculum that will provide the opportunity for participation in a comprehensive leadership training program for all persons seeking promotion in the next three years.

C. Strategy 3.3: Identification of funding - We will research the cost of courses on the identified curriculum list to identify those courses that are most cost effective in meeting employee needs. We will work collaboratively with the Town and Garner Fire Rescue to identify appropriate budgeting sources to cover the anticipated costs.

D. Strategy 6.1: Identify immediate and future facilities needs - We will update our facilities needs document (internally) to reflect our current organizational structure, our specific needs for work space and storage and compliance with professional standards.

E. Strategy 6.2: Consideration of short-term alternatives - We will seek out creative and cost-efficient alternatives to meet the department's immediate facilities needs to ensure the greatest efficiency possible in the context of our evolving organizational structure and responsibilities.

THREE-YEAR ACTION PLAN:

A. Strategy 1.5: Customer satisfaction surveys - We will solicit citizen and other customer feedback regarding the level and quality of services delivered. We will use the feedback provided to enhance our practices and procedures.

B. Strategy 3.4: Diversity of assignment and experience - We will continue to rotate all sworn staff through specialized assignments in order to expand individual and collective breadth and diversity of assignment and experience.

C. Strategy 6.3: Work collaboratively with the Town on a facilities plan - We will work with Town Administration and other Town departments to collaborate on a facilities plan that addresses the needs of the police department as well as the needs of other departments. We will develop a facilities plan that gives consideration to the Town's current economic condition as well as the future growth plan for the Town of Garner.

BUDGET HIGHLIGHTS:

This year's Administration Budget reflects continued funding for staff training, especially in the area of leadership. This budget also request 50% funding for the replacement of an outdated Portacount Fit Testing machine utilized for gas mask and SCBA testing. The Garner Volunteer Fire & Rescue is partnering with us on providing the other 50% funding.

Data Summary
 Department: Police, Division: Police Administration

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	883,291	849,573	0	849,573
Professional Services	500	500	0	500
Operations and Maintenance	214,971	165,598	0	165,598
Capital Outlay	22,000	12,074	0	12,074
Totals	1,120,762	1,027,745	0	1,027,745

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

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
ACO Pickup Truck	1	1	0	1
Unmarked Vehicles	3	3	0	3

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
High-Liability Training Hours/Officer	52	60	60
Reports Processed	290/week	300/week	300/week
Telephone Calls Handled	230/week	250/week	250/week
Walk-in Visitors Assisted	50/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
Personnel Services										
510200	Salaries	569,832	553,642	553,642	510,977	510,977	0	0	510,977	510,977
510210	Salaries - Overtime	0	3,675	2,500	3,675	3,675	0	0	3,675	3,675
510240	Separation Allowance	146,909	146,909	146,909	169,308	169,308	0	0	169,308	169,308
510500	FICA	54,727	53,770	53,700	52,324	52,324	0	0	52,324	52,324
510600	Group Insurance	60,122	58,527	58,527	52,326	52,326	0	0	52,326	52,326
510700	Retirement	68,264	66,768	66,768	60,963	60,963	0	0	60,963	60,963
Personnel Services Totals		899,854	883,291	882,046	849,573	849,573	0	0	849,573	849,573
Professional Services										
521000	Professional Services	500	500	0	500	500	0	0	500	500
Professional Services Totals		500	500	0	500	500	0	0	500	500
Operations & Maintenance										
521200	Printing	1,000	1,000	1,000	1,000	1,000	0	0	1,000	1,000
521400	Travel and Training	67,130	72,130	70,000	78,200	76,380	0	0	76,380	76,380
521410	Special Events	1,450	1,450	1,450	1,500	1,500	0	0	1,500	1,500
521600	Equipment Maintenance & Repair	1,000	1,000	750	1,500	1,500	0	0	1,500	1,500
521700	Auto Maintenance & Repair	1,500	1,500	1,500	1,500	1,500	0	0	1,500	1,500
523100	Auto Operating Supplies	4,450	4,450	5,000	10,865	10,865	0	0	10,865	10,865
523300	Departmental Supplies	9,961	7,240	7,240	10,415	7,240	0	0	7,240	7,240
523325	Departmental Supplies Software	35,444	35,444	35,000	0	0	0	0	0	0
523600	Uniforms	2,500	2,500	3,500	3,000	3,000	0	0	3,000	3,000
524300	Contract Services	77,982	79,982	77,982	54,338	54,338	0	0	54,338	54,338
525300	Dues and Subscriptions	800	800	600	800	800	0	0	800	800
525640	Phys/Poly/Psych Examinations	7,225	7,225	5,500	7,225	7,225	0	0	7,225	7,225
525700	Miscellaneous	250	250	0	250	250	0	0	250	250
Operations & Maintenance Totals		210,692	214,971	209,522	170,593	165,598	0	0	165,598	165,598
Capital Outlay										
537400	Equipment	27,000	22,000	22,000	6,037	12,074	0	0	12,074	12,074
Capital Outlay Totals		27,000	22,000	22,000	6,037	12,074	0	0	12,074	12,074
Division Grand Totals		1,138,046	1,120,762	1,113,568	1,026,703	1,027,745	0	0	1,027,745	1,027,745

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, one (1) special victims investigator and one (1) crime analyst.

ACTION PLAN:

A. Strategy 2.1: Community promotion - We will continue to promote PAAL within the community by advertising, using social media and conducting public information campaigns.

B. Strategy 2.2: Identify recurring funding - We will seek additional funding for the organization by reaching out to local employers and corporations to become sponsors of the PAAL. We will also work with the PAAL Board to prepare budget requests for funding for the program to support the police efforts with PAAL.

C. Strategy 2.3: Expansion of PAAL programming - We will collaborate with the PAAL Board to identify programming needs in the Garner community and to utilize police and community volunteers to staff and develop additional PAAL programs.

D. Strategy 3.4: Diversity of assignment and experience - We will continue to rotate all sworn staff through specialized assignments in order to expand individual and collective breadth and diversity of assignment and experience.

E. Strategy 4.2: Review of the property and evidence function - With the implementation of a new Records Management System, we will update our evidence submission, processing and storage procedures with the goal of enhanced efficiency. We will then conduct a review of the property and evidence function to determine the workload as well as the practicality of civilianizing the responsibilities.

F. Strategy 5.2: Collaboration with the District Attorney and Chief Magistrate - We will continue our effort to collaborate with the District Attorney, the Magistrate's Office and area loss prevention personnel to setup a system to allow shoplifting cases to be set on the loss prevention personnel's court date to reduce officer appearances and increase conviction rates.

G. Strategy 5.3: Loss prevention coalition - The department's Crime Prevention Officer will continue to expand the Town-wide loss prevention coalition through regular meetings and the exchange of information between retailers.

THREE-YEAR ACTION PLAN:

A. Strategy 2.5: Develop a facility plan - We will work with the PAAL Board and the Town to identify potential sites and/or buildings to be used as a PAAL facility to provide space for offices, classrooms and athletic events. We will also collaborate on developing a funding plan for such a facility.

B. Strategy 4.3: Development of civilian community services positions - We will research the cost and benefits of implementing a non-sworn community services officer program that will blend the animal control program responsibilities and many of the internal services currently provided. We will collaborate with the Parks, Recreation and Cultural Resources Department and Town staff to develop a recommendation that is operationally and fiscally feasible for and beneficial to the Town.

BUDGET HIGHLIGHTS:

This year's Operation Budget request funding to purchase seven (7) replacement patrol vehicles identified by staff as a critical need. Additional funding is also requested for building a fenced area at Public Works for storage of impounded vehicles. Funding for audio/visual components (monitor, camcorder, scope and Smart Board) is also requested to aid the Patrol and CID Divisions. This budget includes two (2) Decision Packages which consist of replacing our current duty pistols and surveillance equipment for CID.

Data Summary
Department: Police, Division: Police Operations

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	5,055,547	5,243,712	0	5,243,712
Professional Services	1,200	1,200	0	1,200
Operations and Maintenance	626,519	640,826	40,000	680,826
Capital Outlay	70,865	99,000	0	99,000
Totals	5,754,131	5,984,738	40,000	6,024,738

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Crime Analyst	1	1	0	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	30	30	0	30
School Crossing Guard (Part Time)	5	5	0	5
School Resource Officer	4	4	0	4
Sergeant	8	8	0	8
Special Victims Investigator	1	1	0	1
Traffic Safety Officer	5	5	0	5
TOTALS	67	67	0	67

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Laser Mapping System	1	1	0	1
Light Tower	1	1	0	1
Marked Police Vehicles	33	33	0	39
Night Vision Equipment	1	1	0	1
Police Motorcycle	1	1	0	1
SRT Response Vehicles	3	3	0	2
Tactical Wireless Camera	1	1	0	1

Unmarked Vehicles	27	27	0	25
Utility Trailers	5	5	0	5

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Accidents Investigated	1125	1150	1150
Arrests	826	850	850
Calls For Service Investigated/Year	27272	28000	28000
Cases Assigned	186/month	190/month	190/month
Cases Cleared	69/month	70/month	70/month
Citations/Warnings/Parking Tickets Issued	8050	8100	8100
Crime Prevention Talks and Demonstrations Offered	10/month	10/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
Personnel Services										
510200	Salaries	3,720,651	3,720,651	3,700,000	3,842,825	3,810,827	0	0	3,810,827	3,810,827
510210	Salaries - Overtime	45,350	28,350	45,000	79,350	79,350	0	0	79,350	79,350
510220	Salaries - Temporary	25,512	25,512	25,000	26,991	26,991	0	0	26,991	26,991
510235	Outside Employment	148,000	148,000	148,000	148,000	148,000	0	0	148,000	148,000
510500	FICA	300,015	300,015	301,375	313,434	311,862	0	0	311,862	311,862
510600	Group Insurance	392,154	392,154	392,154	405,208	401,995	0	0	401,995	401,995
510700	Retirement	440,865	440,865	440,865	467,134	464,687	0	0	464,687	464,687
Personnel Services Totals		5,072,547	5,055,547	5,052,394	5,282,942	5,243,712	0	0	5,243,712	5,243,712
Professional Services										
521000	Professional Services	1,200	1,200	0	1,200	1,200	0	0	1,200	1,200
Professional Services Totals		1,200	1,200	0	1,200	1,200	0	0	1,200	1,200
Operations & Maintenance										
521200	Printing	1,500	1,500	2,500	2,000	2,000	0	0	2,000	2,000
521410	Special Events	9,500	9,500	9,500	9,500	9,500	0	0	9,500	9,500
521430	Parking Fees	700	700	700	700	700	0	0	700	700
521600	Equipment Maintenance & Repair	6,800	6,800	7,500	8,600	6,800	0	0	6,800	6,800
521700	Auto Maintenance & Repair	39,500	39,500	54,500	61,500	50,500	0	0	50,500	50,500
522100	Equipment Rental	500	500	500	3,000	1,500	0	0	1,500	1,500
523100	Auto Operating Supplies	177,376	179,550	160,000	216,218	200,000	0	0	200,000	200,000
523300	Departmental Supplies	64,960	64,960	64,900	70,825	67,500	65,000	40,000	107,500	107,500
523550	Vet Supplies & Food	9,500	9,500	9,500	10,000	8,000	0	0	8,000	8,000
523560	Drug & Information Purchases	7,000	7,000	7,000	7,000	4,000	0	0	4,000	4,000
523600	Uniforms	52,470	52,470	50,000	48,650	48,650	0	0	48,650	48,650
524300	Contract Services	254,769	250,039	240,000	236,826	236,826	0	0	236,826	236,826
525300	Dues and Subscriptions	3,850	3,850	3,000	4,200	4,200	0	0	4,200	4,200
525700	Miscellaneous	650	650	500	650	650	0	0	650	650
Operations & Maintenance Totals		629,075	626,519	610,100	679,669	640,826	65,000	40,000	680,826	680,826
Capital Outlay										
537400	Equipment	78,648	70,865	87,039	188,502	99,000	12,080	0	99,000	99,000
Capital Outlay Totals		78,648	70,865	87,039	188,502	99,000	12,080	0	99,000	99,000
Division Grand Totals		5,781,470	5,754,131	5,749,533	6,152,313	5,984,738	77,080	40,000	6,024,738	6,024,738

FIRE SERVICES SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Administration/Operations</i>	\$2,026,773
<i>Total Fire Services Department Budget FY 2013</i>	\$2,026,773

Fire Services 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	0	0	0	0	0	0	0	0	0
Professional Services Totals	0	0	0	0	0	0	0	0	0
Operations & Maintenance Totals	2,009,856	1,982,282	2,009,856	1,982,282	2,026,773	0	0	2,026,773	2,026,773
Capital Outlay Totals	0	0	0	0	0	0	0	0	0
Total Department Expenditures	2,009,856	1,982,282	2,009,856	1,982,282	2,026,773	0	0	2,026,773	2,026,773

Data Summary
 Department: Fire Services, Division: Fire Services

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	1,982,282	2,026,773	0	2,026,773
Capital Outlay	0	0	0	0
Totals	1,982,282	2,026,773	0	2,026,773

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
NONE				
TOTALS	0	0	0	0

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

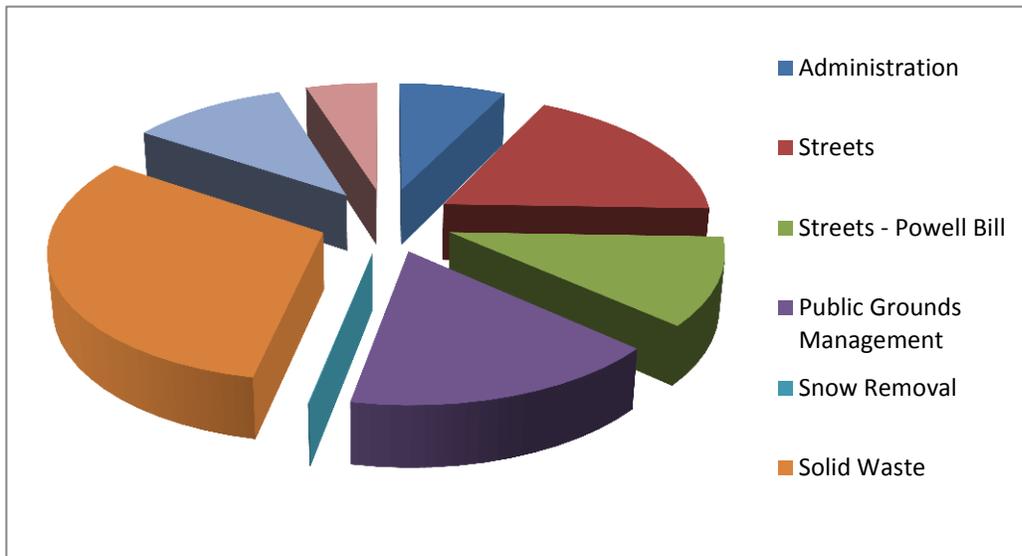
WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
NONE			

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
Personnel Services										
Personnel Services Totals		0	0	0	0	0	0	0	0	0
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
524300	Contract Services	2,009,856	1,982,282	2,009,856	1,982,282	1,982,282	0	0	2,026,773	2,026,773
Operations & Maintenance Totals		2,009,856	1,982,282	2,009,856	1,982,282	1,982,282	0	0	2,026,773	2,026,773
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		2,009,856	1,982,282	2,009,856	1,982,282	1,982,282	0	0	2,026,773	2,026,773

PUBLIC WORKS SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Administration</i>	\$413,710
<i>Streets</i>	1,026,502
<i>Streets - Powell Bill</i>	621,151
<i>Public Grounds Management</i>	934,729
<i>Snow Removal</i>	3,500
<i>Solid Waste</i>	1,758,955
<i>Public Facilities Management</i>	606,645
<i>Fleet Management</i>	276,704
Total Public Works Budget FY 2013	\$5,641,896

Public Works FY 2013 Budget by Division



Public Works 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	2,255,000	2,255,000	2,260,742	2,301,370	2,301,270	76,558	0	2,301,270	2,301,270
Professional Services Totals	0	0	0	0	0	0	0	0	0
Operations & Maintenance Totals	3,745,111	3,680,768	3,158,644	3,473,155	3,275,626	101,374	50,000	3,325,626	3,325,626
Capital Outlay Totals	182,882	179,400	37,477	255,040	0	55,850	15,000	15,000	15,000
Total Department Expenditures	6,182,993	6,115,168	5,456,863	6,029,565	5,576,896	233,782	65,000	5,641,896	5,641,896

Division Narrative
Department: Public Works, Division: Public Works Administration

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.

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	393,834	401,752	0	401,752
Professional Services	0	0	0	0
Operations and Maintenance	12,526	11,958	0	11,958
Capital Outlay	0	0	0	0
Totals	406,360	413,710	0	413,710

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

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

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Work Orders Completed	3456	4147	4147
Work Orders Issued	3474	4169	4169
Work Request Received In-House	610	732	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
Personnel Services										
510200	Salaries	301,398	301,398	301,398	308,451	308,451	0	0	308,451	308,451
510210	Salaries - Overtime	438	438	400	438	438	0	0	438	438
510220	Salaries - Temporary	263	263	263	263	263	0	0	263	263
510500	FICA	23,053	23,053	23,053	23,652	23,652	0	0	23,652	23,652
510600	Group Insurance	32,671	32,671	32,671	32,685	32,685	0	0	32,685	32,685
510700	Retirement	36,011	36,011	36,011	36,263	36,263	0	0	36,263	36,263
Personnel Services Totals		393,834	393,834	393,796	401,752	401,752	0	0	401,752	401,752
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521150	Telephone	600	600	600	600	0	0	0	0	0
521200	Printing	75	75	75	75	75	0	0	75	75
521400	Travel and Training	3,400	3,400	3,400	4,808	3,333	0	0	3,333	3,333
521700	Auto Maintenance & Repair	150	150	100	150	150	0	0	150	150
523100	Auto Operating Supplies	640	640	600	640	400	0	0	400	400
523300	Departmental Supplies	1,600	1,600	1,800	2,000	2,000	0	0	2,000	2,000
523600	Uniforms	687	687	687	687	550	0	0	550	550
524300	Contract Services	4,600	4,600	4,600	4,600	4,600	0	0	4,600	4,600
524620	About Face Dress for Success	0	0	0	0	0	0	0	0	0
525300	Dues and Subscriptions	774	774	809	850	850	0	0	850	850
Operations & Maintenance Totals		12,526	12,526	12,671	14,410	11,958	0	0	11,958	11,958
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		406,360	406,360	406,467	416,162	413,710	0	0	413,710	413,710

Division Narrative
Department: Public Works, Division: Street Maintenance

ACTIVITIES:

The Streets Division performs maintenance and construction on all Town-owned property as needed. Staff provide support to other Divisions by supporting park construction, traffic control for special events, special cleanups, response to Police calls, Code 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.
- F. Establish written practices to comply with APWA Accreditation Standards.

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 includes a Decision Package to fund the previously frozen Equipment Operator Position.

Data Summary
 Department: Public Works, Division: Street Maintenance

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	306,007	310,290	0	310,290
Professional Services	0	0	0	0
Operations and Maintenance	1,096,377	701,212	0	701,212
Capital Outlay	115,400	0	15,000	15,000
Totals	1,517,784	1,011,502	15,000	1,026,502

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Equipment Operator	1	1	1	2
Lead Equipment Operator	1	1	0	1
Maintenance Worker	2	2	0	2
PW Operations Superintendent	1	1	0	1
Temporary Maintenance Workers	3	3	0	3
TOTALS	8	8	1	9

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Pickup Truck	1	1	0	1

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Days of street sweeping State roads	31	28	37
Retention Pond Sites	25	26	26
Street name sign repairs/replacement	156	160	125
Street name signs installed	5	8	8
Utility cuts asphalt tonnage	177	150	150
Utility cuts repaired	31	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
Personnel Services										
510200	Salaries	189,996	189,996	189,996	193,781	193,781	33,226	0	193,781	193,781
510210	Salaries - Overtime	2,581	2,581	2,590	2,590	2,590	0	0	2,590	2,590
510220	Salaries - Temporary	40,281	40,281	40,281	40,281	40,281	0	0	40,281	40,281
510500	FICA	17,756	17,756	17,756	18,103	18,103	2,130	0	18,103	18,103
510600	Group Insurance	32,470	32,470	32,470	32,480	32,480	0	0	32,480	32,480
510700	Retirement	22,923	22,923	22,923	23,055	23,055	1,935	0	23,055	23,055
Personnel Services Totals		306,007	306,007	306,016	310,290	310,290	37,291	0	310,290	310,290
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521300	Utilities	577,212	577,212	540,000	593,412	593,412	0	0	593,412	593,412
521400	Travel and Training	4,800	4,800	4,800	5,230	4,500	0	0	4,500	4,500
522100	Equipment Rental	400	400	400	400	0	0	0	0	0
523300	Departmental Supplies	28,600	28,600	28,000	38,600	33,000	0	0	33,000	33,000
523302	Utility Patch Supplies	20,000	20,000	30,000	20,000	20,000	0	0	20,000	20,000
523600	Uniforms	6,065	6,065	6,065	6,065	5,000	687	0	5,000	5,000
524300	Contract Services	459,000	459,000	0	45,000	45,000	0	0	45,000	45,000
524386	Street Resurfacing	0	0	0	0	0	0	0	0	0
525300	Dues and Subscriptions	300	300	300	300	300	0	0	300	300
Operations & Maintenance Totals		1,096,377	1,096,377	609,565	709,007	701,212	687	0	701,212	701,212
Capital Outlay										
537220	Sidewalk Construction	118,882	115,400	0	0	0	0	0	0	0
537600	Construction	0	0	0	0	0	15,000	15,000	15,000	15,000
Capital Outlay Totals		118,882	115,400	0	0	0	15,000	15,000	15,000	15,000
Division Grand Totals		1,521,266	1,517,784	915,581	1,019,297	1,011,502	52,978	15,000	1,026,502	1,026,502

Division Narrative
Department: Public Works, Division: Powell Bill

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 99-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. It also includes requests for replacing a 1988 Ford Tractor (30,000), 1998 JCB Backhoe (85,000) and the addition of one Ventrac mower with attachments (25,000)DP.

Data Summary
 Department: Public Works, Division: Powell Bill

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	401,688	374,533	0	374,533
Professional Services	0	0	0	0
Operations and Maintenance	201,965	196,618	50,000	246,618
Capital Outlay	0	0	0	0
Totals	603,653	571,151	50,000	621,151

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Equipment Operator	1	1	1	2
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
TOTALS	8	8	1	9

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Asphalt Roller	1	1	0	1
Bucket Truck	1	1	0	1
Crewcabs	3	3	0	3
Dump Trucks	6	6	0	6
Flail Mowers	5	5	0	5
Motorgrader	1	0	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
Ventrac	1	1	1	0

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Days of street sweeping Town roads	129	134	140
Miles of paved Town streets maintained	99	100	101
Potholes and patches asphalt tonnage	175	263	300
Potholes and patches repaired	87	94	100
Traffic Control signs new installations	8	25	10
Traffic Control signs replaced/repared	468	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
Personnel Services										
510200	Salaries	279,098	279,098	279,098	256,759	256,759	33,226	0	256,759	256,759
510210	Salaries - Overtime	2,581	2,581	3,560	2,590	2,590	0	0	2,590	2,590
510220	Salaries - Temporary	12,100	12,100	12,100	12,100	12,100	0	0	12,100	12,100
510500	FICA	22,484	22,484	22,484	20,767	20,767	2,130	0	20,767	20,767
510600	Group Insurance	51,908	51,908	51,908	51,869	51,869	0	0	51,869	51,869
510700	Retirement	33,517	33,517	33,517	30,448	30,448	1,935	0	30,448	30,448
Personnel Services Totals		401,688	401,688	402,667	374,533	374,533	37,291	0	374,533	374,533
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521600	Equipment Maintenance & Repair	14,999	14,999	16,240	17,250	15,000	0	0	15,000	15,000
521700	Auto Maintenance & Repair	25,000	25,000	34,704	31,500	28,000	0	0	28,000	28,000
522100	Equipment Rental	300	300	150	300	0	0	0	0	0
523100	Auto Operating Supplies	72,730	72,730	71,413	72,968	72,968	0	0	72,968	72,968
523300	Departmental Supplies	56,510	56,510	55,696	59,340	57,000	0	0	57,000	57,000
523600	Uniforms	6,576	6,576	6,576	6,576	5,000	687	0	5,000	5,000
524300	Contract Services	350	350	350	350	150	0	0	150	150
524380	Contract Services-Powell Bill	10,000	10,000	10,000	25,000	3,000	100,000	50,000	53,000	53,000
524700	Landfill Charges	15,500	15,500	17,859	18,500	15,500	0	0	15,500	15,500
Operations & Maintenance Totals		201,965	201,965	212,988	231,784	196,618	100,687	50,000	246,618	246,618
Capital Outlay										
537400	Equipment	0	0	0	115,000	0	25,000	0	0	0
Capital Outlay Totals		0	0	0	115,000	0	25,000	0	0	0
Division Grand Totals		603,653	603,653	615,655	721,317	571,151	162,978	50,000	621,151	621,151

Division Narrative
Department: Public Works, Division: Public Grounds Management

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:

This requested budget includes replacement for the following equipment: 1980 Reel Mower (\$32,000), Z-Turn Riding Mower (\$14,500) It also includes three Decision Packages for the following items: Pull Behind Turbine Blower (\$7,350) Utility Vehicle with Turf Tires (8,500) and the Conversion of one Grounds Maintenance Worker to a Grounds Maintenance Technician. This budget also reflects an increase in overtime expenditures due to increase of participation in special events.

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	675,137	746,289	0	746,289
Professional Services	0	0	0	0
Operations and Maintenance	186,294	188,440	0	188,440
Capital Outlay	27,500	0	0	0
Totals	888,931	934,729	0	934,729

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Lead Parks Maintenance Worker	5	5	0	5
Parks & Grounds Supervisor	1	1	0	1
Parks Maintenance Worker	7	7	0	7
Temporary Maintenance Workers	6	6	0	6
Temporary Weekend Ranger	1	1	0	1
TOTALS	20	20	0	20

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Backhoe	1	1	0	1
Ballfield Machine	1	1	0	1
Crewcab Pickup	3	3	0	3
Overseeder	1	1	0	1
Pickup Truck	4	4	0	4
Reel Mower	1	1	1	0
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

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Plant Beds Maintained - ROW	175	180	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
Personnel Services										
510200	Salaries	405,793	405,793	405,793	460,622	460,622	1,976	0	460,622	460,622
510210	Salaries - Overtime	7,000	7,000	12,500	13,016	13,016	0	0	13,016	13,016
510220	Salaries - Temporary	90,382	90,382	90,382	90,382	90,382	0	0	90,382	90,382
510500	FICA	38,444	38,444	38,444	42,396	42,396	0	0	42,396	42,396
510600	Group Insurance	84,265	84,265	84,265	84,368	84,268	0	0	84,268	84,268
510700	Retirement	49,253	49,253	49,253	55,605	55,605	0	0	55,605	55,605
Personnel Services Totals		675,137	675,137	680,637	746,389	746,289	1,976	0	746,289	746,289
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521400	Travel and Training	2,610	2,610	2,610	3,415	2,600	0	0	2,600	2,600
521520	Vandalism Repair	500	500	500	500	500	0	0	500	500
521600	Equipment Maintenance & Repair	16,500	16,500	16,000	18,885	16,500	0	0	16,500	16,500
521700	Auto Maintenance & Repair	4,500	4,500	4,250	4,725	4,500	0	0	4,500	4,500
522100	Equipment Rental	500	500	360	500	300	0	0	300	300
523100	Auto Operating Supplies	33,719	33,719	28,953	33,719	30,000	0	0	30,000	30,000
523200	Agricultural Supplies	40,000	40,000	40,000	41,200	41,200	0	0	41,200	41,200
523300	Departmental Supplies	33,500	33,500	33,500	45,027	33,500	0	0	33,500	33,500
523600	Uniforms	11,645	11,645	11,645	12,006	11,600	0	0	11,600	11,600
524300	Contract Services	42,580	42,580	42,580	55,400	47,500	0	0	47,500	47,500
525300	Dues and Subscriptions	240	240	150	240	240	0	0	240	240
Operations & Maintenance Totals		186,294	186,294	180,548	215,617	188,440	0	0	188,440	188,440
Capital Outlay										
537400	Equipment	27,500	27,500	27,552	46,500	0	15,850	0	0	0
Capital Outlay Totals		27,500	27,500	27,552	46,500	0	15,850	0	0	0
Division Grand Totals		888,931	888,931	888,737	1,008,506	934,729	17,826	0	934,729	934,729

Division Narrative
Department: Public Works, Division: Snow Removal

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. 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 reflects increased maintenance cost on aging equipment with a base level of expenditures.

Data Summary
 Department: Public Works, Division: Snow Removal

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	4,425	3,500	0	3,500
Capital Outlay	11,500	0	0	0
Totals	15,925	3,500	0	3,500

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
NONE				
TOTALS	0	0	0	0

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
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	0	6

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Intersections spread with sand per snowfall	119	125	125
Lane miles of Town streets plowed per snowfall	198	202	202
Parking lots cleared per snowfall	6	6	6
Sidewalks cleared per snowfall	6	6	6
Snowfalls and ice storms requiring removal efforts	6	2	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
Personnel Services										
Personnel Services Totals		0	0	0	0	0	0	0	0	0
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
523300	Departmental Supplies	4,425	4,425	2,900	6,740	3,500	0	0	3,500	3,500
Operations & Maintenance Totals		4,425	4,425	2,900	6,740	3,500	0	0	3,500	3,500
Capital Outlay										
537400	Equipment	11,500	11,500	9,925	0	0	0	0	0	0
Capital Outlay Totals		11,500	11,500	9,925	0	0	0	0	0	0
Division Grand Totals		15,925	15,925	12,825	6,740	3,500	0	0	3,500	3,500

Division Narrative
Department: Public Works, Division: Solid Waste

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 with curbside electronic recycling added to 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:

A. 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. While contract collection cost has been stabilized through a contract extension, some increases are seen in the landfill tipping fees and supplies with the addition of recycling rollouts to our inventory.

Data Summary
 Department: Public Works, Division: Solid Waste

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	1,760,538	1,758,955	0	1,758,955
Capital Outlay	0	0	0	0
Totals	1,760,538	1,758,955	0	1,758,955

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
NONE				
TOTALS	0	0	0	0

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
1985 Rear Packer	1	1	0	1
1989 Rear Packer	1	1	0	1

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Complaints per unit received at Public Works	0.02	0.02	0.02
Garbage, trash, yard waste cost per residence/month	13.51	13.94	13.94
Recycling monthly cost per residence	1.92	2.00	2.00
Rollout containers in use	8700	8743	8791
Spring & Fall cleanups - tons collected	360	450	450

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
Personnel Services										
Personnel Services Totals		0	0	0	0	0	0	0	0	0
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521100	Postage	2,576	2,576	150	500	500	0	0	500	500
521200	Printing	3,670	3,670	2,000	2,750	2,500	0	0	2,500	2,500
521700	Auto Maintenance & Repair	700	700	700	700	700	0	0	700	700
523100	Auto Operating Supplies	2,540	2,540	2,450	2,540	2,540	0	0	2,540	2,540
523300	Departmental Supplies	34,000	34,000	28,000	43,164	43,164	0	0	43,164	43,164
524410	Commercial Collection Dumpster	27,500	27,500	32,000	32,400	32,400	0	0	32,400	32,400
524420	Residential Collection	1,471,577	1,471,577	1,439,000	1,481,151	1,456,819	0	0	1,456,819	1,456,819
524430	Curbside Recycling Program	204,700	204,700	203,000	205,893	206,036	0	0	206,036	206,036
524440	Office Paper Recycling Program	1,275	1,275	1,275	1,296	1,296	0	0	1,296	1,296
524700	Landfill Charges	12,000	12,000	17,000	17,005	13,000	0	0	13,000	13,000
Operations & Maintenance Totals		1,760,538	1,760,538	1,725,575	1,787,399	1,758,955	0	0	1,758,955	1,758,955
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		1,760,538	1,760,538	1,725,575	1,787,399	1,758,955	0	0	1,758,955	1,758,955

Division Narrative
Department: Public Works, Division: Public Facility Management

ACTIVITIES:

The Public Facility Management Division serves to maintain cost efficient, safe, clean and pleasant places for visitors, Town Employees while preserving 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:

This requested budget represents a base level of expenditures.

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	224,997	228,370	0	228,370
Professional Services	0	0	0	0
Operations and Maintenance	388,700	378,275	0	378,275
Capital Outlay	25,000	0	0	0
Totals	638,697	606,645	0	606,645

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

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Alternative Fuel Pickup Truck	1	1	0	1
Equipment Trailer (enclosed 22')	0	0	0	0
Pickup Truck	2	2	0	1
Pressure Washer	1	1	0	1
Service Truck	1	1	0	1

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Christmas Decorations	75	75	102
HVAC Systems/Units Maintained	57	57	57
Seasonal Banners & Flags	136	136	136
Town Buildings / Grounds Maintained	44	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
Personnel Services										
510200	Salaries	163,651	163,651	163,651	166,633	166,633	0	0	166,633	166,633
510210	Salaries - Overtime	2,835	2,835	2,100	2,868	2,868	0	0	2,868	2,868
510500	FICA	12,690	12,690	12,690	12,967	12,967	0	0	12,967	12,967
510600	Group Insurance	25,998	25,998	25,998	26,003	26,003	0	0	26,003	26,003
510700	Retirement	19,823	19,823	19,823	19,899	19,899	0	0	19,899	19,899
Personnel Services Totals		224,997	224,997	224,262	228,370	228,370	0	0	228,370	228,370
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521300	Utilities	162,000	162,000	151,019	166,000	145,000	0	0	145,000	145,000
521310	Water & Sewer Charges	28,000	28,000	37,405	34,000	34,000	0	0	34,000	34,000
521400	Travel and Training	1,900	1,900	0	2,090	2,090	0	0	2,090	2,090
521500	Building and Grounds Maint.	10,500	10,500	10,500	12,000	12,000	0	0	12,000	12,000
521600	Equipment Maintenance & Repair	10,000	10,000	11,500	12,500	12,500	0	0	12,500	12,500
521700	Auto Maintenance & Repair	1,400	1,400	1,400	1,600	1,600	0	0	1,600	1,600
522100	Equipment Rental	550	550	250	550	0	0	0	0	0
523100	Auto Operating Supplies	14,200	14,200	12,600	17,405	15,000	0	0	15,000	15,000
523300	Departmental Supplies	61,686	38,810	38,810	46,450	40,000	0	0	40,000	40,000
523600	Uniforms	2,740	2,740	2,740	2,740	2,740	0	0	2,740	2,740
524300	Contract Services	160,067	118,600	118,600	180,295	113,345	0	0	113,345	113,345
Operations & Maintenance Totals		453,043	388,700	384,824	475,630	378,275	0	0	378,275	378,275
Capital Outlay										
537400	Equipment	25,000	25,000	0	0	0	0	0	0	0
Capital Outlay Totals		25,000	25,000	0	0	0	0	0	0	0
Division Grand Totals		703,040	638,697	609,086	704,000	606,645	0	0	606,645	606,645

Division Narrative
Department: Public Works, Division: Fleet Management

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, 40 licensed trailers, 17 non-licensed heavy equipment, pieces of specialized equipment and approximately 107 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. Perform equipment installations for replacement Police Cars.
- D. Incorporate use of new Fleet Software.

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 fleets 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 requested budget represents a base level of expenditures, and also includes the replacing the following equipment. 1982 Case Forklift with a used Forklift (\$20,000), 1997 Chevy Pickup (\$23,000).It also includes a 2-way radio upgrade due to mandated changes by the FCC. (\$50,540)

Data Summary
 Department: Public Works, Division: Fleet Management

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	253,337	240,036	0	240,036
Professional Services	0	0	0	0
Operations and Maintenance	29,943	36,668	0	36,668
Capital Outlay	0	0	0	0
Totals	283,280	276,704	0	276,704

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Fleet Mechanics	2	2	0	2
Fleet Service Technician	1	0	0	0
Lead Fleet Mechanic	1	1	0	1
Services Supervisor	1	1	0	1
TOTALS	5	4	0	4

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	1	1
Refrigerant Recovery System	1	1	0	1
Scan Tool	1	1	0	1
Spare Car	0	1	0	0
Vehicle Hoist	3	3	0	3

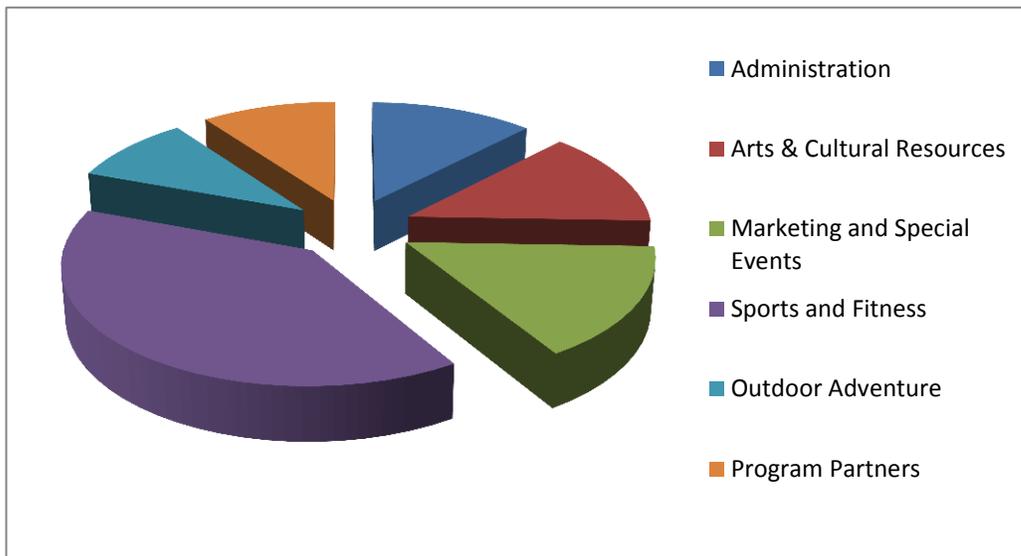
WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Licensed Vehicles (Cars and trucks)	133	133	135
Non-Licensed vehicles (tractor, backhoes, etc.)	20	16	16
Preventive Maintenance Completed	531	565	565
Shop Repair Orders Completed	833	850	875
Small Equipment (Z-Turns, Weeders, Blowers, etc)	100	100	107
Specialized Equipment (Generator sets, trailers, etc.)	28	40	40

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
Personnel Services										
510200	Salaries	188,969	188,969	188,969	177,699	177,699	0	0	177,699	177,699
510210	Salaries - Overtime	1,185	1,185	1,212	1,556	1,556	0	0	1,556	1,556
510500	FICA	14,501	14,501	14,501	13,713	13,713	0	0	13,713	13,713
510600	Group Insurance	26,031	26,031	26,031	26,024	26,024	0	0	26,024	26,024
510700	Retirement	22,651	22,651	22,651	21,044	21,044	0	0	21,044	21,044
Personnel Services Totals		253,337	253,337	253,364	240,036	240,036	0	0	240,036	240,036
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521200	Printing	650	650	250	650	650	0	0	650	650
521400	Travel and Training	1,860	1,860	1,800	1,860	1,860	0	0	1,860	1,860
521600	Equipment Maintenance & Repair	5,500	5,500	6,600	7,000	7,000	0	0	7,000	7,000
521700	Auto Maintenance & Repair	800	800	800	1,400	1,400	0	0	1,400	1,400
523100	Auto Operating Supplies	2,560	2,560	1,750	2,560	2,560	0	0	2,560	2,560
523300	Departmental Supplies	7,948	7,948	7,948	9,248	13,348	0	0	13,348	13,348
523600	Uniforms	2,000	2,000	1,800	2,000	2,000	0	0	2,000	2,000
524300	Contract Services	7,575	7,575	7,575	6,800	6,800	0	0	6,800	6,800
525300	Dues and Subscriptions	1,050	1,050	1,050	1,050	1,050	0	0	1,050	1,050
Operations & Maintenance Totals		29,943	29,943	29,573	32,568	36,668	0	0	36,668	36,668
Capital Outlay										
537400	Equipment	0	0	0	93,540	0	0	0	0	0
Capital Outlay Totals		0	0	0	93,540	0	0	0	0	0
Division Grand Totals		283,280	283,280	282,937	366,144	276,704	0	0	276,704	276,704

CULTURAL AND RECREATIONAL SUMMARY

<u>Division:</u>	<u>Total Budget FY 2013</u>
<i>Administration</i>	\$200,935
<i>Arts & Cultural Resources</i>	217,367
<i>Marketing and Special Events</i>	255,854
<i>Sports and Fitness</i>	645,551
<i>Outdoor Adventure</i>	152,919
<i>Program Partners</i>	165,299
 <i>Total Cultural and Recreational Budget FY 2013</i>	 \$1,637,925

Cultural and Recreational FY 2013 Budget by Division



Parks and Recreation 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	1,078,453	1,078,453	1,078,523	1,120,866	1,096,248	21,828	0	1,096,248	1,096,248
Professional Services Totals	0	0	0	0	0	0	0	0	0
Operations & Maintenance Totals	586,003	586,003	575,883	600,017	541,677	31,220	0	541,677	541,677
Capital Outlay Totals	22,000	0	0	0	0	6,001	0	0	0
Total Department Expenditures	1,686,456	1,664,456	1,654,406	1,720,883	1,637,925	59,049	0	1,637,925	1,637,925

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. Administration oversees four programming teams by providing operating policy, fiscal management, registrations, record keeping, training, and evaluation. The Administration staff maintain 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, reservations, billing and payments.
- 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, Recreation, Open Space and Greenways Master Plan.
- B. Evaluate department reorganization.
- 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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	184,116	186,065	0	186,065
Professional Services	0	0	0	0
Operations and Maintenance	9,820	14,870	0	14,870
Capital Outlay	0	0	0	0
Totals	193,936	200,935	0	200,935

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

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

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Online Program Registrations	3220	4639	6150
Picnic Shelter Reservations Handled	475	657	785

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
Personnel Services										
510200	Salaries	142,491	142,491	142,491	144,322	144,322	0	0	144,322	144,322
510220	Salaries - Temporary	600	600	600	600	600	0	0	600	600
510500	FICA	10,924	10,924	10,924	11,087	11,087	0	0	11,087	11,087
510600	Group Insurance	13,108	13,108	13,108	13,112	13,112	0	0	13,112	13,112
510700	Retirement	16,993	16,993	16,993	16,944	16,944	0	0	16,944	16,944
Personnel Services Totals		184,116	184,116	184,116	186,065	186,065	0	0	186,065	186,065
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521400	Travel and Training	3,330	3,330	3,330	9,430	3,430	0	0	3,430	3,430
521700	Auto Maintenance & Repair	250	250	100	250	250	0	0	250	250
523100	Auto Operating Supplies	640	640	640	640	640	0	0	640	640
523300	Departmental Supplies	4,500	4,500	6,500	8,500	9,500	0	0	9,500	9,500
525300	Dues and Subscriptions	1,100	1,100	600	1,050	1,050	0	0	1,050	1,050
Operations & Maintenance Totals		9,820	9,820	11,170	19,870	14,870	0	0	14,870	14,870
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		193,936	193,936	195,286	205,935	200,935	0	0	200,935	200,935

Division Narrative
Department: Parks and Recreation, Division: Arts and Cultural Resources

ACTIVITIES:

The Arts and Cultural Resources Team is responsible for coordinating a variety of cultural arts programs for Garner Performing Arts Center (GPAC). These include performance series, rentals, and special events. Programming partners include Miss Garner pageant, Towne Players of Garner, United Arts of Raleigh - Wake County, Garner Chamber of Commerce and the Garner Revitalization Association.

ACTION PLAN:

- A. Oversee all operational aspects of the Garner Performing Arts Center.
- B. Continue to develop a progressive vision for increasing programming and rental of Garner Performing Arts Center.
- C. Increase public awareness and attendance at the GPAC performances.

THREE-YEAR ACTION PLAN:

- A. Research methods to increase revenue streams for the GPAC.
- B. Develop successful sponsorship program and establish a Friends of the GPAC through a 501c3.
- C. Developing a vision for the GPAC to become an economic engine for the Town.

BUDGET HIGHLIGHTS:

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

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	148,912	156,507	0	156,507
Professional Services	0	0	0	0
Operations and Maintenance	91,289	60,860	0	60,860
Capital Outlay	0	0	0	0
Totals	240,201	217,367	0	217,367

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Facility Attendants (temp part-time)	10	10	0	10
GPAC Manager	1	1	0	1
Technicians (temp part-time)	8	8	0	8
Theatre Services Coordinator	0	1	0	1
TOTALS	19	20	0	20

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
Gene Lift	1	1	0	1
Portable Stage	1	1	0	1
Projector and screen	0	1	0	1
Sound System - GPAC	1	1	0	1
Stage Lighting System - GPAC	1	1	0	1

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Co-Sponsored Events	28/4007	32/5900	35/6200
GPAC Events	23/4224	59/7052	60/7500
Public Meetings	7/1248	20/1300	20/1300
Rentals	146/21275	120/17500	125/20000

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
Personnel Services										
510200	Salaries	84,874	84,874	84,874	89,207	89,207	0	0	89,207	89,207
510210	Salaries - Overtime	500	500	500	500	500	0	0	500	500
510220	Salaries - Temporary	31,456	31,456	31,526	33,806	33,806	0	0	33,806	33,806
510500	FICA	8,912	8,912	8,912	9,450	9,450	0	0	9,450	9,450
510600	Group Insurance	13,004	13,004	13,004	13,012	13,012	0	0	13,012	13,012
510700	Retirement	10,166	10,166	10,166	10,532	10,532	0	0	10,532	10,532
Personnel Services Totals		148,912	148,912	148,982	156,507	156,507	0	0	156,507	156,507
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521400	Travel and Training	1,100	1,100	2,400	2,400	2,400	0	0	2,400	2,400
521500	Building and Grounds Maint.	1,500	1,500	2,250	750	750	0	0	750	750
521600	Equipment Maintenance & Repair	1,800	1,800	1,800	1,800	1,800	0	0	1,800	1,800
522100	Equipment Rental	4,500	4,500	3,362	6,000	6,000	0	0	6,000	6,000
523300	Departmental Supplies	24,200	24,200	24,000	30,600	25,600	0	0	25,600	25,600
523600	Uniforms	500	500	1,200	500	500	0	0	500	500
524300	Contract Services	57,589	57,589	54,000	45,500	23,500	0	0	23,500	23,500
525300	Dues and Subscriptions	100	100	400	310	310	0	0	310	310
Operations & Maintenance Totals		91,289	91,289	89,412	87,860	60,860	0	0	60,860	60,860
Capital Outlay										
537400	Equipment	22,000	0	0	0	0	0	0	0	0
Capital Outlay Totals		22,000	0	0	0	0	0	0	0	0
Division Grand Totals		262,201	240,201	238,394	244,367	217,367	0	0	217,367	217,367

Division Narrative

Department: Parks and Recreation, Division: Marketing and Special Events

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 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 create new ones to become Town wide festivals and celebrations.
- B. Work with PIO to implement various marketing strategies to increase awareness and attendance of Town events.
- C. Develop new ways of publicizing Department programs, classes, and events.
- D. Continuous review of online registration process for citizen satisfaction.
- E. 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 GTV11 TV channel, local calendars, a Departmental newsletter, the website, and social media outlets.

BUDGET HIGHLIGHTS:

This budget enhances the marketing efforts of the department and rebranding the Town's efforts.

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	99,341	114,887	0	114,887
Professional Services	0	0	0	0
Operations and Maintenance	152,540	140,967	0	140,967
Capital Outlay	0	0	0	0
Totals	251,881	255,854	0	255,854

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

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
American Idol (Scotty McCreery) Event	0	30,000	0
Independence Day	19,000	20,000	20,000
Informational Booths	9	15	15
National Pony Girls Opening Ceremonies	8000	9000	9000
Online website transactions	901	3750	3750
PEG Channel Promotions	50	200	200
Publicity Pieces	1095	56,000	56,000
Scotty McCreery Viewing Parties	0	15 Parties / 10,300 People	0
Special Events	10 events / 6,900 people	10 events / 6,900 people	6,900

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
Personnel Services										
510200	Salaries	77,621	77,621	77,621	85,334	85,334	0	0	85,334	85,334
510500	FICA	5,915	5,915	5,915	6,528	6,528	0	0	6,528	6,528
510600	Group Insurance	6,565	6,565	6,565	13,006	13,006	0	0	13,006	13,006
510700	Retirement	9,240	9,240	9,240	10,019	10,019	0	0	10,019	10,019
Personnel Services Totals		99,341	99,341	99,341	114,887	114,887	0	0	114,887	114,887
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521200	Printing	22,200	22,200	22,200	22,700	22,200	0	0	22,200	22,200
521400	Travel and Training	750	750	1,005	1,700	1,700	3,220	0	1,700	1,700
522100	Equipment Rental	24,450	24,450	24,450	24,650	24,650	0	0	24,650	24,650
523300	Departmental Supplies	18,590	18,590	18,121	19,700	18,100	0	0	18,100	18,100
523600	Uniforms	1,050	1,050	1,050	1,250	1,250	0	0	1,250	1,250
524300	Contract Services	85,200	85,200	85,021	86,510	71,670	0	0	71,670	71,670
525300	Dues and Subscriptions	300	300	600	1,397	1,397	0	0	1,397	1,397
Operations & Maintenance Totals		152,540	152,540	152,447	157,907	140,967	3,220	0	140,967	140,967
Capital Outlay										
537400	Equipment	0	0	0	0	0	4,040	0	0	0
Capital Outlay Totals		0	0	0	0	0	4,040	0	0	0
Division Grand Totals		251,881	251,881	251,788	272,794	255,854	7,260	0	255,854	255,854

Division Narrative
Department: Parks and Recreation, Division: Sports and Fitness

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. This team manages the Avery Street Recreation Center, which provides year-round recreational program offerings, and manages the Avery Street Annex, which provides preschool, youth, summer camp, and afterschool programs. The Garner Senior Center and Fitness Annex 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 youth sports programming partners and senior citizen agencies to meet the needs of the community. The team also provides reports to 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 the Garner PAAL (Police Athletic and Activities League) 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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	534,579	524,035	0	524,035
Professional Services	0	0	0	0
Operations and Maintenance	125,240	121,516	0	121,516
Capital Outlay	0	0	0	0
Totals	659,819	645,551	0	645,551

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Bus Driver	1	1	0	1
Custodian (PT 15 hrs/wk)	1	0	0	0
Facility Attendant	25	15	0	15
Instructors	14	14	0	14
Recreation Activities Specialist (PT 29 hours/week)	1	1	0	1
Recreation Center & Program Supervisor	2	2	0	2
Recreation Leader I	18	18	0	18
Recreation Leader II	6	6	0	6
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	10	10	0	10
TOTALS	81	70	0	70

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
1993 IH Passenger bus (28,071 miles)	1	1	0	1
2006 15 Passenger Van (7,438 miles)	1	1	0	1
2008 15 Passenger Van (7,748 miles)	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

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Adult Classes & Programs (programs/contacts)	367/6,616	400/6,800	400/6,800
After School Activities (programs/contacts)	2/4,813	3/5,050	3/5,150
Preschool Programs (programs/participants)	141/2,695	125/1,958	138/2,331
Senior Health & Fitness Programs (programs/contacts)	1,146/13,244	1,200/13,200	1,200/13,300
Senior Instruct. & Leisure Programs (programs/contacts)	1,769/18,152	1,800/19,200	1,800/19,500
Summer Camp Program (programs/contacts)	4/2,010	6/4,150	6/3,900
Youth & Adult Athletic Leagues (leagues/players)	6/808	7/950	7/975

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
Personnel Services										
510200	Salaries	231,705	231,705	231,705	236,605	231,705	21,828	0	231,705	231,705
510220	Salaries - Temporary	215,011	215,011	215,011	217,635	204,772	0	0	204,772	204,772
510500	FICA	34,125	34,125	34,125	34,705	33,721	0	0	33,721	33,721
510600	Group Insurance	26,120	26,120	26,120	26,129	26,129	0	0	26,129	26,129
510700	Retirement	27,618	27,618	27,618	27,708	27,708	0	0	27,708	27,708
Personnel Services Totals		534,579	534,579	534,579	542,782	524,035	21,828	0	524,035	524,035
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521200	Printing	400	400	400	0	0	0	0	0	0
521300	Utilities	3,850	3,850	3,850	3,375	3,375	0	0	3,375	3,375
521400	Travel and Training	5,360	5,360	4,200	5,800	5,800	0	0	5,800	5,800
521405	Senior Citizens Travel	5,335	5,335	2,500	4,000	4,000	0	0	4,000	4,000
521500	Building and Grounds Maint.	5,700	5,700	5,700	5,400	5,400	0	0	5,400	5,400
521600	Equipment Maintenance & Repair	10,950	10,950	10,000	8,300	8,300	0	0	8,300	8,300
521700	Auto Maintenance & Repair	1,320	1,320	1,000	800	800	0	0	800	800
522100	Equipment Rental	1,890	1,890	1,890	3,420	3,420	0	0	3,420	3,420
523100	Auto Operating Supplies	1,720	1,720	1,700	950	950	0	0	950	950
523300	Departmental Supplies	28,315	28,315	28,300	31,265	31,265	0	0	31,265	31,265
523600	Uniforms	2,540	2,540	2,000	2,750	2,750	0	0	2,750	2,750
524300	Contract Services	42,130	42,130	42,100	42,606	42,606	28,000	0	42,606	42,606
524365	School Access Fees	13,500	13,500	13,500	11,000	11,000	0	0	11,000	11,000
525300	Dues and Subscriptions	2,230	2,230	2,200	1,850	1,850	0	0	1,850	1,850
Operations & Maintenance Totals		125,240	125,240	119,340	121,516	121,516	28,000	0	121,516	121,516
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		659,819	659,819	653,919	664,298	645,551	49,828	0	645,551	645,551

Division Narrative
Department: Parks and Recreation, Division: Outdoor Adventure

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	111,505	114,754	0	114,754
Professional Services	0	0	0	0
Operations and Maintenance	41,815	38,165	0	38,165
Capital Outlay	0	0	0	0
Totals	153,320	152,919	0	152,919

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
Facility Attendants	6	6	0	6
Program Specialists	5	3	0	3
White Deer Park/Lake Benson Supervisor	1	1	0	1
TOTALS	12	10	0	10

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
Adult Programs	9/54	5/14	4/24
Family Programs	9/135	14/306	16/320
Group Programs	48/960	35/795	48/960
Meetings	24/1440	23/462	24/480
Rentals	24/960	46/1875	48/2000
Special Events	4/1400	2/800	4/1250
Youth Programs	12/120	43/1028	45/1200

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
Personnel Services										
510200	Salaries	47,921	47,921	47,921	50,117	50,117	0	0	50,117	50,117
510210	Salaries - Overtime	800	800	800	800	800	0	0	800	800
510220	Salaries - Temporary	43,429	43,429	43,429	49,531	44,076	0	0	44,076	44,076
510500	FICA	7,039	7,039	7,039	7,683	7,267	0	0	7,267	7,267
510600	Group Insurance	6,512	6,512	6,512	6,516	6,516	0	0	6,516	6,516
510700	Retirement	5,804	5,804	5,804	5,978	5,978	0	0	5,978	5,978
Personnel Services Totals		111,505	111,505	111,505	120,625	114,754	0	0	114,754	114,754
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
521200	Printing	2,600	2,600	2,500	2,400	1,800	0	0	1,800	1,800
521400	Travel and Training	1,600	1,600	1,400	1,600	1,600	0	0	1,600	1,600
521600	Equipment Maintenance & Repair	2,800	2,800	2,800	2,800	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	875	875	600	900	900	0	0	900	900
523100	Auto Operating Supplies	900	900	900	900	900	0	0	900	900
523300	Departmental Supplies	17,600	17,600	17,600	17,165	15,665	0	0	15,665	15,665
523600	Uniforms	800	800	1,275	800	800	0	0	800	800
524300	Contract Services	13,000	13,000	13,000	13,600	12,350	0	0	12,350	12,350
525300	Dues and Subscriptions	640	640	640	350	350	0	0	350	350
Operations & Maintenance Totals		41,815	41,815	41,715	41,515	38,165	0	0	38,165	38,165
Capital Outlay										
537400	Equipment	0	0	0	0	0	1,961	0	0	0
Capital Outlay Totals		0	0	0	0	0	1,961	0	0	0
Division Grand Totals		153,320	153,320	153,220	162,140	152,919	1,961	0	152,919	152,919

Division Narrative
Department: Parks and Recreation, Division: Program Partners

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

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	165,299	165,299	0	165,299
Capital Outlay	0	0	0	0
Totals	165,299	165,299	0	165,299

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
NONE				
TOTALS	0	0	0	0

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
NONE			

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
Personnel Services										
Personnel Services Totals		0	0	0	0	0	0	0	0	0
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
524210	Garner Baseball Inc	64,900	64,900	64,900	66,600	64,900	0	0	64,900	64,900
524215	Garner Civitan	21,381	21,381	21,381	22,181	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	27,200	23,650	0	0	23,650	23,650
524230	Capital Area Soccer League	17,950	17,950	17,950	17,950	17,950	0	0	17,950	17,950
524235	GAYSL	11,418	11,418	11,418	11,418	11,418	0	0	11,418	11,418
524240	Optimist Basketball	22,500	22,500	19,000	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
Operations & Maintenance Totals		165,299	165,299	161,799	171,349	165,299	0	0	165,299	165,299
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		165,299	165,299	161,799	171,349	165,299	0	0	165,299	165,299

Debt Service 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	0	0	0	0	0	0	0	0	0
Professional Services Totals	0	0	0	0	0	0	0	0	0
Operations & Maintenance Totals	1,283,464	1,283,464	1,283,464	1,540,417	1,540,417	0	0	1,540,417	1,540,417
Capital Outlay Totals	0	0	0	0	0	0	0	0	0
Total Department Expenditures	1,283,464	1,283,464	1,283,464	1,540,417	1,540,417	0	0	1,540,417	1,540,417

Data Summary
 Department: Debt Service, Division: Debt Service

PROGRAM HISTORY				
Category	Previous Years Budget	Base Budget	Decision Packages	Adopted Budget
Personnel Services	0	0	0	0
Professional Services	0	0	0	0
Operations and Maintenance	1,283,464	1,540,417	0	1,540,417
Capital Outlay	0	0	0	0
Totals	1,283,464	1,540,417	0	1,540,417

AUTHORIZED POSITIONS				
Position	Previous Year	Current Year	Changes Requested	Adopted
NONE				
TOTALS	0	0	0	0

MAJOR EQUIPMENT				
Equipment	Previous Year	Current Year	Changes Requested	Adopted
NONE				

WORKLOAD INDICATORS			
Indicator	Previous Year	Estimated (Current Year)	Projected
NONE			

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
Personnel Services										
Personnel Services Totals		0	0	0	0	0	0	0	0	0
Professional Services										
Professional Services Totals		0	0	0	0	0	0	0	0	0
Operations & Maintenance										
526100	Principal - Bonds	115,000	115,000	115,000	120,000	120,000	0	0	120,000	120,000
526105	Principal Bonds - Utility Debt	100,000	100,000	100,000	100,000	100,000	0	0	100,000	100,000
526110	Principal - Leases	550,601	550,601	550,601	767,987	767,987	0	0	767,987	767,987
526200	Interest - Bonds	248,955	248,955	248,955	247,748	247,748	0	0	247,748	247,748
526205	Interest Bonds - Utility Debt	18,200	18,200	18,200	12,600	12,600	0	0	12,600	12,600
526210	Interest - Leases	250,708	250,708	250,708	292,082	292,082	0	0	292,082	292,082
Operations & Maintenance Totals		1,283,464	1,283,464	1,283,464	1,540,417	1,540,417	0	0	1,540,417	1,540,417
Capital Outlay										
Capital Outlay Totals		0	0	0	0	0	0	0	0	0
Division Grand Totals		1,283,464	1,283,464	1,283,464	1,540,417	1,540,417	0	0	1,540,417	1,540,417

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

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, 2012:

- Town Hall Addition: Planning Stage
- Regional Retention Facilities: Completion in Fall of 2011
- Timber Drive: Completion in Summer of 2013
- Vandora/Buffalo Roundabout: Design Stage
- 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

CAPITAL PROJECTS	Authorized as of July 1, 2011	Changes In Authorization	Authorized as of July 1, 2012
NOTE: PROJECTS BELOW ARE BUDGETED BY PROJECT ORDINANCE			
Town Hall Addition	\$1,286,000	\$0	\$1,286,000
Regional Retention Facilities	\$318,000	\$50,000	\$368,000
Timber Drive	\$2,523,068	\$0	\$2,523,068
Vandora/Buffalo Roundabout	\$353,232	\$0	\$353,232
Public Works Facility Improvements	\$293,472	\$0	\$293,472
Hwy 70/White Oak Improvements	\$0	\$500,000	\$500,000
TOTAL AUTHORIZATIONS	\$4,773,772	\$550,000	\$5,323,772

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:

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

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

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

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

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

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

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

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

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

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

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

Project #12: Improvements to Garner Historic Auditorium

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

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

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

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

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

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
Police	1,558,000						
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
Engineering	1,065,800						
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
Parks & Recreation	9,179,150						
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
Public Works	2,347,563						
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
Planning	4,197,000						
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
Public Facilities	21,500,000						
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
Transportation	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
Total		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 2012-13 GENERAL FUND BUDGET

<u>DEPARTMENT/PROGRAM</u>	<u>ITEM</u>	<u>REQUESTED</u>	<u>APPROVED</u>
TOWN COUNCIL			
Town Council		0	0
Town Attorney		0	0
Total-Town Council		\$0	\$0
EXECUTIVE			
Town Manager		0	0
Clerk to the Council		0	0
Personnel Services		0	0
Safety		0	0
Total-Executive		\$0	\$0
FINANCE			
Administration		0	0
Purchasing		0	0
Total-Finance		\$0	\$0
ECONOMIC DEVELOPMENT			
	Vacant and Boarded Up Housing	5,000	0
Total-Economic Development		\$5,000	\$0
PLANNING			
Administration	Street Lighting for Vandora Springs/Buffaloe	20,000	0
	Design Guidelines	25,000	0
	Wayfinding Sign Program Supplement	10,000	0
Land Use Permits & Enforcement			
Community Planning & Appearance		0	0
Total-Planning		\$55,000	\$0
BUILDING INSPECTIONS			
Administration/Enforcement		0	0
Total-Building Inspections		\$0	\$0
ENGINEERING			
Administration	Neighborhood Improvement Projects	73,629	73,629
Total-Engineering		\$73,629	\$73,629
INFORMATION TECHNOLOGY			
Computer Services	Police Investigations Laptops	24,400	0
	Wireless Controller and Access Points	15,500	0
	Replacement Workstations	23,000	23,000
	Virtualized Desktops and Backup Solution	16,500	16,500
	Core Network Switches Upgrade	26,000	26,000
	Citizen Request Software	10,000	10,000
	Public Works Laptop Replacement	1,400	0
Total-Information Technology		\$116,800	\$75,500

APPROVED CAPITAL OUTLAY ITEMS FY 2012-13 GENERAL FUND BUDGET

<u>DEPARTMENT/PROGRAM</u>	<u>ITEM</u>	<u>REQUESTED</u>	<u>APPROVED</u>
POLICE			
Administration	Replacement Portacount Fit Test	12,074	12,074
	Video Surveillance Equipment	12,080	0
Operations	Crime Analyst Software DDACTS (75%)	5,000	5,000
	Four (4) Replacement Vehicles	94,000	94,000
Total-Police		\$29,154	\$111,074
PUBLIC WORKS			
Public Works/Administration		0	0
Streets	Cofield Alley Paving Project	15,000	15,000
Streets-Powell Bill	Pavement Maintenance Program	10,000	50,000
	Ventrac with Attachments	25,000	0
	Replace 1988 Ford Tractor	30,000	0
	Replace 1998 JCB Backhoe	85,000	0
Snow Removal		0	0
Public Grounds Management	Pull behind Turbine Blower	7,350	0
	Utility Vehicle with Turf Tires	8,500	0
	Replace 1980 Reel Mower	32,000	0
	Replace Z-Turn Mower	14,500	0
Public Facility Management		0	0
Solid Waste		0	0
Fleet Maintenance	Replace 1982 Case Forklift	20,000	0
	Replace 1997 Pickup Truck	23,000	0
	FCC Mandated Upgrade	50,540	0
Total-Public Works		\$320,890	\$65,000
PARKS & RECREATION			
Administration		0	0
Arts & Cultural Resources		0	0
Marketing and Special Events	Staff Radios for Event Coverage	4,040	0
Sports and Fitness	Covers for Dugouts	28,000	0
	Toddler Swings for White Deer Park	1,961	0
Outdoor Adventure		0	0
Program Partners		0	0
Total-Parks & Recreation		\$34,001	\$0
TOTAL-GENERAL FUND		\$634,474	\$325,203

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

TABLE OF CONTENTS

	Page
Objectives	3
Capital Improvement Budget Policies	4
Debt Policies	5
Reserve Policies	6
Budget Development Policies	7
Cash Management and Investment Policies	8

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

(Adopted Unanimously at April 20, 2010 Town Council Meeting)

Updated with achievements as of May 23, 2011

Updated with achievements as of January 12, 2012

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 and road improvement projects.**
 - o **Applied for federal Tiger 3 grant for White Oak/70 improvements (Town was not awarded funds in our 2nd attempt).**
 - o **Applied for CAMPO funds for White Oak/70 improvements (Tentative positive recommendation from CAMPO staff for \$2.6 million grant).**
 - o **Received \$250,000 for White Oak/70 improvements in Small Project Funds from NCDOT via Board Member Chuck Watts' discretionary allocation.**
- 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. Fleet Service Technician position eliminated. These roles were eliminated via RIF policy effective May 2011.**
 - o **Eliminated receptionist and 2 building inspectors in FY 10-11.**
 - o **2 positions – Urban Design Specialist (Planning) and Equipment Operator (Public Works) have been frozen indefinitely.**
 - o **Town Manager has proposed elimination of IT Director position and replacement with a Management Analyst/Internal Auditor for a net cost savings of \$24,500.**
- Reorganize within or across departmental lines as practical to consolidate tasks and eliminate positions.

- The three largest Town departments (parks & recreation, police, and public works) have reorganized over the last few months to increase efficiency – savings = \$158,000 for FY 11-12.
- Town continues to evaluate all vacancies on a case by case basis.
- Part-time administrative assistant in Town Clerk's/Town Manager's Office was eliminated in FY 11-12 Budget.
- Consider providing incentives for early retirements.
- c. Use bond capacity wisely and judiciously. ***
 - Hired Davenport & Company as financial advisor.
 - 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.) ***
 - Parks and Recreation Department in the third year of a program budget with cost recovery as the basis for providing programs and activities.
 - Hiring of Management Analyst/Internal Auditor will enable meaningful progress on this task in FY 11-12. Recruitment is underway.
- 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.) **
 - Davenport & Company have assisted with debt capacity model which includes use of reserves to fund debt service in initial years.
- f. Look for ways to further trim operational expenses Town-wide. (Consider a rewards system to encourage suggestions.) **
 - Human Resources initiated and coordinated an employee suggestion program that has generated some good ideas and small changes.
- 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 North).
- 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.
 - This study is underway by IT Department staff.
- k. Shop our benefits and insurance packages.
 - Efforts of new insurance broker (IBA) has resulted in no increase in Town health insurance premiums with an increase in benefits to

- the employee – savings of \$248,000 compared to last year's increase.
 - 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. ‘
 - Funding of White Deer Park with reimbursement by October 2010 bond issue.
 - 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. △
 - Finance Director has completed initial analysis of gross receipts tax on businesses.
 - 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.
 - Completed break-even analysis using Warren & Associates to obtain hard data for decision-making.
- b. Maximize benefits of Main Street designation to actively seek grants to improve Downtown Garner. *
 - Partnered with GRA on several grant opportunities.
 - GRA achieved National Main Street certification.
- 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.

- Garner Economic Development Corporation (GEDC) 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.
- GEDC engaged consultant to develop strategy for ConAgra property.
- 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.
 - Town Attorney and two Council Members met periodically with landowner and other affected persons to review and consider options. Many ideas were discussed.
 - Formal agreement reached on White Oak/70 improvements to speed up development in corridor.
- 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.
 - PONY brought regional youth softball tournament to Garner with thousands of visitors to town.
 - Tournament renewed for 2012 and beyond.
 - Exploring regional/national youth football tournament (Pop Warner).

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.
 - Serious and productive discussions underway with Wake County officials regarding partnership for a new SE Regional Library in Downtown Garner.
- 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.

Section 1. FINANCE AND EXECUTIVE	
Article 1. PRIVILEGE LICENSES	
Description of Business	Charge
Motor Advertising, per vehicle per year	\$10.00
Outdoor Advertising	\$35.00
Theaters, per screen	\$200.00
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
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
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

Town of Garner FEES & CHARGES

2012-

2013

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	\$5.00
Peddlers: On foot	\$10.00
Peddlers: With Vehicle	\$25.00
Peddlers: Farm products only	\$25.00
Pinball machines, similar amusements	\$25.00
Pistols, Firearms	\$50.00
Knives, Weapons	\$200.00
Precious Metals Dealer Permit	\$180.00

Town of Garner FEES & CHARGES

2012-
2013

Plumbing, Heating and Electrical Contractors	\$50.00
Restaurants, Cafes, Cafeterias, Minimum (5 or less seats)	\$25.00
Restaurants, Cafes, Cafeterias, Maximum (more than 5 seats)	\$42.50
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	
Article 2. Automobile Registration Decals	\$5.00
Article 3. Motorcycle Registration Decals	\$5.00
Article 4. Dog and/or Cat Registration	\$25.00
Dog and/or cat if neutered/spayed	\$10.00
Article 5. Parking Violations	\$30.00; \$50.00; \$100.00
Article 6. Misc. Photo Copies for Public	\$.25 each
Article 7. Charge for Returned Checks	\$25.00
SECTION 2. COMMUNITY SERVICES	
Article 1. Land Use Application Permit Fees	
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

Town of Garner FEES & CHARGES

2012-
2013

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
Article 2. Construction Fees	
A. Residential (Comprehensive)	
1. New Dwellings	
Up to 1200 Sq. Ft	\$580.00 per dwelling
Over 1200 Sq. Ft.	\$580.00 per dwelling plus \$.25 sq. ft.
2. Residential Additions	
0 - 400 Sq.	\$318.00
Over 400 Sq. Ft.	Same As New Dwelling
3. Multi-Family	See Non-Residential Comprehensive
4. Manufactured Unit	
Manufactured Home	\$318.00

Town of Garner FEES & CHARGES

2012-

2013

Construction Office	\$77.00 (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)	\$77.00
B. Trade Inspections	
Building	\$77.00
Electrical	\$77.00
Mechanical	\$77.00
Plumbing	\$77.00
Fire Inspection (new construction)	\$77.00
C. Miscellaneous Land Use Permit	
Fences, storage Buildings with dimensions under 12 sq. ft.	\$26.00
D. Non-Residential - Comprehensive (Includes plan review and fire inspections). Based on project cost	
up to \$2,500	trade fees listed above
\$2,501 - 25,000	\$421.00
\$25,001 - 50,000	\$668.00
\$50,001 - 100,000	\$1,207.00
\$100,001 - 200,000	\$2,162.00
\$200,001 - 350,000	\$3,656.00
\$350,001 - 500,000	\$4,832.00
\$500,001 - 750,000	\$6,726.00
\$750,001 - 1,000,000	\$8,411.00
greater than 1,000,000	\$ 8,190.00 for first million, plus .30% of each additional million dollars or portion thereof
E. Fire Inspection Fees (Periodic Inspections)	
Initial and one-time follow-up inspection	No Charge
each additional inspection	\$77.00
F. Trade Re-inspection Fees	
Initial inspection	No Charge, unless "not ready" then \$77.00
Second inspection trip	\$77.00
each trip thereafter	\$77.00
Weekend/after hour inspections	\$77.00 per hour (Minimum bill of three hours)

Town of Garner FEES & CHARGES

2012-
2013

G. Double Fee	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).
H. Project Cost	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
Article 3. Nuisance Abatement Inspection Fee	
A. Charge for inspections, initial inspection plus one	
B. Charge for extra inspection(s) (i.e., in excess of two)	
Article 4. Rental Registration Fees	
A. Annual rental registration	\$15.00 (Up to 3) \$25.00 (3-20) \$50.00 (Over 20)
B. Penalty for failure to register after due date	\$257.00
C. Penalty for failure to register 90 days after due date	\$1,027.00
Article 5. Engineering Plan Review and Inspection Fees	
A. Standard Charges	\$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>	\$77.00
C. Weekend Inspections	\$77.00 Per Hour Minimum bill of three hours.
Water Supply Water-Shed Inspection Fee	\$149.00
Article 6. Maps & Reports	
A. Unified Development Ordinance	<u>HARD COPY PURCHASED THROUGH AMERICAN LEGAL PUBLISHING 1-800-445-5588</u>
B. Code of Ordinances Supplement	
C. Engineering Standards(water, sewer streets, and drainage)	\$5.00
D. Comprehensive Growth Plan	\$40.00

Town of Garner FEES & CHARGES

2012-
2013

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
Article 7. Fee In lieu of Sidewalks	\$24.00 LF
Article 8. Fee-In-Lieu of Parkland Dedication	Single Family Detached Units \$1,078.00/Unit
	Multi-Family Units (Townhomes, Apartments) \$840.00/Unit
Article 9. Sign Return Fee	\$5.00
SECTION 3. PUBLIC WORKS	
Article 1. Mobile Refuse Containers	\$85.00
Article 2. Mobile Recycling Containers * 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
Article 3. Special Residential Refuse Collection Charges	
A. Trash in excess of 6 cubic yards per week per 6 cubic yard collection	\$37.56
B. Yard waste in excess of 6 cubic yards per week per 6 cubic yard collection	\$16.10
C. Bulky Waste (including white goods) in excess of 60 pounds per item	\$37.56

Town of Garner FEES & CHARGES

2012-
2013

D. Improperly Prepared Waste		
Small Load	\$40.00	
Medium Load	\$80.00	
Large Load	\$120.00	
SECTION 4. PUBLIC UTILITY FEE CHARGES - CITY OF RALEIGH		
Article 1. Water and Sewer Charges		
These Fees are established by the City of Raleigh.		
Article 2. Water and Sewer Acreage Fees		
ALL RESIDENTIAL DWELLING UNITS	Water	Sewer
Residential Dwelling Unit	\$345.00	\$345.00
ALL USES OTHER THAN RESIDENTIAL DWELLING UNITS		
Zoning Districts:	Water (per gross acre)	Sewer (per gross acre)
R-40, R-20	\$1,688.00	\$1,688.00
R-15, R-12, R-9	\$1,688.00	\$1,688.00
RCD1, RCD2	\$1,688.00	\$1,688.00
R-5, RMH, MR-1, MF-1	\$2,045.00	\$2,045.00
MF-2	\$2,709.00	\$2,709.00
NO, O&I, NB	\$4,188.00	\$4,188.00
NC, CB, CR, CBO	\$4,188.00	\$4,188.00
Shopping Center	\$4,188.00	\$4,188.00
Residential Business	\$4,188.00	\$4,188.00
Neighborhood Business	\$4,188.00	\$4,188.00
SB	\$4,188.00	\$4,188.00
MXD	\$4,714.00	\$4,714.00
Industrial I and II (2)	\$4,714.00	\$4,714.00
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.		
Acreage Fee Based on Tap Size		
Water Tap Size	Water	Sewer
3/4"	\$1,688.00	\$1,688.00
1"	\$2,810.00	\$2,810.00
1 1/2"	\$5,592.00	\$5,592.00
2"	\$8,943.00	\$8,943.00
4"	\$24,435.00	\$24,435.00
6"	\$53,640.00	\$53,640.00
8"	\$85,794.00	\$85,794.00

Town of Garner FEES & CHARGES

2012-
2013

10 inch and greater	Must be individually quote by City	
Article 3. Water and Sewer Tap Charges		
No.	Tap Size	Lump Sum Charge
A.	¾ Water*	\$2,449.00
B.	1" water *	\$2,693.00
C.	¾" split water (new application)	\$490.00
D.	¾ " split water (existing)	\$1,009.00
E.	1" split water (new application)	\$834.00
F.	1 inch split water (existing application)	\$1,352.00
G.	4 inch sewer*	\$3,063.00
*The City does not install taps where combined roadway travel surface is greater than 48 feet wide.		
Sewer Only Disconnection Fee		\$1,237.00
Sewer Only Reconnection Fee		\$1,237.00
Article 4. Meter Installations		
Meter size	Fee	Not Ready Fee
1. 5/8 inch	\$208.00	\$50.00
B. 3/4 inch	\$208.00	\$50.00
C. 1 inch	\$265.00	\$50.00
D. 1-1/2 inch	\$655.00	\$50.00
E. 2 inch	\$778.00	\$50.00
G. 4 inch	\$2,310.00	\$50.00
H. 6 inch	\$4,320.00	\$50.00
I. 6 inch w/fire protection	\$13,507.00	\$50.00
J. 8 inch	\$6,082.00	\$50.00
K. 8 inch w/fire protection	\$18,452.00	\$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	

Town of Garner FEES & CHARGES

2012-
2013

	\$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	
Pretreatment Permitting Fees For Non-SIUs:		
New Permit Application/Modification	\$100.00	
Annual Administrative/Inspection	\$100.00	
Sewer Pump Station Inspection Fee	\$1,400 per pump station	
Article 5. Water and Sewer Assessment Maximums		
A. Water	\$31.90/LF	
B. Sewer	\$ 44.15/LF	
Article 6. Water and Sewer Tap Inspection Fee		
A. Water Stub	\$72.00	
B. Sewer Stub	\$72.00	
Article 7. Water and Sewer Capacity Replacement Fees *		
A. Water Residential /Non-Residential	Payable when building permit application filed	\$4.30 per gallon for new construction reserved or projected
B. Sewer Residential / Non-Residential	Payable when building permit application filed	\$5.80 per gallon for new construction reserved or projected
* Amount of usage for non-residential uses shall be determined by the Town Engineer.		
Article 8. Nutrition Reduction Fees		
Residential Water	Individual water service all sizes	\$1,334.00/dwelling unit
	Group Housing on single sewer service	\$1,334.00/dwelling unit
Non-Residential Water (By Meter Size)	3/4 inch meter	\$584.00/meter
	1 inch meter	\$1,047.00/meter
	1 1/2 inch meter	\$2,355.00/meter
	2 inch meter	\$4,186.00/meter
	4 inch meter	\$16,749.00/meter
	6 inch meter	\$37,685.00/meter
Residential Sewer	Individual sewer service up to 4 inch service	\$647.00/dwelling unit
	Group Housing on single sewer service	\$504.00/dwelling unit
Non-Residential Sewer	0-4 inch sewer service	\$647.00/connection

Town of Garner FEES & CHARGES

2012-
2013

	6-inch sewer service	\$1,218.00/connection
	8" or greater	\$2,579.00/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	\$35.00	\$0
12-inch	\$60.00	\$25.00
16-inch	\$75.00	\$40.00
24-inch	\$137.00	\$102.00

Item	Construction Cost (per linear foot)	Reimbursement Cost (per linear foot)
Sewer Mains		
8-inch	\$46.00	\$0.00
12-inch	\$68.00	\$22.00
15-inch	\$79.00	\$33.00
18-inch	\$100.00	\$54.00
24-inch	\$150.00	\$104.00

Item	Construction Cost (per linear foot)	Reimbursement Cost (per linear foot)
Bore		

Town of Garner FEES & CHARGES

2012-
2013

12-inch	\$171.00	\$0.00
16-inch	\$200.00	\$29.00
20-inch	\$204.00	\$33.00
24-inch	\$220.00	\$48.00
36-inch	\$269.00	\$98.00
Design and Inspection		10% of Construction Cost
Inspection Fees for Sewer Main Extension and Water & Sewer Service Stubs Installed by Private Contractors		
<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 (\$365.00) 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 (\$.024) 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 (\$76.00) shall be collected for each water and sewer service stub.</p>		
Article 9. Utility Development Fee*		
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		
SECTION 5. PARKS AND RECREATION		
Article 1. Activity Fees		
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>A. Activities with Variable Costs from Participation Levels: 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</p>		

Town of Garner FEES & CHARGES

2012-
2013

market rates and review of the Town's anticipated expenses for the activities. Fees shall be set accordingly.	
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
B. Activities with Fixed Costs: Activities such as educational classes, etc. whose costs to the Town are fixed 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.	
C. Activities not requiring registration (pay at the door):	
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.	
D. Open Gym:	
1. Adult: \$1 per hour for the length of the activity	
2. Youth/Family: No Charge	
E. Garner Senior Center: 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	
F. Fitness Equipment Room Use Fee - Senior Center Fitness Annex:	

Town of Garner FEES & CHARGES

2012-
2013

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)		
Article 2. BUS USE CHARGES		
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		
Article 3. PICNIC SHELTER USE FEES		
A. Lake Benson Park		
	Large Shelter	Small Shelter
	\$20.00	\$15.00
		Gazebos
		\$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	
Article 4. OTHER RECREATION FACILITY FEES		
A. Athletic Fields (Baseball/Softball/Multipurpose)		
1. Base rate		
Nonprofit 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. Soccer Fields		
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	
C. Thompson Road		
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

Town of Garner FEES & CHARGES

2012-
2013

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	\$20.00/hr. or part thereof plus after hours operations fee	
Town field preparation	\$40.00/prep/field	
4. Security Deposit Refundable **	\$150.00/day	
All Fields		
5. Tournaments - All Fields	add \$15.00 per team	
D. Avery Street Recreation Center		
1. 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
E. Pearl Street Building		
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	
2. 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

Town of Garner FEES & CHARGES

2012-
2013

Security	Varies as necessary to provide crowd control	
<p>** 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.</p>		
F. Lake Benson Group Camping		
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		
G. Lake Benson Boathouse Rental Rates		
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		
Article 5. GARNER HISTORIC AUDITORIUM AND LOBBY USE FEES		
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	\$60/day plus staff costs and technical costs 4/hour minimum

Town of Garner FEES & CHARGES

2012-
2013

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.		
1. Auditorium, Lobby and Dressing Rooms		
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
C. Refundable Security Deposit		
<p>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.</p>		
1. Non-Profit Groups (Item A above)		\$200/day
2. Profit Groups (Item B above)		\$200/day
D. Other Related Fees		
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
Article 6. Use of Lake Benson Trails for Cross Country Track Meets		
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

Town of Garner FEES & CHARGES

2012-
2013

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											
Article 7. Garner Senior Center Rental Rates											
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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">A. Large multipurpose room - Senior Center (rental fee includes piano, limited tables and chairs)</td> <td style="width: 50%; text-align: center;">\$60/hour or part thereof</td> </tr> <tr> <td>B. Large multipurpose room, Fitness Annex rental fee includes piano, limited tables and chairs</td> <td style="text-align: center;">\$70/hour or part thereof</td> </tr> <tr> <td>C. Food Service Fee</td> <td style="text-align: center;">\$50.00/Per event for any event serving food or beverage (fee includes access to Senior Center kitchen for food warming)</td> </tr> <tr> <td>D. Security</td> <td style="text-align: center;">Varies as needed to provide crowd control</td> </tr> <tr> <td colspan="2">E. Refundable Reservation Deposit - \$150.00 Per Event</td> </tr> </table>	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	
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											
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.											
Article 8. Christmas Parade											
Christmas Parade Floats	10% above town cost										
Article 9. Special Events											
Special Events Policy											
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										

Town of Garner FEES & CHARGES

2012-
2013

SECTION 6. POLICE		
Article 1. COPY OF ACCIDENT/CRIMINAL INVESTIGATION REPORT		
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	
C. CD/DVD Production	\$20.00 per CD or DVD	
Article 2. STORAGE OF SEIZED VEHICLE, per day		
Storage of Seized Vehicle, per day	\$25.00	
Removal of Recreational Devices		
A.	First Violation	\$25.00
B.	Second Violation	\$50.00
C.	Third Violation	\$100.00
Article 3. PARKING VIOLATION FEES		
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	
C. \$100.00 Parking Fee *	1. Parking Zone for Handicapped	
* - Fine must be paid within 30 days from issuance to avoid additional penalty - fines not paid within 30 days will subject the violator to double the amount of original fine.		
Article 4. VIOLATION OF PENALTIES RELATED TO ANIMAL CONTROL		
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	

Town of Garner FEES & CHARGES

2012-
2013

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
Article 5. FALSE ALARM PENALTIES		
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
Article 6. PENALTY FEES		
<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, June 19, 2012</p>		

STAFFING SUMMARY FY 2012-13

DEPARTMENT/PROGRAM	CLASSIFICATION	RANGE OF CLASSIFICATION ON FY 2011-12 PAY PLAN	FY 2010-11		FY 2011-12		FY 2012-13	
			Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
LEGISLATIVE								
TOWN COUNCIL	Mayor (part time) Council Member (part time)	N/A N/A		1 5		1 5		1 5
EXECUTIVE								
TOWN MANAGER	Town Manager Assistant Town Manager Management Analyst/Internal Auditor Receptionist	N/A 37 25 13	1 1 0 0		1 1 1 0		0	1 1 1 0
CLERK TO THE BOARD	Town Clerk Deputy Town Clerk	27 19	1 1		1 1			1 1
HUMAN RESOURCES	Human Resources Director Human Resources Analyst	32 22	1 1		1 1			1 1
FINANCE								
ADMINISTRATION	Finance Director Office Assistant Finance Specialist Payroll Specialist	34 15 16 17	1 1 3 0		1 1 3 0			1 1 2 1
PURCHASING	Purchasing & Accounting Officer Town Courier	25 11	1 1		1 1		0	1 0
ECONOMIC DEVELOPMENT								
ECONOMIC DEVELOPMENT	Economic Development Director Neighborhood Improvement Manager Public Information Officer	30 26 26	1 1 1		1 1 1			1 1 1
PLANNING								
ADMINISTRATION	Planning Director Senior Administrative Support Specialist	34 19	1 1		1 1			1 1
LAND USE PERMITS/ ENFORCEMENT	Planner II Senior Planner	24 26	1 1		1 1			1 1
COMMUNITY PLANNING AND APPEARANCE	Planner II Senior Planner	24 26	1 1		1 1			1 1

STAFFING SUMMARY FY 2012-13

DEPARTMENT/PROGRAM	CLASSIFICATION	RANGE OF CLASSIFICATION ON FY 2011-12 PAY PLAN	FY 2010-11		FY 2011-12		FY 2012-13	
			Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
BUILDING INSPECTIONS								
ADMINISTRATION/ ENFORCEMENT	Inspections Director	33	1		1		1	
	Chief Inspector	25	1		1		1	
	Senior Inspector	24	5		3		3	
	Building & Plumbing Inspector	21	1		0		0	
	Senior Fire Inspector	24	1		1		1	
	Permit Specialist	16	1	1	1	1	1	1
	Fire Inspector	N/A	0	1	0	1	0	1
ENGINEERING								
COMMUNITY ENGINEERING/ ADMINISTRATION	Town Engineer	34	1		1		1	
	Assistant Town Engineer	30	1		1		1	
	Engineering Technician	21	1		1		1	
	Administrative Support Specialist	16		1		1		1
	Stormwater Engineer	27	1		1		1	
INFORMATION TECHNOLOGIES								
INFORMATION TECHNOLOGY	Information Technology Director	34	1		0		1	
	Lead Information Tech. Specialist	28	1		1		0	
	Information Tech. Specialist-Network	25	1		1		1	
	Information Tech. Specialist-Security	25	1		1		1	
	Information Tech. Specialist-Web	25		1	1		1	
POLICE								
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	
	DDACTS Crime Analyst	22	0		1		1	
	Animal Control Officer	16	1		1		1	
	Criminal Records Clerk	16	3		3		3	
OPERATIONS								
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	5		5		5	
	Police Officer	19	30		30		30	
	School Crossing Guard (part time)	11		5		5		5

STAFFING SUMMARY FY 2012-13

DEPARTMENT/PROGRAM	CLASSIFICATION	RANGE OF CLASSIFICATION ON FY 2011-12 PAY PLAN	FY 2010-11		FY 2011-12		FY 2012-13	
			Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
PUBLIC WORKS								
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	25	1		1		1	
	Streets Supervisor	21	1		1		1	
	Lead Equipment Operator	17	3		3		3	
	Equipment Operator	14	4		2		2	
	Street Sweeper Operator	16	1		1		1	
	Street Maintenance Worker	11	3		3		3	
	Maintenance Technician	17	1		1		1	
	Maintenance Worker (temp)	9		4		4		4
SOLID WASTE	NONE							
PUBLIC GROUNDS MANAGEMENT	Parks & Grounds Supervisor	21	1		1		1	
	Lead Parks Maintenance Workers	15	5		5		5	
	Parks Maintenance Worker	11	8		7		7	
	Maintenance Worker (temp)	9		9		6		6
	Park Ranger (part time)	9		1		1		1
BUILDING MAINTENANCE	Lead Building Maintenance Technician	19	1		1		1	
	Building Maintenance Technician	17	2		2		2	
	Equipment Operator	14	0		1		1	
FLEET MAINTENANCE	Services Supervisor	24	1		1		1	
	Lead Fleet Mechanic	19	1		1		1	
	Fleet Mechanic	17	2		2		2	
	Fleet Service Technician (part time)	14		1		0		0

STAFFING SUMMARY FY 2012-13

DEPARTMENT/PROGRAM	CLASSIFICATION	RANGE OF CLASSIFICATION ON FY 2011-12 PAY PLAN	FY 2010-11		FY 2011-12		FY 2012-13	
			Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
PARKS, RECREATION, & CULTURAL RESOURCES								
ADMINISTRATION	Parks, Recreation, & Cultural Resources Director	34	1		1		1	
	Administrative Support Specialist	16	1		1		1	
	Recreation Office Assistant	6		1		0		0
OUTDOOR ADVENTURE	Recreation Center & Programs Supervisor (WDP)	23	1		1		1	
	Recreation Program Specialist	17	1.5	0		2		3
	Boathouse Operator	8		3		3		3
	Facility Attendant	6		3		3		5
MARKETING & SPECIAL EVENTS	Marketing & Special Events Supervisor	23		0		1		1
	Recreation Specialist - Marketing & Special Events	19	0.5	0.5		1		1
ARTS & CULTURAL RESOURCES	Recreation Superintendent - Arts/Events	25	1		0		0	
	Auditorium Manager	25	1		1		1	
	Theatre Services Coordinator	19	0		1		1	
	Special Events Coordinator	18		1		0		0
	Lead Auditorium Technician	17		1		0		0
	Auditorium Technician	16		6		8		8
	Facility Attendant	6		11		10		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	0	0.5	0	1	0	1
	Recreation Specialist - Seniors/Adults	19	1		1		1	
	Recreation Activity Specialist	15		1		1		1
	Bus Driver	11		1		1		1
	Facility Attendant	6		16		19		19
	Recreation Leader II	6		1		1		1
	Recreation Leader I	4		13		13		13
	Custodian	6		1		0		0
	Scorekeeper	3		6		2		2
	Instructor	N/A		12		12		12
TOTAL - GENERAL FUND EMPLOYEES			159	105	156	101	156	104
PER 1,000 POPULATION			6.1154	4.0385	6	3.8846	6	4

Town of Garner
PAY PLAN
 Effective: 7/1/12

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
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
14	13.39	20.76	27,851 - 43,181	13.39 - 15.06	15.07 - 18.81	18.82 - 20.76

Town of Garner
PAY PLAN
Effective: 7/1/12

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually 27,851 - 31,325	Market Segment Hourly/Annually 31,346 - 39,125	Proficiency Segment Hourly/Annually 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

Town of Garner
PAY PLAN
Effective: 7/1/12

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
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

Town of Garner
PAY PLAN
 Effective: 7/1/12

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
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
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 \$5,000 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.