



Town of Garner, North Carolina
**ADOPTED ANNUAL
OPERATING BUDGET**

Fiscal Year 2017-18

garnernc.gov



Garner at a Glance

Government

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

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

Public Utilities

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

Parks and Recreation

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

All-America City

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

Demographics

Population

| | |
|---------------|-------------------|
| 1970 - 4,923 | Male - 47.5% |
| 1980 - 10,073 | Female - 52.5% |
| 1990 - 14,716 | White - 57.8% |
| 2000 - 17,787 | Non-white - 42.2% |
| 2010 - 25,745 | |
| 2017 - 28,558 | |

Land Area

15.80 square miles

Employment Data

| |
|-------------------------------|
| Total Employment - 15,670 |
| Total Unemployment - 557 |
| Civilian Labor Force - 16,227 |
| Unemployment Rate - 3.4% |

Economics

Major Employers (based on the number of employees)

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

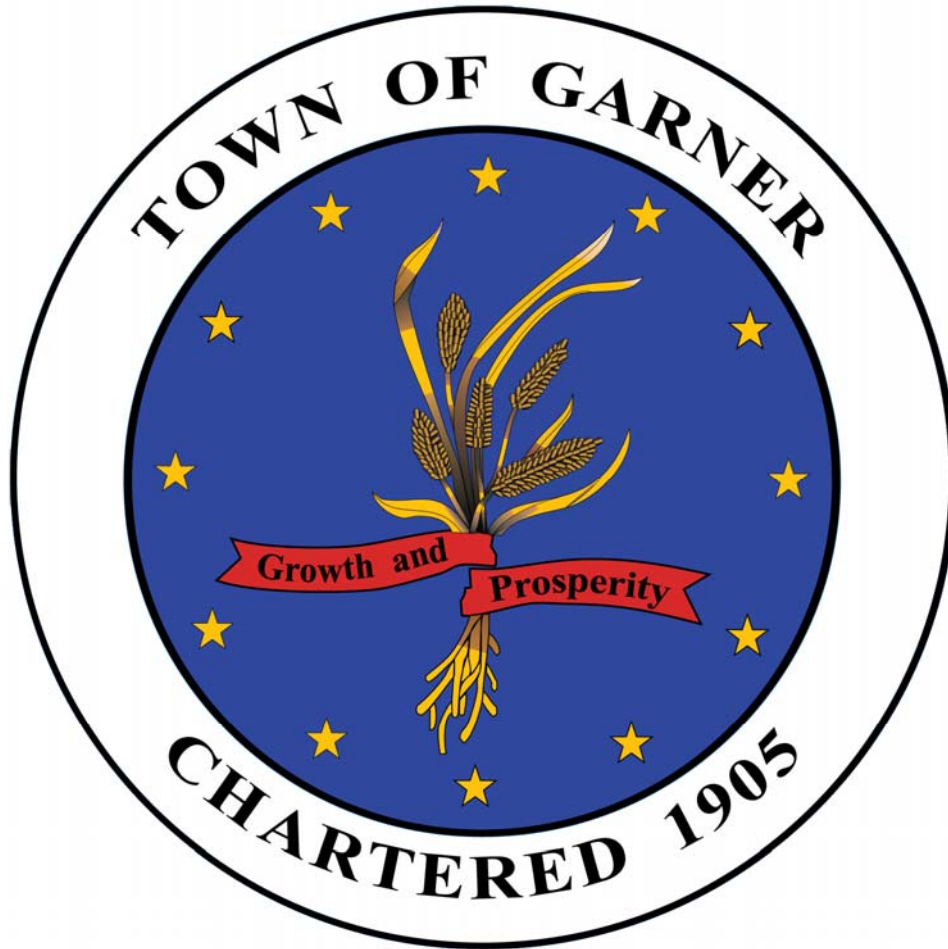
Climate

Average Daily Temperature

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



**TOWN OF GARNER
NORTH CAROLINA**



**FISCAL YEAR 2017-2018
ADOPTED OPERATING BUDGET**

Adopted By:
The Honorable Mayor and Town Council

Prepared By:
The Office of the Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Garner
North Carolina**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

Distinguished Budget Presentation Award to the Town of Garner, North Carolina for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year. The FY 2017-18 budget will be submitted to GFOA for award consideration.



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COMMUNITY PROFILE



| | |
|------------------------------|------------------------|
| Population: | 28,558 |
| Land Area: | 15.80 sq. miles |
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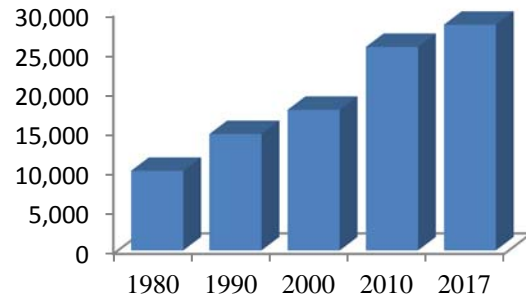
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HISTORY

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

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

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

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



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

the Civil War.

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

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

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

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

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



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

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

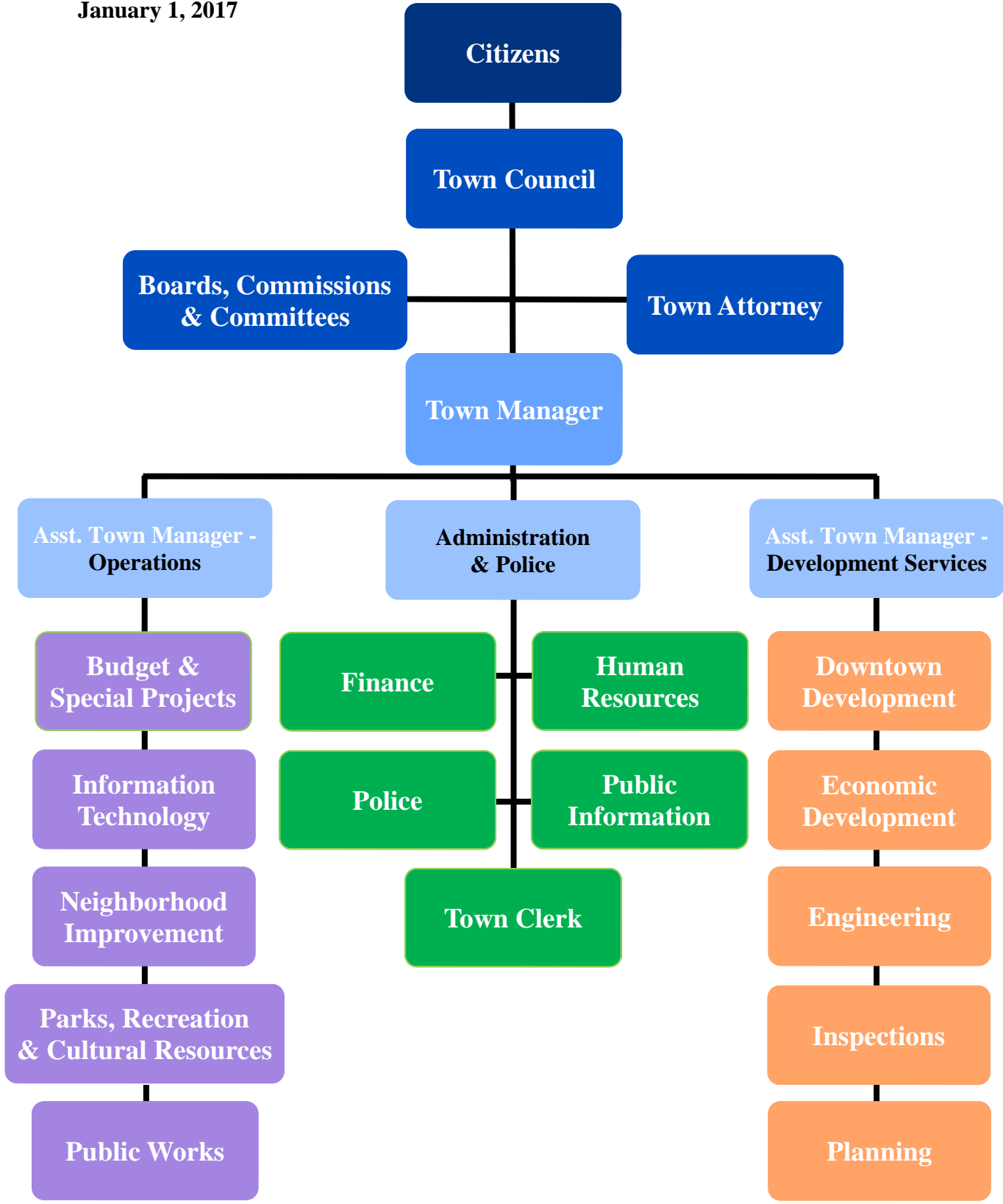
constructed. As the Town continued to grow and populate, US Highway 70 was widened and re-routed to bypass the downtown commercial district. Unfortunately this caused the commercial development to shift away from the downtown area as shopping centers and new subdivisions sprang up around the bypass.

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

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

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

**Town of Garner, North Carolina
Organizational Chart
January 1, 2017**



ELECTED & APPOINTED OFFICIALS

TOWN COUNCIL

Mayor

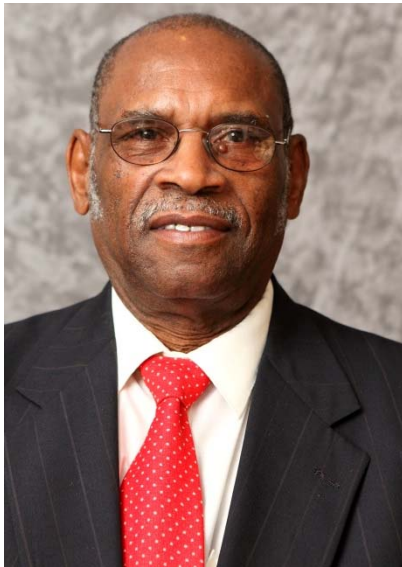
Ronnie S. Williams



Ken Marshburn
Mayor Pro Tem



Jackie Johns Sr.
Council Member



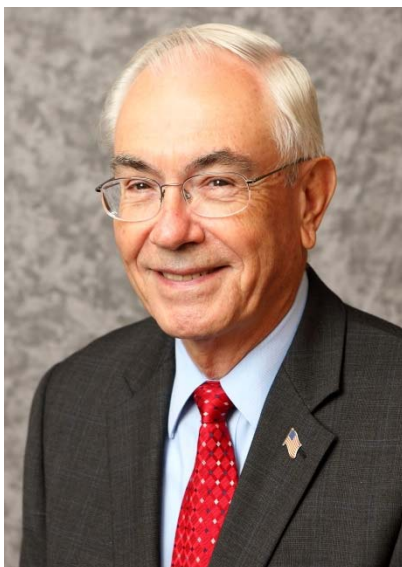
Kathy Behringer
Council Member



Gra Singleton
Council Member



Arthur "Buck" Kennedy
Council Member



BOARDS & COMMISSIONS

Board of Adjustment
William Pittman, Chair

Planning Commission
Cliff Sauls, Chair

Parks, Recreation, and Cultural Resources
Committee
Pamela Taylor, Chair

Senior Citizen Advisory Committee
Shirley Gray, Chair

Garner Revitalization Association
Jason Waters, Chair

Garner Veterans' Advisory Committee
Jeffery Hicks, Chair

ADMINISTRATIVE STAFF

| | |
|---------------------|---|
| Rodney Dickerson | Town Manager* |
| John Hodges | Asst. Town Manager - Development Services |
| Matt Roylance | Asst. Town Manager - Operations |
| William E. Anderson | Town Attorney* |
| Tony Beasley | Inspections Director |
| Tony Chalk | Town Engineer |
| Michael Gammon | Budget and Special Projects Manager |
| Stella Gibson | Town Clerk |
| Forrest Jones | Public Works Director |
| Bret Kelly | Information Technology Director |
| Rick Mercier | Communications Manager |
| BD Sechler | Human Resources Director |
| Sonya Shaw | Parks, Recreation & Cultural Resources Director |
| Joseph Stallings | Economic Development Director |
| Jeff Triezenberg | Planning Director |
| Pam Wortham | Finance Director |
| Brandon Zuidema | Chief of Police |

*Appointed by Council

BASIS OF BUDGETING AND ACCOUNTING

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

The Town develops its budget as required by the North Carolina Local Government Budget & Fiscal Control Act. The Town's budget is prepared and adopted using the modified accrual basis, whereby revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for outstanding principal and interest on general long-term debt, which is recognized when due. During the year, the Town's accounting system is maintained on the same basis as the adopted budget, as are the Town's annually audited financial statements. For a more expansive discussion of the Town's system of budgeting and accounting, see the Council Adopted Fiscal & Budgetary Policy Guidelines on starting on page 21.

The Town maintains a standard fund structure:

- The General Fund, which is supported largely by local property taxes, State-shared revenues, and fees for service. This fund includes the majority of the Town's ongoing operations: general government services, public safety, transportation, environmental protection, parks and recreation, and debt service.
- Capital Projects Funds, which track the financial resources used for the acquisition and construction of major facilities and infrastructure that typically span more than one fiscal year. The Town currently has seven active capital project funds, which are described on page 177.

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

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

BUDGET DEVELOPMENT

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

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

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

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

The Fiscal Year 2017-18 Budget Calendar is located on page 10.

BUDGET AMENDMENTS

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

BUDGET CALENDAR

January

- FY 2017-18 Budget Kick-Off Meeting with Department Heads
- Personnel Budget Entered by Budget Team
- Kick-Off Meeting with Non-Departmental Agencies
- Operating Budget Data Entry by Departments

February

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

March

- Budget Team Continues Budget Reviews and Preparation of Recommended Budget

April

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

May

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

June

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

July/August

- Budget Team Prepares and Publishes Budget Book

A CITIZEN'S BUDGET GUIDE

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

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

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

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MUNICIPAL BUDGETS IN NORTH CAROLINA

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

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

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

CITIZEN INPUT

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

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

YOUR MUNICIPAL BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

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

THE BUDGET FORMAT

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

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

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

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

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

THE ADOPTION PROCESS

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

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

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

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

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

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

Coinciding with the development of the program and operating budget, the Town updates its Capital Improvements Program. This document plans for new construction, infrastructure improvements, and the purchase or replacement of vehicles and equipment. This six-year plan helps the Town budget and prepares for funding these projects, whether included within the General Fund budget or through adoption of capital project funds. Further discussion of the capital improvements program can be found on page 181 of this document



Town of Garner Strategic Plan

*Adopted by the Town Council
October 2016*



Town of Garner Strategic Plan

Introduction to the Town's New Strategic Plan

THE TOWN OF GARNER Strategic Plan is designed to be a multiyear representation of the Town's mission. It aims to serve as a roadmap for staff and Town Council over the next three to five years.

This new plan—an outgrowth of Council and staff input from earlier this year as well as several pre-existing documents—further defines the Town's strategic priorities. The structure better links Council and staff plans and employs a format that should be more useable for elected officials, staff, partners and citizens.

The plan includes these components:

- **Goal statements** that are the foundation of the Town's mission statement;
- Long-range **objectives** that further define the goals;
- Multiyear (three- to five-year) **initiatives** that will be executed to achieve the objectives; and
- Annual **tasks** captured in a separate working document and a reporting structure that will be updated regularly to track progress.

The Town's Vision Statement

THE TOWN OF GARNER nurtures a hometown environment for residents and businesses while encouraging new economic, recreational and cultural opportunities through wise planning and investment.

Town of Garner Strategic Plan


The Town's Strategic Plan is organized around four goal statements, which make up its mission:



Fiscal Responsibility (FR)
Ensure fiscal stability and efficient use of resources



Efficient and Timely Service Delivery (SD)
Provide efficient and effective services that match community needs and expectations



Orderly Growth (OG)
Grow and maintain a robust, diversified economy



Quality of Life (QL)
Foster a safe and welcoming community with access to a wide range of opportunities and amenities

Fiscal Responsibility (FR)



GOAL STATEMENT: *Ensure fiscal stability and efficient use of resources*

OBJECTIVE 1: Maintain an appropriate/stable tax rate

Initiative 1: Manage 2013 Bond Program

Initiative 2: Maintain public understanding and trust

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

OBJECTIVE 2: Invest in maintenance of infrastructure and facilities

Initiative 1: Maintain Town street and right-of-way infrastructure

Initiative 2: Implement planned facilities maintenance

Initiative 3: Maintain Town-owned stormwater infrastructure

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

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

Initiative 2: Position CIP to serve as bridge between strategic plan and annual budget process

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

OBJECTIVE 4: Develop funding strategy for future needs

Initiative 1: Devise strategy for funding capital priority projects and emerging needs

Initiative 2: Continue building financial capacity through Revenue Savings Plan and other tools

Initiative 3: Leverage funding opportunities with partners

Efficient and Timely Service Delivery (SD)



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

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

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

Initiative 2: Reinforce planning partnerships with regional partners

Initiative 3: Strengthen delivery partnerships with Garner Volunteer Fire-Rescue, Inc., and other services partners

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

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

Initiative 2: Privatize or use contract services when appropriate

Initiative 3: Continue efficient use of resources

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

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

Initiative 2: Focus on retention of high-performing personnel

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

OBJECTIVE 4: Nurture a culture of excellent customer service

Initiative 1: Maintain adequate staffing levels

Initiative 2: Enhance access to government and relevant information

Initiative 3: Inspire a shared vision among staff

Orderly Growth (OG)



GOAL STATEMENT: *Grow and maintain a robust, diversified economy*

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

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

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

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

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

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

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

Initiative 3: Leverage NCDOT to plan and implement key transportation projects for the Town

OBJECTIVE 3: Implement comprehensive economic development plan

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

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

Initiative 3: Develop and market product inventory to compete for regional economic development projects

Quality of Life (QL)



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

OBJECTIVE 1: Provide a safe and inviting community

Initiative 1: Continue and expand public safety initiatives beyond traditional law enforcement, including service programs, safety initiatives and citizens academies

Initiative 2: Promote and expand beautification programs in key corridors

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

OBJECTIVE 2: Support and encourage an active and engaged citizenry

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

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

Initiative 3: Continue and enhance marketing and promotions to engage Town citizens

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

Initiative 1: Engage underrepresented communities and entrepreneurs

Initiative 2: Support and enhance services for aging population

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

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

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

Initiative 2: Develop long-range planning to meet the needs of an active, growing and diverse community

Initiative 3: Maintain Garner Performing Arts Center as a regional arts and cultural hub and expand programming

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FISCAL & BUDGETARY POLICY GUIDELINES

Town of Garner, North Carolina

Adopted: December 6, 2010

Amended: January 7, 2013

June 17, 2014

June 16, 2015

July 24, 2015

OBJECTIVES

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

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

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

CAPITAL IMPROVEMENT PROGRAM POLICIES

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

CAPITAL IMPROVEMENT PROGRAM POLICIES (cont.)

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

DEBT POLICIES

General

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

Tax Supported Debt

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

FUND BALANCE POLICIES

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

REVENUE SAVINGS PROGRAM

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

REVENUE SAVINGS PROGRAM (cont.)

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

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

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

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

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

BUDGET DEVELOPMENT POLICIES

General

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

BUDGET DEVELOPMENT POLICIES (cont.)

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

Revenues

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

Expenditures

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

CASH MANAGEMENT & INVESTMENT POLICIES

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

CASH MANAGEMENT & INVESTMENT POLICIES (cont.)

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

ACCOUNTING

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

ACCOUNTING (cont.)

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

PURCHASING

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

FIXED ASSETS

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

RISK MANAGEMENT

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

ECONOMIC DEVELOPMENT

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

CURRENT INITIATIVES

ENHANCE CAPITAL PLANNING PROCESS AND LONG-TERM FINANCIAL FORECAST

The Town of Garner recognizes the importance of Capital Planning as prudent tool to manage growth and ensure existing services into the future. When combined with a long-range financial forecast that's also focuses on analyzing the Town's future operational costs, an even more precise vision of planning for growth and ensuring services is developed. For these reasons, the FY 2017-18 budget has identified developing an **Enhanced Capital Planning Process and Long-Term Financial Strategy** as on the Town's budget priorities. With this priority in mind, it is the intent of the budget team to change the Town's capital planning process, create a working multi-year financial forecast that will program and prioritize future year funding towards our highest-ranking projects.

Also included at the end of this budget document is the Town's current Capital Improvement Plan (CIP). While this CIP does reflect the current methodology of projects that will be included in future CIPs, the projects included in the CIP were identified under the old capital planning process. The CIP will be updated with the newly identified projects from the future process in time for the FY 2018-19 budget.

TOWN OF GARNER BUDGET IN BRIEF



BUDGET FOR FY 2017-18 SET AT \$33.2 MILLION

Town Makes Important Investments for Growth with No Tax Increase

THE GARNER TOWN COUNCIL unanimously adopted a \$33,234,362 annual operating budget for fiscal year 2017-18, which began July 1. The Town's property tax rate remains unchanged at 53.25 cents per \$100 of assessed valuation. The budget is an increase of \$2,492,189 (8.1 percent) over fiscal year 2016-17. The 2017-18 operating budget invests important resources in the Town's development services, transportation infrastructure and existing operations.

While Garner is currently in the midst of a substantial growth period, the Town's major revenue sources (property taxes and sales tax) won't begin to reflect this substantial growth until much of the current construction is completed. Despite this lag between new development and the new major revenues that are associated with it, the Town is still projecting strong revenue growth for 2017-18, especially in the development permits and fee revenues the Town levies.

The 2017-18 budget is redirecting this revenue growth back into the Town's current operations and infrastructure to more efficiently prepare and administer the development occurring around Garner. The Planning, Engineering and Inspections departments will receive additional personnel and technology to ensure that the Town's development services are able to address the increased service



The FY 2017-18 budget plows revenue growth related to new development back into the Planning, Engineering and Inspections departments.

demands resulting from current and future growth.

In addition, the budget provides resources to manage the opening and operations of the new Garner Town Hall, which opened in late July. The budget also invests resources in improving the Town's roads, facilities and fleet of vehicles and equipment. Please see the summary of FY 2017-18 initiatives and investments on the back for more details. **And to watch a short video overview of the budget, please visit [youtube.com/townofgarner](https://www.youtube.com/townofgarner).**

FY 2017-18 GENERAL FUND OVERVIEW

Revenues

| | | |
|--|---------------------|-------------|
| Property tax | \$17,714,800 | 53.3% |
| Sales tax and intergovernmental revenue | \$9,677,918 | 29.1% |
| Permits/fees | \$2,336,573 | 7.0% |
| Sales and service fees | \$521,068 | 1.6% |
| Other (e.g. fund balance, installment financing, interest) | \$2,984,003 | 9.0% |
| TOTAL | \$33,234,362 | 100% |

Expenditures

| | | |
|---------------------------|---------------------|-------------|
| Public safety | \$12,453,251 | 37.5% |
| General government | \$7,398,362 | 22.3% |
| Debt service | \$3,924,469 | 11.8% |
| Transportation | \$3,236,662 | 9.7% |
| Cultural and recreational | \$3,158,407 | 9.5% |
| Solid waste and recycling | \$1,930,692 | 5.8% |
| Transfers | \$1,132,519 | 3.4% |
| TOTAL | \$33,234,362 | 100% |



As Garner grows, it continues to be an excellent value compared to numerous other Wake County municipalities. The Town's tax rate of 53.25 cents per \$100 of assessed valuation includes the cost of solid waste collection.

TOTAL ANNUAL CUSTOMER COSTS FOR MUNICIPAL SERVICES, FY 2017-18

| | |
|---------------|-------------------|
| Zebulon | \$2,522.36 |
| Wendell | \$2,077.01 |
| Knightdale | \$1,861.84 |
| Rolesville | \$1,688.84 |
| Holly Springs | \$1,629.73 |
| Fuquay-Varina | \$1,613.05 |
| Raleigh | \$1,565.44 |
| Garner | \$1,507.15 |
| Wake Forest | \$1,487.53 |
| Cary | \$1,478.92 |
| Apex | \$1,452.99 |
| Morrisville | \$1,374.69 |

Chart assumes total annual cost for residents based on property tax on a single-family residential unit valued at \$157,015 (the average Garner home value); annual water/sewer usage of 3,740 gallons; and solid waste and stormwater fees. Annual stormwater rates are based on 2,000 square feet.

SOURCE: City of Raleigh



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SPECIAL INITIATIVES AND INVESTMENTS IN TOWN'S FY 2017-18 BUDGET

Garner Town Hall and Recreation Center Construction—

The 2013 voter-approved bond referendums provided funding for a new Town Hall at 900 7th Ave. and Garner Recreation Center at the corner of Main and Montague streets in historic downtown Garner. Construction is complete on the new Town Hall. Construction of the recreation center is underway, as are related stormwater facilities and roadway improvements along Montague and Purvis streets and U.S. 70. The recreation center is expected to be completed in 2018. Debt service for these and other bond projects continues in FY 2017-18.



The 2013 voter-approved bond program funded the new Town Hall, which opened in July. Debt service for this and other bond projects continues in FY 2017-18.

Street Resurfacing—The FY 2017-18 budget includes funding for the third consecutive year of the Town's annualized street resurfacing program. New to this year's program is an additional \$75,000 investment that is projected to provide the Town with an additional half mile of resurfacing. The FY 2016-17 program provided for resurfacing of approximately 1.9 miles of Town-maintained streets.

Additional Personnel to Meet Growth Needs—

The FY 2017-18 budget funds six new full-time positions and one supplemental position. Two of the full-time positions are in Planning, and two others are in Inspections. The Town will also add a full-time communications specialist for video. In addition, a recreation program specialist will transition to full time, and police will get a supplemental IT specialist.

Public Facility Repair and Maintenance—New for this year is the Town's Public Facilities Repair and Maintenance (PFRM)

program. Similar to the Vehicle and Equipment Replacement program, PFRM provides the Town with a system to assess, prioritize and fund the repair and maintenance of Town facilities. This first PFRM process prioritizes funding for repairs of the shelter roofs at Lake Benson Park and the roof on Public Works' Building B.

Revenue Savings Plan—

The plan, which dedicates a percentage of revenue growth each fiscal year to assist in meeting annual debt service for future major capital projects, is entering its fourth year. The plan is projected to accumulate nearly \$2 million in savings by the end of the FY 2017-18, an increase of nearly \$850,000 from the previous fiscal year.

Vehicle and Equipment Replacements—

The Town is continuing the process of assessing, prioritizing and replacing aging vehicles and equipment critical to efficient and timely service delivery. The FY 2017-18 budget funds replacement of 11 vehicles and four pieces of major equipment.



TOWN OF GARNER
FY 2017-18 BUDGET MESSAGE

To: Honorable Mayor and Town Council
From: Rodney Dickerson, Town Manager
Date: June 20, 2017
Re: Town Manager’s Budget Message for FY 2017-18

I am honored to present the Adopted Fiscal Year 2017-18 Budget after my first full year as Town Manager. I hope you are pleased with the direction of the Town. Town staff and I look forward to the upcoming dialogue about our recommendations and we stand ready to answer your questions.

The 2017-2018 Adopted Budget is a narrative of pending growth and development, and potential tax base expansion. A journey around town will find development occurring at a steady pace. The growth that lagged during the recession has found its way to Garner. The evidence of more commercial and residential permits of all types can be seen in the development services office. Unfortunately, the growth in revenue is lagging behind the vast number of permit approvals. As a result, department budgets will be adequately funded and service delivery levels will remain steady, but there is significant pent-up demand for program expansions that cannot be addressed this year. With this in mind the Budget Team focused on the following budget priorities:

- 1) Manage New and Existing Operational Costs
- 2) Utilize Technology and Tools to Improve Service and Workplace Efficiency
- 3) Provide Comprehensive Benefits to Retain and Attract High-Performing Personnel
- 4) Enhance Capital Planning Process and Funding Strategy

In addition to these priorities, staff has also responded to recent events that have an impact on available resources. The Town just expanded its extraterritorial jurisdiction (ETJ), which will increase demand for services on the outskirts of the town limits. Several of the Adopted budget items are directly related to this external growth and internal development. Furthermore, for the second year in a row, the Town has faced significant health insurance cost increases. We collaborated with Human Resources and our insurance broker to provide options to minimize the budget impact. We also wanted to prepare for the operational cost of a new Town Hall and Recreation Center. The Budget Team put forth a great effort to respond to these changing conditions.

BUDGET OVERVIEW

The total FY 2017-18 Town of Garner Adopted Budget is \$33,201,478, an increase of approximately \$2,492,189 or 8.12% (see Table 1) over the FY 2016-17 originally adopted budget.

Table 1.

| Budget Year | Revenues* | Expenses |
|-------------------------|--------------|--------------|
| FY 12-13 (Actual) | \$25,412,593 | \$24,596,898 |
| FY 13-14 (Actual) | \$29,080,826 | \$28,578,454 |
| FY 14-15 (Actual) | \$27,814,129 | \$25,290,530 |
| FY 15-16 (Actual) | \$30,646,672 | \$27,718,769 |
| FY 16-17 Adopted Budget | \$30,709,289 | \$30,709,289 |
| FY 17-18 Adopted Budget | \$33,201,478 | \$33,201,478 |

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

Ad Valorem Tax Base and Rate

With Wake County’s 2016 revaluation behind us, the FY 2017-18 budget now reflects increases in the Town-wide assessed valuation that are completely associated with the Town’s growth. The projected Town-wide value of assessed property for the FY 2017-18 budget has increased by \$79.15 million (2.44%) over the projected valuation used in the FY 2016-17 adopted budget (this figure does not include approximately \$6.6 million of assessed valuation that is still under appeal as a result of the 2016 revaluation).

The adopted property tax rate for the FY 2017-18 budget *remains unchanged* at 53.25 cents per \$100 of assessed valuation. The result of the Town’s growth in assessed valuation at this same property tax rate will provide an additional \$566,538 of revenue over the adopted FY 2016-17 budget.

Personnel

This year’s requested budget included 17 new full-time positions and two supplemental positions. The Planning and Public Works Departments are under new leadership and have proposed new positions as part of departmental reorganizations designed to improve efficiencies and prepare for growth. Other positions were proposed to prepare for the operation and maintenance of new facilities, including Town Hall and the Recreation Center. In addition, multiple departments proposed new positions to address workload increases. While the budget team believes that many of these positions are warranted – and some approaching critical status – only a few could be adopted for funding this year. These positions include:

- Fire Inspector (conversion of part-time hours to full-time, funded for 6 months)
- Code Enforcement Officer III (conversion of part-time hours to full-time, funded for 6 months)
- Senior Planner – Transportation & Land Use (part of a reorganization, does not impact budget)
- Planner 1 – (funded for 6 months)
- Supplemental Communications Specialist (part-time, 20 hours per week)
- Recreation Specialist (funded for 3 months to align with opening of Recreation Center)
- Supplemental Senior IT Specialist - Police (part-time, 999 hours per year, funded for 6 months)

The proposed budget includes the conversion of part-time hours in two areas of the Inspections Department into full-time positions. These positions are a second Fire Inspector funded for six months

and an additional Code Enforcement Officer III (building inspector) funded for nine months. These positions were prioritized by the budget team for two reasons. First, the Town is legally obligated to provide building and fire inspection services and the workload for both functions has grown as development has increased dramatically. Secondly, the expansion of the ETJ has added substantial territory for which the Town is now responsible for providing building inspection services. The expanded ETJ will also increase nuisance and minimal housing activity, so the Inspections Department proposed a third position – a Code Compliance Officer to be funded for nine months. The budget team does not recommend funding this position due to budgetary constraints.

A proposed reorganization of the Planning Department will add a Senior Planner focused on transportation issues, which can be implemented with no budget impact. The reorganization also calls for a Planner I to assist with plan review. This position would require funding and is included in the Adopted budget for six months beginning January 1, 2018. A reorganization memo can be found in Section 4 - Decision Package Summaries.

A Supplemental Communications Specialist position has been Adopted at 20 hours per week. This position would assist the Communications Manager with a number of tasks, but would focus on the design and production of print and online materials, as well as video production. The position is being prioritized to help balance the workload of the department as trends shift away from traditional communication outlets such as print news and toward specialized marketing and tools such as social media, local interest videos and targeted marketing.

The proposed budget also includes a Recreation Specialist funded for the final three months of the fiscal year to coincide with the opening of the Recreation Center in the spring of 2018. Parks, Recreation and Cultural Resources proposed additional positions that would allow us to more fully utilize the new facility, but they were not Adopted for funding this year. Staff will evaluate the need for additional staff once the facility is open to the public.

The final position Adopted in the budget is a Supplemental Senior IT Specialist to support the Police Department. This position is funded for 500 hours in the FY 2017-18 year with the expectation to increase to 999 hours in the FY 2018-19 budget. The Police Department generates significant workload for IT services due to specialized systems and around the clock operations. This position would help meet the growing needs of the Police Department and will also free up valuable time for IT staff to focus on town-wide projects and initiatives. Another consideration for recommending this position is that it will be used as a match toward a grant for body-worn cameras.

The Budget Team recognizes that only a few non-public safety positions have been added in the last few years. The level of growth that we anticipate over the next few years will not be sustainable without adding new positions to help manage workload and expand services. For many departments the growth-related workload is already here, but the full impact of revenues from this growth will not be realized for some time. Addressing this gap, which is partially attributable to the purposeful decision to defer fees to the end of the development process, will demand attention and strategic resource allocation in this and upcoming budget cycles.

Cost of Employee Benefits

For the second year in a row the costs of health care for both the Town and its employees are increasing by double digits. Historically, the Town has experienced increases in the single-digit range. Early in the FY 2017-18 budget process, the Town’s health insurance provider, Aetna, quoted a 38.7% increase due to worse than expected claims experience. Upon receiving this information, the Human Resources Department worked with the Town’s insurance broker to explore options to bring the cost down.

The results of that process were strategic changes to the Aetna plan that lowered the increase in premiums from 38.7% to 19.5%. The primary change was the introduction of an Accountable Care Organization (ACO), which is a network of select health care providers that Aetna has negotiated with to include substantial savings over the standard “in-network” and “out-of-network” care providers. Plan members are still eligible to see care providers outside the ACO network, however there will be an increased cost in both co-pay and deductible.

In total, the cost increases related to providing the Town’s existing employees and current retirees with their global group insurance benefits for FY 2017-18 will increase \$323,099. When combined with the \$431,605 increase in the FY 2016-17 budget, these costs have grown 49.35% over the past two fiscal years. Considering the uncertainty in the national health care marketplace and the Town’s claims experience over the last two years, increasing health care costs will likely be a dominant factor in the budget process for the foreseeable future. Please refer to Table 2 for information concerning how the cost of health care has changed over the last several budget cycles.

Table 2.

| <u>Cost Change in Existing Employee Benefits</u> | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| Benefit Type | <u>FY 2014-15</u> | <u>FY 2015-16</u> | <u>FY 2016-17</u> | <u>FY 2017-18</u> |
| | <u>Budget</u> | <u>Budget</u> | <u>Budget</u> | <u>Budget</u> |
| Group Insurance | \$1,142,720 | \$1,221,063 | \$1,635,124 | \$1,932,259 |
| <i>% Change from Previous Year</i> | 7.61% | 6.86% | 33.91% | 18.17% |
| Retiree Healthcare | \$199,045 | \$226,886 | \$325,729 | \$351,694 |
| <i>% Change from Previous Year</i> | 41.17% | 13.99% | 43.57% | 7.97% |
| Health Reimbursement | \$100,800 | \$81,300 | \$0 | \$0 |
| <i>% Change from Previous Year</i> | 0.00% | -19.35% | -100.00% | - |
| Total | \$1,442,565 | \$1,529,249 | \$1,960,854 | \$2,283,953 |
| <i>% Change from Previous Year</i> | 10.65% | 6.01% | 28.22% | 16.48% |
| <i>Total \$ Change</i> | <i>\$138,850</i> | <i>\$86,684</i> | <i>\$431,605</i> | <i>\$323,099</i> |

BUDGET PRIORITIES

1. Manage New and Existing Operational Costs

FY 2017-18 will be a year of change for the Town of Garner. The recent experience managing the opening of the new Police Department building will be valuable as the Town opens our new Town Hall and Recreation Center during the FY 2017-18 budget year. The challenges associated with opening and operating these two new facilities will place significant costs, both direct and indirect, upon the FY 2017-18 budget, as well as some costs that will need to be addressed in next year's budget.

Some operating budget highlights for the upcoming year include:

Meeting Debt Commitments

Providing adequate funding for the Town's debt commitments continues to be a top priority for the budget team. The total amount of non-vehicle and equipment related debt in the FY 2017-18 budget will be \$3,268,407, or an increase of \$331,623 (11.3%) over the FY 2016-17 adopted budget. This increase represents the full cost of debt to purchase the Meadowbrook property for future park development.

The total amount of debt related to vehicle and equipment replacements Adopted in this budget is \$656,062 – a *decrease* of \$6,576 (-1.0%) from the adopted FY 2016-17 budget. This is the cumulative result of having retired the Town's installment financing started in FY 2013-14 and adding a new four-year installment financing purchase for vehicles and equipment in this FY 2017-18 budget.

Preserving Fund Balance

Per the Town's Comprehensive Annual Financial Report (CAFR), the total amount of unassigned fund balance stood at \$16.7 million at the end of FY 2015-16 (the Revenue Savings Plan total of \$1.2 million was not recognized fully in the CAFR). At the end of FY 2016-17, staff is projecting unassigned fund balance to be approximately \$16.298 million. Of this, \$4,055,204 remains committed to offset the debt associated with the bond program. This leaves approximately \$12.2 million (equal to 38.1% of the Town's budgeted expenditures) in unassigned fund balance. This increase in percentage is attributable to increased revenues in the areas of sales tax distributions, utility franchise taxes, and careful monitoring of expenditure budgets in FY 2016-17 by our department leaders.

The FY 2017-18 budget includes \$549,505 in appropriations from unassigned general fund balance for the following one-time capital purposes:

- Replacement of remaining radios in the Police Department (\$225,000)
- Replacement of radios in the Fire Department (\$137,196)
- First installment of three to update the Unified Development Ordinance (\$50,000)
- Parks Comprehensive Master Plan Update (\$37,000)
- Replacement of various Public Works Equipment from the VERT analysis (\$7,000)
- Repair of Public Works Building B Roof from the PFRM analysis (\$24,850)
- New small vehicle for the Fire Department (\$20,329)
- YMCA Capital Pledge (\$20,000)
- Replacement K9 and Bite Suit (\$9,180)
- IT Replacement Computers (\$18,950)

There are a number of items proposed to be funded utilizing various forms of fund balance, and the total dollar amount of fund balance proposed to be used is more than the FY 2016-17 approved amount. However, although fund balance was proposed for some items in last year's budget, no fund balance was actually required to be used because total revenues were greater than total expenditures.

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

In addition to the Town's unassigned general fund balance, this budget also includes appropriations from other fund balances:

- Powell Bill fund balance will be used to replace small equipment and balance the budget for this program (\$13,723);
- Committed fund balance for Park Equipment will be used to replace the bleachers at Garner Recreation Park (\$28,000);
- Committed fund balance for Lake Benson Park will be used for shelter roof repairs as Adopted by the PFRM analysis (\$6,400);
- Committed fund balance generated from additional property taxes to offset the cost of nine firefighters and two police officers (\$81,298);
- Bond Debt Capital Reserve Funds will be used to offset a portion of the increase in debt service for FY 2017-18 in accordance with the purpose of the plan (\$1,157,631).

Continuing the Revenue Savings Plan

The Revenue Savings Plan dedicates a portion of new revenue growth to a capital reserve that helps meet debt service needs for capital projects. Based on the initial analysis for Year 4 of the plan (comparing the FY 2016-17 budget to the proposed FY 2017-18 budget), staff projects the combined increase for qualifying revenues to be 3.87%, which exceeds the minimum 1% threshold for triggering the plan into action. Based on the approved plan, a total of \$205,859 will be added to our prior year cumulative amount of \$641,660 for a total contribution to the Revenue Savings Plan of \$847,519.

The net result of operating the debt capacity model and the revenues savings program will impact the Town's total fund balance. As discussed earlier, the Town (per the debt capacity model) will be utilizing \$1,157,631 of the original \$6.9 million Bond Debt Capital Reserve in the FY 2017-18 budget. This use of the Bond Debt Capital reserve brings the original \$6.9 million set aside to \$4,055,204. The Town's transfer of \$847,519 to the Revenue Savings Plan will bring the cumulative total reserved in the Revenue Savings Plan to \$1,968,535.

Street Resurfacing Program

In FY 2015-16, Town Council made it a priority to improve the condition of the Town's streets by dedicating annual funding for a street resurfacing program. The FY 2017-18 budget includes \$475,000 to improve the quality of Town streets – an increase of \$75,000 over the previous fiscal year.

There is one significant revenue change in this fiscal year's budget that directly impacts the Town's street resurfacing program. For several years the Town has utilized a \$15 per vehicle Motor Vehicle License Tag Fee as allowed under special local legislative authority. This authority allows the Town to

collect up to \$15 per vehicle, \$5 of which may be used for any lawful purpose. However the remaining \$10 must be used “exclusively for transportation-related purposes, including sidewalks.”

In 2015, the North Carolina General Assembly passed S.L. 2015-241, which allows all North Carolina municipalities to charge up to \$30 per vehicle, with \$5 still allowed to be used for any lawful purpose. The remaining \$25 per vehicle must be spent “maintaining, repairing, constructing, reconstructing, widening, or improving public streets in the city or town that do not form a part of the State highway system.” If the municipality operates a public transportation system, it may use \$5 of that remaining \$25 dollar per vehicle authority to “finance, construct, operate, and maintain its local public transportation system.”

Although this new legislation does not specifically remove the Town of Garner’s authority under the special local legislation (per the School of Government), the Town should abide by the new, much more specific spending requirements. For this reason, the FY 2017-18 budget is now treating \$10 of the Town’s \$15 Motor Vehicle License Tag Fee as part of the Powell Bill program because expenditures in that program align with the requirements of both the Town’s local legislation and the new general statewide municipal authority.

Vehicle & Equipment Replacement Programs

Now in its third budget cycle, the Vehicle and Equipment Replacement Team (VERT) reviewed and prioritized vehicle and equipment replacement requests. The items in the table below represent the replacement vehicles and equipment Adopted for funding as a result of the VERT process, most of which will be paid for with installment financing.

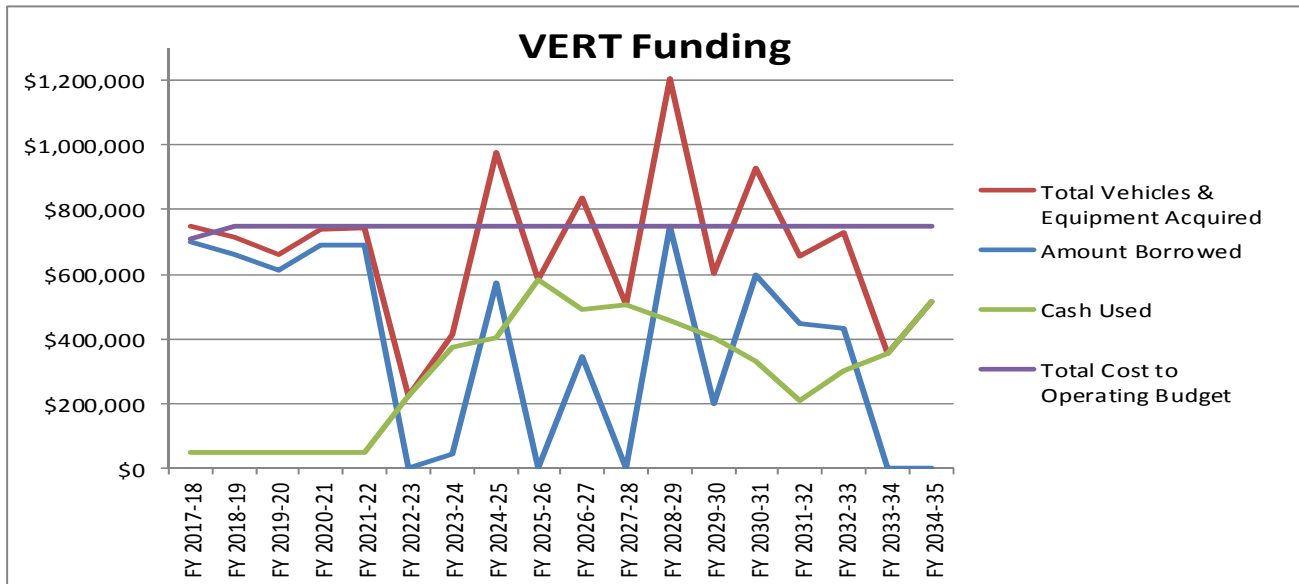
Table 3.

| <u>Department</u> | <u>Division</u> | <u>Vehicle/Equip.</u> | <u>Replacement Cost</u> | <u>Financing</u> | <u>Powell Bill Eligible</u> |
|---------------------|-----------------|----------------------------|-------------------------|------------------|-----------------------------|
| Inspections | Inspections | Sedan | \$23,000 | Yes | No |
| IT | IT | Replacement Vehicle | \$21,112 | Yes | No |
| PRCR | Adult & Senior | Mini-Bus | \$59,200 | Yes | No |
| Police | Police | Chargers (5) | \$204,285 | Yes | No |
| Police | Police | Charger (Unmarked) | \$30,017 | Yes | No |
| Police | Police | Ford SUV K9 | \$48,320 | Yes | No |
| Police | Police | Unmarked SUV | \$26,066 | Yes | No |
| Public Works | Powell Bill | Dump Truck | \$112,000 | Yes | Yes |
| Public Works | Powell Bill | John Deere Wheel Loader | \$98,000 | Yes | Yes |
| Public Works | Public Grounds | Hudson Trailer | \$7,000 | No | No |
| Public Works | Public Grounds | John Deere Wide Area Mower | \$50,000 | Yes | No |
| Total | | | \$679,000 | | |

After several years of dedicated replacement funding, the backlog of vehicle replacements has been largely eliminated. However, the backlog of equipment replacements remains sizeable and the current budget recommendation only represents a portion of the Town’s equipment replacement needs. Fortunately, the VERT system is currently on a stable path towards sustainable replacements of town vehicles and equipment.

The graph below (Table 4.) shows current and future VERT funding trends. The red line represents the total value of vehicles and equipment to be acquired each year. The blue line represents the financing required to purchase the vehicles in each fiscal year. The green line represents the cash available as installment loans drop off from one year to the next. Finally, the purple line represents the combined annual budgetary impact of the installment financing and cash. The forecast shows that the Town is on a sustainable path for vehicle and equipment replacements and that the program will start relying more on cash funding beginning in the FY 2022-23 budget. Meanwhile, the total cost of this replacement plan (purple line) is predicted to be stable over the entire replacement cycle.

Table 4.



Public Facilities Repair and Maintenance Team (PFRM)

The budget team expanded its multi-year budget planning efforts by creating a new process to evaluate and prioritize repair and maintenance requests for Town facilities. The Public Facilities Repair and Maintenance (PFRM) team is a committee, similar to VERT, with representatives from multiple departments that have detailed knowledge and experience with the construction, repair, and maintenance of buildings. The committee evaluates each project on criteria such as legal mandates, safety concerns, whether the facility is used by the public or staff, the degree to which the project is linked to the Town’s strategic priorities, whether outside funding sources are available, and the degree to which the project will extend the facility’s useful life. This year the PFRM team evaluated and prioritized 33 projects totaling just over \$1 million. After matching the highest scoring projects to available funding, the PFRM team Adopted funding two projects totaling \$31,250. Although many additional projects scored high enough to warrant immediate action, there were not sufficient funds to initiate more than two projects. In future years the budget team will need to dedicate additional funding to PFRM projects.

2. Utilize Technology and Tools to Improve Service and Workplace Efficiency

New and expanded uses of technology and tools were identified as a way to help meet the increasing demands of growth and development and the operation of new facilities. Departments were asked to submit requests that would use technology to manage workloads, maintain or increase service levels and improve process efficiencies - without the need to add personnel as a first step.

Several projects were identified that would provide benefits across multiple departments, if not the entire organization:

- *Development Services Software* to automate permits, inspections, plan submittal and plan review (\$89,000);
- *Document and Content Management Modules* that could be added to our existing financial platform to automate a number of processes including invoice processing and elimination of paper forms (\$34,880);
- *Time and Attendance Software* that would automate time sheet and payroll processes across the organization and address a specific need for Police Department scheduling (\$51,838);
- *ArcGIS License Upgrade* that would allow Planning staff to more fully utilize and analyze data, improve and automate address and mapping capabilities, and meet statutory mapping obligations (\$9,000);
- *Asset Management and Work Order System* that would allow Public Works to improve efficiencies in tracking and responding to building maintenance issues (\$46,815)

Unfortunately, funding was not available in the FY 2017-18 budget to address any of these projects, including the Development Services software that Council has previously given preliminary approval to pursue. Most of these solutions are subscription-based services or software licenses that, once started, would recur in part or in full in future years. Since many of these would create on-going expenses, one-time funding sources are not an option.

Until such time that funding is available to address these needs, staff will continue to map and analyze manual processes – an initiative started in FY 2016-17 to evaluate software for Development Services – and work to improve efficiencies with existing resources.

Another technology-related trend that was identified during preparation of the proposed budget was the need to set up a recurring funding source for major IT hardware needs. Projects such as the replacement of Police laptops require a major financial commitment – currently \$95,000 – every three to five years. We also rely on a number of hardware devices such as servers and backup systems – ranging in price from \$10,000 to \$25,000 - that are critical to the Town's daily operations. These devices can be, and often are, used beyond their life expectancy. Even if the devices are functional past that time, there is a risk that a) we will not be able to get technical support or service when needed, and b) the equipment will fail and require an immediate replacement.

The IT staff and budget team recommend development of, and funding for, a technology replacement fund that could be used to replace approved, mission-critical hardware at the most opportune time based on considerations such as warranty, life-expectancy, trade-in value and compatibility. This type fund and replacement scheduling would become a part of the revised Capital Improvement Plan (CIP) process that is being started through the FY 2017-18 budget.

3. Provide Comprehensive Benefits to Retain and Attract High-Performing Personnel

Total Adopted personnel costs (salaries and benefits) account for 47.11% of the FY 2017-18 budget. This percentage is in line with the trends of recent fiscal years (46.9% in FY 2016-17; 47.8% in FY 2015-16).

Table 5.

| Town of Garner Total Budgeted Personnel Costs | | | | |
|--|---------------------|---------------------|---------------------|---------------------|
| | <u>FY 2014-15</u> | <u>FY 2015-16</u> | <u>FY 2016-17</u> | <u>FY 2017-18</u> |
| Category | <u>Budget</u> | <u>Budget</u> | <u>Budget</u> | <u>Budget</u> |
| Salaries | \$9,253,854 | \$9,591,674 | \$9,707,440 | \$9,973,423 |
| Temporary Salaries | \$602,713 | \$513,725 | \$597,071 | \$600,665 |
| Longevity | \$215,196 | \$210,194 | \$190,610 | \$184,758 |
| FICA | \$784,438 | \$826,717 | \$843,979 | \$873,318 |
| Retirement | \$1,157,981 | \$1,172,245 | \$1,245,699 | \$1,311,078 |
| Group Insurance | \$1,142,720 | \$1,221,063 | \$1,635,124 | \$1,951,855 |
| Overtime | \$76,133 | \$76,983 | \$80,071 | \$79,649 |
| Temp - Overtime | \$1,750 | \$2,300 | \$2,300 | \$2,300 |
| LEO Separation Pay | \$167,548 | \$249,570 | \$264,310 | \$282,806 |
| Retiree Healthcare | \$199,045 | \$226,886 | \$325,729 | \$351,694 |
| Retiree Payout | \$56,722 | \$75,994 | \$39,047 | \$30,752 |
| Health Reimbursement | \$100,800 | \$81,300 | \$0 | \$0 |
| Total | \$13,758,900 | \$14,248,651 | \$14,931,380 | \$15,642,298 |
| <i>% Change</i> | <i>4.27%</i> | <i>3.56%</i> | <i>4.79%</i> | <i>4.76%</i> |
| <i>\$ Change</i> | <i>\$563,983</i> | <i>\$489,751</i> | <i>\$682,729</i> | <i>\$710,918</i> |

Table 5 above outlines the changes in personnel costs over the last four budget cycles. The FY 2017-18 totals include the costs for the six full and part time positions Adopted in this budget. The Town's FY 2017-18 Adopted total personnel costs are increasing by 4.76% (\$710,918) over the adopted FY 2016-17 budget. In addition to the new positions, this increase incorporates the cost of providing benefits to our employees and retirees, and fully funding the Town's pay-for-performance merit program. Taking the cost increases associated with the group insurance program out of the mix, the budgeted cost to compensate all of our employees (including the newly Adopted positions) has grown 2.96%, or \$394,187, from the FY 2016-17 budget. This figure is in line with the previous three-year average increase of 2.90%.

Table 6.

| Base Salary Changes (Excludes New FY 2017-18 Positions) | | | | |
|--|--------------------|--------------------|-------------------|--------------|
| <u>Category</u> | <u>FY 2016-17</u> | <u>FY 2017-18</u> | <u>Difference</u> | <u>%</u> |
| | <u>Budget</u> | <u>Budget</u> | | |
| Starting Salaries | \$9,348,662 | \$9,525,672 | \$177,010 | 1.89% |
| Merit Increases | \$231,746 | \$238,415 | \$6,669 | 2.88% |
| Merit Payouts | \$69,418 | \$75,737 | \$6,319 | 9.10% |
| Christmas Bonus | \$28,604 | \$29,126 | \$522 | 1.82% |
| Police Career Program | \$11,400 | \$6,718 | -\$4,682 | -41.07% |
| FTO Compensation | \$6,000 | \$7,920 | \$1,920 | 32.00% |
| On Call Duty Pay | \$5,200 | \$5,200 | \$0 | 0.00% |
| Inspections Career | \$6,450 | \$6,600 | \$150 | 2.33% |
| Totals | \$9,707,480 | \$9,895,388 | \$187,908 | 1.94% |

Table 6 details the changes in existing employee salaries (excludes the new positions Adopted in FY 2017-18). Total existing full-time salaries are increasing 1.94%, or \$187,908. The main contributing factor to this increase is \$60,476 associated with providing a full 12 months of funding for the three Town positions (one Police Sr. Administrative Assistant and two Police Officers) approved in the FY 2016-17 adopted budget.

Table 7.

| Cost Change in Retiree Benefits | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| <u>Category</u> | <u>FY 2014-15</u> | <u>FY 2015-16</u> | <u>FY 2016-17</u> | <u>FY 2017-18</u> |
| | <u>Budget</u> | <u>Budget</u> | <u>Budget</u> | <u>Budget</u> |
| Retiree Healthcare | \$199,045 | \$226,886 | \$325,729 | \$351,694 |
| <i>% Change from Previous Year</i> | <i>41.17%</i> | <i>13.99%</i> | <i>43.57%</i> | <i>7.97%</i> |
| Retiree Payouts | \$56,722 | \$75,994 | \$39,047 | \$30,752 |
| <i>% Change from Previous Year</i> | <i>76.73%</i> | <i>33.98%</i> | <i>-48.62%</i> | <i>-21.24%</i> |
| LEO Separation Pay | \$167,548 | \$249,570 | \$264,310 | \$282,806 |
| <i>% Change from Previous Year</i> | <i>-3.52%</i> | <i>48.95%</i> | <i>5.91%</i> | <i>7.00%</i> |
| Retiree FICA | \$11,197 | \$19,092 | \$23,207 | \$23,987 |
| <i>% Change from Previous Year</i> | <i>-15.72%</i> | <i>70.51%</i> | <i>21.55%</i> | <i>3.36%</i> |
| Total | \$434,512 | \$571,542 | \$652,293 | \$689,239 |
| <i>% Change from Previous Year</i> | <i>20.69%</i> | <i>31.54%</i> | <i>14.13%</i> | <i>5.66%</i> |
| <i>Total \$ Change</i> | <i>\$74,480</i> | <i>\$137,030</i> | <i>\$80,751</i> | <i>\$36,946</i> |

Table 7 details the cost of providing benefits to our retired personnel. Over the past several years, these costs have continued to increase and now represent a sizable portion of the total operating budget. The good news for this fiscal year and future fiscal years is that the costs associated with providing these benefits are close to reaching their “peak” levels as most of our longest-tenured employees have retired. While the Town will have to bear the costs for future budgets, the growth of these expenditures due to the addition of newly retired employees is slowing. This good news does come with a word of caution as retiree health care costs are equally susceptible to the large increases the Town has experienced over the last two years. In total, retiree health care has grown by 55%, or \$124,808, since FY 2015-16.

The FY 2017-18 & 2016-17 budget processes for personnel costs and benefits have been challenging, and the uncertainty surrounding benefit costs suggest this trend may continue. In addition to these challenges, the Town faces increasing pressure to attract and retain high quality employees as the employment market in the Triangle area improves. The Town’s commitment to maintaining an attractive benefits package is a critical part of this effort.

4. Enhance Capital Planning Process and Long-Term Financial Strategy

While the Town is only mid-way through the projects associated with the 2013 bond referendum, there are several important capital projects and studies underway in addition to the Town’s bond program. As currently comprised, the Town’s Capital Improvement Plan includes projects ranging from those already vetted and approved (bond projects) to smaller department-level operating capital that is considered in the operating budget from year-to-year. It is the intent of the budget team to change the Town’s capital planning process, create a working multi-year financial forecast, and actually program and dedicate future year funding towards our approved projects. This functioning financial CIP will be reserved for true capital items only - the construction/maintenance of facilities, transportation infrastructure, stormwater infrastructure, etc. The smaller operating capital items currently included in the CIP will be evaluated through the operating budget process in future years. The final product of this plan will be a process that will start in July following the adoption of the operating budget, be vetted and discussed during the Council retreat in the fall of 2017, and once completed and approved the projects can then be programmed into the upcoming operating budget. The work performed by the VERT and PFRM teams will compliment this new process. Included for your reference is the existing FY 2016-17 Capital Improvement Plan.

Additional Budget Considerations

The FY 2017-18 budget also includes funding for outside agencies, economic development partners, program partners, and the Town’s share of funding provided to Garner Volunteer Fire-Rescue, Inc.

Agency Funding

The Town will continue its tradition of providing funds to various agencies with community-oriented missions. The FY 2017-18 budget maintains our program partner and outside agency funding levels from previous years with minor adjustments included to account for increases in the cost of utilities and fees.

Garner Volunteer Fire-Rescue, Inc. (GVFR)

The FY 2017-18 Garner Volunteer Fire-Rescue, Inc. (GVFR) budget process includes important progress in the nature of the relationship between GVFR, the Town of Garner, and Wake County.

The FY 2016-17 budget included a new Town of Garner cost share formula of 51.56%, and this cost share percentage was applied across the entire GVFR request with the intention that there would no longer be any personnel, operating, and capital fire requests funded solely by the Town or County. As a reminder, even with this new cost share methodology, there still are some costs that are the Town of Garner's sole responsibility, including debt service related to several fire apparatus and Garner Fire Station 4.

For the FY 2017-18 budget, the Town has an updated cost share that was developed after analyzing changes in the fire district's population, assessed valuation, service demand, geographical area, and heated square footage. The analysis revealed small changes in demand and response within the fire district and the Town's new cost share of 51.57% (an increase of 0.01%) reflects the nature of these small differences.

The FY 2017-18 GVFR budget reflects the full cost of the 100% Town-funded fire personnel approved last year. As part of the Town's FY 2016-17 budget, the Town utilized a 1.5 cent property tax increase to provide funding for six months of nine new firefighter positions (and six months of two new police officer positions). The FY 2017-18 budget will require the Town to fully fund all nine of these firefighter positions for the full 12 months. The 1.5 cent tax increase does not cover the full cost to fund these nine positions, so starting in FY 2018-19 the Town will have to dedicate approximately \$100,000 in additional operating dollars to continue funding these positions.

The Town's responsibility with the new cost share for the GVFR budget is **\$3,279,369**. The budget team has included an additional \$45,822 above the Town's responsibility to cover some of Wake County's unfunded cost share. The total proposed FY 2016-17 funding for GVFR is **\$3,325,191**.

With these proposed amounts from both the Town and County, GVFR will receive adequate appropriations to fund: full personnel costs, full merit, full turnout gear replacement, full funding for radio replacements, full funding to replace one small vehicle, full funding to cover GVFR's debt service payments, and funding to keep their operating line items flat to their current FY 2016-17 levels with no reductions.

Please see the detailed budget information from GVFR, Inc. behind the corresponding tab.

REVENUE DISCUSSION

The revenue projections contained in this budget are based on trend analysis; collection history from previous years; economic projections for the national, state, and local economy; estimates for new state collections; and use of fund balance.

Revenue Changes

As mentioned earlier, the budget team is utilizing \$10 of the \$15 per vehicle Motor Vehicle License Tag Fee exclusively for street-related expenditures this fiscal year. In addition to this change, the Town has

lost two sources of revenue: the Heavy Equipment Rental Tax (\$78,600 budget in FY 2016-17) and the Rental Property Owner Registration Fee (\$6,100 budget in FY 2016-17). The loss of the Heavy Equipment Rental Tax is due to the discovery that the one heavy equipment rental business that generated the tax is actually in Raleigh rather than Garner. The Rental Property Owner Registration Fee is no longer being collected due to changes made by the NC General Assembly that removed municipal authority to collect this revenue.

Major Revenue Discussion

The FY 2017-18 ad valorem related property tax revenues are projected to increase \$483,438 (2.8%) from the FY 2016-17 budget. This amount is the net result of a \$566,538 (3.3%) increase in the projected future year regular property tax revenues offset by a combined decrease of \$83,100 (-39%) in the Prior Year Property Tax, Rental Vehicle Tax, Payment in Lieu of Taxes, and Tax Penalty and Interest categories. With Wake County and the North Carolina Department of Motor Vehicles collecting an extremely high percentage of property tax revenues over the last several years (99.5% over the last three years) there are fewer property taxes left outstanding on which to collect penalty and interest revenues.

Year-to-date sales tax collections have been extremely strong – growing 8.43% compared to the same period last fiscal year. National, state, and local forecasts indicate that the economic conditions present for this level of growth should remain unchanged for the foreseeable future. However, the NC League of Municipalities and the State’s Fiscal Research Division caution that sales tax revenues may slow to a more normal level of growth (3-5%) over the remainder of this fiscal year due to the NC General Assembly’s 2015 sales tax modifications. Using our own forecasting model and incorporating the advice provided by both of these entities, the budget team projects FY 2017-18 sales tax revenues at \$573,300 (10.12%) higher than the FY 2016-17 budget forecast.

Based on guidance from the League of Municipalities, sales tax on natural gas, electricity, telecommunication services, and video programming fees is projected to be down \$90,800 (-4.07%) in the FY 2017-18 budget. This decrease is based on a combination of the following factors: 1) *More History* – since these revenues were changed in FY 2014-15, we have steadily gained experience interpreting our historical data and the forecasts produced by the NC League of Municipalities have become more accurate. 2) *Heavily Weather Dependent* – the electricity and natural gas sales taxes make up the largest share of these utility revenues and they are heavily dependent upon the weather. This fiscal year municipalities across North Carolina have collected two of the four quarterly disbursements which were for summer/fall 2016 and fall/winter 2017. The milder than normal weather over this period has led to lower revenues in these two categories. 3) *Cord Cutters* – more and more North Carolinians are “cutting the cord” and rely less on landline telephone and cable TV services, which causes this revenue to fall. Look for the General Assembly to modify this revenue to apply more toward cellular phone and home internet use in the future.

The Powell Bill fund distribution is projected to remain flat for FY 2017-18. This revenue, distributed by the state from a portion of the state gas tax and federal highway funding, helps offset the cost of local road, sidewalk, and right-of-way maintenance. The new gas tax calculations are expected to keep this revenue source flat again this budget year; however, the calculation changes should result in more stable and predictable growth in future years. Additional money from the Powell Bill reserve funds will be

appropriated again this year to replace much-needed equipment (including a dump truck, one trailer, one wheel loader, and one large mower).

While the Town continues to see a decline in grant funding from state and federal agencies, staff from all departments are actively seeking out and applying for grant opportunities as they arise. One major source of grant funding in the FY 2017-18 budget is the \$83,320 US Department of Justice Body Camera Grant. More information about this grant can be learned in the Body Worn Camera Expansion decision package. And as in previous fiscal years, the Town continues to receive reimbursements from the Build America Bonds, PEG government access TV channel, and other applicable programs.

Town staff fully expects the increased level of development activity that has occurred over the last two fiscal years to continue. The pace and value of building permits continues to grow with major new retail, office, single-family residential, and multi-family residential projects approved and expected to break ground during FY 2017-18. As a result, staff has projected increases in the Town's building permits and other development-related fees that total \$336,813 (16.9%).

No major structural changes are proposed for the parks and recreation rental and activity fees this budget year. The revenue growth in many of these programs areas is due to increased program participation, which is certainly desirable. However, increased participation sometimes means increased expenditures. Throughout this budget process and into the future the budget team is carefully analyzing program revenues vs. expenditures to ensure our programs are meeting reasonable cost recovery criteria.

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

- Proceeds from the issuance of \$672,000 in installment debt to purchase replacement vehicles and equipment;
- The use of \$40,223 of Powell Bill fund balance to help purchase vitally needed Powell Bill-qualified vehicles and equipment;
- The use of \$1,157,631 of the original \$6,900,000 Bond Debt Capital Reserve to help offset the \$337,623 increase in bond debt costs for FY 2016-17 (also remember there is a \$847,519 disbursement to the Revenue Savings Program);
- Use of unassigned fund balance totaling \$584,869 to fund one-time expenditures Adopted in the budget.

CONCLUSION

It has truly been a good year for the Town of Garner. The Town Council and staff worked collaboratively to finalize the Strategic Priorities that include Fiscal Responsibility, Efficient and Timely Service Delivery, Orderly Growth, and Quality of Life. There were some challenges, but the budget Team did an exceptional job of balancing the proposed FY17-18 budget. The budget provides several recommendations that will allow us to serve the community better. The Town Council and staff continue to be good stewards of public funds. The recent Moody's credit rating upgrade from Aa2 to Aa1 is proof of the responsible decision making that resonates throughout the organization.

The Bond program is allowing the Town to participate in the community's growth by way of a Police Station, Town Hall, Recreation Center, sidewalk projects and other recreation and neighborhood improvement initiatives. We are excited to be moving into a new Town Hall about the same time that the new budget year starts. It will mark a new era of customer service in Garner. The Recreation Center will also come online before the end of the upcoming fiscal year.

I want to thank the Budget Team: Assistant Town Manager – Development Services John Hodges, Assistant Town Manager – Operations Matt Roylance, Finance Director Pam Wortham, and Budget & Special Projects Manager Michael Gammon. We also received assistance from Human Resources Director B.D. Sechler, HR Specialist Kim Storey, Town Clerk Stella Gibson, Deputy Town Clerk Rebecca Schlichter, and Communications Manager Rick Mercier. I appreciate the department heads presenting a realistic picture of their needs while understanding that they cannot all be met at once.

Thanks to the Town Council for all the support you have given me and staff over the past year. I look forward to our continued successes in making Garner an ideal place in the region. We will work over the next year to make your Strategic Priorities a reality.

Respectfully submitted,

A handwritten signature in black ink that reads "Rodney Dickerson". The signature is written in a cursive, flowing style.

Rodney Dickerson
Town Manager

ORDINANCE NO. (2017) 3862

AN ORDINANCE TO APPROPRIATE FUNDS AND TO RAISE REVENUES FOR THE FISCAL YEAR BEGINNING JULY 1, 2017 AND ENDING JUNE 30, 2018

NOW, THEREFORE, BE IT ORDAINED by the Town Council of the Town of Garner, North Carolina, in accordance with NC General Statutes 159-13, that the following anticipated fund revenues and departmental expenditures are hereby appropriated and approved for the operation of the Town government and its activities for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018.

Section I. GENERAL FUND

A. ANTICIPATED REVENUES

AD VALOREM TAXES

| | | |
|--------------------------------|----|------------|
| Ad Valorem Taxes-Current Year | \$ | 17,587,000 |
| Ad Valorem Taxes-Prior Year | | 60,500 |
| Ad Valorem Tax Rental Vehicles | | 22,500 |
| Payment in Lieu of Taxes | | 800 |
| Tax Penalty and Interest | | 44,000 |

OTHER TAXES

| | | |
|--------------------------------|--|-----------|
| ABC Net Revenue | | 121,000 |
| Local Government Sales Tax 1% | | 2,860,500 |
| Local Government Sale Tax 1/2% | | 3,364,500 |
| Solid Waste Disposal Tax | | 20,000 |
| Business Registration Fee | | 17,000 |

INTERGOVERNMENTAL REVENUES

| | | |
|---|--|-----------|
| Beer and Wine Tax | | 126,250 |
| Utility Franchise Tax | | 1,889,000 |
| Video Programming Fees | | 249,000 |
| Cablevision PEG Reimbursement | | 63,166 |
| Powell Bill Distribution | | 736,809 |
| USDOJ-BVP Program | | 3,575 |
| USDOJ-Body Camera Grant | | 83,320 |
| Build America Bond Interest Reimbursement | | 75,500 |
| School Resource Officer | | 68,298 |

PERMITS AND FEES

| | |
|----------------------------------|---------|
| Water Cap Replacement Fee | 221,740 |
| Sewer Capacity Replacement Fee | 221,740 |
| Water Acreage Fee | 142,500 |
| Sewer Acreage Fee | 142,500 |
| Sidewalk Fee | 15,000 |
| Engineering Inspection Fee | 25,000 |
| Motor Vehicle Fee - General Fund | 123,333 |
| Motor Vehicle Fee - Roads | 246,667 |
| Dog Tags | 500 |
| Subdivision Fees | 13,000 |
| Board of Adjustment Fees | 1,200 |
| Site Plan / Permit Fees | 25,000 |
| Rezoning Fees | 9,300 |
| Sign Permit Fees | 7,100 |
| Annexation and Street Closing | 600 |
| Special Event Permit | 700 |
| Building Permit Fees | 850,000 |
| Re-inspection Fees | 10,000 |
| Inspection Fees - After Hours | 1,480 |
| Fire Inspection Fee | 30,000 |
| Police Outside Employment | 223,913 |
| Inspection Plan Review Fee | 15,000 |
| False Alarm Charges | 10,300 |

SALES AND SERVICES

| | |
|-----------------------------------|---------|
| Recreation Fees | 250,873 |
| Auditorium Concessions | 2,000 |
| PRCR Sponsorships | 10,000 |
| Parks & Rec Facility Rental | 197,500 |
| Special Refuse Collection Fees | 3,775 |
| Refuse Cart Fees | 22,500 |
| NCDOT Mowing Agreement | 22,300 |
| Wake County - Collection Fees | 950 |
| GVFR - Gasoline Sales | 10,000 |
| City of Raleigh - Collection Fees | 4,000 |
| City of Raleigh - Street Repairs | 20,000 |

INVESTMENT REVENUES

| | |
|-----------------|---------|
| Interest Earned | 160,000 |
|-----------------|---------|

OTHER REVENUES

| | |
|-----------------------------------|--------|
| Co Landfill Reimbursement | 95,000 |
| Economic Development Partnerships | 1,200 |
| Grounds Fee - School Commons | 9,000 |
| Miscellaneous Revenue | 9,157 |
| Firehouse Police Light Grant | 6,175 |
| Sewer Assessments | 4,000 |
| Interest on Assessments | 2,400 |
| Code Enforcement Fines | 20,000 |
| Miscellaneous Land Use Charges | 5,250 |
| Officer Fees | 7,400 |
| Parking Violations | 2,000 |
| Scrap Metal Sales | 2,000 |
| Sale of Fixed Assets | 45,000 |

OTHER FUNDING SOURCES

| | |
|---|-----------|
| Transfer From – Stormwater Infrastructure Reserve | 45,000 |
| Transfer From - Lake Benson Park Reserve | 6,400 |
| Transfer From - Park Equipment Fund | 28,000 |
| Proceeds From Debt Issuance | 672,000 |
| Appropriated Fund Balance - Powell Bill | 13,723 |
| Appropriated Fund Balance – Law Enforcement | 81,298 |
| Appropriated Fund Balance - Bond Debt Capital Reserve | 1,157,631 |
| Appropriated Fund Balance - Unassigned | 549,505 |

\$ 33,195,328

B. ANTICIPATED EXPENDITURES

GOVERNING BODY

| | |
|---------------|---------|
| Town Council | 288,528 |
| Town Attorney | 92,617 |

| | |
|------------------------------------|-----------|
| ADMINISTRATION | |
| Town Manager | 592,618 |
| Town Clerk | 160,200 |
| Human Resources | 301,239 |
| Communications | 222,415 |
| Neighborhood Improvement | 108,304 |
| Safety | 10,924 |
| FINANCE | |
| Finance Administration | 790,427 |
| ECONOMIC DEVELOPMENT | |
| Economic Development | 243,017 |
| Economic Development Partners | 50,039 |
| PLANNING | |
| Administration | 786,217 |
| INSPECTIONS | |
| Building Inspections | 1,022,307 |
| ENGINEERING | |
| Community Engineering | 624,908 |
| INFORMATION TECHNOLOGY | |
| Information Technology | 590,305 |
| POLICE | |
| Police Administration | 8,158,638 |
| FIRE AND RESCUE | |
| Garner Volunteer Fire-Rescue, Inc. | 3,273,219 |
| PUBLIC WORKS | |
| Administration | 438,300 |
| Streets | 1,799,232 |
| Powell Bill | 956,612 |
| Public Grounds | 1,088,499 |
| Snow Removal | 16,018 |

| | |
|--|---------------------|
| Solid Waste | 1,922,038 |
| Public Facilities | 837,225 |
| Fleet Management | 354,165 |
| PARKS, RECREATION, AND CULTURAL RESOURCES | |
| PRCR Administration | 351,419 |
| Adult & Senior | 323,261 |
| Cultural Arts & Events | 567,653 |
| Youth & Athletic | 509,043 |
| Outdoor Adventure | 138,887 |
| Program Partners | 177,629 |
| DEBT SERVICE | |
| Principal | 2,683,250 |
| Interest | 1,241,219 |
| SPECIAL APPROPRIATIONS | |
| Retirement | 689,240 |
| Town Insurance | 558,020 |
| Subsidized Programs | 53,831 |
| Office Administration | 41,346 |
| TRANSFERS | |
| Transfer to Capital Reserve | 285,000 |
| Transfer to Revenue Savings Plan | 847,519 |
| TOTAL | \$33,195,328 |

Section II. LEVY OF TAXES

There is hereby levied, for Fiscal 2017-2018 Ad Valorem Tax Rate of \$0.5325 per one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2017, for the purpose of raising funds for the General services under Current Year's Tax, as set forth in the forgoing estimates of revenues in order to finance the foregoing applicable appropriations. This rate of tax is based on an estimated assessed valuation of \$3,329,527,230 and an estimated rate of collection of 99.19 percent. Under authority of NC General Statute 20-97, an annual license tax of \$15.00 is levied on each vehicle in the Town of Garner.

Section III. AUTHORIZATIONS & RESTRICTIONS OF THE BUDGET OFFICER

The Budget Officer is hereby authorized to transfer amounts between line items within a department without limitation, provided that transfers to or from the personnel services category

of expense from another category of expense shall be reported to the Board at the first regularly scheduled meeting of each month.

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

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

Section IV. PURCHASE ORDERS.

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

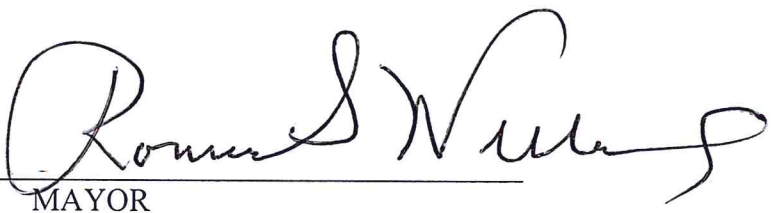
Section V. PAY AND CLASSIFICATION PLAN

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

Section VI. UTILIZATION OF BUDGET ORDINANCE

This ordinance shall be the basis of the financial plan for the Town of Garner during the Fiscal Year 2017-2018. The Budget Officer shall administer the budget and shall insure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget. The Finance Department shall establish and maintain all records which are in consonance with this ordinance, and the appropriate statutes of the State of North Carolina. Copies of this ordinance shall be furnished to the Finance Director and the Town Clerk for their direction in the disbursement of the Town's funds and for public inspection.

Duly adopted the 20th day of June, 2017.


MAYOR

ATTEST: 
TOWN CLERK

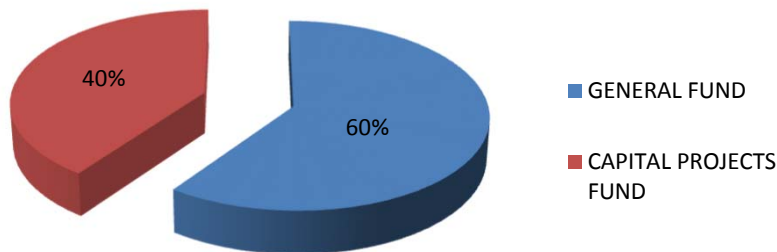
TOWN OF GARNER
BUDGET OVERVIEW - ALL FUNDS

| REVENUES & SOURCES | Actual FY 2013-14 | Actual FY 2014-15 | Actual FY 2015-16 | Estimated FY 2016-17 | Budget FY 2017-18 |
|-------------------------------------|------------------------------|------------------------------|------------------------------|---------------------------------|------------------------------|
| Ad Valorem Taxes | \$ 15,486,348 | \$ 15,490,395 | \$ 16,724,254 | \$ 17,493,181 | \$ 17,714,800 |
| Other Taxes & Licenses | 5,115,098 | 5,544,083 | 5,853,116 | 6,209,390 | 6,383,000 |
| Intergovernmental | 4,391,405 | 4,679,718 | 3,230,200 | 3,304,238 | 3,301,068 |
| Permits and Fees | 3,851,543 | 1,816,364 | 3,341,978 | 3,078,353 | 2,336,573 |
| Sales and Services | 514,268 | 490,653 | 510,107 | 546,431 | 543,898 |
| Investment Earnings | 8,092 | 15,360 | 127,477 | 244,541 | 160,000 |
| Other Revenues | 335,835 | 441,378 | 256,477 | 325,798 | 163,582 |
| Total Revenue | 29,702,589 | 28,477,951 | 30,043,609 | 31,201,932 | 30,602,921 |
| Transfers from Other Funds | 6,477,132 | 250,360 | - | - | 79,400 |
| Sale of Capital Assets | 31,500 | 39,262 | 59,168 | 101,066 | 45,000 |
| Proceeds from Debt Issuance | 4,996,762 | 5,389,132 | 630,000 | 6,229,000 | 11,913,000 |
| Previous Capital Project Revenues | - | - | 993,542 | 6,833,826 | 10,996,943 |
| Fund Balance Appropriated | - | - | - | - | 1,802,157 |
| Total Resources | \$ 41,207,983 | \$ 34,156,705 | \$ 31,726,319 | \$ 44,365,824 | \$ 55,439,420 |
| EXPENDITURES & USES | Actual FY 2013-14 | Actual FY 2014-15 | Actual FY 2015-16 | Estimated FY 2016-17 | Budget FY 2017-18 |
| General Fund | | | | | |
| General Government | \$ 6,330,924 | \$ 5,688,444 | \$ 6,780,440 | \$ 6,529,914 | \$ 7,395,585 |
| Public Safety | 10,646,438 | 10,341,777 | 10,751,421 | 11,288,372 | 12,460,314 |
| Transportation | 2,128,167 | 2,350,138 | 2,708,200 | 2,656,663 | 3,210,162 |
| Solid Waste and Recycling | 1,736,723 | 1,768,301 | 1,853,287 | 1,888,478 | 1,922,038 |
| Cultural and Recreational | 2,540,999 | 2,620,696 | 2,795,777 | 6,045,834 | 3,156,391 |
| Capital Projects | 4,996,717 | 7,184,635 | 4,044,549 | 10,229,171 | 22,237,942 |
| Debt Service | 5,195,203 | 2,270,816 | 2,792,645 | 5,727,392 | 3,924,469 |
| Total Expenditure | 33,575,171 | 32,224,807 | 31,726,319 | 44,365,824 | 54,306,901 |
| Transfers to Other Funds | 6,477,132 | 250,360 | - | - | 1,132,519 |
| Total Expenditures and Other | 40,052,303 | 32,475,167 | 31,726,319 | 44,365,824 | 55,439,420 |

TOWN OF GARNER
SUMMARY OF REVENUES - ALL FUNDS

| REVENUES AND SOURCES | TOTAL | GENERAL FUND | CAPITAL PROJECTS FUND |
|-----------------------------------|----------------------|----------------------|-----------------------------|
| <i>Ad Valorem Taxes</i> | | | |
| -- Current Year | \$ 17,610,300 | \$ 17,610,300 | \$ - |
| -- Prior Years | 60,500 | 60,500 | - |
| -- Penalties and Interest | 44,000 | 44,000 | - |
| Subtotal: Property Taxes | 17,714,800 | 17,714,800 | - |
| <i>Other Taxes</i> | | | |
| -- ABC Mixed Beverage | 121,000 | 121,000 | - |
| -- Local Option Sales Tax | 6,225,000 | 6,225,000 | - |
| -- Business Registration Fee | 17,000 | 17,000 | - |
| -- Solid Waste Disposal Tax | 20,000 | 20,000 | - |
| Subtotal: Other Taxes | 6,383,000 | 6,383,000 | - |
| Assessments to Property | 6,400 | 6,400 | - |
| Intergovernmental Revenues | 3,301,068 | 3,301,068 | - |
| Permits and Fees | 2,336,573 | 2,336,573 | - |
| Sales and Services | 543,898 | 543,898 | - |
| Investment Revenues | 160,000 | 160,000 | - |
| Other Revenue | 157,182 | 157,182 | - |
| Total Revenues | 30,602,921 | 30,602,921 | - |
| Transfers from Other Funds | 79,400 | 79,400 | - |
| Sale of Assets | 45,000 | 45,000 | - |
| Proceeds of Debt Issuance | 11,913,000 | 672,000 | 11,241,000 |
| Previous Capital Project Revenues | 10,996,943 | - | 10,996,943 |
| Fund Balance Appropriated | 1,802,157 | 1,802,157 | - |
| TOTAL NET RESOURCES | \$ 55,439,420 | \$ 33,201,478 | \$ 22,237,943 |

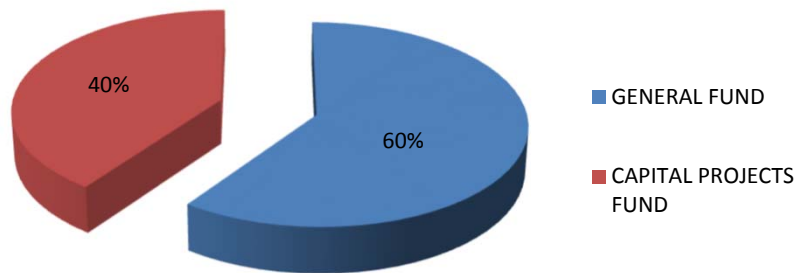
Revenues by Fund



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

| EXPENDITURES AND USES | TOTAL | GENERAL FUND | CAPITAL PROJECTS FUNDS |
|-------------------------------|----------------------|-------------------------|---------------------------------------|
| General Government | \$ 7,395,585 | \$ 7,395,585 | \$ - |
| Public Safety | 12,460,314 | 12,460,314 | - |
| Transportation | 3,210,162 | 3,210,162 | - |
| Solid Waste and Recycling | 1,922,038 | 1,922,038 | - |
| Cultural and Recreational | 3,156,391 | 3,156,391 | - |
| Debt Service | 3,924,469 | 3,924,469 | - |
| Capital Projects | 22,237,942 | - | 22,237,942 |
| Transfers to Other Funds | 1,132,519 | 1,132,519 | - |
| TOTAL NET EXPENDITURES | \$ 55,439,420 | \$ 33,201,478 | \$ 22,237,942 |

Expenditures by Fund



TOWN OF GARNER
SUMMARY OF CHANGES IN GENERAL FUND BALANCES

| GENERAL FUND | BUDGET YEAR ENDING <u>JUNE 30, 2016</u> | BUDGET YEAR ENDING <u>JUNE 30, 2017</u> |
|--|--|--|
| Total Fund Balance Available Beginning of Year | \$ 23,732,949 | \$ 26,660,852 |
| Revenues & Other Financing Sources | 30,565,216 | 37,447,981 |
| Expenditures | 27,681,769 | 34,136,654 |
| Transfers In | 81,456 | - |
| Transfers Out | <u>37,000</u> | <u>-</u> |
| Total Fund Balance Available End of Year | \$ 26,660,852 | \$ 29,972,179 |
| <hr/> | | |
| Composition of Fund Balance: | | |
| Nonspendable Fund Balance: | | |
| Inventories | \$ 25,185 | \$ 21,637 |
| Prepays | <u>2,500</u> | <u>21,705</u> |
| Subtotal: Nonspendable Fund Balance | 27,685 | 43,342 |
| Restricted Fund Balance: | | |
| State statute | 2,769,151 | 2,611,323 |
| Law enforcement | 100,429 | 37,002 |
| Powell Bill | <u>570,628</u> | <u>836,096</u> |
| Subtotal: Restricted Fund Balance | 3,440,208 | 3,484,421 |
| Committed Fund Balance: | | |
| Veterans Memorial | 56,429 | 58,816 |
| Insurance Proceeds | 25,712 | 25,900 |
| Stormwater infrastructure | 341,014 | 302,176 |
| Public safety | 579 | 82,571 |
| Water/sewer capacity debt | 2,758,828 | 2,799,601 |
| Revenue Savings Plan | 204,276 | 479,356 |
| Development Services | - | 200,000 |
| Acreage Fees | - | 465,042 |
| Parks and recreation projects | <u>813,829</u> | <u>1,353,593</u> |
| Subtotal: Committed Fund Balance | 4,200,667 | 5,767,055 |
| Assigned Fund Balance: | | |
| Next year's budget | 711,552 | 953,996 |
| Encumbrances | <u>340,659</u> | <u>1,707,136</u> |
| Subtotal: Assigned Fund Balance | 1,052,211 | 2,661,132 |
| Undesignated Fund Balance | <u>17,940,081</u> | <u>18,016,229</u> |
| Total Estimated Fund Balance at June 30, 2016 | <u>\$ 26,660,852</u> | <u>\$ 29,972,179</u> |

TOWN OF GARNER DEBT MANAGEMENT

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

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

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

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

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

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

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

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

Other long-term debt includes:

- \$5,519,000 Refunding agreement loan for various projects with semi-annual installments through September 2026. Interest rate of 1.84%.
- \$712,295 installment loan for vehicles with annual installments through August 2016. Interest rate of 1.15%
- \$3,620,759 refunding agreement with semi-annual installments through September 2021. Interest rate of 1.94%.
- \$534,200 installment loan for vehicles with annual installments through January 2018. Interest rate of 1.034%
- \$630,000 installment loan for vehicles with annual installments through September 2018. Interest rate of 1.36%.

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

Calculation of Debt Limit

| | |
|--------------------------------------|--------------------|
| Assessed Value of Taxable Property | \$ 3,195,322,605 |
| Multiplied by State Limitation of 8% | <u>x .08</u> |
| DEBT LIMIT | 255,625,808 |

Calculation of Town of Garner's Debt

| | |
|--|-------------------------------------|
| Total Debt Applicable to the Debt Limit at June 30, 2016 | \$ 35,762,955 |
| Less: Assets in Debt Service Reserves available for payment of debt | <u>-</u> |
| TOTAL AMOUNT OF DEBT APPLICABLE TO DEBT LIMIT | 35,762,955 |
| LEGAL DEBT MARGIN | <u><u>\$ 219,862,853</u></u> |

FY 2017-18 DEBT SERVICE SCHEDULE

Below is a summary of the debt service payments due for FY 2017-18.

| Purpose | Original Debt | Principal Due | Interest Due | Total Payment |
|---|---------------|---------------|--------------|-----------------------------------|
| General Purpose | | | | |
| Capital Projects 2006 ¹ | \$ 7,242,800 | \$ 489,451 | \$ 34,466 | \$ 523,917 |
| Public Improvements 2010 ² | 6,050,000 | 175,000 | 232,585 | 407,585 |
| 2017 Refinancing of 2011 Capital/Capacity ³ | 5,519,000 | 564,000 | 117,517 | 681,517 |
| General Obligation 2014 ⁴ | 8,905,000 | 250,000 | 310,775 | 560,775 |
| Vehicles/Equipment FY 14-15 ⁵ | 534,200 | 134,268 | 1,395 | 135,663 |
| General Obligation 2015 ⁶ | 14,670,000 | 575,000 | 519,613 | 1,094,613 |
| Vehicles/Equipment FY 15-16 ⁷ | 630,000 | 156,487 | 4,286 | 160,773 |
| Vehicles/Equipment FY 16-17 ⁸ | 700,000 | 176,000 | 7,142 | 183,142 |
| Vehicles/Equipment ⁹ (Proposed for FY 17-18) | 672,000 | 163,044 | 13,440 | <u>176,484</u> |
| Total General Purpose Debt Service | | | | <u><u>\$ 3,924,469</u></u> |

Notes:

1. 2006 Projects included improvements to Centennial Park, East Main Street facility, Garner Performing Arts Center, Garner Senior Center, and purchase of water and sewer capacity. This debt was refunded in FY 2013-14 to reduce the interest rate.
2. 2010 Improvements included roadway improvements to Timber Drive and Vandora Springs Road and White Deer Park.
3. 2011 Projects included purchase of water and sewer capacity and improvements to the Public Works facility. This debt was refunded in FY 2016-17 to reduce the interest rate and purchase the Meadowbrook property.
4. 2014 Projects included land acquisition for downtown redevelopment, park improvements, streets and sidewalks, and public safety facilities.
5. Installment financing included street sweeper, three vehicles, one tractor and four Public Works trucks.
6. 2015 Projects include Town Hall, Indoor Recreation Center, park enhancements, streets, and sidewalks.
7. Installment financing included one Inspections vehicle, one Engineering truck, seven Police vehicles, two Public Works trucks, one salt spreader, and one Dump Truck
8. Installment financing included the replacement of: two Inspections vehicles, four Public Works trucks, one Dump Truck, seven Police vehicles, one Parks Mini-Bus, a Salt Brine Machine and Applicator, one Tractor, and a Ball Field Machine.
9. Installment financing proposed for the replacement of: one Inspections vehicles, one Information vehicle, one Dump Truck, eight Police vehicles, one Parks Mini-Bus, one Wheel Loader, and one Wide Area Mower.

Bonds Authorized and Unissued

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

TOWN OF GARNER
SUMMARY OF LONG-TERM DEBT REQUIREMENTS

GENERAL FUND DEBT

| FISCAL YEAR | GENERAL OBLIGATION BONDS | | PROMISSORY NOTES | | TOTAL DEBT DUE | | TOTAL |
|--------------|--------------------------|----------------------|---------------------|-------------------|----------------------|----------------------|----------------------|
| | Principal | Interest | Principal | Interest | Principal | Interest | |
| 2017-18 | 1,000,000 | 1,062,973 | 1,053,451 | 151,983 | 2,053,451 | 1,214,956 | 3,268,407 |
| 2018-19 | 1,005,000 | 1,032,410 | 1,047,875 | 110,963 | 2,052,875 | 1,143,373 | 3,196,249 |
| 2019-20 | 1,015,000 | 995,110 | 1,034,113 | 91,287 | 2,049,113 | 1,086,397 | 3,135,510 |
| 2020-21 | 1,025,000 | 954,097 | 1,019,517 | 71,877 | 2,044,517 | 1,025,974 | 3,070,491 |
| 2021-22 | 1,485,000 | 912,136 | 555,000 | 54,933 | 2,040,000 | 967,069 | 3,007,069 |
| 2022-23 | 1,485,000 | 852,863 | 551,000 | 44,758 | 2,036,000 | 897,621 | 2,933,621 |
| 2023-24 | 1,485,000 | 790,551 | 546,000 | 34,666 | 2,031,000 | 825,217 | 2,856,217 |
| 2024-25 | 1,485,000 | 728,237 | 542,000 | 24,656 | 2,027,000 | 752,893 | 2,779,893 |
| 2025-26 | 1,485,000 | 665,862 | 537,000 | 14,729 | 2,022,000 | 680,591 | 2,702,591 |
| 2026-27 | 1,485,000 | 602,162 | 532,000 | 4,894 | 2,017,000 | 607,056 | 2,624,056 |
| 2027-28 | 1,710,000 | 541,238 | - | - | 1,710,000 | 541,238 | 2,251,238 |
| 2028-29 | 1,710,000 | 475,913 | - | - | 1,710,000 | 475,913 | 2,185,913 |
| 2029-30 | 1,710,000 | 412,513 | - | - | 1,710,000 | 412,513 | 2,122,513 |
| 2030-31 | 1,710,000 | 346,662 | - | - | 1,710,000 | 346,662 | 2,056,662 |
| 2031-32 | 1,710,000 | 277,987 | - | - | 1,710,000 | 277,987 | 1,987,987 |
| 2032-33 | 1,710,000 | 216,687 | - | - | 1,710,000 | 216,687 | 1,926,687 |
| 2033-34 | 1,710,000 | 155,388 | - | - | 1,710,000 | 155,388 | 1,865,388 |
| 2034-35 | 1,710,000 | 79,088 | - | - | 1,710,000 | 79,088 | 1,789,088 |
| 2035-36 | 1,710,000 | 26,719 | - | - | 1,710,000 | 26,719 | 1,736,719 |
| Total | \$ 28,345,000 | \$ 11,128,596 | \$ 7,417,955 | \$ 604,746 | \$ 35,762,955 | \$ 11,733,342 | \$ 47,496,297 |

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

STAFFING SUMMARY FY 2017-18

Major Staffing Changes

| | |
|---|-------------|
| Regular positions allocated in prior year: | 167.00 |
| Positions Eliminated: | (0.00) |
| Positions Added Mid-Year (Council Approved) | 0.00 |
| <u>Recommended New Positions</u> | <u>3.50</u> |
| Total Recommended Regular Positions: | 170.50 |

The total number of positions recommended for FY 2017-18 is 170.50, compared to 167.00 in the adopted FY 2016-17 budget. This represents converting temporary employee hours into 2 new full-time positions in the Inspections Department, the conversion of one part-time employee to full-time in the Parks, Recreation, and Cultural Resources Department, and the addition of one new full-time position in the Planning Department for a total of 3.5 new full-time employees out of the 17 new full-time requests Town-wide. There were also requests for hours for two new supplemental employees. Both of these positions are being recommended.

Full-time Positions Recommended in FY 2017-18

Full-time Code Enforcement Officer III – Inspections

While evaluating the current Town building inspection workload and analyzing the projects either underway or planned over the next 12-18 months, the current building inspections staffing level is inadequate to handle this projected workload and meet the mandates set by the General Assembly on timely and complete inspections. Added into this equation were the additional 6,000 acres of ETJ and the workload it brings, which is an average of 550 plus inspections divided over 717 residential units and 57 commercial properties.

Full-time Fire Inspector – Inspections

In the FY 2016-17 budget the Inspections Department was granted an additional 500 hours to hire a second supplemental Fire Inspector person to help alleviate a back log in past due fire maintenance inspections. Currently, new construction has not slowed and the Chief Fire Inspector has required supplemental hours be dedicated to maintenance inspections to help with the new construction. This full-time position will add capacity and, even more importantly, it will provide more reliable staffing, consistent hours, and the ability to fully schedule workloads. The Inspections Department currently relies on inspectors who have other full-time jobs with external scheduling issues. It will be much more efficient for the Chief Fire Inspector to manage one full-time employee instead of two supplemental positions performing full-time work.

Full-time Planner I (Position to be added to Authorized Town Classification Plan upon adoption)

The addition of the Planner I position in the Planning Department will allow the department to implement the proposed reorganization (see memo in Decision Package section). This position will allow for greater capacity to handle and review the increased workload created by the high growth environment the Town is currently experiencing. This position will also allow a Senior Planner to transition to a full-time Transportation Planner

Full-time Recreation Program Specialist

With the programming opportunities associated with the opening of the new recreation center, hands-on positions are needed for athletic, youth, and general programs. This position will be charged with implementing activities within the recreation center. The amount of available gymnasium, multipurpose, and art space will increase dramatically, as will the community's expectations for activities in the new facility. Staff needs to be in place so those expectations can be met and exceeded. The number of new athletic leagues, camps, youth programs and family play opportunities will be directly related to the staff available to plan and implement them.

Supplemental Positions Recommended in FY 2017-18

Supplemental Police IT Specialist

This position will provide critical IT related support and assistance to the Police Department. Currently, the nature of the hardware and applications available to the law enforcement community continues to grow and become more complex. Without dedicated IT support that will allow the Police Department to receive more direct customer service on IT related issues, the IT Department will continue to be required to pull vital IT resources away from serving the rest of the Town. Additional Police dedicated IT support will become even more important with the expansion of the Body Worn Camera program. This position is recommended in a supplemental capacity with the FY 2017-18 budget providing six months of funding. In future budget years, this position is not to exceed 999 hours per fiscal year.

Supplemental Communications Specialist (Position to be added to Authorized Town Classification Plan upon adoption)

This position will assist the communications manager as directed in a number of areas related to print, video, and electronic communications, but one particular area of focus is expected to be the design and production of print materials and materials that are published online. The addition of this supplemental position will provide the Town with greater flexibility and lessen the need to rely upon outside design services to produce Town media. This position is recommended in a supplemental capacity with the FY 2017-18 budget providing nine months of funding. In future budget years, this position is not to exceed 999 hours per fiscal year.

Annual Position Review Summary in FY 2017-2018

As part of the annual review, a pay and classification consultant reviewed the following departments: Public Works Department, Information Technology Department, Engineering Department, Planning Department and the Neighborhood Improvement Manager position and the Human Resources Analyst position.

Reclassifications:

Planner I, Grade 23 and Planner II, Grade 25 to Planner, Grade 25
Maintenance Technician, Grade 18 to Public Works Specialist, Grade 18

Pay Grade Changes:

Neighborhood Improvement Manager from Grade 25 to Grade 26
Engineering Technician from Grade 23 to Grade 24
Stormwater Engineer from Grade 28 to Grade 29
Construction Engineer from Grade 23 to Grade 24

Town Engineer from Grade 35 to Grade 36
HR Analyst from Grade 23 to Grade 24
Senior IT Specialist from Grade 29 to Grade 30
IT Director from Grade 35 to Grade 36
Planning Director from Grade 35 to Grade 36
Parks Maintenance Worker from Grade 13 to Grade 14
Streets Maintenance Worker from Grade 13 to Grade 14
Equipment Operator from Grade 16 to Grade 17
Public Works Services Superintendent from Grade 26 to Grade 27
Public Works Director from Grade 35 to Grade 36

**TOWN OF GARNER
ADOPTED POSITIONS FY 2017-18**

| DEPARTMENT/DIVISION | FY 2014-15 Full-time Equivalent | FY 2015-16 Full-time Equivalent | FY 2016-17 Full-time Equivalent | FY 2017-18 Full-time Equivalent |
|-------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| ADMINISTRATION | | | | |
| Town Manager | 4.0 | 5.0 | 4.0 | 4.0 |
| Town Clerk | 2.0 | 2.0 | 2.0 | 2.0 |
| Human Resources | 2.0 | 2.0 | 2.0 | 2.0 |
| Communications | - | - | 1.0 | 1.0 |
| Neighborhood Improvement | - | - | 1.0 | 1.0 |
| ADMINISTRATION TOTAL | 6.0 | 9.0 | 10.0 | 10.0 |
| FINANCE | | | | |
| Finance Administration | 5.0 | 5.0 | 6.0 | 6.0 |
| Purchasing | 1.0 | 1.0 | - | - |
| FINANCE TOTAL | 6.0 | 6.0 | 6.0 | 6.0 |
| ECONOMIC DEVELOPMENT | | | | |
| Economic Development | 3.0 | 3.0 | 2.0 | 2.0 |
| ECONOMIC DEVELOPMENT TOTAL | 3.0 | 3.0 | 2.0 | 2.0 |
| PLANNING | | | | |
| Planning Administration | 3.0 | 3.0 | 3.0 | 7.0 |
| Land Use Permits and Enforcement | 2.0 | 2.0 | 2.0 | - |
| Community Planning and Appearance | 1.0 | 1.0 | 1.0 | - |
| PLANNING TOTAL | 6.0 | 6.0 | 6.0 | 7.0 |
| BUILDING INSPECTIONS | | | | |
| Building Inspections | 7.5 | 8.0 | 8.0 | 10.0 |
| BUILDING INSPECTIONS TOTAL | 7.5 | 8.0 | 8.0 | 10.0 |
| ENGINEERING | | | | |
| Engineering | 5.5 | 6.0 | 6.0 | 6.0 |
| ENGINEERING TOTAL | 5.5 | 6.0 | 6.0 | 6.0 |
| INFORMATION TECHNOLOGY | | | | |
| Information Technology | 3.0 | 3.0 | 3.0 | 3.0 |
| INFORMATION TECHNOLOGY TOTAL | 3.0 | 3.0 | 3.0 | 3.0 |
| POLICE | | | | |
| Police Administration | 3.5 | 3.5 | 73.5 | 73.5 |
| Police Operations | 67.0 | 67.0 | - | - |
| POLICE TOTAL | 70.5 | 70.5 | 73.5 | 73.5 |
| PUBLIC WORKS | | | | |
| Public Works Administration | 5.0 | 5.0 | 5.0 | 5.0 |
| Streets/Powell Bill | 13.0 | 14.0 | 14.0 | 14.0 |
| Public Grounds Management | 13.0 | 13.0 | 13.0 | 13.0 |
| Building Maintenance | 4.0 | 4.0 | 4.0 | 4.0 |
| Fleet Maintenance | 4.0 | 4.0 | 4.0 | 4.0 |
| PUBLIC WORKS TOTAL | 39.0 | 40.0 | 40.0 | 40.0 |

(Continued on next page.)

**TOWN OF GARNER
ADOPTED POSITIONS FY 2017-18**

| DEPARTMENT/DIVISION | FY 2014-15 Full-time Equivalent | FY 2015-16 Full-time Equivalent | FY 2016-17 Full-time Equivalent | FY 2017-18 Full-time Equivalent |
|--|--|--|--|--|
| PARKS, RECREATION, & CULTURAL RESOURCES | | | | |
| Parks, Recreation, & Cultural Resources Administration | 3.0 | 3.0 | 3.0 | 3.0 |
| Adult & Senior | 2.0 | 2.0 | 2.0 | 2.0 |
| Outdoor Adventure | 2.0 | 2.0 | 2.0 | 1.0 |
| Marketing and Special Events | - | - | - | - |
| Arts & Cultural Resources | 3.0 | 3.0 | 3.0 | 4.0 |
| Youth & Athletic | 2.0 | 2.5 | 2.5 | 3.0 |
| PARKS, RECREATION, & CULTURAL RESOURCES TOTAL | 12.0 | 12.5 | 12.5 | 13.0 |
| TOTAL - GENERAL FUND EMPLOYEES | 158.5 | 164.0 | 167.0 | 170.5 |
| FTE per 1,000 Population | 6.03 | 6.06 | 6.10 | 5.97 |

Town of Garner
PAY PLAN
 Effective: 7/1/16

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

Town of Garner
PAY PLAN
Effective: 7/1/16

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

Town of Garner
PAY PLAN
Effective: 7/1/16

| SALARY GRADE | Minimum Rate | Maximum Rate | Full Range Minimum - Maximum | Developmental Segment Hourly/Annually | Market Segment Hourly/Annually | Proficiency Segment Hourly/Annually |
|---------------------|---------------------|---------------------|--|--|---------------------------------------|--|
| 23 | 21.28 | 33.01 | 44,262 - 68,661 | 21.28 - 23.93 44,262 - 49,774 | 23.94 - 29.89 49,795 - 62,171 | 29.90 - 33.01 62,192 - 68,661 |
| 24 | 22.36 | 34.68 | 46,509 - 72,134 | 22.36 - 25.12 46,509 - 52,250 | 25.13 - 31.40 52,270 - 65,312 | 31.41 - 34.68 65,333 - 72,134 |
| 25 | 23.46 | 36.40 | 48,797 - 75,712 | 23.46 - 26.38 48,797 - 54,870 | 26.39 - 32.96 54,891 - 68,557 | 32.97 - 36.40 68,578 - 75,712 |
| 25** (Police) | 23.46 | 36.40 | 52,152 - 80,917 **based on 2,223 hrs/yr | 23.46 - 26.39 52,152 - 58,665 | 26.40 - 33.00 58,687 - 73,359 | 33.01 - 36.40 73,381 - 80,917 |
| 26 | 24.63 | 38.20 | 51,230 - 76,456 | 24.63 - 27.71 51,230 - 57,367 | 27.72 - 34.59 57,658 - 71,947 | 34.60 - 38.20 71,968 - 79,456 |
| 27 | 25.85 | 40.12 | 53,768 - 83,450 | 25.85 - 29.09 53,768 - 60,507 | 29.10 - 36.34 60,528 - 75,587 | 36.35 - 40.12 75,608 - 83,450 |
| 28 | 27.17 | 42.13 | 56,514 - 87,630 | 27.17 - 30.57 56,514 - 63,586 | 30.58 - 38.15 63,606 - 79,352 | 38.16 - 42.13 79,373 - 87,630 |
| 29 | 28.52 | 44.25 | 59,322 - 92,040 | 28.52 - 32.08 59,322 - 66,726 | 32.09 - 40.07 66,747 - 83,346 | 40.08 - 44.25 83,366 - 92,040 |
| 30 | 29.94 | 46.44 | 62,275 - 96,595 | 29.94 - 33.68 62,275 - 70,054 | 33.69 - 42.07 70,075 - 87,506 | 42.08 - 46.44 87,526 - 96,595 |
| 31 | 31.44 | 48.79 | 65,395 - 101,483 | 31.44 - 35.38 65,395 - 73,590 | 35.39 - 44.18 73,611 - 91,894 | 44.19 - 48.79 91,915 - 101,483 |
| 32 | 33.01 | 51.21 | 68,661 - 106,517 | 33.01 - 37.12 68,661 - 77,210 | 37.13 - 46.38 77,230 - 96,470 | 46.39 - 51.21 96,491 - 106,517 |

Town of Garner
PAY PLAN
Effective: 7/1/16

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

Town of Garner
POSITION CLASSIFICATION PLAN
 Effective: 7/1/16 (Updated 4/18/17)

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

Town of Garner
POSITION CLASSIFICATION PLAN
Effective: 7/1/16 (Updated 4/18/17)

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

Town of Garner
POSITION CLASSIFICATION PLAN
Effective: 7/1/16 (Updated 4/18/17)

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

Town of Garner
POSITION CLASSIFICATION PLAN
 Effective: 7/1/16 (Updated 4/18/17)

| <u>SALARY GRADE</u> | <u>MIN HIRE RATE</u> | <u>MAX RATE</u> | <u>MINIMUM - MAXIMUM</u> | <u>CLASSIFICATION TITLE</u> | <u>FLSA STATUS</u> |
|---------------------|----------------------|-----------------|--------------------------|--|----------------------------|
| 31 | 31.44 | 48.79 | 65,395 - 101,483 | Assistant Town Engineer Police Captain | E E |
| 32 | 33.01 | 51.21 | 68,661 - 106,517 | Economic Development Director | E |
| 33 | 34.68 | 53.77 | 72,134 - 111,842 | Inspections Director | E |
| 34 | 36.38 | 56.75 | 75,670 - 118,040 | Human Resources Director | E |
| 35 | 38.20 | 59.58 | 79,456 - 123,926 | Parks, Recreation, and Cultural Resources Director Finance Director Information Technology Director Planning Director Public Works Director Town Engineer | E E E E E E |
| 36 | 40.10 | 62.57 | 83,408 - 130,146 | Police Chief | E |
| 37 | 42.11 | 65.70 | 87,589 - 136,656 | | |
| 38 | 44.22 | 68.99 | 91,977 - 143,499 | Assistant Town Manager - Development Services Assistant Town Manager - Operations | E E |

| Performance Awards Chart <i>Effective 07/01/17</i> | FIRST YEAR (6 MONTH PROBATIONARY REVIEW & FIRST ANNIVERSARY 6 MONTH REVIEW) | DEVELOPMENTAL PERFORMANCE SEGMENT ANNUAL | MARKET PERFORMANCE SEGMENT ANNUAL | PROFICIENCY SEGMENT ANNUAL |
|--|--|--|---|--|
| Categories | <i>All New Hire Staff</i> | <i>Below Standard Pay</i> | <i>Standard Pay</i> | <i>Exceeds Standard Pay</i> |
| <u>Score: 1.00-2.70</u> | No Increase | No Increase | No Increase | No Increase |
| <u>Score: 2.71-3.70</u> | 1.50% base | 3% base | 2.25% base 0.25% lump | 1% base 1.5% lump |
| <u>Score: 3.71-4.50</u> | 2% base | 4% base | 2.5% base 1.25% lump | 2.5% base 1% lump |
| <u>Score: 4.51-5.00</u> | 2.5% base | 5% base | 4% base | 3% base 2% lump |

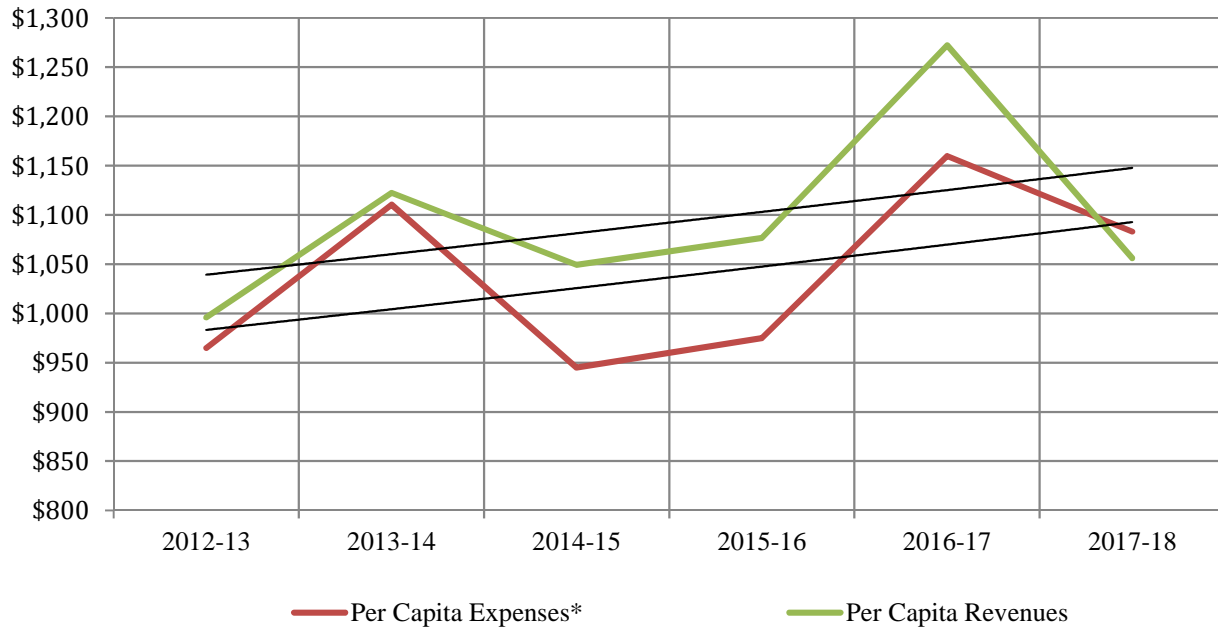
***** ANY INCREASES AWARDED ABOVE MAXIMUM OF THE PAY RANGE WILL BE PAID AS A LUMP SUM AWARD.**

Impact of Discipline on Performance Awards During 12-month Period

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

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

TOWN OF GARNER
GENERAL FUND REVENUES AND EXPENDITURES PER CAPITA*
INFLATION ADJUSTED IN 2017 DOLLARS



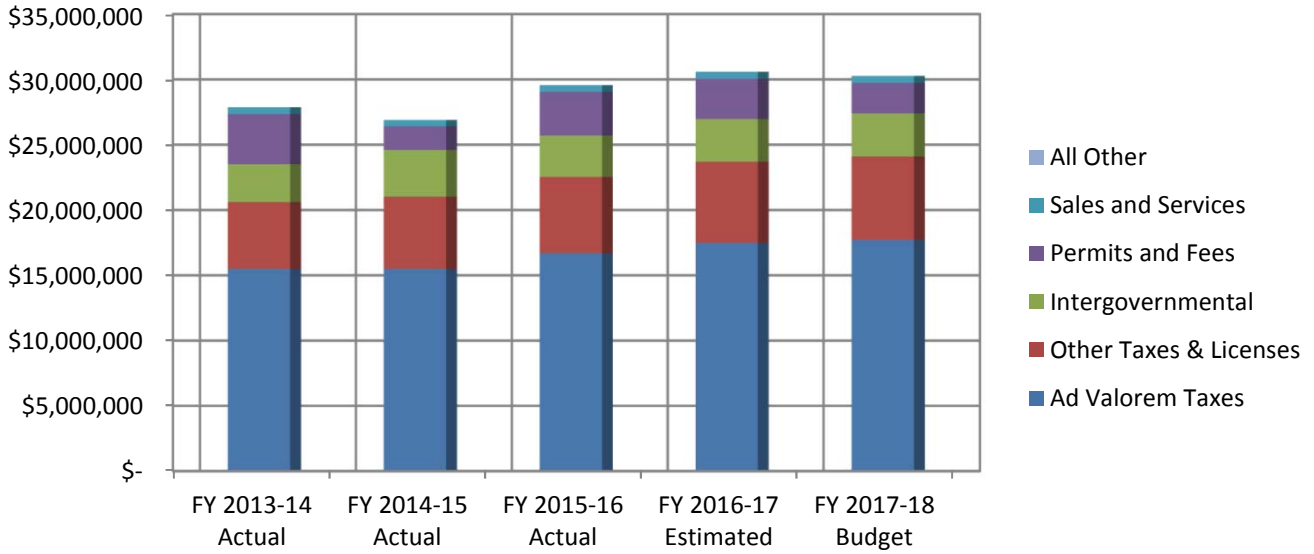
| Fiscal Year | Per Capita Revenues* | | Per Capita Expenses* | |
|---------------------|-----------------------------|----------|-----------------------------|----------|
| 2012-13 | \$ | 995.96 | \$ | 964.99 |
| 2013-14 | | 1,122.58 | | 1,110.48 |
| 2014-15 | | 1,049.25 | | 944.97 |
| 2015-16 | | 1,076.65 | | 975.08 |
| 2016-17 (Estimated) | | 1,272.39 | | 1,159.88 |
| 2017-18 (Budget) | | 1,056.16 | | 1,082.97 |

*Amounts do not include transfers or use of fund balance.

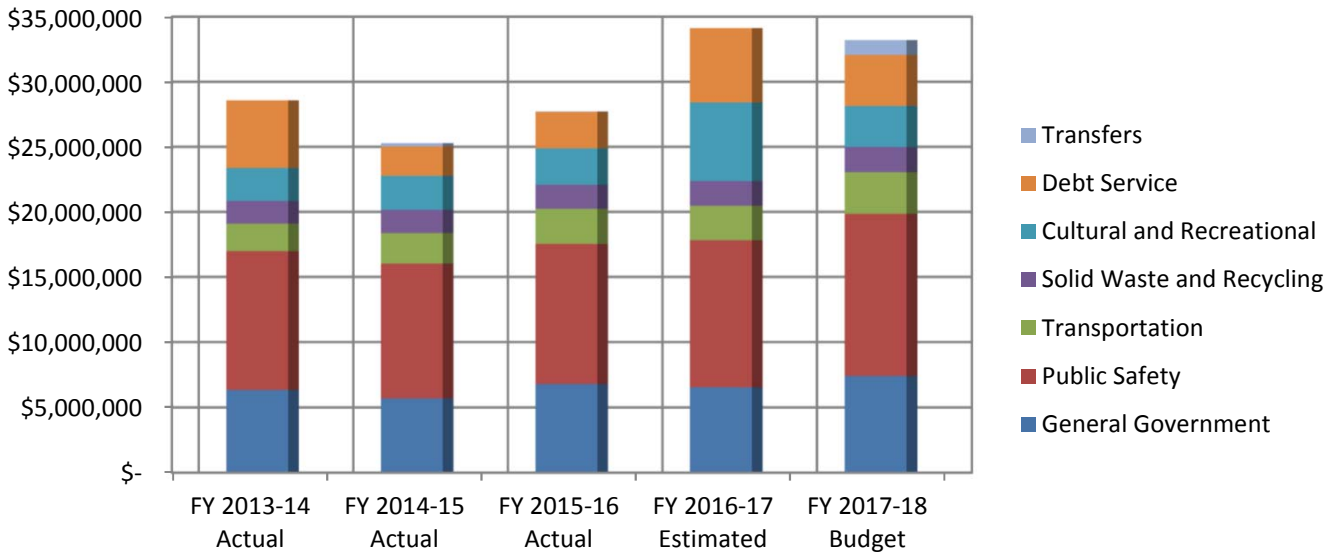
TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FY 2017-2018

General Fund Summary

General Fund Revenue History by Source



General Fund Expenditure History by Function



**TOWN OF GARNER
GENERAL FUND BUDGET FY 2017-2018**

Revenues

| Revenue Type | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimated | FY 2017-18 Budget |
|---------------------------|------------------------------|------------------------------|------------------------------|---------------------------------|------------------------------|
| Ad Valorem Taxes | \$ 15,486,348 | \$ 15,490,395 | \$ 16,703,818 | \$ 17,493,181 | \$ 17,714,800 |
| Other Taxes & Licenses | 5,115,098 | 5,544,082 | 5,826,797 | 6,209,390 | 6,383,000 |
| Intergovernmental | 2,902,112 | 3,563,772 | 3,185,644 | 3,267,927 | 3,301,068 |
| Permits and Fees | 3,851,543 | 1,816,364 | 3,338,913 | 3,078,353 | 2,336,573 |
| Sales and Services | 514,268 | 490,653 | 510,108 | 546,431 | 543,898 |
| Investment Revenues | 5,302 | 8,531 | 76,234 | 151,936 | 160,000 |
| Other Revenue | 1,015,124 | 889,810 | 923,702 | 6,700,742 | 880,582 |
| Appropriated Fund Balance | - | - | - | - | 1,802,157 |
| Transfers | 191,031 | - | 81,456 | - | 79,400 |
| Total | \$ 29,080,826 | \$ 27,803,607 | \$ 30,646,672 | \$ 37,447,960 | \$ 33,201,478 |

Expenditures

| Function | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimated | FY 2017-18 Budget |
|---------------------------|------------------------------|------------------------------|------------------------------|---------------------------------|------------------------------|
| General Government | \$ 6,330,924 | \$ 5,690,607 | \$ 6,780,440 | \$ 6,529,915 | \$ 7,395,585 |
| Public Safety | 10,646,438 | 10,339,614 | 10,751,421 | 11,288,372 | 12,460,314 |
| Transportation | 2,128,167 | 2,350,138 | 2,708,200 | 2,656,663 | 3,210,162 |
| Solid Waste and Recycling | 1,736,723 | 1,768,301 | 1,853,286 | 1,888,478 | 1,922,038 |
| Cultural and Recreational | 2,540,999 | 2,620,695 | 2,795,777 | 6,045,834 | 3,156,391 |
| Debt Service | 5,195,203 | 2,270,815 | 2,792,645 | 5,727,392 | 3,924,469 |
| Transfers | 6,477,132* | 250,360 | 37,000 | - | 1,132,519 |
| Total | \$ 35,055,586 | \$ 25,290,530 | \$ 27,718,769 | \$ 34,136,654 | \$ 33,201,478 |

* FY 2013-14 expenditures include the transfer of capital reserves created in previous years to the Capital Project Fund. Also see the All Funds on pages 54-56 and the Capital Project Fund pages 174-178 for further reference.

TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FISCAL YEAR 2017-18

| Revenue Type | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimated | FY 2017-18 Budget |
|--|----------------------|----------------------|----------------------|-------------------------|----------------------|
| Property Taxes | | | | | |
| Ad Valorem Taxes-Current Year | \$ 15,179,014 | \$ 15,324,492 | \$ 16,508,326 | \$ 17,367,037 | \$ 17,587,000 |
| Ad Valorem Taxes-Prior Year | 213,513 | 96,847 | 139,373 | 59,899 | 60,500 |
| Ad Valorem Tax Rental Vehicles | 18,825 | 20,602 | 20,436 | 22,773 | 22,500 |
| Pay in Lieu of Taxes | 873 | 831 | 1,146 | 2,181 | 800 |
| Tax Penalty and Interest | 74,123 | 47,623 | 54,973 | 41,291 | 44,000 |
| Total Property Taxes | \$ 15,486,348 | \$ 15,490,395 | \$ 16,724,254 | \$ 17,493,181 | \$ 17,714,800 |
| Permits and Fees | | | | | |
| Fee in Lieu of Parkland | \$ 380,295 | \$ 4,504 | 246,419 | \$ 536,893 | \$ - |
| Sidewalk Fees | - | - | 3,220 | 15,280 | 15,000 |
| Engineering Inspection Fees | - | - | 5,112 | 24,122 | 25,000 |
| Retention Pond Fees | 310 | 155 | 800 | 3,360 | - |
| Water Cap Replacement Fee | 612,667 | 209,191 | 517,430 | 239,152 | 221,740 |
| Sewer Capacity Replacement Fee | 1,569,879 | 514,293 | 1,171,426 | 231,339 | 221,740 |
| Water Acreage Fees | - | - | - | 232,524 | 142,500 |
| Sewer Acreage Fees | - | - | - | 232,518 | 142,500 |
| Motor Vehicle Fees - General Fund | 151,898 | 121,184 | 119,093 | 122,096 | 123,333 |
| Motor Vehicle Fees - Roads | 303,796 | 242,368 | 238,185 | 244,192 | 246,667 |
| Dog Licenses | 749 | 685 | 725 | 835 | 500 |
| Subdivision Fees | 2,246 | 9,075 | 8,685 | 10,931 | 13,000 |
| Board of Adjustment Fees | 500 | 250 | 375 | 500 | 1,200 |
| Site Plan / Permit Fees | 5,995 | 5,500 | 8,352 | 9,425 | 25,000 |
| Rezoning Fees | 2,300 | 6,815 | 9,335 | 5,755 | 9,300 |
| Sign Permit Fees | 7,575 | 7,825 | 8,025 | 5,500 | 600 |
| Annexation and Street Closing | 1,000 | 450 | 1,200 | 2,100 | 7,100 |
| Special Event Permit | 1,735 | 1,845 | 705 | 825 | 700 |
| Building Permit Fees | 562,060 | 448,945 | 754,937 | 901,156 | 850,000 |
| Fire Inspection Fees | - | 3,940 | 6,460 | 10,840 | 30,000 |
| Reinspection Fees | 28,118 | 18,000 | 3,128 | 5,120 | 10,000 |
| Inspection Fee - After Hours | 6,560 | 960 | - | 720 | 1,480 |
| Inspection Plan Review | - | - | 14,555 | 20,142 | 15,000 |
| Homeowners Recovery Fees | 92 | 71 | 321 | 908 | - |
| Rental Property Owner Registration Fee | 6,260 | 6,150 | 5,400 | 75 | - |
| Police - DDACTS Partnership | 12,398 | 3,064 | - | - | - |
| Police Outside Employment | 183,835 | 205,229 | 200,344 | 188,197 | 223,913 |
| Taxi Cab Inspection Fee | (177) | 214 | 112 | 30 | - |
| False Alarm Charges | 11,450 | 5,650 | 14,570 | 10,300 | 10,300 |
| Total Permits and Fees | \$ 3,851,542 | \$ 1,816,363 | \$ 3,338,914 | \$ 3,054,835 | \$ 2,336,573 |
| Other Taxes and License | | | | | |
| ABC Revenue | \$ 94,395 | \$ 107,766 | 119,071 | \$ 125,693 | \$ 121,000 |
| Local Government Sales Tax 1% | 2,242,397 | 2,449,380 | 2,602,395 | 2,781,614 | 2,860,500 |
| Local Government Sale Tax 1/2% | 2,615,871 | 2,835,463 | 3,024,274 | 3,282,604 | 3,364,500 |
| Solid Waste Disposal Tax | 16,788 | 17,133 | 17,606 | 19,480 | 20,000 |
| Privilege License | 67,329 | 51,220 | 78 | - | - |
| Business Registration Fee | - | - | 29,149 | 23,518 | 17,000 |
| Heavy Equipment Rental Tax | 78,318 | 83,121 | 60,543 | - | - |
| Total Other Taxes and License | \$ 5,115,098 | \$ 5,544,083 | \$ 5,853,116 | \$ 6,232,909 | \$ 6,383,000 |

(continued)

TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FISCAL YEAR 2017-18

| Revenue Type | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimated | FY 2017-18 Budget |
|--|----------------------|----------------------|----------------------|-------------------------|----------------------|
| Intergovernmental Revenue | | | | | |
| Beer and Wine Tax | \$ 117,004 | \$ 128,940 | \$ 120,043 | \$ 129,258 | \$ 132,400 |
| Utility Franchise Tax | 1,319,003 | 1,940,771 | 1,808,361 | 1,864,391 | 1,889,000 |
| Video Programming Fees | 246,642 | 237,794 | 239,086 | 245,296 | 249,000 |
| Build America Bond Reimbursement | 79,335 | 79,354 | 78,484 | 77,327 | 75,500 |
| PEG Channel Reimbursement | 63,691 | 56,839 | 63,166 | 55,172 | 63,166 |
| Powell Bill Distribution | 713,628 | 719,885 | 720,354 | 736,809 | 736,809 |
| Downtown Revitalization | - | - | - | 25,000 | - |
| Main Street Solutions Grant | - | 75,000 | - | - | - |
| NC Control Substance Tax | 3,858 | 10,960 | 460 | - | - |
| Gen Purpose Grant Senior Center | 11,680 | 11,680 | 11,397 | 10,878 | - |
| Federal Asset Forieture | 10,040 | 50,226 | 4,214 | 16,375 | - |
| USDOJ Vest Grant | 1,965 | 10,364 | 424 | 1,430 | 3,575 |
| FBI Safe Streets Task Force Grant | 5,630 | - | - | - | - |
| GHSP Accident Reconstruction Grant | - | 4,012 | - | - | - |
| GHSP DDACTS Grant | 30,072 | 7,661 | - | - | - |
| GHSP Body Camera Grant | - | - | - | - | 83,320 |
| GHSP Motorcycle Grant | - | 34,448 | 1,190 | - | - |
| GHSP Equipment Grant | - | 11,250 | - | - | - |
| GHSP Traffic Officer Grant | 12,375 | - | - | - | - |
| GHSP DWI Officer Grant | 111,856 | 89,889 | 49,205 | 37,693 | - |
| School Resource Officer | 68,333 | 68,298 | 71,654 | 68,298 | 68,298 |
| City of Raleigh - Debt Service | 107,000 | 26,400 | - | - | - |
| Total Intergovernmental Revenue | \$ 2,902,112 | \$ 3,563,771 | \$ 3,168,038 | \$ 3,267,927 | \$ 3,301,068 |
| Sales and Service | | | | | |
| Recreation Fees | \$ 195,059 | \$ 189,341 | \$ 195,219 | \$ 215,193 | \$ 250,873 |
| PRCR Sponsorships | - | 250 | - | - | 10,000 |
| Auditorium Concessions | 3,216 | 2,958 | 3,525 | 3,691 | 2,000 |
| Facility Rental Fees | 232,787 | 222,380 | 211,943 | 243,609 | 197,500 |
| Special Refuse Collection Fees | 2,747 | 1,702 | 3,951 | 2,889 | 3,775 |
| Refuse Cart Fees | 12,445 | 9,765 | 9,600 | 17,790 | 22,500 |
| City of Raleigh - Collection Fees | 4,849 | 4,801 | 4,629 | 3,245 | 4,000 |
| Wake County - Collection Fees | 2,680 | 1,210 | 988 | 892 | 950 |
| GVFR - Fuel Sales | 3,700 | 8,195 | 20,072 | - | 10,000 |
| NCDOT Mowing Agreement | 21,265 | 21,797 | 22,386 | 21,331 | 22,300 |
| City of Raleigh - Gasoline Sales | 3,708 | - | - | - | - |
| City of Raleigh - Street Repairs | 31,812 | 28,254 | 37,794 | 37,791 | 20,000 |
| Total Sales and Service | \$ 514,268 | \$ 490,653 | \$ 510,108 | \$ 546,431 | \$ 543,898 |

(continued)

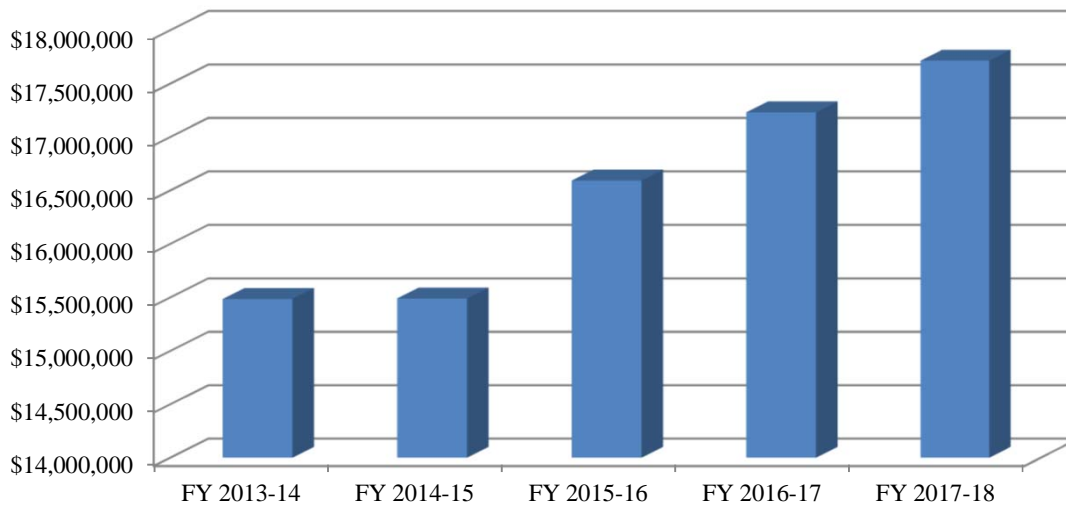
TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FISCAL YEAR 2017-18

| Revenue Type | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimated | FY 2017-18 Budget |
|---|----------------------|----------------------|----------------------|-------------------------|----------------------|
| Investment Earnings | | | | | |
| Interest Earned | \$ 5,302 | \$ 8,531 | \$ 76,234 | \$ 151,936 | \$ 160,000 |
| Total Investment Earnings | \$ 5,302 | \$ 8,531 | \$ 76,234 | \$ 151,936 | \$ 160,000 |
| Other Revenue | | | | | |
| Check Service Charges | \$ 300 | \$ 254 | \$ 95 | \$ 50 | \$ - |
| Wake County Landfill Reimbursement | 77,962 | 98,421 | 107,603 | 121,264 | 95,000 |
| Rental Income | 700 | - | - | - | - |
| Grounds Fee - School Commons | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 |
| Miscellaneous Revenue | 87,040 | 32,730 | - | 16,982 | 9,157 |
| Veterans Memorial Bricks | - | 70,304 | 5,825 | 8,670 | - |
| Fiehouse Police Light Grant | - | - | - | - | 6,175 |
| NCLM Vest Grant | - | 2,500 | - | - | - |
| Code Enforcement Fines | 50,265 | 10,521 | 5,208 | 18,181 | 20,000 |
| Insurance Proceeds | 762 | - | 21,990 | 35,842 | - |
| Scrap Material Sales | 3,824 | 1,676 | 786 | 1,639 | 2,000 |
| Econ Development Partnerships | 3,500 | - | 1,200 | - | 1,200 |
| Back Yard Hen Permits | - | 125 | 75 | 75 | - |
| Garner Promotional Items | 356 | 95 | - | - | - |
| Miscellaneous Assessments | - | 5,151 | 2,386 | 918 | - |
| Sewer Assessments | 3,635 | (33) | 6,126 | 6,609 | 4,000 |
| Interest on Assessments | 2,462 | 1,624 | 2,949 | 1,174 | 2,400 |
| Miscellaneous Land Use Charges | 5,755 | 4,400 | 3,618 | 4,095 | 5,250 |
| Officer Fees | 13,257 | 13,391 | 7,485 | 9,767 | 7,400 |
| Animal Control Violation | 100 | - | 150 | 150 | - |
| Parking Violations | 3,430 | 7,075 | 2,830 | 1,160 | 2,000 |
| Parks Contributions & Grants | - | 55,351 | 28,050 | 134,000 | - |
| Contributions | 8,957 | 3,763 | - | 1,100 | - |
| Centennial Celebration Books | 24 | - | 8 | - | - |
| Total Other Revenue | \$ 271,330 | \$ 316,348 | \$ 205,384 | \$ 370,676 | \$ 163,582 |
| Total General Fund Revenues | \$ 28,146,000 | \$ 27,230,144 | \$ 29,876,048 | \$ 31,117,895 | \$ 30,602,921 |
| Other Financing Sources | | | | | |
| Transfer From Hwy 70/White Oak Fund | \$ - | \$ - | \$ 81,456 | \$ - | \$ - |
| Transfer from Lake Benson Reserve | - | - | - | - | 6,400 |
| Transfer from Park Equipment Fund | - | - | - | - | 28,000 |
| Transfer from Stormwater Infra. Reserve | - | - | - | - | 45,000 |
| Transfer From Regional Retention Reserve | 173,935 | - | - | - | - |
| Transfer From Street Improve Cap Reserve | 5,711 | - | - | - | - |
| Transfer from Future Capital Reserve | 11,385 | - | - | - | - |
| Sale of Fixed Assets | 31,500 | 39,262 | 59,168 | 101,066 | 45,000 |
| Appropriated Fund Balance-Powell Bill | - | - | - | - | 13,723 |
| Appropriated Fund Balance-Public Safety | - | - | - | - | 81,298 |
| Proceeds from Debt Issuance | 712,295 | 534,200 | 630,000 | 6,229,000 | 672,000 |
| Appropriated Bond Debt Capital Reserve | - | - | - | - | 1,157,631 |
| Appropriated Fund Balance | - | - | - | - | 549,505 |
| Total Other Financing Sources | \$ 934,826 | \$ 573,462 | \$ 770,624 | \$ 6,330,066 | \$ 2,598,557 |
| Total Revenues & Financing Sources | \$ 29,080,826 | \$ 27,803,606 | \$ 30,646,672 | \$ 37,447,960 | \$ 33,201,478 |

TOWN OF GARNER DETAIL REVENUE SUMMARIES - GENERAL FUND

Descriptions of major revenue sources and their related trends follow. Graphs showing four years of actual data and the budgeted revenues for FY 2017-18 appear for each revenue category.

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



Property Taxes Revenue Detail:

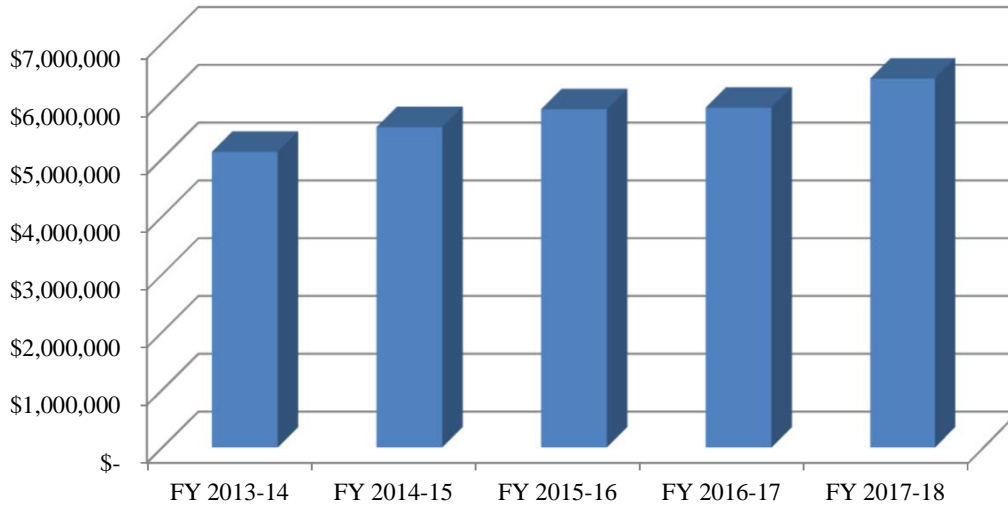
- Ad Valorem Taxes - Current Year = \$17,587,000
The property tax is the Town's major revenue source, representing over 55% of the General Fund revenue budget. Property taxes are assessed and collected by Wake County and remitted to the Town throughout the year. The property tax rate for Fiscal Year 2018 is \$.5325 per \$100 of assessed value.
- Ad Valorem Taxes - Prior Year = \$60,500
This revenue consists of delinquent property tax payments from previous fiscal years received in the current fiscal year.
- Ad Valorem Taxes - Rental Vehicles = \$22,500
In 2000, the North Carolina legislature revised certain laws which then allowed that a gross receipts tax be applied to and collected from the renting of vehicles within a locality.
- Payment in Lieu of Taxes = \$800
Housing authorities are exempt from paying property taxes, but must provide a payment in lieu of property taxes to the municipality in which they are located. The Fiscal Year 2018 budget is based on prior year payments from the Wake County Housing Authority.

Property Taxes Revenue Detail (continued):

- Tax Penalty and Interest = \$44,000

This revenue represents fines and interest applied to overdue property taxes. Fiscal Year 2017-18 is budgeted based on the historical trend that penalties and interest equate to approximately .4% of current year tax revenue.

**Other Taxes and Licenses
Budget = \$6,383,000**



Other Taxes and Licenses Revenue Detail:

- ABC Revenue = \$121,000

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

- Local Option Sales Taxes = \$6,225,000

All 100 counties in North Carolina levy two half-cent sales taxes and one full-cent sales tax on sales. These taxes are collected by the state monthly and remitted to counties on a per capita basis. Wake County then distributes these taxes to municipalities based on their portion of the total county assessed valuation. Each municipality also receives a share of their county's sales tax in lieu of the loss of a half-cent sales tax that was in effect from 2001-2007. Fiscal Year 2017-18 is estimated with a 3.75% increase based on projected growth in the general economy and especially the Triangle region of the state.

- Business Registration Fee = \$17,000

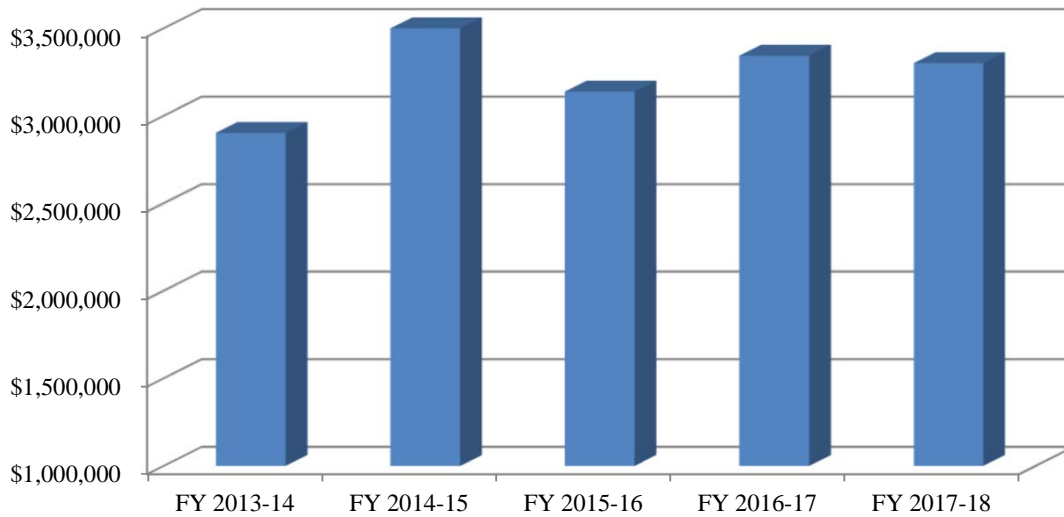
As of July 1st, 2015, the Town will no longer charge a privilege license fee to businesses. In lieu of a privilege license fee, it has been adopted that a \$25 Business Registration System and fee be implemented to continue to collect vital information related to business activities.

Other Taxes and Licenses Revenue Detail (continue):

- Solid Waste Disposal Tax = \$20,000

In 2008, the North Carolina General Assembly enacted a \$2 per ton statewide "tipping fee" on municipal solid waste and construction debris deposited in a landfill or transfer station in the state. A portion of the funds raised are distributed back to local governments to fund solid waste programs.

**Intergovernmental Revenues
Budget = \$3,301,068**



Intergovernmental Revenue Detail:

- Beer and Wine Tax = \$132,400

The State of North Carolina levies this tax on alcoholic beverages and a municipality may share in the revenues if beer and/or wine is sold legally within its jurisdiction. The proceeds are distributed based on the Town's population as recorded by the NC Office of the State Demographer.

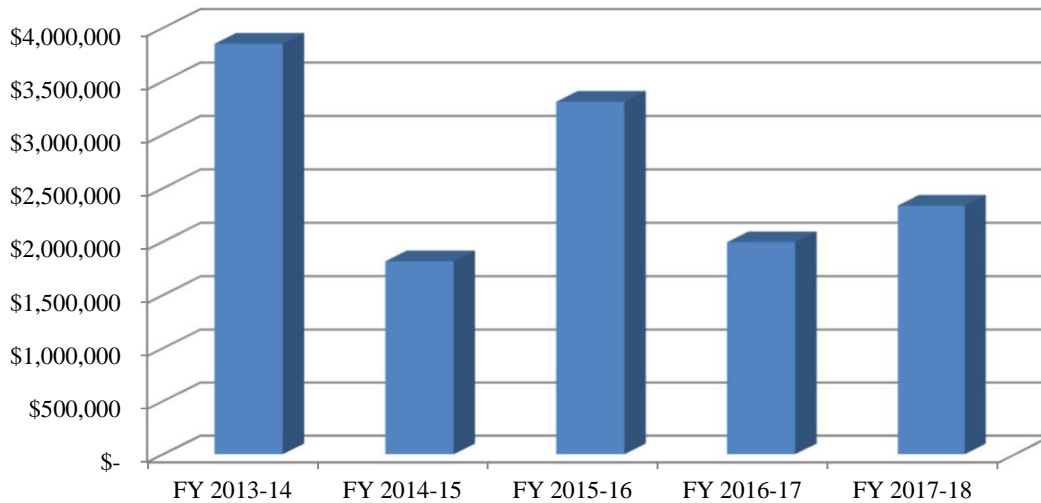
- Utility Franchise Tax = \$1,889,000

Effective in 2015, the State levies their State Sales Tax rate on utility bills (electricity and natural gas) based on usage. The state shares a portion of these taxes with local governments based on usage within their jurisdiction. The State also levies a tax on telecommunications gross receipts, and then distributes a portion of these taxes per capita to each municipality.

Intergovernmental Revenue Detail (continued):

- Video Programming Fees = \$249,000
This is a portion of the state sales tax collected on video programming services and is distributed to municipalities based on population. The FY 2017-18 budget anticipates a 1.5% decrease from the previous year.
- Build America Bonds = \$75,500
Build America Bonds were authorized by the American Recovery and Reinvestment Act of 2009, and allows local governments to finance capital projects with the aid of a Federal subsidy. The US Department of the Treasury pays the issuer of taxable municipal bonds 35% of the interest paid on the bonds.
- PEG Channel Reimbursement = \$63,166
The State appropriates \$4 million annually to be distributed to local governments that operate a public, educational or governmental television channel for the benefit of its citizens. The amount budgeted represents the Town's share, and is restricted by state law only for use of operating the Town's government channel.
- Powell Bill Distribution = \$736,809
Annually, street aid allocations are made to eligible municipalities as provided by State law. These allocations come from a portion of the tax on motor fuels and State highway funds. Powell Bill funds are restricted in their use for maintaining and constructing local streets. The distribution of funds are based on a formula that accounts for a Town's population as well as the miles of local streets maintained.
- USDOJ Vest Program = \$3,575
This source of revenue represents a reimbursement to the Town by the US Department of Justice for the purchase of bullet-proof vests for the Police Department.
- School Resource Officer = \$68,298
The NC General Assembly allocates funds to county school systems for ensuring a safe environment for students. Wake County Public School System helps agencies offset the cost of local school resource officers, which are placed at the local high school and two middle schools in town.
- GHSP Body Camera Grant = \$83,320
This funding is part of new program within the Governor's Highway Safety Program which distributes federal funds to municipalities to be used toward the acquisition of body camera units. The Town will be expanding its current body camera program through this two-year grant with matching required funding.

Permits and Fees
Budget = \$2,336,573



Permits and Fees Revenue Detail:

- Water and Sewer Capacity Fees = \$443,480

Water and sewer capacity fees are used to help pay down debt associated with prior or reserved for future purchases of water and sewer capacity from the City of Raleigh. The fee is based upon the amount of capacity a project is estimated to use and is due at building permit submittal. We are anticipating development will continue at the substantially growth experienced in FY 2017-18.

- Acreage Fees = \$285,000

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

- Motor Vehicle Fees = \$370,000

The Town collects an annual fee of \$15 for each motor vehicle registered within the Town as allowed by North Carolina General Statutes. The first \$5 dollars raised on each fee levied will used as General Purpose revenues, the remaining \$10 per vehicle will be utilized to support the Town's road infrastructure.

- Dog Licenses = \$500

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

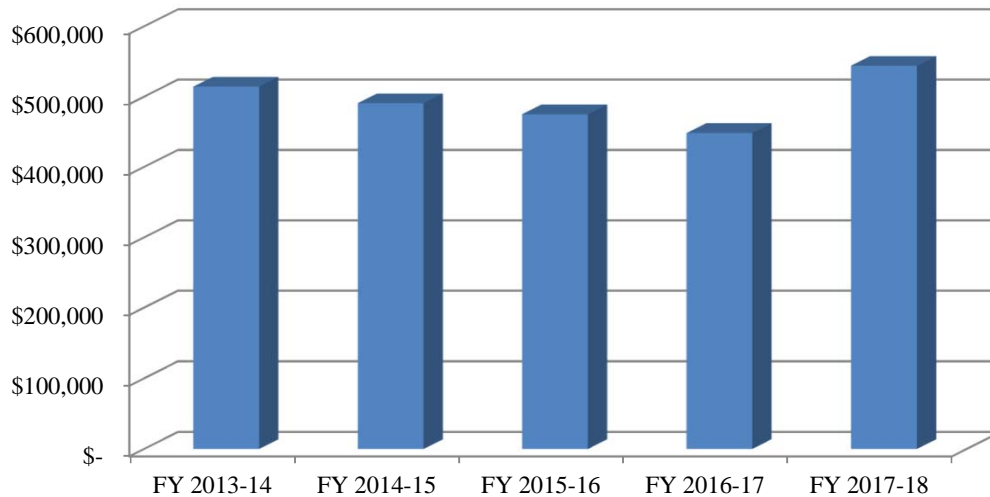
- Special Event Permit Fees = \$700

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

Permits and Fees Revenue Detail (continued):

- Police Outside Employment = \$223,913
The Police Department contracts with various businesses within the corporate limits to provide off-duty officers at businesses and events. The employees working are paid through the Town's payroll system, and the Town is reimbursed by the private business.
- False Alarm Charges = \$10,300
These fees are charged to businesses for false alarm calls and when a police officer is dispatched.
- Building Permit Fees = \$850,000
The Town charges these fees for providing construction permits and inspection services to applicants. Applicants must pay these fees prior to permit issuance. Fiscal Year 2017-18 revenues from these fees are projected to increase by approximately 12.6% from the FY 2015-16 totals.
- Fire Inspection Fees = \$30,000
FY 2018 will be the fourth year of implementing the new fire inspection fee.
- Special Inspection Fees = \$11,480
These fees represent charges for reinspection services and conducting inspections after regular business hours.
- Other Planning and Development Fees = \$71,200
These fees include site plan permits, subdivision review fees, Board of Adjustment applicant fees, Inspection Plan Review fees, and rezoning application fees.

Sales and Services Budget = \$448,417



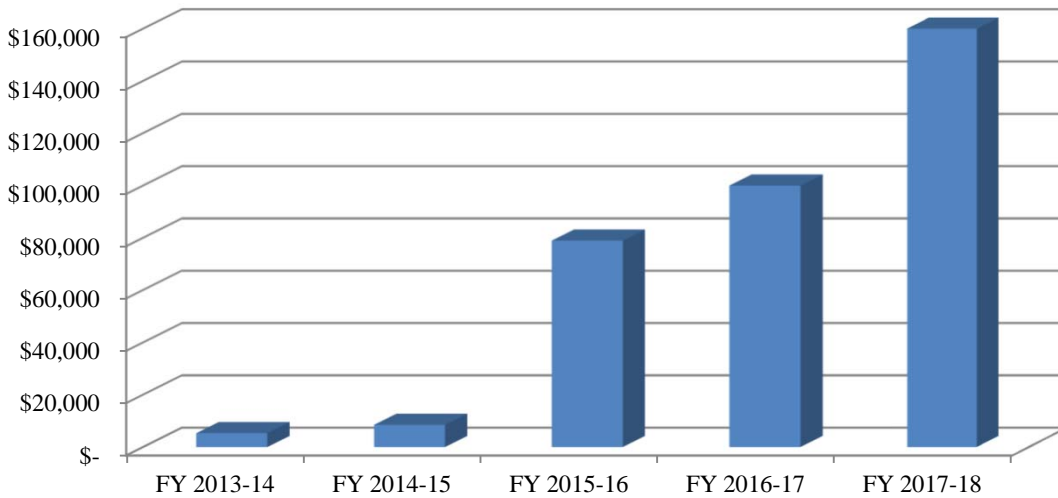
Sales and Services Revenue Detail:

- Recreation Fees = \$250,873
These revenues are fees collected from participants in Town recreation activities such as classes, camps, athletics, workshops and event programs.
- Facility Rental Fees = \$197,500
These revenues are fees collected for private rental of recreational facilities such as the auditorium at the Garner Performing Arts Center (GPAC), Garner Senior Center, White Deer Nature Center, and other park fields and shelters.
- Auditorium Concessions = \$2,000
The GPAC facility offers concessions to patrons of various performances.
- Special Refuse Collection Fees = \$3,775
This fee is charged to Garner residents who require pick up of special items not collected by the Town's contracted solid waste collection providers.
- Refuse Cart Fees = \$22,500
A fee is charged to Garner residents who require a replacement refuse cart due to damage or negligence.
- Contracted Collection Fees = \$4,950
The City of Raleigh contracts the Town to collect utility bills on their behalf, and Wake County contracts with the Town to collect property tax bills on their behalf. Each unit provides the Town a payment based on the number of bills paid at Garner Town Hall.

Sales and Services Revenue Detail (Continued):

- NC DOT Mowing Agreement = \$22,300
North Carolina Department of Transportation contracts with the Town to maintain certain medians and rights-of-way on State-owned roads. The Department provides the Town a payment based on the number of miles maintained by Town forces.
- Fuel Sales = \$10,000
The Town of Garner provides fuel to the City of Raleigh Public Utilities Department and the Garner Volunteer Fire & Rescue, Inc. at a rate discounted from retail providers since the Town is able to purchase and store fuel and bulk.
- City of Raleigh Street Repairs = \$20,000
The City of Raleigh contracts the Town to perform street repairs necessary as a result of utility repairs. The City provides the Town a payment based on the labor and materials necessary to make such repairs.
- Parks, Recreational, and Cultural Resources Sponsorships = \$10,000
PRCR Departmental sponsorships of different civic, youth, and athletic events.

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



Investment Revenue Detail:

- Investment Revenues = \$160,000
Investment revenues are projected to increase as interest rates are projected to rise, and the Town is diversifying some of its investment portfolio as allowed by the North Carolina General Statutes and the Town's Investment Policy. Investment earnings will be allocated between regular General Fund reserves and accumulated Powell Bill earnings accounted for in the General Fund.

Other Revenues

Budget = \$163,582

Other Revenue Detail:

- Wake County Landfill Reimbursement = \$95,000
In 2006, Garner entered into a partnership with Wake County and other municipalities to establish a long-term solid waste disposal solution. As part of the agreement, the partners agree to direct municipal solid waste to the South Wake Landfill, and in return, share the economic benefits and responsibilities.
- Assessments = \$6,400
This revenue represents the outstanding balance due for the current year for assessments related to the installation of sewer lines, as well as the interest projected to accrue on outstanding balances.
- Code Enforcement Fines = \$20,000
This revenues is related to the fines charged and collected to abate nuisances that are in violation of Town code.
- Officer Fees and Parking Violations = \$7,400
Officer fees are paid by county clerk of court for officers appearing in court. Parking violation revenue comes as a result of parking enforcement on Town maintained streets.
- Miscellaneous Revenues = \$34,782

Other Financing Sources

Budget = \$2,598,557

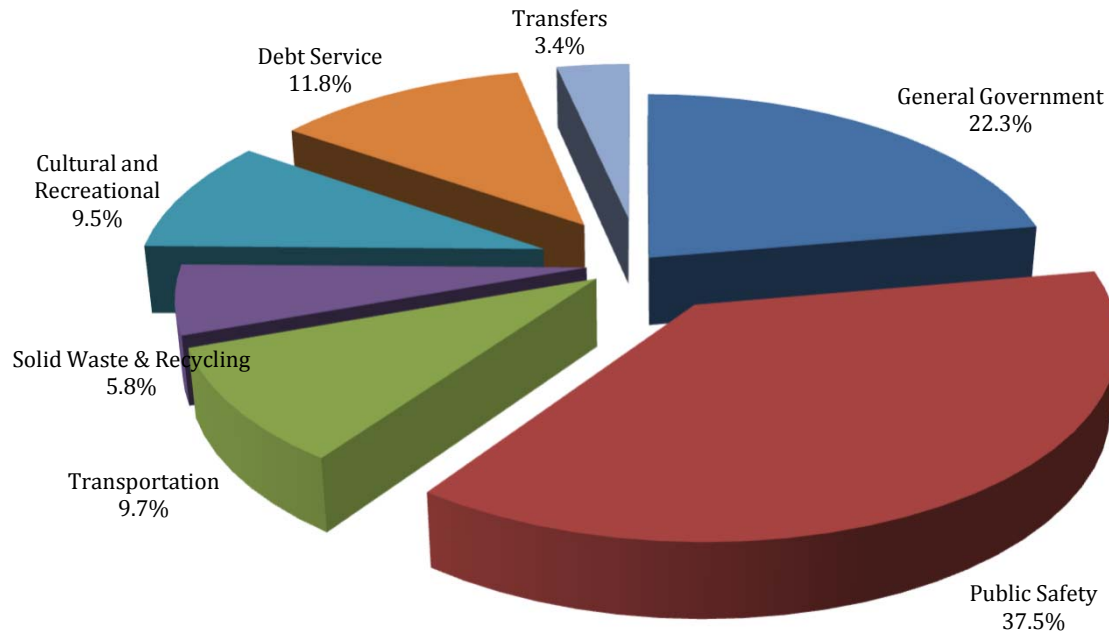
Other Financing Sources Detail:

- Transfers from Reserves = \$79,400
Transfers are projected to come from funds committed for Stormwater Improvement Capital Reserve, Park Equipment Fund, and Lake Benson Park Fund.
- Sale of Fixed Assets = \$45,000
Through the purchase of replacement vehicles and equipment, the Town intends to sell via approved Council surplus the equipment and vehicles that no longer will be used by the Town.
- Proceeds from Debt Issuance = \$672,000
The Town intends to issue debt in the above amount to purchase new vehicles and equipment to ensure efficient operations.
- Appropriated Fund Balance = \$1,802,157
In addition to the Town's unassigned general fund balance (\$549,505), this budget also includes appropriations from the Powell Bill's established fund balance (\$13,723), Bond Debt Capital Reserve (\$1,157,631), and Public Safety Reserve (\$81,298).

TOWN OF GARNER
GENERAL FUND EXPENDITURES AND TRANSFERS BY FUNCTION

| EXPENDITURE | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimated | FY 2017-18 Budget | % Change from FY 16-17 |
|---------------------------|----------------------|----------------------|----------------------|-------------------------|----------------------|---------------------------|
| General Government | \$ 6,330,924 | \$ 5,688,444 | \$ 6,780,440 | \$ 6,529,915 | \$ 7,395,585 | 13.3% |
| Public Safety | 10,646,438 | 10,341,777 | 10,751,421 | 11,288,372 | 12,460,314 | 10.4% |
| Transportation | 2,128,167 | 2,350,138 | 2,708,200 | 2,656,662 | 3,210,162 | 20.8% |
| Solid Waste & Recycling | 1,736,723 | 1,768,301 | 1,853,286 | 1,888,478 | 1,922,038 | 1.8% |
| Cultural and Recreational | 2,540,999 | 2,620,696 | 2,795,777 | 6,045,834 | 3,156,391 | -47.8% |
| Debt Service | 5,195,203 | 2,270,816 | 2,792,645 | 5,727,392 | 3,924,469 | -31.5% |
| Transfers | 6,477,132 | 250,360 | 37,000 | - | 1,132,519 | - |
| Total General Fund | \$ 35,055,586 | \$ 25,290,532 | \$ 27,718,769 | \$ 34,136,653 | \$ 33,201,478 | -2.7% |

Fiscal Year 2017-18 General Fund Expenditures and Transfers



TOWN OF GARNER
FIVE YEAR GENERAL FUND EXPENDITURES BY DEPARTMENT

| Expenditures by Program/Department | Actual FY 2013-14 | Actual FY 2014-15 | Actual FY 2015-16 | Estimated FY 2016-17 | Budget FY 2017-18 |
|---|------------------------------|------------------------------|------------------------------|---------------------------------|------------------------------|
| <i>Governing Body</i> | | | | | |
| Town Council | \$ 188,468 | \$ 164,544 | \$ 214,123 | \$ 219,107 | \$ 288,528 |
| Legal Services | 86,746 | 86,115 | 85,245 | 90,156 | 92,617 |
| Total Governing Body | 275,214 | 250,659 | 299,368 | 309,263 | 381,145 |
| <i>Administration</i> | | | | | |
| Town Manager | 426,149 | 534,736 | 703,127 | 485,712 | 592,618 |
| Town Clerk | 167,148 | 164,472 | 163,818 | 146,259 | 160,200 |
| Human Resources | 252,172 | 253,454 | 283,848 | 263,530 | 301,239 |
| Communications | - | - | - | 164,748 | 222,415 |
| Neighborhood Improvement | - | - | - | 113,058 | 108,304 |
| Safety | 9,655 | 8,682 | 9,585 | 7,287 | 10,924 |
| Total Administration | 855,124 | 961,344 | 1,160,378 | 1,180,594 | 1,395,700 |
| <i>Finance</i> | | | | | |
| Administration | 620,715 | 597,638 | 657,752 | 692,373 | 790,427 |
| Purchasing | 111,209 | 110,838 | 56,810 | - | - |
| Total Finance | 731,924 | 708,476 | 714,562 | 692,373 | 790,427 |
| <i>Economic Development</i> | | | | | |
| Economic Development | 370,989 | 370,095 | 381,416 | 208,902 | 243,017 |
| Economic Development Incentives | 171,144 | 25,771 | 5,142 | - | - |
| Economic Development Partners | - | - | - | 49,504 | 50,039 |
| Garner Revitalization Association | 85,000 | 40,697 | 15,150 | - | - |
| Total Economic Development | 627,134 | 436,563 | 401,708 | 258,406 | 293,056 |
| <i>Planning</i> | | | | | |
| Administration | 214,725 | 295,443 | 360,316 | 458,936 | 786,217 |
| Land Use Permits and Enforcements | 206,586 | 177,236 | 168,467 | 170,073 | - |
| Community Planning and Appearance | 96,485 | 116,831 | 143,907 | 132,304 | - |
| Total Planning | 517,796 | 589,510 | 672,690 | 761,313 | 786,217 |
| <i>Building Inspections</i> | 733,125 | 770,231 | 815,445 | 907,559 | 1,022,307 |
| <i>Engineering</i> | 1,038,775 | 520,656 | 988,618 | 588,223 | 624,908 |
| <i>Information Technology</i> | 604,326 | 483,160 | 525,413 | 553,416 | 590,305 |
| <i>Police</i> | | | | | |
| Administration | 718,375 | 572,291 | 961,243 | 7,468,492 | 8,158,638 |
| Operations | 6,057,724 | 6,416,691 | 6,214,734 | - | - |
| Total Police | 6,776,099 | 6,988,982 | 7,175,977 | 7,468,492 | 8,158,638 |

(continued)

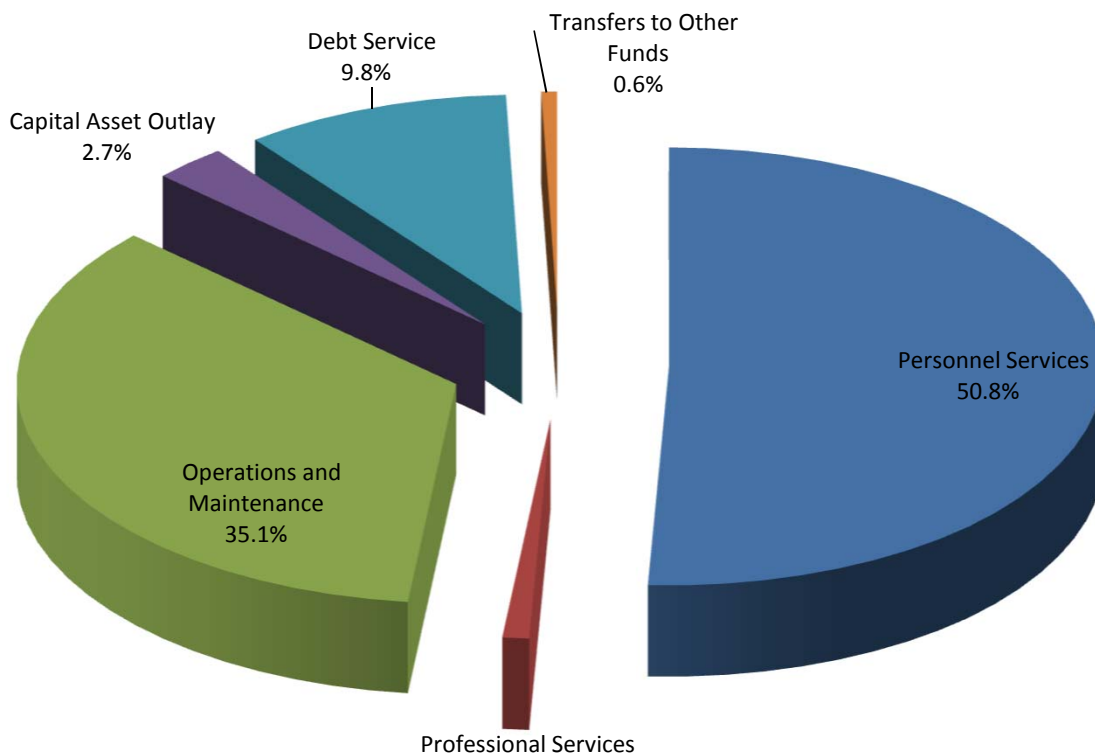
TOWN OF GARNER
FIVE YEAR GENERAL FUND EXPENDITURES BY DEPARTMENT

| Expenditures by Program/Department | Actual FY 2013-14 | Actual FY 2014-15 | Actual FY 2015-16 | Estimated FY 2016-17 | Budget FY 2017-18 |
|---|----------------------|----------------------|----------------------|-------------------------|----------------------|
| <i>Fire and Rescue</i> | \$ 2,176,225 | \$ 2,258,047 | \$ 2,497,026 | \$ 2,912,321 | \$ 3,279,369 |
| <i>Public Works</i> | | | | | |
| Administration | 410,024 | 435,080 | 445,936 | 416,694 | 438,300 |
| Streets | 1,175,843 | 1,095,619 | 1,386,175 | 1,733,947 | 1,799,232 |
| Streets - Powell Bill | 618,971 | 594,633 | 859,786 | 459,174 | 956,612 |
| Public Grounds Management | 900,844 | 902,142 | 1,038,491 | 977,740 | 1,088,499 |
| Snow Removal | 1,031 | 2,835 | 16,302 | 46,848 | 16,018 |
| Solid Waste | 1,726,953 | 1,736,723 | 1,853,286 | 1,888,478 | 1,922,038 |
| Public Facilities Management | 570,084 | 536,242 | 836,033 | 701,361 | 837,225 |
| Fleet Management | 267,436 | 305,880 | 328,502 | 323,177 | 354,165 |
| Total Public Works | 5,671,185 | 5,609,155 | 6,764,511 | 6,547,419 | 7,412,089 |
| <i>Parks, Recreation and Cultural Resources</i> | | | | | |
| Administration | 186,887 | 189,041 | 341,613 | 3,504,281 | 351,419 |
| Adult & Senior | - | - | 253,172 | 313,263 | 323,261 |
| Cultural Arts & Events | 231,014 | 239,702 | 401,298 | 407,328 | 567,653 |
| Marketing and Special Events | 263,146 | 223,878 | - | - | - |
| Youth & Athletic | 650,445 | 676,159 | 360,401 | 446,368 | 509,043 |
| Outdoor Adventure | 153,933 | 144,416 | 244,147 | 233,075 | 138,887 |
| Program Partners | 154,161 | 136,660 | 156,655 | 163,779 | 177,629 |
| Total PRCR | 1,639,585 | 1,609,857 | 1,757,286 | 5,068,094 | 2,067,892 |
| <i>Debt Service</i> | | | | | |
| Principal | 952,021 | 4,698,123 | 1,628,852 | 4,467,408 | 2,683,250 |
| Interest | 552,432 | 497,080 | 1,163,793 | 1,259,984 | 1,241,219 |
| Total Debt Service | 1,504,453 | 5,195,203 | 2,792,645 | 5,727,392 | 3,924,469 |
| <i>Special Appropriations</i> | | | | | |
| Retirement | - | 323,452 | 452,539 | 612,528 | 689,240 |
| Town Insurance | - | 510,339 | 541,673 | 465,343 | 558,020 |
| Subsidized Programs | - | 48,983 | 87,331 | 65,305 | 53,831 |
| Office Administration | - | 830,725 | 34,599 | 18,612 | 41,346 |
| Total Special Appropriations | - | 1,713,500 | 1,116,142 | 1,161,788 | 1,342,437 |
| <i>Transfers</i> | | | | | |
| Transfers to Revenue Savings Plan | - | - | - | - | 847,519 |
| Transfers to Capital Reserve | - | - | - | - | 285,000 |
| Transfers to Capital Projects | 429,676 | 6,477,132 | 37,000 | - | - |
| Total Transfers | 429,676 | 6,477,132 | 37,000 | - | 1,132,519 |
| Total General Fund Expenditures | \$ 23,580,640 | \$ 34,572,475 | \$ 27,718,769 | \$ 34,136,653 | \$ 33,201,478 |

TOWN OF GARNER
GENERAL FUND EXPENDITURES AND TRANSFERS BY CATEGORY

| CATEGORY | Actual FY 2013-14 | Actual FY 2014-15 | Actual FY 2015-16 | Estimated FY 2016-17 | Budget FY 2017-18 |
|---------------------------|----------------------|----------------------|----------------------|-------------------------|-------------------------|
| Personnel Services | \$ 12,918,875 | \$ 13,594,557 | \$ 14,081,832 | \$ 14,475,896 | \$ 15,838,005 |
| Professional Services | 242,352 | 203,769 | 250,578 | 360,224 | 264,844 |
| Operations & Maintenance | 8,987,297 | 8,400,276 | 9,801,753 | 9,573,773 | 10,894,641 ¹ |
| Capital Asset Outlay | 1,234,727 | 570,752 | 754,961 | 3,999,369 | 1,147,000 ² |
| Debt Service | 5,195,203 | 2,270,816 | 2,792,645 | 5,727,392 | 3,924,469 |
| Transfers to Other Funds | 6,477,132 | 250,360 | 37,000 | - | 1,132,519 |
| Total General Fund | \$ 35,055,586 | \$ 25,290,530 | \$ 27,718,769 | \$ 34,136,654 | \$ 33,201,478 |

General Fund Expenditure History by Category - FY 2017-18



¹ Includes \$371,450 of Operating Capital. See Page 95 for further explanation of Operating Capital.

² See Page 95 for further explanation of Capital Assets.

TOWN OF GARNER
CAPITAL OUTLAY ITEMS FY 2017-18 GENERAL FUND BUDGET

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

Capital Assets

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

| DEPARTMENT/PROGRAM | ITEM | REQUESTED | ADOPTED |
|-----------------------------|--|---------------------|---------------------|
| Public Works - Powell Bill | Annual Street Resurfacing Program | \$ 475,000 | \$ 475,000 |
| Inspections | Vehicle Replacement (1) | 23,000 | 23,000 |
| Police | Vehicle Replacement (8) | 308,688 | 308,688 |
| Public Works - Facilities | Public Works Shop Garage Door Replacement | 10,667 | - |
| Public Works - Powell Bill | Dump Truck Replacement (1) | 112,000 | 112,000 |
| Public Works - Powell Bill* | Large Mower Replacement* | 13,500* | - |
| Information Technology | Replacement SAN and Disaster Recovery Equip. | 125,000 | - |
| Information Technology | Replacement Barracuda Backup | 12,000 | - |
| Information Technology | Replacement Vehicle (1) | 21,112 | 21,112 |
| Information Technology | Additional Virtual Host Server | 13,000 | - |
| Parks & Recreation | Ford G5 Mini-Bus (School Bus Replacement) | 59,200 | 59,200 |
| Public Works - Fleet | Replace Shop Lift | 21,950 | - |
| Public Works - Fleet | Fleet Garage Climate Control System | 21,230 | - |
| Public Works - Grounds | Wide Area Mower | 50,000 | 50,000 |
| Public Works - Grounds* | Utility Cart Replacement* | 12,000* | - |
| Public Works - Grounds* | Mower Replacement* | 10,500* | - |
| Public Works - Powell Bill | Wheel Loader Replacement | 98,000 | 98,000 |
| TOTAL | | \$ 1,376,047 | \$ 1,147,000 |

Operating Capital

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

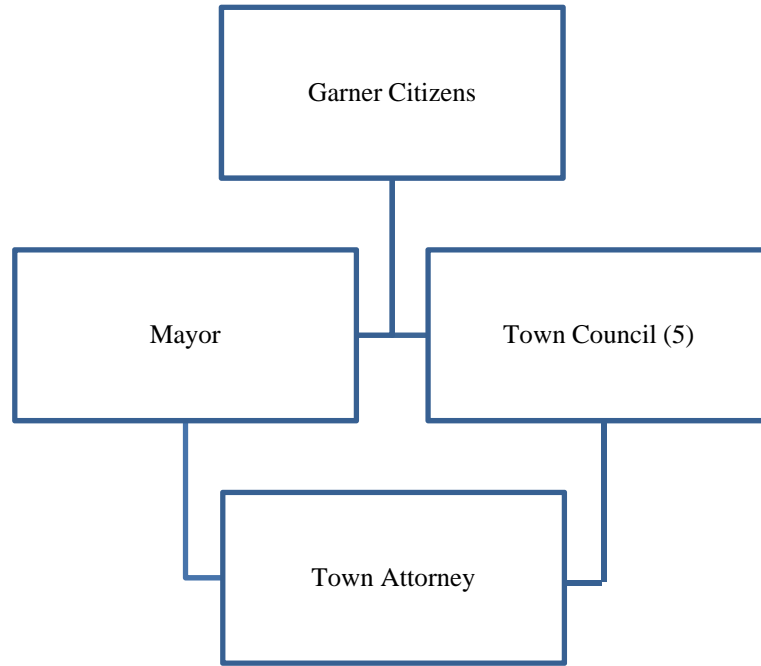
| DEPARTMENT/PROGRAM | ITEM | REQUESTED | ADOPTED |
|-----------------------------|--|-------------------|-------------------|
| Public Works - Powell Bill* | Hudson Trailer Replacement* | \$ 7,000* | \$ - |
| Finance | Time and Attendance Software | 51,838 | - |
| Finance | Tyler Forms, GoDocs, & Content Management | 34,880 | - |
| Public Works - Grounds | Hudson Trailer Replacement | 7,000 | 7,000 |
| Public Works - Fleet | Replace Town Car Wash Station | 6,148 | - |
| Public Works - Fleet* | Tire/Wheel Balancer* | 8,800* | - |
| Public Works - Grounds | South Garner Park Bleacher Replacement | 28,000 | 28,000 |
| Public Works - Grounds | Replacement Trash Cans for Town Facilities | 8,400 | - |
| Public Works - Facilities | Roof Annual Capital Improvement & Maintenance Plan | 6,658 | - |
| Public Works - Admin. | Asset Management & Work Order Software | 46,815 | - |
| Public Works - Snow | Snow Plow for Pickup Truck | 6,000 | - |
| Planning | Development Services Software Implementation | 89,000 | - |
| Planning | Basic to Standard ArcGIS | 9,000 | - |
| Information Technology* | AirFiber Antennas & Installation* | 6,000* | - |
| Information Technology | Police Laptop Replacement | 95,200 | 9,750 |
| Information Technology | Replacement Public Works Desktops | 6,000 | - |
| Information Technology | Replacement GIS and Police Command PCs | 22,400 | 9,200 |
| Information Technology | Replacement Switches for Town Hall | 15,000 | - |
| Police | Building Gutters | 7,500 | - |
| Police | Investigator Thin Clients | 6,300 | - |
| Police | Body Worn Camera Expansion | 91,020 | 83,320 |
| Police | Active Shooter Body Armor | 16,075 | - |
| Police | Digital Evidence Management | 15,000 | - |
| Police | Radio Replacements | 225,000 | 225,000 |
| Police | Radar Unit Replacements | 21,616 | - |
| Police | Replacement K9 & Bite Suit | 9,180 | 9,180 |
| TOTAL | | \$ 824,030 | \$ 371,450 |

* Items marked with an asterisk were funding with FY 2016-17 dollars.

DEPARTMENTAL BUDGET DETAIL

GOVERNING BODY

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



Mission

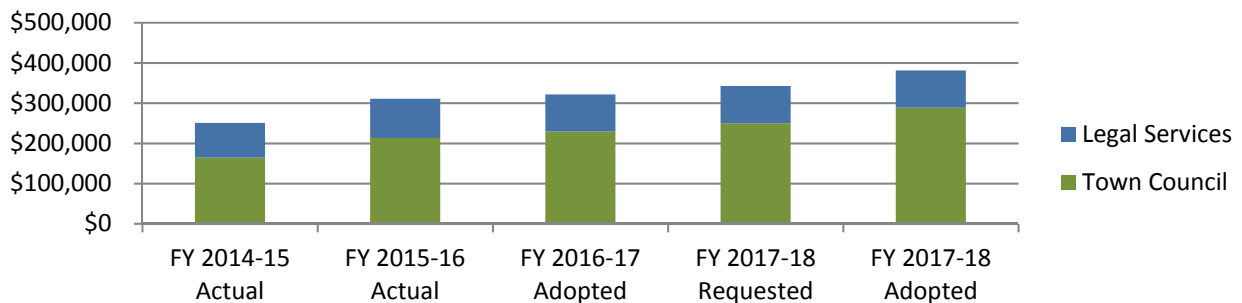
The Town of Garner's mission is centered around four goal statements, they are: **1) Fiscal Responsibility** - to ensure fiscal stability and efficient use of resources, **2) Efficient and Timely Service Delivery** - provide efficient and effect services that match community needs and expectations, **3) Orderly Growth** - grow and maintain a robust, diversified economy, and **4) Quality of Life** - foster a safe and welcoming community with access to a wide range of opportunities and amenities.

Vision

The Town of Garner nurtures a hometown environment for residents and businesses while encouraging new economic, recreational and cultural opportunities through wise planning and investment.

Expenditure by Division

| Divison | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Requested | FY 2017-18 Adopted | % of General Fund |
|----------------|----------------------|----------------------|-----------------------|-------------------------|-------------------------------|------------------------------|
| Town Council | \$164,544 | \$214,113 | \$229,146 | \$249,946 | \$288,528 | 0.87% |
| Legal Services | \$86,115 | \$97,625 | \$92,617 | \$92,617 | \$92,617 | 0.28% |
| Total | \$250,659 | \$311,738 | \$321,763 | \$342,563 | \$381,145 | 1.15% |



TOWN COUNCIL

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

Fiscal Year 2016-17 Accomplishments

- Adopted the Town's first multi-year Strategic Plan.
- Completion of several key sidewalk projects, including Main Street/Benson Road and Buffaloe Road, as part of the 2013 bond program.
- Completion of dog parks at Garner Recreational Park and Lake Benson Park , as part of the 2013 bond program.
- Monitored construction of and provided input for the new Town Hall facility.
- Awarded construction contract for new Recreation Center.
- Hired the Town's first lobbyist to represent Garner's interests in the Legislature and with other elected bodies.
- Continued Revenue Savings Program to reserve a portion of annual revenue to help meet annual debt service for capital projects.
- Managed fiscal policies and practices that let to an upgraded credit rating from Aa2 to Aa1 by Moody's Investors Services.
- Continued partnership with Rebuilding Together of the Triangle to fund home repairs for lower-income homeowners and expanded the relationship to include repair of Rand Mill Road Park.

Goals

1. Ensure fiscal stability and efficient use of resources.
2. Provide efficient and effective services that match community needs and expectations.
3. Grow and maintain a robust, diversified economy.
4. Foster a safe and welcoming community with access to a wide range of opportunities and amenities.

Objectives

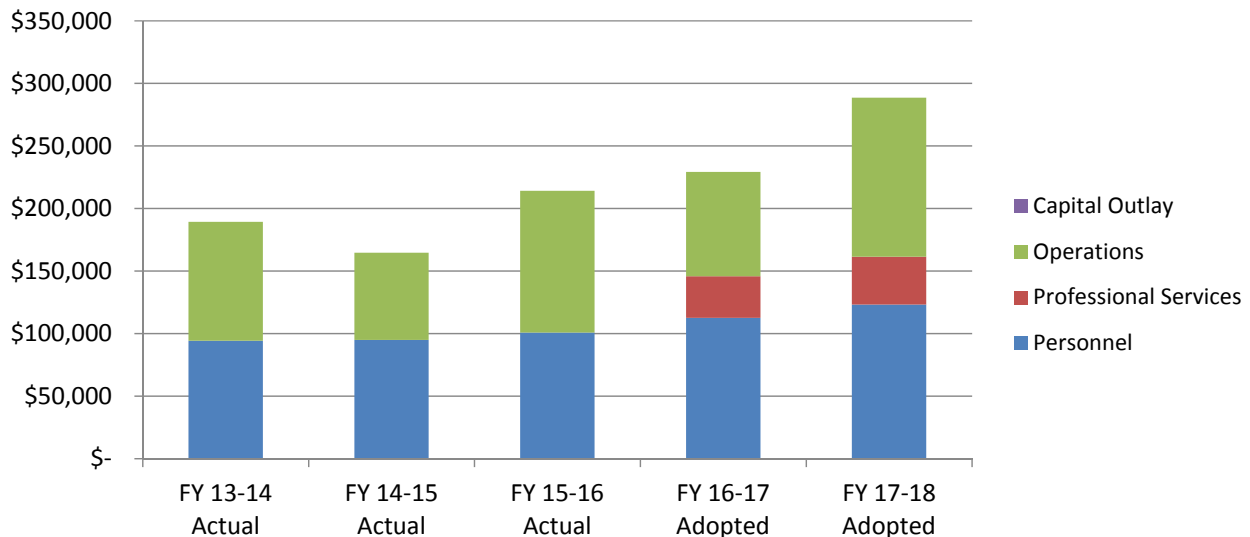
1. Maintain an appropriate/stable tax rate.
2. Invest in maintenance of infrastructure and facilities.
3. Enhance the Town's existing Capital Improvement Program (CIP) process.
4. Develop funding strategy for future needs.
5. Build and maintain strong relationships with regional and community partners.
6. Provide quality services at a reasonable cost to residents and businesses.
7. Foster attractive workplace culture to recruit and retain outstanding personnel.
8. Nurture a culture of excellent customer service.
9. Plan for orderly and stable development with a balance of residential and commercial growth.
10. Support top-quality infrastructure, utilities and transportation.
11. Implement comprehensive economic development plan.
12. Provide a safe and inviting community.
13. Support and encourage an active and engaged citizenry.
14. Embrace diversity and be responsive to the changing demographics of the community.
15. Provide a broad mix of arts, leisure and recreation opportunities.

Program Changes for Fiscal Year 2017-18

The FY 2017-18 Town Council budget includes two main financial changes. The first change is due to FY 2017-18 being a municipal election year, thus the Town will be responsible for providing the necessary funding for the Town to engage in both early and Election Day voting. The second budget change is the incorporation of \$5,000 in the Special Events line item for a one-time Town Hall Grand Opening.

TOWN COUNCIL

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|------------------------------|------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|-------|
| Personnel | | | | | | | | |
| 510220 | Salaries - Temporary | \$ 51,991 | \$ 50,757 | \$ 53,310 | \$ 51,792 | \$ 51,792 | \$ 51,792 | |
| 510500 | FICA | 3,502 | 3,528 | 3,473 | 3,962 | 3,962 | 3,962 | |
| 510600 | Group Insurance | 38,821 | 40,602 | 44,050 | 56,819 | 68,837 | 67,419 | |
| Personnel Totals | | \$ 94,313 | \$ 94,887 | \$ 100,833 | \$ 112,573 | \$ 124,591 | \$ 123,173 | 42.7% |
| Professional Services | | | | | | | | |
| 521000 | Professional Services | - | - | - | 33,250 | 38,250 | 38,250 | 13.3% |
| Operations | | | | | | | | |
| 521150 | Telephone | \$ 675 | \$ 706 | \$ 615 | \$ 636 | \$ 636 | \$ 636 | |
| 521200 | Printing | - | - | - | 110 | 110 | 110 | |
| 521100 | Postage | - | 352 | 20 | 227 | 100 | 100 | |
| 521400 | Travel and Training | 7,607 | 7,689 | 8,572 | 7,725 | 9,345 | 9,345 | |
| 521410 | Special Events | 14,461 | 12,908 | 17,246 | 16,075 | 21,075 | 21,075 | |
| 521411 | All-America City | 3,116 | - | - | - | - | - | |
| 521445 | Town Wide Cleanup | 30 | - | - | - | - | - | |
| 522100 | Equipment Rental | 726 | 747 | 770 | 910 | 910 | 910 | |
| 522510 | Property Taxes | 1,081 | 2,422 | - | 1,250 | 1,250 | 1,250 | |
| 523300 | Departmental Supplies | 2,416 | 1,702 | 1,906 | 1,800 | 1,800 | 1,800 | |
| 523399 | Non-Capital Equipment | - | - | - | 4,800 | - | - | |
| 524300 | Contract Services | 5,091 | 8,004 | 8,813 | 6,800 | 4,300 | 4,300 | |
| 524350 | Election Charges | 26,308 | - | 39,151 | - | - | 40,000 | |
| 525300 | Dues and Subscriptions | 33,422 | 35,126 | 36,187 | 42,990 | 47,579 | 47,579 | |
| Operations Totals | | \$ 94,931 | \$ 69,656 | \$ 113,280 | \$ 83,323 | \$ 87,105 | \$ 127,105 | 44.1% |
| Capital Outlay | | | | | | | | |
| 537100 | Land Acquisition | \$ (777) | - | - | - | - | - | 0.0% |
| Overall Totals | | \$ 188,468 | \$ 164,543 | \$ 214,113 | \$ 229,146 | \$ 249,946 | \$ 288,528 | 100% |



LEGAL SERVICES

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

Fiscal Year 2016-2017 Accomplishments

- Town Attorney was elected as Board Member of the N. C. Municipal Attorneys Association, and as attorney alternate to League of Municipalities Board.
- Assisted with numerous real estate closings in furtherance of the Town’s bond program goals.

Goals

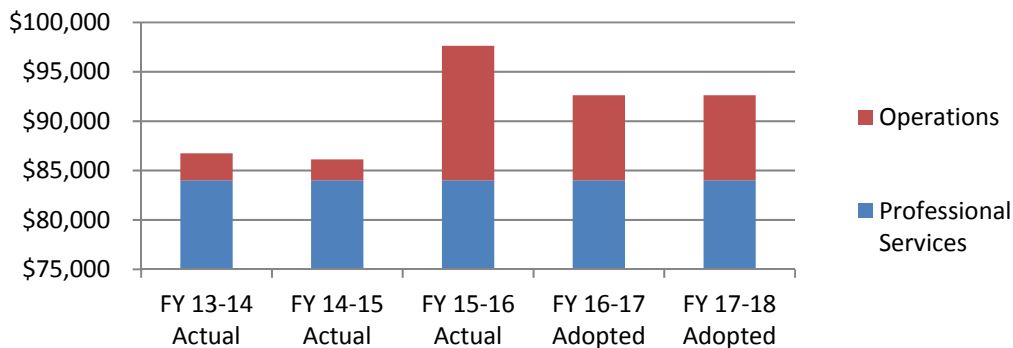
1. To respond promptly and accurately to staff and Council for assistance.
2. To keep legal liability exposure of the municipality and its employees to a minimum.
3. To avoid filing any lawsuit on behalf of the Town if the objective can be obtained reasonably well without filing the lawsuit.
4. To keep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

Objectives

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

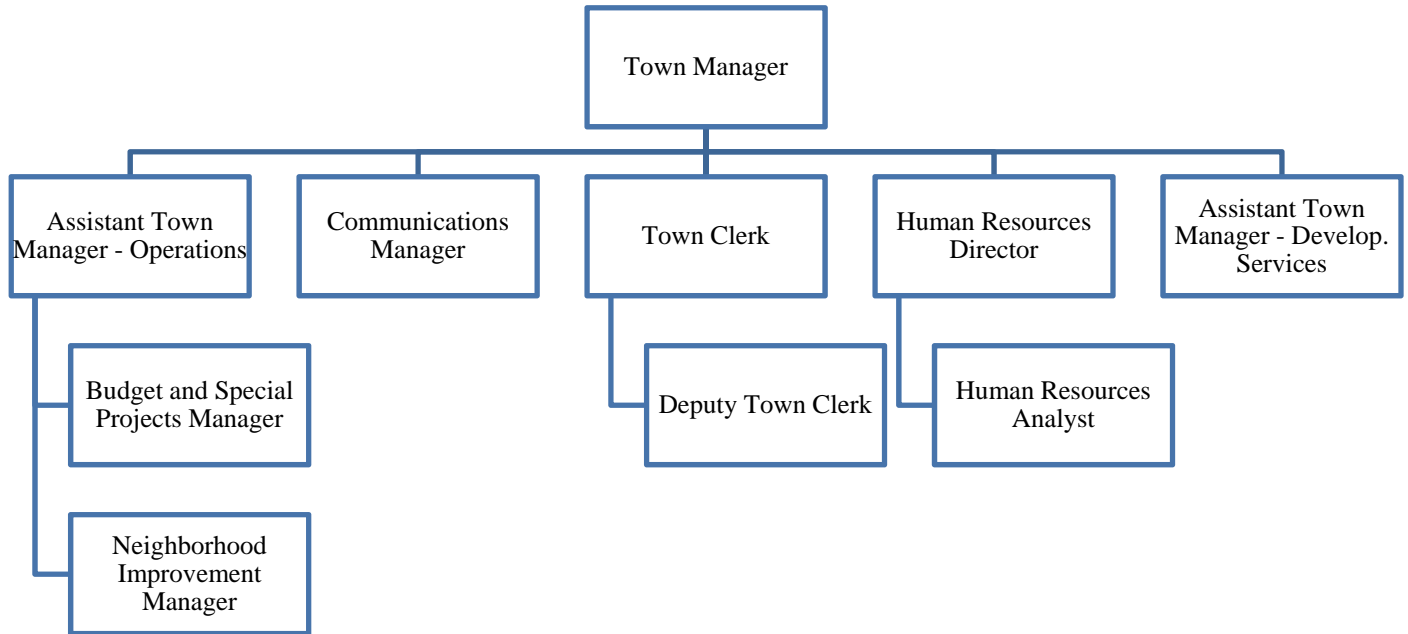
LEGAL SERVICES

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|------------------------------|----------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Professional Services | | | | | | | | |
| 521000 | Professional Services | \$ 84,000 | \$ 84,000 | \$ 84,000 | \$ 84,000 | \$ 84,000 | \$ 84,000 | 90.7% |
| Operations | | | | | | | | |
| 521100 | Postage | - | - | \$ 144 | \$ 42 | \$ 42 | \$ 42 | |
| 521400 | Travel and Training | \$ 1,809 | \$ 1,420 | 942 | 1,845 | 1,845 | 1,845 | |
| 522520 | Filing Fees | 1,496 | 428 | 641 | 1,200 | 1,200 | 1,200 | |
| 522530 | Recording Fees | (798) | - | - | - | - | - | |
| 522535 | Pending Litigation Expense | - | - | - | - | - | - | |
| 523300 | Departmental Supplies | 239 | 268 | 22 | 480 | 480 | 480 | |
| 524300 | Contract Services | - | - | 11,876 | 5,000 | 5,000 | 5,000 | |
| 525300 | Dues and Subscriptions | - | - | - | 50 | 50 | 50 | |
| | Operations Totals | 2,746 | 2,116 | 13,625 | 8,617 | 8,617 | 8,617 | 9.3% |
| Overall Totals | | \$ 86,746 | \$ 86,116 | \$ 97,625 | \$ 92,617 | \$ 92,617 | \$ 92,617 | 100% |



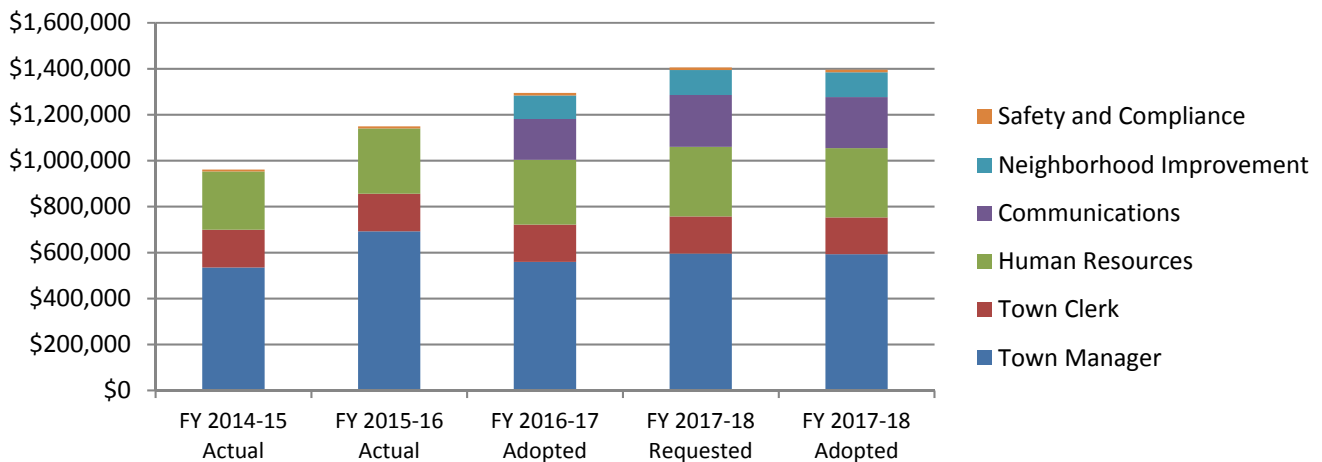
ADMINISTRATION DEPARTMENT

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



Expenditure by Division

| Divison | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Requested | FY 2017-18 Adopted | % of General Fund |
|--------------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------|----------------------|
| Town Manager | \$534,736 | \$692,142 | \$559,062 | \$595,286 | \$592,618 | 1.78% |
| Town Clerk | \$164,472 | \$163,818 | \$162,338 | \$161,784 | \$160,200 | 0.48% |
| Human Resources | \$253,454 | \$283,848 | \$282,195 | \$302,540 | \$301,239 | 0.91% |
| Communications | - | - | \$177,537 | \$226,278 | \$222,415 | 0.67% |
| Neighborhood Improvement | - | - | \$102,480 | 108,282 | \$108,304 | 0.33% |
| Safety and Compliance | \$8,682 | \$9,585 | \$10,824 | \$10,824 | \$10,924 | 0.03% |
| Total | \$961,344 | \$1,149,393 | \$1,294,436 | \$1,404,994 | \$1,395,700 | 4.20% |



TOWN MANAGER

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

Mission

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

Fiscal Year 2016-2017 Accomplishments

- Completed initiative to develop a new multi-year Strategic Plan process and format to strengthen integration of Council's mission, vision and priorities with department goals, initiatives and work plans.
- Managed completion of high priority action items across the organization from the Town's 2016 Strategic Action Plan.
- Planned and led successful Council and staff planning retreats to begin implementing the newly adopted strategic plan and better align strategic initiatives with planning and funding partners.
- Managed the Town's bond program and Bond Project Tracking System as several projects (Town Hall, Recreation Center, Park Enhancement, and Sidewalks) are complete or underway.
- Provided successful overall management of the implementation of the FY 2016-2017 adopted operating and capital budgets and development of the 2017-2018 budget.
- Continued initiative to improve the Town's budget document and Capital Improvement Plan through creation of the Public Facilities Repair and Maintenance (PFRM) program.
- Assistant Town Manager Matt Roylance was hired to manage Operations functions of the Town.
- Negotiated and developed funding strategy for the purchase of the Meadowbrook property.
- Implemented fiscal policies and practices that led to an upgraded credit rating from Aa2 to Aa1 by Moody's Investors Services.

Goals

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

Objectives for Fiscal Year 2017-2018

1. Continue implementation of the multi-year Strategic Plan and work to integrate the Town's mission, vision and priorities in all departments' work plans.
2. Manage the Town's bond program and construction projects and coordinate move into the new Town Hall.
3. Continue development of a new multi-year CIP plan through implementation of PFRM and development of other forecasting models.
4. Analyze and recommend management and process efficiencies across the organization.

Program Changes for Fiscal Year 2017-2018

None

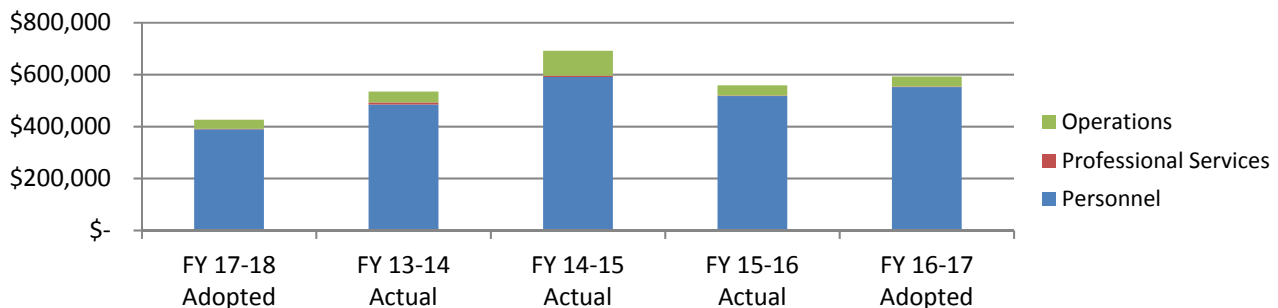
TOWN MANAGER

Authorized Positions

| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|--|-----------------------|---------------------|-----------------------|
| Town Manager | 1 | - | 1 |
| Assistant Town Manager - Operations | 1 | - | 1 |
| Assistant Town Manager - Develop. Services | 1 | - | 1 |
| Budget and Special Projects Manager | 1 | - | 1 |
| Total | 4 | - | 4 |

Expenditure Breakdown

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|------------------------------|---------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 305,974 | \$ 372,325 | \$ 463,902 | \$ 397,596 | \$ 417,433 | \$ 417,433 | |
| 510220 | Salaries - Temporary | 1,408 | 12,112 | - | - | - | - | |
| 510236 | Longevity | 4,992 | 5,092 | 5,574 | 5,075 | 5,075 | 5,075 | |
| 510500 | FICA | 21,408 | 27,086 | 30,588 | 28,754 | 30,271 | 30,271 | |
| 510600 | Group Insurance | 19,171 | 25,202 | 36,959 | 37,193 | 45,722 | 46,340 | |
| 510700 | Retirement | 36,411 | 43,184 | 53,847 | 49,242 | 53,022 | 53,022 | |
| | Personnel Totals | \$ 389,364 | \$ 485,001 | \$ 590,870 | \$ 517,860 | \$ 551,523 | \$ 552,141 | 93.2% |
| Professional Services | | | | | | | | |
| 521000 | Professional Services | \$ 1,774 | \$ 7,800 | \$ 5,264 | \$ 1,750 | \$ 1,750 | \$ 1,750 | 0.3% |
| Operations | | | | | | | | |
| 521100 | Postage | \$ (13) | \$ 565 | - | \$ 1,000 | \$ 1,000 | \$ - | |
| 521150 | Telephone | 1,364 | 1,844 | \$ 3,257 | 2,544 | 2,544 | 2,544 | |
| 521200 | Printing | 55 | 680 | 1,710 | - | - | - | |
| 521400 | Travel and Training | 23,287 | 21,772 | 26,480 | 25,025 | 26,536 | 25,550 | |
| 522100 | Equipment Rental | - | 5,801 | 3,839 | 3,892 | 3,892 | 3,892 | |
| 523325 | Dept. Supplies - Software | - | - | - | - | 1,300 | - | |
| 523300 | Departmental Supplies | 4,566 | 2,450 | 2,186 | 1,250 | 1,250 | 1,250 | |
| 523350 | Supplies - United Way | 499 | 579 | 506 | 600 | 650 | 650 | |
| 524300 | Contract Services | 513 | 456 | 51,149 | 456 | 456 | 456 | |
| 525300 | Dues and Subscriptions | 4,740 | 7,788 | 6,882 | 4,685 | 4,385 | 4,385 | |
| | Operations Totals | \$ 35,010 | \$ 41,935 | \$ 96,009 | \$ 39,452 | \$ 42,013 | \$ 38,727 | 6.5% |
| Overall Totals | | \$ 426,149 | \$ 534,736 | \$ 692,143 | \$ 559,062 | \$ 595,286 | \$ 592,618 | 100% |



TOWN CLERK

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

Mission

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

Vision

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

Fiscal Year 2016-17 Accomplishments

- Completed recruiting process to hire new Deputy Town Clerk and provided training.
- Achieved completion of Town-wide Policy Manual.
- Provided orientation for newly appointed advisory board members.
- Assisted with drafting employee recognition policy for retirees.
- Completion of International Institute of Municipal Clerk Certification Program at UNC School of Government.
- Completion of Effective Supervisory Management Program at the UNC School of Government.
- Administered the James R. Stevens Service to Garner volunteer award process and recognition reception.
- Planned, provided meals, and snacks for numerous events, receptions and meetings (Council Meetings and Retreat, Staff Retreat, Town Hall Groundbreaking, Employee Breakfast, Advisory Board orientation and recognition).
- Completed scanning/indexing of 15% of ordinances, resolutions, agendas, and committee records created prior to 2002.

Goals

1. Provide public notice of all official meetings, and prepare agenda and minutes for all Town Council regular meetings, special meetings, emergency meetings, work sessions and Committee meetings. (SD1, SD4, SD 4.2)
2. Develop and manage a system to provide an ongoing pending list of upcoming agenda items to management and all department heads. (SD 4.3)
3. Manage permanent records and Town Clerk and Town Council department records. (SD 2.3)
4. Respond to public records requests in a timely manner with accurate information. (SD 4.2)
5. Provide administrative support (including travel arrangements) to the Administrative Department Staff, Mayor and Council. (SD4)
6. Manage Town boards/commissions and task forces that are appointed by Council. (QL2, QL 2.1, QL 2.3)
7. Serve as a liaison with the citizens and the Town Council, helping those citizens that we can help and for others ensuring that correspondence and phone messages are routed to the appropriate persons for prompt response. (SD4)
8. Make arrangements for special events related to the manager and the council's office. (SD 2.3, QL 2)
9. Take responsibility for various special projects that do not fall under any specific department or department manager. (SD 2.3, QL 2)

Objectives for Fiscal Year 2017-2018

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

TOWN CLERK

Authorized Positions

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

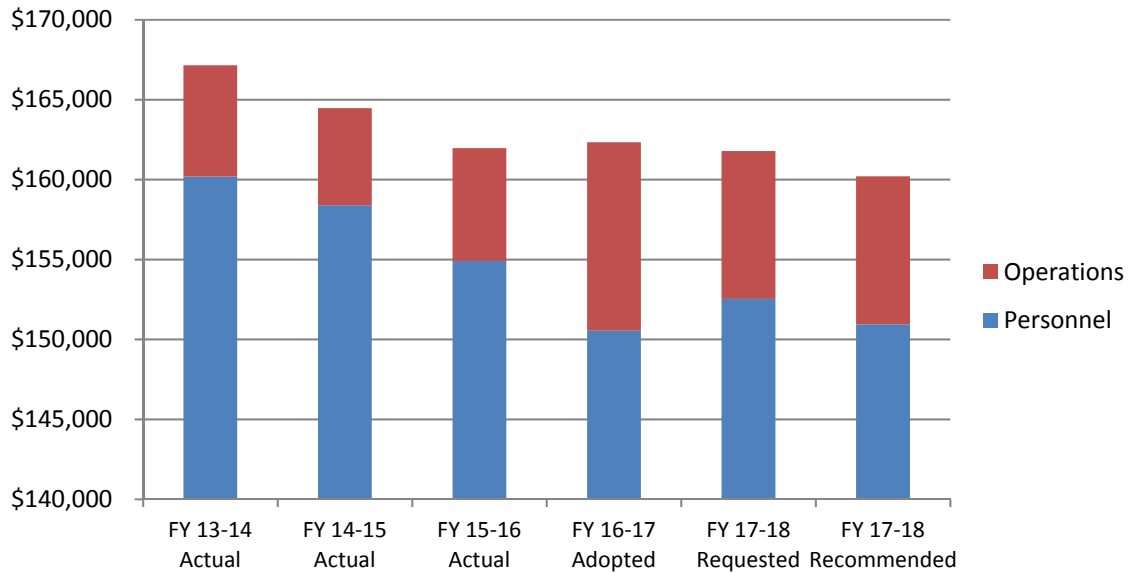
Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| Council Meeting Agendas Available on Town Website 48 hours Prior to Meeting | 100% | 100% | 100% |
| Public Notices for Official Meetings Issued 48 hours Prior to Meeting | 1% | 100% | 100% |
| Respond to Public Records Requests Within Two Business Days | 90% | 100% | 100% |
| Preparation of Meeting Minutes Within 45 Days | - | 100% | 100% |
| Scan and Index Records Created Prior to 2002 | - | 15% | 25% |
| Administer Records Management Program | - | - | 15% |

TOWN CLERK

Expenditure Summary

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Recommended | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|-------------------------|-------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 117,133 | \$ 115,168 | \$ 110,620 | \$ 104,999 | \$ 111,161 | \$ 110,230 | |
| 510210 | Salaries - Overtime | 936 | 525 | 76 | 1,200 | 600 | 600 | |
| 510220 | Salaries - Temporary | 1,310 | 2,764 | 7,122 | - | - | - | |
| 510236 | Longevity | 3,918 | 4,113 | 3,366 | - | - | - | |
| 510500 | FICA | 9,267 | 8,887 | 7,856 | 8,124 | 8,550 | 8,479 | |
| 510600 | Group Insurance | 12,536 | 12,605 | 12,597 | 23,256 | 18,142 | 17,752 | |
| 510700 | Retirement | 15,088 | 14,333 | 13,269 | 12,967 | 14,080 | 13,888 | |
| | Personnel Totals | \$ 160,188 | \$ 158,395 | \$ 154,906 | \$ 150,546 | \$ 152,533 | \$ 150,949 | 94% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 161 | - | \$ 141 | \$ 75 | \$ 75 | |
| 521150 | Telephone | - | - | - | 636 | 636 | 636 | |
| 521400 | Travel and Training | \$ 3,928 | 2,130 | \$ 3,285 | 7,040 | 5,065 | 5,065 | |
| 522530 | Recording Fees | 364 | 365 | 844 | 900 | 900 | 900 | |
| 522600 | Advertising | 400 | 1,072 | 61 | 1,000 | 500 | 500 | |
| 523300 | Departmental Supplies | 1,798 | 1,962 | 2,566 | 1,600 | 1,600 | 1,600 | |
| 525300 | Dues and Subscriptions | 471 | 387 | 300 | 475 | 475 | 475 | |
| | Operations Totals | \$ 6,961 | \$ 6,077 | \$ 7,056 | \$ 11,792 | \$ 9,251 | \$ 9,251 | 6% |
| Overall Totals | | \$ 167,149 | \$ 164,472 | \$ 161,963 | \$ 162,338 | \$ 161,784 | \$ 160,200 | 100% |



HUMAN RESOURCES

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

Mission

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

Vision

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

Fiscal Year 2016-2017 Accomplishments

- Continued to enhance our relationships with Meredith College, Shaw University and North Carolina Central University for the purposes of expanding our recruiting efforts.
- Bi-weekly publishing of our employee newsletter, SNAPSHOT.
- Wellness Committee providing staff with a number of health related events and activities, including lunch and learn seminars and a health fair.
- 59 staff actively participated in the Aetna “fit and festive” challenge.
- Roll out of new health care provider, Aetna.
- New employee identification and access badge program implemented.
- Developed and implemented a more streamlined staff evaluation process.
- Met the Employer Mandate provisions of the Affordable Care Act, specifically the measurement and reporting requirements.
- On-going digitizing/imaging of all HR files.
- Policy manual review and updates.

Goals

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

Objectives for FY 2017-2018

1. Continue to streamline the pay and benefits administration process by utilizing the Town’s financial programs to enter pays and benefits changes.
2. Continue to enhance the Town’s orientation program, DEPLOY.

Program Changes for Fiscal Year 2017-2018

None.

HUMAN RESOURCES

Authorized Positions

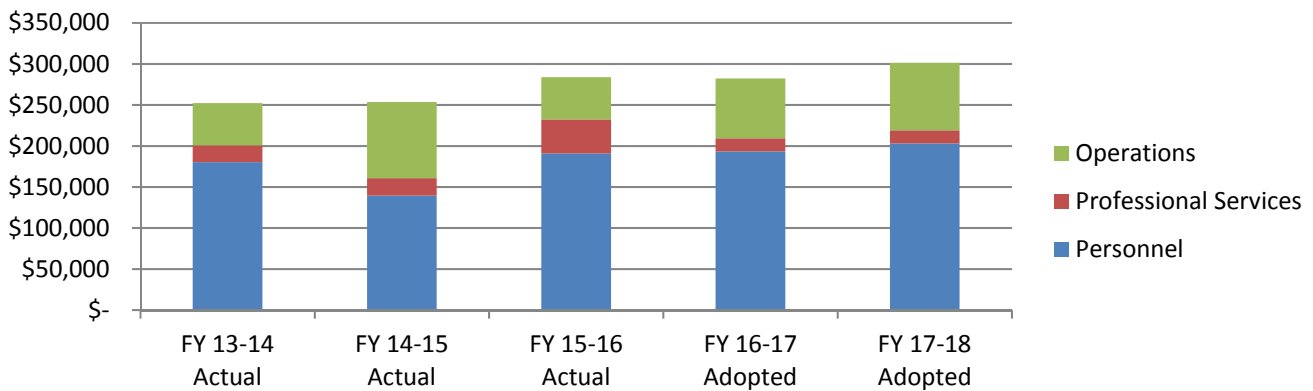
| Category | FY 2017 Adopted | Positions Requested | FY2018 Adopted |
|--------------------------|----------------------------|----------------------------|---------------------------|
| Human Resources Director | 1 | - | 1 |
| Human Resources Analyst | 1 | - | 1 |
| Total | 2 | - | 2 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|---------------------------|---------------------------|---------------------------|
| % of Employees Completing the Probationary Period Successfully | 92% | 94% | 100% |
| Full-time Employee Turnover Rate | 13% | 6% | 5% |
| % of Full-time Employees with Longevity (10 Years or Greater) | 42% | 40% | 40% |
| % of Positions Requiring Grade Change | 36% | 30% | 30% |

HUMAN RESOURCES

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|------------------------------|-------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|-------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$139,958 | \$108,235 | \$142,148 | \$145,561 | \$ 151,469 | \$ 150,751 | |
| 510236 | Longevity | - | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | |
| 510500 | FICA | 10,214 | 8,159 | 10,648 | 11,212 | 11,664 | 11,609 | |
| 510600 | Group Insurance | 12,429 | 8,975 | 13,982 | 17,541 | 21,091 | 20,654 | |
| 510615 | Health Reimbursement | - | - | 6,562 | - | - | - | |
| 510700 | Retirement | 17,584 | 13,042 | 16,380 | 17,911 | 19,122 | 19,031 | |
| Personnel Totals | | \$180,185 | \$139,411 | \$190,720 | \$193,225 | \$ 204,346 | \$ 203,045 | 67.4% |
| Professional Services | | | | | | | | |
| 521000 | Professional Services | \$ 20,584 | \$ 21,223 | \$ 41,652 | \$ 16,000 | \$ 16,000 | \$ 16,000 | 5.3% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 61 | - | \$ 59 | \$ 59 | \$ 59 | |
| 521150 | Telephone | \$ 636 | 747 | \$ 1,114 | 636 | 636 | 636 | |
| 521400 | Travel and Training | 7,208 | 2,899 | 2,898 | 6,251 | 5,976 | 5,976 | |
| 521401 | Organizational Training | 6,800 | 9,528 | 925 | 8,850 | 8,150 | 8,150 | |
| 521460 | Employee Recognition | - | 2,678 | 5,514 | 3,425 | 4,450 | 4,450 | |
| 522100 | Equipment Rental | - | 129 | 87 | 121 | 121 | 121 | |
| 522601 | Recruitment | 6,847 | 48,893 | 7,933 | 16,000 | 14,000 | 14,000 | |
| 523300 | Department Supplies | - | 24 | 1,584 | - | - | - | |
| 523340 | Personnel Supplies | 338 | 393 | 1,375 | 1,200 | 800 | 800 | |
| 524300 | Contract Services | 20,008 | 21,504 | 22,522 | 26,485 | 35,804 | 35,804 | |
| 525300 | Dues and Subscriptions | 803 | 807 | 379 | 1,843 | 1,798 | 1,798 | |
| 525630 | Wellness Program | 4,362 | 1,856 | 6,045 | 7,000 | 6,000 | 6,000 | |
| 525660 | Educational Assistance | 4,400 | 3,300 | 1,100 | 1,100 | 4,400 | 4,400 | |
| Operations Totals | | \$ 51,402 | \$ 92,819 | \$ 51,476 | \$ 72,970 | \$ 82,194 | \$ 82,194 | 27.3% |
| Overall Totals | | \$252,171 | \$253,453 | \$283,848 | \$282,195 | \$ 302,540 | \$ 301,239 | 100% |



COMMUNICATIONS

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

Mission

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

Vision

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

Fiscal Year 2016-17 Accomplishments

- Collaborated with PEG Media Partners and Planning Department to win statewide award for Garner Forward video from NCAGIO
- Helped Planning Department with highly successful public outreach for Garner Forward, enabling consultants to receive 1,140 completed surveys from residents
- Produced second edition of Garner: A Great Place to Be economic development brochure, which won statewide award from NC3C
- Collaborated with Finance Department to win award from GFOA for Popular Annual Financial Report
- Collaborated with PEG Media and Economic Development on new video highlighting Garner's creative class
- Launched new website, saw 51% increase in sessions, 45% increase in users and 139% increase in pageviews, according latest Google Analytics
- As in previous years, grew social media dramatically for Town's main accounts (**Facebook:** from 6,335 in March 2016 to 8,336 in March 2017—a 31% year-over-year increase; **Twitter:** 3,316 in March 2016 to 3,930—an 18% increase; **YouTube channel:** 139,121 views as of March 2016 to 182,568 views as of March 2017—a 31% year-over-year increase); also grew **Instagram** followers from 436 as of March 2016 to 866 in March 2017 for a 98% increase
- Maintained large readership for the Town's citizen e-newsletter
- Earned positive local TV news coverage of special events on numerous occasions by submitting footage and information
- Served as treasurer for NC3C, increasing Garner's profile in that statewide organization

Goals

- Publicize new website and continue to increase visits and use (QL 2.3; SD 4.2)
- Continue to educate citizens about progress being made on bond projects (FR 1.2; SD 4.2)
- Continue to increase the Town's social media followings (QL 2.3; SD 4.2)
- Maintain large readership for the Town's citizen e-newsletter (QL 2.3; SD 4.2)
- Work with Economic Development on marketing/branding the Town and promoting its premier sites for commercial development (OG 3.3)
- Continue to gain recognition for the Town by winning statewide and national awards (QL 2.3; SD 4.2)
- Meet other goals set by Town Manager/Assistant Town Manager and Town Council (FR, SD, OG, QL)

Objectives for Fiscal Year 2017-18

- Finalize and implement multi-year strategic communications plan
- Continue to significantly increase Facebook and Twitter followings; also increase views on YouTube; run ad campaigns to boost followings
- Continue work to better define and enhance Garner's brand
- Work with colleagues to produce special marketing products for targeted audiences
- Produce a wider range of short videos for targeted initiatives including promotion of schools
- Refine and enhance website content

COMMUNICATIONS

Program Changes for Fiscal Year 2017-18

FY 2017-18 budget includes funding for a new supplemental Communications Specialist. FY 2017-18 will also be a Guide to Garner production year for the Communications Department. The Communications line items reflect the increases related to producing this document.

Authorized Positions

| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|------------------------|-----------------------|---------------------|-----------------------|
| Communications Manager | 1 | - | 1 |
| Total | 1 | - | 1 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|---|-------------------|-------------------|-------------------|
| % Annual Increase in Facebook Followers | 32.1% | 36.9% | 33.0% |
| Avg. Monthly Sessions of gamernc.gov | - | 16,650/mo. | 17,000/mo. |

Expenditure Breakdown

| Object Code | Description | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted |
|------------------------------|------------------------|---------------------|-----------------------|---------------------|
| Personnel | | | | |
| 510200 | Salaries | \$ 69,699 | \$ 71,785 | \$ 71,785 |
| 510220 | Salaries - Temporary | - | 24,975 | 18,750 |
| 510500 | FICA | 5,332 | 7,403 | 6,927 |
| 510600 | Group Insurance | 14,392 | 14,418 | 17,256 |
| 510700 | Retirement | 8,517 | 9,001 | 9,001 |
| | Personnel Totals | \$ 97,940 | \$ 127,582 | \$ 123,719 |
| Professional Services | | | | |
| 521000 | Professional Services | \$ 1,400 | \$ 3,300 | \$ 3,300 |
| Operations | | | | |
| 521100 | Postage | \$ 100 | \$ 4,000 | \$ 4,000 |
| 521150 | Telephone | 636 | 636 | 636 |
| 521200 | Printing | 2,000 | 11,000 | 11,000 |
| 521400 | Travel and Training | 2,800 | 3,025 | 3,025 |
| 522600 | Advertising | 8,500 | 7,800 | 7,800 |
| 523300 | Departmental Supplies | 200 | 350 | 350 |
| 523300 | Non-Capital Equipment | - | 1,250 | 1,250 |
| 524300 | Contract Services | 63,166 | 66,530 | 66,530 |
| 525300 | Dues and Subscriptions | 795 | 805 | 805 |
| 537400 | Equipment | - | - | - |
| | Operations Totals | \$ 78,197 | \$ 95,396 | \$ 95,396 |
| Overall Totals | | \$ 177,537 | \$ 226,278 | \$ 222,415 |

NEIGHBORHOOD IMPROVEMENT

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

Mission

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

Vision

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

Fiscal Year 2016-17 Accomplishments

- Partnered with Rebuilding Together of the Triangle to provide home repairs for twelve families throughout town.
- Conducted first Leadership Academy.
- Continued the successful Garner 101 Citizens Academy.
- Initiated Mid-day Garner 101.
- Planned facility upgrades and other improvements to Rand Mill Park.
- Approval for Cloverdale Street Lighting Project.
- Conducted financial workshop.

Goals

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

Objectives for Fiscal Year 2017-18

- Continue and grow Neighborhood Leadership Academy.
- Continue and grow Mid-day Garner 101.
- Complete facility and other improvements in Rand Mill Park.
- Partner with NC Housing Finance Agency and Rebuilding Together of the Triangle to improve ability to provide home repairs for families throughout town.
- Increase number of officially recognized neighborhood organizations.
- Promote Town of Garner neighborhood improvement program by attending partner agency meetings.
- Address safety concerns by installing additional lighting in neighborhoods where current lighting is inadequate.
- Continue Neighborhood Initiative Program.
- Partner with Inspections Department to host minimum housing workshop for landlords and tenants.

Program Changes for Fiscal Year 2017-2018

The Neighborhood Improvement program will receive funding for auto maintenance and fuel related to this departments use of Town vehicles. This department will also receive a repurposed vehicle to improve vehicle availability for the Neighborhood Improvement Manager.

NEIGHBORHOOD IMPROVEMENT

Authorized Positions

| Category | FY 2016-17 Adopted | Positions Requested | FY2017-18 Adopted |
|----------------------------------|-----------------------|---------------------|----------------------|
| Neighborhood Improvement Manager | 1 | - | 1 |
| Total | 1 | - | 1 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| # of Garner 101 Participants | 63 | 50 | 40 |
| # of Calls for Service Answered | 150 | 100 | 100 |
| # of HOA Meetings Held | 8 | 5 | 6 |
| # of Garner Leadership Academy Participants | 18 | 15 | 15 |

Expenditure Breakdown

| Object Code | Description | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|------------------------|---------------------|-----------------------|---------------------|-------------|
| Personnel | | | | | |
| 510200 | Salaries | \$ 64,410 | \$ 66,025 | \$ 65,893 | |
| 510236 | Longevity | 1,000 | 1,000 | 1,400 | |
| 510500 | FICA | 5,004 | 5,127 | 5,148 | |
| 510600 | Group Insurance | 10,769 | 12,976 | 12,720 | |
| 510700 | Retirement | 7,991 | 8,403 | 8,437 | |
| | Personnel Totals | \$ 89,174 | \$ 93,531 | \$ 93,598 | 86% |
| Operations | | | | | |
| 521150 | Telephone | \$ 636 | \$ 636 | \$ 636 | |
| 521400 | Travel and Training | 2,370 | 2,370 | 2,370 | |
| 521700 | Auto Maint. & Repair | - | 500 | 500 | |
| 523100 | Fuel | - | 345 | 300 | |
| 523300 | Departmental Supplies | 7,700 | 8,300 | 8,300 | |
| 521455 | Development Assistance | 2,600 | 2,600 | 2,600 | |
| | Operations Totals | \$ 13,306 | \$ 14,751 | \$ 14,706 | 14% |
| Overall Totals | | \$ 102,480 | \$ 108,282 | \$ 108,304 | 100% |

SAFETY AND COMPLIANCE

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

Safety and Compliance Operations History

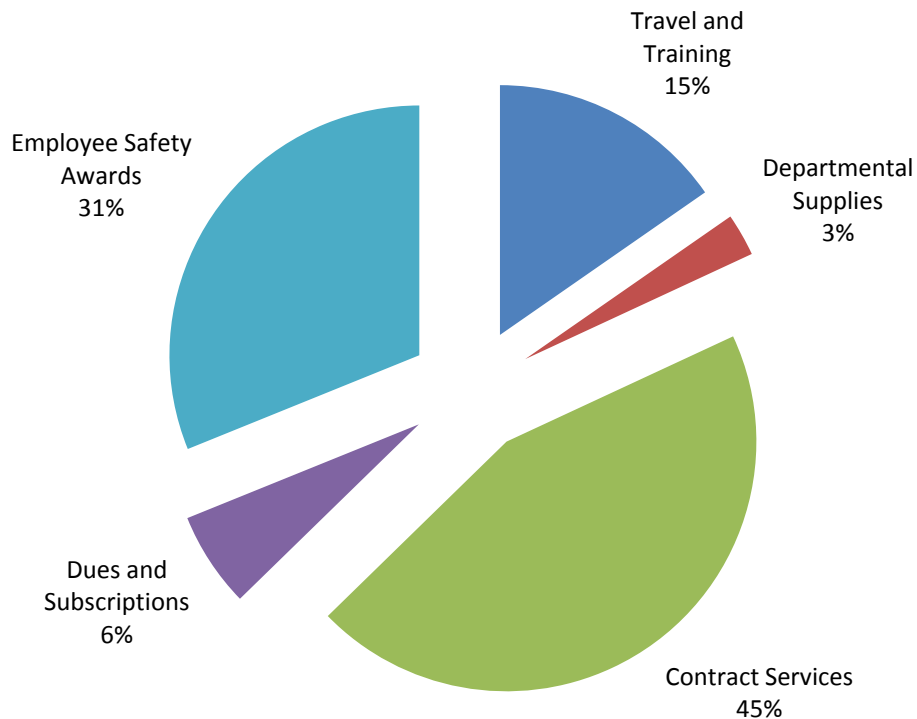
| Object Code | Description | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | % of Total Budget |
|-------------|------------------------|-----------------|-----------------|------------------|--------------------|------------------|-------------------|
| 521400 | Travel and Training | \$ 1,137 | \$ 1,196 | \$ 1,675 | \$ 1,675 | \$ 1,675 | 15% |
| 523300 | Departmental Supplies | 7 | 193 | 300 | 300 | 300 | 3% |
| 524300 | Contract Services | 3,573 | 4,413 | 4,874 | 4,874 | 4,874 | 45% |
| 525300 | Dues and Subscriptions | 682 | 682 | 575 | 575 | 675 | 6% |
| 525650 | Employee Safety Awards | 3,284 | 3,101 | 3,400 | 3,400 | 3,400 | 31% |
| 4240 Total | | \$ 8,683 | \$ 9,585 | \$ 10,824 | \$ 10,824 | \$ 10,924 | 100% |

Program Changes for FY 2017-2018

None.

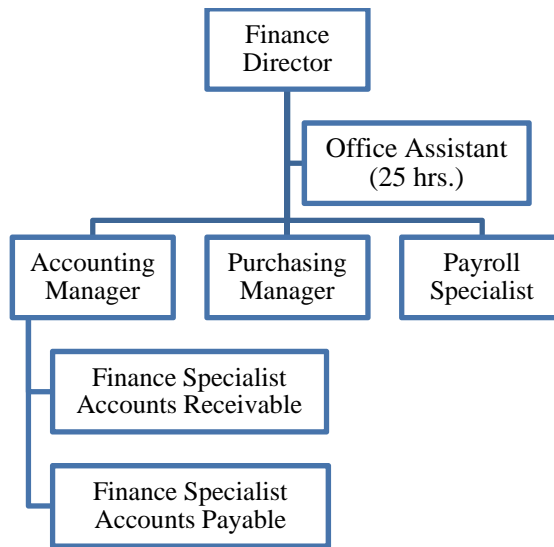
Authorized Positions - None Authorized.

Expenditure Breakdown



FINANCE DEPARTMENT

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



Mission

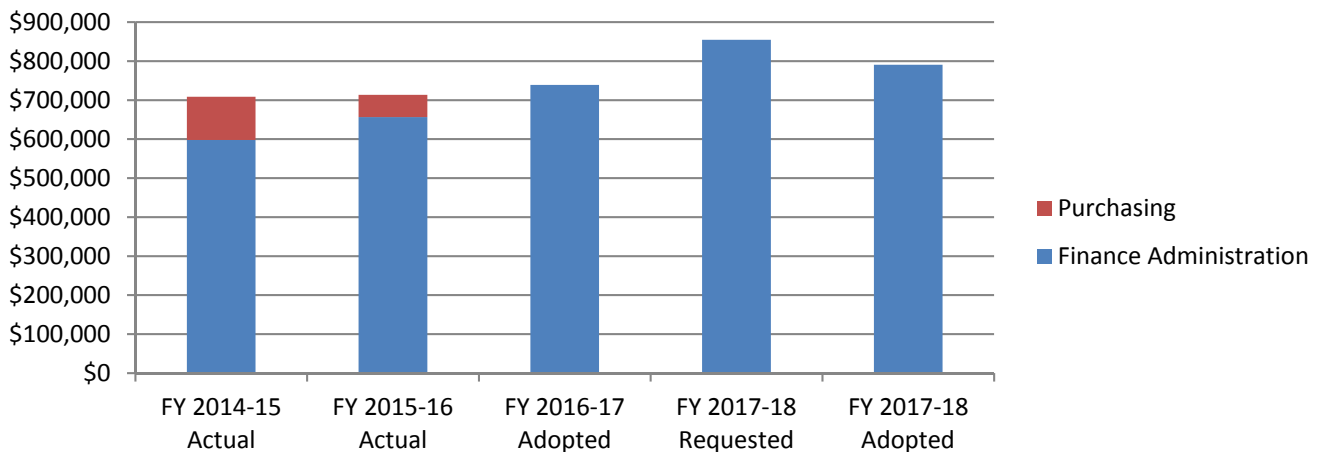
To provide sound and innovative financial management in accordance with North Carolina General Statutes, applicable state and federal regulations, and principles of accounting, purchasing, and cash management.

Vision

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

Expenditure by Division

| Divison | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Requested | FY 2017-18 Adopted | % of General Fund |
|------------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------|----------------------|
| Finance Administration | \$597,638 | \$656,349 | \$738,877 | \$854,411 | \$790,427 | 2.38% |
| Purchasing | \$110,838 | \$56,810 | - | - | - | - |
| Total | \$708,476 | \$713,159 | \$738,877 | \$854,411 | \$790,427 | 2.38% |



FINANCE DEPARTMENT

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

Fiscal Year 2016-17 Finance Department Accomplishments

- The CAFR has been submitted for participation in the Certificate of Achievement for Excellence in Financial Reporting. If received, this will be the 27th consecutive year it of the award for the Town. The PAFR has also been submitted and we are looking forward to our third consecutive award.
- The Town received their 20th Distinguished Budget Award for the FY 2016-17 budget document.
- The Town maintained its rating from Standard & Poor's of AA+, and upgraded its rating from Moody's from Aa2 to Aa1.
- Manage the utilization of bond funds.
- Reorganized the Finance Department, allowing for a separation of the Accounting and Purchasing functions.

Goals

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

Objectives for FY 2017-18

1. Complete audit, the Comprehensive Annual Financial Report (CAFR), and the Popular Annual Financial Report (PAFR) and submit to required agencies by established deadlines and receive the GFOA's excellence for financial reporting award.
2. Complete weekly accounts payable with 100% accuracy and submit payments to vendors by established deadlines.
3. Update the Town's petty cash policy and procedures regarding management and handling of cash funds.
4. Provide each employee the opportunity to attend at least one class per year to encourage professional growth.
5. Address 100% of customer inquiries within two business days.
6. Reconcile balance sheet accounts, bank statements, and investments by the 15th day of the following month.
7. Complete bi-weekly payroll at least 48 hours prior to direct deposit and with 100% accuracy.
8. Process purchase orders within two business days of receipt from requesting department.
9. Obtain at least three written quotes on the purchases of all goods and services at or above the informal purchasing range (\$30,000).
10. Perform a physical inventory of Fixed Assets, and automate all Fixed Asset records.

FINANCE DEPARTMENT

Program Changes for FY 2017-18

FY 2016-17 was the first operational year under the Finance Department's new organizational structure that includes both a Purchasing Manager and an Accounting Manager. This structure has greatly enhanced the ability of the Finance Office to address situations more efficiently.

Authorized Positions

| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|--------------------|-----------------------|---------------------|-----------------------|
| Finance Director | 1 | - | 1 |
| Accounting Manager | 1 | - | 1 |
| Purchasing Manager | 1 | - | 1 |
| Finance Specialist | 2 | - | 2 |
| Payroll Specialist | 1 | - | 1 |
| Total | 6 | - | 6 |

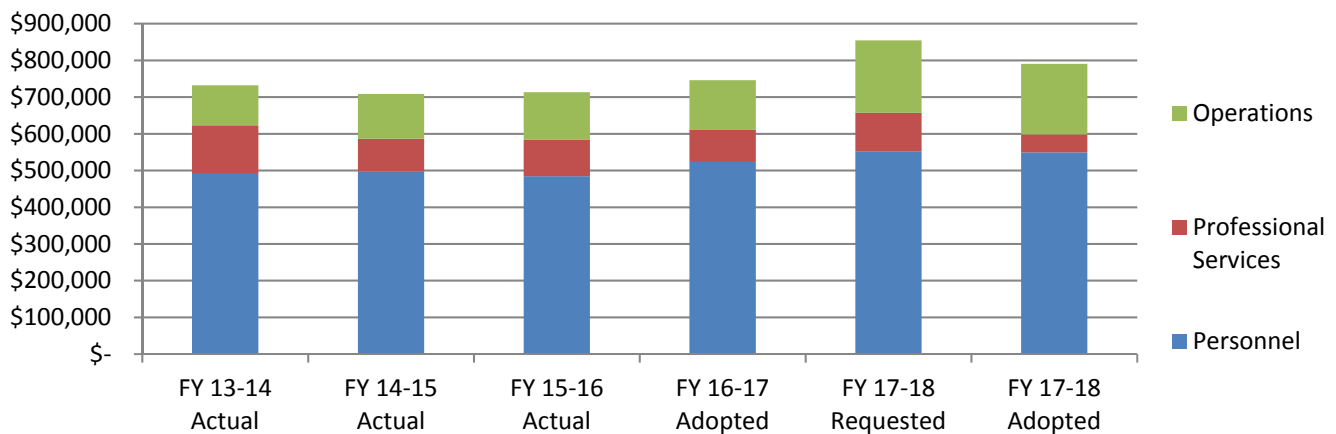
Performance Measures

| Measure | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|---|-------------------|-------------------|-------------------|
| Audit Submitted on Time | Yes | Yes | Yes |
| CAFR Award Received | Yes | Yes | Yes |
| PAFR Award Received | N/A | Yes | Yes |
| Number of Trainings Per Employee | 2 | 1 | 2 |
| Vendor Late Fees (as a % of non-personnel budget) | 0.00% | 0.00% | <.1% of Budget |
| Checks Reissued (as a % of total checks reissued) | 0.01% | 0.01% | <.01% of Reissued |
| % of Customer Inquires Addressed Within Two Business Days | N/A | 95% | 95% |
| Avg. # of Days to Reconcile Accounts and Statements | 17 | 15 | 15 |
| % Business Registrations Issued Within Five Business Days | 99% | 99% | 99% |
| Avg. Hours Payroll Submitted to Bank Prior to Direct Deposit | 48 | 48 | 60 |
| Payroll Corrections/Adjustments Post-Processing | 8 | 7 | 5 |
| % of Purchase Orders Processed Within Two Business Days | N/A | 75% | 90% |
| Avg. # of Quotes per Purchase Greater than \$30,000 | 3 | 3 | 3 |
| Inventory Accuracy (as a % of Total Dollar Value of Fixed Assets) | N/A | 89% | 93% |

FINANCE DEPARTMENT

Expenditure Breakdown

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|------------------------------|----------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 365,509 | \$ 369,844 | \$ 353,014 | \$ 373,997 | \$ 391,823 | \$ 389,226 | |
| 510220 | Salaries Temporary | - | - | 10,023 | 18,707 | 18,707 | 18,707 | |
| 510236 | Longevity | 11,656 | 12,487 | 19,283 | 1,737 | 1,794 | 1,772 | |
| 510500 | FICA | 28,023 | 28,401 | 27,849 | 30,175 | 31,349 | 31,237 | |
| 510600 | Group Insurance | 38,222 | 40,363 | 30,807 | 52,486 | 57,769 | 56,912 | |
| 510700 | Retirement | 47,056 | 45,765 | 43,213 | 45,900 | 49,347 | 51,369 | |
| | Personnel Totals | \$ 490,466 | \$ 496,860 | \$ 484,189 | \$ 523,002 | \$ 550,789 | \$ 549,223 | 69.5% |
| Professional Services | | | | | | | | |
| 521000 | Professional Services | \$ 132,212 | \$ 89,600 | \$ 99,045 | \$ 87,138 | \$ 106,062 | \$ 48,644 | 6.2% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 2,636 | \$ 121 | \$ 2,903 | \$ 2,903 | \$ 2,903 | |
| 521150 | Telephone | \$ 636 | 636 | 636 | 583 | 636 | 636 | |
| 521200 | Printing | 3,578 | 3,462 | 5,676 | 5,171 | 4,060 | 4,060 | |
| 521400 | Travel and Training | 4,169 | 4,060 | 1,291 | 6,732 | 7,437 | 7,437 | |
| 522100 | Equipment Rental | - | 6,463 | 5,850 | 5,448 | 5,448 | 5,448 | |
| 523300 | Departmental Supplies | 2,334 | 1,863 | 3,617 | 3,278 | 2,700 | 2,700 | |
| 523310 | Copier Supplies | 8,018 | 7,446 | 3,497 | 8,900 | 8,900 | 8,900 | |
| 524300 | Contract Services | 31,390 | 29,807 | 39,750 | 26,672 | 64,553 | 84,553 | |
| 524310 | Contract Services-Tax Coll | 58,766 | 64,962 | 68,453 | 75,079 | 75,079 | 75,079 | |
| 525300 | Dues and Subscriptions | 385 | 675 | 235 | 934 | 844 | 844 | |
| 525700 | Miscellaneous | - | - | 812 | - | - | - | |
| 53700 | Equipment | - | - | - | - | 25,000 | - | |
| 525710 | Cash Over and Short | (30) | 7 | (12) | - | - | - | |
| | Operations Totals | \$ 109,246 | \$ 122,017 | \$ 129,926 | \$ 135,700 | \$ 197,560 | \$ 192,560 | 24.4% |



ECONOMIC DEVELOPMENT

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



Mission

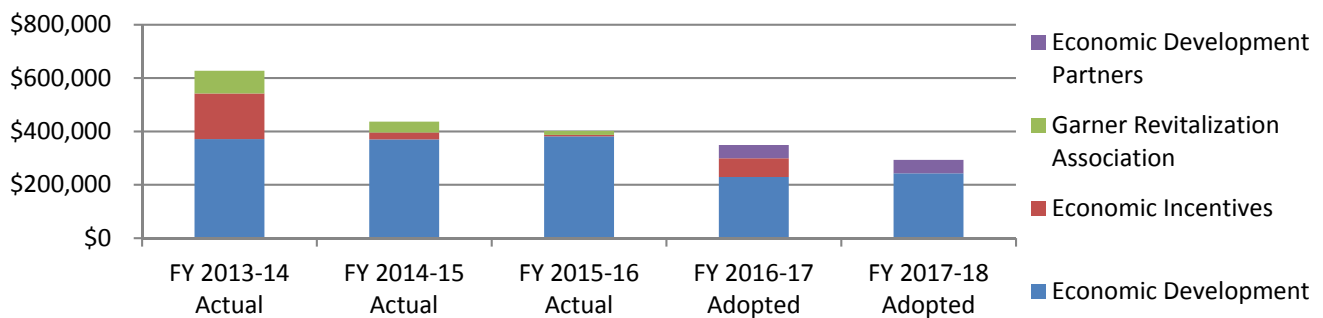
The Garner Economic Development Department is dedicated to fostering a positive environment for recruiting and retaining businesses, encouraging entrepreneurship, preserving and revitalizing Garner’s downtown, promoting Garner as the ideal place to locate a business and improving the quality of life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

Vision

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

Expenditure by Division

| Divison | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Adopted | % of General Fund |
|-----------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|-------------------------|
| Economic Development | \$370,989 | \$370,095 | \$381,416 | \$229,085 | \$243,017 | 0.73% |
| Economic Incentives | \$171,144 | \$25,771 | \$5,142 | \$70,000 | - | - |
| Economic Development Partners | - | - | - | \$49,839 | \$50,039 | 0.15% |
| Garner Revitalization Association | \$85,000 | \$40,697 | \$15,150 | - | - | - |
| Total | \$627,133 | \$436,563 | \$401,708 | \$348,924 | \$293,056 | 0.88% |



ECONOMIC DEVELOPMENT

Fiscal Year 2016-17 Accomplishments

- 30 businesses were visited through the business retention and expansion program.
- STOCK America opened their corporate headquarters in Greenfield North
- 151,000 sq. ft. of industrial space is currently under construction in Greenfield North Park and is expected to be available in June of 2017.
- Strategic Behavioral Health completed its \$2.2 million expansion at its Garner location.
- The Economic Development Department, through the Trojan Business Alliance, is helping to create a new jobs program at the local high school and will target non-military or college bound graduating seniors to begin familiarizing them with local businesses with current jobs openings.
- Garner's first brewery opened in January 2017.
- New "Grow Garner" brochure was produced to highlight the Garner community.
- An "How to Get in Business" guide was produced in English and Spanish.
- Achieved National Main Street Affiliate status for 2016.
- Updated 2015-2017 Main Street Program plan of work during annual GRA retreat with input from over 35 stakeholders in late 2016.
- Expanded roster of Downtown Garner events with introduction of new monthly Pop Up Markets and Outdoor Movie Series.
- Retooled spring Signature event into popular food truck rodeo format to increase attendance and bring attention to public and private investment on Main Street.
- Added four new members to the Garner Revitalization Association's Board of Directors – increasing diversity of age, gender, race, and experience represented by the board.
- Launched new DowntownGarner.com website with mobile-responsive platform and refreshed organizational branding for improved interaction with and promotion to the public.
- Raised \$10,000 from Garner's business community to financially support GRA's expanded roster of events in 2017.

Goals

1. Foster a business friendly environment that promotes commercial and industrial growth in a responsible manner.(OG3) (QL1)
2. Foster an environment that recognizes innovation, creativity and makes Garner an attractive place for startup businesses to locate.(OG3) (QL3)
3. Implement a comprehensive and balanced approach to economic development that markets and prepares Garner for further development. (OG3) (OG1) (SD1)
4. Manage Garner's Main Street program to work towards the North Carolina & National Main Street Center's Accreditation standards. (FR 1.3, SD 1.1, SD 2.3, OG 3.1, QL 1.3, QL 2.2, QL 3.1, QL 3.3, QL 4.2)
5. Continue implementation of the Historic Downtown Garner Plan. (SD 1.1, SD 4.3, OG 1.1, OG 1.2, OG 2.2, OG 3.1, OG 3.2, QL 1.3, QL 4.2)
6. Expand local and regional awareness of Downtown Garner and GRA's revitalization efforts to foster development and investment. (SD 4.2, OG 3.2, QL 2.3, QL 4.2)
7. Develop and nurture public/private partnerships to facilitate a comprehensive approach to downtown revitalization. (FR 4.3, SD 1.1, SD 2.3, OG 3.1, OG 3.2, QL 3.1, QL 3.3, QL 4.2)

ECONOMIC DEVELOPMENT

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|---|---------------------------|---------------------------|---------------------------|
| % of Total Business Request that Garner Submitted Proposals for | 69% | 72% | 70% |
| % of Submitted Proposals that Resulted in a Site Visit | 12% | 10% | 12% |
| # of Local Businesses Visited | 31 | 30 | 15 |
| National Main Street Accreditation Achieved | Yes | Yes | Yes |

Objectives for FY 2017-18 Budget

1. Continue to work with the Garner Economic Development Corporation and market the Garner Technology Site.
2. Refresh the ConAgra Redevelopment Strategy
3. Participate in and implement the jobs program through South Garner High School
4. Begin work on the Garner Economic Development Strategy
5. Implement the 2017 Garner Main Street Plan of Work to work toward National Main Street Accreditation.
6. Review and update the Historic Downtown Garner Plan to reflect recent changes and identify new opportunities.
7. Increase engagement with business community through hands-on involvement in community events and networking opportunities with local and regional partners.
8. Organize 2017 roster of events to bring residents and visitors to Downtown Garner and promote current and future revitalization opportunities.
9. Work with the GRA Board of Directors, committees and volunteers to foster active citizen leadership and participation in downtown revitalization efforts.

Program Changes for FY 2017-18

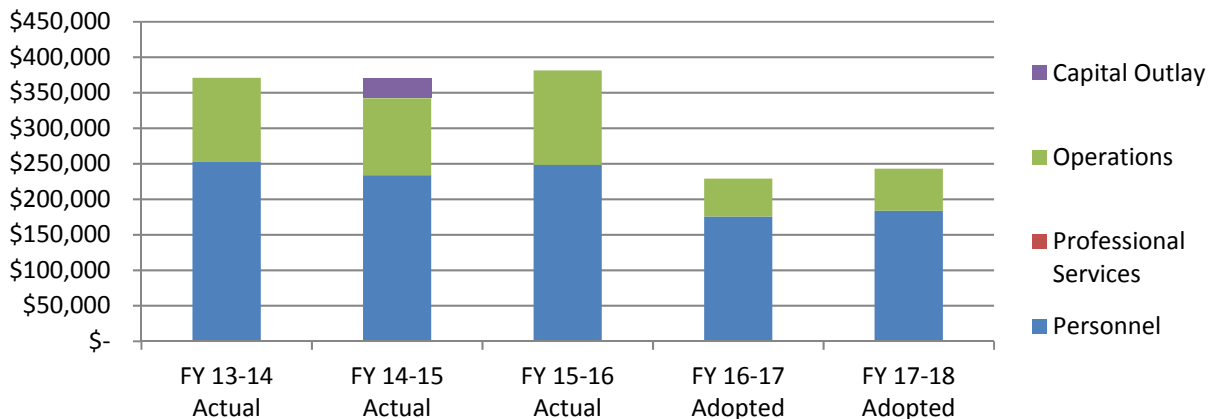
None.

Authorized Positions

| Category | FY 2016-17 Adopted | Positions Requested | FY2017-18 Adopted |
|-------------------------------|-------------------------------|----------------------------|------------------------------|
| Economic Development Director | 1 | - | 1 |
| Downtown Development Manager | 1 | - | 1 |
| Total | 1 | - | 2 |

ECONOMIC DEVELOPMENT

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|------------------------------|--------------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 190,591 | \$ 176,932 | \$ 189,161 | \$ 131,962 | \$ 135,907 | \$ 135,716 | |
| 510210 | Salaries - Overtime | 17 | - | 44 | - | - | - | |
| 510236 | Longevity | 2,000 | 1,000 | 1,000 | - | - | - | |
| 510500 | FICA | 13,668 | 12,424 | 13,770 | 10,095 | 10,397 | 10,382 | |
| 510600 | Group Insurance | 22,618 | 22,176 | 22,565 | 17,510 | 21,062 | 20,625 | |
| 510700 | Retirement | 23,888 | 21,219 | 21,866 | 16,123 | 17,040 | 17,016 | |
| | Personnel Totals | \$ 252,782 | \$ 233,751 | \$ 248,406 | \$ 175,690 | \$ 184,406 | \$ 183,739 | 75.6% |
| Professional Services | | | | | | | | |
| 521000 | Professional Services | \$ 550 | \$ 101 | - | - | - | - | 0.0% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 141 | \$ - | \$ 1,275 | \$ 1,275 | \$ 1,275 | |
| 521150 | Telephone | \$ 2,184 | 2,129 | 2,411 | 1,272 | 1,272 | 1,272 | |
| 521200 | Printing | 10,484 | 1,692 | 12,183 | 2,700 | 2,700 | 2,700 | |
| 521400 | Travel and Training | 10,575 | 10,602 | 7,786 | 7,271 | 8,120 | 8,120 | |
| 521440 | Business Recruitment | 3,745 | 2,128 | 938 | 16,450 | 16,450 | 16,450 | |
| 521441 | Business Retention & Expansion | - | - | 11,153 | 1,700 | 1,700 | 1,700 | |
| 521455 | Development Assistance | 1,544 | 81 | 40,300 | 1,000 | 1,000 | 1,000 | |
| 521700 | Auto Maintenance & Repair | 42 | 412 | 16 | 300 | 300 | 300 | |
| 522100 | Equipment Rental | - | 144 | 36 | 150 | 150 | 150 | |
| 522600 | Advertising | 29,655 | 17,894 | 13,297 | 2,500 | 2,500 | 2,500 | |
| 523100 | Fuel | 800 | 394 | 530 | 600 | 460 | 400 | |
| 523300 | Departmental Supplies | 5,035 | 7,542 | 5,529 | 600 | 600 | 600 | |
| 523540 | Promotional Supplies | 2,060 | 31 | 1,748 | 1,600 | 1,600 | 1,600 | |
| 524205 | Building Façade Grant | - | - | - | 5,000 | 5,000 | 5,000 | |
| 524300 | Contract Services | 48,020 | 62,188 | 34,214 | 9,100 | 14,020 | 14,020 | |
| 525300 | Dues and Subscriptions | 3,512 | 3,016 | 2,871 | 1,877 | 2,191 | 2,191 | |
| | Operations Totals | \$ 117,656 | \$ 108,394 | \$ 133,012 | \$ 53,395 | \$ 59,338 | \$ 59,278 | 24.4% |
| Capital Outlay | | | | | | | | |
| 537410 | Vehicle | - | \$ 27,848 | - | - | - | - | 0.0% |
| Overall Totals | | \$ 370,988 | \$ 370,094 | \$ 381,418 | \$ 229,085 | \$ 243,744 | \$ 243,017 | 100% |



ECONOMIC DEVELOPMENT PARTNERS

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

Garner Chamber of Commerce

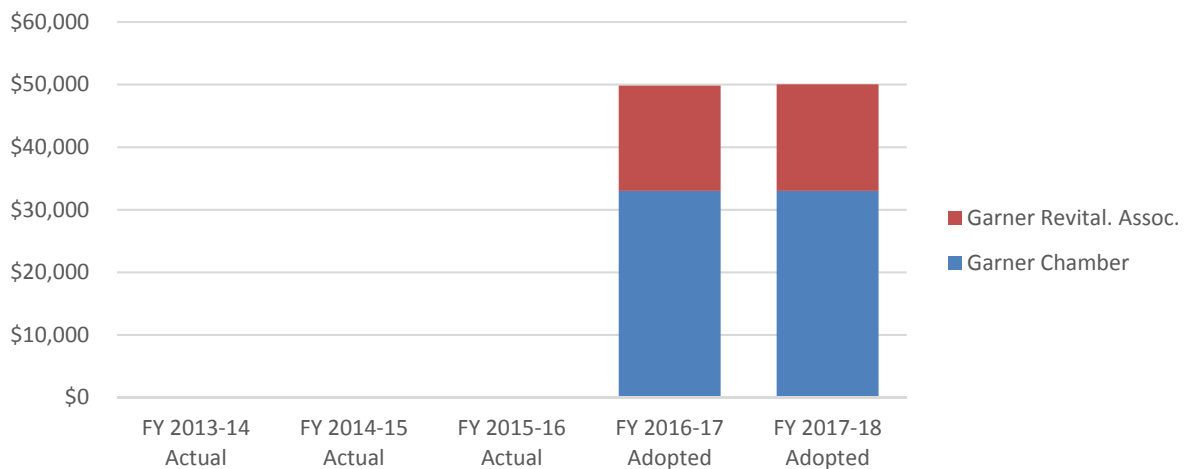
The mission of the **Garner Chamber of Commerce’s** mission is dedicated to promoting a vibrant business environment by cooperative interaction among business, government, and community. Located in the nation’s ninth fastest growing county, the Garner Chamber of Commerce is an active organization made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

Garner Revitalization Association

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

Economic Development Partners History

| Object Code | Description | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | % of General Fund |
|-------------|------------------------|------------|------------|------------|------------|-----------------|-------------------|
| | | Actual | Actual | Actual | Adopted | Adopted | |
| 524345 | Garner Chamber | \$0 | \$0 | \$0 | \$33,000 | \$33,000 | 0.10% |
| 524345 | Garner Revital. Assoc. | \$0 | \$0 | \$0 | \$16,839 | \$17,039 | 0.05% |
| Total | Total | \$0 | \$0 | \$0 | \$49,839 | \$50,039 | 0.15% |

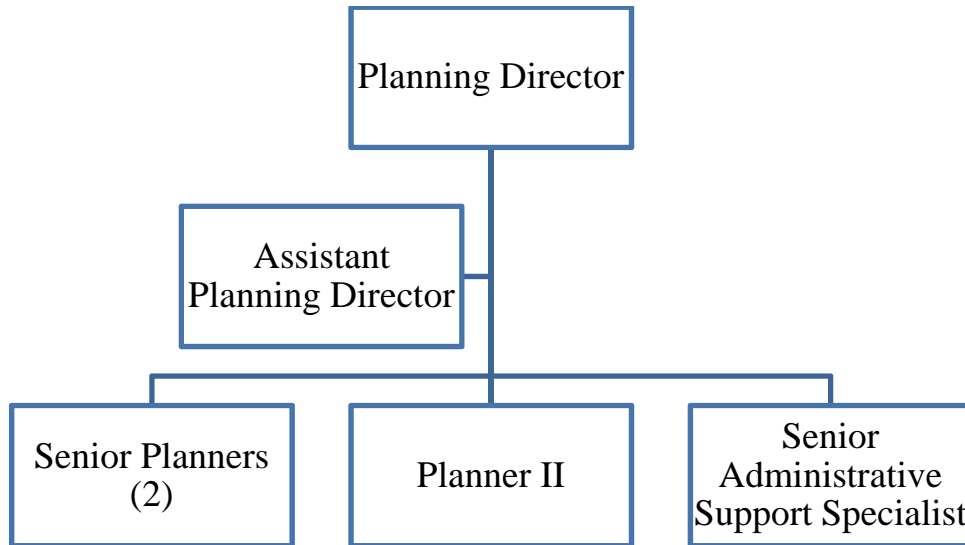


PLANNING DEPARTMENT

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

Departmental Administration: The Director, with assistance of the Assistant Director, is responsible for supervising personnel, setting goals, designing work programs, budgeting and setting the priorities of the department. The Director also provides technical planning assistance to the Town Manager, Town Council and Planning Commission. The Senior Administrative Support Specialist is responsible for receiving and distributing permit applications for review and assures conformance with all applicable State Statutes and Garner Unified Development Ordinance requirements regarding public notification.

Core Planning Duties: Senior staff manage consultant contracts for the Department as assigned; and manage the annexation, subdivision review and text amendment processes. They also review land-use development applications for compliance with the Comprehensive Growth Plan, Unified Development Ordinance (UDO) and other applicable laws and regulations. Staff also assist with the interpretation and review of the UDO, administer zoning compliance permits, review commercial building permits for site plan compliance. In this capacity, the staff provides support to the Planning Commission and Town Council. Staff provide professional and technical support for decision-making on comprehensive planning, small area planning, and general zoning and community appearance issues. Staff assists with long-range comprehensive planning analysis, special studies and reports, annexation reports, ETJ studies, address assignments, and other special projects. Staff also review rezoning petitions for compliance with the Comprehensive Growth Plan and ensures maintenance of all GIS databases, including an accurate and updated GIS Future Growth Map and GIS Zoning Map. Other duties include being responsible for assisting with decisions regarding the community's appearance, researching form-based regulations and urban design principles, submitting grant proposals, providing design assistance for special Town projects, and reviewing new development requests for compliance with community appearance regulations. In carrying out these core planning duties, staff investigates complaints from the general public regarding violations of the UDO and works with the Code Compliance Division of the Inspections Department to monitor them for compliance. Staff also participates in neighborhood improvement initiatives undertaken by Inspections and Economic Development staff.



Mission

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

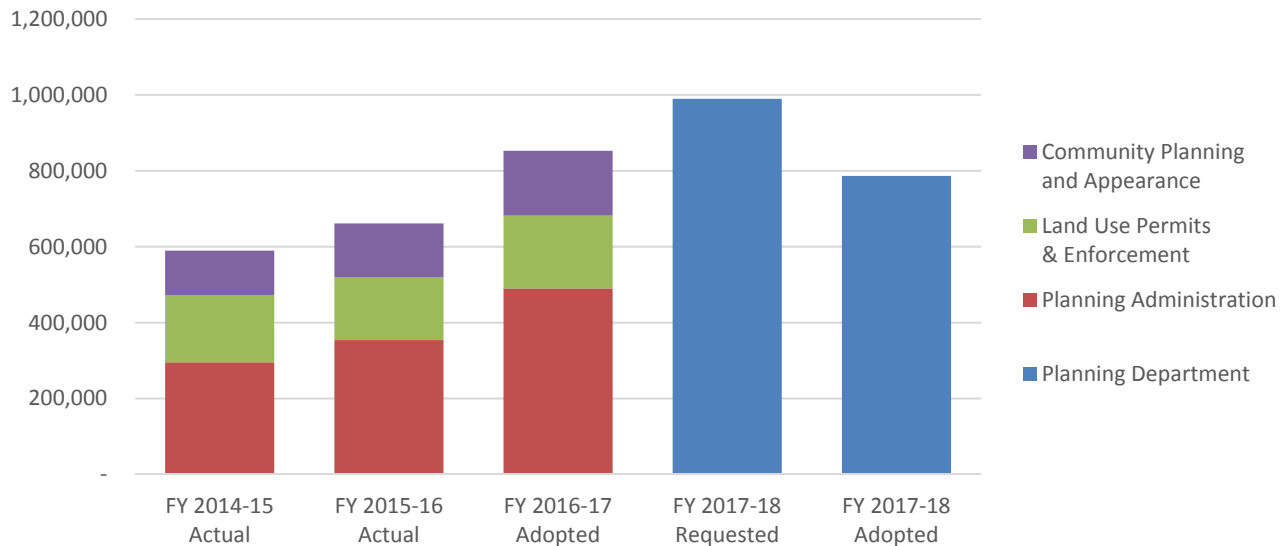
Vision

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

PLANNING DEPARTMENT

Expenditures

| Division | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Requested | FY 2017-18 Recommended | % of General Fund |
|--------------------------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------------------|------------------------------|
| Planning Department | - | - | - | \$989,430 | \$786,217 | 2.37% |
| Planning Administration | \$295,443 | \$354,038 | \$490,191 | - | - | - |
| Land Use Permits and Enforcement | \$177,236 | \$165,069 | \$191,700 | - | - | - |
| Community Planning and Appearance | \$116,831 | \$141,973 | \$170,448 | - | - | - |
| Total | \$589,510 | \$661,080 | \$852,339 | \$989,430 | \$786,217 | 2.36% |



Fiscal Year 2016-17 Planning Department Accomplishments

- Managed the Comprehensive Plan and Transportation Plan update projects through to a review of final drafts.
- Hired a Planner II.
- Initiated work on future welcome sign on US 401 North near McCullers Crossroads.
- Managed the planning and installation of highway beautification project at Benson Road/US 70.
- Completed ETJ modification with Wake County resulting in approval from the Wake County Board of Commissioners.
- Established zoning for newly acquired ETJ areas.
- Preliminarily approved 669 new apartment units within the first 8 months of the fiscal year.
- Preliminarily approved 709 new single-family residential lots within the first 8 months of the fiscal year.
- Mapped all departmental approval processes in preparation for new development services software.

Goals

1. Manage all growth management, land use planning, zoning administration, transportation planning and development plan review activities in an orderly manner that provides for the stable progression of residential and commercial growth. (OG-1)
2. Effectively manage the Department's operations to ensure delivery of prompt, courteous, efficient and effective services. (SD-4)
3. Maintain an aesthetically pleasing, safe and connected community by staying abreast of proactive planning approaches and techniques. (QL-1, QL-3)
4. Maximize opportunities within existing and new partnerships regarding regional planning, transportation, housing and public infrastructure needs. (FR-4, SD-1, OG-2, QL-4)
5. Provide professional and technical assistance with consultant contracts and special projects that promotes orderly growth and efficient use of Town resources. (SD-2, OG-1)

PLANNING DEPARTMENT

Objectives for FY 2017-18 Budget

1. Update the Unified Development Ordinance to achieve the following:
 - a. Ensure compliance with changed in state law and judicial rulings;
 - b. Create a user-friendly document with an emphasis on graphics, flowcharts, ease of navigation and sufficient cross-referencing;
 - c. Consolidate multiple layers of regulations;
 - d. Eliminate and/or resolve conflicting regulatory statements;
 - e. Remove references to superseded ordinances and policies;
 - f. Remove obsolete zoning districts;
 - g. Codify applicable long-standing Council policies and conditions of approval; and
 - h. Adopt new regulations necessary to implement revised goals and objectives of the Town's revised comprehensive land use and transportation plans.
2. Annually evaluate water/sewer allocation policy for possible revisions.
3. Re-structure the Department to ensure the ongoing provision of efficient, prompt and courteous customer service.
4. Identify and attend timely seminars, webinars, workshops and conferences.
5. Participate in regional meetings regarding growth and transportation planning.
6. Conduct accurate and timely development plan reviews.

Proposed Program Changes for FY 2017-18

The Planning Department has been consolidated into one department from three divisions as part of a departmental re-organization. There is also a newly proposed organization chart for this department. See the organization chart at the beginning of this section and the re-organization memo in the Planning Department's decision package summary. Part of this re-organization is the addition of a Planner I position.

Authorized Positions

| Category | FY 2016 Adopted | Positions Requested | FY 2017 Adopted |
|-----------------------------|--------------------|---------------------|--------------------|
| Planning Director | 1 | - | 1 |
| Assistant Planning Director | 1 | - | 1 |
| Senior Planner | 2 | - | 2 |
| Planner II | 1 | - | 1 |
| Planner I | 0 | 1 | 1 |
| Planning Technician* | 1 | - | 1 |
| Total | 6 | - | 7 |

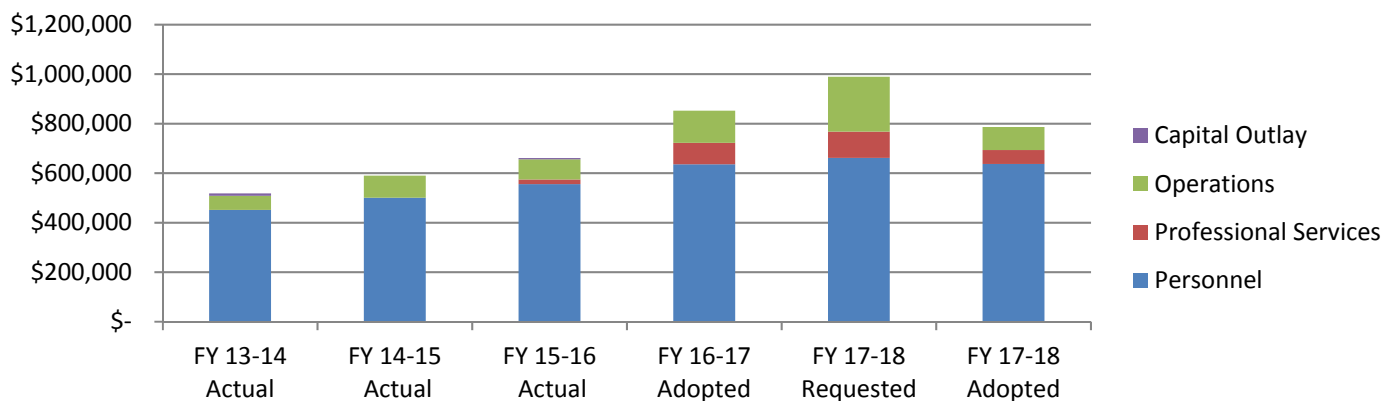
* New title based upon reorganization.

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|---|-------------------|-------------------|-------------------|
| Hours of Professional/Technical Training Attended | - | - | 32 hours |
| Avg. # of Business Days for First Site/Subdivision Complete Set Plan Review | - | - | 15 Days |
| Improve the Town-wide Street Connectivity Index | - | - | 1.40 |
| Increase % of Town Housin Units within .5 miles of Fresh Produce Purchase | - | - | TBD |
| Increase % of Town Housin Units within .5 miles of Public-Accessible Park/Recreation Facility (includes Uninterrupted Sidewalks of at Least .5 miles in Length) | - | - | TBD |

PLANNING DEPARTMENT

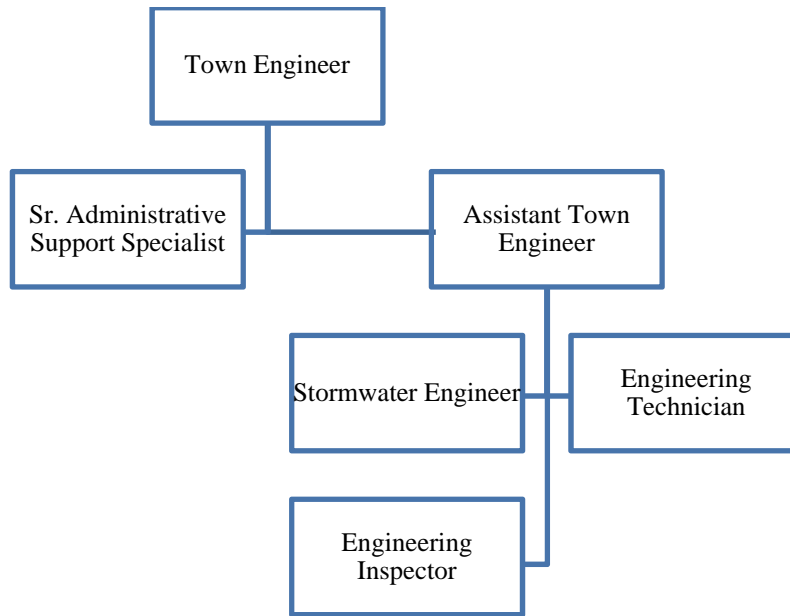
| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|------------------------------|---------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|-------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 343,919 | \$ 375,305 | \$ 421,777 | \$ 474,079 | \$ 478,273 | \$ 462,124 | |
| 510220 | Salaries - Temporary | 525 | 6,976 | - | - | - | - | |
| 510236 | Longevity | 11,494 | 10,984 | 11,176 | 13,291 | 7,164 | 7,174 | |
| 510500 | FICA | 25,794 | 29,322 | 31,966 | 36,066 | 37,136 | 35,901 | |
| 510600 | Group Insurance | 28,958 | 31,652 | 39,539 | 52,725 | 78,062 | 72,919 | |
| 510700 | Retirement | 40,425 | 46,216 | 50,746 | 59,575 | 60,885 | 58,858 | |
| | Personnel Totals | \$ 451,115 | \$ 500,455 | \$ 555,204 | \$ 635,736 | \$ 661,520 | \$ 636,976 | 81.0% |
| Professional Services | | | | | | | | |
| 521000 | Professional Services | \$ 265 | \$ - | \$ 18,928 | \$ 86,600 | \$ 106,000 | \$ 56,000 | 7.1% |
| Operations | | | | | | | | |
| 521100 | Postage | \$ - | \$ 895 | \$ - | \$ 6,116 | \$ 4,000 | \$ 4,000 | |
| 521150 | Telephone | 1,538 | 1,670 | 1,591 | 2,748 | 3,063 | 2,958 | |
| 521200 | Printing | - | 55 | 55 | 830 | 885 | 775 | |
| 521400 | Travel and Training | 1,012 | 1,596 | 1,567 | 12,834 | 13,014 | 12,119 | |
| 521700 | Auto Maintenance & Repair | 1,282 | 1,099 | 38 | 990 | 750 | 750 | |
| 522100 | Equipment Rental | - | 16,082 | 12,670 | 13,231 | 13,231 | 13,231 | |
| 522530 | Recording Fees | 156 | 52 | 30 | 208 | 208 | 208 | |
| 522600 | Advertising | 674 | 61 | 706 | 7,800 | 2,400 | 2,400 | |
| 523100 | Fuel | 2,465 | 945 | 463 | 1,600 | 1,265 | 1,100 | |
| 523300 | Departmental Supplies | 1,346 | 777 | 2,489 | 5,918 | 5,458 | 5,158 | |
| 523325 | Dept. Supplies - Software | - | - | - | - | 2,100 | - | |
| 523399 | Non Capital Equipment | - | 1,842 | - | - | 6,470 | 970 | |
| 524205 | Downtown Façade Grants | 1,366 | - | - | - | - | - | |
| 524300 | Contract Services | 44,842 | 61,614 | 58,779 | 72,983 | 164,041 | 44,547 | |
| 525300 | Dues and Subscriptions | 2,263 | 2,367 | 3,179 | 4,745 | 5,025 | 5,025 | |
| | Operations Totals | \$ 56,945 | \$ 89,055 | \$ 81,567 | \$ 130,003 | \$ 221,910 | \$ 93,241 | 11.9% |
| Capital Outlay | | | | | | | | |
| 537410 | Vehicle | \$ 9,470 | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 537400 | Equipment | - | - | 5,381 | - | - | - | |
| | Capital Totals | \$ 9,470 | \$ - | \$ 5,381 | \$ - | \$ - | \$ - | 0.0% |
| Overall Totals | | \$ 508,326 | \$ 589,510 | \$ 661,080 | \$ 852,339 | \$ 989,430 | \$ 786,217 | 100% |



ENGINEERING DEPARTMENT

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

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



Mission

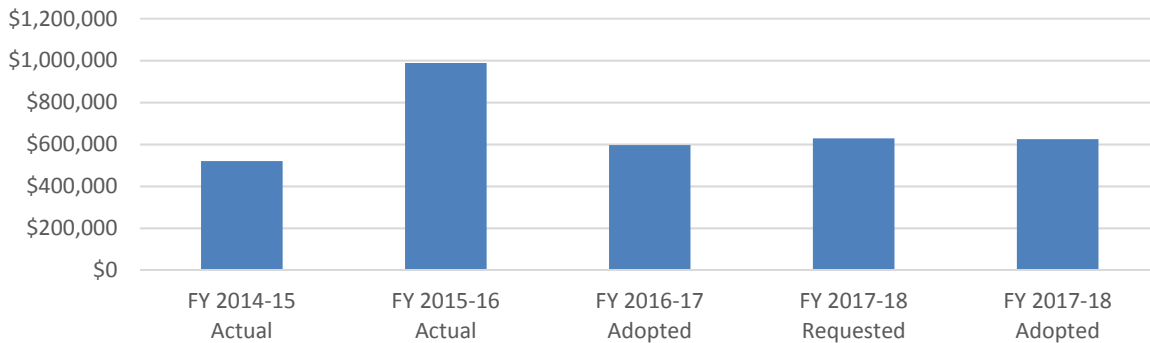
To provide for the efficient and reliable design, construction and inspection of public infrastructure that meets the needs of our community.

Vision

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

Expenditure History

| Division | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Requested | FY 2017-18 Adopted | % of General Fund |
|------------------------|-------------------|-------------------|--------------------|----------------------|--------------------|-------------------|
| Engineering Department | \$520,656 | \$988,617 | \$596,673 | \$628,544 | \$624,908 | 1.88% |
| Total | \$520,656 | \$988,617 | \$596,673 | \$628,544 | \$624,908 | 1.88% |



ENGINEERING DEPARTMENT

Fiscal Year 2016-2017 Accomplishments

- Buffalo Road sidewalk project to be completed by Spring 2017
- Annual street resurfacing project completed
- Thompson Road sidewalk project Right of Way acquired. Construction to begin in Spring 2017
- Main Street/Highway 50 sidewalk project completed
- Police Building construction completed
- Town Hall construction to be completed in June 2017
- Recreation Center construction is underway

Goals

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

Objectives for Fiscal Year 2017-2018

1. Complete review of stormwater infrastructure needs and institute plan to address maintenance needs.
2. Timely review of plans and inspections of projects.
3. Coordinate project designs with submittal dates for grants and LAPP funds available.
4. Continue to update Capital Project Budget and tracking system for construction projects.
5. Begin work with Inspections and Planning Departments on transferring to a digital plan review process

Program Changes for FY 2017-18

None.

Authorized Positions

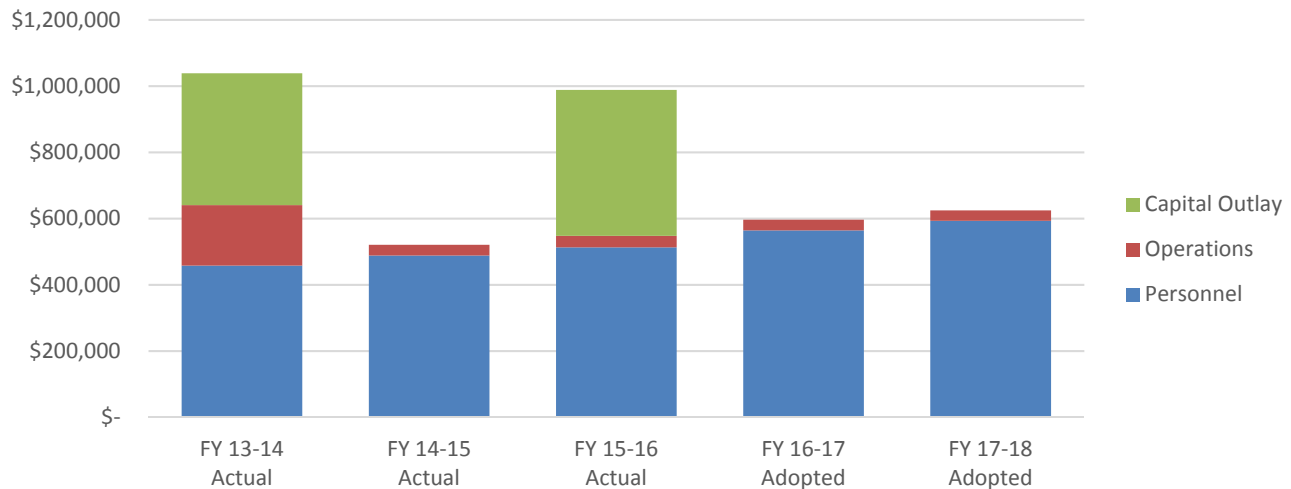
| Category | FY 2017 Adopted | Positions Requested | FY 2018 Adopted |
|--|--------------------|---------------------|--------------------|
| Town Engineer | 1 | - | 1 |
| Assistant Town Engineer | 1 | - | 1 |
| Senior Administrative Support Specialist | 1 | - | 1 |
| Stormwater Engineer | 1 | - | 1 |
| Engineering Inspector | 1 | - | 1 |
| Engineering Technician | 1 | - | 1 |
| Total | 6 | - | 6 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|---|-------------------|-------------------|-------------------|
| Street Mileage Resurfaced per Year | 2.00 | 2.10 | 2.20 |
| % of Projects Completed On-Time and Within Budget | 100% | 50% | 100% |
| % of Projects Within 10% of Pre-Bid Estimate | 100% | 100% | 100% |
| % of Plans Reviewed Within 7 Days | 90% | 80% | 90% |
| % of Employees Obtaining Additional Training in Areas Outside of Job Duties | 50% | 20% | 50% |

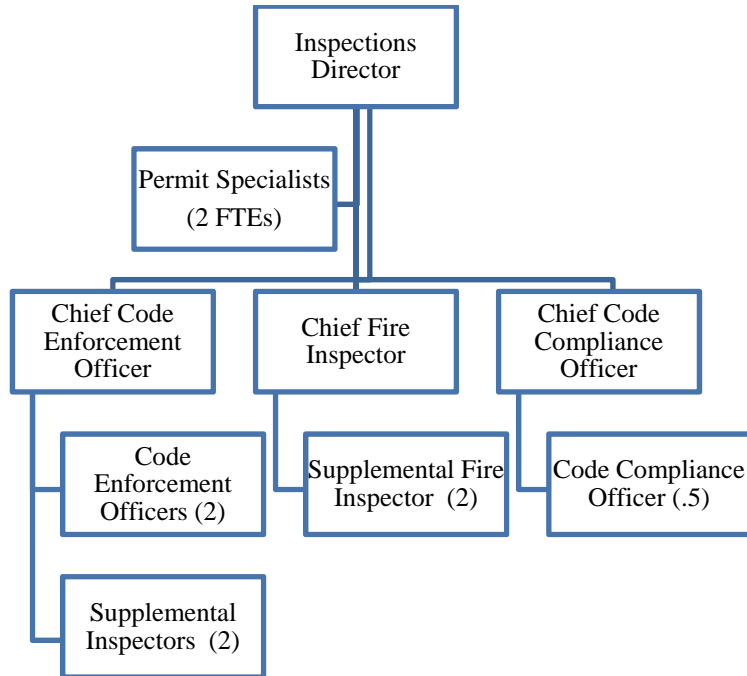
ENGINEERING DEPARTMENT

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|-------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|-------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 344,905 | \$ 367,925 | \$388,570 | \$413,026 | \$ 428,146 | \$ 427,290 | |
| 510236 | Longevity | 16,233 | 8,566 | 8,362 | 8,986 | 9,391 | 9,391 | |
| 510500 | FICA | 26,196 | 27,602 | 27,828 | 31,970 | 32,700 | 32,635 | |
| 510600 | Group Insurance | 29,752 | 39,474 | 43,179 | 58,632 | 70,578 | 69,155 | |
| 510700 | Retirement | 40,908 | 45,050 | 45,286 | 51,569 | 54,867 | 54,760 | |
| Personnel Totals | | \$ 457,995 | \$ 488,617 | \$513,225 | \$564,183 | \$ 595,682 | \$ 593,231 | 94.9% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 239 | - | \$ 227 | \$ 227 | \$ 227 | |
| 521150 | Telephone | \$ 2,145 | 2,108 | \$ 2,532 | 2,106 | 2,106 | 2,106 | |
| 521200 | Printing | 751 | 253 | 21 | 200 | 200 | 200 | |
| 521400 | Travel and Training | 3,523 | 2,486 | 4,881 | 4,764 | 4,844 | 4,844 | |
| 521700 | Auto Maint. & Repair | 432 | 1,893 | 324 | 600 | 600 | 600 | |
| 522100 | Equipment Rental | - | 9,150 | 9,479 | 9,571 | 9,571 | 9,571 | |
| 523100 | Fuel | 2,940 | 1,619 | 1,286 | 2,400 | 1,645 | 1,430 | |
| 523300 | Departmental Supplies | 850 | 1,990 | 1,574 | 1,940 | 1,940 | 1,940 | |
| 523399 | Non-Capital Equip | - | - | - | - | 970 | - | |
| 523580 | Stormwater Ed. Program | 3,269 | 4,105 | 3,575 | 4,729 | 4,806 | 4,806 | |
| 523600 | Uniforms | - | - | 100 | 135 | 135 | 135 | |
| 524300 | Contract Services | 1,921 | 2,233 | 9,333 | 4,260 | 4,260 | 4,260 | |
| 525300 | Dues and Subscriptions | 459 | 1,463 | 1,363 | 1,558 | 1,558 | 1,558 | |
| 537230 | Retention Pond Retrofit | 166,185 | 4,500 | - | - | - | - | |
| Operations Totals | | \$ 182,475 | \$ 32,039 | \$ 34,468 | \$ 32,490 | \$ 32,862 | \$ 31,677 | 5.1% |
| Capital Outlay | | | | | | | | |
| 524386 | Street Resurfacing | \$ 371,360 | - | \$396,750 | \$ - | \$ - | \$ - | |
| 537410 | Vehicle | 13,381 | - | 44,175 | - | - | - | |
| 537600 | Construction | 13,564 | - | - | - | - | - | |
| Capital Totals | | \$ 398,305 | - | \$440,925 | \$ - | \$ - | \$ - | 0.0% |
| Overall Totals | | \$ 1,038,775 | \$ 520,656 | \$988,618 | \$596,673 | \$ 628,544 | \$ 624,908 | 100% |



INSPECTIONS DEPARTMENT

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



Mission

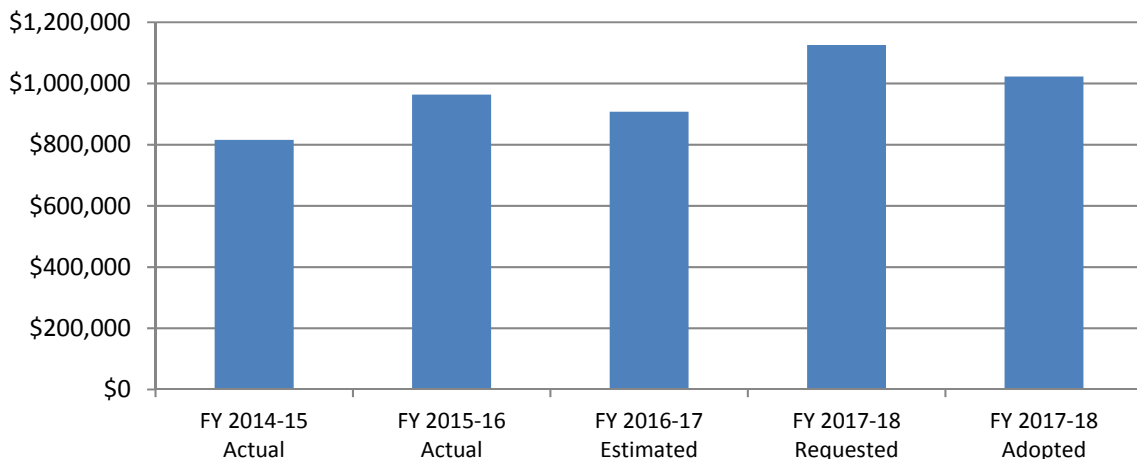
To make Garner the best place to live, work, and visit by providing for the health, safety, and welfare of residents through enforcement of Federal law, the North Carolina state building codes, and local ordinances.

Vision

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

Expenditure History

| Department | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimated | FY 2017-18 Requested | FY 2017-18 Adopted | % of General Fund |
|-------------|----------------------|----------------------|-------------------------|-------------------------|-----------------------|----------------------|
| Inspections | \$815,445 | \$963,256 | \$907,559 | \$1,125,444 | \$1,022,307 | 3.08% |
| Total | \$815,445 | \$963,256 | \$907,559 | \$1,125,444 | \$1,022,307 | 3.08% |



INSPECTIONS

Fiscal Year 2016-2017 Accomplishments

- Assisted Town of Garner 101 community education class
- Completed over 400 hours of continuing education
- 2 Inspectors received additional Standard Certifications
- Permit Specialist Elected treasurer NC Permitting Clerks Association
- Co-sponsored GWBCO – Continuing Education Conference for Electrical Contractors
- Inspectors Active in all State and National Trade Associations
- Implemented tablets in the field for inspectors
- Implemented “The Compliance Engine” for fire maintenance third party inspections
- Completed implementation of Fire House Software integration for Fire Inspections in partnership with GVFR
- Director was elected to a three year term for ICC Region VIII to represent NC

Goals

1. Provide timely inspections and excellent customer service (SD2.1, SD2., SD 2.3, SD4.1, QL2.1)
2. Educate contractors and home owners on current code changes as applicable(SD2.1,Sd4.2, SD 4.2, SD4.3, QL2.1)
3. Assist Engineering in managing and observing construction of Town Projects to minimize issues that would increase costs and construction delays.
4. Conduct plan review in a timely manner (SD2.1, SD2., SD 2.3, SD4.1, QL2.1)
5. Continue to update Town Website in order to provide information concerning changes made by the State Legislature and their impact on area contractors and owners. (SD2.1, SD2., SD 2.3, SD4.1, QL2.1)
6. Conduct Garner 101 seminar to inform and educate the public on the Inspections Department’s mission and operations.(SD2.1, SD2., SD 2.3, SD4.1, QL2.1)
7. Conduct continuing education programs with area contractors to provide updates and changes to code and compliance issues. (SD2.1, SD2., SD 2.3, SD4.1, QL2.1)

Objectives

1. Continue to comply with new and changing legislation affecting rental properties, inspections and inspections schedules
2. Revamp forms and applications for streamlining a new permit process.
3. Complete billing process and collections for Fire House maintenance inspections
4. Establish bi-weekly Inspections meetings on the status and progress of both Town and commercial projects.
5. Continue to improve on the plan review process and permitting process.
6. Complete Garner 101 presentations
7. Complete Seminar to Electrical Contractors in partnership with GWBCO.
8. Continue to work with IT to improve field inspection input and reports for performance measures.
9. Support roles in the Trade associations for inspectors
10. Complete all required training for continuing education.

Program Changes for FY 2017-18

Recommended the addition of one full-time Code Enforcement Officer III and one full-time Fire Inspector. Both of these positions have offsetting supplemental salary cost savings.

INSPECTIONS DEPARTMENT

Authorized Positions

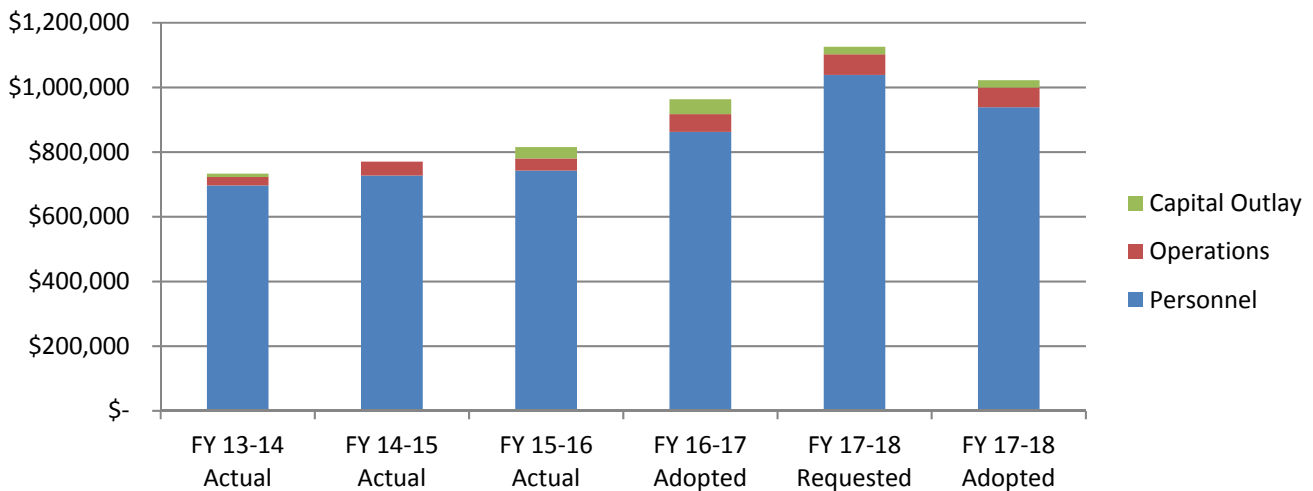
| Category | FY 2016-17 Adopted | Positions Requested | FY2017-18 Recommended |
|--------------------------------------|-----------------------|---------------------|--------------------------|
| Inspections Director | 1 | - | 1 |
| Chief Codes Enforcement Officer | 1 | - | 1 |
| Chief Fire Inspector | 1 | - | 1 |
| Chief Code Compliance Officer | 1 | - | 1 |
| Fire Inspector | 0 | 1 | 1 |
| Code Enforcement Officer III | 2 | 1 | 3 |
| Development & Permitting Specialists | 2.0 | - | 2 |
| Total | 8.0 | 2 | 10 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| # of Fire Maintenance Inspections | 300 | 500 | 600 |
| # of Nuisance Cases | 263 | 400 | 500 |
| % of Employees Obtaining Additional Training in Areas Outside of Job Duties | 5,700 | 6,500 | 7,000 |

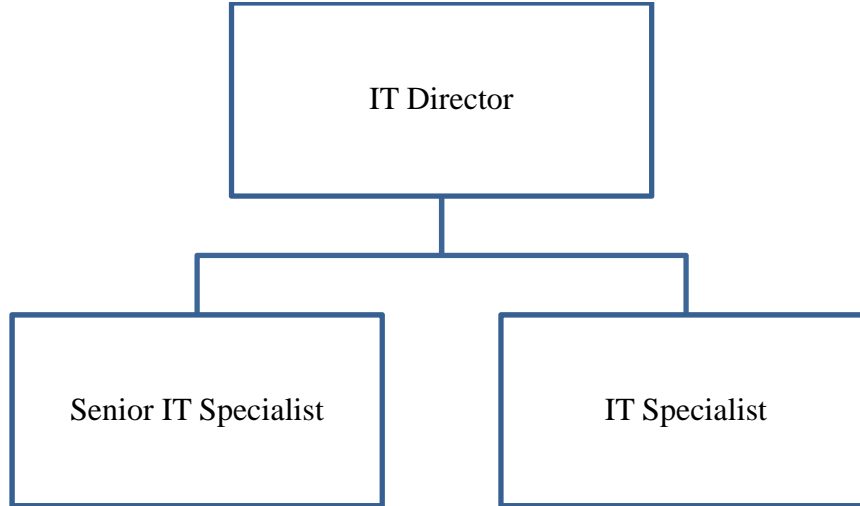
INSPECTIONS DEPARTMENT

| Object Code | Object Code | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 495,349 | \$ 489,077 | \$ 507,327 | \$ 537,835 | \$ 637,708 | \$ 601,350 | |
| 510210 | Salaries - Overtime | 2,278 | 967 | - | 2,310 | 2,310 | 2,310 | |
| 510220 | Salaries - Temporary | 25,027 | 64,310 | 62,104 | 105,613 | 113,836 | 71,518 | |
| 510236 | Longevity | 18,171 | 18,578 | 10,880 | 12,089 | 12,171 | 12,171 | |
| 510500 | FICA | 39,806 | 42,154 | 40,453 | 50,325 | 58,524 | 52,582 | |
| 510600 | Group Insurance | 51,558 | 51,442 | 62,594 | 87,653 | 132,199 | 121,218 | |
| 510700 | Retirement | 64,600 | 60,855 | 59,031 | 66,688 | 81,808 | 77,367 | |
| | Personnel Totals | \$ 696,789 | \$ 727,383 | \$ 742,389 | \$ 862,513 | \$ 1,038,556 | \$ 938,516 | 91.8% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 958 | - | \$ 1,045 | \$ 1,045 | \$ 1,045 | |
| 521150 | Telephone | \$ 3,153 | 3,828 | \$ 4,389 | 5,292 | 6,780 | 5,508 | |
| 521200 | Printing | 110 | 481 | 277 | 750 | 750 | 750 | |
| 521400 | Travel and Training | 3,314 | 8,299 | 10,446 | 18,676 | 22,095 | 21,595 | |
| 521600 | Equip. Maintenance | - | - | 18 | 100 | 100 | 100 | |
| 521700 | Auto Maintenance | 1,000 | 2,100 | 2,972 | 3,500 | 2,500 | 2,500 | |
| 522100 | Equipment Rental | - | 356 | 297 | 369 | 369 | 369 | |
| 523100 | Fuel | 5,052 | 3,973 | 2,549 | 4,500 | 6,325 | 5,500 | |
| 523300 | Departmental Supplies | 2,718 | 5,267 | 7,592 | 6,550 | 6,950 | 6,950 | |
| 523399 | Non-Capital Equipment | - | - | - | 2,057 | 2,500 | 2,500 | |
| 523600 | Uniforms | 260 | - | 521 | 2,650 | 3,650 | 3,150 | |
| 524300 | Contract Services | 9,768 | 16,770 | 6,848 | 6,739 | 6,809 | 6,809 | |
| 525300 | Dues and Subscriptions | 665 | 818 | 1,908 | 2,515 | 4,015 | 4,015 | |
| | Operations Totals | \$ 26,040 | \$ 42,850 | \$ 37,817 | \$ 54,743 | \$ 63,888 | \$ 60,791 | 5.9% |
| Capital Outlay | | | | | | | | |
| 523399 | Operating Capital | - | - | \$ 13,308 | - | - | - | |
| 537410 | Vehicle | \$ 10,295 | - | 21,931 | \$ 46,000 | \$ 23,000 | \$ 23,000 | |
| | Capital Totals | 10,295 | - | 35,239 | 46,000 | 23,000 | 23,000 | 2.2% |
| Overall Totals | | \$ 733,125 | \$ 770,231 | \$ 815,445 | \$ 963,256 | \$ 1,125,444 | \$ 1,022,307 | 100% |



INFORMATION TECHNOLOGY

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



Mission

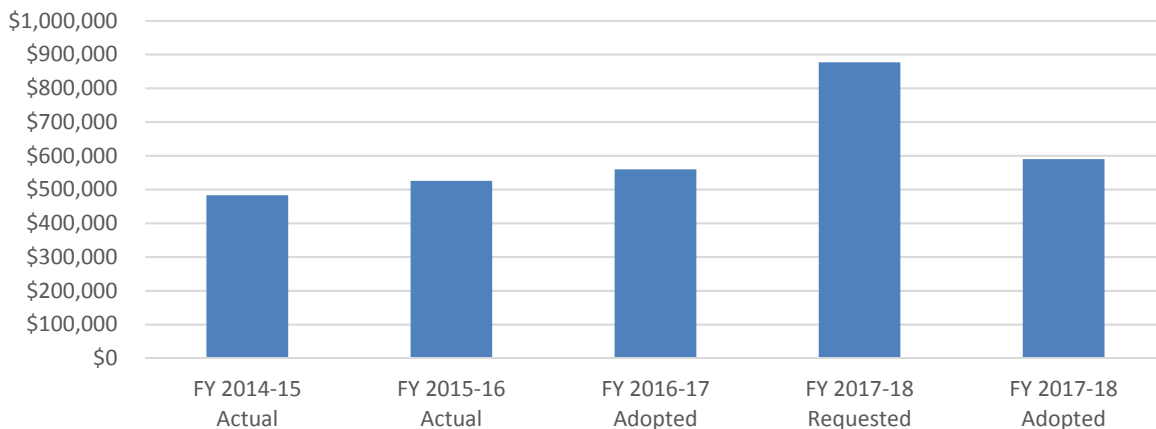
To support and promote the logical development of an integrated computer network while effectively providing access to shared resources and data.

Vision

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

Department Expenditures

| Division | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Requested | FY 2017-18 Adopted | % of General Fund |
|------------------------|----------------------|----------------------|-----------------------|-------------------------|-------------------------------|------------------------------|
| Information Technology | \$483,160 | \$525,412 | \$559,869 | \$877,005 | \$590,305 | 1.78% |
| Total | \$483,160 | \$525,412 | \$559,869 | \$877,005 | \$590,305 | 1.78% |



INFORMATION TECHNOLOGY

Fiscal Year 2016-2017 Accomplishments

- Upgraded the Town's virtual environment software.
- Deployed and configured two new network firewalls.
- Installed new inventory management solution.
- Upgraded all outdated Windows Servers.
- Deployed all new Windows Update Service.
- Developed the design and secured vendors for the Security, Access Control, Council Chamber AV, and Network systems for the new Town Hall facility
- Planned Office 365 and hosted exchange migration (in progress).
- Planned phone system upgrade (in progress).
- Deployed new tablets for Council Members (in progress).

Goals

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

Objectives for FY 2017-18 Budget

1. Upgrade internet circuit bandwidth to meet business and public needs.
2. Assess current network and locate problem areas.
3. Replace end of life physical desktops, network switches and routers.
4. Deploy and test building to building wireless connectivity for business use.
5. Deploy new virtual host server to handle additional desktop requests.
6. Update additional software, network equipment, scanning software, and computers when necessary.

Authorized Personnel

| Category | FY 2017 Adopted | Positions Requested | FY2018 Adopted |
|---------------------------------|--------------------|---------------------|-------------------|
| Information Technology Director | 1 | - | 1 |
| Senior IT Specialist | 1 | - | 1 |
| IT Specialist | 1 | - | 1 |
| Total | 3 | - | 3 |

Performance Measures

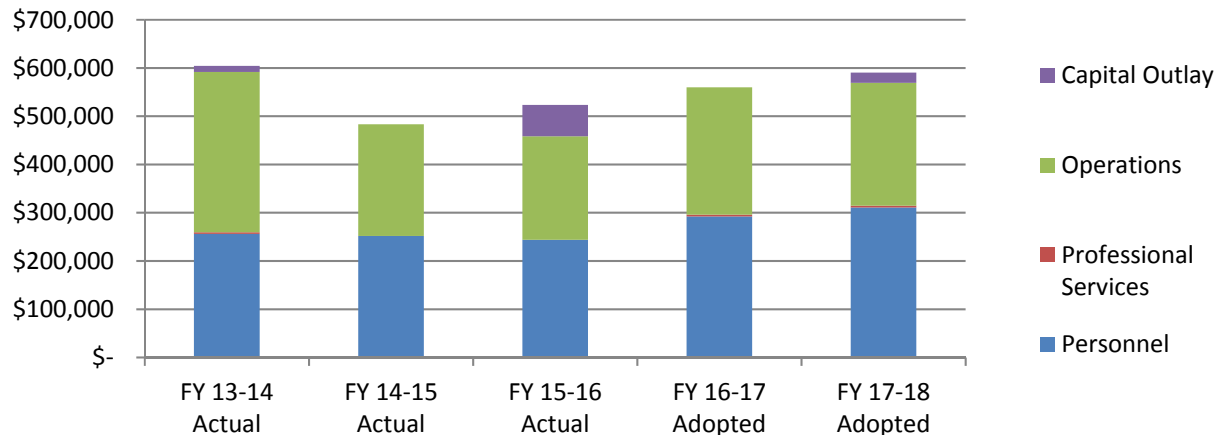
| Measure | Actual FY 2015-16 | Estimated FY 2016-17 | Target FY 2017-18 |
|---|----------------------|-------------------------|----------------------|
| Project/Ticket Completion Avg. In Days | 15.50 | 11.50 | 10.00 |
| IT Helpdesk Ticket Timeframe Grade | 5 out of 5 | 5 out of 5 | 5 out of 5 |
| IT Helpdesk Ticket Overall Satisfaction Grade | 5 out of 5 | 5 out of 5 | 5 out of 5 |
| # of Major Projects that Met Target Date | 4 out of 5 | 5 out of 5 | 2 out of 2 |

Workload Indicators

| Indicators | Actual FY 2015-16 | Estimated FY 2016-17 | Projected FY 2017-18 |
|---------------------------------|----------------------|-------------------------|-------------------------|
| # of Helpdesk Tickets Completed | 331 | 342 | 350 |
| # of Major Projects Completed | 4 | 5 | 2 |
| # of Equipment Upgrades | 30 | 12 | 9 |
| # of Software Upgrades | 146 | 146 | 146 |

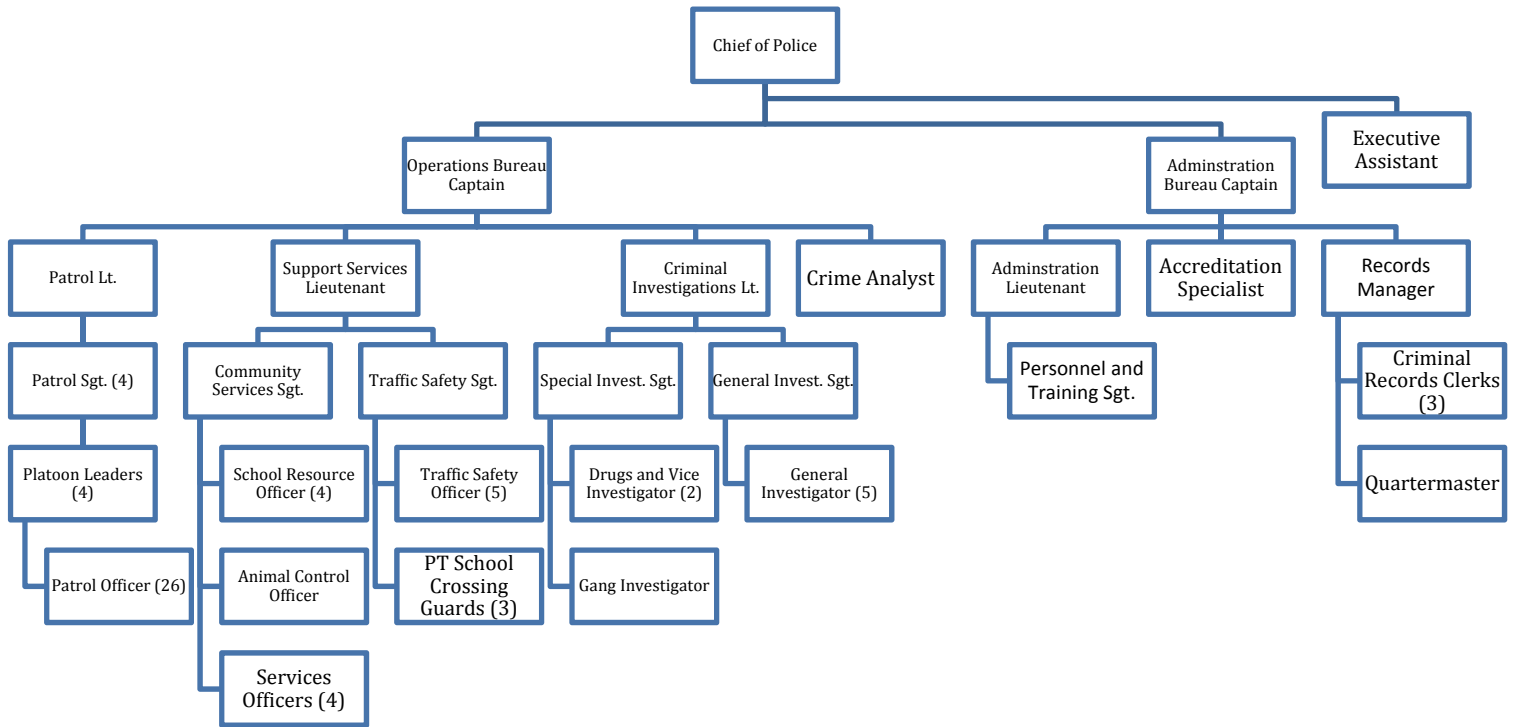
INFORMATION TECHNOLOGY

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|------------------------------|------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|---------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$197,946 | \$193,756 | \$187,827 | \$218,160 | \$ 226,802 | \$ 226,802 | |
| 510500 | Longevity | - | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| 510500 | FICA | 14,900 | 14,953 | 13,974 | 16,842 | 17,503 | 17,503 | 17,503 |
| 510600 | Group Insurance | 18,626 | 17,687 | 18,423 | 28,328 | 36,531 | 36,531 | 35,801 |
| 510700 | Retirement | 24,609 | 23,408 | 21,653 | 26,906 | 28,695 | 28,695 | 28,695 |
| | Personnel Totals | \$256,081 | \$251,804 | \$243,877 | \$292,236 | \$ 311,531 | \$ 311,531 | 52.7% |
| Professional Services | | | | | | | | |
| 521000 | Professional Services | \$ 3,325 | - | - | \$ 3,500 | \$ 3,500 | \$ 3,500 | 0.6% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 4 | - | \$ 26 | \$ 26 | \$ 26 | 26 |
| 521150 | Telephone | \$ 99,690 | 82,568 | \$ 86,385 | 91,908 | 91,908 | 91,908 | 91,908 |
| 521400 | Travel and Training | 1,478 | 6,695 | 3,073 | 4,960 | 4,368 | 4,368 | 4,368 |
| 521700 | Auto Maint. & Repair | - | 250 | 377 | 250 | 250 | 250 | 250 |
| 522100 | Equipment Rental | - | - | - | 121 | 121 | 121 | 121 |
| 523100 | Fuel | 455 | 139 | 79 | 160 | 173 | 173 | 150 |
| 523300 | Departmental Supplies | 18,994 | 38,116 | 7,862 | 12,100 | 10,700 | 10,700 | 10,700 |
| 523399 | Non Capital Equipment | 106,383 | 17,649 | 24,410 | 39,130 | 180,792 | 180,792 | 50,733 |
| 524300 | Contract Services | 104,994 | 85,777 | 90,779 | 115,253 | 103,336 | 103,336 | 96,136 |
| 525300 | Dues and Subscriptions | 184 | 158 | 1,459 | 225 | 500 | 500 | 500 |
| | Operations Totals | \$332,178 | \$231,356 | \$214,424 | \$264,133 | \$ 392,174 | \$ 392,174 | 43.2% |
| Capital Outlay | | | | | | | | |
| 537410 | Vehicle | - | - | - | - | 19,800 | 19,800 | 21,112 |
| 537400 | Equipment | 12,741 | - | 65,112 | - | 150,000 | 150,000 | - |
| | Capital Totals | \$ 12,741 | \$ - | \$ 65,112 | \$ - | \$ 169,800 | \$ 169,800 | 3.6% |
| Overall Totals | | \$604,325 | \$483,160 | \$523,413 | \$559,869 | \$ 877,005 | \$ 877,005 | 100% |



POLICE DEPARTMENT

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



Mission

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

Our Values include:

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

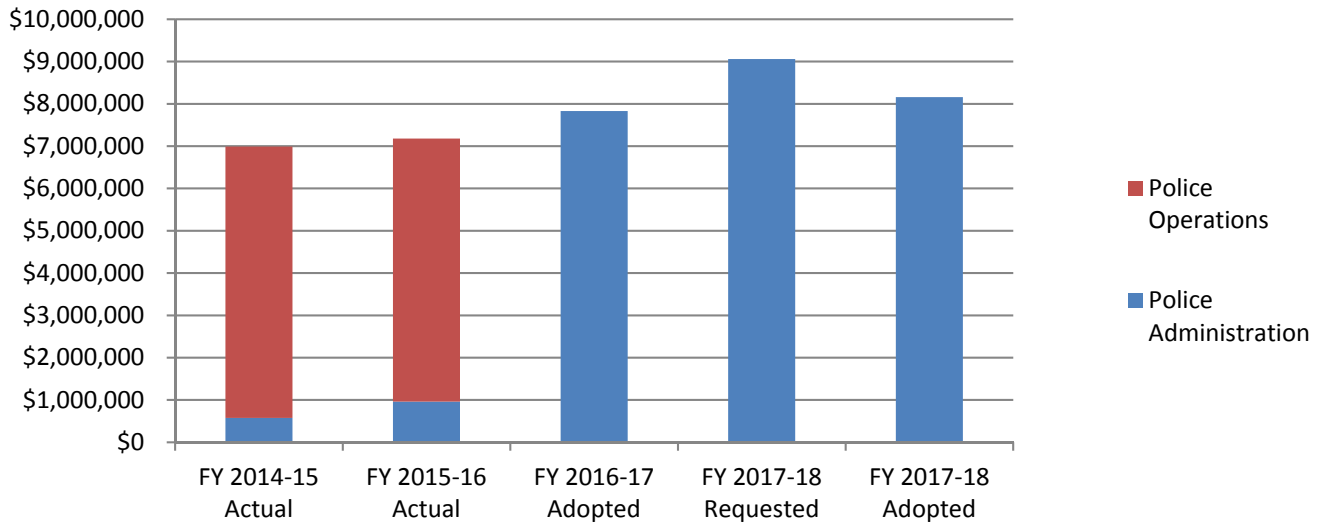
POLICE DEPARTMENT

Fiscal Year 2016-2017 Accomplishments

- Conducted a series of community meetings to listen to community expectation, concerns, and ideas for the future. This included a panel discussion on police community relations.
- Updated the Department’s strategic plan, basing goal, objectives, and initiatives on the overall TOG strategic plan.
- Implemented a response to the President’s Task Force on 21st Century Policing. This including a thorough review of policies and procedures that make up the six (6) pillars.

Police Expenditure by Division

| Division | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Requested | FY 2017-18 Adopted | % of General Fund |
|-----------------------|----------------------|----------------------|-----------------------|-------------------------|-------------------------------|------------------------------|
| Police Administration | \$572,291 | \$961,243 | \$7,826,959 | \$9,057,416 | \$8,158,638 | 24.57% |
| Police Operations | \$6,416,691 | \$6,214,734 | - | - | - | - |
| Total | \$6,988,982 | \$7,175,977 | \$7,826,959 | \$9,057,416 | \$8,158,638 | 24.57% |



Goals

1. The Garner Police Department is committed to providing efficient, quality, and timely service to the citizens of Garner.
2. As a professional organization, we will build trust and legitimacy with the community through purposeful interaction and accountability.
3. Maintain focus on officer safety, training, and overall employee wellness.
4. The Garner Police Department will continue to enhance the quality of life for our residents through community policing and crime reduction strategies.

Objectives for Fiscal Year 2017-2018

1. Utilize an “E” and “F” platoon to provide for peak demand staffing hours for calls for service to reduce the ratio of officers to supervisors to accepted levels.
2. Partner with other town departments, such as code enforcement, inspections, and neighborhood planning, to use all available resources to lower crime and improve community safety.
3. Support officers through training sessions as we lower the physical fitness requirement (POPAT) minimum time based on the Fitness Committee’s recommendations from 2014.
4. Enhance citizen access to police/government information and mechanisms for performance feedback through surveys, online feedback mechanisms, and public/community meetings.

POLICE DEPARTMENT

Program Changes for FY 2017-18

The FY 2017-18 budget includes funding for a new supplemental Police IT position. This position will aid both the Police Department and the Information Technology Department. The FY 2017-18 budget also includes funding for an expansion of the Department's body camera program. This body camera expansion is partially offset by a federal grant.

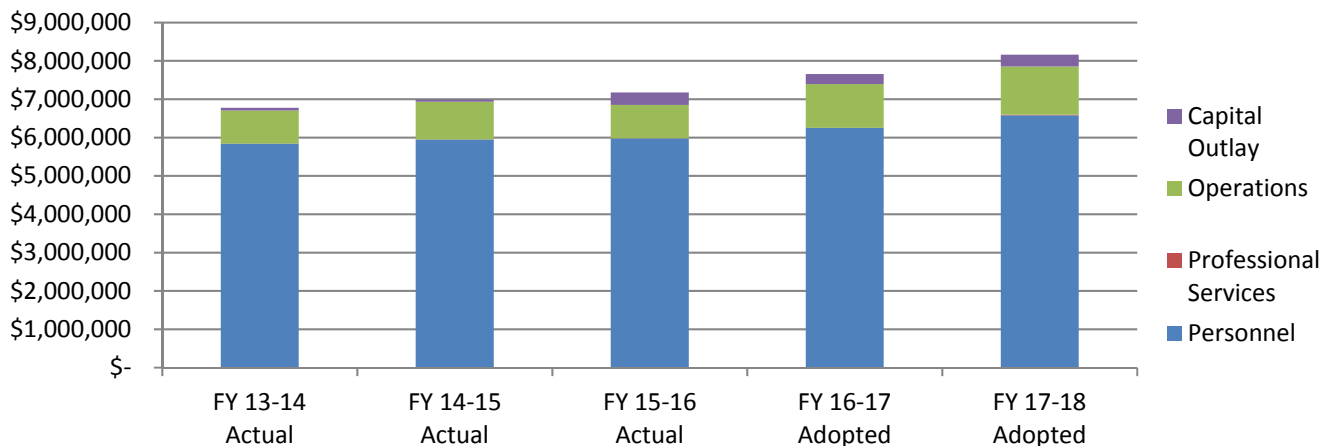
Authorized Positions

| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|---------------------------------------|-----------------------|---------------------|-----------------------|
| Chief of Police | 1 | - | 1 |
| Police Captain | 2 | - | 2 |
| Police Lieutenant | 4 | - | 4 |
| Police Sergeant | 9 | 2 | 9 |
| Accreditation Specialist | 0.5 | - | 0.5 |
| Sr. Administrative Support Specialist | 1 | - | 1 |
| Investigator | 8 | - | 8 |
| Police Officer | 32 | 1 | 32 |
| Traffic Safety Officer | 5 | - | 5 |
| School Resource Officer | 4 | - | 4 |
| Animal Control Officer | 1 | - | 1 |
| Records Manager | 1 | - | 1 |
| Criminal Records Clerk | 3 | - | 3 |
| Quartermaster | 1 | - | 1 |
| Crime Analyst | 1 | - | 1 |
| Total | 73.5 | 3.0 | 73.5 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| Avg. Response Time for Priority 0, 1, and 2 Calls for Service | 6.29 Minutes | 6.7 Minutes | 6 Minutes |
| Incident Type - Medical | 55% | 70% | 75% |
| Location of Incident - Garner | 380% | 34% | 40% |
| Location of Incident - Wake County | 100% | 96% | 100% |

Five Year Expenditure Chart

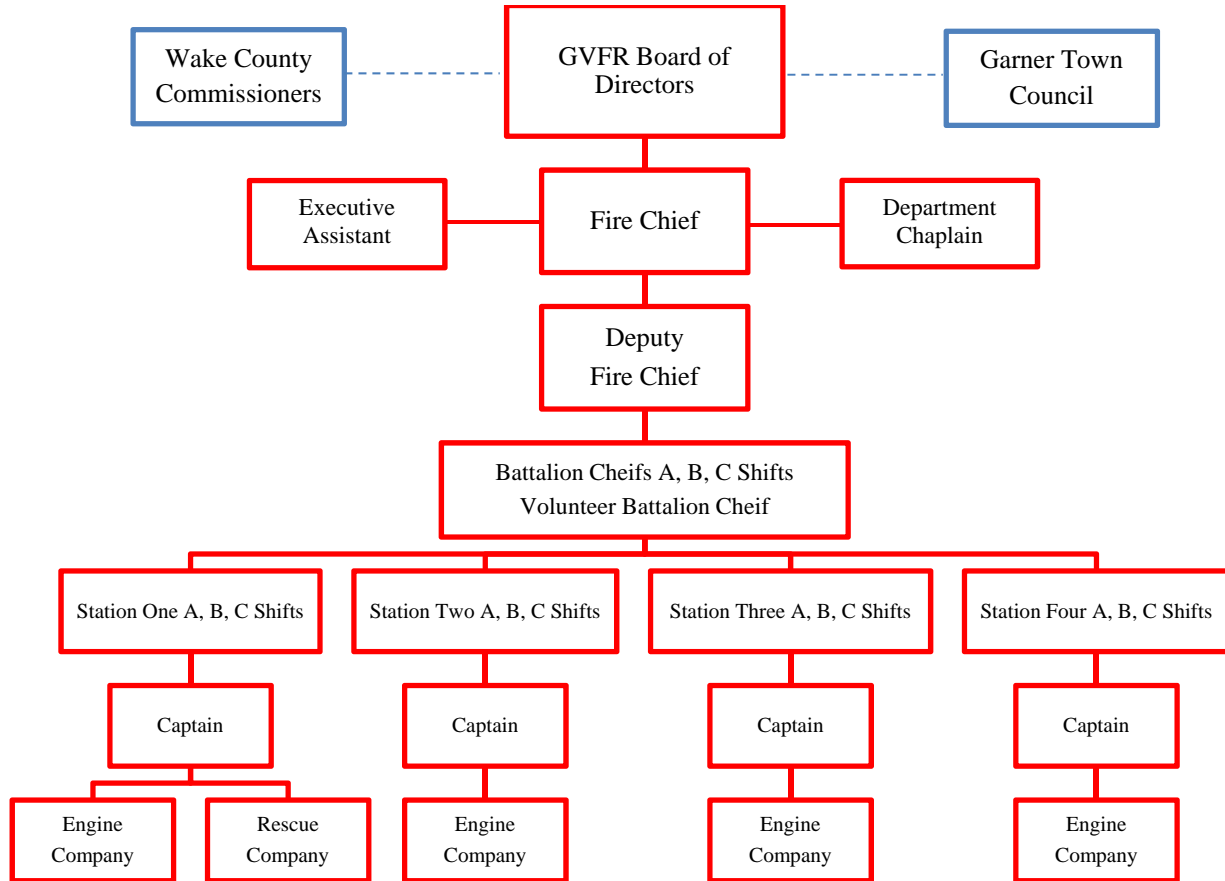


POLICE DEPARTMENT

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|------------------------------|---------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$4,161,813 | \$4,231,080 | \$4,238,811 | \$4,251,571 | \$4,605,806 | \$ 4,364,481 | |
| 510210 | Salaries - Overtime | 48,531 | 38,649 | 64,802 | 47,000 | 47,000 | 47,000 | |
| 510220 | Salaries - Temporary | 33,243 | 26,557 | 20,589 | 51,600 | 70,800 | 70,800 | |
| 510235 | Outside Employment | 160,891 | 178,381 | 181,641 | 195,000 | 208,000 | 208,000 | |
| 510236 | Longevity | 109,326 | 107,582 | 104,328 | 98,290 | 95,149 | 102,441 | |
| 510500 | FICA | 329,481 | 335,261 | 328,001 | 355,009 | 382,867 | 365,779 | |
| 510600 | Group Insurance | 468,496 | 492,282 | 519,542 | 689,538 | 890,302 | 831,017 | |
| 510700 | Retirement | 528,500 | 539,501 | 519,078 | 564,269 | 624,713 | 590,963 | |
| | Personnel Totals | \$5,840,280 | \$5,949,293 | \$5,976,792 | \$6,252,277 | \$6,924,637 | \$ 6,580,481 | 81.7% |
| Professional Services | | | | | | | | |
| 521000 | Professional Services | \$ 419 | \$ 1,045 | \$ 1,689 | \$ 1,400 | \$ 14,900 | \$ 13,400 | 0.02% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 810 | \$ 442 | \$ 600 | \$ 600 | \$ 600 | |
| 521150 | Telephone | 15,171 | 14,890 | 15,473 | 16,008 | 17,688 | 16,008 | |
| 521200 | Printing | \$ 173 | \$ 1,260 | 3,307 | \$ 3,000 | \$ 3,000 | \$ 3,000 | |
| 521400 | Travel and Training | 58,373 | 64,523 | 51,545 | 55,398 | 70,667 | 61,867 | |
| 521410 | Special Events | 4,940 | 5,083 | 7,072 | 6,850 | 6,850 | 6,850 | |
| 521430 | Parking Fees | 135 | 109 | 479 | 350 | 350 | 350 | |
| 521600 | Equip. Maint. & Repair | 9,676 | 4,614 | 6,905 | 5,547 | 5,865 | 5,865 | |
| 521700 | Auto Maint. & Repair | 85,139 | 71,921 | 85,598 | 66,000 | 66,000 | 56,000 | |
| 522100 | Equipment Rental | 154 | 20,281 | 21,551 | 22,402 | 22,402 | 22,402 | |
| 523100 | Fuel | 192,625 | 151,771 | 97,502 | 126,000 | 172,500 | 140,000 | |
| 523300 | Departmental Supplies | 70,178 | 90,197 | 71,863 | 48,194 | 58,349 | 52,329 | |
| 523325 | Depart. Supplies Software | - | 8,024 | - | - | - | - | |
| 523399 | Equipment - Non-Capital | 23,678 | 66,842 | 40,352 | 331,324 | 578,411 | 363,513 | |
| 523550 | Vet Supplies & Food | 6,216 | 9,639 | 7,962 | 8,000 | 8,000 | 8,000 | |
| 523560 | Drug & Info. Purchases | 4,000 | 4,000 | - | 1,000 | 1,000 | 1,000 | |
| 523600 | Uniforms | 36,027 | 72,140 | 65,584 | 49,250 | 80,793 | 51,150 | |
| 524300 | Contract Services | 350,407 | 390,643 | 379,422 | 384,911 | 488,969 | 454,985 | |
| 525640 | Phys/Poly/Psych Exams | 1,885 | 5,846 | 14,113 | 8,650 | 12,850 | 8,650 | |
| 525700 | Misc. | - | - | 590 | - | - | - | |
| 525300 | Dues and Subscriptions | 2,723 | 2,568 | 3,115 | 3,500 | 3,500 | 3,500 | |
| | Operations Totals | \$ 861,499 | \$ 985,161 | \$ 872,875 | \$1,136,984 | \$1,597,794 | \$ 1,256,069 | 14.9% |
| Capital Outlay | | | | | | | | |
| 537400 | Equipment | \$ 34,699 | \$ - | \$ 28,749 | \$ - | \$ - | \$ - | |
| 537410 | Vehicle | 39,201 | \$ 53,483 | 295,874 | 263,000 | 520,085 | 308,688 | |
| | Capital Totals | \$ 73,900 | \$ 53,483 | \$ 324,623 | \$ 263,000 | \$ 520,085 | \$ 308,688 | 3.44% |
| Overall Totals | | \$6,776,099 | \$6,988,982 | \$7,175,979 | \$7,653,661 | \$9,057,416 | \$ 8,158,638 | 100% |

FIRE SERVICES

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



Mission

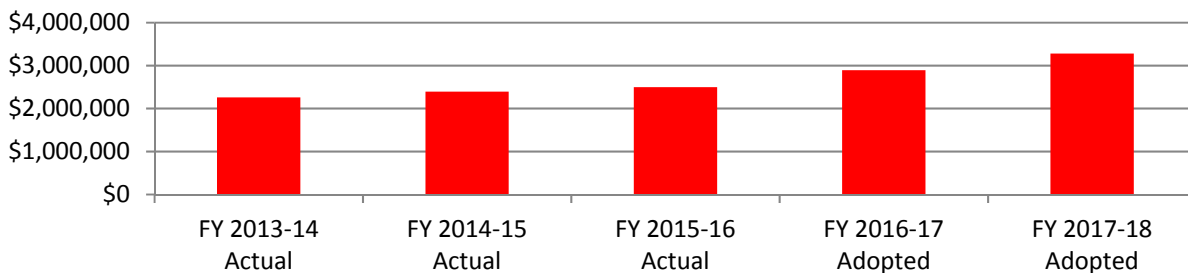
Dedicated to protecting life and property of the community by building our future on a foundation of our past.

Vision

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

Fire Services Expenditure by Year

| Department | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Adopted | % of General Fund |
|---------------|----------------------|----------------------|----------------------|-----------------------|-------------------------------|----------------------|
| Fire Services | \$2,258,047 | \$2,391,113 | \$2,497,027 | \$2,890,046 | \$3,279,369 | 9.88% |
| Total | \$2,258,047 | \$2,391,113 | \$2,497,027 | \$2,890,046 | \$3,279,369 | 9.88% |



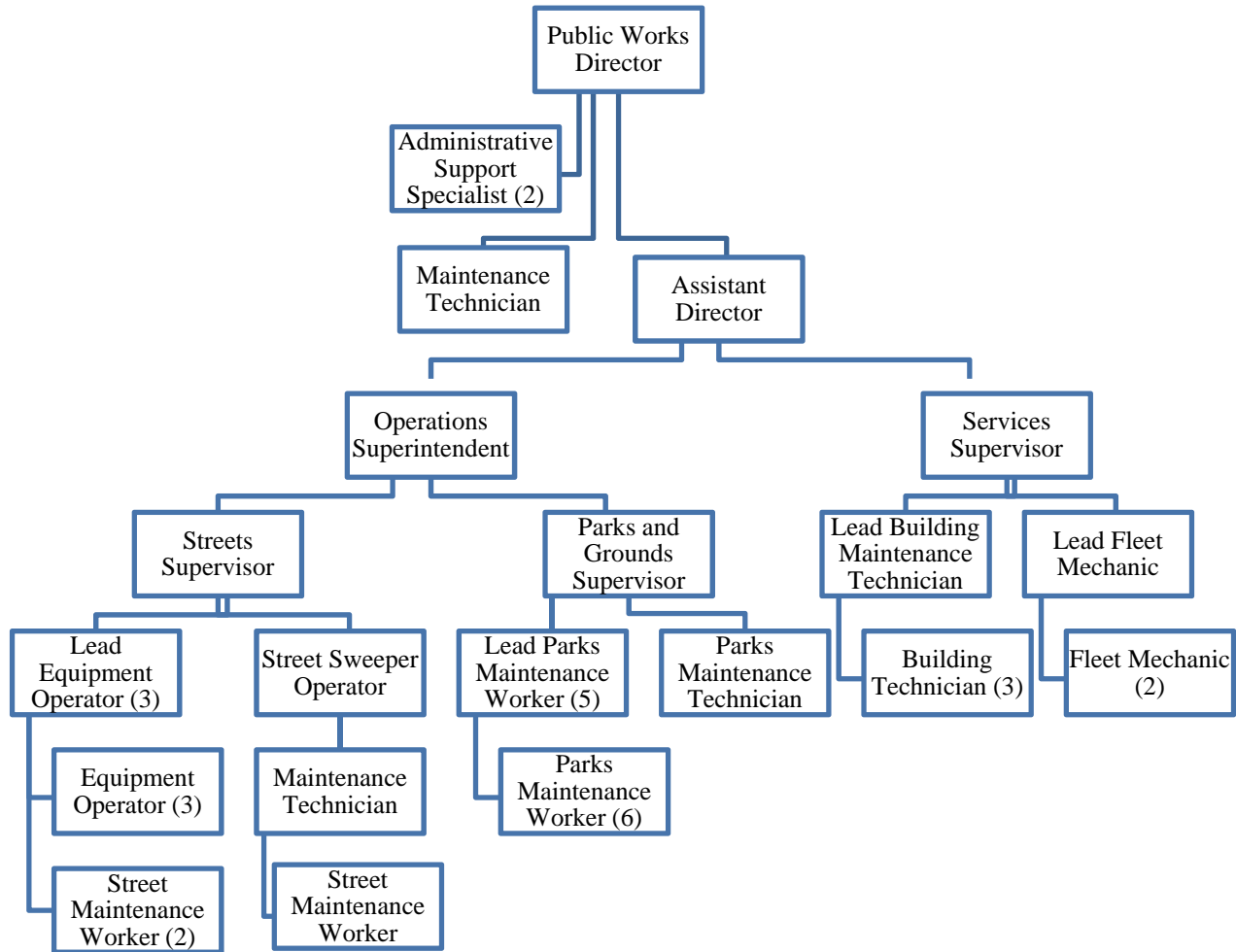
FIRE SERVICES

Operations History

| Object Code | Obj Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 16-17 Requested Budget | FY 17-18 Adopted Budget | % of GVFR Budget |
|-----------------------|-----------------------|--------------------|--------------------|--------------------|---------------------|---------------------------------|-------------------------------|---------------------|
| 523399 | Non Capital Equipment | \$ 10,117 | - | \$ 8,561 | - | - | \$ 137,196 | 4.2% |
| 523600 | Uniforms | 39,329 | \$ 20,297 | - | - | - | 16,838 | 0.5% |
| 524300 | Contract Services | 77,027 | 77,724 | 76,833 | \$ 46,267 | \$ 67,824 | 92,100 | 2.8% |
| 537410 | Vehicle | 21,877 | - | 20,139 | 58,908 | 71,105 | 20,329 | 0.6% |
| 524343 | Contract - GVFR, Inc | 2,109,697 | 2,293,092 | 2,391,494 | 2,784,871 | 2,365,599 | 3,012,906 | 91.9% |
| Overall Totals | | \$ 2,258,047 | \$ 2,391,113 | \$ 2,497,027 | \$ 2,890,046 | \$ 2,504,528 | \$ 3,279,369 | 100% |

PUBLIC WORKS DEPARTMENT

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



Mission

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

Vision

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

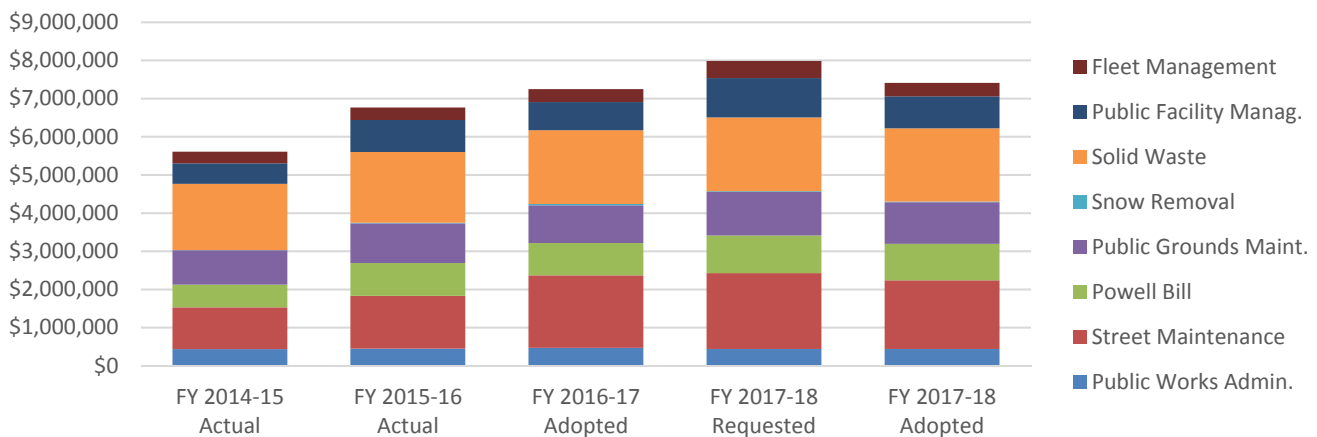
PUBLIC WORKS DEPARTMENT

Fiscal Year 2016-2017 Public Works Department Accomplishments

- New irrigation system was installed at Thompson Road Park using in house resources.
- Utilized in-house forces to maintain athletic field lighting and HVAC systems as feasible.
- 95% of all scheduled sport field events were played on schedule by utilizing proper maintenance techniques.
- Updated Parks and Grounds Operations and Maintenance Manual.
- Pruned vegetation at every Town building including all ornamental trees and shrubs.
- Completed trash collections on schedule with a low complaint per customer rate.
- Completed both spring and fall “unprepared” cleanups on schedule.
- Completed 99 code enforcement requests.
- Snow removal equipment was updated and supplies of materials were adequate for effective response.
- Completed construction on Town’s second dog park at Lake Benson Park.
- Lead Facilities Technician was state certified for in-house backflow inspections.
- Performed playground audit at all park locations.
- Performed in-house maintenance on athletic field lighting.
- Installed energy efficient light controls in 3 locations.
- Replaced 2 HVAC units (2 at ASRC Avery Street Recreation Center)
- Lead Building Maintenance Technician inspected 33 Town backflows.
- Performed in-house HVAC maintenance on over 300 tons of units.
- Supplied water and power to the LBP Dog Park.
- Upgraded the Public Works Fleet Garage lighting.
- Painted the interior of the Public Works Fleet Garage.
- Surplused 25 vehicles and pieces of equipment generating \$69,715.67 in revenue.
- Supported Town budget process with detailed reports and information.
- Tyson Langdon, Services Superintendent, served as a member on the Executive Board of the Fleet Division of the American Public Works Association- N.C. Chapter.
- Continued building data base for Fleet Services for the town.

Expenditure by Division

| Division | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Requested | FY 2017-18 Adopted | % of General Fund |
|------------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------|----------------------|
| Public Works Admin. | \$435,080 | \$445,936 | \$467,968 | \$437,994 | \$438,300 | 1.32% |
| Street Maintenance | \$1,095,619 | \$1,386,175 | \$1,897,854 | \$1,987,445 | \$1,799,232 | 5.42% |
| Powell Bill | \$594,633 | \$859,786 | \$846,519 | \$986,271 | \$956,612 | 2.88% |
| Public Grounds Maint. | \$902,142 | \$1,038,491 | \$989,537 | \$1,139,260 | \$1,088,499 | 3.28% |
| Snow Removal | \$2,835 | \$16,302 | \$35,850 | \$22,018 | \$16,018 | 0.05% |
| Solid Waste | \$1,736,723 | \$1,853,286 | \$1,930,692 | \$1,933,084 | \$1,922,038 | 5.79% |
| Public Facility Manag. | \$536,242 | \$836,033 | \$737,225 | \$1,028,463 | \$837,225 | 2.52% |
| Fleet Management | \$305,880 | \$328,502 | \$342,714 | \$448,534 | \$354,165 | 1.07% |
| Total | \$5,609,154 | \$6,764,511 | \$7,248,359 | \$7,983,069 | \$7,412,089 | 22.32% |



PUBLIC WORKS ADMINISTRATION

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

Goals

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

Objectives

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

Program Changes for FY 2017-18

None.

Authorized Positions

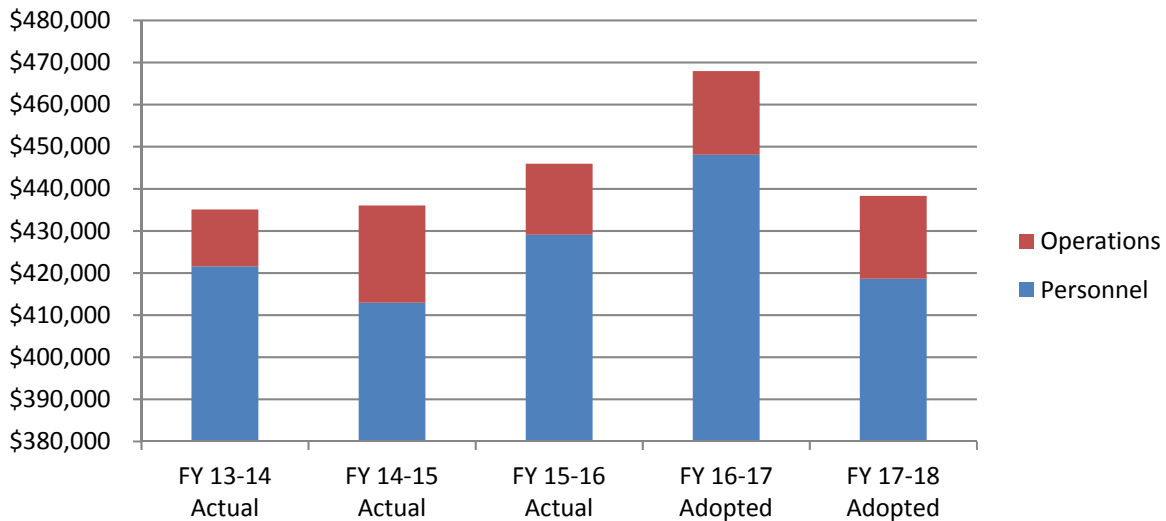
| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|-----------------------------------|-----------------------|---------------------|-----------------------|
| Public Works Director | 1 | - | 1 |
| Assistant Public Works Director | 1 | - | 1 |
| Director Maintenance Tech | 1 | - | 1 |
| Administrative Support Specialist | 2 | - | 2 |
| Total | 5 | - | 5 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| % of Work Orders Initiated by Other Town Staff | 21% | 18% | 28% |
| % of Work Orders Initiated by PW Staff | 38% | 35% | 40% |

PUBLIC WORKS ADMINISTRATION

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 312,932 | \$ 305,839 | \$ 319,086 | \$ 321,523 | \$ 298,732 | \$ 298,112 | |
| 510210 | Salaries - Overtime | 198 | 1,223 | 925 | 1,300 | 1,300 | 1,300 | |
| 510236 | Longevity | 12,043 | 10,242 | 10,390 | 11,344 | 2,800 | 4,671 | |
| 510500 | FICA | 24,324 | 23,881 | 23,928 | 25,579 | 23,167 | 23,262 | |
| 510600 | Group Insurance | 31,446 | 33,748 | 37,141 | 47,494 | 54,347 | 53,186 | |
| 510700 | Retirement | 40,632 | 37,980 | 37,596 | 40,853 | 37,957 | 38,114 | |
| | Personnel Totals | \$ 421,576 | \$ 412,913 | \$ 429,066 | \$ 448,093 | \$ 418,303 | \$ 418,645 | 95.5% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 35 | \$ (5) | \$ 35 | \$ 35 | \$ 35 | |
| 521150 | Telephone | \$ 1,384 | 1,322 | 1,261 | 1,272 | 1,272 | 1,272 | |
| 521400 | Travel and Training | 6,966 | 6,616 | 6,856 | 7,620 | 7,560 | 7,560 | |
| 521700 | Auto Maint. & Repair | 164 | 150 | 685 | 150 | 150 | 150 | |
| 522100 | Equipment Rental | - | 6,016 | 5,348 | 5,448 | 5,448 | 5,448 | |
| 523100 | Fuel | 510 | 433 | 81 | 400 | 276 | 240 | |
| 523300 | Departmental Supplies | 1,965 | 2,091 | 939 | 2,000 | 2,000 | 2,000 | |
| 523600 | Uniforms | 311 | 585 | 440 | 615 | 615 | 615 | |
| 524300 | Contract Services | 1,198 | 4,804 | - | 912 | 912 | 912 | |
| 525300 | Dues and Subscriptions | 1,007 | 1,078 | 1,265 | 1,423 | 1,423 | 1,423 | |
| | Operations Totals | \$ 13,505 | \$ 23,130 | \$ 16,870 | \$ 19,875 | \$ 19,691 | \$ 19,655 | 4.5% |
| Overall Totals | | \$ 435,080 | \$ 436,043 | \$ 445,936 | \$ 467,968 | \$ 437,994 | \$ 438,300 | 100% |



STREET MAINTENANCE

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

Goals

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

Objectives

1. Create a routine maintenance schedule for all retention ponds.
2. Structure a maintenance plan to categorize priorities for non-Powell Bill related tasks.

Program Changes for FY 2017-18

None.

Authorized Positions

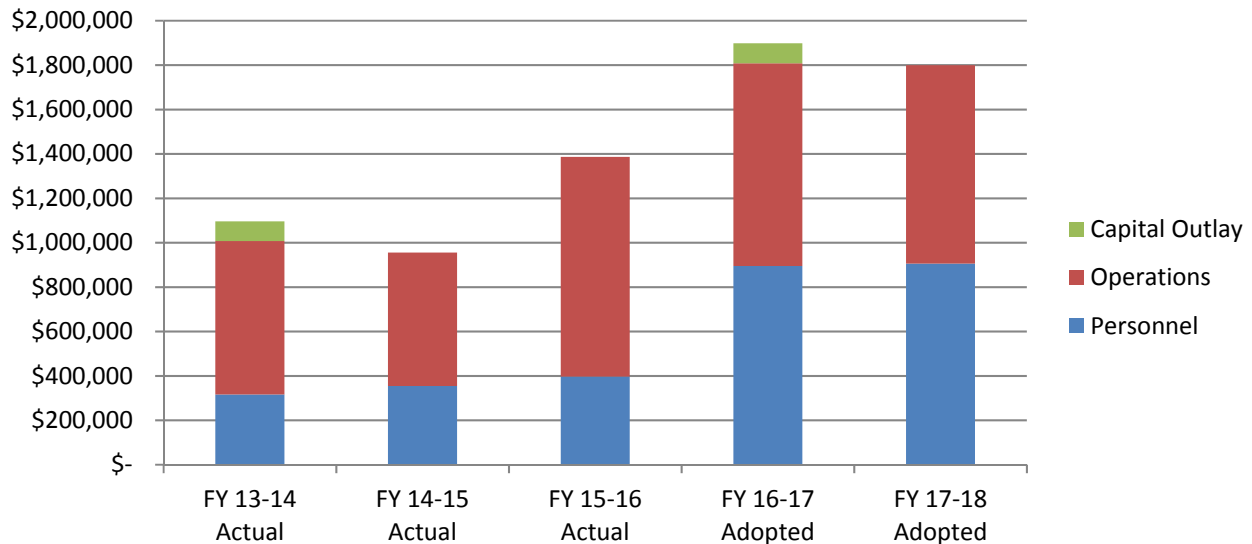
| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|---------------------------|-----------------------|---------------------|-----------------------|
| Streets Supervisor | 1 | - | 1 |
| Lead Equipment Operator | 3 | - | 3 |
| Equipment Operator | 5 | - | 5 |
| Right-Of-Way Supervisor | 0 | <i>1</i> | 0 |
| Right-Of-Way Workers | 0 | 2 | 0 |
| Street Sweeper Operator | 1 | - | 1 |
| Street Maintenance Worker | 3 | - | 1 |
| Maintenance Technician | 1 | - | 3 |
| Total | 14 | 3 | 14 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| % Recommended Retention Pond Maintenance Performed During Inspection Cycle | 75% | 85% | 90% |
| % of Utility Cuts Repaired Within Ten Working Days | 90% | 95% | 95% |
| Code Enforcements Completed Within Five Working Days | 90% | 95% | 95% |

STREET MAINTENANCE

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 214,443 | \$ 231,531 | \$ 271,818 | \$ 579,451 | \$ 669,044 | \$ 590,426 | |
| 510210 | Salaries - Overtime | 3,561 | 3,174 | 8,104 | 6,490 | 6,490 | 6,490 | |
| 510220 | Salaries - Temporary | 22,240 | 30,237 | 12,116 | 49,536 | 49,536 | 35,000 | |
| 510230 | Salaries Temp. Overtime | 244 | 126 | 282 | 900 | 900 | 900 | |
| 510236 | Longevity | 3,009 | 3,106 | 4,408 | 13,616 | 12,871 | 13,871 | |
| 510500 | FICA | 18,357 | 20,233 | 21,594 | 49,666 | 56,522 | 49,465 | |
| 510600 | Group Insurance | 28,844 | 37,515 | 46,097 | 121,854 | 162,501 | 133,260 | |
| 510700 | Retirement | 25,717 | 28,457 | 32,680 | 73,165 | 86,333 | 76,548 | |
| | Personnel Totals | \$ 316,415 | \$ 354,379 | \$ 397,099 | \$ 894,678 | \$1,044,197 | \$ 905,960 | 50.4% |
| Operations | | | | | | | | |
| 521150 | Telephone | \$ 612 | \$ 634 | \$ 615 | \$ 1,272 | \$ 1,908 | \$ 1,272 | |
| 521300 | Utilities | 642,739 | 548,888 | 569,308 | 615,801 | 603,231 | 594,231 | |
| 521400 | Travel and Training | 3,008 | 4,355 | 3,840 | 4,457 | 6,337 | 4,727 | |
| 521700 | Auto Maint. & Repair | - | - | - | - | 400 | - | |
| 523100 | Fuel | - | - | - | - | 1,150 | - | |
| 523300 | Depart. Supplies | 25,434 | 18,543 | 16,739 | 26,415 | 27,151 | 26,651 | |
| 523302 | Utility Patch Supplies | 6,517 | 7,457 | 9,843 | 20,000 | 20,000 | 20,000 | |
| 523399 | Non-Capital | - | - | - | - | 2,320 | - | |
| 523600 | Uniforms | 4,187 | 4,402 | 3,744 | 11,015 | 14,335 | 12,175 | |
| 524300 | Contract Services | 8,060 | 17,020 | 384,473 | 233,916 | 233,916 | 233,916 | |
| 525300 | Dues and Subscrip. | 75 | - | 515 | 300 | 500 | 300 | |
| | Operations Totals | \$ 690,631 | \$ 601,299 | \$ 989,077 | \$ 913,176 | \$ 911,248 | \$ 893,272 | 49.6% |
| Capital Outlay | | | | | | | | |
| 537400 | Equipment | - | - | - | \$ 55,000 | - | - | |
| 537410 | Vehicle | - | - | - | 35,000 | \$ 32,000 | - | |
| 537220 | Sidewalk Const. | \$ 4,271 | - | - | - | - | - | |
| 537600 | Construction | 84,302 | - | - | - | - | - | |
| | Capital Totals | \$ 88,573 | \$ - | \$ - | \$ 90,000 | \$ 32,000 | \$ - | - |
| Overall Totals | | \$1,095,619 | \$ 955,678 | \$1,386,176 | \$1,897,854 | \$1,987,445 | \$ 1,799,232 | 100% |



POWELL BILL

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

Goals

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

Objectives

1. Continue Pavement Maintenance Program as resources allow.
2. Focus on increased in-house asphalt patching.
3. Utilize Pavement Management Survey to coordinate maintenance activities.
4. Introduce a maintenance program for future sidewalk and curb replacement.

Program Changes for FY 2017-18

The FY 2017-18 Powell Bill budget has expanded the Street Resurfacing Program by \$75,000.

Authorized Positions

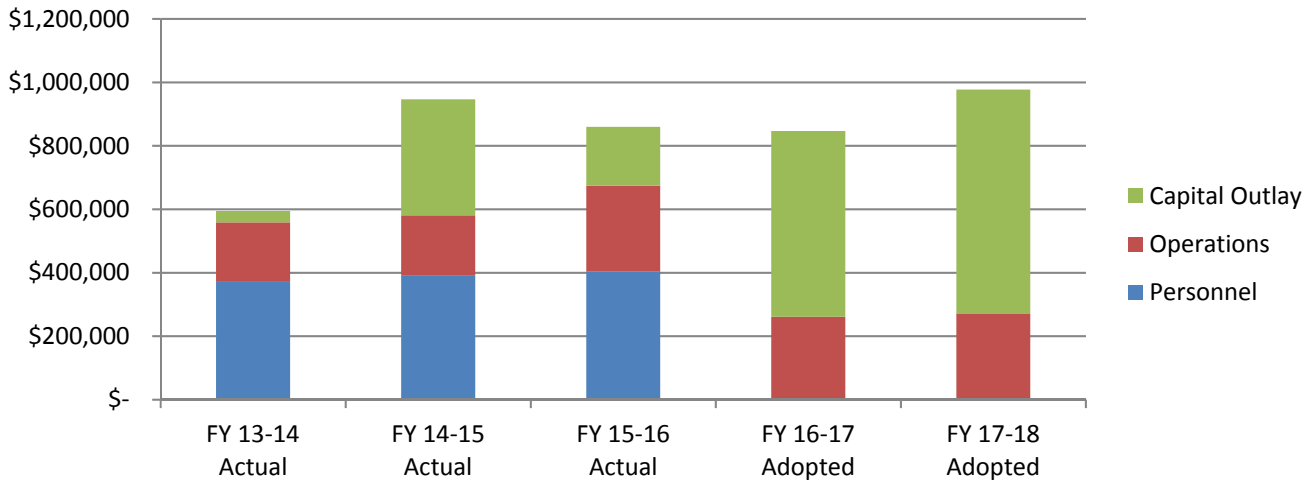
None.

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|---------------------------|---------------------------|---------------------------|
| Sweeper Cycles on Town Streets | 10 | 9 | 10 |
| % Goal for In-House Asphalt Patching (3.83 Tons/Mile/Annualy) | 46% | 50% | 52% |

POWELL BILL

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|-------------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 259,794 | \$ 271,770 | \$ 283,609 | - | - | - | |
| 510210 | Salaries - Overtime | 4,019 | 2,987 | 3,404 | - | - | - | |
| 510220 | Salaries - Temporary | 4,469 | 10,007 | 5,747 | - | - | - | |
| 510230 | Temporary Overtime | - | 79 | 89 | - | - | - | |
| 510236 | Longevity | 3,461 | 6,475 | 7,603 | - | - | - | |
| 510500 | FICA | 20,455 | 21,931 | 21,854 | - | - | - | |
| 510600 | Group Insurance | 45,485 | 45,326 | 48,563 | - | - | - | |
| 510700 | Retirement | 33,332 | 33,645 | 33,521 | - | - | - | |
| | Personnel Totals | \$ 371,015 | \$ 392,220 | \$ 404,390 | \$ - | \$ - | \$ - | 0.0% |
| Operations | | | | | | | | |
| 521150 | Telephone | \$ 527 | \$ 633 | \$ 615 | - | - | - | |
| 521600 | Equip. Maint. & Repair | 15,200 | 8,997 | 11,216 | \$ 14,139 | \$ 14,139 | \$ 14,139 | |
| 521700 | Auto Maint. & Repair | 42,547 | 49,994 | 52,972 | 44,362 | 44,362 | 44,362 | |
| 523100 | Fuel | 57,146 | 43,480 | 28,754 | 45,168 | 54,390 | 45,231 | |
| 523300 | Departmental Supplies | 38,562 | 39,044 | 37,889 | 53,000 | 53,530 | 53,530 | |
| 523600 | Non Capital Equipment | 9,968 | 23,400 | 480 | 3,700 | 3,700 | 3,700 | |
| 523600 | Uniforms | 4,721 | 4,244 | 3,822 | - | - | - | |
| 524300 | Contract Services | - | - | 560 | 150 | 150 | 150 | |
| 524380 | Contract Services-Powell Bill | 788 | 2,409 | 107,101 | 85,000 | 95,000 | 95,000 | |
| 524700 | Landfill Charges | 18,254 | 16,639 | 26,554 | 15,500 | 15,500 | 15,500 | |
| | Operations Totals | \$ 187,713 | \$ 188,840 | \$ 269,963 | \$ 261,019 | \$ 280,771 | \$ 271,612 | 28.4% |
| Capital Outlay | | | | | | | | |
| 524385 | Street Resurfacing | - | - | - | \$ 400,000 | \$ 475,000 | \$ 475,000 | |
| 537400 | Equipment | \$ 9,824 | \$ 261,018 | \$ 50,496 | 13,500 | 118,500 | 98,000 | |
| 537410 | Vehicle | 26,081 | 104,535 | 134,937 | 172,000 | 112,000 | 112,000 | |
| | Capital Totals | \$ 35,906 | \$ 365,553 | \$ 185,433 | \$ 585,500 | \$ 705,500 | \$ 685,000 | 71.6% |
| Overall Total | | \$ 594,633 | \$ 946,613 | \$ 859,786 | \$ 846,519 | \$ 986,271 | \$ 956,612 | 100% |



PUBLIC FACILITIES MANAGEMENT

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

Goals

1. Perform contract improvement projects as approved in the annual budget. (SD3-3-iv)
2. Continue development of proactive maintenance routines and inspections to provide better coverage of facilities and reduce long-term maintenance costs. (FR3)
3. Support new town building activities as needed. (QD4)
4. Support and participate in the new PFRM Public Facilities Repair & Maintenance Team. (FR2-2-i-ii)
5. To provide a higher level of janitorial cleaning service by rebidding the Town’s contracted janitorial services for Town Buildings. (SD3-3-iv)

Objectives

- Support our Accreditation by keeping up to date reporting.
- Support activities associated with bond projects.
- Maintain backflow program and perform required reporting.
- Continue analyzing roof, backflow and HVAC programs to provide accurate budget request.
- Support PFRM Public Facilities Repair & Maintenance request.

Program Changes for FY 2017-18

The FY 2017-18 budget includes the Town’s first projects selected for funding through the Public Facilities Repair & Maintenance (PFRM) program.

Authorized Positions

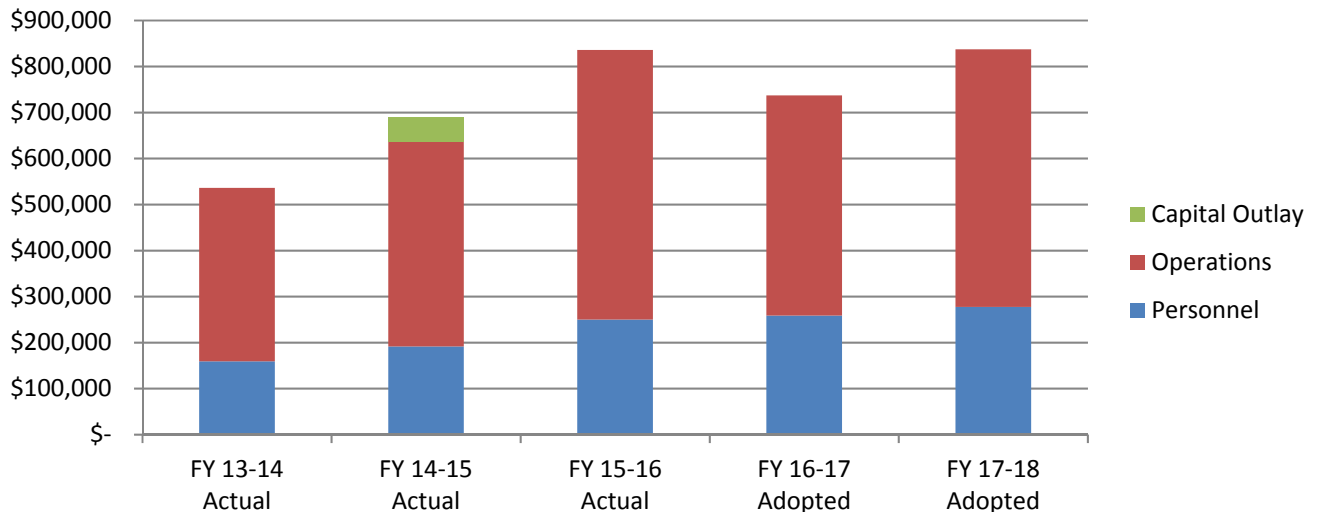
| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|----------------------------------|-----------------------|---------------------|-----------------------|
| Senior Building Maintenance Tech | 1 | - | 1 |
| Building Maintenance Supervisor | 0 | 1 | 0 |
| Building Maintenance Tech | 3 | 1 | 3 |
| Services Equipment Operator | 1 | - | 1 |
| Total | 5 | 2 | 5 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| Electrical Consumption per Square Foot of Heated Building Area | 12.79 | 10.00 | 11.00 |
| % of Planned Maintenance Tasks on Schedule | 73% | 58% | 80% |

PUBLIC FACILITY MANAGEMENT

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|---------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 116,317 | \$ 138,374 | \$ 177,764 | \$ 178,248 | \$ 244,443 | \$ 183,299 | |
| 510210 | Salaries - Overtime | 675 | 1,708 | 5,699 | 3,068 | 3,173 | 3,173 | |
| 510236 | Longevity | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,400 | |
| 510500 | FICA | 8,418 | 10,178 | 12,750 | 14,024 | 19,097 | 14,449 | |
| 510600 | Group Insurance | 18,452 | 22,454 | 30,536 | 38,870 | 68,502 | 50,441 | |
| 510700 | Retirement | 13,217 | 16,974 | 21,124 | 22,371 | 31,284 | 23,654 | |
| | Personnel Totals | \$ 159,079 | \$ 191,688 | \$ 249,873 | \$ 258,581 | \$ 368,499 | \$ 277,416 | 33.1% |
| Operations | | | | | | | | |
| 521150 | Telephone | \$ 719 | \$ 634 | \$ 615 | \$ 636 | \$ 4,032 | \$ 2,556 | |
| 521300 | Utilities | 153,875 | 155,124 | 142,849 | 161,881 | 214,387 | 205,636 | |
| 521310 | Water & Sewer Charges | 39,954 | 45,919 | 54,198 | 53,637 | 78,775 | 63,875 | |
| 521400 | Travel and Training | 1,354 | 2,358 | 1,070 | 2,675 | 3,275 | 2,675 | |
| 521500 | Build. and Grounds Maint. | 11,131 | 14,000 | 10,194 | 12,720 | 15,477 | 15,477 | |
| 521600 | Equip. Maint. & Repair | 34,158 | 31,660 | 26,412 | 25,000 | 28,000 | 28,000 | |
| 521700 | Auto Maint. & Repair | 1,000 | 4,600 | 645 | 2,400 | 3,200 | 2,400 | |
| 522100 | Equip. Rental | - | - | - | 1,500 | 1,500 | 1,500 | |
| 523100 | Fuel | 7,835 | 5,331 | 3,060 | 5,631 | 9,735 | 6,258 | |
| 523300 | Departmental Supplies | 36,852 | 43,809 | 51,992 | 46,049 | 59,807 | 47,807 | |
| 523399 | Non-Capital Equipment | - | - | 7,830 | 1,000 | 7,800 | 1,950 | |
| 523600 | Uniforms | 1,792 | 1,932 | 2,005 | 2,880 | 4,320 | 2,880 | |
| 524300 | Contract Services | 88,493 | 125,838 | 285,290 | 162,635 | 165,656 | 178,795 | |
| 524305 | Veterans Memorial | - | 13,460 | - | - | - | - | |
| | | 377,163 | 444,665 | 586,160 | 478,644 | 595,964 | 559,809 | 66.9% |
| Capital Outlay | | | | | | | | |
| 537410 | Vehicle | - | 52,992 | - | - | 64,000 | - | |
| | Operations Totals | \$ - | \$ 52,992 | \$ - | \$ - | \$ 64,000 | \$ - | 0.0% |
| Overall Total | | \$ 536,242 | \$ 689,345 | \$ 836,033 | \$ 737,225 | \$ 1,028,463 | \$ 837,225 | 100% |



PUBLIC GROUNDS MAINTENANCE

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

Goals

1. Continue maintenance of playground equipment to ensure compliance with safety standards. (QL1)
2. Support development identified in the park enhancement initiative as directed. (OD1, OD3, QL2, QL3)
3. Improve overall quality of athletic sports fields through best practices. (SD1)

Objectives

- Maintain all playgrounds according to ASTM standards.
- Perform routine maintenance at both dog parks to ensure safety.
- Incorporate different maintenance techniques on sports fields to provide a safe playing surface.

Program Changes for FY 2017-18

None.

Authorized Positions

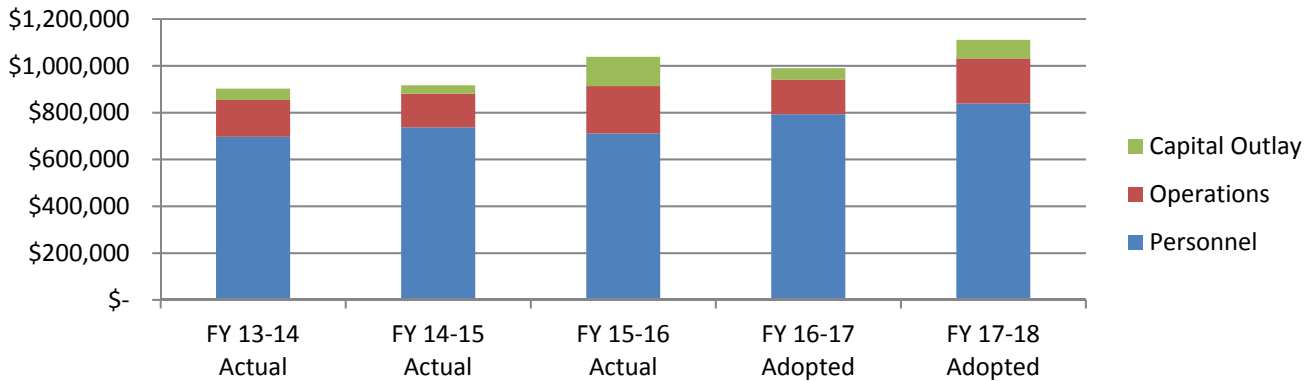
| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|-------------------------------|-----------------------|---------------------|-----------------------|
| Parks & Grounds Supervisor | 1 | - | 1 |
| Lead Parks Maintenance Worker | 5 | - | 5 |
| Maintenance Technician | 1 | | 1 |
| Parks Maintenance Worker | 6 | 2 | 6 |
| Total | 13 | 2 | 13 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| Developed Acreage Maintained by FTE | 28.90 | 21.08 | 22.00 |
| Mow All Property at Least Once in Two Week Cycles | Yes | Yes | Yes |

PUBLIC GROUNDS MAINTENANCE

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 451,629 | \$ 467,299 | \$ 459,849 | \$ 480,227 | \$ 552,381 | \$ 508,357 | |
| 510210 | Salaries - Overtime | 7,688 | 8,854 | 9,581 | 13,698 | 13,698 | 13,698 | |
| 510220 | Salaries - Temporary | 52,172 | 66,806 | 55,873 | 78,862 | 78,862 | 65,000 | |
| 510230 | Temporary Overtime | 259 | 922 | 1,012 | 1,400 | 1,400 | 1,400 | |
| 510236 | Longevity | 11,286 | 9,288 | 10,723 | 6,088 | 4,502 | 5,883 | |
| 510500 | FICA | 39,024 | 41,116 | 38,948 | 44,520 | 49,790 | 45,562 | |
| 510600 | Group Insurance | 77,525 | 84,696 | 80,783 | 106,856 | 153,321 | 132,773 | |
| 510700 | Retirement | 56,919 | 58,092 | 54,429 | 61,146 | 71,610 | 66,223 | |
| | Personnel Totals | \$ 696,503 | \$ 737,073 | \$ 711,198 | \$ 792,797 | \$ 925,564 | \$ 838,896 | 77.1% |
| Operations | | | | | | | | |
| 521150 | Telephone | \$ 1,401 | \$ 1,033 | \$ 1,034 | \$ 1,056 | \$ 1,056 | \$ 1,056 | |
| 521400 | Travel and Training | 2,108 | 4,001 | 3,424 | 3,938 | 4,165 | 3,885 | |
| 521520 | Vandalism Repair | - | - | 125 | 500 | 500 | 500 | |
| 521600 | Equip. Maint. & Repair | 20,777 | 7,121 | 12,714 | 15,000 | 46,227 | 18,227 | |
| 521700 | Auto Maint. & Repair | 10,059 | 11,979 | 8,108 | 8,600 | 8,600 | 8,600 | |
| 522100 | Equipment Rental | 430 | 139 | - | 300 | 300 | 300 | |
| 523100 | Fuel | 26,385 | 23,234 | 14,844 | 19,730 | 25,700 | 22,150 | |
| 523200 | Agricultural Supplies | 46,862 | 38,691 | 44,830 | 43,000 | 44,500 | 43,000 | |
| 523300 | Departmental Supplies | 30,320 | 31,632 | 30,036 | 32,005 | 32,825 | 32,005 | |
| 523399 | Non Capital Equipment | 2,960 | 4,776 | 24,809 | 3,000 | 18,750 | 31,000 | |
| 523600 | Uniforms | 8,769 | 9,299 | 10,472 | 10,370 | 13,080 | 11,640 | |
| 524300 | Contract Services | 5,084 | 7,536 | 7,851 | 8,001 | 17,753 | 19,000 | |
| 524700 | Landfill Charges | - | - | - | - | - | 1,000 | |
| 524545 | Parks Improvements | 2,100 | 4,459 | 43,535 | 2,500 | - | - | |
| 525300 | Dues and Subscriptions | 50 | 290 | 110 | 240 | 240 | 240 | |
| | Operations Totals | \$ 157,303 | \$ 144,190 | \$ 201,892 | \$ 148,240 | \$ 213,696 | \$ 192,603 | 17.7% |
| Capital Outlay | | | | | | | | |
| 537400 | Equipment | \$ 48,336 | \$ 9,359 | \$ 98,764 | \$ 13,500 | \$ - | \$ 57,000 | |
| 537410 | Vehicle | - | 25,985 | 26,638 | 35,000 | - | - | |
| | Capital Totals | 48,336 | 35,344 | 125,402 | 48,500 | - | 57,000 | 5.2% |
| Overall Totals | | \$ 902,143 | \$ 916,607 | \$1,038,492 | \$ 989,537 | \$1,139,260 | \$ 1,088,499 | 100% |



FLEET MANAGEMENT

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

Goals

1. Continue providing fuel for Garner Volunteer Fire and Rescue, Inc. and provide the Finance Department with billing data.-SD1-3
2. Support and participate with Vehicle and Equipment Replacement Team (VERT).-FR3 - 3
3. Incorporate use of new technology and software into fleet activities to improve efficiencies.- SD3-3-i & iv
4. To maintain Fuel Island and vehicle car wash.-SD3-3-i & iv

Objective

1. Maintain documentation for Accreditation.
2. Continue developing a plan for transition to automated fuel records for improved accountability.
3. Continue developing a plan for improving effective collection of fleet performance data by working with the VERT team.
4. To improve small engine work area for efficiency and safety.
5. To support customers purchasing new vehicles.

Program Changes for FY 2017-2018

None.

Authorized Positions

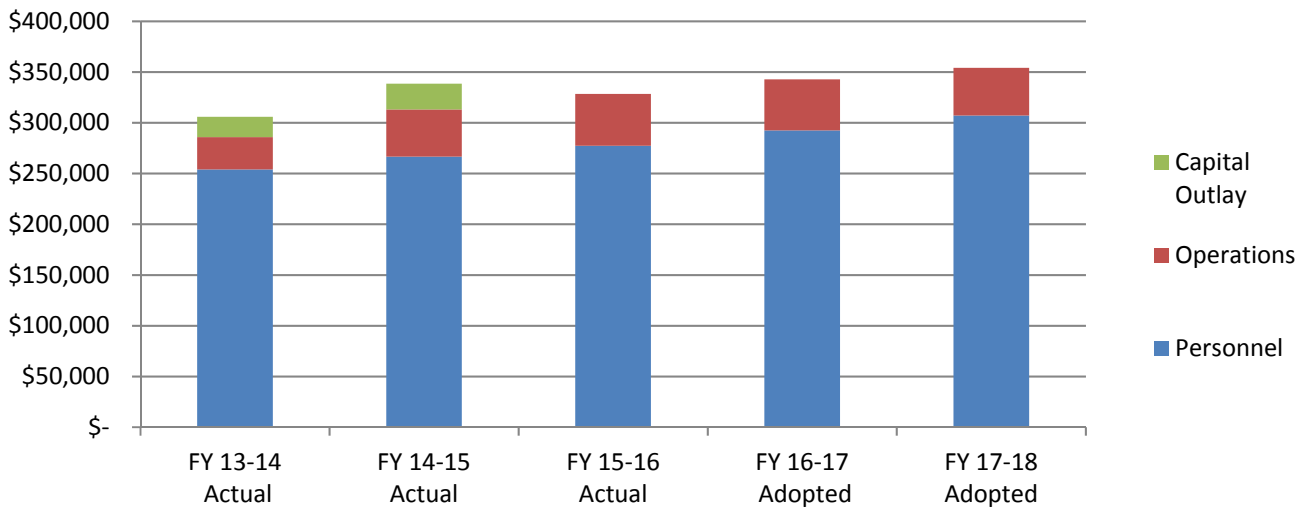
| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|---------------------|-----------------------|---------------------|-----------------------|
| Services Supervisor | 1 | - | 1 |
| Lead Fleet Mechanic | 1 | - | 1 |
| Fleet Mechanics | 2 | - | 2 |
| Total | 4 | - | 4 |

Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| % Planned Maintenance | 53% | 32% | 55% |
| Fleet Fuel Efficiency - Licensed Vehicles MPG | 11.29 mpg | 10.30 mpg | 10.30 mpg |

FLEET MANAGEMENT

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 184,001 | \$ 190,150 | \$ 200,510 | \$ 202,105 | \$ 209,494 | \$ 209,028 | |
| 510210 | Salaries - Overtime | 1,689 | 5,725 | 3,887 | 3,430 | 3,603 | 3,603 | |
| 510236 | Longevity | 2,685 | 2,728 | 2,771 | 2,832 | 2,878 | 2,897 | |
| 510500 | FICA | 13,356 | 14,097 | 14,156 | 15,938 | 16,522 | 16,488 | |
| 510600 | Group Insurance | 28,692 | 30,191 | 32,387 | 42,712 | 49,062 | 48,079 | |
| 510700 | Retirement | 23,564 | 23,772 | 23,655 | 25,437 | 27,061 | 27,005 | |
| | Personnel Totals | \$ 253,987 | \$ 266,663 | \$ 277,366 | \$ 292,454 | \$ 308,620 | \$ 307,100 | 86.7% |
| Operations | | | | | | | | |
| 521150 | Telephone | \$ 1,028 | \$ 1,156 | \$ 1,230 | \$ 1,272 | \$ 1,272 | \$ 1,272 | |
| 521400 | Travel and Training | 1,342 | 3,167 | 3,136 | 3,464 | 6,989 | 6,989 | |
| 521600 | Equip. Maint. & Repair | 5,736 | 4,632 | 6,841 | 7,000 | 7,070 | 7,000 | |
| 521700 | Auto Maint. & Repair | 4,452 | 1,716 | 593 | 1,500 | 1,500 | 1,500 | |
| 522100 | Equipment Rental | - | 144 | 36 | 169 | 169 | 169 | |
| 523100 | Auto Operating Supplies | 2,279 | 1,382 | 1,423 | 2,600 | 1,932 | 1,680 | |
| 523300 | Departmental Supplies | 4,805 | 13,362 | 10,223 | 15,848 | 15,943 | 15,848 | |
| 523399 | Non Capital Equipment | 3,500 | 12,678 | 14,344 | 5,800 | 24,387 | - | |
| 523600 | Uniforms | 1,907 | 1,868 | 1,998 | 2,410 | 2,410 | 2,410 | |
| 524300 | Contract Services | 5,940 | 5,472 | 10,337 | 9,147 | 77,192 | 9,147 | |
| 525300 | Dues and Subscriptions | 940 | 940 | 975 | 1,050 | 1,050 | 1,050 | |
| | Operations Totals | \$ 31,929 | \$ 46,517 | \$ 51,136 | \$ 50,260 | \$ 139,914 | \$ 47,065 | 13.3% |
| Capital Outlay | | | | | | | | |
| 537400 | Equipment | \$ 19,963 | - | - | - | - | - | |
| 537410 | Vehicle | - | \$ 25,397 | - | - | - | - | |
| | Capital Totals | \$ 19,963 | \$ 25,397 | - | - | - | - | 0.0% |
| Overall Totals | | \$ 305,879 | \$ 338,577 | \$ 328,502 | \$ 342,714 | \$ 448,534 | \$ 354,165 | 100% |



SOLID WASTE

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

Goals

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

Objectives

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

Program Changes for FY 2017-18

None.

SOLID WASTE

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | % of FY 17-18 Division Budget |
|-------------|---------------------------|-----------------|-----------------|-----------------|------------------|--------------------|---------------------|-------------------------------|
| 510600 | Group Insurance | \$ (467) | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| 521100 | Postage | 2,569 | - | 2,500 | 3,000 | 3,000 | 3,000 | 0.2% |
| 521200 | Printing | 2,832 | 2,923 | 2,916 | 4,032 | 4,032 | 4,032 | 0.2% |
| 521700 | Auto Maint. & Repair | 85 | 1,497 | 2,690 | 1,000 | 1,000 | 1,000 | 0.1% |
| 523100 | Fuel | 2,540 | 743 | 425 | 466 | 810 | 645 | 0.0% |
| 523300 | Departmental Supplies | 39,841 | 26,401 | 48,875 | 52,732 | 54,780 | 56,640 | 2.9% |
| 524410 | Commer. Dumpster Collect. | 15,106 | 15,106 | 15,295 | 15,600 | 15,600 | 15,600 | 0.8% |
| 524420 | Residential Collection | 1,451,024 | 1,484,708 | 1,535,948 | 1,598,330 | 1,598,330 | 1,584,634 | 82.4% |
| 524430 | Curbside Recycl. Program | 207,081 | 211,904 | 219,027 | 227,949 | 227,949 | 228,907 | 11.9% |
| 524440 | Office Recycling Program | 1,285 | 2,628 | 2,387 | 2,583 | 2,583 | 2,580 | 0.1% |
| 524700 | Landfill Charges | 14,827 | 22,391 | 23,223 | 25,000 | 25,000 | 25,000 | 1.3% |
| 5630 Total | | \$ 1,736,723 | \$ 1,768,301 | \$ 1,853,286 | \$ 1,930,692 | \$ 1,933,084 | \$ 1,922,038 | 100% |

SNOW REMOVAL

In the event of severe winter weather, the Streets division staff and others are mobilized for **Snow Removal**. The Snow Removal division clears Town streets and controls the buildup of ice after winter storms. This program has no dedicated employees and utilizes staff from other areas of Public Works. *All expenditures are dedicated to the operations and capital of the program.*

Goals

1. Maintain equipment and raw materials to handle at least five snow and/or ice storms each year. (SD1, SD2, QL1)
2. Have standing crews on streets within one hour of receiving night call. (SD2, QL1)
3. Following an ice event, have local bridges sanded within one hour after operations begin. (SD2, QL1)
4. Clear major thoroughfares within 24 hours and one lane of other streets within 48 hours of a snowfall. (SD2, QL1)
5. Utilize salt brine program to pretreat main thoroughfares prior to anticipated frozen precipitation. (SD2, QL1)

Objectives

1. Develop and implement a Snow Removal Plan with prioritized routing of equipment.
2. Evaluate need for additional equipment.
3. Have equipment serviced and ready for quick and adequate response.
4. Prepare and have on hand materials needed for quick and adequate response.

Program Changes for FY 2017-18

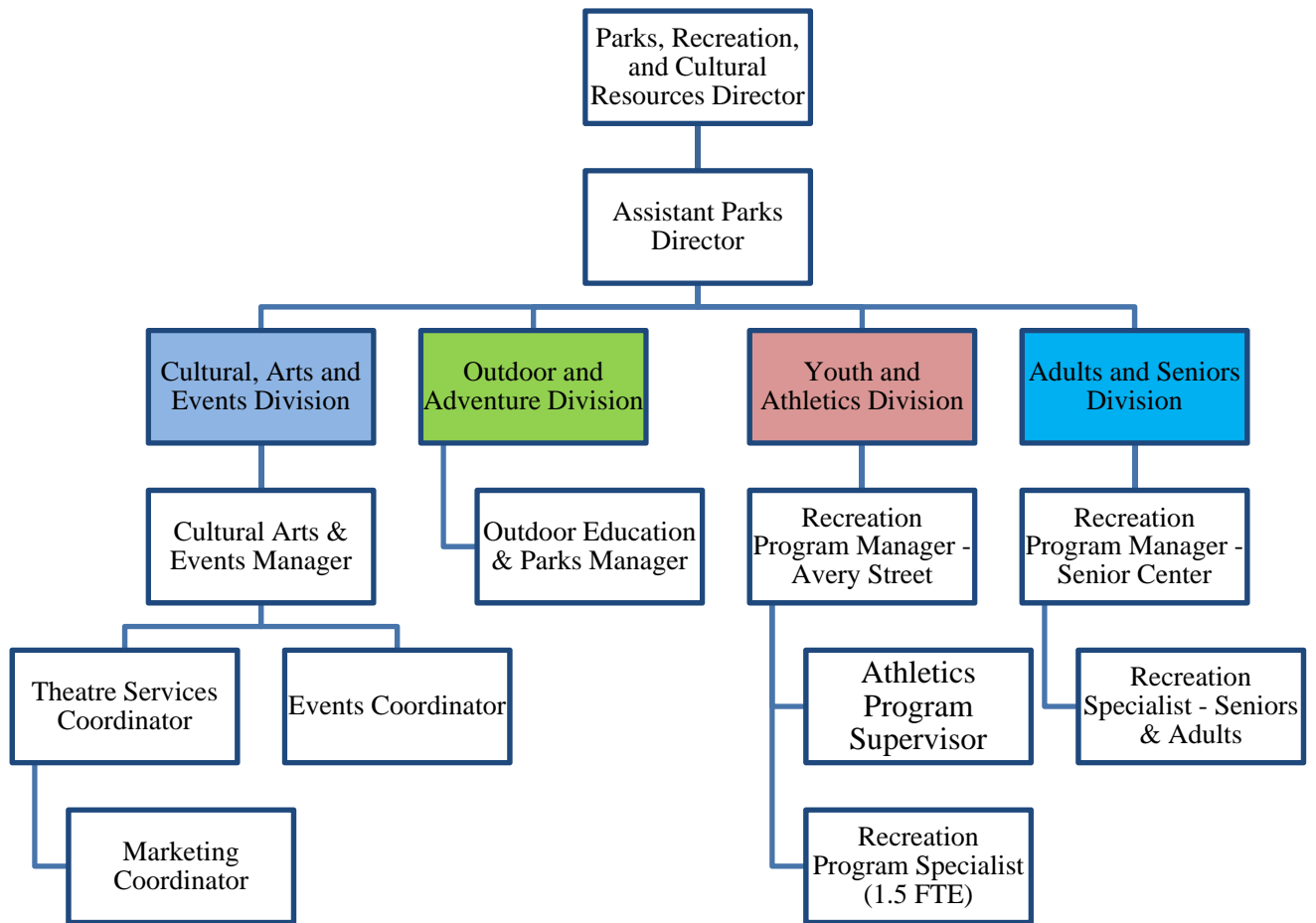
None.

Snow Removal Operating History

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | % of FY 17-18 Division Budget |
|-----------------------|------------------------|-----------------|-----------------|-----------------|------------------|--------------------|------------------|-------------------------------|
| Operations | | | | | | | | |
| 521600 | Equip. Maint. & Repair | \$ - | \$ - | \$ - | \$ - | \$ 4,500 | \$ 4,500 | 28.1% |
| 523300 | Departmental Supplies | 2,835 | 11,802 | 9,020 | 4,850 | 11,518 | 11,518 | 71.9% |
| 523399 | Non-Capital Equip. | - | - | - | - | 6,000 | - | 0.0% |
| Capital Outlay | | | | | | | | |
| 537400 | Equipment | - | - | 7,282 | 31,000 | - | - | 0.0% |
| Overall Totals | | \$ 2,835 | \$ 11,802 | \$ 16,302 | \$ 35,850 | \$ 22,018 | \$ 16,018 | 100% |

PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT

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



Mission

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

Vision

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

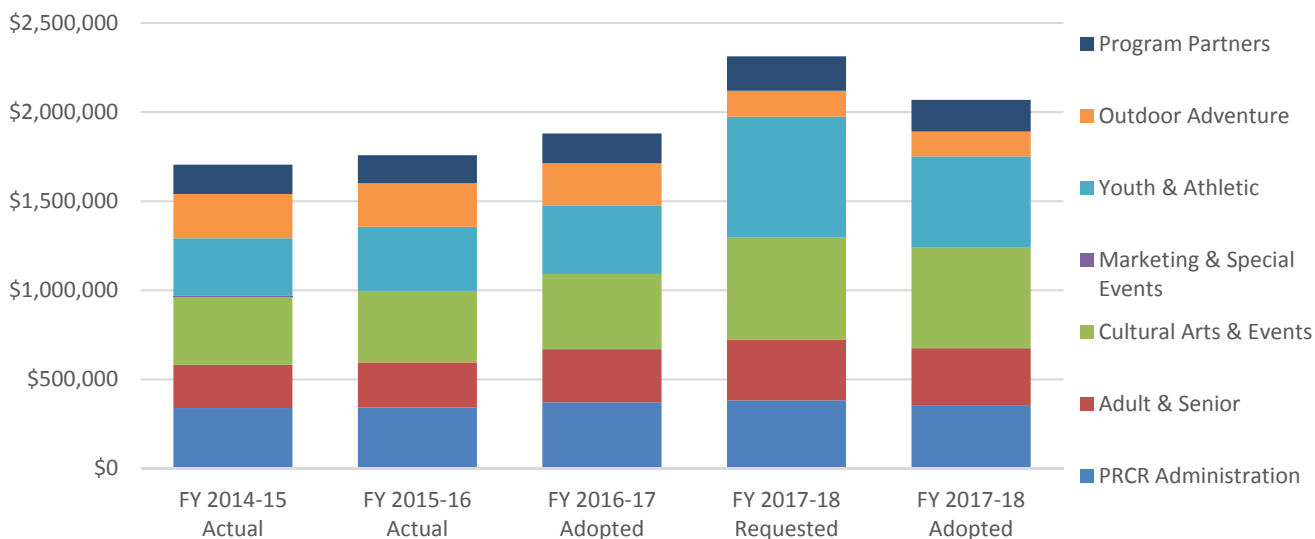
PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT

Fiscal Year 2016-2017 Accomplishments

- The Parks, Recreation and Cultural Resources department was selected as a host site for the Statewide Star Party, which is the kickoff event for the NC Science Festival.
- The G-Squad, a senior dance troupe based at the Garner Senior Center, was selected to perform at a senior adult celebration in Taiwan. They were the first group from the United States invited to this event.
- For the third year in a row, the Town of Garner was named a Playful City USA by KaBOOM! in partnership with the Humana Foundation.
- Professional staff recognitions included Kendrick Mayes receiving the National Recreation and Park Ethnic Minority Society Young Professional Award, Rob Smith was a featured presenter at the state-wide Supervisors' Workshop Series sponsored by the North Carolina Recreation and Parks Association, Torrey Blackmar was named Coordinator of the Wake County Senior Games, Debbie Dunn was invited to serve on the Talent Buyer's Panel at the annual International Bluegrass Music Association's Business Conference and Jon Shearin earned the Certified Park and Recreation Professional (CPRP) designation through the National Recreation and Park Association.

Expenditure by Division

| Division | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Requested | FY 2017-18 Adopted | % of General Fund |
|----------------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------|----------------------|
| PRCR Administration | \$339,564 | \$341,615 | \$371,098 | \$382,589 | \$351,419 | 1.06% |
| Adult & Senior | \$242,096 | \$253,172 | \$298,084 | \$338,626 | \$323,261 | 0.97% |
| Cultural Arts & Events | \$383,470 | \$401,298 | \$421,837 | \$574,214 | \$567,653 | 1.71% |
| Marketing & Special Events | \$2,850 | - | - | - | - | - |
| Youth & Athletic | \$323,362 | \$360,401 | \$385,810 | \$678,727 | \$509,043 | 1.53% |
| Outdoor Adventure | \$248,764 | \$244,147 | \$236,068 | \$145,075 | \$138,887 | 0.42% |
| Program Partners | \$163,983 | \$156,654 | \$166,259 | \$192,979 | \$177,629 | 0.54% |
| Total | \$1,704,089 | \$1,757,287 | \$1,879,156 | \$2,312,210 | \$2,067,892 | 6.23% |



PARKS ADMINISTRATION

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

Goals

1. Provide leadership for the department and maintain positive relationships with community partners and reputation for quality programs with residents. (SD1.1, SD4.3)
2. Implement facility upgrades and new construction that improve guest experiences. (FR1.1, FR2.2)
3. Develop high quality services and experiences that engage citizens to participate in department programs. (SD2.1, QL2.3, QL3.2, QL 4.3)

Objectives

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

Program Changes for FY 2017-18

Recreation Administrative Assistant position was converted to Athletic Program Supervisor position and transferred to Youth and Athletic team.

Authorized Positions

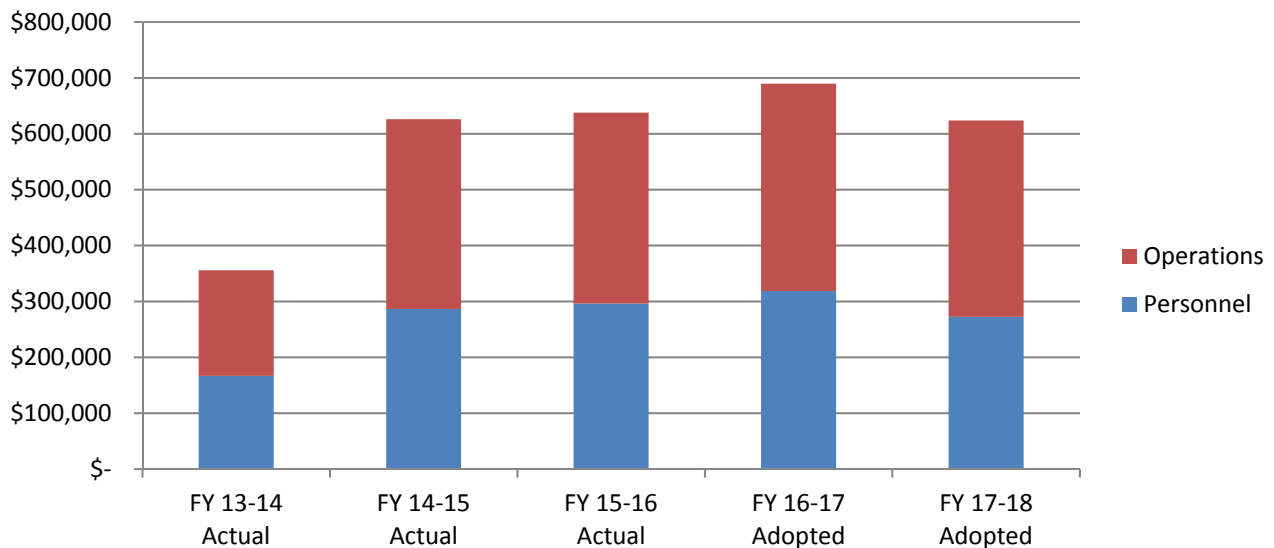
| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|--------------------------------------|-----------------------|---------------------|-----------------------|
| PRCR Director | 1 | - | 1 |
| Assistant PRCR Director | 1 | - | 1 |
| Recreation Administrative Assistant* | 1 | <i>1</i> | 0 |
| Total | 3 | <i>1</i> | 2 |

* Position converted to Athletic Program Supervisor in Youth & Athletic Division.

PARKS ADMINISTRATION

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 129,413 | \$ 219,491 | \$ 226,318 | \$ 236,561 | \$ 223,490 | \$ 201,811 | |
| 510210 | Salaries - Overtime | - | 235 | 672 | - | - | - | |
| 510220 | Salaries - Temporary | - | 207 | - | - | - | - | |
| 510236 | Longevity | - | 2,839 | 3,924 | 5,387 | 4,519 | 5,519 | |
| 510500 | FICA | 9,796 | 16,552 | 16,668 | 18,509 | 17,443 | 15,861 | |
| 510600 | Group Insurance | 11,538 | 20,388 | 22,203 | 28,375 | 29,319 | 23,163 | |
| 510700 | Retirement | 16,083 | 26,625 | 26,438 | 29,575 | 28,603 | 26,018 | |
| | Personnel Totals | \$ 166,830 | \$ 286,337 | \$ 296,223 | \$ 318,407 | \$ 303,374 | \$ 272,372 | 77.5% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 2,317 | - | \$ 3,029 | \$ 3,029 | \$ 3,029 | |
| 521150 | Telephone | \$ 741 | 1,763 | \$ 1,494 | 1,908 | 1,272 | 1,272 | |
| 521200 | Printing | (94) | - | - | - | - | - | |
| 521400 | Travel and Training | 4,204 | 6,438 | 9,156 | 6,300 | 5,900 | 5,900 | |
| 521700 | Auto Maint. & Repair | 555 | 998 | 548 | 250 | 250 | 250 | |
| 522100 | Equipment Rental | - | 7,637 | 6,212 | 6,226 | 6,226 | 6,226 | |
| 523100 | Fuel | 1,085 | 1,525 | 1,388 | 728 | 1,288 | 1,120 | |
| 523300 | Departmental Supplies | 4,699 | 6,228 | 5,255 | 3,000 | 3,000 | 3,000 | |
| 524300 | Contract Services | 10,215 | 25,528 | 19,520 | 30,000 | 57,000 | 57,000 | |
| 525300 | Dues and Subscriptions | 805 | 794 | 1,817 | 1,250 | 1,250 | 1,250 | |
| | Operations Totals | \$ 22,211 | \$ 53,228 | \$ 45,390 | \$ 52,691 | \$ 79,215 | \$ 79,047 | 22.5% |
| Overall Totals | | \$ 189,041 | \$ 339,565 | \$ 341,613 | \$ 371,098 | \$ 382,589 | \$ 351,419 | 100% |

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2017-18.



ADULT AND SENIOR

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

Goals

1. Promote participation in recreation programs targeting seniors in the community. Promotion will be focused on attendance at the Garner Senior Center as it remains a primary location and focal point for seniors. (QL4.2)
2. Develop partnerships and sponsorships with community business and civic organizations to secure resources for program enhancements. (FR4.3)
3. Provide a variety of adult fitness opportunities that promote a healthy, vibrant and well connected community. (QL2.3, QL 4.2)

Objectives

1. Market and recruit new partners and program sponsors to assist with ongoing and new programs for seniors ensuring efficient use of resources.
2. Use available resources, such as Town of Garner website and social media, to promote services and programs at the Garner Senior Center.
3. Evaluate current programming trends and implement suggestions from program evaluations and customer satisfaction surveys.

Program Changes for FY 2016-17

None.

Authorized Positons

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

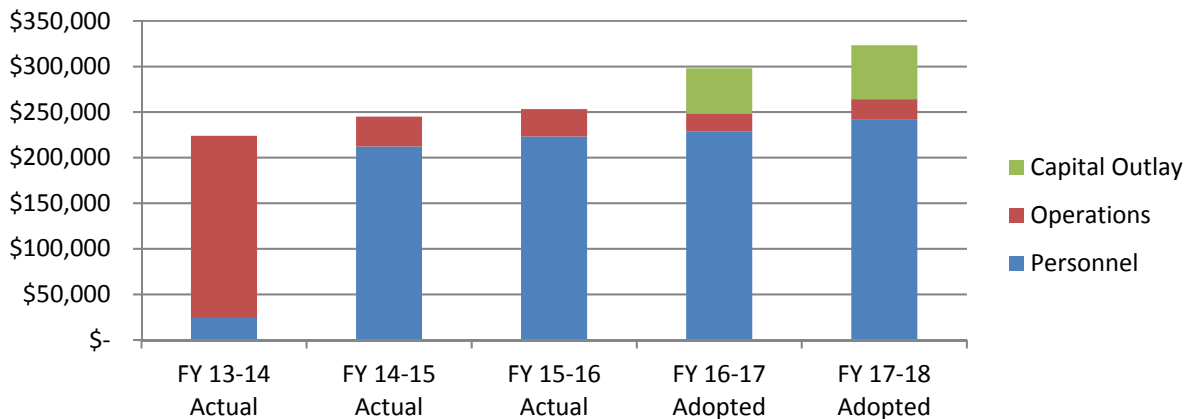
Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|---|-------------------|--|-------------------|
| Participation (Attendance) in Adult & Senior Programs Offered | 91,054 | 87,530 (Meals on Wheels Reduction) | 90,000 |

ADULT AND SENIOR

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|-------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 18,921 | \$ 112,258 | \$ 117,707 | \$ 117,527 | \$ 125,069 | \$ 125,069 | |
| 510210 | Salaries - Overtime | 26 | 105 | 119 | 800 | 800 | 800 | |
| 510220 | Salaries - Temporary | 2,598 | 60,111 | 60,103 | 58,445 | 72,235 | 58,445 | |
| 510236 | Longevity | - | - | 3,410 | 3,494 | 3,606 | 3,606 | |
| 510500 | FICA | 1,895 | 12,912 | 13,009 | 13,867 | 15,431 | 14,376 | |
| 510600 | Group Insurance | 1,902 | 13,272 | 15,158 | 19,502 | 23,496 | 23,021 | |
| 510700 | Retirement | (1,277) | 13,434 | 13,676 | 14,881 | 16,231 | 16,231 | |
| Personnel Totals | | \$ 24,065 | \$ 212,092 | \$ 223,182 | \$ 228,516 | \$ 256,868 | \$ 241,548 | 74.7% |
| Operations | | | | | | | | |
| 521150 | Telephone | \$ 1,256 | \$ 1,293 | \$ 636 | \$ 636 | \$ 1,272 | \$ 1,272 | |
| 521200 | Printing | 23,041 | - | - | - | - | - | |
| 521400 | Travel and Training | 743 | 852 | 722 | 1,600 | 1,600 | 1,600 | |
| 521405 | Senior Citizen's Travel | - | 841 | 608 | 1,376 | 894 | 894 | |
| 521500 | Building & Grounds Maint | - | 3,925 | 2,883 | 2,100 | 4,650 | 4,650 | |
| 521600 | Equip. Maint. & Repair | - | 1,034 | 821 | 2,715 | 2,715 | 2,715 | |
| 521700 | Auto Maint. & Repair | - | - | - | 476 | 476 | 476 | |
| 522100 | Equipment Rental | 30,132 | 2,850 | 1,032 | 1,176 | 1,176 | 1,176 | |
| 523100 | Fuel | - | 125 | - | 189 | 345 | 300 | |
| 523300 | Departmental Supplies | 20,653 | 12,023 | 6,577 | 3,486 | 3,810 | 3,810 | |
| 523600 | Uniforms | 1,297 | - | 15 | 300 | 600 | 600 | |
| 523399 | Equipment - Non-Capital | - | 2,036 | 2,760 | - | - | - | |
| 524300 | Contract Services | 121,418 | 7,675 | 13,614 | 5,710 | 4,900 | 4,900 | |
| 525300 | Dues and Subscriptions | 1,273 | 200 | 324 | 304 | 120 | 120 | |
| Operating Totals | | \$ 199,813 | \$ 32,854 | \$ 29,992 | \$ 20,068 | \$ 22,558 | \$ 22,513 | 7.0% |
| Capital Outlay | | | | | | | | |
| 537410 | Vehicle | - | - | - | 49,500 | 59,200 | 59,200 | 18.3% |
| Overall Total | | \$ 223,878 | \$ 244,946 | \$ 253,174 | \$ 298,084 | \$ 338,626 | \$ 323,261 | 100% |

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2017-2018.



CULTURAL ARTS AND EVENTS

The **Cultural Arts and Events** team is responsible for operating the Garner Performing Arts Center (GPAC) and coordinating a variety of cultural arts programs including the “It’s Showtime” performance series, lobby art exhibits and rentals. The team is also responsible for planning and implementing Town-wide special events such as Independence Day Celebration, Spring Eggstravaganza, Carnaval Latino, Trick-or-Treat the Trails, the Garner Christmas Parade and Light Up Main. Additionally, the team is responsible for marketing the Parks, Recreation and Cultural Resources Department’s programs and activities including brochure development and website management. Programming partners include Miss Garner pageant, Towne Players of Garner, Garner Chamber of Commerce and Garner Revitalization Association.

Goals

1. Maintain Garner Performing Arts Center as a community leader in the Town’s arts programming by providing cultural and education benefits to the community. (QL4.3)
2. Increase public awareness and attendance at Garner Parks, Recreation and Cultural Resources Department’s events and programs. (QL2.3)
3. Create memorable community wide events. (QL2.3)

Objectives

1. Expand programming offered at the Garner Performing Arts Center through high-quality performances, workshops and camps.
2. Identify ways the public is receiving information about Garner Parks, Recreation and Cultural Resources Department’s events and programs.
3. Identify ways to document positive community impact of events and activities at Town of Garner events and programs.

Program Changes for FY 2017-18

Transferring Marketing and Special Events Coordinator from Outdoor Adventure to Cultural Arts and Events division.

Authorized Personnel

| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|----------------------------------|-----------------------|---------------------|-----------------------|
| Cultural Arts and Events Manager | 1 | - | 1 |
| Theater Services Coordinator | 1 | - | 1 |
| Events Coordinator | 1 | - | 1 |
| Marketing Coordinator* | 0 | - | 1 |
| Total | 3 | - | 4 |

* Transferred from Outdoor Adventure

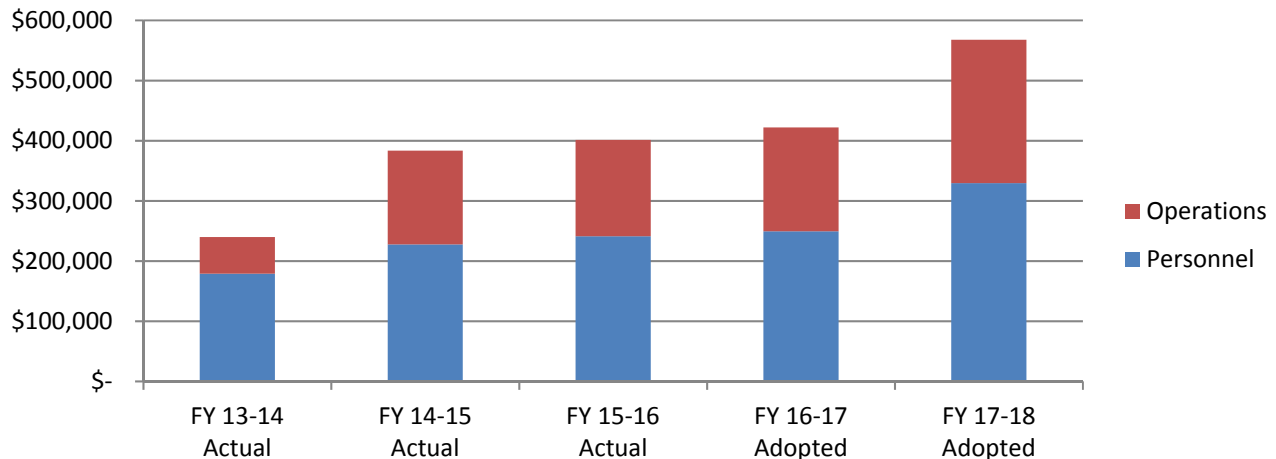
Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|---|-------------------|-------------------|-------------------|
| % of GPAC Survey Responses Indicating Very or Extremely Satisfied with Events | 95% | 98% | 98% |
| % of GPAC Shows That Met Expected Attendance | 78% | 85% | 85% |

CULTURAL ARTS & EVENTS

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 102,659 | \$ 141,869 | \$ 151,397 | \$ 154,161 | \$ 204,559 | \$ 204,559 | |
| 510210 | Salaries - Overtime | 296 | 215 | 164 | 675 | 675 | 675 | |
| 510220 | Salaries - Temporary | 38,881 | 34,914 | 36,162 | 33,051 | 35,218 | 33,051 | |
| 510500 | FICA | 10,678 | 13,157 | 13,338 | 14,450 | 18,392 | 18,229 | |
| 510600 | Group Insurance | 13,574 | 20,564 | 22,838 | 28,186 | 47,163 | 47,257 | |
| 510700 | Retirement | 12,847 | 16,996 | 17,242 | 18,904 | 25,711 | 25,711 | |
| | Personnel Totals | \$ 178,936 | \$ 227,715 | \$ 241,141 | \$ 249,427 | \$ 331,718 | \$ 329,482 | 58.0% |
| Operations | | | | | | | | |
| 521100 | Postage | \$ - | \$ - | \$ - | \$ - | \$ 4,800 | \$ 4,800 | |
| 521150 | Telephone | 1,357 | 1,968 | 1,887 | 1,908 | 2,544 | 2,544 | |
| 521200 | Printing | 195 | 495 | 543 | 800 | 24,250 | 24,250 | |
| 521300 | Utilities | - | - | - | 125 | 125 | 125 | |
| 521400 | Travel and Training | 1,559 | 1,383 | 2,072 | 2,950 | 4,150 | 4,150 | |
| 521600 | Equip. Maint. & Repair | 1,558 | 1,003 | 853 | 1,500 | 1,500 | 1,500 | |
| 522100 | Equipment Rental | 173 | 27,744 | 31,120 | 33,592 | 34,892 | 34,892 | |
| 523300 | Depart. Supplies | 27,840 | 34,116 | 30,684 | 28,675 | 38,750 | 36,875 | |
| 523600 | Uniforms | 25 | 1,768 | 1,559 | 1,865 | 2,025 | 2,025 | |
| 524300 | Contract Services | 27,487 | 87,044 | 91,227 | 100,750 | 127,369 | 124,919 | |
| 525300 | Dues and Subscrip. | 573 | 234 | 210 | 245 | 1,521 | 1,521 | |
| 524365 | School Access Fees | - | - | - | - | 570 | 570 | |
| | Operations Totals | \$ 60,766 | \$ 155,755 | \$ 160,155 | \$ 172,410 | \$ 242,496 | \$ 238,171 | 42.0% |
| Overall Totals | | \$ 239,702 | \$ 383,470 | \$ 401,296 | \$ 421,837 | \$ 574,214 | \$ 567,653 | 100% |

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2017-18.



OUTDOOR AND ADVENTURE

The **Outdoor and Adventure** team operates White Deer Park, which includes a LEED Gold Certified nature center, shelters, restrooms, trail, and greenway. This team also manages Lake Benson Park, the Garner Veterans Memorial and the Lake Benson Boathouse. Program offerings include preschool and youth nature programs, Discovery Days, summer nature camps, curriculum-approved environmental education programs for local schools and other groups, and park based special events such as Groundhog Day, Friday Family Flicks and camping. The team coordinates the Town’s Memorial Day and Veterans Day observances. Programming partners include local schools, businesses, civic organizations and the library.

Goals

1. Preserve White Deer Park as a community leader in high-quality, affordable outdoor and environmental education. (SD2.1, QL2.3, QL4.2)
2. Increase quality of life for residents through memorable, affordable special events that blend education and entertainment while showcasing parks and facilities. (SD2.1, QL2.3)
3. Engage citizenry in ongoing environmental and conservation efforts, including citizen science projects. (SD2.1, QL2.3)

Objectives

1. Continue to increase number of educational outdoor programs offered to the public.
2. Increase environmental education programs delivered to school and other civic groups strengthening image as educators and generating additional revenue.
3. Grow participation in events that feature an environmental component such as Earth Day and the Statewide Star Party.

Program Changes for FY 2017-18

The Marketing and Special Events Coordinator was moved to the Cultural Arts and Events team.

Authorized Positions

| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|--|-----------------------|---------------------|-----------------------|
| Parks and Outdoor Education Program Manager | 1 | - | 1 |
| Total | 1 | - | 1 |

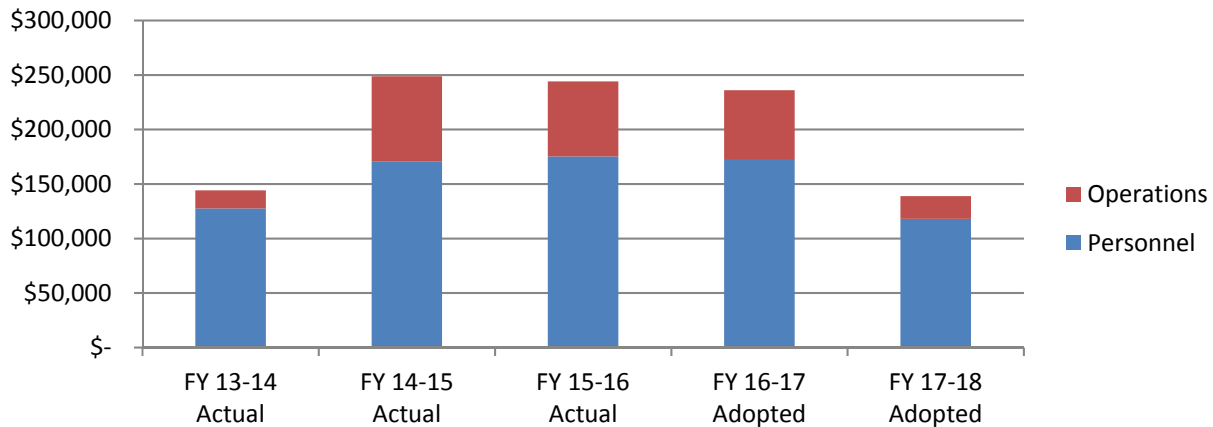
Performance Measures

| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|--|-------------------|-------------------|-------------------|
| % of Programs Offered that Met Expected Participation Level | 89% | 78% | 85% |

OUTDOOR AND ADVENTURE

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|--------------------------|------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 47,395 | \$ 87,066 | \$ 93,332 | \$ 94,520 | \$ 54,894 | \$ 54,357 | |
| 510210 | Salaries - Overtime | - | 34 | 554 | 100 | - | - | |
| 510220 | Salaries - Temporary | 48,712 | 48,539 | 46,609 | 38,188 | 40,840 | 39,424 | |
| 510221 | Salaries - Temporary | 11,714 | 1,684 | - | - | - | - | |
| 510236 | Longevity | 918 | - | - | - | - | - | |
| 510500 | FICA | 8,322 | 10,423 | 10,404 | 10,313 | 7,323 | 7,174 | |
| 510600 | Group Insurance | 4,616 | 12,690 | 13,894 | 17,429 | 10,507 | 10,288 | |
| 510700 | Retirement | 5,842 | 10,422 | 10,532 | 11,548 | 6,878 | 6,811 | |
| Personnel Totals | | \$ 127,519 | \$ 170,858 | \$ 175,325 | \$ 172,098 | \$ 120,442 | \$ 118,054 | 85.0% |
| Operations | | | | | | | | |
| 521100 | Postage | - | \$ 4,446 | \$ 5,296 | \$ 4,800 | \$ - | \$ - | |
| 521150 | Telephone | \$ 576 | 1,379 | 1,251 | 1,272 | 636 | 636 | |
| 521200 | Printing | 1,071 | 25,903 | 22,684 | 25,275 | 2,200 | 2,200 | |
| 521400 | Travel and Training | 1,020 | 1,859 | 2,666 | 1,600 | 1,050 | 1,050 | |
| 521600 | Equip. Maint. & Repair | 669 | - | 109 | 750 | 750 | 750 | |
| 522100 | Equipment Rental | 749 | 2,479 | 2,552 | 2,663 | 2,442 | 2,442 | |
| 523300 | Depart. Supplies | 10,964 | 29,564 | 20,774 | 13,750 | 12,550 | 8,750 | |
| 523600 | Uniforms | 642 | 837 | 1,033 | 600 | 545 | 545 | |
| 524300 | Contract Services | 901 | 9,629 | 11,344 | 12,069 | 4,095 | 4,095 | |
| 525300 | Dues and Subscrip. | 5 | 1,810 | 1,115 | 1,191 | 365 | 365 | |
| Operations Totals | | \$ 16,597 | \$ 77,906 | \$ 68,824 | \$ 63,970 | \$ 24,633 | \$ 20,833 | 15.0% |
| Overall Totals | | \$ 144,116 | \$ 248,764 | \$ 244,149 | \$ 236,068 | \$ 145,075 | \$ 138,887 | 100% |

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2017-18.



YOUTH AND ATHLETICS

The **Youth and Athletics** team is responsible for planning, implementing and supervising team and individual sports for youth and adults at Town-owned and rented facilities. The team manages the Avery Street Recreation Center and Annex, which provides year-round recreational and camp program offerings for preschool and school age children, and coordinates the rental of Town-owned athletic field and facilities. Programs include the Avery Street Afterschool Program, summer specialty camps, youth basketball and volleyball leagues, adult softball and basketball leagues and the preschool sports and art programs. The team provides support to partner youth sports agencies to meet the needs of the community. The team will be responsible for the new recreation center when it opens.

Goals

1. Provide athletic opportunities that stress participation, skill development, sportsmanship, and fun. (SD4.3)
2. Develop and maintain both new and existing athletic sites to ensure the Town is providing top quality infrastructure. (QL4.1, FR1.1, FR2.2)
3. Offer diverse youth programs that provide a safe place for children to play, learn, and develop social skills. (QL4.2, QL3.1)
4. Evaluate facility schedules and use patterns to ensure efficient and effective delivery of services. (FR1.1, FR2.2, SD1.1)

Objectives

1. Maintain and promote after school program participation and seek ways to engage children in additional activities.
2. Open, operate and manage the new recreation center to create a hub of activity in downtown Garner.
3. Schedule and monitor athletic field and facility rentals.

Program Changes in FY 2017-18

The Recreation Administrative Assistant position was converted to a Recreation Program Supervisor position and assigned to this team. This has assisted in growing athletic leagues in preparation for the opening of the new recreation center. The one remaining part-time position is recommended to be made full-time to coincide and assist with the opening of the Recreation Center. Additional supplemental hours have been added to aid in the operation of the Recreation Center as well.

Authorized Personnel

| Category | FY 2016-17 Adopted | Positions Requested | FY 2017-18 Adopted |
|-------------------------------------|-----------------------|---------------------|-----------------------|
| Recreation Center & Program Manager | 1 | - | 1 |
| Recreation Program Supervisor* | 0 | - | 1 |
| Recreation Program Specialist | 1.5 | 0.5 | 2.0 |
| Total | 2.5 | 0.5 | 4.0 |

* Recreation Program Supervisor was added mid-year by transferring the Recreation Administrative Assistant to Youth & Athletic.

Performance Measures

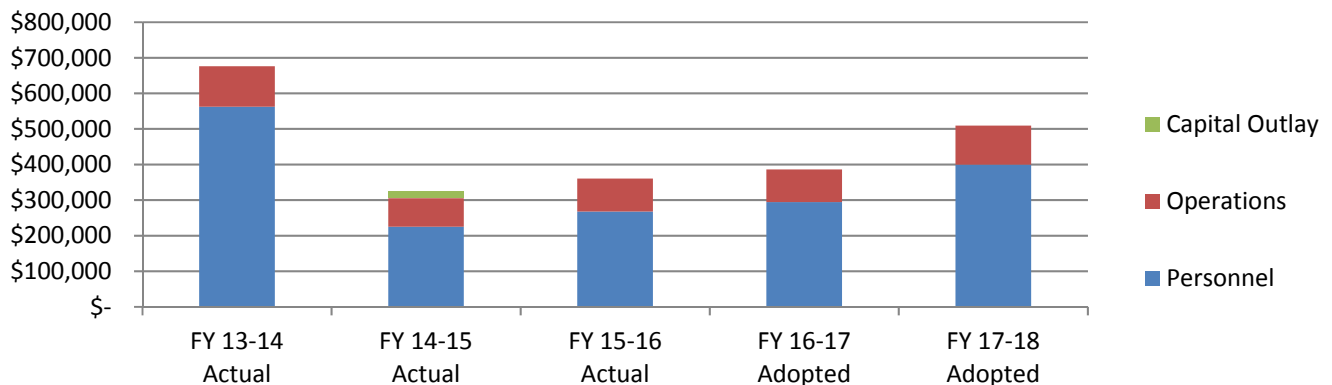
| Measures | Actual FY 2016 | Actual FY 2017 | Target FY 2018 |
|---|-------------------|-------------------|-------------------|
| % of Programs Offered that Met Expected Participation Level | 88% | 85% | 90% |

YOUTH & ATHLETIC

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|--------------|
| Personnel | | | | | | | | |
| 510200 | Salaries | \$ 284,969 | \$ 86,723 | \$ 116,193 | \$ 119,350 | \$ 207,702 | \$ 175,324 | |
| 510210 | Salaries - Overtime | - | 127 | 473 | - | - | - | |
| 510220 | Salaries - Temporary | 171,897 | 102,233 | 106,926 | 111,277 | 208,273 | 138,178 | |
| 510236 | Longevity | 6,858 | 2,239 | 2,295 | 2,381 | 2,440 | 3,486 | |
| 510500 | FICA | 34,594 | 14,406 | 16,163 | 17,909 | 24,843 | 24,250 | |
| 510600 | Group Insurance | 27,887 | 8,503 | 13,442 | 28,318 | 45,406 | 36,072 | |
| 510700 | Retirement | 36,210 | 10,712 | 12,292 | 14,848 | 26,301 | 22,390 | |
| | Personnel Totals | \$ 562,414 | \$ 224,943 | \$ 267,784 | \$ 294,083 | \$ 514,965 | \$ 399,700 | 78.5% |
| Operations | | | | | | | | |
| 521150 | Telephone | \$ 1,559 | - | \$ 1,142 | \$ 636 | \$ 2,544 | \$ 2,544 | |
| 521200 | Printing | - | - | - | 400 | 2,000 | 2,000 | |
| 521300 | Utilities | 4,287 | \$ 3,461 | 3,403 | 3,800 | 4,950 | 3,400 | |
| 521400 | Travel and Training | 4,188 | 1,945 | 2,479 | 2,780 | 4,530 | 4,210 | |
| 521405 | Travel - Senior Citizens | 1,140 | - | - | - | - | - | |
| 521500 | Build. and Grounds | 4,901 | 3,464 | 2,800 | 3,500 | 5,900 | 4,700 | |
| 521600 | Equip. Maint. & Repair | 4,477 | 1,524 | 3,094 | 3,550 | 4,750 | 3,550 | |
| 521700 | Auto Maint. & Repair | 286 | 528 | 427 | 300 | 300 | 300 | |
| 522100 | Equipment Rental | 3,686 | 6,432 | 3,971 | 5,503 | 6,296 | 5,726 | |
| 523100 | Fuel | 700 | 378 | - | 378 | 667 | 580 | |
| 523300 | Departmental Supplies | 27,709 | 14,111 | 21,627 | 18,465 | 57,294 | 25,495 | |
| 523600 | Uniforms | 2,064 | 1,176 | 1,050 | 2,000 | 3,000 | 3,000 | |
| 524300 | Contract Services | 37,152 | 27,710 | 29,895 | 34,060 | 56,091 | 38,398 | |
| 524365 | School Access Fees | 20,473 | 19,167 | 22,624 | 15,900 | 15,000 | 15,000 | |
| 524370 | Contract Services | - | - | - | - | - | - | |
| 525300 | Dues and Subscrip. | 1,123 | 185 | 105 | 455 | 440 | 440 | |
| | Operations Totals | \$ 113,744 | \$ 80,081 | \$ 92,617 | \$ 91,727 | \$ 163,762 | \$ 109,343 | 21.5% |
| Capital Outlay | | | | | | | | |
| 537410 | Vehicle | - | \$ 18,338 | - | - | - | - | 0.0% |

Overall Totals \$ 676,159 \$ 323,362 \$ 360,401 \$ 385,810 \$ 678,727 \$ 509,043 100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2017-18.



PROGRAM PARTNERS

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

Goal

1. Maximize partnership opportunities to work with outside agencies in order to develop strategies that ensure services are provided efficiently and effectively. (SD1.1, SD2.3)

Objectives

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

Program Changes for FY 2017-18

None.

Operating History

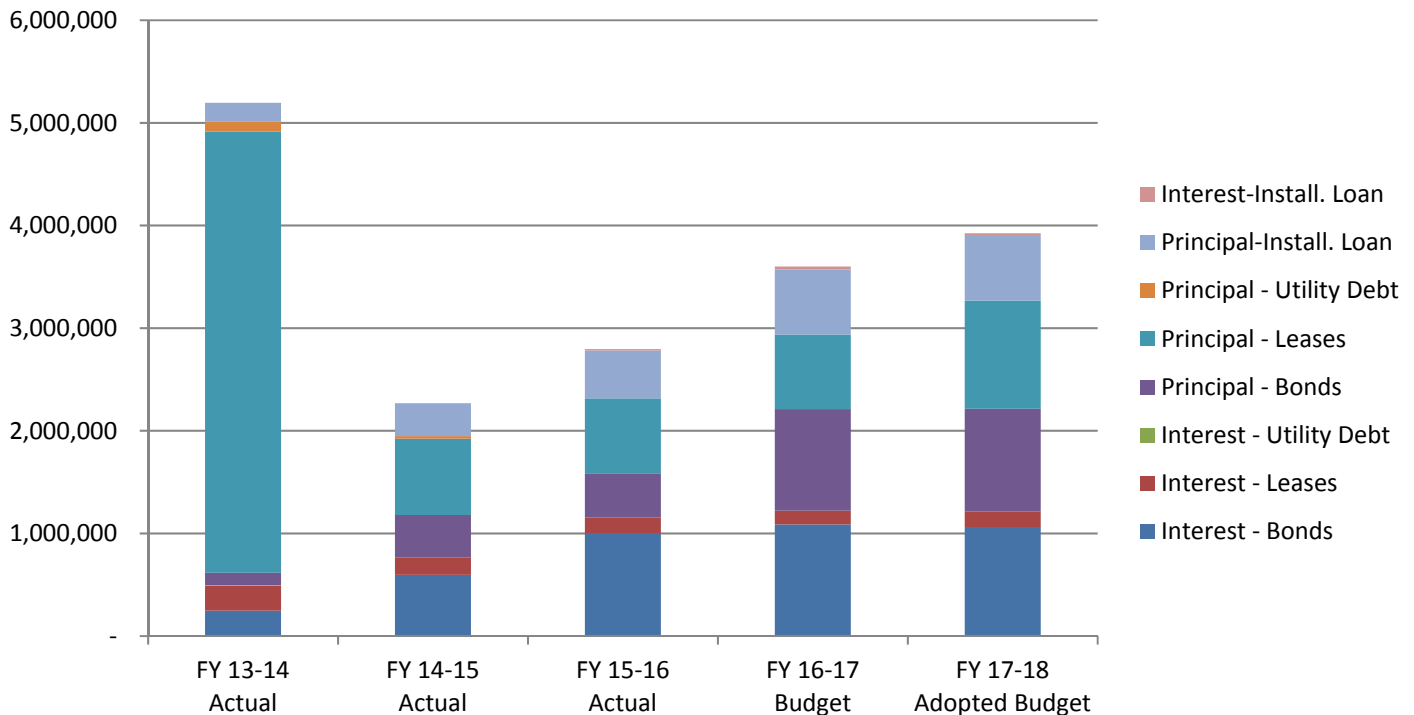
| Object Code | Obj Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Requested | FY 17-18 Adopted | % of Program Partner Total |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|-------------------------------------|
| 524210 | Garner Baseball Inc | \$ 49,748 | \$ 59,350 | \$ 61,590 | \$ 64,900 | \$ 66,685 | \$ 64,985 | 36.6% |
| 524215 | Garner Civitan | 21,410 | 21,864 | 22,294 | 21,344 | 21,749 | 21,749 | 12.2% |
| 524220 | Miss Garner Pageant | 1,500 | 1,950 | 3,200 | 3,500 | 3,500 | 3,500 | 2.0% |
| 524225 | Garner Towne Players | 23,650 | 23,650 | 23,650 | 23,650 | 37,300 | 23,650 | 13.3% |
| 524230 | Capital Area Soccer Assn | 9,876 | 25,875 | 14,760 | 16,535 | 25,405 | 25,405 | 14.3% |
| 524235 | GAYSL | 11,343 | 11,576 | 12,356 | 12,830 | 15,840 | 15,840 | 8.9% |
| 524240 | Optimist Basketball | 19,134 | 18,718 | 18,804 | 22,500 | 22,500 | 22,500 | 12.7% |
| 524245 | American Legion | - | 1,000 | - | 1,000 | - | - | 0.0% |
| Overall Totals | | \$ 136,660 | \$ 163,983 | \$ 156,654 | \$ 166,259 | \$ 192,979 | \$ 177,629 | 100% |

DEBT SERVICE

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

Operations History

| Obj. Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Budget | FY 17-18 Adopted Budget | % of Total FY 17-18 Budget |
|-----------------------|--------------------------|--------------------|--------------------|--------------------|--------------------|-------------------------------|----------------------------------|
| 526100 | Principal - Bonds | \$ 120,000 | \$ 410,000 | \$ 425,000 | \$ 990,000 | \$ 1,000,000 | 3.01% |
| 526105 | Principal - Utility Debt | 100,000 | 25,000 | - | - | - | 0.00% |
| 526110 | Principal - Leases | 4,296,966 | 743,760 | 734,723 | 725,511 | 1,053,451 | 3.17% |
| 526115 | Principal-Install. Loan | 181,155 | 316,664 | 466,560 | 635,515 | 629,799 | 1.90% |
| 526200 | Interest - Bonds | 246,248 | 596,465 | 1,002,646 | 1,086,973 | 1,062,973 | 3.20% |
| 526205 | Interest - Utility Debt | 7,000 | 1,400 | - | - | - | 0.00% |
| 526210 | Interest - Leases | 243,834 | 171,280 | 152,693 | 134,300 | 151,983 | 0.46% |
| 526215 | Interest-Install. Loan | - | 6,246 | 13,800 | 27,123 | 26,263 | 0.08% |
| Overall Totals | | \$ 5,195,203 | \$ 2,270,815 | \$ 2,795,422 | \$ 3,599,422 | \$ 3,924,469 | 11.82% |

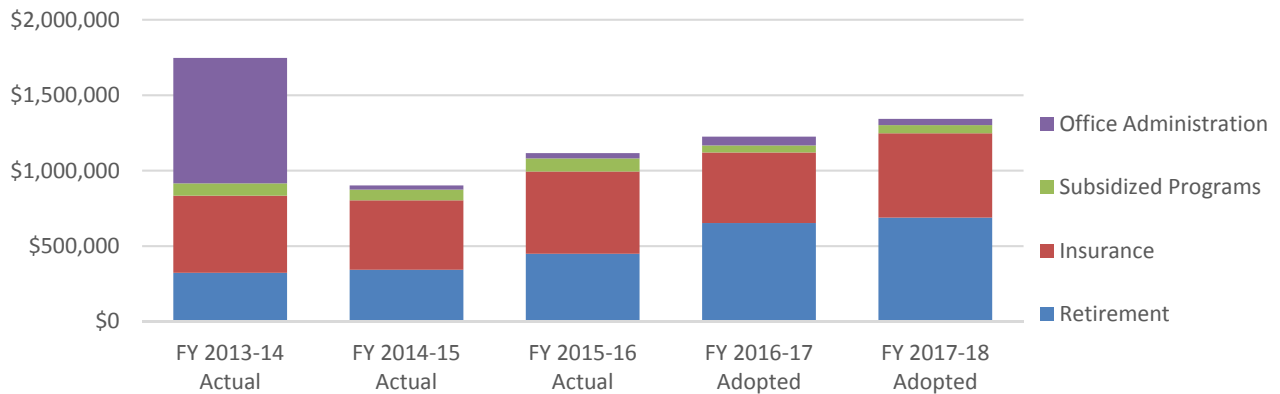


SPECIAL APPROPRIATIONS

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

Special Appropriations by Division

| Divison | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Recommend. | % Change from Previous |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|--------------------------|---------------------------|
| Retirement | \$323,452 | \$343,636 | \$448,984 | \$652,293 | \$689,240 | 5.66% |
| Insurance | \$510,339 | \$459,596 | \$544,953 | \$467,475 | \$558,020 | 19.37% |
| Subsidized Programs | \$82,158 | \$71,089 | \$87,331 | \$47,004 | \$68,004 | 44.68% |
| Office Administration | \$830,725 | \$27,285 | \$34,600 | \$58,807 | \$41,346 | -29.69% |
| Total | \$1,746,674 | \$901,606 | \$1,115,868 | \$1,225,579 | \$1,356,610 | 10.69% |

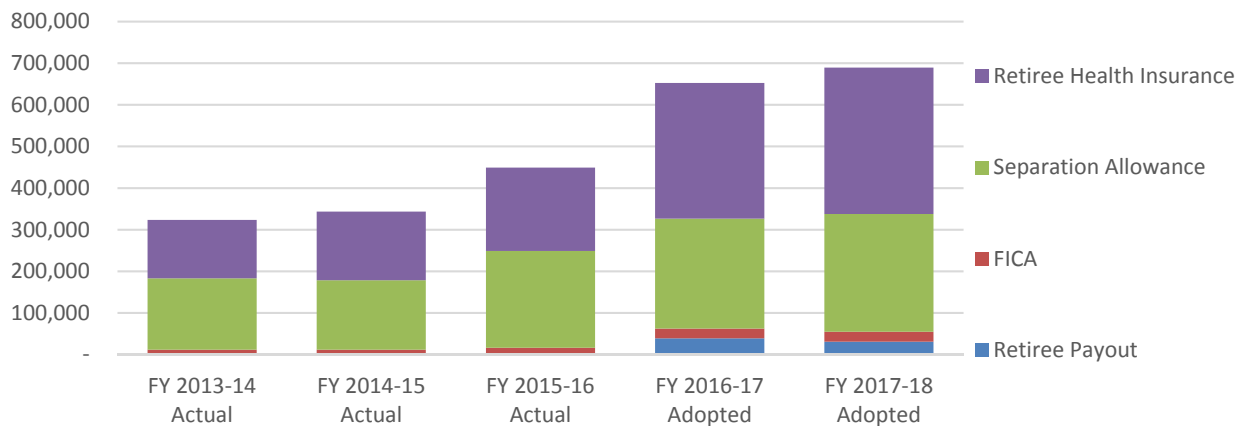


RETIREMENT

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

Operations History

| Description | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Adopted | % Change from Previous |
|--------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------------|
| Retiree Payout | - | - | - | \$ 39,047 | \$ 30,752 | -21.2% |
| FICA | \$ 11,578 | \$ 11,434 | \$ 16,370 | 23,207 | 23,988 | 3.4% |
| Separation Allowance | 171,342 | 166,870 | 232,339 | 264,310 | 282,806 | 7.0% |
| Retiree Health Insurance | 140,532 | 165,033 | 200,276 | 325,729 | 351,694 | 8.0% |
| Overall Totals | \$ 323,452 | 343,336 | \$ 448,985 | \$ 652,293 | \$ 689,240 | 5.7% |

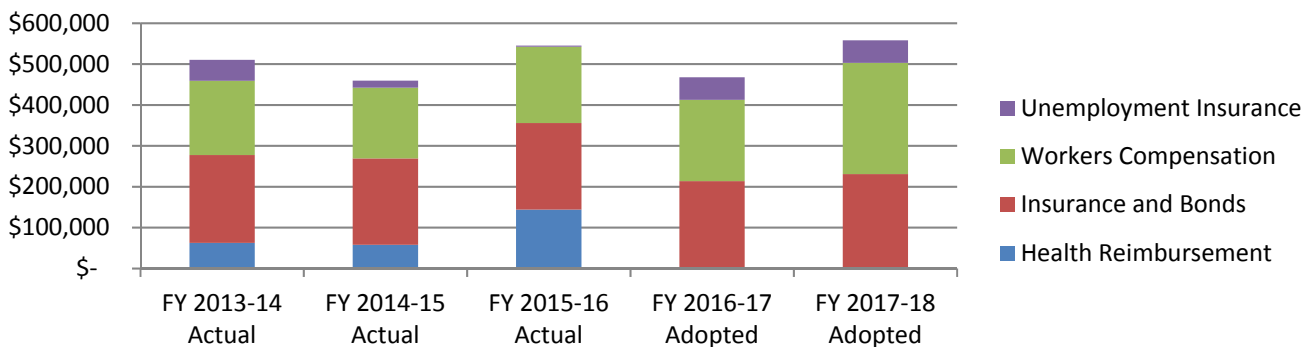


INSURANCE

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

Operations History

| Object Code | Description | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Adopted | % Change from Previous |
|-----------------------|------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------------|
| 510615 | Health Reimbursement | \$ 62,611 | \$ 58,039 | \$ 143,950 | - | - | - |
| 525400 | Insurance and Bonds | 214,891 | 211,034 | 211,780 | \$ 213,600 | \$ 231,068 | 8.2% |
| 525610 | Workers Compensation | 181,540 | 173,081 | 186,678 | 198,875 | 271,952 | 36.7% |
| 525620 | Unemployment Insurance | 51,297 | 17,318 | 2,545 | 55,000 | 55,000 | 0.0% |
| Overall Totals | | \$ 510,339 | \$ 459,472 | \$ 544,953 | \$ 467,475 | \$ 558,020 | 19% |

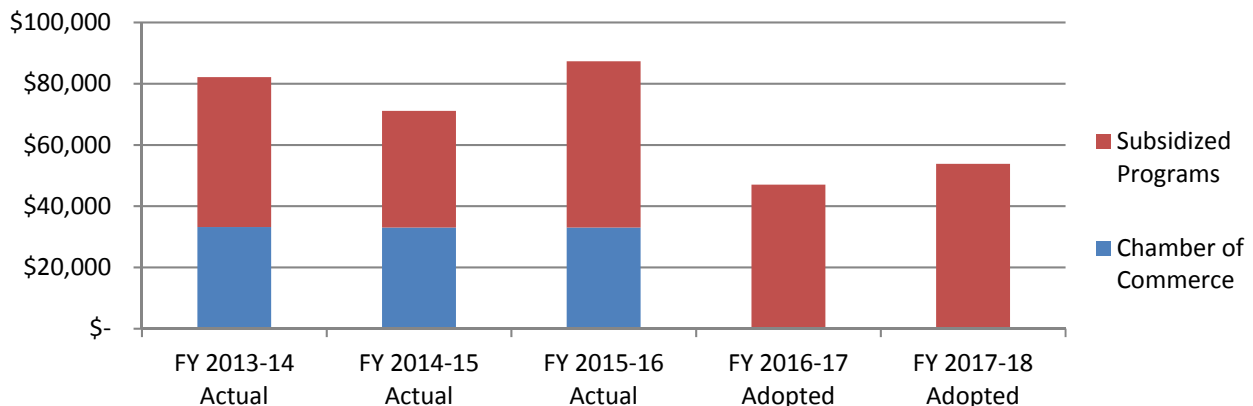


SUBSIDIZED PROGRAMS

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

Operations History

| Object Code | Description | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Adopted | FY 2017-18 Adopted | % of Program Budget |
|-----------------------|---------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------------|
| 524340 | Chamber of Commerce | \$ 33,175 | \$ 33,000 | \$ 33,000 | - | - | 0.0% |
| 524600 | Subsidized Programs | \$ 48,983 | \$ 38,089 | \$ 54,331 | \$ 47,004 | \$ 53,831 | 100.0% |
| Overall Totals | | \$ 82,158 | \$ 71,089 | \$ 87,331 | \$ 47,004 | \$ 53,831 | 100% |

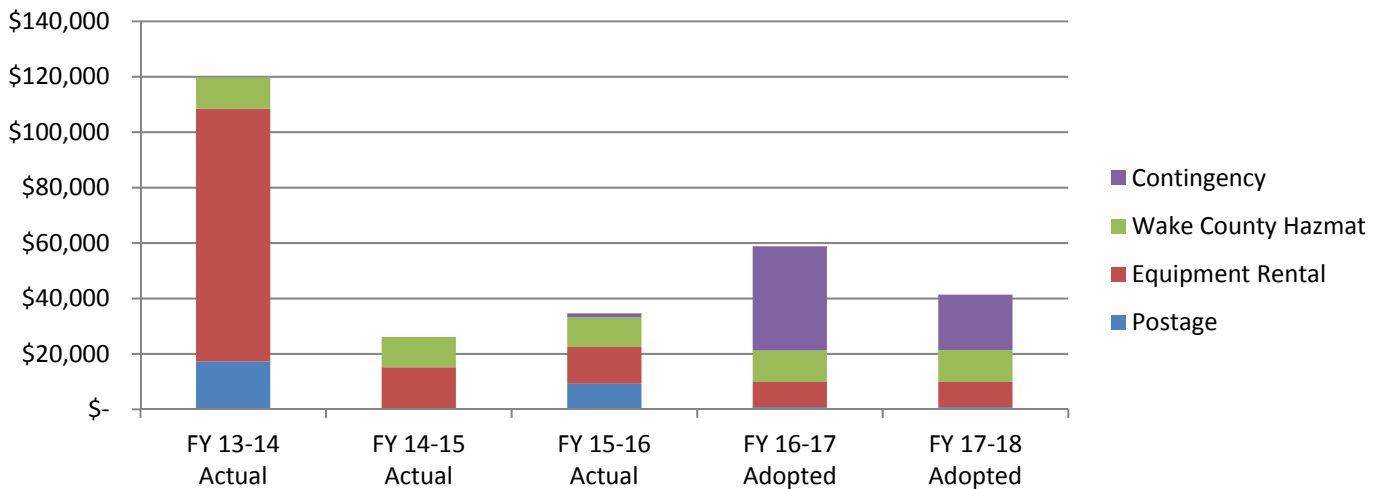


OFFICE ADMINISTRATION

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

Operations History

| Object Code | Description | FY 13-14 Actual | FY 14-15 Actual | FY 15-16 Actual | FY 16-17 Adopted | FY 17-18 Adopted | % Change from Previous |
|-----------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------------|
| 521100 | Postage | \$ 17,247 | \$ - | \$ 9,225 | \$ 754 | \$ 754 | 0.0% |
| 522100 | Equipment Rental | 91,232 | 15,147 | 13,276 | 9,061 | 9,061 | 0.0% |
| 524391 | Wake County Hazmat | 11,232 | 10,984 | 10,708 | 11,403 | 11,531 | 1.1% |
| 525800 | Contingency | - | - | 1,391 | 37,589 | 20,000 | -46.8% |
| 537410 | Vehicle | 711,015 | 2,164 | - | - | - | - |
| Overall Totals | | \$ 830,725 | \$ 28,295 | \$ 34,600 | \$ 58,807 | \$ 41,346 | -30% |



*Chart excludes vehicle purchases included in FY 2013-2014 & FY 2014-15 budget

TOWN OF GARNER
CAPITAL PROJECT FUND BUDGET FISCAL YEAR 2017-18

| Revenue Type | <u>Revenues</u> | | | | |
|-----------------------------------|----------------------|----------------------|----------------------|-------------------------|----------------------|
| | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimated | FY 2017-18 Budget |
| Intergovernmental | \$ 1,489,293 | \$ 1,115,947 | \$ 61,886 | \$ 36,311 | - |
| Investment Earnings | 2,790 | 6,829 | 51,243 | 92,605 | - |
| Contributions | 64,506 | 125,030 | 50,956 | (44,879) | - |
| Issuance of Debt | 4,030,972 | 3,793,414 | - | - | \$ 11,241,000 |
| Premium on Bonds | 253,495 | 1,061,518 | - | - | - |
| Previous Capital Project Revenues | - | 831,537 | 3,924,920 | 10,229,172 | 10,996,943 |
| Transfers In | 6,477,132 | 250,360 | 37,000 | - | - |
| Total | \$ 12,318,188 | \$ 7,184,635 | \$ 4,126,005 | \$ 10,313,209 | \$ 22,237,943 |

| Function | <u>Expenditures</u> | | | | |
|----------------------------|----------------------|----------------------|----------------------|-------------------------|----------------------|
| | FY 2013-14 Actual | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimated | FY 2017-18 Budget |
| PRCR Improvements | \$ 3,350 | \$ 678,252 | \$ 294,267 | \$ 188,656 | \$ 1,493,006 |
| Town Hall/Police Station | 338,853 | 2,532,431 | 2,304,052 | 6,136,702 | 1,880,165 |
| Timber Drive | 145,420 | 4,462 | - | 62,624 | 244,099 |
| Vandora/Buffalo Roundabout | - | 751 | 978 | - | 12,403 |
| Public Works Improvements | 238,845 | 34,742 | - | - | - |
| US 70 Hwy Improvements | 2,960,978 | 2,193,360 | 160,839 | 97,199 | 385,093 |
| Recreation Center | 63,813 | 227,435 | 329,983 | 1,994,786 | 7,645,875 |
| Redevelopment | 583,701 | 313,506 | 160,397 | 194,298 | 575,054 |
| Street & Sidewalks | 443,596 | 929,172 | 794,033 | 1,638,944 | 9,858,679 |
| White Deer Park | - | - | - | - | - |
| Debt Issuance Costs | 218,161 | 270,524 | - | - | 143,569 |
| Transfers Out | - | - | 81,456 | - | - |
| Total | \$ 4,996,717 | \$ 7,184,635 | \$ 4,126,005 | \$ 10,313,209 | \$ 22,237,943 |

**TOWN OF GARNER
CAPITAL PROJECTS FUNDS SUMMARY**

| CAPITAL PROJECTS | Authorized as of July 1, 2016 | Changes In Authorization | Authorized as of July 1, 2017 |
|---|--|-------------------------------------|--|
| NOTE: PROJECTS BELOW ARE BUDGETED BY PROJECT ORDINANCE | | | |
| PRCR Bond Projects | \$3,014,087 | (\$353,475) | \$2,660,612 |
| Town Hall/Police Station | \$13,233,000 | \$937,522 | \$14,170,522 |
| Timber Drive | \$2,523,068 | (\$415,998) | \$2,107,070 |
| Vandora/Buffalo Roundabout | \$353,232 | (\$7,005) | \$346,227 |
| Hwy 70/White Oak Improvements | \$6,687,927 | (\$36,544) | \$6,651,383 |
| Indoor Recreation Center | \$8,897,287 | \$1,401,853 | \$10,299,140 |
| Downtown Redevelopment Bond Projects | \$2,043,951 | (\$217,364) | \$1,826,587 |
| Street & Sidewalk Bond Projects | \$14,857,044 | (\$1,195,724) | \$13,661,320 |
| TOTAL AUTHORIZATIONS | \$51,609,596 | \$113,265 | \$51,722,861 |

TOWN OF GARNER CAPITAL PROJECT FUNDS

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

Capital Project Funds as of July 1, 2017:

PRCR (Parks, Recreation and Cultural Resources) Bond Improvements

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

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

Police Station/Town Hall Addition

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

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

Timber Drive

Status: Completed in Spring 2014

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

Vandora/Buffalo Roundabout

Status: Completed in Fall 2013

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

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

Highway 70/White Oak Improvements

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

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

Indoor Recreation Center

Status: Continued Engineering and Design, Begin Construction Spring 2016

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

Downtown Redevelopment Bond Projects

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

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

Street & Sidewalk Bond Projects

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

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

TOWN OF GARNER CAPITAL IMPROVEMENT PROGRAM

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

The six-year outlook was developed to outline projects approved in the 2013 Bond Referendum. The following pages provide details of the projects contained in the FY 2017-2022 Capital Improvement Program. Town Council reviewed these projects and appropriated the funds when they approved the FY 2017-18 Budget. The Program represents the intent of the Council and Town staff to plan prudently for necessary capital improvements.

Town of Garner Definition of Capital

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

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

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

Impacts of Capital

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

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

Impact of the CIP on the Operating Budget

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

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

Developing Criteria to Guide Capital Investment Decisions

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

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

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

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

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

Review and Refine Criteria to Guide Capital Investment Decisions

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

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

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

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

Project: Public Safety and Service Facilities Bonds - Town Hall

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



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

Link to Strategic Priorities

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

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

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

Expenditures

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

Revenues

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

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

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

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

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

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



Link to Strategic Priorities

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

| | | | | | |
|---------------------------|-----------------------------|---|---|--------------------------------------|----|
| Total Project Cost | FY2017 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): Bond Proceeds | Additional Staffing Required: | No |
| | | | | Number of Positions Required: | 0 |
| \$4,507,475 | \$0 | \$4,507,475 | Links to other projects: Other Street and Sidewalk Bond related projects | | |

Town of Garner Departments Involved: Engineering and Planning

Expenditures

| <u>Line Items</u> | <u>FY 2017</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>Total</u> |
|-------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| US 70 Widening | - | - | \$3,200,000 | - | - | - | \$3,200,000 |
| Hwy 50 Bridge | - | - | \$500,000 | - | - | - | \$500,000 |
| US 70 Light & Landscape | - | - | \$807,475 | - | - | - | \$807,475 |
| Total | - | - | \$4,507,475 | - | - | - | \$4,507,475 |

Revenues

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

Operating Expenses

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

Project: Street and Sidewalk Improvement Bonds - Downtown Garner Access

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

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



Link to Strategic Priorities

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

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

Town of Garner Departments Involved: Engineering and Planning

Expenditures

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

Revenues

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

Operating Expenses

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

Project: Street and Sidewalk Improvement Bonds - Sidewalk Improvements

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

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



Link to Strategic Priorities

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

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

Town of Garner Departments Involved: Engineering and Planning

Expenditures

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

Revenues

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

Operating Expenses

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

Project: Street and Sidewalk Improvement Bonds - Neighborhood Improvements

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

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



Link to Strategic Priorities

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

| | | | | | |
|---------------------------|-----------------------------|---|---|--------------------------------------|----|
| Total Project Cost | FY2017 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): Bond Proceeds | Additional Staffing Required: | No |
| | \$739,626 | \$136,480 | \$603,146 | Number of Positions Required: | 0 |

Links to other projects: Other Street and Sidewalk Bond projects; Redevelopment Bonds

Town of Garner Departments Involved: Engineering and Planning

Expenditures

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

Revenues

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

Operating Expenses

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

Project: Street and Sidewalk Improvement Bonds - Other Initiatives

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

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



Link to Strategic Priorities

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

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

Town of Garner Departments Involved: Engineering and Planning

Expenditures

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

Revenues

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

Operating Expenses

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

Project: Parks and Recreation Improvement Bond - Park Enhancements

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

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

Link to Strategic Priorities

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

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

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

Expenditures

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

Revenues

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

Operating Expenses

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

Project: Parks and Recreation Improvement Bond - Garner Recreation Center

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



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

Link to Strategic Priorities

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

| | | | | | |
|---------------------------|-----------------------------|---|---|--------------------------------------|-----|
| Total Project Cost | FY2017 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): Bond Proceeds, ConAgra Donation, Capital Reserve, Grant Funding | Additional Staffing Required: | Yes |
| \$8,902,020 | \$8,902,020 | - | Links to other projects: Other Parks and Recreation Bond Related Projects | Number of Positions Required: | 1+ |

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

Expenditures

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

Revenues

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

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

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

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

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



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

Link to Strategic Priorities

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

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

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

Expenditures

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

Revenues

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

Operating Expenses

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

Project: Parks and Recreation Improvement Bond - Greenways

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



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

Link to Strategic Priorities

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

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

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

Expenditures

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

Revenues

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

Operating Expenses

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

Project: Historic Downtown Garner Redevelopment Bonds

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



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

Link to Strategic Priorities

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

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

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

Expenditures

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

Revenues

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

Operating Expenses

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

Project: Storm Drain Replacement-Storm Water Projects

Project Description: The Town of Garner will be providing drainage for the intersection of Meadowbrook at Cason Street by replacing and upsizing the current storm drain that is present at the location.

Project Justification: The underground storm drainage system that drains the roadway on Meadowbrook Road at the intersection with Cason Street is currently undersized. As currently designed, heavy rain events are often too large for the current system to handle and runoff often floods the streets. This project is eligible for consideration as provided for in section 4.4 of the Storm Drain Policy.



Link to Strategic Priorities

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

| | | | | | |
|---------------------------|-----------------------------|---|--|--------------------------------------|----|
| Total Project Cost | FY2018 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): Stormwater Capital Reserve Fund; Powell Bill | Additional Staffing Required: | No |
| \$101,700 | - | \$101,700 | Links to other projects: N/A | Number of Positions Required: | 0 |

Town of Garner Departments Involved: Public Works

Expenditures

| <u>Line Items</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2022</u> | <u>Total</u> |
|------------------------------|----------------|-----------------|----------------|----------------|----------------|----------------|------------------|
| Meadowbrook Dr. at Cason St. | - | \$92,250 | \$9,450 | - | - | - | \$101,700 |
| Total | - | \$92,250 | \$9,450 | - | - | - | \$101,700 |

Revenues

| <u>Sources</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2022</u> | <u>Total</u> |
|---------------------|----------------|-----------------|----------------|----------------|----------------|----------------|------------------|
| Stormwater Reserves | - | \$92,250 | \$9,450 | - | - | - | \$101,700 |
| Total | - | \$92,250 | \$9,450 | - | - | - | \$101,700 |

Operating Expenses

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

Project: Street Resurfacing

Project Description: This project consists of the ongoing street resurfacing program based upon the Engineering Department's Street Condition Survey. The amounts listed for this project include the start of what will be an annual resurfacing program, where 3.5% of all streets in Town (estimated at approx. 99 miles) will be resurfaced, and then assumes a 2.75% increase every fiscal year to provide for inflationary increases and additional lane miles of streets. Please note that this does not include funding for patching, which would be considered an ongoing operational cost for minor repairs of safety hazards.

Project Justification: As part of routine maintenance, streets need to be resurfaced every 10-20 years. This resurfacing restores the surface of the street pavement, improving driving conditions and eliminating large-scale deterioration.



Link to Strategic Priorities

| | |
|---------------------------------------|--|
| <u>Fiscal Responsiveness</u> | Invest in infrastructure & transportation |
| <u>Efficient & Timely Service</u> | Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents |
| <u>Orderly Growth</u> | Plan for an orderly and stable progression of residential and commercial growth; Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure |
| <u>Quality of Life</u> | Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community Promote connectivity |

| | | | | | |
|---------------------------|-----------------------------|---|---|--------------------------------------|----|
| Total Project Cost | FY2018 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): General Fund; Powell Bill | Additional Staffing Required: | No |
| \$2,984,267 | \$475,000 | \$2,509,267 | Links to other projects: None. | Number of Positions Required: | 0 |

Town of Garner Departments Involved: Engineering & Public Works

Expenditures

| | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>Total</u> |
|---------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| <u>Construction</u> | \$475,000 | \$475,000 | \$488,063 | \$501,484 | \$515,275 | \$529,445 | \$2,984,267 |
| Total | \$475,000 | \$475,000 | \$488,063 | \$501,484 | \$515,275 | \$529,445 | \$2,984,267 |

Revenues

| | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>Total</u> |
|--------------------|------------------|------------------|----------------|----------------|----------------|----------------|--------------------|
| <u>Powell Bill</u> | \$475,000 | \$475,000 | \$488,063 | \$501,484 | \$515,275 | \$529,445 | \$2,984,267 |
| Total | \$475,000 | \$475,000 | #N/A | #N/A | #N/A | #N/A | \$2,984,267 |

Operating Expenses

| <u>Operations Type</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>Total</u> |
|------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| <u>Maintenance</u> | - | - | - | - | - | - | - |
| Total | - | - | - | - | - | - | - |

Project: Facility Maintenance and Improvements

Project Description: The purpose of this project is to track and provide for the general maintenance, repair, and improvement of Town owned and operated facilities.

Project Justification: The general upkeep and repair of Town facilities meets and addresses several Town strategic priorities and goals. Over the last two decades, the Town has created and acquired several facilities that now require maintenance projects (listed below) to provide repairs and improvements to items that have not been addressed since the facilities construction or acquisition. Major repair and maintenance projects will also reduce both the common maintenance costs and staff resources utilized to address these facilities as they arise.

Link to Strategic Priorities

| | |
|---------------------------------------|---|
| <u>Fiscal Responsiveness</u> | Invest in infrastructure & transportation. |
| <u>Efficient & Timely Service</u> | Provide quality services that match community needs. |
| <u>Orderly Growth</u> | Provide top quality infrastructure. |
| <u>Quality of Life</u> | Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community; Maximize partnership opportunities; Promote connectivity. |

| | | | | | |
|---------------------------|-----------------------------|---|---|--------------------------------------|----|
| Total Project Cost | FY2018 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): General Fund; Bond Proceeds, Fund Balance, Capital Reserves | Additional Staffing Required: | No |
| | | | | Number of Positions Required: | 0 |
| \$299,233 | \$13,250 | \$285,983 | Links to other projects: Roofing, Playground, and HVAC Repairs/Replacements | | |

Town of Garner Departments Involved: Public Works; Parks, Recreational, and Cultural Resources

Expenditures

| <u>Project item</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023 & Beyond</u> | <u>Total</u> |
|---|-----------------|----------------|-----------------|-----------------|-----------------|-----------------------------|------------------|
| <u>Park Shingle Replacements</u> | \$13,250 | - | - | - | - | - | \$13,250 |
| <u>Garner Senior Center Restroom Renov.</u> | - | - | \$39,285 | - | - | - | \$39,285 |
| <u>Replace Shop Doors</u> | - | - | - | \$16,000 | - | \$6,000 | \$22,000 |
| <u>Garner Senior Center Exterior Repairs</u> | - | - | - | \$4,392 | - | - | \$4,392 |
| <u>Paint Interior of GPAC</u> | - | - | - | - | \$21,291 | - | \$21,291 |
| <u>Waterproof GPAC Foundation</u> | - | - | - | - | \$18,500 | \$18,500 | \$37,000 |
| <u>Public Works Window & Wall Repairs</u> | - | - | - | - | - | \$76,315 | \$76,315 |
| <u>Depot Repairs</u> | - | - | - | - | - | \$71,895 | \$71,895 |
| <u>White Deer Slate Cap Replace.</u> | - | - | - | - | - | \$13,805 | \$13,805 |
| Total | \$13,250 | - | \$39,285 | \$20,392 | \$39,791 | \$186,515 | \$299,233 |

Revenues

| <u>Source</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023 & Beyond</u> | <u>Total</u> |
|---------------------------------|-----------------|----------------|-----------------|-----------------|-----------------|-----------------------------|------------------|
| <u>Lake Benson Park Reserve</u> | \$6,400 | - | - | - | - | - | \$6,400 |
| <u>General Fund</u> | \$6,850 | - | \$39,285 | \$20,392 | \$39,791 | \$114,620 | \$220,938 |
| Total | \$13,250 | - | \$39,285 | \$20,392 | \$39,791 | \$186,515 | \$227,338 |

Operating Expenses

| <u>Operations Type</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023 & Beyond</u> | <u>Total</u> |
|------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------------|--------------|
| <u>None</u> | - | - | - | - | - | - | - |
| Total | - | - | - | - | - | - | - |

Project: HVAC Replacement Program

Project Description: The purpose of this project is to create a schedule of replacement for all of the Town maintained HVAC units. These units are critical to creating the needed working environments that affect both Town citizens and staff alike.

Project Justification: This program funds an orderly program for replacement of existing HVAC units at appropriate times in order to lower O & M costs over the long term. Our current program of "run to fail" is no longer effective due to the age and extensive repairs required on increasingly frequent breakdowns. Obsolete equipment is causing outages to be longer and more frequent than necessary due to difficulty in obtaining parts.



Link to Strategic Priorities

| | |
|---------------------------------------|---|
| <u>Fiscal Responsiveness</u> | Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources. |
| <u>Efficient & Timely Service</u> | Ensure services are provided efficiently and effectively; Provide services at a reasonable cost to residents. |
| <u>Orderly Growth</u> | Provide top quality infrastructure |
| <u>Quality of Life</u> | Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community |

| | | | | | |
|---------------------------|-----------------------------|---|---|--------------------------------------|----|
| Total Project Cost | FY2018 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): General Fund; Bond Proceeds, Fund Balance, Capital Reserves | Additional Staffing Required: | No |
| \$108,130 | - | \$108,130 | Links to other projects: Facility, Roofing, and Playground Repairs/Replacements | Number of Positions Required: | 0 |

Town of Garner Departments Involved: Town-wide

Expenditures

| <i>Line item</i> | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 & Beyond | Total |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------------|--------------|
| <u>Avery Street #2</u> | - | \$24,200 | - | - | - | - | \$52,784 |
| <u>Avery Street #1 & #4</u> | - | - | \$16,500 | - | - | - | \$16,500 |
| <u>Pearl Street #1 & #2</u> | - | - | - | \$15,180 | - | - | \$15,180 |
| <u>400 Aversboro</u> | - | - | - | \$10,780 | - | - | \$10,780 |
| <u>914 Units #1, #2, & #3</u> | - | - | - | - | \$24,750 | - | \$24,750 |
| <u>Depot HVAC</u> | - | - | - | - | - | \$7,260 | \$7,260 |
| <u>Radio Building HVAC</u> | - | - | - | - | - | \$9,460 | \$9,460 |
| Total | - | \$24,200 | \$16,500 | \$25,960 | \$24,750 | \$16,720 | \$108,130 |

Revenues

| <i>Source</i> | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 & Beyond | Total |
|---------------------|----------------|----------------|----------------|----------------|----------------|-----------------------------|--------------|
| <u>General Fund</u> | - | \$24,200 | \$16,500 | \$25,960 | \$24,750 | \$16,720 | \$108,130 |
| Total | \$0 | \$24,200 | \$16,500 | \$25,960 | \$24,750 | \$16,720 | \$108,130 |

Operating Expenses

| <i>Operations Type</i> | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 & Beyond | Total |
|------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------------|--------------|
| <u>None</u> | - | - | - | - | - | - | - |
| Total | - | - | - | - | - | - | - |

Project: Playground & Park Amenity Maintenance and Improvements

Project Description: The purpose of this project is to track and provide for the general maintenance, repair, and improvement of Town owned and operated playgrounds.

Project Justification: The general upkeep and repair of Town playgrounds meets and addresses several Town strategic priorities and goals. The Town currently maintains numerous playgrounds located at Town parks. Keeping these playgrounds well maintained and up-to-date will keep Town parks safe and relevant for users. Renovations or replacement of playground equipment will also reduce both maintenance costs and staff resources utilized to address playground issues as they arise.

Link to Strategic Priorities

| | |
|---------------------------------------|---|
| <u>Fiscal Responsiveness</u> | Invest in infrastructure & transportation. |
| <u>Efficient & Timely Service</u> | Provide quality services that match community needs. |
| <u>Orderly Growth</u> | Provide top quality infrastructure. |
| <u>Quality of Life</u> | Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community; Maximize partnership opportunities; Promote connectivity. |

| | | | | | |
|---------------------------|-----------------------------|---|---|--------------------------------------|----|
| Total Project Cost | FY2017 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): General Fund; Bond Proceeds, Fund Balance, Capital Reserves | Additional Staffing Required: | No |
| | | | | Number of Positions Required: | 0 |
| \$118,000 | - | \$118,000 | Links to other projects: Facility, Roofing, and HVAC Repairs/Replacements | | |

Town of Garner Departments Involved: Public Works; Parks, Recreational, and Cultural Resources

Expenditures

| <i>Project item</i> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023 & Beyond</u> | <u>Total</u> |
|--|----------------|----------------|----------------|----------------|----------------|-----------------------------|--------------|
| <u>White Deer Playground</u> | - | \$15,000 | - | - | - | - | \$15,000 |
| <u>Rand Mill Park Basketball Court</u> | - | - | - | \$30,000 | - | - | \$30,000 |
| <u>SGP Playground</u> | - | - | - | \$45,000 | - | - | \$45,000 |
| <u>Greenbriar Playground</u> | - | - | - | - | \$28,000 | - | \$28,000 |
| Total | - | \$15,000 | - | \$75,000 | \$28,000 | - | \$118,000 |

Revenues

| <i>Source</i> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023 & Beyond</u> | <u>Total</u> |
|---------------------|----------------|----------------|----------------|----------------|----------------|-----------------------------|--------------|
| <u>General Fund</u> | - | \$15,000 | - | \$75,000 | \$28,000 | - | \$118,000 |
| Total | - | \$15,000 | - | \$75,000 | \$28,000 | - | \$118,000 |

Operating Expenses

| <i>Operations Type</i> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023 & Beyond</u> | <u>Total</u> |
|------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------------|--------------|
| <u>None</u> | - | - | - | - | - | - | - |
| Total | - | - | - | - | - | - | - |

| Project: Town Roofing Systems | | | | | | | |
|--|-----------------------------|---|---|-----------------|-----------------|--------------------------------------|------------------|
| Project Description: The purpose of this project is the planned replacement and repairs needed to be performed to various Town roofing systems across our Town facilities. | | | | | | | |
| Project Justification: Leaks in Town facilities the potential of damaging building contents, not only belonging to the Town, but also Town partners. If these roofing systems deteriorate too much programming could be interrupted as repairs are performed. | | | | | | | |
| Link to Strategic Priorities | | | | | | | |
| <u>Fiscal Responsiveness</u> | | Invest in infrastructure; Ensure fiscal stability and efficient use of resources | | | | | |
| <u>Efficient & Timely Service</u> | | Ensure services are provided efficiently and effectively; Provide services at a reasonable cost to residents. | | | | | |
| <u>Orderly Growth</u> | | Provide top quality infrastructure | | | | | |
| <u>Quality of Life</u> | | Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community | | | | | |
| Total Project Cost | FY2018 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): General Fund; Bond Proceeds, Fund Balance, Capital Reserves | | | Additional Staffing Required: | No |
| \$484,606 | \$24,850 | \$459,756 | Links to other projects: Facility, Playground, and HVAC Repairs/Replacements | | | Number of Positions Required: | 0 |
| Town of Garner Departments Involved: Parks, Recreational, and Cultural Resources | | | | | | | |
| Expenditures | | | | | | | |
| <u>Line Items</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023 & Beyond</u> | <u>Total</u> |
| Public Works Building B | \$24,850 | - | - | - | - | - | \$24,850 |
| Avery Street Recreation Center | - | \$164,409 | - | - | - | - | \$164,409 |
| Avery Street Annex | - | - | \$161,732 | - | - | - | \$161,732 |
| Police Department Roof Coating | - | - | - | \$99,645 | - | - | \$99,645 |
| 914 Roof Coating | - | - | - | - | \$33,970 | - | \$33,970 |
| Total | \$24,850 | \$164,409 | \$161,732 | \$99,645 | \$33,970 | - | \$484,606 |
| Revenues | | | | | | | |
| <u>Sources</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023 & Beyond</u> | <u>Total</u> |
| Fund Balance | \$24,850 | - | - | - | - | - | \$24,850 |
| General Fund | - | \$164,409 | \$161,732 | \$99,645 | \$33,970 | - | \$459,756 |
| Total | \$24,850 | \$164,409 | \$161,732 | \$99,645 | \$33,970 | - | \$484,606 |
| Operating Expenses | | | | | | | |
| <u>Operations Type</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023 & Beyond</u> | <u>Total</u> |
| None | - | - | - | - | - | - | - |
| Total | - | - | - | - | - | - | - |

Project: Town Vehicle Replacements

Project Description: The Town of Garner will be replacing 69 vehicles over the next six years through the Capital Improvement Plan. Currently, there are 15 vehicles identified for replacement in FY2017, 12 in FY2018, 14 in FY2019, 10 in FY2020, 9 in FY2021, and 9 in FY2022.

Project Justification: These requests represent replacements for aged equipment within the existing fleet that have been identified by the Town's VERT (Vehicle & Equipment Replacement Team) as having ongoing operational costs that outweigh equipment value.

Link to Strategic Priorities

| | |
|---------------------------------------|---|
| <u>Fiscal Responsiveness</u> | - Invest in infrastructure & transportation; - Ensure fiscal stability and efficient use of resources |
| <u>Efficient & Timely Service</u> | - Ensure services are provided efficiently and effectively; - Provide quality services that match community needs |
| <u>Orderly Growth</u> | - Provide top quality infrastructure |
| <u>Quality of Life</u> | - Provide a safe community; - Foster and develop Garner's image; - Maintain aesthetically pleasing community |

| | | | | | |
|---------------------------|-----------------------------|---|--|--------------------------------------|----|
| Total Project Cost | FY2018 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): General Fund, Powell Bill, Installment Financing | Additional Staffing Required: | No |
| \$2,575,589 | \$524,000 | \$2,051,589 | Links to other projects: VERT team Town equipment replacement project | Number of Positions Required: | 0 |

Town of Garner Departments Involved: Police, Public Works, Parks and Recreation, Inspections, Engineering, Planning

Expenditure

| | FY 2018 | # | FY 2019 | # | FY 2020 | # | FY 2021 | # | FY 2022 | # | FY 2023 | # | Total | # |
|----------------------------------|-----------|---|-----------|---|-----------|---|-----------|---|----------|---|-----------|---|-----------|----|
| Police | | | | | | | | | | | | | | |
| K9 | \$48,320 | 1 | \$48,500 | 1 | - | - | - | - | \$48,500 | 1 | \$48,500 | 1 | \$193,820 | 4 |
| Truck | - | - | \$33,000 | 1 | - | - | - | - | - | - | - | - | \$33,000 | 1 |
| Patrol Car | \$204,285 | 5 | \$220,000 | 5 | \$176,000 | 4 | \$176,000 | 4 | - | - | - | - | \$776,285 | 18 |
| SGT Patrol | - | - | \$132,000 | 3 | \$44,000 | 1 | - | - | - | - | \$176,000 | 4 | \$352,000 | 8 |
| Unmarked | \$56,083 | 2 | \$30,500 | 1 | - | - | \$30,500 | 1 | - | - | \$30,500 | 1 | \$147,583 | 5 |
| SUV | - | - | - | - | \$44,000 | 1 | - | - | - | - | \$44,000 | 1 | \$88,000 | 2 |
| Public Works | | | | | | | | | | | | | | |
| Truck | - | - | - | - | \$132,000 | 4 | \$66,000 | 2 | \$70,000 | 2 | - | - | \$268,000 | 8 |
| Dump Truck | \$112,000 | 1 | \$112,000 | 1 | \$112,000 | 1 | - | - | - | - | - | - | \$336,000 | 3 |
| SUV | - | - | - | - | - | - | - | - | \$30,000 | 1 | - | - | \$30,000 | 1 |
| Parks | | | | | | | | | | | | | | |
| Mini-Bus | \$59,200 | 1 | - | - | - | - | - | - | - | - | - | - | \$59,200 | 1 |
| Sedan | - | - | - | - | - | - | - | - | - | - | \$23,000 | 1 | \$23,000 | 1 |
| Van | - | - | - | - | - | - | - | - | \$42,700 | 1 | - | - | \$42,700 | 1 |
| Inspections | | | | | | | | | | | | | | |
| Sedan | \$23,000 | 1 | - | - | - | - | \$23,000 | 1 | \$23,000 | 1 | - | - | \$69,000 | 3 |
| Engineering/ Planning/ IT | | | | | | | | | | | | | | |
| Truck | \$21,112 | 1 | - | - | - | - | \$23,000 | 1 | \$69,000 | 3 | - | - | \$113,112 | 5 |

| | | | | | | | | | | | | | | |
|--------------------------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|----------|------------------|----------|------------------|----------|--------------------|-----------|
| <u>Inflation</u> | | | | 3.00% | 3.06% | 3.09% | 3.15% | | | | | | | |
| <u>Inflation Amount</u> | | | | \$15,240 | \$9,746 | \$8,754 | \$10,149 | \$43,889 | | | | | | |
| Expenditure Total | \$524,000 | 12 | \$576,000 | 12 | \$523,240 | 11 | \$328,246 | 9 | \$291,954 | 9 | \$332,149 | 8 | \$2,575,589 | 61 |

Revenues

| Revenue Source | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-----------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Fund | - | \$576,000 | \$523,240 | \$328,246 | \$291,954 | \$332,149 | \$2,051,589 |
| Powell Bill | - | - | - | - | - | - | - |
| Installment Loan | \$412,000 | - | - | - | - | - | \$412,000 |
| Powell Bill - Install | \$112,000 | - | - | - | - | - | \$112,000 |
| Revenue Total | \$524,000 | \$576,000 | \$523,240 | \$328,246 | \$291,954 | \$332,149 | \$2,575,589 |

Project: Town Equipment Replacements

Project Description: The Town of Garner will be replacing 48 pieces of Public Works Equipment over the next six years through the Capital Improvement Plan. Currently, there are 8 items identified for replacement in FY2017, 18 in FY2018, 6 in FY2019, 9 in FY2020, 4 in FY2021, and 3 in FY2022.

Project Justification: These requests represent replacements for aged equipment within the existing fleet that have been identified by the Town's VERT (Vehicle & Equipment Replacement Team) as having ongoing operational costs that outweigh equipment value.

Link to Strategic Priorities

| | |
|---------------------------------------|---|
| <u>Fiscal Responsiveness</u> | Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources |
| <u>Efficient & Timely Service</u> | Ensure services are provided efficiently and effectively; Provide quality services that match community needs |
| <u>Orderly Growth</u> | Provide top quality infrastructure |
| <u>Quality of Life</u> | Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community |

| | | | | | |
|---------------------------|-----------------------------|---|--|--------------------------------------|----|
| Total Project Cost | FY2018 Budgeted Cost | Unappropriated Future Year Costs | Potential Funding Source(s): General Fund, Powell Bill, Installment Financing | Additional Staffing Required: | No |
| \$1,161,059 | \$155,000 | \$1,006,059 | Links to other projects: VERT team Town vehicle replacement project | Number of Positions Required: | 0 |

Town of Garner Departments Involved: Public Works

Expenditures

| Public Works | FY 2018 | # | FY 2019 | # | FY 2020 | # | FY 2021 | # | FY 2022 | # | FY 2023 | # | Total | # |
|--------------------|------------------|----------|------------------|-----------|------------------|-----------|-----------------|----------|-----------------|----------|-----------------|----------|--------------------|-----------|
| Mower | \$50,000 | 1 | \$18,000 | 2 | - | - | - | - | - | - | - | - | \$68,000 | 3 |
| Tractor | - | - | \$167,000 | 4 | \$130,000 | 2 | - | - | - | - | - | - | \$297,000 | 6 |
| Facility Generator | - | - | - | - | \$100,000 | 1 | - | - | - | - | - | - | \$100,000 | 1 |
| Utility Vehicles | - | - | \$13,000 | 1 | \$13,500 | 1 | - | - | - | - | \$29,000 | 2 | \$55,500 | 4 |
| Wheel Loader | \$98,000 | 1 | \$134,000 | 1 | - | - | - | - | - | - | - | - | \$232,000 | 2 |
| Backhoe/Excavat. | - | - | - | - | \$95,000 | 1 | - | - | \$40,000 | 1 | - | - | \$135,000 | 2 |
| Roller | - | - | \$33,000 | 1 | - | - | - | - | - | - | - | - | \$33,000 | 1 |
| Trailer | \$7,000 | 1 | \$14,000 | 2 | \$50,000 | 5 | \$89,000 | 4 | - | - | - | - | \$160,000 | 12 |
| Salt Spreader | - | - | - | - | - | - | - | - | \$24,000 | 2 | \$25,000 | 1 | \$49,000 | 3 |
| Field Machine | - | - | \$13,500 | 1 | - | - | - | - | - | - | - | - | \$13,500 | 1 |
| Inflation | | | | | 3.00% | | 3.06% | | 3.09% | | 3.15% | | | |
| Inflation Amount | | | | | \$11,655 | | \$2,723 | | \$1,978 | | \$1,702 | | \$18,059 | |
| Total | \$155,000 | 3 | \$392,500 | 12 | \$400,155 | 10 | \$91,723 | 4 | \$65,978 | 3 | \$55,702 | 3 | \$1,161,059 | 35 |

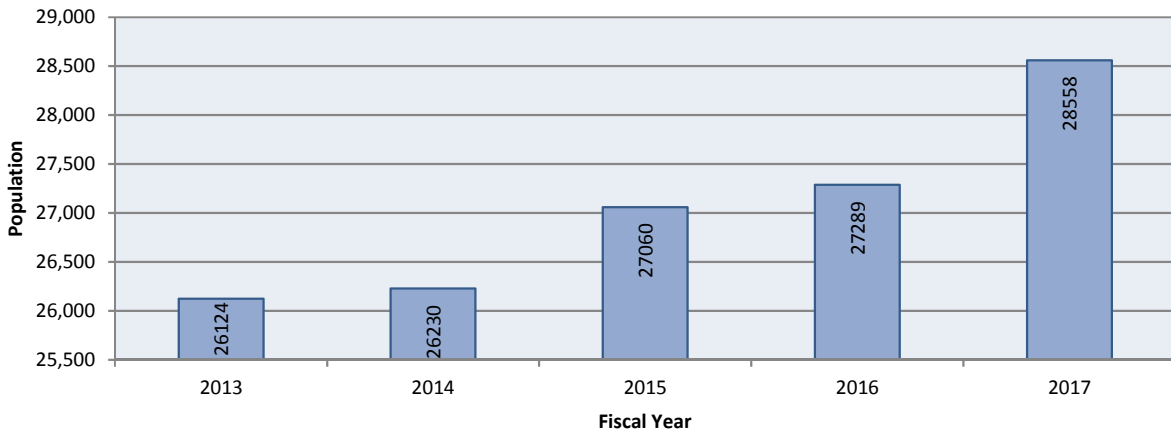
Revenues

| Revenue Source | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-----------------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|--------------------|
| General Fund | \$29,500 | \$392,500 | \$400,155 | \$91,723 | \$65,978 | \$55,702 | \$1,035,559 |
| Powell Bill | \$20,500 | - | - | - | - | - | \$20,500 |
| Installment Loan | \$50,000 | - | - | - | - | - | \$50,000 |
| Powell Bill - Install | \$98,000 | - | - | - | - | - | \$98,000 |
| Total | \$198,000 | \$392,500 | \$400,155 | \$91,723 | \$65,978 | \$55,702 | \$1,204,059 |

Town of Garner Key Facts and Miscellaneous Statistics

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

Town of Garner Population History



Town of Garner population ranking in Wake County according to population estimates by the North Carolina Office of the State Demographer.

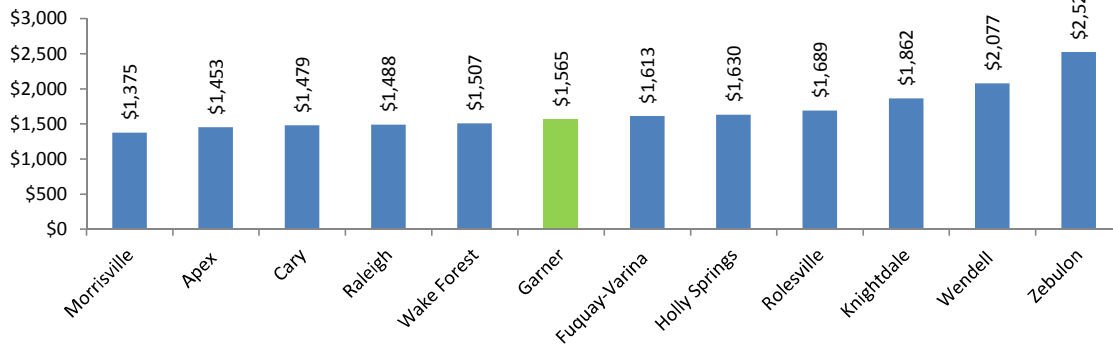
| Rank | City | Population |
|----------|----------------------|---------------|
| 1 | Raleigh | 440,621 |
| 2 | Cary | 152,627 |
| 3 | Apex | 44,745 |
| 4 | Wake Forest | 34,463 |
| 5 | Holly Springs | 30,018 |
| 6 | <i>Garner</i> | 28,558 |
| 7 | Morrisville | 23,682 |
| 8 | Fuquay-Varina | 22,864 |
| 9 | Knightdale | 13,500 |
| 10 | Wendell | 6,337 |
| 11 | Rolesville | 5,362 |
| 12 | Zebulon | 4,709 |

Town of Garner
Key Facts and Miscellaneous Statistics

ADOPTED CUSTOMER COSTS FOR MUNICIPAL SERVICES FY 2017-18

| Wake County Municipalities | PROPERTY TAX RATE | ANNUAL PROPERTY TAX | ANNUAL SOLID WASTE FEES | ANNUAL WATER & SEWER CHARGES | ANNUAL STORM WATER FEES | TOTAL |
|-----------------------------------|--------------------------|----------------------------|--------------------------------|---|--------------------------------|--------------------|
| Morrisville | \$ 0.3900 | \$ 612.36 | \$ - | \$ 737.37 | \$ 24.96 | \$ 1,374.69 |
| Apex | \$ 0.3800 | \$ 596.66 | \$ 217.56 | \$ 638.77 | \$ - | \$ 1,452.99 |
| Cary | \$ 0.3500 | \$ 549.55 | \$ 192.00 | \$ 737.37 | \$ - | \$ 1,478.92 |
| Wake Forest | \$ 0.5200 | \$ 816.48 | \$ - | \$ 671.05 | \$ - | \$ 1,487.53 |
| Garner | \$ 0.5325 | \$ 836.10 | \$ - | \$ 671.05 | \$ - | \$ 1,507.15 |
| Raleigh | \$ 0.4183 | \$ 656.79 | \$ 177.60 | \$ 671.05 | \$ 60.00 | \$ 1,565.44 |
| Fuquay-Varina | \$ 0.4325 | \$ 679.09 | \$ 171.00 | \$ 762.96 | \$ - | \$ 1,613.05 |
| Holly Springs | \$ 0.4325 | \$ 679.09 | \$ 192.36 | \$ 722.28 | \$ 36.00 | \$ 1,629.73 |
| Rolesville | \$ 0.4800 | \$ 753.67 | \$ 264.00 | \$ 671.05 | \$ - | \$ 1,688.72 |
| Knightdale | \$ 0.4300 | \$ 675.16 | \$ 165.72 | \$ 996.96 | \$ 24.00 | \$ 1,861.84 |
| Wendell | \$ 0.4900 | \$ 769.37 | \$ 264.00 | \$ 1,043.64 | \$ - | \$ 2,077.01 |
| Zebulon | \$ 0.5750 | \$ 902.84 | \$ 280.92 | \$ 1,314.60 | \$ 24.00 | \$ 2,522.36 |

Municipal Cost Chart

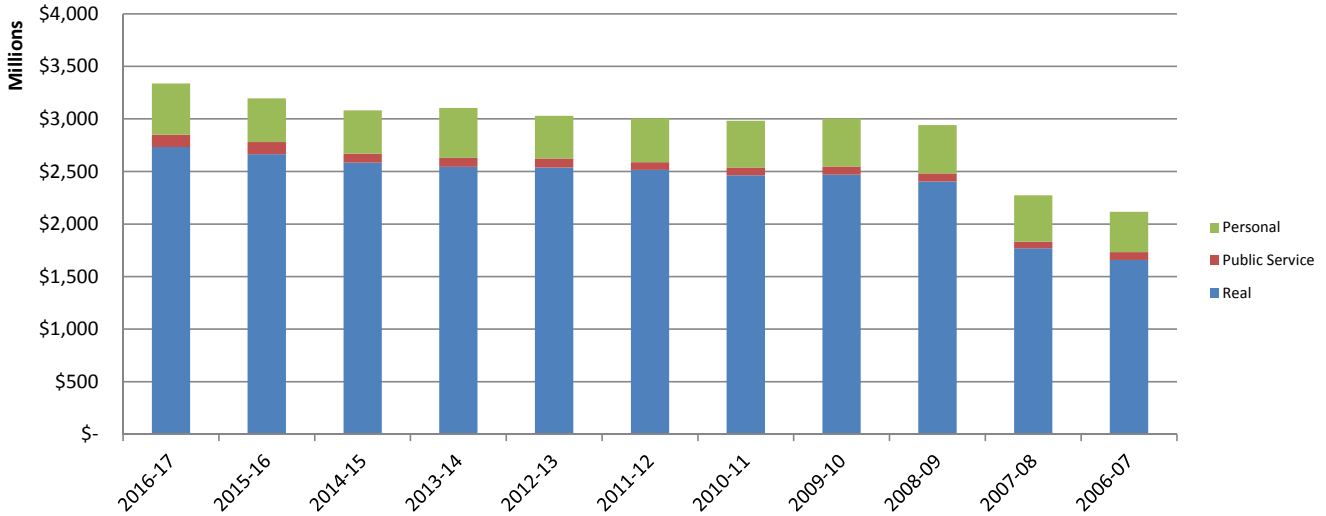


These chart represents annualized costs for city services. Annual property tax is based on a single family residential unit valued at \$157,015. Annual water/sewer charges based on usage of 3,740 gallons or 6 CCF per month. Annual stormwater rates are based on 2,000 square feet.

(Source: City of Raleigh)

Town of Garner
Key Facts and Miscellaneous Statistics

Assessed Values Last Ten Years

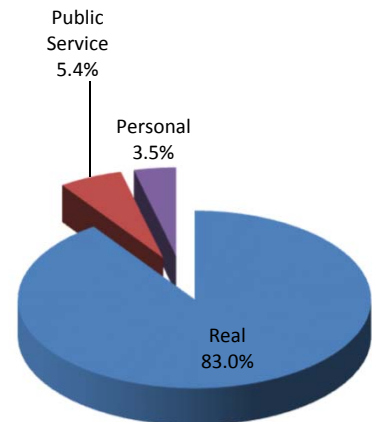


•Assessed value is a very important factor to the Town of Garner as the property tax revenue represents 56% of the General Fund revenues.

Analysis of Ad Valorem Tax Base and Anticipated Levy

| Tax Base | Projected 2016-17 | Estimated 2017-18 |
|--|-------------------------|-------------------------|
| Real Property Valuation | \$ 2,732,009,205 | \$ 2,770,000,000 |
| Public Service Property | 179,065,109 | 179,000,000 |
| Motor Vehicles | 258,349,360 | 269,000,000 |
| Personal Property | 118,064,138 | 118,100,000 |
| Total Property Valuation | \$ 3,287,487,812 | \$ 3,336,100,000 |
| Estimated Value Loss on Appeal Due to Revaluation | | \$ 6,572,770 |
| Total Property Valuation | | \$3,329,527,230 |
| <hr/> | | |
| Tax Rate | | |
| General Fund (including debt service) | | \$0.5325 per \$100 |
| <hr/> | | |
| 2014-15 Tax Levy | | Total Levy |
| \$3,329,527,230 x \$0.5325/100 | | \$ 17,729,733 |
| Less Estimated .81% Uncollected | | (142,733) |
| Total Anticipated Collections | | \$ 17,587,000 |

Anticipated Tax Levy by Tax Base



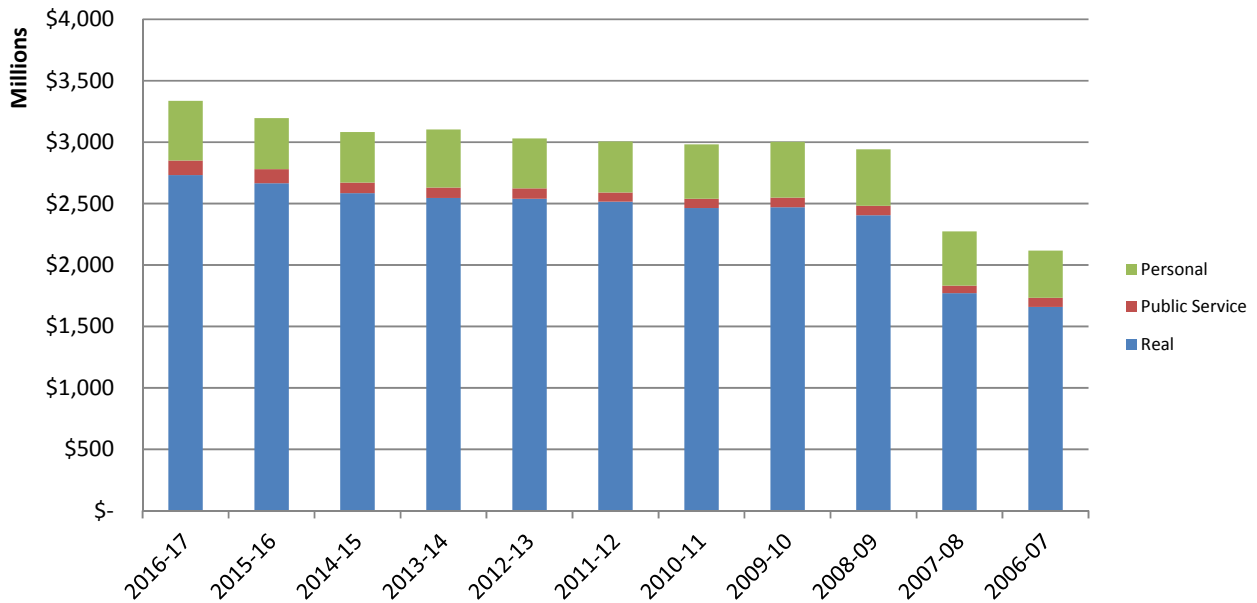
- Real property taxes are a consistent source of revenue as assessed values have increased and collections remain high.
- Each cent of the property tax rate will yield revenues of approximately \$330,272.

Town of Garner Key Facts and Miscellaneous Statistics

Last Ten Fiscal Years

| Fiscal Year | Assessed Values ^{#1} | | | | Tax Rate |
|-------------|-------------------------------|----------------|----------------|--------------------------------|----------|
| | Real | Public Service | Personal | Total Value | |
| 2016-17 | \$ 2,732,009,205 | \$ 118,064,138 | \$ 486,026,657 | \$ 3,336,100,000 ^{#3} | 0.5325 |
| 2015-16 | 2,665,301,113 | 114,535,800 | 415,092,961 | 3,194,929,874 | 0.5175 |
| 2014-15 | 2,584,113,562 | 85,772,393 | 411,546,328 | 3,081,432,283 | 0.50 |
| 2013-14 | 2,545,063,692 | 84,992,903 | 473,055,267 | 3,103,111,862 ^{#2} | 0.49 |
| 2012-13 | 2,539,047,133 | 84,276,805 | 406,294,549 | 3,029,618,487 | 0.49 |
| 2011-12 | 2,516,107,912 | 73,569,802 | 415,286,643 | 3,004,964,357 | 0.49 |
| 2010-11 | 2,463,484,759 | 75,237,723 | 442,580,871 | 2,981,303,353 | 0.49 |
| 2009-10 | 2,469,678,054 | 77,711,846 | 455,583,049 | 3,002,972,949 | 0.49 |
| 2008-09 | 2,405,039,709 | 76,650,226 | 459,601,626 | 2,941,291,561 ^{#3} | 0.58 |
| 2007-08 | 1,770,103,434 | 61,216,927 | 442,502,823 | 2,273,823,184 | 0.58 |
| 2006-07 | 1,659,119,409 | 74,221,122 | 383,731,055 | 2,117,071,586 | 0.56 |

Assessed Values Last Ten Years



- NOTES:**
- #1 Assessed value is established by Wake County Tax Department
 - #2 FY 2013-2014 projected levy for motor vehicles includes an extra four months of valuation due to an overlap of billing systems for motor vehicles.
 - #3 A revaluation of all property is required every eight years by State statute.

Town of Garner Key Facts and Miscellaneous Statistics

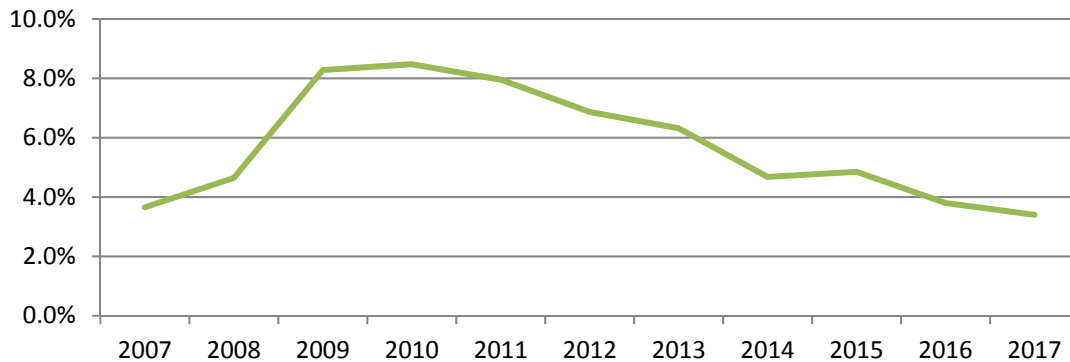
Principal Property Tax Payers (2016)

| <u>Taxpayer</u> | <u>Rank</u> | <u>Assessed Valuation</u> | <u>% of Total Assessed Valuation</u> |
|----------------------------------|-------------|---------------------------|--------------------------------------|
| Inland American Garner White Oak | 1 | \$83,377,088 | 2.61% |
| Duke/Progress Energy Carolinas | 2 | \$78,277,396 | 2.45% |
| Pergo, Inc. | 3 | \$36,169,213 | 1.13% |
| Duke Reality, LP. | 4 | \$28,169,243 | 0.88% |
| Abberly Place Garner, LP. | 5 | \$25,165,430 | 0.79% |
| GA NS Station, LLC. | 6 | \$24,781,731 | 0.78% |
| Adeline at White Oak, LLC | 7 | \$22,958,475 | 0.72% |
| Garner Town Square | 8 | \$22,392,067 | 0.70% |
| Ashton Village, LP | 9 | \$17,992,289 | 0.69% |
| White Oak Associates | 10 | \$20,479,119 | 0.64% |

Key Employment Statistics

| <u>Year</u> | <u>Labor Force</u> | <u>Employed</u> | <u>Unemployed</u> | <u>Unemployment Rate (%)</u> |
|-------------|--------------------|-----------------|-------------------|------------------------------|
| 2007 | 13,258 | 12,774 | 484 | 3.7% |
| 2008 | 14,033 | 13,381 | 652 | 4.6% |
| 2009 | 13,833 | 12,688 | 1,145 | 8.3% |
| 2010 | 14,312 | 13,099 | 1,213 | 8.5% |
| 2011 | 14,279 | 13,143 | 1,136 | 8.0% |
| 2012 | 14,624 | 13,620 | 1,004 | 6.9% |
| 2013 | 14,567 | 13,647 | 920 | 6.3% |
| 2014 | 14,732 | 14,043 | 689 | 4.7% |
| 2015 | 15,191 | 14,454 | 737 | 4.9% |
| 2016 | 16,202 | 15,579 | 623 | 3.8% |
| 2017 | 16,227 | 15,670 | 577 | 3.4% |

Unemployment Rate (%)



Town of Garner
Key Facts and Miscellaneous Statistics

Garner Parks, Recreation and Cultural Resources

Discover. Play. Celebrate.

12 Playgrounds



12 Shelters



Over 4 miles of paved trails



14 Athletic Fields



6 Tennis Courts

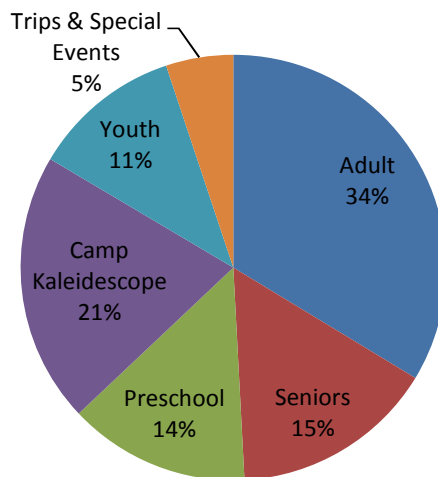


Seasonal Boathouse



Over 350 acres of park space, 271 of which are active areas.

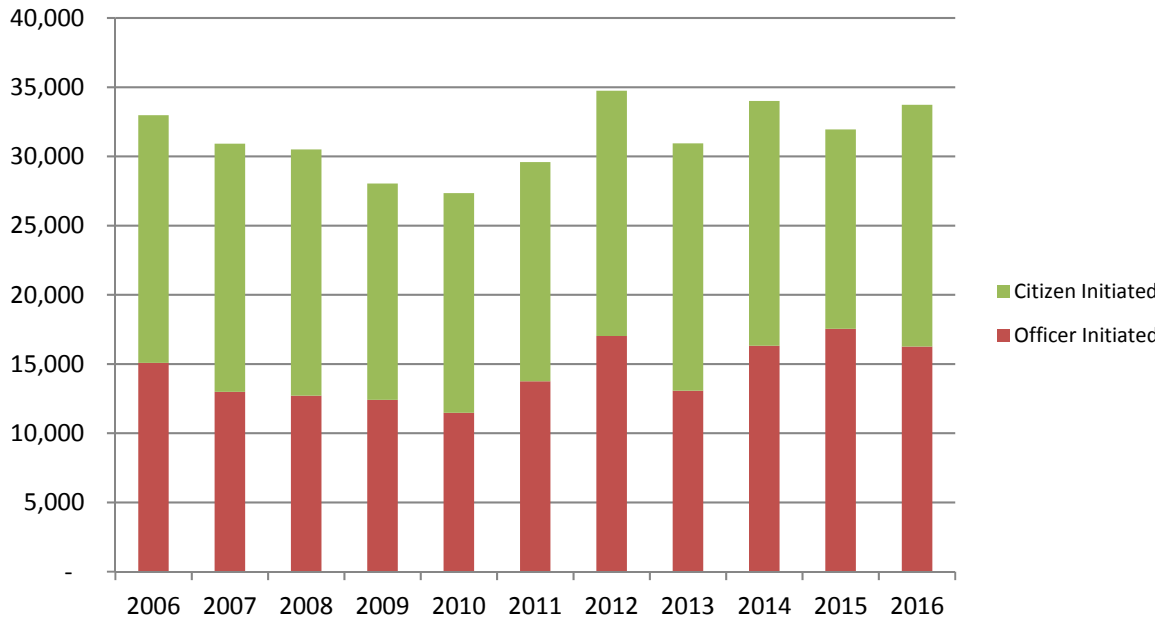
Annual Program Participation



Town of Garner Key Facts and Miscellaneous Statistics

Crime Trends and Police Service

The Police department responds to an average of 31,336 CFS per year. The charts below show the total number of calls and the number that are initiated by citizens and officers.



| Year | Total CFS | Citizen Initiated | Officer Initiated | Citizen % | Officer % |
|------|-----------|-------------------|-------------------|-----------|-----------|
| 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% |
| 2012 | 34,737 | 17,711 | 17,026 | 53.44% | 46.56% |
| 2013 | 30,936 | 17,870 | 13,066 | 57.76% | 42.24% |
| 2014 | 34,003 | 17,689 | 16,314 | 52.02% | 47.98% |
| 2015 | 31,941 | 14,400 | 17,541 | 45.08% | 54.92% |
| 2016 | 33,721 | 17,459 | 16,262 | 51.77% | 48.23% |

SECTION 1 - Executive, Finance and Administrative Charges

Miscellaneous

Return Check Fee \$ 25.00

Other Fees & Charges

Vehicle Decal Fee* \$ 15.00

*Annual fee charged with vehicle taxes billed by NC Division of Motor Vehicles.

Business Registration Fees

All In-town Business (annual registration fee) \$ 25.00

Itinerant Merchant (mobile vendor or solicitor) \$ 100.00

Peddler

On Foot \$ 10.00

With Vehicle \$ 25.00

Farm Products Only \$ 25.00

Precious Metal Dealer (initial application) \$ 180.00

Precious Metal Dealer (renewal) \$ 3.00

Taxicab Service (per cab) \$ 15.00

Business Activities Exempt by the State of NC from Business Registration Fee

Note: Although the Privilege License system has been repealed, a Business Registration Program still precludes the following activities from paying a business registration fee.

| | | |
|-------------------------------------|--------------------------------------|--------------------------------|
| Accountants | Distributing Motor Fuel at Wholesale | Optometrists |
| Alarm System Installation | Embalmers | Osteopaths |
| Alarm System Monitoring | Engineers | Pest Control Applicators |
| Appliances-Retail and Rental | Flea Market Vendors | Photographer |
| Architects | Healers | Physicians |
| Art Festivals | Installment Paper Dealer | Private Investigator/Detective |
| Attorneys | Insurance Companies | Railway Companies |
| Auctioneers | Landscape Architects | Real Estate Agent |
| Banks | Land Surveyors | Real Estate Appraisers |
| Bondsmen | Merchandising Machines | Real Estate Loan Broker |
| Breweries | Morticians | Savings and Loan Associations |
| Bus Companies | Motion Picture Making | Soft Drink Manufacturer |
| Chiropodists | Newspapers | Surgeons |
| Chiropractors | Non-Profit Organizations | Telephone Companies |
| Computer Hardware-Retail and Rental | Office Equipment-Retail and Rental | Vending Machine Corporation |
| Coop Markets | Ophthalmologist | Veterinarian |
| Dentists | Opticians | Winery |

Fees Regulated by the State of NC for the Sale of Beer and Wine

Beer on Premises \$ 15.00

Beer off Premises \$ 5.00

Wine on Premises \$ 15.00

Wine off Premises \$ 10.00

Wholesale Dealer - Beer Only \$ 37.50

Wholesale Dealer - Wine Only \$ 37.50

Wholesale - Beer and Wine Under Same License \$ 62.50

SECTION 2 - Community Services Charges

Land Use Application Permit Fees

Voluntary Annexation Petition \$ 150.00

Board of Adjustment Application (Variance, Special Exception, Administrative Appeal) \$ 400.00

General or Conditional Zoning Map Amendment \$ 450.00 + \$ 10.00 per acre

Zoning Verification Letter \$ 75.00

UDO Text Amendment \$ 400.00

Administrative Zoning Interpretation \$ 75.00

Petition to Close Street \$ 450.00

Change of Use Permit Fee of such initial application

Conditional Use Permit (Site Plan) \$ 750.00

Conditional Use Permit (Subdivision) \$ 500.00 + \$ 10.00 per lot

Major Subdivision \$ 250.00 + \$ 5.00 per lot

Comprehensive Growth Plan Amendment \$ 300.00

Special Use Permit (Site Plan) \$ 750.00

Special Use Permit (Subdivision) \$ 500.00 + \$ 10.00 per lot

Temporary Use Permit \$ 25.00

Plan Review Re-Submittal (4th or more) 50% of Original Fee

Final Plat Petitions

Subdivision Exemption, Recombination or Easement \$ 100.00

| | |
|---|---|
| Final Subdivision Plat | \$ 300.00 |
| Minor Subdivision | \$ 150.00 |
| Planned Development <i>(must file a Conditional Zoning Map Amendment application and the appropriate CUP Site Plan or CUP Subdivision application)</i> | See above for specific fee |
| Sign Permit | \$ 50.00 |
| Temporary Sign Permit | \$ 25.00 |
| Temporary Off-Premise Subdivision Sign Permit | \$ 100.00 |
| Temporary On-Premise Construction Identification Signs | \$ 100.00 |
| Master Sign Plan Review | \$ 100.00 |
| Administrative Site Plan Review | \$ 300.00 |
| Administrative Site Plan Modification | \$ 150.00 |
| Zoning Compliance Permits | |
| Accessory Structure | \$ 50.00 |
| Building Re-use | \$ 100.00 |
| Fence | \$ 35.00 |
| Home Occupation | \$ 35.00 |
| Plan Review Fees | |
| Residential Single – Family Plans | No Charge |
| Commercial Plans | |
| Under 25,000 sq. ft. | \$ 100.00 |
| 25,001 – 50,000 sq. ft. | \$ 150.00 |
| 50,001 – 100,000 sq. ft. | \$ 200.00 |
| Over 100,000 sq. ft. | \$ 250.00 |
| Single Trade Renovations | \$ 50.00 |
| Fire Protection Systems & Alternate Systems | |
| Sprinkler Systems | \$ 25.00 plus \$ 1.00 per head count |
| Fire Pumps | \$ 50.00 |
| Fire Alarm Systems | \$ 50.00 |
| Construction Fees | |
| Residential | |
| New Single Family Detached & Townhomes <i>(per unit; includes all trades)</i> | |
| Up to 1,200 sq. ft. | \$ 604.00 |
| Over 1,200 sq. ft. | \$ 604.00 + \$.25 per sq.ft. over 1,200 sq.ft. |
| Residential Addition <i>(includes all trades)</i> | |
| Up to 400 sq. ft. | \$ 330.00 |
| 401 – 600 sq. ft. | \$ 500.00 |
| Over 400 sq. ft. | \$ 500.00 + \$.25 per sq.ft. over 600 sq.ft. |
| Residential Interior Renovations | 50% of Residential Addition Fees |
| Manufactured Home <i>(includes all trades)</i> | \$ 330.00 |
| Construction/Sales Office | \$ 200.00 |
| Modular Homes/Dwellings <i>(includes all trades)</i> | \$ 500.00 |
| Residential Accessory Structures <i>(with dimensions greater than 12' on any side)</i> | Trade Inspections Fee + \$.18 per sq.ft. |
| Temporary Service Poles | \$ 80.00 |
| Temporary Power | \$ 80 first meter plus \$ 40 per meter additional |
| Commercial and Multi-Family 3 or more units <i>(Trades and sprinkler as independent, with building trade including site work. Based on project cost.)</i> | |
| Up to \$5,000 | Trade Fees as Noted in Trade Inspections |
| \$5,001 - \$12,500 | \$ 200.00 |
| \$12,501 - \$25,000 | \$ 441.00 |
| \$25,001 - \$50,000 | \$ 678.00 |
| \$50,001 - \$100,000 | \$ 1,258.00 |
| \$100,001 - \$200,000 | \$ 2,252.00 |
| \$200,001 - \$350,000 | \$ 3,810.00 |
| \$350,001 - \$500,000 | \$ 5,037.00 |
| \$500,001 - \$750,000 | \$ 7,011.00 |
| \$750,001 - \$1,000,000 | \$ 8,766.00 |
| Greater than \$1,000,000 | \$.30 per \$ 100.00 or fraction thereof |
| Miscellaneous Construction Fees | |
| Monument/Pole Sign Permits with Electrical or Footings Required | \$ 100.00 |
| Wall Sign Permits with Electrical | \$ 50.00 per sign, \$ 80.00 minimum |
| Exhaust Hoods with Ansul System | \$ 75.00 |
| Demolition Permit <i>(when not part of construction)</i> | \$ 100.00 |
| Change of Occupancy | \$ 150.00 |
| Change of Occupancy <i>(between Business and Mercantile, less than 50,000 sq.ft.)</i> | \$ 75.00 |
| Change of Tenant, Same Use | \$ 75.00 |
| Mandatory Fire Permits | \$ 80.00 |
| Daycare Inspection for License | \$ 80.00 |
| ABC License | \$ 100.00 |
| Change of Contractor on Permit | \$ 50.00 |
| Administrative Fee on Cancelled Permits without an Inspection | \$ 25.00 |

Trade Inspections *(Includes two trips)*

| | |
|--|----------|
| Building | \$ 80.00 |
| Electrical | \$ 80.00 |
| Fire | \$ 80.00 |
| Mechanical | \$ 80.00 |
| Plumbing | \$ 80.00 |
| Additional Trips not for Re-inspection | \$ 60.00 |

Fire Inspection Fees *(For periodic inspections)*

| | |
|---|----------|
| Initial and One-Time Follow-up Inspection | \$ 50.00 |
|---|----------|

Trade Re-inspection Fees

| | |
|---|-----------|
| First & Second Re-inspection | \$ 80.00 |
| Third Re-inspection <i>(same trade)</i> | \$ 150.00 |
| Fourth Re-inspection and Subsequent <i>(each)</i> | \$ 250.00 |
| Not Ready Charge | \$ 80.00 |

Weekend or After-Hours Inspection *(per hour)* \$ 240.00 for up to 3 hours

Weekend of After Hours Inspection *(over three hours)* \$ 240.00 plus \$ 80.00 per hour

Emergency Inspections Fee to be determined by Inspections Director

Commencement of Work Before Permit is Obtained Double Fee

Note: Per NCGS 153-354 and 160A-414, if the valuation of a building or service system appears to be under estimated on the application, the Inspections Department shall determine the project cost based on the most recent edition of the ICC "Building Valuation Data," or the applicant can show detailed estimates to meet the approval of the Inspections Department. Permit valuations shall include total cost, such as electrical, gas mechanical, plumbing equipment, fire protection, other systems, material and labor.

Miscellaneous

Sign Return Fee \$ 5.00

Homeowner Recovery Fund Fee \$ 10.00

(Per permit. Homeowner Recovery Fund Fees are collected on behalf of and remitted to the NC Licensing Board for General Contractors.)

Nuisance Abatements*

Initial Inspection plus One Follow-up \$ 50.00

Each Additional Inspection Over Two \$ 25.00

Inspections Department Administrative Fee \$ 100.00

Public Works Department Administrative Fee \$ 75.00

Finance Department Administrative Fee \$ 25.00

** The above fees will be charged to the property owner in addition to the actual cost of the nuisance abatement.*

Engineering Inspection Fees

Street Inspections \$ 1.50 per linear foot

Sidewalk Inspections \$.75 per linear foot

Water Supply / Watershed (BMP) Inspection \$ 200.00

Weekend or After-Hours Inspections *(per hour)* \$ 80.00 minimum, 3 hours

Public Utility Fees

Capacity Replacement Fees* *(Effective 04-19-2016)*

Water (Residential & Non-Residential) \$ 1.00 per gallon for new construction reserved or projected

Sewer (Residential & Non-Residential) \$ 1.00 per gallon for new construction reserved or projected

** The above Fees are due when Building Permit Application is filed.*

Utility Development Fees *(Effective 04-19-2016. See Acreage Fees chart below.)*

Water (Residential & Non-Residential) Fee has been SUSPENDED

Sewer (Residential & Non-Residential) Fee has been SUSPENDED

Acreage Fees *(Effective 04-19-2016. Fees below are per each acre developed.)*

| Zoning Districts | Acreage Fee - Water | Acreage Fee - Sewer |
|---|---------------------|---------------------|
| R-40, R-20, R-15, R-12, R-9, RCD-1, RCD-2 | \$ 1,750.00 | \$ 1,750.00 |
| MR-1 | \$ 1,990.00 | \$ 1,990.00 |
| R-5 or RMH | \$ 2,745.00 | \$ 2,745.00 |
| MF-1 | \$ 2,690.00 | \$ 2,690.00 |
| MF-2 | \$ 3,195.00 | \$ 3,195.00 |
| NO, O&I, NB, CB, SB, MXD | \$ 4,180.00 | \$ 4,180.00 |
| I-1, I-2 | \$ 4,575.00 | \$ 4,575.00 |

NOTE: Includes new construction reserved or projected. The above Fees are due when Building Permit Application is filed.

Maps and Reports

Unified Development Ordinance Hardcopy purchased through American Legal Purchasing

Code of Ordinances Supplement Hardcopy purchased through American Legal Purchasing

Engineering Standards *(water, sewer, streets, sidewalks, and drainage)* \$ 5.00

Comprehensive Growth Plan \$ 40.00

Comprehensive Plan Roster \$ 10.00

Growth and Development Report \$ 10.00

Capital Improvements Plan \$ 10.00

Monthly Building Permit Report \$ 5.00

Standard Maps (3' x 4') \$ 20.00

Standard Maps (2' x 3') \$ 10.00

Standard Maps (11" x 17") \$ 5.00

Standard Maps 8 1/2" x 11" or 8 1/2" x 14" \$ 1.00

Electronic Media \$ 2.00

Copies – Black/White *(more than 20)* \$.10 per page

| | |
|---|--------------------------|
| Copies – Color (<i>more than 20</i>) | \$.25 per page |
| Copies – Black/White or Color (<i>less than 20</i>) | No Charge |
| Fee in Lieu of Sidewalks (<i>Fees are due at plat recording</i>) | \$ 25.00 per linear foot |
| Fee in Lieu of Parkland Dedication (<i>Fees are due at building permit submittal</i>) | |
| Single Family Detached | \$ 1,147.00 per unit |
| Multi-Family (<i>townhomes, apartments</i>) | \$ 895.00 per unit |

SECTION 3 - Public Works Charges

Containers*

| | |
|-----------------------------|----------|
| Mobile Refuse Containers | \$ 85.00 |
| Mobile Recycling Containers | \$ 40.00 |

* Containers remain property of the Town and are provided and assigned for the health, safety, convenience and general welfare of occupants. Containers that are damaged, destroyed or stolen through abuse neglect, or improper use shall be replaced by the Town at the expense of the owner or occupant. For more information, please refer to Town of Garner Code of Ordinances, Part 1, Chapter 5, Section 5.5 "Residential Garbage Collection."

Special Collection Charges

| | |
|--|------------------------------|
| Trash in Excess of Six Cubic Yards Per Week | \$ 40.45 per six cubic yards |
| Yard Waste in Excess of Six Cubic Yards Per Week | \$ 17.34 per six cubic yards |
| Bulky Waste in Excess of 60 Pounds | \$ 40.45 per item |

For more information, please refer to Town of Garner Code of Ordinances, Part 1, Chapter 5, Section 5.6.1 "Special Collections."

Improperly Prepared Waste

| | |
|-------------|--------------------|
| Small Load | \$ 50.00 |
| Medium Load | \$ 100.00 |
| Large Load | \$ 200.00 per load |

For more information, please refer to Town of Garner Code of Ordinances, Part 1, Chapter 5, Section 5.5 "Residential Garbage Collection."

SECTION 4 - Public Utility Fee Charges - City of Raleigh

A list of all fees and charges related to deposits, monthly rates, late charges, delinquent fee, reconnection fees, meter tampering, etc., can be found on the City of Raleigh's website at: <http://www.raleighnc.gov/services/content/FinUtilityBilling/Articles/UtilityBillingDepositFees.html>

Tap Fees

| | |
|--|-------------|
| 3/4" Water* | \$ 2,710.00 |
| 1" Water* | \$ 2,979.00 |
| 3/4" Split Water (<i>new application</i>) | \$ 542.00 |
| 3/4" Split Water (<i>existing application</i>) | \$ 1,116.00 |
| 1" Split Water (<i>new application</i>) | \$ 923.00 |
| 1" Split Water (<i>existing application</i>) | \$ 1,495.00 |
| 4" Sewer Service* | \$ 3,388.00 |
| Sewer Only Disconnection Fee | \$ 1,368.00 |
| Sewer Only Reconnection Fee | \$ 1,368.00 |

* The City of Raleigh does not install taps across divided roadways, or across roadways/streets measuring 45 feet or longer as measured from back of curb to back of curb. When no curb exists, the measurement shall be marked from the edge of pavement.

Meter Installation Fees

| | |
|-------------------------------|--------------|
| 5/8" Meter | \$ 245.00 |
| 3/4" Meter | \$ 224.00 |
| 1" Meter | \$ 323.00 |
| 1 1/2" Meter | \$ 470.00 |
| 2" Meter | \$ 596.00 |
| 4" Meter | \$ 3,345.00 |
| 6" Meter | \$ 4,910.00 |
| 6" Meter with Fire Protection | \$ 7,510.00 |
| 8" Meter | \$ 4,310.00 |
| 8" Meter with Fire Protection | \$ 10,030.00 |
| 10" Protectus III Meter | \$ 13,381.00 |
| Not Ready Fee* | \$ 50.00 |

* A Not Ready Fee shall be collected by the City of Raleigh only if the City has attempted to initially install the water meter and determined that the water service stub was either not installed to the property or the water service stub was not installed in accordance with City of Raleigh standards. The 'Not Ready Fee' must then be paid to the City prior to the City proceeding to install the meter again after the initial failed attempt and prior to any water being provided to the property.

Capital Facility Fees*

Water Capital Facilities Fee

| | |
|---------------------------|-------------------------------|
| 5/8" Connection | \$ 1,492.00 |
| 3/4" Connection | \$ 2,238.00 |
| 1" Connection | \$ 3,730.00 |
| 1 1/2" Connection | \$ 7,459.00 |
| 2" Connection | \$ 11,935.00 |
| 4" Connection | \$ 37,296.00 |
| 6" Connection | \$ 74,592.00 |
| 8" Connection | \$ 119,348.00 |
| 10" Connection | \$ 171,563.00 |
| 12" Connection or Greater | Quoted by the City of Raleigh |

Sewer Capital Facilities Fee

| | |
|-----------------|-------------|
| 5/8" Connection | \$ 1,567.00 |
| 3/4" Connection | \$ 2,350.00 |
| 1" Connection | \$ 3,916.00 |

| | |
|----------------------------|-------------------------------|
| 1 1/2" Connection | \$ 7,833.00 |
| 2" Connection | \$ 12,533.00 |
| 4" Connection | \$ 39,165.00 |
| 6" Connection | \$ 78,329.00 |
| 8" Connection | \$ 125,327.00 |
| 10" Connection | \$ 180,157.00 |
| 12" Connection or Greater | Quoted by the City of Raleigh |
| Sewer Only Connection (4") | \$ 1,337.00 |

* For redevelopment projects, the amount of the capital facilities fee shall take into account and provide credit for the number of units and meter sizes on the property that were connected to the utility system prior to the redevelopment of the property. In no case shall the credit for the existing connections exceed the amount of the new capital facilities fee.

Capital Facility Fee-Mobile Restroom Unit* \$ 50.00 per plumbing fixture

* Per plumbing fixture within the unit for each water and sewer connection. All other Utility Connection Fees billed directly by and paid directly to the City of Raleigh, can be found on the City of Raleigh's Website at <http://www.raleighnc.gov/content/extra/Books/PlanDev/DevelopmentFeeSchedule/#17>

SECTION 5 - Parks, Recreation & Cultural Resources Charges

Activity Fees (Fee Reductions for Underprivileged Youth)

Variable Cost Activities

Activities whose costs increase or decrease due to participation levels shall be reviewed by the Town Council on a biannual basis. This review shall consist of a comparison of current Town fees with current market rates and review of the Town's anticipated expenses for the activities.

| | |
|---------------------------------|--|
| Adult Open Basketball | \$ 450.00 per team, plus \$ 32.00 per non-resident |
| Adult Individual | |
| Resident | \$ 68.00 |
| Non-Resident | \$ 90.00 |
| Adult Softball | \$ 450.00 per team, plus \$ 32.00 per non-resident |
| Youth Basketball (12 and Under) | |
| Resident | \$ 58.00 |
| Non-Resident | \$ 80.00 |
| Youth Basketball (13-17) | |
| Resident | \$ 65.00 |
| Non-Resident | \$ 84.00 |
| Day Camps | |
| Resident | \$ 82.00 per week |
| Non-Resident | \$ 108.00 per week |

Activities with Fixed Costs*

Activities whose costs to the Town are fixed regardless of participation levels shall have fees set according to the following guidelines:

| | |
|-------------------------------------|--|
| Adult Activities | Fee shall recover 100% of direct costs |
| Youth Activities, ages 13-18 | Fee shall recover 85% of direct costs |
| Youth Activities, ages 12 and under | Fee shall recover 60% of direct costs |
| Preschool Activities | Fee shall recover 75% of direct costs |
| Family Activities | Fee shall recover 100% of direct costs |
| Non-Resident | Resident fee plus 30%, maximum \$ 25.00 additional |

*Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.

Activities Not Requiring Pre-Registration*

| | |
|---|--|
| Adult Activities | Fee shall recover 110% of direct costs |
| Youth Activities, ages 13-18 | Fee shall recover 85% of direct costs |
| Youth Activities, ages 12 and under | Fee shall recover 60% of direct costs |
| Preschool Activities | Fee shall recover 75% of direct costs |
| Family Activities | Fee shall recover 75% of direct costs |
| Preschool Open Art or Open Gym – Resident | \$ 2.00 |
| Preschool Open Art or Open Gym – Non-Resident | \$ 3.00 |
| Non-Resident | Resident fee plus 30%, maximum \$ 25.00 additional |

*Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.

Open Gym

| | |
|----------------------|--------------------------------|
| Adult – Resident | \$ 2.00 for length of activity |
| Adult – Non-Resident | \$ 3.00 for length of activity |
| Youth or Family | No Charge |

Garner Senior Center Activities

| | |
|--|--|
| Annual Fitness Pass-Resident (Jan. 1 – Dec. 31) | \$ 20.00 |
| Fitness Pass-Resident (July 1 – Dec. 31) | \$ 10.00 |
| Annual Fitness Pass-Non-Resident (January 1 – Dec. 31) | \$ 35.00 |
| Fitness Pass-Non-Resident (July 1 – Dec. 31) | \$ 18.00 |
| Instructional Classes | Fee to recover direct costs, minimum \$ 5.00 |
| Special Events | Fee to recover direct costs, minimum \$ 5.00 |
| Trips | Fee to recover direct costs |
| Non-Resident Instructional Classes, Events & Trips | Resident fee plus 30%, maximum \$ 25.00 additional |

Senior Center Fitness Room*

| | |
|---|--------------------|
| Adults (ages 18 - 54) – Resident | \$ 11.00 per month |
| Adults (ages 18 - 54) – Non-Resident | \$ 13.00 per month |
| Senior Adults (ages 55 or older) – Resident | \$ 11.00 per month |

Senior Adults (ages 55 or older) – Non-Resident \$ 13.00 per month

*The above allows for access Monday-Thursday, 8:00am-8:00pm and Friday, 8:00am-5:00pm

Bus Use Charges No change

SECTION 5.1 – Shelter, Parkland and Facility Fees

Commercial Use of Parkland* (Fitness Classes Only)

| | |
|--|-------------------|
| 1 Month Agreement – Residents | |
| 1 – 50 Participants | \$ 25.00 per hour |
| Over 50 Participants | \$ 35.00 per hour |
| 1 Month Agreement – Non-Residents | |
| 1 – 50 Participants | \$ 33.00 per hour |
| Over 50 Participants | \$ 46.00 per hour |
| 3 Month Agreement – Residents | |
| 1 – 50 Participants | \$ 20.00 per hour |
| Over 50 Participants | \$ 30.00 per hour |
| 3 Month Agreement – Non-Residents | |
| 1 – 50 Participants | \$ 26.00 per hour |
| Over 50 Participants | \$ 39.00 per hour |
| Application Fee (<i>Applies to all agreements</i>) | |
| Residents | \$ 25.00 |
| Non-Residents | \$ 35.00 |

*Only available within certain parks and park areas. Refer to Parks, Recreation, and Cultural Resources Department for further information.

Lake Benson Park

| | |
|--|---|
| Resident | |
| Shelter 1 (max 150 people) | \$ 30.00 per hour, 2-hour minimum |
| Shelter 2 (max 50 people) | \$ 20.00 per hour, 2-hour minimum |
| Shelter 3 (max 20 people) | \$ 10.00 per hour, 2-hour minimum |
| Shelter 4 (max 20 people) | \$ 10.00 per hour, 2-hour minimum |
| Gazebo (<i>requires Special Event Application</i>) | \$ 20.00 per hour |
| Gazebo with Lawn Space (<i>requires Special Event Application</i>) | \$ 35.00 per hour |
| Amphitheater | \$ 40.00 per hour |
| Earth Stage | \$ 20.00 per hour |
| Earth Stage with Lawn Space | \$ 100.00 per hour |
| Camping Fee | \$ 50.00 per night plus \$ 25.00 refundable key deposit |
| Full Park | \$ 325.00 per hour |
| Non-Resident | |
| Shelter 1 (max 150 people) | \$ 40.00 per hour, 2-hour minimum |
| Shelter 2 (max 50 people) | \$ 30.00 per hour, 2-hour minimum |
| Shelter 3 (max 20 people) | \$ 20.00 per hour, 2-hour minimum |
| Shelter 4 (max 20 people) | \$ 20.00 per hour, 2-hour minimum |
| Gazebo (<i>requires Special Event Application</i>) | \$ 30.00 per hour |
| Gazebo with Lawn Space (<i>requires Special Event Application</i>) | \$ 53.00 per hour |
| Amphitheater | \$ 60.00 per hour |
| Earth Stage | \$ 30.00 per hour |
| Earth Stage with Lawn Space | \$ 150.00 per hour |
| Camping Fee | \$ 75.00 per night plus \$ 25.00 refundable key deposit |
| Full Park | \$ 473.00 per hour |
| Lawn Space in Addition to Shelters | |
| Shelter 1 | \$ 20.00 per hour |
| Shelter 2 | \$ 10.00 per hour |
| Shelter 4 | \$ 10.00 per hour |

White Deer Park

| | |
|---|-------------------|
| Resident | |
| All Shelters | \$ 20.00 per hour |
| Front Lawn (<i>Adjacent to Aversboro Rd.</i>) | \$ 40.00 per hour |
| Nature Center Lawn | \$ 40.00 per hour |
| Non-Resident | |
| All Shelters | \$ 30.00 per hour |
| Front Lawn (<i>Adjacent to Aversboro Rd.</i>) | \$ 60.00 per hour |
| Nature Center Lawn | \$ 60.00 per hour |

White Deer Nature Center*

| | |
|---|-----------------------------------|
| Resident | |
| Indoor Classroom | \$ 50.00 per hour, 2-hour minimum |
| Indoor Classroom with Learning Deck | \$ 70.00 per hour, 2-hour minimum |
| After Hours-Indoor Classroom | \$ 60.00 per hour, 2-hour minimum |
| After Hours-Indoor Classroom with Learning Deck | \$ 80.00 per hour, 2-hour minimum |
| Non-Resident | |
| Indoor Classroom | \$ 50.00 per hour, 2-hour minimum |
| Indoor Classroom with Learning Deck | \$ 70.00 per hour, 2-hour minimum |

| | |
|---|------------------------------------|
| After Hours - Indoor Classroom | \$ 60.00 per hour, 2-hour minimum |
| After Hours - Indoor Classroom with Learning Deck | \$ 80.00 per hour, 2-hour minimum |
| * \$150.00 refundable security deposit applies to all rentals of White Deer Nature Center. | |
| Centennial Park | |
| All Shelters – Resident | \$ 20.00 per hour |
| All Shelters – Non-Resident | \$ 30.00 per hour |
| Creech Road Elementary School Park | |
| All Shelters – Resident | \$ 20.00 per hour |
| All Shelters – Non-Resident | \$ 30.00 per hour |
| Garner Senior Center* | |
| Multipurpose Room (max 150 people) | \$ 65.00 per hour, 3-hour minimum |
| Fitness Annex (max 214 people) | \$ 70.00 per hour, 3-hour minimum |
| Food Fee (includes use of Warming Kitchen) | \$ 50.00 per event |
| Weeknight Rentals (Monday – Thursday, 5:00PM – 8:00PM) | |
| Multipurpose Room | \$ 30.00 per hour |
| Multipurpose Room – Audio Visual Use Fee | \$ 25.00 per event |
| Dining Room | \$ 40.00 per hour |
| Game Room | \$ 20.00 per hour |
| Additional Staff (as needed) | \$ 15.00 per hour |
| * \$150.00 refundable security deposit applies to all rentals of the Garner Senior Center | |
| Avery Street Recreation Center* | |
| Gymnasium | \$ 70.00 per hour, 2-hour minimum |
| Gym Floor Cover Fee | \$ 200.00 per event |
| Single Multi-Purpose Room | \$ 40.00 per hour, 2-hour minimum |
| Both Multi-Purpose Rooms | \$ 60.00 per hour, 2-hour minimum |
| Meeting Room | \$ 30.00 per hour, 2-hour minimum |
| Entire Facility | \$ 150.00 per hour, 2-hour minimum |
| Avery Street Annex* | |
| Classroom | \$ 40.00 per hour, 2-hour minimum |
| * \$150.00 refundable security deposit applies to all rentals of Avery Street Recreation Center and Annex. | |
| Avery Street Park Lawn / GPAC Back Lawn* | |
| Rentals | \$ 60.00 per hour |
| * \$150.00 refundable security deposit applies to all rentals of Avery Street/GPAC Lawn. | |
| Athletic Rental Facility* | |
| Baseball Field | \$ 30.00 per hour |
| Baseball Field with Lights | \$ 55.00 per hour |
| Soccer Field - Youth | \$ 35.00 per hour |
| Soccer Field - Adult | \$ 45.00 per hour |
| Soccer Field with Lights - Youth | \$ 70.00 per hour |
| Soccer Field with Lights - Adult | \$ 80.00 per hour |
| * Facility supervision is included in the rental price. | |
| ** \$150.00 refundable security deposit applies to all field rentals. | |
| Thompson Road Park | |
| Multipurpose Field | \$ 30.00 per hour |
| Lake Benson Boathouse Rentals* | |
| Jon-boats without Motors | \$ 4.00 per hour, \$ 20.00 per day |
| Jon-boats with Motors | \$ 8.00 per hour, \$ 40.00 per day |
| Canoes | \$ 5.00 per hour |
| * Senior citizens age 55 or over will be charged 50% of the above rates for full day rentals only. | |
| Garner Performing Arts Center Auditorium and Lobby | |
| Regular Rates | |
| Auditorium | \$ 125.00 per hour |
| Rehearsal Fees (Monday-Thursday) | \$ 55.00 per hour |
| Rehearsal Fees (Friday-Sunday) | \$ 125.00 per hour |
| Back Lobby (max 30 people) | \$ 40.00 per hour |
| Front Lobby (max 60 people) | \$50.00 per hour |
| Auditorium Hold Day with Dressing Rooms (Monday-Thursday) | \$140.00 per day |
| Auditorium Hold Day with Dressing Rooms (Friday-Sunday) | \$300.00 per day |
| Non-Profit Group Rates* | |
| Auditorium | \$100.00 per hour |
| Rehearsal Fees (Monday-Thursday) | \$ 50.00 per hour |
| Rehearsal Fees (Friday-Sunday) | \$ 100.00 per hour |
| Back Lobby (max 30 people) | \$ 40.00 per hour |
| Front Lobby (max 60 people) | \$ 50.00 per hour |
| Auditorium Hold Day with Dressing Rooms (Monday-Thursday) | \$ 90.00 per day |
| Auditorium Hold Day with Dressing Rooms (Friday-Sunday) | \$ 240.00 per day |
| * Non-profit groups are defined as follows: all IRS tax exempt and non-profit groups, or non-tax-exempt group activities such as private parties, family activities, family reunions, weddings and receptions, etc., for which no money is collected for participation. | |
| * All rentals of the Garner Performing Arts Center require a \$ 200.00 per day refundable security deposit. | |
| Miscellaneous Fees (Applies to <u>all</u> groups) | |
| Sound and Lighting Technician | \$ 20.00 per hour |

| | |
|---|-----------------------------------|
| Facility Attendant | \$ 15.00 per hour |
| Security | Based on personnel cost |
| Piano Tuning | Based on personnel cost |
| Pre-event Setup and Post-Event Cleanup | Based on personnel cost |
| Concession Stand | \$ 50.00 per day |
| Lake Benson Trails* | |
| Dual Meets (Two teams) | \$ 7.00 per hour, 2-hour minimum |
| Meets with Three to Five Teams | \$ 11.00 per hour, 2-hour minimum |
| Meets with Six to Nine Teams | \$ 16.00 per hour, 2-hour minimum |
| Meets with 10 or More Teams | \$ 21.00 per hour, 2-hour minimum |
| * The above fees would be assessed in addition to reimbursement of any additional Town expenses arising from the event above normal operations. | |
| Christmas Parade | |
| Float Rentals | 10% above Town cost |
| Parade Entry Fees | |
| Business / Individual | |
| Walkers & Bicycles | \$ 60.00 |
| Vehicles | \$ 55.00 per vehicle |
| ATV & Motorcycles | \$ 45.00 per vehicle |
| Trucks & Floats | \$ 80.00 per truck/float |
| Non-Profit / Church | |
| Walkers & Bicycles | \$ 40.00 |
| Vehicles | \$ 35.00 per vehicle |
| ATV & Motorcycles | \$ 25.00 per vehicle |
| Trucks & Floats | \$ 55.00 per truck/float |
| Marching Band, Emergency Management, or Elected Official | No Charge |
| Special Events & Facility Rentals Policy Fees | |
| Application Fee | \$ 25.00 non-refundable fee |
| Police Officer | \$ 35.00 per hour |
| Staff Assistance | \$ 15.00 per hour, 3-hour minimum |
| Parking Attendants (2 attendants) | \$ 30.00 per hour, 3-hour minimum |
| Street Closure | |
| Resident | \$ 80.00 per event |
| Non-Resident | \$ 120.00 per event |
| Use of Park Trails | |
| Resident | \$ 40.00 per day |
| Non-Resident | \$ 60.00 per day |
| Event with Admission Fees or Ticket Sales | |
| Resident | \$ 270.00 per day |
| Non-Resident | \$ 405.00 per day |
| Event with Sales of Food or Merchandise | |
| Resident | \$ 200.00 per day |
| Non-Resident | \$ 300.00 per day |
| Photo and Video Shoot | |
| Resident | \$ 50.00 per day |
| Non-Resident | \$ 75.00 per day |
| Sanitation Deposit | |
| Class A or B Special Events | \$ 1,000.00 per event |
| Class C Special Events | \$ 500.00 per event |
| Class D Special Events | No Charge |

SECTION 6 – Public Safety Charges

Accident/Criminal Investigation Report

| | |
|------------------------------|-----------------|
| First 10 Copies | No Charge |
| Each Copy Over 10 (per page) | \$.20 per page |
| CD/DVD Production | \$ 22.00 |

Miscellaneous

| | |
|---------------------------|-----------------|
| Storage of Seized Vehicle | \$ 5.00 per day |
|---------------------------|-----------------|

Off-Duty Officer

| | |
|--------------|-------------------|
| Officer Only | \$ 35.00 per hour |
|--------------|-------------------|

Removal of Recreational Devices

| | |
|------------------|-----------|
| First Violation | \$ 25.00 |
| Second Violation | \$ 50.00 |
| Third Violation | \$ 100.00 |

Parking Violation Fee*

| | |
|---|----------|
| No Parking Zone | \$ 30.00 |
| Parking Too Close to Intersection | \$ 30.00 |
| Parking on Sidewalk | \$ 30.00 |
| Parking Too Far Away from Curb or Street Edge | \$ 30.00 |
| Double Parking | \$ 30.00 |

| | |
|--|-----------|
| Parking in a Loading Zone | \$ 30.00 |
| Parking in a Restricted Time Zone | \$ 30.00 |
| Residential Parking Permit Zone | \$ 30.00 |
| Parking on Wrong Side of Street Facing Traffic | \$ 30.00 |
| Emergency Zone Parking | \$ 50.00 |
| Parking in Fire Lane | \$ 50.00 |
| Parking in Front of Fire Hydrant | \$ 50.00 |
| Obstructing Traffic | \$ 50.00 |
| Parking in a Handicapped Zone | \$ 100.00 |
| All Other Parking Violations Not Noted Above | \$ 30.00 |

* Parking fines must be paid within 30 days from issuance to avoid additional penalty. Fines not paid within 30 days will be subject to the violator to double the amount of the original fine.

Animal Control Charges*

Violations of Licensing Ordinance

| | |
|---|-----------|
| First Violation | \$ 100.00 |
| Subsequent Violations <i>(Charged per violation; applies to any violation not paid within 60-days of first violation)</i> | \$ 200.00 |

Number of Dogs kept on Premises

| | |
|---|----------|
| Each dog over allowable limit <i>(per dog)</i> | \$100.00 |
| Subsequent Violations <i>(accrued every 7 days)</i> | \$100.00 |

Animals at Large and Animals Creating a Nuisance

| | |
|-----------------------|-----------|
| First Violation | \$ 50.00 |
| Second Violation | \$ 100.00 |
| Subsequent Violations | \$ 150.00 |

Dangerous Animal Violations

| | |
|--|-----------|
| Violation of Dangerous Animal Sign <i>(Civil Penalty + Animal Seizure)</i> | \$ 500.00 |
| Violation of Muzzling Requirement <i>(Civil Penalty + Animal Seizure)</i> | \$ 500.00 |
| Dangerous Animal at Large <i>(Civil Penalty + Animal Seizure)</i> | \$ 500.00 |
| Failure to Microchip Dangerous Animal <i>(Civil Penalty + Animal Seizure)</i> | \$ 500.00 |
| Secure Enclosure Requirement <i>(Civil Penalty + Animal Seizure)</i> | \$ 500.00 |
| Competent Person 18 YOA or Older Removal from Property Requirement <i>(Civil Penalty + Animal Seizure)</i> | \$ 500.00 |
| Fail to Allow Animal Control Officer Access to Inspect <i>(Civil Penalty + Animal Seizure)</i> | \$ 500.00 |
| Fail to Notify a Garner Officer/Animal Control within 24-hours Requirement <i>(Civil Penalty + Animal Seizure)</i> | \$ 500.00 |

Dangerous Animal Toward Human Being

| | |
|---|-----------|
| First Violation <i>(Civil Penalty + Animal Seizure)</i> | \$ 500.00 |
|---|-----------|

Dangerous Animal Toward Domestic Pet

| | |
|---|-----------|
| First Violation <i>(Civil Penalty + Animal Seizure)</i> | \$ 250.00 |
|---|-----------|

Other General Penalties Not Specified Above

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|--|-----------|
| | \$ 100.00 |
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* Animal control charges are applied to dogs and cats. Fines and penalties listed above do not include shelter reclaim fees, which must also be paid by owner.

False Alarm Penalties

| | |
|---|---------------------|
| First Three False Alarms | No Charge |
| Fourth and Fifth False Alarms | \$ 50.00 per alarm |
| Sixth, Seventh, and Eighth False Alarms | \$ 100.00 per alarm |
| Ninth and Tenth False Alarms | \$ 150.00 per alarm |
| All False Alarms in Excess of 10 | \$ 250.00 per alarm |

Taxicab Permit

| | |
|-----------------|----------|
| Application Fee | \$ 10.00 |
|-----------------|----------|

SECTION 7 - Penalty Fee

Penalty Fee: The fee or penalty to be paid to the Town for any one violation of an ordinance as above set out is hereby fixed as noted. Offenses denominated a misdemeanor pursuant to NCGS 14-4 shall be punishable as infractions; offenses not denominated as misdemeanors under the State's penal laws are not punishable as misdemeanors under administering ordinances within the Town.

GLOSSARY OF BUDGET TERMINOLOGY

ACTION PLAN: Short-term and long-term goals for each program designed to improve efficiency and effectiveness in service delivery as well as the quality of life in the community.

AD VALOREM TAXES: A tax based on value (i.e., a property tax).

APPROPRIATION: A legal authorization granted by the Town Council for departments to make expenditures and to incur obligations for specific purposes; this authorization is limited to the length of the fiscal year.

ASSESSED VALUATION: A valuation set upon real estate and certain items of personal property (i.e., vehicles and equipment used for business purposes) by the County as the basis for levying taxes.

AUDIT: An independent evaluation of the accuracy of the Town's financial statements, financial practices, and internal controls designed to ensure compliance with generally accepted accounting principles. Audits are conducted annually in accordance with state law.

BASE BUDGET: The funding needed to provide exactly the same level of services as provided in the preceding year.

BOND: An obligation issued by the Town as a method of borrowing large amounts of resources for capital projects; bonds are issued for fixed terms and have fixed interest rates.

BONDS AUTHORIZED AND UNISSUED: Bonds that have been legally authorized but not issued, which can be issued and sold by the Town Council following public meetings and approval from the Local Government Commission.

BONDED DEBT: The portion of indebtedness represented by outstanding bonds.

CAPITAL OUTLAY: Expenditure resulting in a replacement for or an addition to the Town's general fixed assets; for budget purposes, any purchase of capital with an estimated cost of \$10,000 or more.

CAPITAL PROJECT: A project financed in whole or in part by the proceeds of bonds and/or a project involving the construction or acquisition of a capital asset. Capital projects may be funded through project ordinances which must be balanced and which are designed to last through the duration of the project.

CAPITAL RESERVE FUNDS: Funds to set aside for future major expenditures such as land, equipment, or small construction projects. Capital reserves may also be used to defray major capital expenditures or match grant money from the federal or state governments for capital projects.

GLOSSARY OF BUDGET TERMINOLOGY

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): A report which sets out the financial position of the Town and outlines the financial effect of the previous year's operations. Comprehensive Annual Financial Reports for a fiscal year (July 1- June 30) are usually released the following autumn.

CONTINGENCY: Funds set aside in an operating budget to handle unanticipated expenditures over the course of the fiscal year; expenditures from this reserve require specific authorization by the Town Council.

COST OF LIVING ADJUSTMENT: A fixed adjustment to each range/step of the classification and pay plan for the Town, usually tied to an increase in the cost of living.

DEBT LIMIT: The maximum amount of outstanding gross or net debt permitted by law.

DEBT SERVICE: Funds required to make principal and interest payments on outstanding long-term debt and to accumulate monies for future retirement of term bonds.

DECISION PACKAGES: Proposals by departments for programs or projects which were not part of the prior year's budget. Funding is subject to review by the budget team and the Town Council.

EXPENDITURE: Depletion of financial resources to pay for the Town's personnel services, professional services, operations and maintenance, capital outlay, or debt service.

FISCAL YEAR: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operation; for North Carolina local governments, this period is July 1-June 30.

FIXED ASSETS: Long-lived tangible assets obtained or controlled as a result of past transactions, including buildings, equipment, improvements other than buildings, and land.

FTE (FULL-TIME EQUIVALENT): A unit that indicates the workload of a employed person in a way that makes workloads comparable across various contexts.

FULL-TIME EMPLOYEE: A Town employee hired to work forty (40) hours per week on a continuing basis and is eligible to participate in the Town's health, dental and life insurance, and retirement programs.

FUND: A set of financial accounts whose resources are equivalent to its liabilities plus equity. These sets of accounts are independent in order to achieve greater accountability or to help attain different goals. The Town uses the General Fund, which accounts for most governmental activities.

GLOSSARY OF BUDGET TERMINOLOGY

FUND BALANCE: The difference between fund assets and fund liabilities of governmental and similar trust funds.

FUND BALANCE, UNASSIGNED: That portion of the fund balance that is not legally segregated for a specific future use; available for appropriation at any time by the Board of Aldermen in the event of a natural or financial emergency.

HIRING RATE: A rate of pay which is five percent (5%) below that rate established as the beginning rate for each position classification on the pay plan; the rate historically paid during the employee's probationary period.

INTANGIBLES TAX REIMBURSEMENT: A state-shared revenue to replace the revenue received from the repealed state tax on intangible property (i.e., stocks and bonds).

INVENTORY TAX REIMBURSEMENT: A state-shared revenue to replace the Town's former tax levy on business inventory, which was made non-taxable by the state.

LEVY: (1) Verb: To impose taxes, special assessments or service charges for the support of Town activities. (2) Noun: The total amount of taxes, special assessments or service charges imposed by the Town.

LOCAL GOVERNMENT BUDGET AND FISCAL CONTROL ACT: An act of the State of North Carolina which governs many facets of local government financial activities, including the budget process.

OPERATING BUDGET: Plans of current expenditures and the proposed means of financing them; the annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the Town are controlled.

PART-TIME EMPLOYEE: For budget purposes, a Town employee hired to work for less than forty (40) hours per week for an indefinite period; part-time employees may be eligible to participate in the Town's health, dental and life insurance and retirement programs, depending on the number of hours worked.

PERFORMANCE MEASURES: Descriptions of a program's effectiveness or efficiency (i.e., response time to public requests, frequency of document updates).

POWELL BILL REVENUES: State-shared revenues from the gasoline tax which are distributed to municipalities based upon population and non-state street mileage. By state statute, Powell Bill expenditures are restricted to improvements in streets or other public thoroughfares.

PROGRAM: A specific activity of a department which is separately budgeted and monitored.

GLOSSARY OF BUDGET TERMINOLOGY

RECLASSIFICATION: Movement of a classification within the Town's classification and pay plan based on changes in the job skills required for a given position.

REVALUATION: Assignment of value to properties, buildings, vehicles, and equipment used for business purposes by the Wake County Tax Assessor's Office; under State law, all property must be revalued at least every eight years.

SALES AND USE TAX: Taxes based on the consumption of goods and services which the state collects for local governments and distributes based upon set formulas.

TAX BASE: The assessed valuation of all taxable and real personal property within the Town's corporate limits.

TAX RATE: The amount of tax stated in terms of a unit of the tax base (i.e. 54 cents per 100 dollars of assessed valuation of taxable property).

TEMPORARY EMPLOYEE: For budget purposes, a Town employee hired to work for less than forty (40) hours per week, or for one hundred eighty (180) days or less, who does not qualify to participate in the Town's health, dental or life insurance programs or retirement programs.

TRANSFER: Movement of cash or other resources between funds.

USER FEE: Charges to those who voluntarily receive governmental services or use governmental facilities. These charges may or may not be designed to recover the full cost associated with providing the service or facility.

WORKLOAD INDICATORS: Descriptions of the type and quality of work assignments handled by a program.

Sources: Government Finance Officers Association. Governmental Accounting, Auditing, and Financial Reporting 1988.

Lawrence, David. Local Government Finance in North Carolina 1990.

List of Common Acronyms

| | | | |
|----------|--|--------|--|
| APA | American Planning Association | N/A | Not Applicable |
| CAFR | Comprehensive Annual Financial Report | NC | North Carolina |
| CALEA | Commission on Accreditation for Law Enforcement Agencies | NCCMA | North Carolina City/County Management Association |
| CATV | Cable Access Television | NCDENR | North Carolina Department of Environment and Natural Resources |
| CDBG | Community Development Block Grant | NCDOT | North Carolina Department of Transportation |
| CIP | Capital Improvement Program | | |
| CNT | Crisis Negotiation Team (Police) | NCDMV | North Carolina Department of Motor Vehicles |
| CO | Certificate of Occupancy | NCDWQ | North Carolina Department of Water Quality |
| EEO | Equal Employment Opportunity | | |
| EMS | Emergency Management Services | NCLM | North Carolina League of Municipalities |
| EPA | Environmental Protection Agency | NFPA | National Fire Protection Agency |
| ETJ | Extra Territorial Jurisdiction | NPDES | National Pollutant Discharge Elimination System |
| FEMA | Federal Emergency Management Administration | OPEB | Other Post Employment Benefits |
| FT | Full-time | OSHA | Occupational Safety and Health Act |
| FTE | Full-time Equivalent | PIL | Payment in Lieu |
| FY | Fiscal Year | PILP | Payment in Lieu of Parkland |
| GAAP | Generally Accepted Accounting Principles | PIO | Public Information Officer |
| GASB | Government Accounting Standards Board | PO | Purchase Order |
| GFOA | Government Finance Officers Association | POPAT | Police Officers Physical Agilities Test |
| GO Bonds | General Obligation Bonds | PT | Part-time |
| GIS | Geographic Information Systems | SRT | Special Response Team (Police) |
| GS | General Statutes | TIA | Traffic Impact Analysis |
| GTV11 | Garner Television Channel 11 | TIP | Transportation Improvement Program |
| GVFR | Garner Volunteer Fire-Rescue, Inc. | TP | Transportation Plan |
| GWCOA | Greater Wake County Building Officers Association | UDO | Unified Development Ordinance |
| ICMA | International City/County Management Association | | |
| LEED | Leadership in Energy and Environmental Design | | |
| LGV | Local Government Commission | | |