

FISCAL YEAR 2021-2022

RECOMMENDED ANNUAL OPERATING BUDGET

TOWN OF GARNER, NORTH CAROLINA

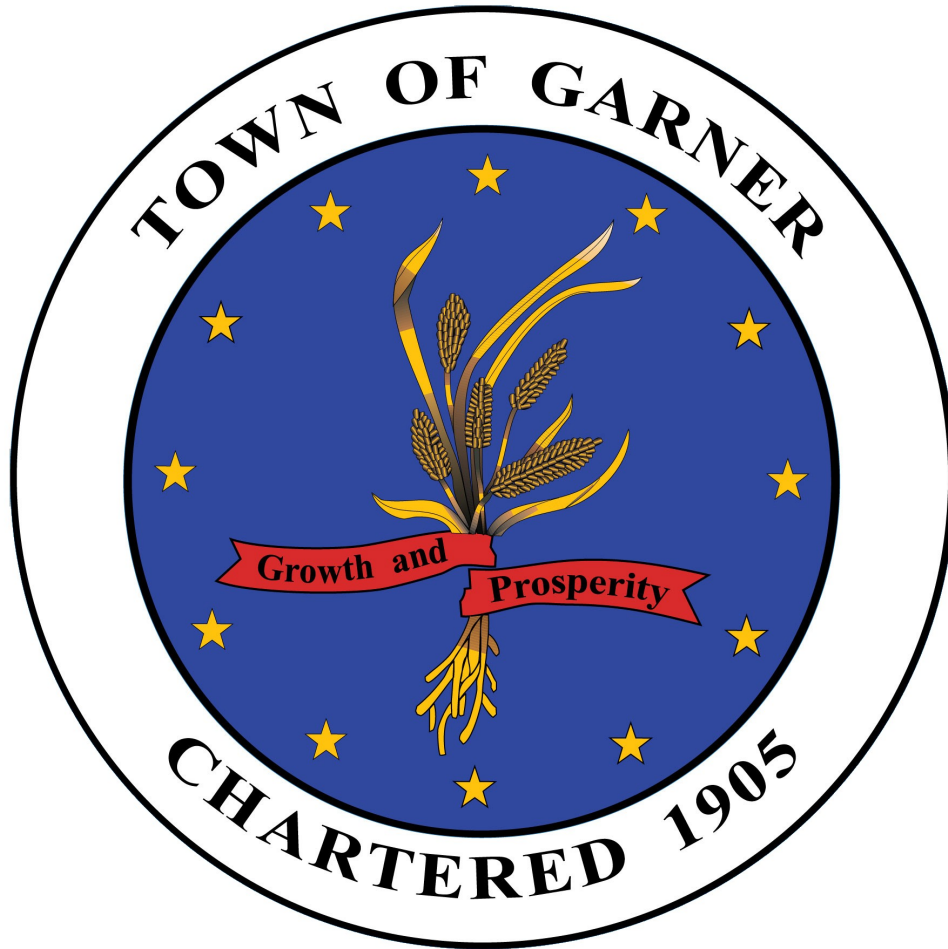


GARNERNC.GOV



/TOWNOFGARNER

**TOWN OF GARNER
NORTH CAROLINA**



**RECOMMENDED FISCAL YEAR 2021-2022
ANNUAL OPERATING BUDGET**

Submitted To:
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, 2020

Executive Director

The Government Finance Officers Association (GFOA) presented a Distinguished Budget Presentation Award to the Town of Garner, North Carolina for the annual budget for the fiscal year beginning July 1, 2020.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guides, as a financial plan, and as a communication device.

This award is only valid for a period of one year. The FY 2021 – 2022 budget will be submitted to GFOA for award consideration.

COMMUNITY PROFILE



Population:	34,577
Land Area:	17.5sq. miles
Total Employment:	16,635
Civilian Labor Force:	17,528
Unemployment Rate:	5.1%

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 staggered 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.

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

The nationally accredited Parks, Recreation and Cultural Resources Department manages 11 parks totaling more than 315 acres. The Town has purchased land to develop two new parks, adding another 192 acres for active and passive recreation. This diverse parks system also includes a 2,500-square-foot LEED Gold Certified Nature Center; Garner Senior Center, a North Carolina Center of Excellence; the 471-seat Garner Performing Arts Center; and two recreation centers. Program offerings include arts, athletics, fitness, environmental education, outdoor recreation and more, as well as Town-wide special events like Independence Day Celebration and the award-winning Trick-or-Treat the Trails.



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.

TOWN HISTORY

When the North Carolina Railroad was built in the 1850s, 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, state leaders designated what is now Garner for the location of a new station of the North Carolina Railroad that ran between Goldsboro and Charlotte.



Landowners who sold property to the NC Railroad Company included: Lewis Dupree 1853, Joseph Broughton 1853, Hardy Britt, Aisley Bagwell and heirs 1854, and Absalom Smith and Joseph M. Smith.

Before the railroad tracks traversed the area that would soon become Garner, cotton and tobacco dominated the landscape; both crops were vital to the growth of Garner through the 20th century. 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 area, evidenced by the need for a post office by 1878.

In the closing days of the Civil War, skirmishes occurred in the Garner area, as witnessed by the carefully preserved bullet holes in Bethel Church (now New Bethel Baptist Church) and the still-standing “Samuel Dupree” house, which the Union Army used as a makeshift hospital for their wounded; Union soldiers also camped on the Dupree farm.

BUSINESS, SERVICES GROW

In 1874 Henry Fort (1815-1876, married Martha Jane “Jenny” Dunston ca 1876), an African American farmer, cabinetmaker, and carpenter, purchased 52 acres of land from Eli Dupree on the north side of the railroad near Hayes Chapel Church. Moses N. Amis wrote in his book *Historical Raleigh* in 1913 that Fort was “a fine carpenter who made bureaus, wardrobes, and almost any piece of furniture the people wished.” He sold off portions of his land to other African American families, including Partha Taylor, Candice Taylor, a midwife, and Thomas Haywood. In 1877 Eli Dupree sold a lot on current Main Street in downtown Garner to Allen Haywood, an African American school teacher.

It is believed that Henry Fort and Thomas A. Bingham had the first businesses in Garner. Bingham, a wagon maker and owner of a general store, made application for a post office, requesting that it be named Garner's Station. He was the first postmaster for Garner's Station from 1878 to June 1882. In 1883 Garner's Station was incorporated and Bingham was the Mayor in 1883 and 1884. Commissioners were Eli Dupree, T. W. Bennett and J. M. Spence. The Constable was E. Rogers.

Businesses operating in Garner's Station in 1886 were: J. R. Bagwell – furniture & groceries; T. W. Bennett, C. H. Dupree, and A. C. Carroll – owners of grocery stores; W. H. Britt, J. T. Broughton, and Crocker & Crocker – owners of cotton gins; T. Hall – blacksmith shop; Richard Hinton, African-American – barber shop; J. D. Johnson – meat market; G. B. Montague – drugs; and J. A. Spence & Bro. – general store. Some of the land owners were: Henry Fort, Thomas A. Bingham, T. W. Bennett, J. T. Broughton, Eli Dupree and his siblings, W. D. Johnson, J. A. Spence, and G. R. Bagwell.

Garner's Station was a prospering town with several general stores, yet for unknown reasons, its charter was repealed in 1891.

Once the town acquired a railroad depot it was reincorporated in 1905, this time as the Town of Garner. Garner is

situated in the St. Mary's Township, which got its name from a Church of England parish. Built in 1902, the depot, a four-room building with a tin roof, quickly became essential to the community for delivering mail, carrying passengers once a day to Raleigh, and establishing Garner as a local market and shipping point for cotton.

The first Town officials in 1905 were Mayor J. B. Richardson, and commissioners H. D. Rand, J. J. Bagwell, Henry Bryan, M.C. Penny, and Dr. J. S. Buffaloe. These gentlemen were appointed to serve one year or until their successors were duly elected and qualified.

Farming was the chief source of income for the early settlers of Garner and nearby areas, with cotton the principal crop. Landowners were: J.T. Broughton, Eli Dupree and his siblings, W.D. Johnson, William D. Buffaloe, Martha Dupree Gattis, S.G. Holleman, J.A. Spence, M.C. Penny, Willis L. Moring, and G.R. Bagwell. In 1910 the first bank was established in Garner, population 280; H.D. Rand was president and J.A. Weathers was the cashier. Mayor was J. D. Johnson, Police Chief was W.E. Smith and Railroad Agent and Telegraph Manager for Western Union was G. W. Riddle.

HISTORIC HIGHWAY

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 capital, 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.

The road became jointly known as Number 10 and U.S. 70 on the popular maps of the day. U.S. 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. During this period, farmers living outside of town purchased a lot on the north side of the railroad on Garner Road and built their city home. Sam Mitchiner recalls going to WWI by way of the muddy dirt road and returning to find it paved. And throughout the decades, countless families have passed through town on their way to the N.C. coast. This section of the highway today is known as Garner Road.



NO CARD PLAYING ON SUNDAY

Early ordinances for the Town of Garner provide a nostalgic glimpse of a simpler place and time. They addressed “disorderly houses, indecent dress, disorderly conduct and public drunkenness.” Further, “no hog, sow, or pig is permitted to run at large in the town; no wagon, cart, carriage, buggy, or other vehicle is permitted to stand in any street at night; no person is to be allowed to play at any game of marbles, cards, ball, or any other game or games on Sunday.”

Another ordinance declared that “any person who shall open any shop or store on Sunday for the purpose of buying or selling, except in cases of necessity, shall be fined One Dollar.” And if found guilty, offenders could incur a fine of up to \$10 for each offense of “loud or boisterous cursing and swearing in any street or elsewhere in the town limits.” Merchants of this same era were: H.D. Rand, Henry Bryan, Sam Watts, Sam Dupree, W.E. Smith, Troy Jones, W.T. Moring, C.H. Dupree, and J.J. Bagwell. Druggist was G.B. Montague, and Dr. J.S. Buffaloe was

the physician. Garner United Methodist (formerly Beulah Church), Garner Baptist, and Hayes Chapel Christian were the local churches.

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. Garner High School was constructed on Garner Road in 1922, replacing the Garner School that was located on Main Street. Garner Consolidated School was built about 1935 at the present site of East Garner Middle School.

As the Town and the region continued to prosper and grow, U.S. 70 was widened and re-routed to bypass the downtown commercial district in the early 1950s. The “new Highway 70” a four-lane road, cut through many family farms. Commercial development shifted away from the downtown area as shopping centers (Forest Hills Shopping Center and Garner Plaza) and new subdivisions sprang up around and north of the bypass.

TOWN OFFICES EVOLVE AS GROWTH CONTINUES

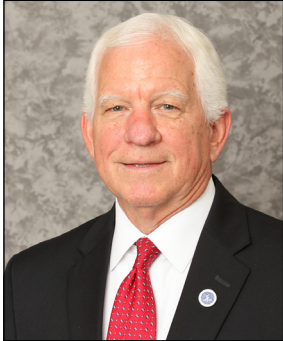
Town offices were downtown at the Municipal Recorder’s Court from 1953 until 1968. In those days, the town made more revenue from court than taxes, according to “The History of Garner,” by Kelly Pattison and Sam Behringer.

Garner Town Hall was located on Main Street from 1958 to April 1966, when the Trustees of the First Presbyterian Church of Garner sold their church on Rand Mill Road to the Town of Garner. Town Hall was at this location until April 18, 1974 when a fire destroyed the building and most of the town records. After the fire employees occupied temporary locations until the new Town Hall was completed on 7th Avenue near Forest Hills Shopping Center. Dedication of that building and Southeast Regional Library was held on October 26, 1975. Town Hall was at this location for 42 years. It was torn down to make way for the present modern facility, which was dedicated on Sept. 19, 2017.



**This history was prepared by Kaye Buffaloe Whaley.*

ELECTED AND APPOINTED OFFICIALS



KEN MARSHBURN
Mayor



KATHY BEHRINGER
Mayor Pro Tempore



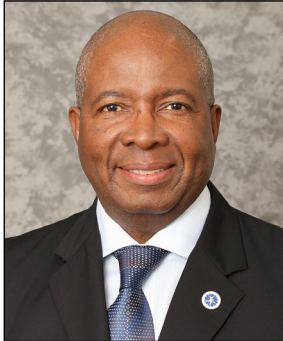
DEMIAN DELLINGER
Council Member



PHIL MATTHEWS
Council Member



GRA SINGLETON
Council Member



ELMO VANCE
Council Member

BOARDS & COMMISSIONS

Board of Adjustment
Joseph Keller, Chair

Planning Commission
Jon Blasco, Chair

Parks, Recreation, and Cultural Resources
Committee
Robert Deaton, Chair

Senior Citizen Advisory Committee
John Bigliardi, Chair

Downtown Garner Association
Demian Dellinger, Chair

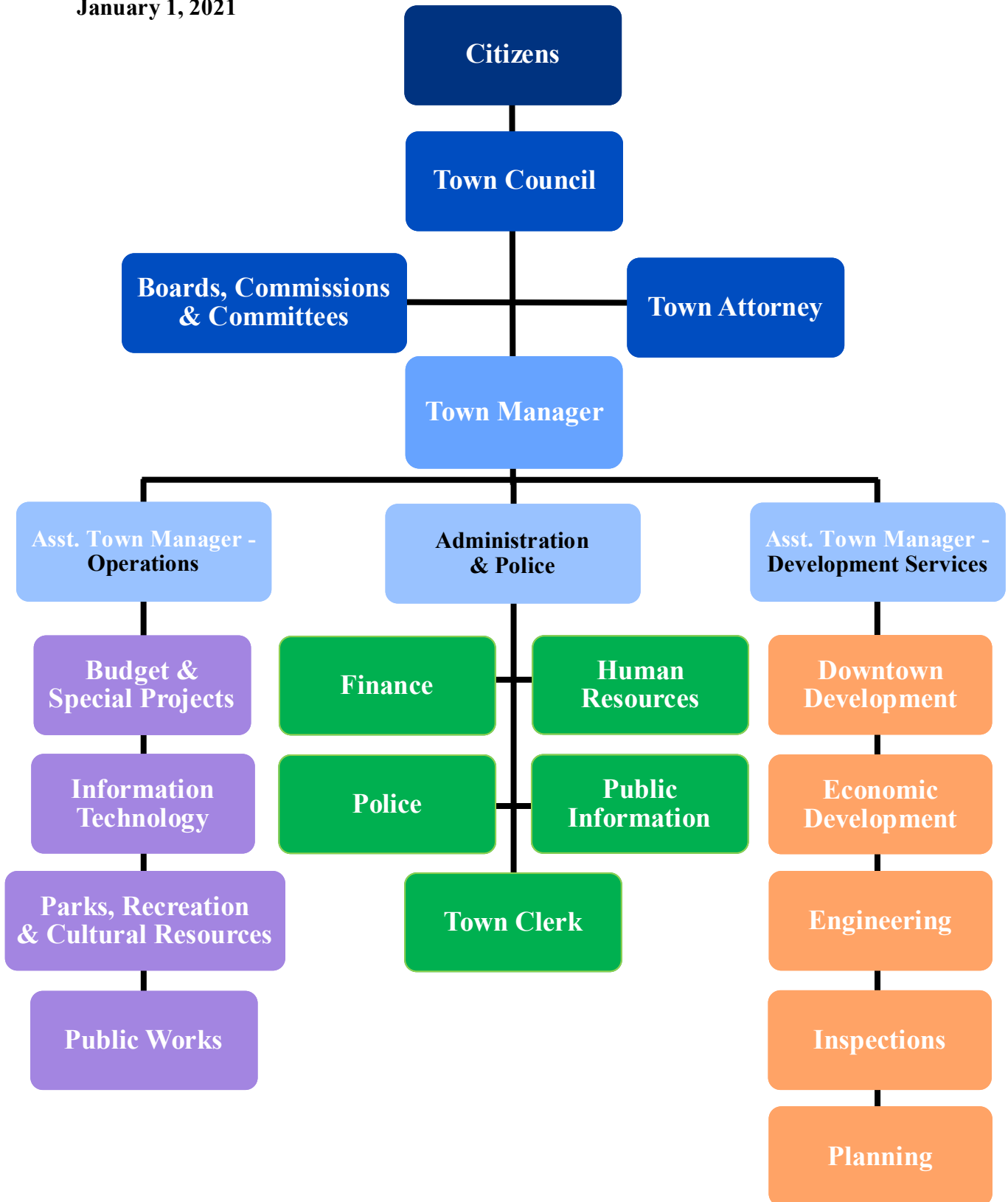
Garner Veterans' Advisory Committee
Jeffery Hicks, Chair

ADMINISTRATIVE STAFF

Rodney Dickerson	Town Manager*
John Hodges	Asst. Town Manager - Development Services
Vacant	Asst. Town Manager - Operations
Terri Jones	Town Attorney*
Tony Beasley	Inspections Director
David Beck	Finance Director
Joe Binns	Chief of Police
Vacant	Budget and Special Projects Manager
Stella Gibson	Town Clerk
Chris Johnson	Town Engineer
Forrest Jones	Public Works Director
Eric Rucker	Information Technology Director
Rick Mercier	Communications Manager
BD Sechler	Human Resources Director
Maria Munoz-Blanco	Parks, Recreation & Cultural Resources Director
Joseph Stallings	Economic Development Director
Jeff Triezenberg	Planning Director

*Appointed by Council

**Town of Garner, North Carolina
Organizational Chart
January 1, 2021**



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 25.

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.

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 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

The budget process is year-round as staff is required to monitor, and adjust, the current year budget until the end of the fiscal year in June. This ensures that Departments stay within their appropriation and allows staff to recommended one-time adjustments to meet unanticipated requirements, to recognize unanticipated revenues and to meet future obligations. In addition, Council provides guidance to senior management on budget priorities as issues and initiatives arise. This provides senior management with enough time to review issues, and to identify solutions, in advance of the budget development process.

The formal budget process begins each December when senior management meets to review the Town's budget priorities. Following this meeting, Departments are tasked with preparing a baseline operating budget to meet their internal needs and preparing Decision Packages for significant new requests. A Decision Package is required for all new requests that exceed \$5,000. In addition, Departments are tasked with reviewing their future needs and identifying all significant new requests for a five-year period.

As Department's are preparing their operating budgets, senior management finalizes future year revenue projections. This is accomplished by reviewing revenue on a month basis to identify short-term and long-term trends. In addition, the Town holds periodic revenue meetings where Departmental staff are asked to provide input on key workload indicators. For example, staff in the Inspections and Planning Department's provide critical information related to trends in the development community which impact revenue growth.

Following the submission of the Departmental budgets, the Budget Team reviews the Town's baseline requirements, new requests and projected revenue increases. This information is developed into a current year and a five-year forecast which are shared with the Town's Council. This allows Council to provide additional guidance based on both current and long-term budget trends.

Using the additional guidance from Town Council, the Budget Team is tasked with preparing a balanced budget which is ultimately presented to Town Council at a Regular Meeting. Following the release of the recommended budget, the Town holds multiple public hearings to offer the public an opportunity to provide input. In addition, Town

Council and staff meet during budget work sessions to review the budget in detail. Based on input from the public, and other factors, Town Council adjusts the budget to ensure their priorities are met. Finally, staff prepares a budget ordinance which summarizes the appropriation level of each department. The ordinance is approved by Town Council and the budget is formally adopted.

The Fiscal Year 2021 - 2022 Budget Calendar is located on page 13.

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

December

- FY 2021-22 Budget Kick-Off Meeting with Department Heads

January

- Summary of Significant Budget Requests and Five Year Plan Due
- Materials sent to Non-Departmental Agencies
- Operating Budget Data Entry by Departments

February

- Operating Budgets, Grant Applications, 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 Provides an Initial Budget Forecast and Reviews Budget Priorities with Town Council
- Budget Reviews Conducted with Departments

March

- Budget Team Continues Budget Reviews and Preparation of Recommended Budget
- Budget Team Provides a Five-Year Forecast to Town Council
- Budget Team Provides the FY 2020-2021 Third Quarter Presentation for Town Council

April

- Budget Team Prepares Budget Document and Presentation
- Recommended Budget Presented to Department Heads
- Town Council Approves FY 2020-2021 Third Quarter Adjustments

May

- Budget Team Presents the Recommended Budget to Town Council
- **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.

Understanding how a budget is created and adopted and recognizing the key components of the budget document can assist the citizen in becoming “budget literate.”

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* 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. Once the budget is developed, *public hearings* are held by the Town Council, as required by law, to receive comments on the recommended budget. These hearings are usually held in May and 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 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. 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 includes a summary of significant changes in the level of funding or major items affecting the funding of the department.

The budget narrative for each department also includes information regarding the department's *funding history*, how many employees currently work in the department, and a listing of *performance measures*.

The *funding history* section summarizes spending that occurred in the most recent finalized fiscal year, the previous year adopted and revised budgets and the manager recommended and council approved budget for the upcoming year.

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, staff begins the process of preparing the recommended budget in December. In February, staff provides the Town Council with a preliminary budget outlook.

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 Town Manager's Recommended Budget, which is submitted to 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. In addition, the budget summary outlines the Town's revenue forecasts and summarizes items that were funded, deferred or cut for those who have not had time to study it themselves or are perhaps intimidated by its detail. The budget summary 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.

During May and the first half 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 several public hearings to obtain input from the public, the Town Council adopts the budget. Coinciding with the development of the operating budget, the Town's Capital Improvements Plan is adopted as well. This document plans for new construction and major infrastructure improvements. This five-year plan helps the Town budget and prepare for funding these projects.



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 the hometown charm and natural 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

Stay Connected!



/townofgarner
garnernc.gov

Mailing address:
900 7th Ave.
Garner, NC 27529

919.772.4688



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

March 5, 2018

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.
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:

<u>Increases in Revenues</u>	<u>% Dedicated to Savings</u>
Up to 1.0%	Zero
>1.0%	30% (of the amount > 1.0%)

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.
- 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

BUDGET DEVELOPMENT POLICIES (cont.)

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.
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.

CASH MANAGEMENT & INVESTMENT POLICIES (cont.)

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.
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).

FIXED ASSETS (cont.)

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.

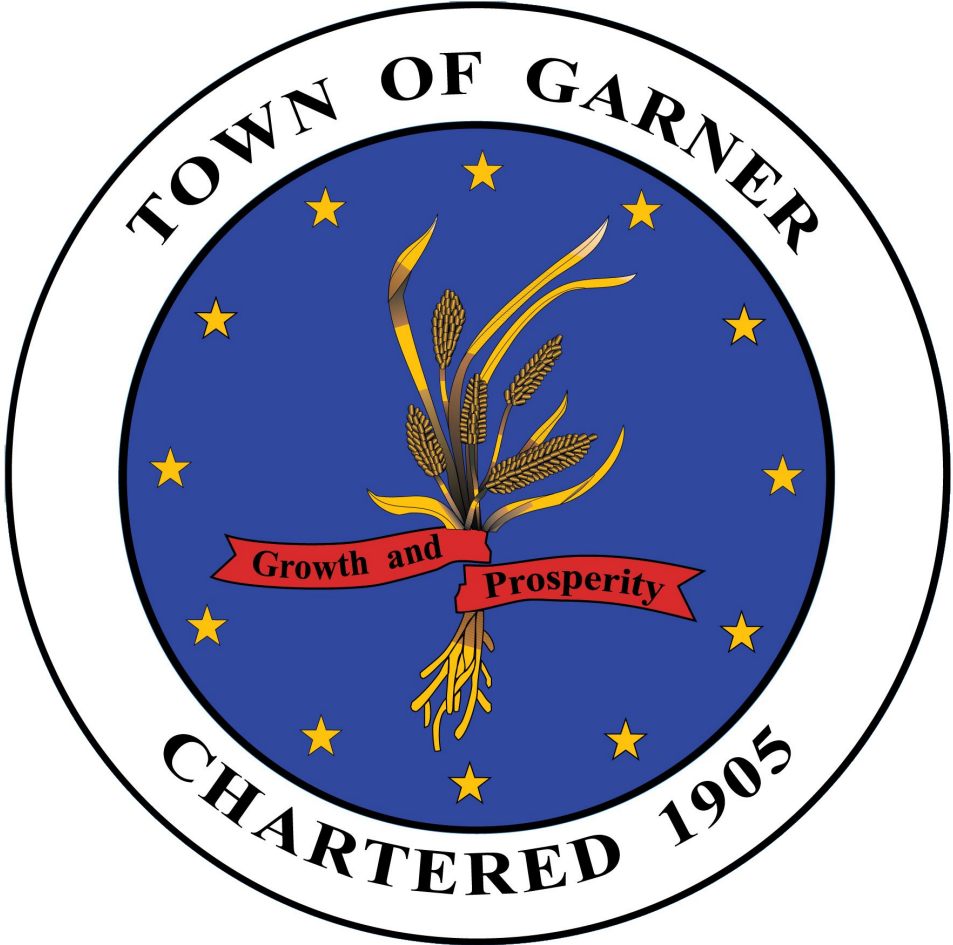
RISK MANAGEMENT

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.

**TOWN OF GARNER
NORTH CAROLINA**



FY 2021 - 2022 Recommended Budget
Budget Summary



TOWN OF GARNER
FY 2021-2022 BUDGET MESSAGE

To: Honorable Mayor and Town Council
From: Rodney Dickerson, Town Manager
Date: April 30, 2021
Re: Town Manager's Budget Message for FY 2021-2022

I am honored to present the Recommended Fiscal Year 2021 – 2022 Budget. The expectation is that the 2021-2022 Recommended Budget will get us back on track and closer to a normal fiscal year. The COVID-19 pandemic certainly caused us to rethink how we go about our day to day duties and how that translates to service delivery. At the same time, it has allowed us to reflect on our core mission and goals. This budget builds on the Town's goal statements that were recently reaffirmed by Council to ensure the Town is positioned to address future challenges and opportunities. The goal statements serve as a guide for staff during budget development to ensure critical priorities are funded. In addition, staff plans to utilize the various objectives approved by Council to help measure success and to inform future budget development processes. This will ensure that the budget development process is data driven and focused on meeting Council's strategic priorities.

Fiscal Responsibility – Ensure fiscal stability and efficient use of resources

The Town of Garner uses several tools and practices to keep us fiscally sound; the Revenue Savings Plan is one of these tools. The Town's Revenue Savings Plan was adopted in FY 2015 and diverts growth from the operating budget to a reserve to be utilized for capital requirements and to cover debt service. Since it was adopted, the Town has diverted funding of over \$5.9 million to the reserve to address future requirements. This will allow for the Town to propose a nearly \$72 million bond referendum which will only cost the average resident \$46 annually. This bond package will allow the Town to address a variety of transportation requirements, develop recently purchased land for parks, build a new fire station and address a variety of additional requirements. Without the Revenue Savings Plan a bond package of this magnitude would not be possible and the Town would be required to defer projects or ask voters to absorb a significantly higher cost.

The Town will also utilize the Revenue Savings Plan to cover the costs of managing the proposed referendum. The Town will divert \$350,000 from the FY 2022 transfer to cover the cost of a dedicated Budget Position and two Project Managers. This will allow the town to enhance financial reporting and overall fiscal management of the bond program, and to dedicate positions to overseeing various project management activities. These are critical functions that will ensure the Town’s upcoming referendum will be a success.

Efficient and Timely Service Delivery - Provide efficient and effective services that match community needs and expectations.

The Town continues to provide quality services at the lowest effective tax rate of any municipality in Wake County. The chart below summarizes the average effective tax impact on residents in each locality. Garner’s tax rate is recommended to remain consistent so it’s possible the Town will become even more affordable compared to its peers.

Annual property tax is based on a single family residential unit valued at the average home value according to GIS on 4/22.						
Annual water/sewer charges based on usage of 3,740 gallons or 5 CCR per month.						
Annual stormwater rates based on 2,000 square feet						
Wake County Municipalities	Property Tax Rate ¹	Annual Property Tax ²	Annual Solid Waste Fees	Annual Water & Sewer Charges	Annual Storm Water Fees	TOTAL
Garner	\$0.4971	\$1,146	\$0	\$693	\$0.00	\$1,840
Knightdale	\$0.4200	\$1,033	\$190	\$693	\$48.00	\$1,965
Fuquay-Varina	\$0.3950	\$1,103	\$171	\$798	\$0.00	\$2,073
Raleigh	\$0.3552	\$1,122	\$205	\$693	\$60.00	\$2,080
Morrisville	\$0.3600	\$1,320	\$0	\$770	\$24.96	\$2,115
Wake Forest	\$0.4950	\$1,561	\$0	\$693	\$0.00	\$2,255
Apex	\$0.3800	\$1,423	\$247	\$671	\$0.00	\$2,343
Cary	\$0.3500	\$1,435	\$234	\$775	\$0.00	\$2,444
Wendell	\$0.4700	\$997	\$264	\$1,226	\$0.00	\$2,487
Holly Springs	\$0.4216	\$1,495	\$217	\$742	\$36.00	\$2,490
Rolesville	\$0.4600	\$1,601	\$264	\$693	\$0.00	\$2,559
Zebulon	\$0.5500	\$1,052	\$296	\$1,455	\$0.00	\$2,803
Average	\$0.4233	\$1,286	\$190	\$837	\$15.36	\$2,328

* Rates and fees based on FY 2019 - 2020 totals as prepared by the City of Raleigh

¹ Property tax rates are based on Town’s FY 2021 adopted budgets

² Average home value figures provided by Wake County Revenue Department

In addition, the FY 2021 – 2022 Recommended Budget includes funding for four Park Ranger positions that will be dedicated to ensuring efficient service delivery for residents. These positions will be tasked with opening/closing park gates at the appropriate time, removing trash from various Town facilities, supporting all shelter rentals, cleaning restrooms seven days a week, and performing various maintenance activities. This will

ensure that residents receive quality services at the Town's parks and recreation sites and other public facing facilities.

Orderly Growth – Grow and maintain a robust, diversified economy

The FY 2021 – 2022 Recommended Budget funds a GIS Specialist in the Planning Department that will be critical to developing and maintaining a long-term vision for orderly growth. This position will allow the department to roll out web applications and digitize other data that will assist the Town with meeting long-range planning, transparency and public information goals. It will also provide additional information to residents on the Town's long-term plans through public facing applications that allow residents to see what is coming to Garner. These initiatives will increase transparency and should reduce public concerns about future plans.

Quality of Life- Provide a safe and inviting community

The FY 2021 – 2022 Recommended Budget includes two Police Patrol Officers to address the Town's growing population and to ensure service quality remains at the current level. As the Town's population continues to increase, public facing departments like the Police Department will receive additional calls for service from a larger geographic area. As a result, it will be critical to monitor metrics like total numbers of calls for service and response time to ensure service quality is not declining. As necessary, additional positions will be required to ensure residents continue to receive the same level of service.

I believe the FY 2021 – 2022 Recommended Budget funds critical items necessary to maintain the Town's service levels. In addition, I believe the Town's updated strategic plan will allow staff to build on prior initiatives to ensure that the budget reflects Council's priorities. Prior initiatives focused on the development of a multi-year funding model has allowed the Town to identify future funding challenges. Utilizing the strategic plan as a decision-making guide will allow staff to prioritize future requests to ensure staffing levels will be sufficient to meet Council's strategic goals. Having a comprehensive picture of future funding challenges, and future requirements, will allow the Town to develop a funding strategy to ensure Garner remains a great place to be.

Respectfully submitted,



Rodney Dickerson

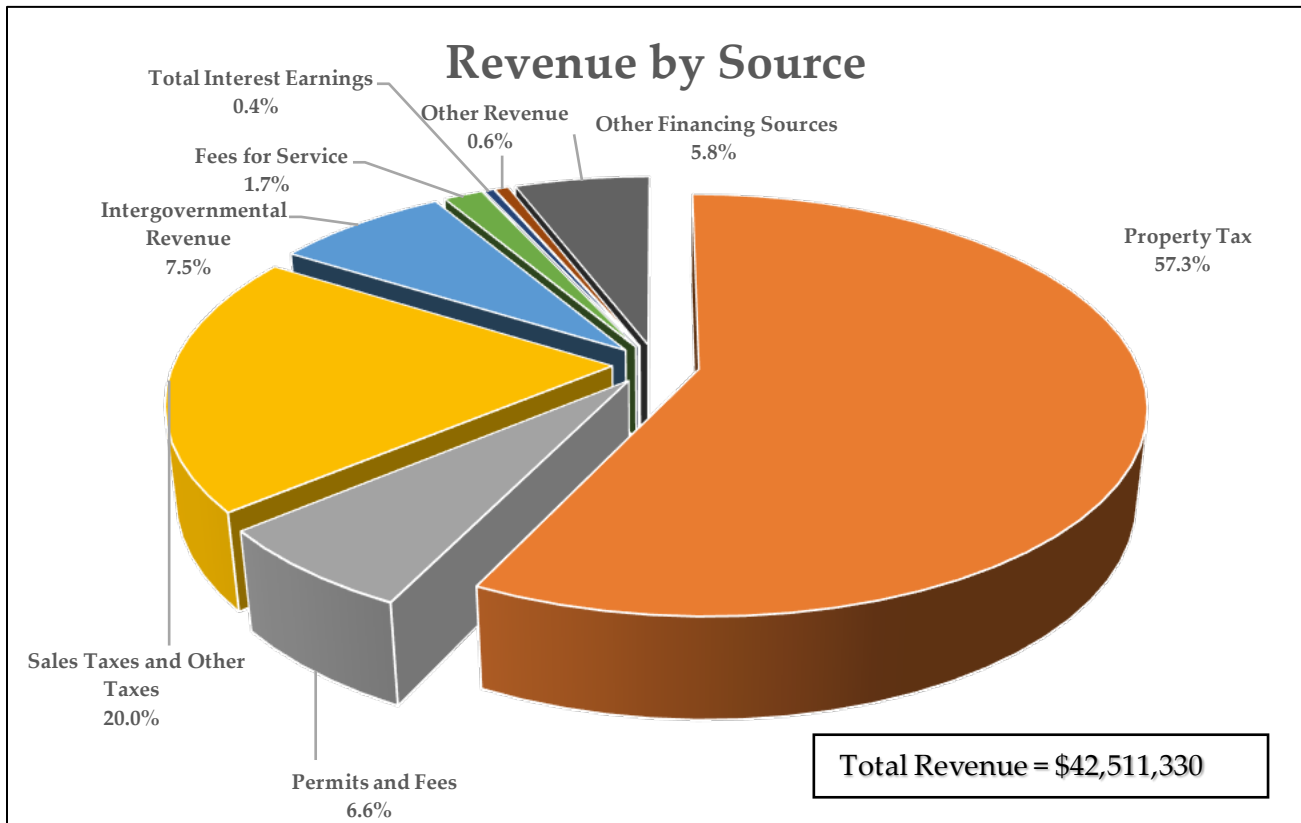
Town Manager

FY 2021 – 2022 GENERAL FUND SUMMARY

The total FY 2021 - 2022 Town of Garner Recommended Budget is \$42,511,330, an increase of \$1,815,796, or 4.5 percent, over the FY 2020 – 2021 Adopted Budget. Growth is primarily related to baseline operating and personnel requirements necessary to meet anticipated growth. Additional revenue is available primarily due to growth in Property Taxes, Sales Tax and Permits and Fees. Details on both the revenue and expenditure adjustments are included in the sections that follow.

REVENUE SUMMARY

The FY 2021 – 2022 Recommended Budget includes revenue of \$42,511,330, an increase of \$1,815,796, or 4.5 percent, over the FY 2020 – 2021 Adopted Budget. This increase is primarily based on growth in the Property Taxes, Sales Tax and Permits and Fees. As illustrated below, the Town’s ability to grow is highly dependent on the Property Tax and Sales Tax and Other Taxes categories, which are anticipated to generate 77 percent of the Town’s revenue.



Property Taxes

The projected Town-wide value of assessed property for the FY 2021 - 2022 Recommended Budget has increased by \$186.2 million, or 3.9 percent, over the current projection for FY 2020 - 2021. This growth is primarily related to increases in real and personal property. These increases were driven by new home construction and the addition of \$154 million in equipment for the Amazon facility. These increases were partially offset by a decrease in overall personal property of 8 percent due to COVID-19. The chart below summarizes the valuation history over the last ten years. It's important to note that the Town has seen consistent growth over the last seven fiscal years after several years of declining values or limited growth. Current workload metrics in the Planning and Inspection Department's indicate this trend will continue.

History of Assessed Values

Fiscal Year	Real	Public Service	Personal	Total Value	Percent Change
2021 - 22	4,110,000,000	140,000,000	688,500,000	4,938,500,000	3.9%
2020 - 21 ¹	3,979,499,872	149,502,313	623,304,454	4,752,306,639	28.2%
2019 - 20	3,041,603,671	148,748,820	517,561,706	3,707,914,197	5.0%
2018 - 19	2,896,345,048	133,018,450	501,357,045	3,530,720,543	4.6%
2017 - 18	2,777,319,789	132,723,662	465,841,514	3,375,884,965	3.4%
2016 - 17 ¹	2,710,296,531	118,064,138	436,166,161	3,264,526,830	2.2%
2015 - 16	2,665,301,113	114,535,800	415,485,692	3,195,322,605	4.1%
2014 - 15	2,584,113,562	85,722,393	399,221,556	3,069,057,511	-1.1%
2013 - 14	2,545,063,692	84,992,903	473,055,267	3,103,111,862	3.0%
2012 - 13	2,525,516,066	84,276,805	402,724,696	3,012,517,567	0.3%

¹ Beginning in FY 2017, Wake County began performing a revaluation on real property every four years. Prior to that, a revaluation was performed every eight years.

The FY 2021 – 2022 recommended property tax rate of 49.71 cents per \$100 of assessed valuation is consistent with the approved rate in FY 2020 - 2021. Although the Town lacked sufficient funding to cover a variety of worthy requests, staff does not believe a tax increase is necessary.

Permits and Fees

The FY 2021 – 2022 Recommended Budget includes an increase of \$234,400, or 9.1 percent, over the FY 2020 – 2021 Adopted Budget. Despite the impact of COVID-19, the Town continues to experience significant development activity. For the 12-month period ending February 2021, the Inspections Department performed 18,725 trade inspections, a 5 percent increase over same period in 2019 - 2020 and a 48 percent increase over the same period in 2018 - 2019. In addition, the Department issued 1,719 permits, a 4 percent increase over same period in 2019 - 2020 and 13.5 percent increase over 2018 - 2019. Finally, staff performed a comprehensive review of the Town's various permits and fees to ensure existing rates are competitive regionally. This review resulted in a significant number of recommended rate adjustments and new fees which will result in new revenue streams.

Sales Taxes and Other Taxes

The FY 2021 – 2022 Recommended Budget includes an increase of \$2,660,662, or 45.6 percent over the FY 2020 – 2021 Budget. This is partially due to the FY 2020 – 2021 budget including a significant decline in Sales Tax estimates. In addition, through January 2021, Sales Tax has increased by 11.3 percent compared to the same period last year. This is critical as it compares current growth to a period prior to the impact of COVID. As a result, the Town is experiencing natural growth of 11.3 percent which exceeds prior growth patterns by several percentage points. This increase could be the result of residents staying home as opposed to commuting outside of Garner, parents experiencing reduced childcare costs or individuals receiving stimulus checks. As a result, staff was somewhat cautious with the FY 2021 – 2022 projection as there is a significant amount of uncertainty in this category.

Intergovernmental

The FY 2021 – 2022 Recommended Budget includes a decrease of \$58,250, or 1.8 percent, from the FY 2020 – 2021 Adopted Budget. This is primarily based on a decline in Utility Franchise Fees based on YTD trends and the League of Municipalities projections.

Fees for Service

The FY 2021 – 2022 Recommended Budget includes an increase of \$130,000, or 22.0 percent, from the FY 2020 – 2021 Adopted Budget. This assumes that Parks and Recreation activities will begin by July 1st which will significantly increase revenues. In addition, staff anticipates the recreation center will open during FY 2022 which will generate additional revenue for the Town.

Interest Earnings

The FY 2021 – 2022 Recommended Budget includes a decrease of \$264,504, or 58.8 percent, from the FY 2020 – 2021 Adopted Budget. The Federal Reserve has made significant reductions to interest rates in an attempt to stimulate the economy to offset the impacts of COVID-19. As a result, the Town anticipates their investments will achieve a significantly reduced rate of return.

Other Revenue

The FY 2021 – 2022 Recommended Budget includes an increase of \$25,000, or 10.9 percent, over the FY 2020 – 2021 Adopted Budget. This is based on staff making minor adjustments to various revenue categories based on prior year experience. Examples of revenues in this category include insurance claim proceeds, county landfill reimbursement, and the PEG media cost share.

Other Financing Sources

FY 2021 – 2022 Recommended Budget includes a decrease of \$2,188,180, or 46.9 percent, from the FY 2020 – 2021 Adopted Budget. Details regarding this category can be found in the Fund Balance section of the summary.

EXPENDITURE SUMMARY

Summary of Approved Funding Requests

The FY 2021 – 2022 Recommended Budget includes funding of \$760,000 for several decision packages provided by departments. While there were a significant number of worthy decision packages that were not funded, staff believes that critical requirements have been addressed

Bond Requirements	\$350,000
--------------------------	------------------

Funding of \$350,000 will allow the Town to create one Senior Budget/Financial position, two Project Manager positions and one Construction Inspector Supervisor. The budget position will be tasked with enhancing financial reporting and overall fiscal management of the bond program. Specifically, this position will provide periodic financial reports to council, work with communications to develop a comprehensive program to inform residents on projects status and other critical tasks. The Project Manager positions will allow the Town to dedicate positions to overseeing transportation and park related projects as the Town

anticipates a significant number of transportation and park projects to be funded in the November 2021 bond program. Finally, the Construction Inspector Supervisor will be tasked with overseeing the inspection process for both private and public projects in the Town.

Patrol Officers \$260,000

Funding of \$260,000 has been included to cover the cost of a two Patrol Officer positions in the Police Department. Of this total, funding of \$128,306 is required for personnel related costs, \$90,094 is for patrol vehicles and \$32,600 is for various operating requirements. These positions will allow the department to address the Town's growing population and will ensure that service levels remain at the current level. As the Town's population continues to increase, public facing departments like the Police Department will receive additional calls for service from a larger geographic area. As a result, additional staffing will be required to maintain service levels.

Parks Grounds Attendants \$130,000

Funding of \$130,000 has been included to cover the cost of four Park Attendant positions in Public Works. Of this total, \$128,320 is required for personnel related costs, \$5,000 for various operating costs and \$56,680 to purchase two trucks. These costs are offset by savings of \$60,000 in Public Works and Police as supplemental positions will no longer be required to perform these duties.

These positions will be dedicated to ensuring efficient service delivery for residents and will be tasked with opening/closing park gates at the appropriate time, removing trash from various Town facilities, supporting all shelter rentals, cleaning restrooms seven days a week, and performing various maintenance activities. This will ensure that residents receive quality services at the Town's parks and recreation sites.

GIS Position \$70,000

Funding of \$70,000 has been included to cover the cost of a GIS position in the Planning Department. Of this total, funding of \$65,000 is required for personnel related costs and \$5,000 for various operating requirements. This position will allow the department to roll out web applications and digitize other data that will assist the Town with meeting long-range planning, transparency and public information goals. It will also provide additional information to residents on the Town's long-term plans through public facing applications that allow residents to see what is coming to Garner. These initiatives will increase transparency and should reduce public concerns about future plans.

Summary of Reductions and Unfunded Decision Packages

The FY 2021 – 2022 Recommended Budget includes reductions of \$135,000 and unfunded decision packages totaling \$2,586,454.

Reductions Utilized to Balance the FY 2021 - 2022 Budget		
Department	Reduction Total	Impact
Townwide	\$20,000	A decrease of \$20,000 would result in various departments not participating in scheduled trainings. This would have an impact on staff's career development and overall employee morale. This could be mitigated by participating in remote trainings.
Human Resources	\$20,000	A decrease of \$20,000 would require the Department to reduce the number of budgeted assessment centers. As a result, additional funding would be required if a senior staff member departs during the fiscal year.
Parks	\$50,000	A decrease of \$50,000 would reduce funding for supplemental positions in the Parks and Recreation Department. This decrease is based on prior year experiences. However, it is important to note that additional funding may be required if park participation rates increase.
Public Works	\$45,000	A decrease of \$45,000 would reduce funding for utilities in the Public Works Department. This decrease is based on prior year experience. Additional funding may be required if utility cost exceed the projection.

Decision Packages Not Funded as Part of the FY 2021 - 2022 Budget

Department / Request	Funding Total	Request Summary
Communications - Communications Specialist	\$69,719	This position would support all town departments by performing work associated with social media outreach; website design and maintenance; blogs/vlogs/economic development video scripting content; marking fliers/brochures; special event planning and marketing; and, report design and dissemination.
Communications/IT - IT/Communications Specialist	\$75,260	This position would be to serve the IT needs of the Communications Division as well as needs arising from certain interdepartmental communications-related initiatives and services.
Human Resources - Risk Manager	\$84,960	This position would be responsible for all safety initiatives, the risk management program and would take over responsibilities from the HR staff for workers compensation administration, FMLA administration, fit for duty, light duty and leave of absence management.
Parks - Recreation Program Specialist	\$65,000	This position would assist with a variety of outdoor education recreation programs at White Deer Park Nature Center.
Planning - Principal Planner	\$97,000	This position would lead and manage comprehensive planning processes, transportation planning, small area plans and development-related GIS data development. As the primary lead for ensuring the Town's vision is carried out with development, this position would also lead department's efforts on transparency and communication with the general public.
Police - Faro Laser	\$77,644	This funding would allow the Department to purchase a Faro Laser which is used for traffic accident reconstruction. The current method requires 2 to 4 officers approximately 4 hours to conduct an on-scene investigation and another 4-6 weeks to finish the reconstruction. The new equipment would require a single officer for approximately 45 minutes to conduct an on-scene investigation and 1-2 weeks to complete the reconstruction
Police - Cubicles	\$17,840	Additional cubicles would allow the department to reorganize their office configuration to accommodate additional personnel growth.
Police - Lieutenant	\$199,973	This position would help the Department provide additional supervision of the Patrol Division due to the increased staffing needs for the division. This position allows for more manageable supervision of sergeants and would reduce administrative tasks for Sergeants allowing them to spend additional time in the field.

Police - Investigative Database	\$11,250	This funding would allow the Department to purchase a commercial license plate reader data access as well as facial recognition software that is publicly available.
Police - Cell Phones	\$43,248	This funding would allow for a cell phone to be provided to all sworn personnel.
Police - Four Patrol Officers	\$520,000	These positions would allow the Department to address growth in the Town's population that is impacting service levels. The Department worked with the planning Department and projects that the Town's population could exceed 52,000 by 2025. This may require significant additional staffing as the latest FBI report recommends an average of 2.4 officers per 1,000 inhabitants and the Department is currently at an average of 1.9 officers per 1,000 inhabitants.
Public Works - Convert Three-Part Time Grounds Maintenance Workers to Full-Time	\$143,467	Making these positions full-time would allow the Town to stop relying on seasonal positions which are challenging to recruit for and generally perform at a lower level. In addition, this would increase the number of hours staff is available which will allow the department to provide a consistent product of maintenance on the town facilities, parks, sports fields, and open spaces.
Public Works - Building Maintenance Technician	\$102,780	This position would allow the Building Maintenance Staff to provide the proper level of service with building maintenance and inspection tasks. It would ensure that the Department has the proper level of staffing needed to provide service to Town facilities.
Public Works - Playground Guardian	\$10,680	This funding would allow the Department to hire a third party company that would perform audits on playgrounds and will provide software to compile data and pictures on all of the them. During this audit, they would also perform maintenance of picking up trash to tightening bolts.
Public Works - Fencing	\$90,000	This funding would allow the Department to replace split rail fencing at Lake Benson Park and to add around the soccer fields at South Garner and Centennial Parks.
Public Works - Bleacher Replacement	\$19,000	This funding would allow the Department to start replacing bleachers at the Town's sports fields and parks due to age and condition.
Public Works - Replacement of Centennial Playground	\$270,000	This funding would allow for the replacement of the playground at Centennial Park.
Public Works - New Pickup	\$32,000	This funding would allow the Fleet Division to purchase an additional pickup truck. Staff often require two trucks to perform duties and there is generally not a spare vehicle for staff to utilize.

Public Works - Streets Concrete Mixer	\$27,610	This funding would allow the Streets Division to purchase a concrete mixer which would allow for the concrete to be poured the same day the old concrete is removed instead of waiting a day or longer for concrete to be delivered by appointment.
Public Works - Sidewalk Maintenance Pilot Program	\$15,000	This program would allow the town to begin collecting data on the condition of sidewalks in a specific area of town. This information would be used to address immediate trip hazards that could be removed by a grinding process.
Public Works - Contracted Day Porters	\$65,520	This would allow the Department to hire two day porters for 6 hours per/day, 5 days per week. These contractors would perform lower level building maintenance activities which would allow existing building maintenance technicians to focus on higher level tasks.
Public Works - Fleet Floor Scrubber	\$12,800	This would allow staff to scrub the shop floors on a weekly basis. Currently, staff is required to rent a machine annually to perform this task.
Public Works - Fleet Manager and Lead Mechanic Conversion	\$89,550	This would allow the Department to hire an additional manager that could focus on higher level tasks like developing and implementing preventive maintenance programs and working on future plans to address growth and the Fire merger. In addition, this would allow the Department to repurpose some existing positions to better meet existing needs.
Public Works - Fleet Tools	\$68,097	This would allow the division to purchase the necessary tools to perform the duties of a fleet mechanic. Currently, staff are required to provide their own tools which limits the applicant pool.
Public Works - Grounds Level Best Box Blade	\$17,500	This would allow the division to replace the existing box blade, which moves debris on non-paved roadways, open areas, and sport fields, with a new blade. The existing blade does not have the ability to be angled or to use GPS to create a slope of the area in order to move water.
Public Works - Stormwater Specialist	\$178,607	This position would allow the Department to start a Public Works Stormwater Maintenance Division/Unit. This is necessary as the Town's stormwater systems below 36" is continuing to age and deteriorate. This position would begin the process of assessing the condition of the system to prioritize repairs
Public Works - Street Pole Camera	\$18,227	This would allow the division to purchase a 25 foot pole camera to document and provide storm water engineers with accurate video information such as break, shifts, other defects in storm water pipes and catch basins.
Fire - Station 3 Bay Heaters	\$8,785	This would allow the Department to replace four bay heaters that were identified for replacement by the Wake County Facility Repair Study.

Fire - Fire Hose, Nozzles and Fans	\$38,909	This would allow the Department to replace existing fire hoses with a new hose that is more durable and performs better during fire events.
Fire - SCBA Air Compressor	\$56,114	This would allow the Department to replace the current compressed air system for filling self-contained breathing apparatus (SCBA).
Fire - Captain of Community Risk Reduction	\$59,914	This position would allow the Department to hire a position dedicated to identifying and prioritizing local risks, followed by integrating and strategic investments to reduce community risk
Fire - Executive Assistant Pay Grade	TBD	This would allow the Department to reclassify the Executive Admin Assistant position based on the duties performed by the incumbent.

Summary of Employee Benefits

The FY 2021 – 2022 Recommended Budget includes an increase in Personnel costs of \$961,669, or 5.26 percent, over the FY 2020 – 2021 Adopted Budget. A significant portion of this total is based on an increase of \$603,471, or 5.10 percent, in Salaries. Of the increase in Salaries, \$354,725 is associated with merit-based salary adjustments for existing employees. The remaining amount is primarily based on the addition of several new positions as part of the FY 2021 – 2022 budget.

The FY 2021 – 2022 Recommended Budget also includes an increase of \$318,533, or 17.5 percent, over the FY 2020 – 2021 Budget in Retirement costs. This increase is primarily due to the Local Government Employees’ Retirement System Board of Trustees decision to increase the contribution rate from 10.19 percent to 11.39 percent for regular employees and firefighters and 10.84 percent to 12.04 percent for law enforcement. The Board of Trustees voted for additional increases in future years that will have a similar impact. Staff will monitor this issue and update Council as developments occur.

The chart below summarizes budgeted Personnel costs over the last several years:

Town of Garner Total Budgeted Personnel Costs				
	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 20-21</u>	<u>FY 2021-22</u>
<u>Category</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Recommended</u>
				<u>Budget</u>
Salaries	\$10,307,362	\$10,905,483	\$11,824,195	12,427,666.00
Temporary Salaries	\$753,703	\$756,519	\$646,853	680,784.00
Longevity	\$161,511	\$170,479	\$179,134	175,626.00
FICA	\$895,459	\$942,023	\$992,378	1,012,592.00
Retirement	\$1,372,202	\$1,596,955	\$1,817,588	2,136,121.00
Group Insurance	\$2,225,020	\$2,199,801	\$2,169,336	2,125,662.00
Overtime	\$86,865	\$89,484	\$79,483	90,983.00
Temp - Overtime	\$2,300	\$1,403	\$1,403	1,403.00
LEO Separation Pay	\$263,354	\$249,242	\$233,798	255,000.00
Retiree Healthcare	\$404,048	\$348,874	\$329,284	329,284.00
Total	\$16,471,824	\$17,260,263	\$18,273,452	\$19,235,121
<i>% Change</i>	4.27%	4.79%	5.87%	5.26%
<i>\$ Change</i>	\$563,983	\$788,439	\$1,013,189	\$961,669

Vehicle & Equipment Replacement Program

As part of the FY 2018 – 2019 budget, the Town made several changes to the Vehicle & Equipment Replacement Program (VERT) that resulted in savings and a more efficient system. Staff reviewed the existing program and determined that providing a consistent annual funding increment, with an escalation factor for inflation and the addition of new vehicles to the fleet, would allow for the fleet to be replaced in the recommended timeframe. In prior years, the Town provided funding based on the needs of an individual year which resulted in significant fluctuations and challenged the operating budget. The new baseline funding model along with a multi-year operating fund, provides the flexibility of moving savings from one year to the next so staff can plan for years with higher than normal replacement requirements.

The FY 2021 – 2022 budget continues this model with funding of \$1,119,287 included as part of an annual appropriation. Additional funding of \$154,767 has been included from appropriated fund balance.

The chart below summarizes the vehicles being replaced or added in FY 2021 – 2022:

Department	Vehicle/Equip.	Replacement Cost
Police	Marked Durango	\$49,547
Police	Marked Durango	\$49,547
Police	Marked Durango	\$49,547
Police	Marked Durango	\$49,547
Police	Marked Durango	\$49,547
Police	Marked Durango	\$49,547
Police	Marked Durango	\$49,547
Police	Marked Durango	\$49,547
Police ¹	Marked Durango	\$49,547
Police ¹	Marked Durango	\$49,547
Public Works ¹	Pickup Truck	\$28,340
Public Works ¹	Pickup Truck	\$28,340
Public Works	Peterbilt 337 Dump Truck	\$165,000
Public Works	60" inch Scagg with Tweel Tires	\$15,000
Public Works	60" inch Scagg with Tweel Tires	\$15,000
Public Works	60" inch Stand On Scagg with Tweel Tires	\$17,000
Public Works	2021 F-250 Crew Cab 4x4 Gas Knapheide Service Body	\$61,000
Public Works	5225 John Deere Tractor	\$55,000
Public Works	Enclosed Trailer	\$15,300
Public Works	Enclosed Trailer	\$15,300
Public Works	Enclosed Trailer	\$15,300
Public Works	Ventrac with Attachments	\$68,000
Public Works	Pipe Jetter	\$100,000
Public Works	Bucket Truck	\$180,000
Total Cost		\$1,274,054

¹ Vehicles are required for new positions.

Information Technology Requirements

The FY 2021 – 2022 budget continues the multi-year approach of funding information technology (IT) equipment. As part of the FY 2018 – 2019 budget, the Town performed an in-depth analysis to determine the annual cost required to fund IT requirements over a multi-year period. The FY 2021 - 2022 budget includes the recommended funding increment of \$170,000 that will allow the Town to replace IT equipment in the appropriate timeframe. Of the funding total included in FY 2021 - 2022, \$50,000 is required to replace virtualization hardware that has reached its capacity and end of life, \$29,000 to replace the guest Wi-Fi network, \$25,000 to meet various IT equipment replacements within departments, \$14,500 to replace the fortigate firewall. The remaining total of \$51,500 will be utilized to fund future year replacement requirements.

FUND BALANCE SUMMARY

Fund Balance

Per the Town's Annual Comprehensive Financial Report (ACFR), the total amount of unassigned fund balance stood at \$13.28 million at the end of FY 2019- 2020. At the end of FY 2020 - 2021, staff is projecting unassigned fund balance to be approximately \$14.5 million or 34.1 percent of the Town's budgeted expenditures.

The FY 2021-2022 budget includes \$501,081 in appropriations from unassigned general fund balance for the following one-time capital purposes:

- The first installment payment associated with vehicles purchased through financing in FY 2021 (\$238,195)
- Funding to cover the costs associated with the November 2021 election (\$159,938)
- Replacement of vehicles and other capital equipment (\$102,948)

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

- Water/Sewer balance will be used to make the FY 2021 – 2022 appropriation to capital reserves for capacity fee debt service (\$231,231)
- Stormwater Infrastructure for retention pond maintenance in FY 2021 – 2022 (\$45,000)
- Bond Debt Capital Reserve Funds will be used for FY 2021 – 2022 debt service in accordance with the purpose of the plan (\$131,552).
- Revenue Savings Plan Funds will be used for FY 2021 – 2022 debt service (\$1,335,821)
- American Rescue Plan funding will be used to cover half of Wake County's share of the pay equity study (\$190,000)

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 7 of the plan (comparing the FY 2020-21 budget to the proposed FY 2021-22 budget), staff projects the combined growth in qualifying revenues to be negative, which is less than the one percent growth threshold for triggering the plan into action. As a result, the Town will contribute \$1,990,430 which is consistent with the amount that was contributed in FY 2021-2022. It is important to note that \$350,000 of the FY 2022 Revenue Savings Plan total has been permanently redirected to cover the cost of bond requirements.

The net result of operating the debt capacity model and the Revenue Savings Plan will impact the Town's total fund balance. As discussed earlier, the Town (per the debt capacity model) will utilize \$131,552 of the original \$6.9 million Bond Debt Capital Reserve in the FY 2021- 2022 budget. This use of the Bond Debt Capital reserve brings the original \$6.9 million set aside to \$0. The Town's transfer of \$1,990,430 to the Revenue Savings Plan will bring the cumulative total reserved in the Revenue Savings Plan to \$7,878,877.

**TOWN OF GARNER
RECOMMENDED POSITIONS FY 2021-22**

DEPARTMENT/DIVISION	FY 2018-19 Full-time Equivalent	FY 2019-20 Full-time Equivalent	FY 2020-21 Full-time Equivalent	FY 2021-22 Full-time Equivalent
ADMINISTRATION				
Town Manager	4.00	4.00	4.00	5.00
Town Attorney	0.00	1.00	1.00	1.00
Town Clerk	2.00	2.00	2.00	2.00
Human Resources	2.00	2.00	2.00	2.00
Communications	2.00	2.00	2.00	2.00
Neighborhood Improvement	1.00	0.00	0.00	0.00
ADMINISTRATION TOTAL	11.00	11.00	11.00	12.00
FINANCE				
Finance Administration	6.62	6.62	6.62	6.62
FINANCE TOTAL	6.62	6.62	6.62	6.62
ECONOMIC DEVELOPMENT				
Economic Development	2.00	2.00	2.00	2.00
ECONOMIC DEVELOPMENT TOTAL	2.00	2.00	2.00	2.00
PLANNING				
Planning Administration	7.00	9.00	9.00	10.00
PLANNING TOTAL	7.00	9.00	9.00	10.00
BUILDING INSPECTIONS				
Building Inspections	11.00	12.00	12.00	13.00
BUILDING INSPECTIONS TOTAL	11.00	12.00	12.00	13.00
ENGINEERING				
Engineering	6.00	7.00	7.00	10.00
ENGINEERING TOTAL	6.00	7.00	7.00	10.00
INFORMATION TECHNOLOGY				
Information Technology	4.00	4.00	4.00	5.00
INFORMATION TECHNOLOGY TOTAL	4.00	4.00	4.00	5.00
POLICE				
Police Administration	75.50	77.50	78.50	80.50
POLICE TOTAL	75.50	77.50	78.50	80.50
PUBLIC WORKS				
Public Works Administration	4.00	4.00	4.00	4.00
Streets/Powell Bill	16.00	16.00	16.00	16.00
Public Grounds Management	13.00	14.00	14.00	18.00
Building Maintenance	5.00	6.00	6.00	6.00
Fleet Maintenance	4.00	4.00	4.00	4.00
PUBLIC WORKS TOTAL	42.00	44.00	44.00	48.00

(Continued on next page.) | on next page.)

**TOWN OF GARNER
RECOMMENDED POSITIONS FY 2021-22**

DEPARTMENT/DIVISION	FY 2018-19 Full-time Equivalent	FY 2019-20 Full-time Equivalent	FY 2020-21 Full-time Equivalent	FY 2021-22 Full-time Equivalent
PARKS, RECREATION, & CULTURAL RESOURCES				
Parks, Recreation, & Cultural Resources Administration	2.00	2.00	2.00	2.00
Adult & Senior	2.00	2.00	2.00	2.00
Outdoor Adventure	1.00	1.00	1.00	1.00
Marketing and Special Events	0.00	0.00	0.00	0.00
Arts & Cultural Resources	4.00	4.00	4.00	4.00
Youth & Athletic	6.00	6.00	6.00	6.00
PARKS, RECREATION, & CULTURAL RESOURCES TOTAL	15.00	15.00	15.00	15.00
TOTAL - GENERAL FUND EMPLOYEES	180.12	188.12	189.12	202.12
FTE per 1,000 Population	5.88	5.75	5.78	6.18

STAFFING SUMMARY FY 2021-2022

Major Staffing Changes

Regular positions allocated in prior year:	189.12
Positions Eliminated:	(0.00)
Positions Added Mid-Year (Council Approved)	1.00
<u>Recommended New Positions</u>	<u>12.00</u>
Total Recommended Regular Positions:	202.12

The total number of positions recommended for FY 2021-2022 is 202.12, compared to 189.12 in the FY 2020 - 2021 Adopted Budget. This is based on the approval of 1.0 position during the FY 2020 – 2021 budget year to meet the growing IT requirements in public safety. In addition, the FY 2021 – 2022 Recommended Budget includes 11.0 new positions and one supplemental conversion which have been summarized below:

Four Park Ground Attendants

These positions will be dedicated to ensuring efficient service delivery for residents and will be tasked with opening/closing park gates at the appropriate time, removing trash from various Town facilities, supporting all shelter rentals, cleaning restrooms seven days a week, and performing various maintenance activities. This will ensure that residents receive quality services at the Town’s parks and recreation sites.

Four Positions to Manage Bond Requirements

The budget position will be tasked with enhancing financial reporting and overall fiscal management of the bond program. Specifically, this position will provide periodic financial reports to council, work with communications to develop a comprehensive program to inform residents on projects status and other critical tasks. The Project Manager positions will allow the Town to dedicate positions to overseeing transportation and park related projects as the Town anticipates a significant number of transportation and park projects to be funded in the November 2021 bond program. Finally, the Construction Inspector Supervisor will be tasked with overseeing the inspection process for both private and public projects in the Town.

Two Patrol Officers - Police

These positions will allow the department to address the Town’s growing population and will ensure that service levels remain at the current level. As the Town’s population continues to increase, public facing departments like the Police Department will receive additional calls for service from a larger geographic area. As a result, additional staffing will be required to maintain service levels.

GIS Position

This position will allow the department to roll out web applications and digitize other data that will assist the Town with meeting long-range planning, transparency and public information goals. It will also provide additional information to residents on the Town's long-term plans through public facing applications that allow residents to see what is coming to Gamer. These initiatives will increase transparency and should reduce public concerns about future plans.

Code Compliance Conversion

Converting a supplemental code compliance officer into a full-time position will allow the Inspections Department to address the significant increase in code compliance cases.

Town of Garner
PAY PLAN
 Effective: 7/1/21

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
3	8.38	12.98	17,430 - 26,998	8.38 - 9.43 17,430 - 19,614	9.44 - 11.80 19,635 - 24,544	11.81 - 12.98 24,565 - 26,998
4	8.81	13.64	18,325 - 28,371	8.81 - 9.90 18,325 - 20,592	9.91 - 12.39 20,613 - 25,771	12.40 - 13.64 25,792 - 28,371
5	9.24	14.34	19,219 - 29,827	9.24 - 10.38 19,219 - 21,590	10.39 - 12.99 21,611 - 27,019	13.00 - 14.34 27,040 - 29,827
6	9.69	15.04	20,155 - 31,283	9.69 - 10.89 20,155 - 22,651	10.90 - 13.65 22,672 - 28,392	13.66 - 15.04 28,413 - 31,283
7	10.20	15.81	21,216 - 32,885	10.20 - 11.46 21,216 - 23,837	11.47 - 14.33 23,858 - 29,806	14.34 - 15.81 29,827 - 32,885
8	10.69	16.59	22,235 - 34,507	10.69 - 12.04 22,235 - 25,043	12.05 - 15.05 25,064 - 31,304	15.06 - 16.59 31,325 - 34,507
9	11.23	17.41	23,358 - 36,213	11.23 - 12.61 23,358 - 26,229	12.62 - 15.79 26,250 - 32,843	15.80 - 17.41 32,864 - 36,213
10	11.80	18.28	24,544 - 38,022	11.80 - 13.27 24,544 - 27,602	13.28 - 16.57 27,622 - 34,466	16.58 - 18.28 34,486 - 38,022
11	12.40	19.21	25,792 - 39,957	12.40 - 13.95 25,792 - 29,016	13.96 - 17.41 29,037 - 36,213	17.42 - 19.21 36,234 - 39,957
12	12.98	20.17	26,998 - 41,954	12.98 - 14.61 26,998 - 30,389	14.62 - 18.28 30,410 - 38,022	18.29 - 20.17 38,043 - 41,954
13	13.64	21.17	28,371 - 44,034	13.64 - 15.33 28,371 - 31,886	15.34 - 19.19 31,907 - 39,915	19.20 - 21.17 39,936 - 44,034

Town of Garner
PAY PLAN
Effective: 7/1/21

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
14	14.34	22.24	29,827 - 46,259	14.34 - 16.14 29,827 - 33,571	16.15 - 20.15 33,592 - 41,912	20.16 - 22.24 41,933 - 46,259
15	15.04	23.37	31,283 - 48,610	15.04 - 16.90 31,283 - 35,152	16.91 - 21.15 35,173 - 43,992	21.16 - 23.37 44,013 - 48,610
16	15.81	24.52	32,886 - 50,993	15.81 - 17.77 32,885 - 36,962	17.78 - 22.21 36,982 - 46,197	22.22 - 24.52 46,218 - 51,002
17	16.59	25.74	34,507 - 53,539	16.59 - 18.66 34,507 - 38,813	18.67 - 23.31 38,834 - 48,485	23.32 - 25.74 48,506 - 53,539
18	17.41	27.01	36,213 - 56,181	17.41 - 19.58 36,213 - 40,726	19.59 - 24.50 40,747 - 50,960	24.51 - 27.01 50,981 - 56,181
19	18.30	28.39	38,064 - 59,051	18.30 - 20.58 38,064 - 42,806	20.59 - 25.71 42,827 - 53,477	25.72 - 28.39 53,498 - 59,051
20	19.21	29.80	39,957 - 61,984	19.21 - 21.60 39,957 - 44,928	21.61 - 26.98 44,949 - 56,118	26.99 - 29.80 56,139 - 61,984
21	20.17	31.29	41,954 - 65,083	20.17 - 22.69 41,954 - 47,195	22.70 - 28.34 47,216 - 58,947	28.35 - 31.29 58,968 - 65,083
22	21.17	32.85	44,034 - 68,328	21.17 - 23.83 44,034 - 49,566	23.84 - 29.75 49,587 - 61,880	29.76 - 32.85 61,901 - 68,328
22* (Police)	21.17	32.85	47,061 - 73,026 **Based on 2,223 hrs/yr	21.17 - 23.83 47,061 - 52,974	23.84 - 29.75 52,996 - 66,134	29.76 - 32.85 66,156 - 73,026
23	22.24	34.50	46,259 - 71,760	22.24 - 25.01 46,259 - 52,021	25.02 - 31.24 52,042 - 64,979	31.25 - 34.50 65,000 - 71,760
23* (Police)	22.24	34.50	49,440 - 76,694 **Based on 2,223 hrs/yr	22.24 - 25.01 49,440 - 55,597	25.02 - 31.24 55,619 - 69,447	31.25 - 34.50 69,469 - 76,694

Town of Garner
PAY PLAN
Effective: 7/1/21

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
24	23.37	36.24	48,610 - 75,379	23.37 - 26.25 48,610 - 54,600	26.26 - 32.81 54,621 - 68,245	32.82 - 36.24 68,266 - 75,379
24* (Police)	23.37	36.24	51,952 - 80,562 **Based on 2,223 hrs/yr	23.37 - 26.25 51,952 - 58,354	26.26 - 32.81 58,376 - 72,937	32.82 - 36.24 72,959 - 80,562
25	24.52	38.04	51,002 - 79,123	24.52 - 27.57 51,002 - 57,346	25.58 - 34.44 53,206 - 71,635	34.45 - 38.04 71,656 - 79,123
26	25.74	39.92	53,539 - 83,034	25.74 - 28.96 53,539 - 60,237	28.97 - 36.15 60,258 - 75,192	36.16 - 39.92 75,213 - 83,034
26* (Police)	25.74	39.92	57,220 - 88,742 **Based on 2,223 hrs/yr	25.74 - 28.96 57,220 - 64,378	28.97 - 36.15 64,400 - 80,361	36.16 - 39.92 80,384 - 88,742
27	27.01	41.93	56,181 - 87,214	27.01 - 30.40 56,181 - 63,232	30.41 - 37.98 63,253 - 78,998	37.99 - 41.93 79,019 - 87,214
28	28.39	44.03	59,051 - 91,582	28.39 - 31.95 59,051 - 66,456	31.96 - 39.87 66,477 - 82,930	39.88 - 44.03 82,950 - 91,582
28* (Police)	28.39	44.03	63,111 - 97,879 **Based on 2,223 hrs/yr	28.39 - 31.95 63,111 - 71,025	31.96 - 39.87 71,047 - 88,631	39.88 - 44.03 88,653 - 97,879
29	29.80	46.24	61,984 - 96,179	29.80 - 33.52 61,984 - 69,722	33.53 - 41.87 69,742 - 87,090	41.88 - 46.24 87,110 - 96,179
30	31.29	48.53	65,083 - 100,942	31.29 - 35.20 65,083 - 73,216	35.21 - 43.96 73,237 - 91,437	43.97 - 48.53 91,458 - 100,942
31	32.85	50.99	68,328 - 106,059	32.85 - 36.97 68,328 - 76,898	36.98 - 46.17 76,918 - 96,034	46.18 - 50.99 96,054 - 106,059
32	34.50	53.51	71,760 - 111,301	34.50 - 38.79 71,760 - 80,683	38.80 - 48.47 80,704 - 100,818	48.48 - 53.51 100,838 - 111,301

Town of Garner
PAY PLAN
 Effective: 7/1/21

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
33	36.24	56.19	75,379 - 116,875	36.24 - 40.76 75,379 - 84,781	40.77 - 50.88 84,802 - 105,830	50.89 - 56.19 105,851 - 116,875
34	38.02	59.30	79,082 - 123,344	38.02 - 42.78 79,082 - 88,982	42.79 - 53.43 89,003 - 111,134	53.44 - 59.30 111,155 - 123,344
35	39.92	62.26	83,034 - 129,501	39.92 - 44.91 83,034 - 93,413	44.92 - 56.11 93,434 - 116,709	56.12 - 62.26 116,730 - 129,501
36	41.90	65.39	87,152 - 136,011	41.90 - 47.14 87,152 - 98,051	47.15 - 58.94 98,072 - 122,595	59.95 - 63.39 124,696 - 131,851
37	44.00	68.66	91,520 - 142,813	44.00 - 49.50 91,520 - 102,960	49.51 - 61.86 102,981 - 128,669	61.87 - 68.66 128,690 - 142,813
38	46.21	72.09	96,117 - 149,947	46.21 - 51.98 96,117 - 108,118	51.99 - 64.96 108,139 - 135,117	64.97 - 72.09 135,138 - 149,947

Town of Garner
POSITION CLASSIFICATION PLAN
 Effective: 7/1/21 - Updated 1/28/21

<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	8.38	12.98	17,430 - 26,998	Scorekeeper	N
4	8.81	13.64	18,325 - 28,371	Recreation Leader I	N
5	9.24	14.34	19,219 - 29,827		
6	9.69	15.04	20,155 - 31,283	Desk Attendant Facility Attendant Recreation Leader II	N N N
7	10.20	15.81	21,216 - 32,885		
8	10.69	16.59	22,235 - 34,507	Boathouse Operator	N
9	11.23	17.41	23,358 - 36,213	Boathouse Supervisor Park Ranger Public Grounds Maintenance Worker	N N N
10	11.80	18.28	24,544 - 38,022	Intern	N
11	12.40	19.21	25,792 - 39,957	Bus Driver School Crossing Guard Services Officer	N N N
12	12.98	20.17	26,998 - 41,954		
13	13.64	21.70	28,371 - 44,034	Receptionist	N
14	14.34	22.24	29,827 - 46,259	Parks Maintenance Worker Street Maintenance Worker	N N
15	15.04	23.37	31,283 - 48,610	Customer Service Representative	N
16	15.81	24.52	32,886 - 50,993	Auditorium Technician Police Records Specialist	N N
17	16.59	25.74	34,507 - 53,539	Administrative Support Specialist Development Services Specialist Equipment Operator Finance Technician Lead Auditorium Technician Lead Parks Maintenance Worker Quartermaster Recreation Activities Specialist	N N N N N N N N
18	17.41	27.01	36,213 - 56,181	Accounts Payable Specialist Building Maintenance Technician Fleet Mechanic Public Works Specialist Street Sweeper Operator	N N N N N
19	18.30	28.39	38,064 - 59,501	Lead Equipment Operator Senior Development Services Specialist	N N
20	19.21	29.80	39,957 - 61,984	Communications Specialist Deputy Town Clerk Firefighter Trainee Fiscal & Administrative Specialist * Payroll Specialist Planning Technician Lead Police Services Officer Senior Administrative Support Specialist	N N N N N N N N

Town of Garner
POSITION CLASSIFICATION PLAN
Effective: 7/1/21 - Updated 1/28/21

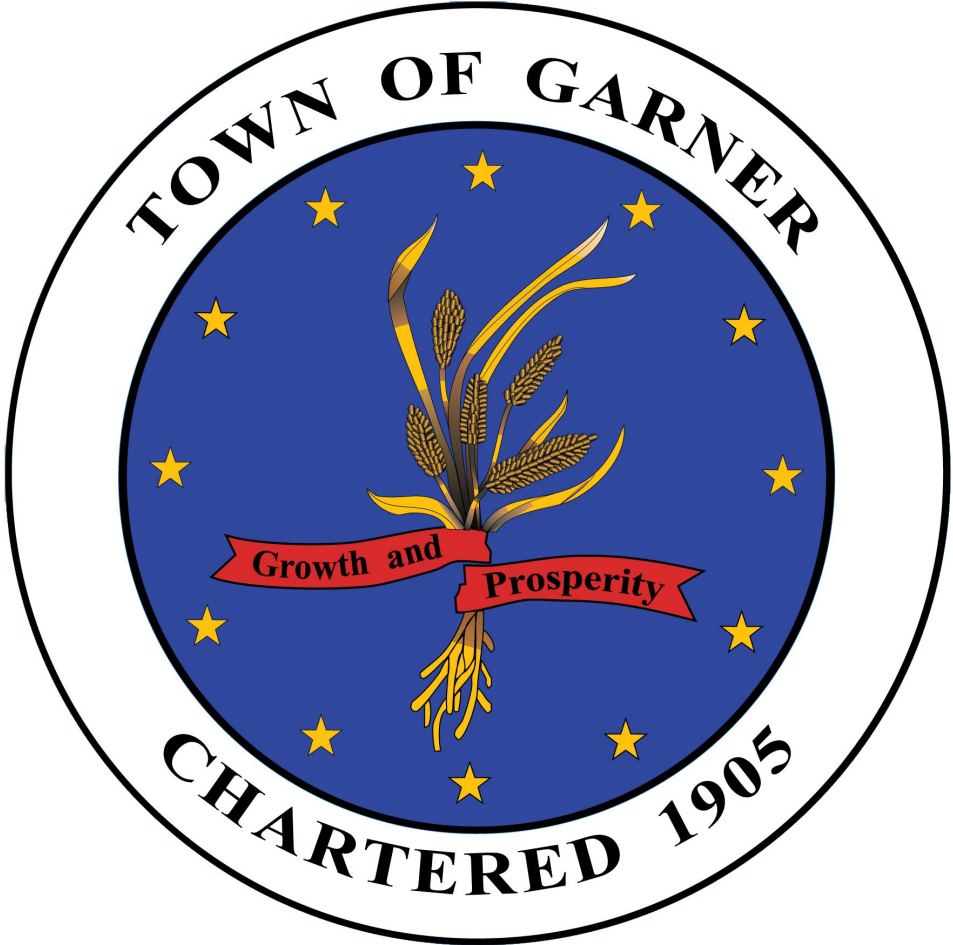
<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
21	20.17	31.29	41,954 - 65,083	Code Compliance Officer	N
				Events Coordinator	N
				Firefighter*	N
				Fire Inspector	N
				Marketing Coordinator	N
				Recreation Program Specialist	N
				Senior Fleet Mechanic	N
22	21.17	32.85	44,034 - 68,328	Building Codes Inspector I	N
				Police Accreditation Specialist	N
				Police Crime Analyst	N
				Police Records Manager	N
				Police Recruit	N
				Firefighter First Class*	N
22** (Police)	21.17	32.85	47,061 - 73,026 **based on 2,223 hrs/yr	Police Officer I	N
				Police Officer II	N
23	22.24	34.50	46,259 - 71,760	Athletic & Grounds Supervisor	N
				Facilities Supervisor	N
				Fleet Supervisor	N
				Parks and Grounds Supervisor	N
				Planner I	N
				Right of Way Supervisor	N
				Streets Supervisor	N
23** (Police)	22.24	34.50	49,440 - 76,694 **based on 2,223 hrs/yr	Police Officer - First Class	N
24	23.37	36.24	48,610 - 75,379	Athletics Program Supervisor	N
				Building Codes Inspector II	N
				Construction Inspector	N
				Engineering Technician	N
				Human Resources Analyst	N
				Recreation & Programs Assistant Manager	N
				Theater and Marketing Supervisor	N
24** (Police)	23.37	36.24	51,952 - 80,562 **based on 2,223 hrs/yr	Police Officer - Senior Officer	N
25	24.52	38.04	51,002 - 79,123	Chief Code Compliance Officer	N
				Downtown Development Manager	E
				Fire Lieutenant*	N
				Planner II	N
26	25.74	39.92	53,539 - 83,034	Building Codes Inspector III	N
				Fire Codes Administrator	N
				Neighborhood Improvement Manager	N
				Outdoor Education and Parks Manager	E
				Plan Review Engineer	E
				Purchasing Officer	E
				Recreation Center and Programs Manager	E
26** (Police)	25.74	39.92	57,220 - 88,742 ** based on 2,223 hrs/yr	Police Corporal	N
27	27.01	41.93	56,181 - 87,214	Facilities Manager	N
				Information Technology Systems Specialist	N
				Public Safety Information Technology Systems Specialist	N
				Public Works Parks & Grounds Superintendent	N
				Public Works Streets Superintendent	N
				Senior Planner	E

Town of Garner
POSITION CLASSIFICATION PLAN
 Effective: 7/1/21 - Updated 1/28/21

<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>
28	28.39	44.03	59,051 - 91,582	Accounting Services Manager Budget and Special Projects Officer Building Codes Inspections Supervisor Cultural Arts & Events Manager Fire Captain* Information Technology Systems Analyst Principal Planner Public Safety Information Technology Systems Analyst Recreation Superintendent Town Clerk	E E N E N N E N E E
28** (Police)	28.39	44.03	63,111 - 97,879 **based on 2,223 hrs/yr	Police Sergeant**	N
29	29.80	46.24	61,984 - 96,179	Communications Manager Information Technology Systems Administrator Public Safety Information Technology Systems Administrator Stormwater Engineer	E E E E
30	31.29	48.53	65,083 - 100,942	Assistant Parks, Recreation, and Cultural Resources Director Assistant Public Works Director Fire Battalion Chief* Planning Services Manager	E E E E
31	32.85	50.99	68,328 - 106,059	Assistant Town Engineer Fire Assistant Chief* Police Lieutenant	E E E
32	34.50	53.51	71,760 - 111,301	Information Technology Manager	E
33	36.24	56.19	75,379 - 116,875	Fire Deputy Chief* Police Captain	E E
34	38.02	59.30	79,082 - 123,344	Economic Development Director Human Resources Director Inspections Director	E E E
35	39.92	62.26	83,034 - 129,501	Finance Director	E
36	41.90	65.39	87,152 - 136,011	Information Technology Director Parks, Recreation, and Cultural Resources Director Planning Director Public Works Director Town Engineer	E E E E E
37	44.00	68.66	91,520 - 142,813	Fire Chief* Police Chief	E E
38	46.21	72.09	96,117 - 149,947	Assistant Town Manager - Development Services Assistant Town Manager - Operations	E E

* Fire Department not currently a Town Department

**TOWN OF GARNER
NORTH CAROLINA**



FY 2021 - 2022 Recommended Budget
General Fund

TOWN OF GARNER
GENERAL FUND FY 2021 - 2022 RECOMMENDED BUDGET REVENUE

Revenue Type	FY 2019 - 2020 Actual	FY 2020 - 2021 Adopted	FY 2020 - 2021 Revised	FY 2021 - 2022 Manager Recommended
Property Taxes				
Ad Valorem Taxes-Current Year	\$ 20,648,130	\$ 22,947,923	\$ 22,947,923	\$ 24,224,591
Ad Valorem Taxes-Prior Year	55,967	60,500	60,500	60,500
Ad Valorem Tax Rental Vehicles	20,634	22,500	22,500	22,500
Pay in Lieu of Taxes	418	800	800	800
Tax Penalty and Interest	34,965	44,000	44,000	44,000
Total Property Taxes	\$ 20,760,114	\$ 23,075,723	\$ 23,075,723	\$ 24,352,391
Permits and Fees				
Sidewalk Fee	\$ 54,389	\$ 55,000	\$ 55,000	\$ 62,500
Fee in Lieu of Parkland	346,655	-	371,757	-
Retention Pond Fees	4,600	-	-	-
Rezoning Fees	11,542	15,000	15,000	15,000
Sign Permit Fees	7,625	7,100	7,100	9,000
Annexation and Street Closing	2,550	1,200	1,200	1,200
Special Event Permit	100	700	700	700
Engineering Inspection Fees	61,497	55,000	55,000	62,500
Building Permit Fees	1,173,602	1,150,000	1,150,000	1,207,500
Fire Inspection Fees	22,204	30,000	30,000	25,000
Inspection Plan Review Fees	47,765	55,000	55,000	65,000
Reinspection Fees	101,090	100,000	100,000	100,000
Zoning reinspections	1,520	-	-	-
Inspection Fee - After Hours	1,450	1,480	1,480	1,480
Homeowners Recovery Fees	47	-	-	-
New Permits and Fees	-	-	-	150,000
Business Registration Fee	20,755	30,000	30,000	25,000
Police Outside Employment	209,987	225,000	225,000	225,000
Taxi Cab Inspection Fee	5	-	-	-
False Alarm Charges	3,600	20,000	20,000	20,000
Total Permits and Fees	\$ 2,948,798	\$ 2,587,080	\$ 2,958,837	\$ 2,821,480

(continued)

TOWN OF GARNER
GENERAL FUND FY 2021 - 2022 RECOMMENDED BUDGET REVENUE

Revenue Type	FY 2019 - 2020 Actual	FY 2020 - 2021 Adopted	FY 2020 - 2021 Revised	FY 2021 - 2022 Manager Recommended
Sales Tax and Other Taxes				
ABC Revenue	\$ 155,447	\$ 150,000	\$ 150,000	\$ 168,000
Local Government Sales Tax 1%	3,213,123	2,602,865	2,628,165	3,821,220
Local Government Sale Tax 1/2%	3,924,170	3,061,473	3,091,173	4,485,780
Solid Waste Disposal Tax	23,298	20,000	20,000	20,000
Total Sales Tax and Other Taxes	\$ 7,316,039	\$ 5,834,338	\$ 5,889,338	\$ 8,495,000
Intergovernmental Revenue				
Beer and Wine Tax	\$ 132,417	\$ 135,000	\$ 135,000	\$ 137,000
Utility Franchise Tax	1,798,893	1,925,000	1,925,000	1,877,750
Video Programming Fees	223,810	249,000	249,000	235,000
PEG Reimbursement	54,705	53,000	53,000	54,000
Powell Bill Distribution	765,755	773,682	773,682	773,682
Police Equip Grant - GCC	-	-	-	-
NC Control Sub Tax	5,528	-	-	-
Senior Center Grant-General	10,574	-	10,515	-
Federal Asset Forfeiture	3,335	-	-	-
USDOJ-BVP Program	3,857	-	-	-
GHSP Traffic Officer Grant	38,513	-	-	-
Build Amer Bond Interest Reimb	72,884	-	-	-
School Resource Officer	106,136	126,136	126,136	126,136
Wake County	454	-	-	-
Wake County - CRF Reimburse	56,778	-	-	-
GoTriangle Cost Share	47,782	-	-	-
Total Intergovernmental Revenue	\$ 3,321,421	\$ 3,261,818	\$ 3,272,333	\$ 3,203,568
Fees for Service				
Recreation Fees	\$ 152,555	\$ 270,560	\$ 270,560	\$ 335,560
Auditorium Concessions	1,561	3,600	3,600	3,600
Senior Citizens Trips	480	0	0	0
Facility Rental Fees	166,932	186,825	186,825	251,825
Special Refuse Collection Fees	3,850	3,775	3,775	3,775
Refuse Cart Fees	53,980	50,000	50,000	50,000
City of Ral - Collection Fees	3,216	4,000	4,000	4,000
Wake County Collection Fees	912	950	950	950
CoR - Street Repairs	34,673	40,000	40,000	40,000
CHARGES FOR DENTAL INS	100,870	-	-	-
NC DOT Mowing Agreement	31,073	30,000	30,000	30,000
Total Fees for Service	\$ 550,101	\$ 589,710	\$ 589,710	\$ 719,710

(continued)

TOWN OF GARNER
GENERAL FUND FY 2021 - 2022 RECOMMENDED BUDGET REVENUE

Revenue Type	FY 2019 - 2020 Actual	FY 2020 - 2021 Adopted	FY 2020 - 2021 Revised	FY 2021 - 2022 Manager Recommended
Investment Earnings				
Interest Earned	\$ 534,029	\$ 450,000	\$ 450,000	\$ 185,496
Total Investment Earnings	\$ 534,029	\$ 450,000	\$ 450,000	\$ 185,496
Other Revenue				
Check Service Charges	\$ 100	\$ -	\$ -	-
Co Landfill Reimbursement	158,341	125,000	125,000	140,000
Grounds Fee - School Commons	7,800	7,500	7,500	7,500
Miscellaneous Revenue	91,054	15,000	15,000	20,000
Veterans Mem Brick Sales	2,350	-	-	-
Sewer Assessments	3,189	4,000	4,000	4,000
Interest on Assessments	64	700	700	700
NCLM Vest Grant	-	-	-	-
PEG Media cost share	34,063	26,500	26,500	26,500
Miscellaneous Land Use Charges	20,259	15,000	15,000	20,000
Officer Fees	3,926	7,500	7,500	7,500
Animal Control Violation	50	-	-	-
Parking Violations	1,800	800	800	800
Contributions - Parks & Rec	6,000	-	-	-
Contributions - Parks & Rec	1,375	-	-	-
Scrap Metal Sales	1,162	2,000	2,000	2,000
Total Other Revenue	\$ 388,579	\$ 229,000	\$ 269,854	\$ 254,000
Total General Fund Revenues	35,819,081	36,027,669	36,505,795	40,031,645
Other Financing Sources				
Transfer From Stormwater Infra. Reserve	\$ -	\$ 45,000	\$ 45,000	\$ 45,000
Transfer From Water/Sewer Debt Reserve	-	399,524	399,524	231,231
Transfer from Capital Reserve	225,000	158,994	158,994	-
Sale of Fixed Assets	96,141	45,000	45,000	45,000
Appropriated Fund Balance-Powell Bill	-	-	-	-
Appropriated Fund Balance-Public Safety	-	-	2,800	-
Appropriated Fund Balance ARPA	-	-	-	190,000
Proceeds from Debt Issuance	4,740,000	972,692	972,692	-
Transfer from Bond Debt Capital Reserve	-	1,548,181	2,366,167	1,467,373
Appropriated Fund Balance	-	1,498,474	4,161,866	501,081
Total Other Financing Sources	\$ 5,061,141	\$ 4,667,865	\$ 8,152,043	\$ 2,479,685
Total Revenues & Financing Sources	\$ 40,880,222	\$ 40,695,534	\$ 44,657,838	\$ 42,511,330

TOWN OF GARNER
GENERAL FUND FY 2021 - 2022 RECOMMENDED BUDGET REVENUE

Expenditures by Program/Department	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021	FY 2021 - 2022	FY 2021 - 2022
	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
<i>Governing Body</i>					
Town Council	\$ 358,203	\$ 237,403	\$ 1,508,903	\$ 393,464	\$ 393,464
Legal Services	136,676	208,617	211,052	223,065	223,065
Total Governing Body	494,879	446,020	1,719,955	616,529	616,529
<i>Administration</i>					
Town Manager	679,938	718,984	718,984	773,278	771,278
Town Clerk	149,429	181,344	181,344	184,811	184,811
Human Resources	328,429	357,877	367,077	460,332	358,375
Communications	289,385	314,982	314,982	454,314	315,335
Safety	5,419	9,935	9,935	9,935	9,935
Total Administration	1,452,600	1,583,122	1,592,322	1,882,670	1,639,734
<i>Finance</i>	869,874	942,292	993,857	937,885	937,885
<i>Economic Development</i>					
Economic Development	229,610	267,009	267,009	262,194	262,194
Economic Development Partners	52,869	115,369	115,369	107,869	107,869
Total Economic Development	282,479	382,378	382,378	370,063	370,063
<i>Planning</i>	940,110	924,975	1,130,540	1,162,743	1,066,300
<i>Building Inspections</i>	1,175,700	1,377,200	1,707,200	1,455,387	1,453,527
<i>Engineering</i>	746,000	826,759	898,963	943,691	943,691
<i>Information Technology</i>	865,232	796,814	809,774	977,004	965,004
<i>Police</i>	7,923,864	8,336,098	8,295,986	8,503,718	8,503,718
<i>Fire and Rescue</i>	3,562,628	4,265,938	4,570,433	5,079,261	4,915,539
<i>Public Works</i>					
Administration	396,511	422,002	422,002	446,173	446,173
Streets	2,014,990	2,782,634	3,474,994	2,879,108	2,800,396
Powell Bill	818,321	764,402	764,402	818,804	773,682
Public Grounds Management	1,241,772	1,468,267	1,468,267	1,989,409	1,559,370
Snow Removal	2,001	-	-	31,390	31,390
Solid Waste	2,170,760	2,321,786	2,321,786	2,481,967	2,481,967
Public Facilities Management	967,848	1,227,265	1,282,806	1,302,734	1,212,214
Fleet Management	363,143	380,177	380,177	549,246	381,488
Total Public Works	7,975,346	9,366,534	10,114,435	10,498,830	9,686,679

(continued)

TOWN OF GARNER
GENERAL FUND FY 2020 - 2021 RECOMMENDED BUDGET EXPENDITURE SUMMARY

Expenditures by Program/Department	FY 2019 - 2020	FY 2020 - 2021	FY 2020 - 2021	FY 2021 - 2022	FY 2021 - 2022
	Actual	Adopted	Revised Budget	Department Request	Manager Recommended
<i>Parks, Recreation and Cultural Resources</i>					
Administration	\$ 360,638	\$ 354,410	\$ 354,410	\$ 311,637	\$ 311,637
Cultural Arts & Events	479,666	606,232	607,682	558,464	558,464
Marketing and Special Events	35,004	42,349	42,349	42,589	42,589
Youth & Athletic	680,653	809,921	809,921	898,573	898,573
Adult & Senior	265,925	300,297	310,812	321,982	321,982
Outdoor Adventure	144,372	160,112	160,112	185,848	185,848
Program Partners	135,959	163,594	163,594	163,594	163,594
Total PRCR	2,102,216	2,436,915	2,448,880	2,482,687	2,482,687
<i>Debt Service</i>					
Issuance Cost	\$ 67,318	\$ -	\$ -	\$ -	\$ -
Refunding	4,660,000	-	-	-	-
Principal	2,510,395	2,696,516	2,696,516	2,773,449	2,773,449
Interest	1,331,867	1,399,342	1,399,342	1,203,902	1,203,902
Total Debt Service	8,569,580	4,095,858	4,095,858	3,977,351	3,977,351
<i>Special Appropriations</i>					
Retirement	\$ 617,145	\$ 580,968	\$ 580,968	\$ 602,170	\$ 602,170
Town Insurance	686,077	610,000	610,000	615,000	615,000
Subsidized Programs	52,132	68,004	68,004	68,004	68,004
Office Administration	581,892	1,152,700	1,435,911	1,563,622	1,084,287
Total Special Appropriations	1,937,247	2,411,672	2,694,883	2,848,796	2,369,461
<i>Other Funds</i>					
Multi-year Operating Fund	179,070	659,400	1,316,360	361,500	361,500
Total Other Funds	179,070	659,400	1,316,360	361,500	361,500
<i>Transfers</i>					
Transfer to Capital Reserve	823,881	-	-	-	-
Transfer to Water/Sewer	-	399,524	399,524	231,231	231,231
Transfer to Revenue Savings Plan	-	1,444,035	1,444,035	1,990,430	1,990,430
Total Transfers	823,881	1,843,559	1,843,559	2,221,661	2,221,661
Total General Fund Expenditures	\$ 39,900,705	\$ 40,695,534	\$ 44,615,383	\$ 44,319,777	\$ 42,511,330

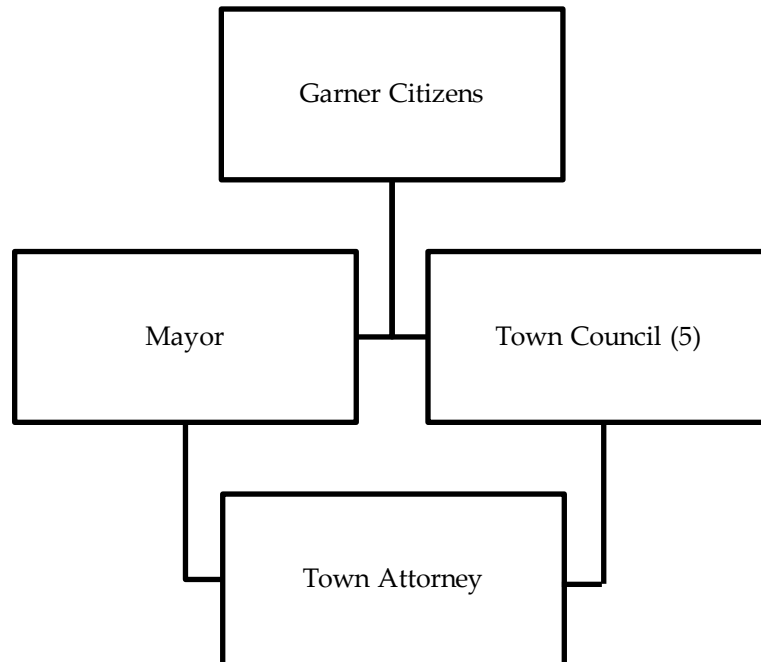
ANALYSIS OF AD VALOREM TAX BASE AND ANTICIPATED LEVY

Tax Base	Estimated 2020-21	Estimated 2021-22
Real Property Valuation	\$3,979,499,872	\$4,110,000,000
Personal Property Valuation	298,106,954	360,000,000
Public Service Property	149,052,313	140,000,000
Motor Vehicles	325,197,500	328,500,000
Total Property Valuation	\$4,751,856,639	\$4,938,500,000
Estimated Loss on Appeal	\$60,350,030	\$16,093,341
Total Property Valuation	\$4,691,506,609	\$4,922,406,659
<u>Tax Rate</u>		
General Fund (including debt service)		\$0.4971 per \$100
<u>2021 - 2022 Tax Levy</u>		
\$4,922,406,659 x \$ 0.4971/100		\$24,469,284
Less Estimated 1.0% Uncollected		(244,693)
Total Anticipated Collections		\$24,224,591

NOTES:

1. Each cent of the property tax rate will yield revenues of approximately: \$487,318

Governing Body



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 effective 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.

Summary

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.

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

Governing Body

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$133,018	\$128,715	\$128,715	\$331,372	\$331,372
Operating Expenses	361,860	317,305	321,240	285,157	285,157
Capital	0	0	1,270,000	0	0
Total Expenditures	\$494,879	\$446,020	\$1,719,955	\$616,529	\$616,529

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 2020 – 2021 Accomplishments

- Monitored construction of and provided input for the new Recreation facility.
- Continued relationship with the Town lobbyist who represents 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 have resulted in a credit rating of AAA by Standard and Poor’s and Aa1 by Moody’s Investors Services.
- Continued partnership with the City of Raleigh Utility Bill Assistance Program which aids low income residents who struggle to pay their utility bill

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.

Governing Body

Objectives for Fiscal Year 2021-2022

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.

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 358,203	\$ 237,403	\$ 1,508,903	\$ 393,464	\$ 393,464

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021– 2022 Recommended Budget:

A decrease of \$156,016 is primarily based on one-time costs associated with the November 2021 election.

Governing Body

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 2020 – 2021 Accomplishments

- Hired the Town’s first ever dedicated Town Attorney position.
- Assisted with numerous real estate closings in furtherance of the Town’s bond program goals.
- Represented the Town on several mediations and legal challenges.

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 for Fiscal Year 2021-2022

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

Position Summary

Authorized Positions

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Town Attorney	1	0	1
Total	1	-	1

Governing Body

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 136,676	\$ 208,617	\$ 211,052	\$ 223,065	\$ 223,065

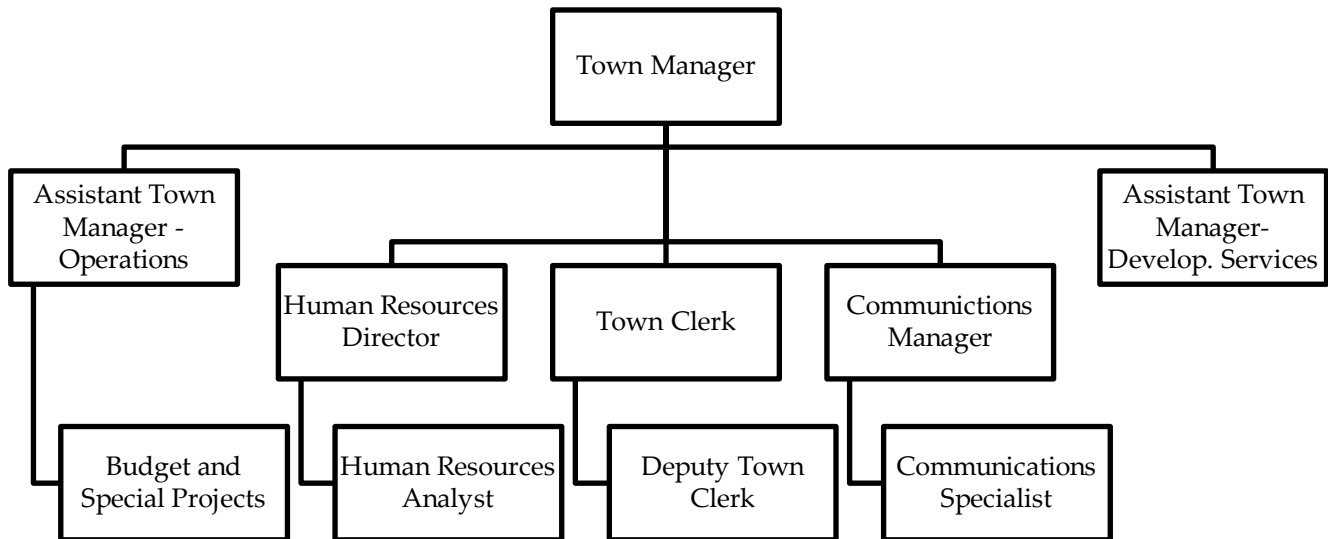
FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 20201– 2022 Recommended Budget:

An increase of \$14,448 is based on the Town transitioning to a full-time staff attorney.

Administration Department

The Administration Department consists of the **Town Manager's Office**, **Communications**, **Town Clerk** and **Human Resources**. This department is responsible for the day-to-day activities of the Town, including advising the Town Council on the financial position and future needs of the Town, 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 Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$1,213,669	\$1,283,276	\$1,283,276	\$1,558,596	\$1,337,660
Operating Expenses	238,931	299,846	309,046	324,074	302,074
Capital	0	0	0	0	0
Total Expenditures	\$1,452,600	\$1,583,122	\$1,592,322	\$1,882,670	\$1,639,734

Administration Department

TOWN 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.

Summary

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 two Assistant Town Managers – Operations and Development Services, and the Budget and Special Projects Manager.

Fiscal Year 2020-2021 Accomplishments

- Successfully pivoted Town operations in response to COVID-19 pandemic including teleworking, social distancing, and virtual processes.
- Provided successful overall management of the implementation of the FY 2020-2021 adopted operating and capital budgets and development of the FY 2021-2022 budget.
- Managed the Town's 2013 bond program and Bond Project Tracking System.
- Finalized initiative to improve the Town's multi-year budget and capital improvement planning process. The multi-year model has now been integrated into the analysis financial advisor Davenport manages to provide a more holistic approach to fiscal management.
- Purchased facility to help with Town record storage needs.
- Obtained ownership of key parcels in North Garner for strategic redevelopment.
- Collaborated with regional partners to obtain open space property for future passive recreation.
- Town Manager Dickerson served as the Immediate Past President of the NC City County Management Association.
- Filled key leadership positions in Police, Parks, Recreation and Cultural Resources, and Information Technology.

Administration Department

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 2021-2022

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.
3. Continue development of a new multi-year CIP plan that will be used as the framework for a potential bond referendum in November 2021.
4. Work with Town Departments to identify and begin to track relevant metrics to guide management related decisions
5. Analyze and recommend management and process efficiencies across the organization.

Position Summary

Authorized Positions

Positions	FY 2019-20 Adopted	Positions Requested	FY 2020-21 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

Administration Department

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 679,938	\$ 718,984	\$ 718,984	\$ 773,278	\$ 771,278

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

An increase of \$52,294 is primarily associated with the addition of a Senior Budget Manager position and the reclassification of the Budget and Special Projects Manger to a Budget Technician.

Administration Department

TOWN CLERK

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.

Summary

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.

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 2020-2021 Accomplishments

- Compiled agenda packets and advertising for Council meetings, Planning Retreats, Committee meetings, and joint meetings with partners.
- Responded to public records requests and compiled data for several legal matters.
- Provided orientation for newly appointed advisory board members.
- Planned, provided meals, and snacks for numerous events, receptions and meetings.
- Completed scanning/indexing of 80 percent of ordinances created prior to 2002.
- Took advantage of learning opportunities for professional education and growth.

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, SD4.2)
2. Provide meeting notifications and pending list of upcoming agenda items to management and all department heads. (SD4.3)
3. Manage permanent records and Town Clerk and Town Council department records. (SD2.3)
4. Respond to public records requests in a timely manner with accurate information. (SD4.2)
5. Manage Town boards/commissions and task forces that are appointed by Council. (QL2)
6. 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, QL2)

Administration Department

7. Make arrangements for special events and take responsibility for various special projects that do not fall under any specific department or department manager. (SD2.3, QL2, SD4.3)

Objectives for Fiscal Year 2021-2022

1. Upload agendas and all supporting documents to the Town's website to allow for transparency and easy access for the public and staff.
2. Meet advertising requirements for Council and Committee meetings.
3. Upload meeting minutes to the Town's website and process meeting documents in a timely manner. Ensure all official documents are scanned and indexed for historical preservation.
4. Ensure all Council and Committee meetings are properly noticed.
5. Respond to citizens, Council and staff requests within 24 hours.
6. Respond to public record requests (for records in our possession) within two business days or respond with an action plan.
7. Provide orientation to newly appointed board/commission members within 45 days of appointment.
8. Administer Records Management Program per the North Carolina Department of Cultural Resources Archive and Records Management guidelines.
9. Work with Wake County Board of Elections to coordinate a voting site.
10. Complete scanning/indexing of 100 percent of Ordinances created prior to 2002.

Administration Department

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Town Clerk	1	-	1
Deputy Town Clerk	1	-	1
Total	2	-	2

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 149,429	\$ 181,344	\$ 181,344	\$ 184,811	\$ 184,811

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$3,467 is primarily associated with personnel related adjustments.

Administration Department

Human Resources

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.

Summary

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. 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 2020-2021 Accomplishments

- Response to COVID 19 Pandemic.
- Implementation of Equity Study.
- Bi-weekly publishing of our employee newsletter, SNAPSHOT.
- Development and completion of Diversity, Equity and Inclusion (DEI) training initiative for staff and Garner Fire/Rescue staff.
- In-depth review and analysis of alternative health care options to reduce overall health care costs.
- In partnership with the Police Department, continued project with Triangle J Foundation to enhance Police Officer recruitment and retention.

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 Fiscal Year 2021-2022

1. Enhance our culture and environment strengthening our diversity, equity and inclusiveness

Administration Department

2. Strengthen our pay and benefits programs to achieve our attraction and retention goals
3. Continue to provide high level customer service to our staff members.
4. Strive to achieve the Town’s strategic objectives and fiscal targets.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Human Resources Director	1	-	1
Human Resources Analyst	1	-	1
Risk Manager	0	1	0
Total	2	1	2

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 328,429	\$ 357,877	\$ 367,077	\$ 460,332	\$ 358,375

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$498 is primarily associated with miscellaneous funding adjustments.

Administration Department

COMMUNICATIONS

Mission

The Communications Division 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.

Summary

The **Communications Division** 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, digital, video and other communications products created by the Town. The division is charged with telling the Town's story and enhancing the Town's image and profile both regionally and nationally. The division can be a leader or co-leader on a variety of special projects assigned by the Town Manager. Communications staff work with the Police Department's Public Information Officer and other agencies' PIOs/communications professionals in crisis situations to ensure that the public receives accurate and timely information.

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

Fiscal Year 2020-21 Accomplishments

- Communications won three awards from N.C. City and County Communicators for audio/video, print publications and photography work.
- Maintained a high level of traffic on website despite COVID-related dropoff in pageviews for some pages and kept the site up to date with timely, quality content.
- Earned positive print and TV news coverage for economic development news.
- Worked with Garner Chamber of Commerce, Garner Economic Development Corporation and the MLK Committee to produce quality virtual content during the pandemic.
- Partnered with PRCR on virtual events including a July 3rd Celebration, 12 Days of Christmas and Showcase of Talent.
- Communications Manager served as vice president of N.C. City and County Communicators; he organized a two-day virtual conference for communicators across the state.
- Worked seamlessly with multiple Town departments during the COVID-19 pandemic to provide accurate and up-to-date information to the public; provided multiple departments the ability to have live virtual events so that they could continue public engagement efforts even in the midst of the pandemic.

Administration Department

Goals

- Continue to drive users to website as the Town’s communications hub (QL 2.3, SD 4.2)
- Continue work to better define and enhance Garner’s brand “DNA” (OG 3.2, QL 2.3)
- Continue to educate citizens about bond and other capital projects (FR 1.2; SD 4.2)
- Continue to increase the Town’s social media followings (QL 2.3; SD 4.2)
- Look for additional innovative ways to use our award-winning video production capabilities (QL2, QL4, SD1)
- Meet other goals set by Town Manager and Town Council (FR, SD, OG, QL)

Objectives for Fiscal Year 2021-2022

- Work with various departments and other key partners to produce special marketing products (print, video and digital) for targeted audiences
- Work with staff, stakeholders and vendors to create and execute a robust communications campaign for the November 2021 bond referendum
- Refine and enhance website content
- Look to reach more people by live video streaming events and meetings
- Continue to gain recognition for the Town by winning statewide and national awards
- Look for additional opportunities for professional development

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Communications Manager	1	-	1
Communications Specialist	1	2	1
Total	2	2	2

Administration Department

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 289,385	\$ 314,982	\$ 314,982	\$ 454,314	\$ 315,335

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$353 is primarily associated with miscellaneous adjustments.

Administration Department

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.*

Budget Summary

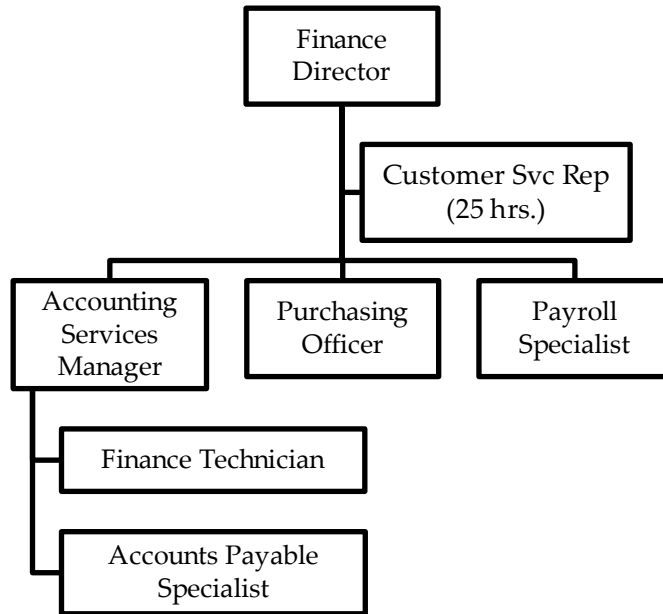
Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 5,419	\$ 9,935	\$ 9,935	\$ 9,935	\$ 9,935

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- No changes have been made to this budget since the adoption of the FY 2020 – 2021 Adopted Budget.

Finance Department



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.

Summary

The **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.

The Finance Department is responsible for accounting, debt administration, cash and revenue management, payroll, accounts payable, and purchasing. The department recommends

Finance Department

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.

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.

Fiscal Year 2020 - 2021 Accomplishments

- The CAFR received the Certificate of Achievement for Excellence in Financial Reporting. This was the 31st consecutive year the Town received this award. The PAFR has also been submitted and we are looking forward to our fourth consecutive award.
- The Town received their 24th Distinguished Budget Award for the FY 2020 - 2021 budget document.
- Managed the utilization of bond funds.

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)

Finance Department

Objectives for FY 2021-2022

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. Provide each employee the opportunity to attend at least one class per year to encourage professional growth.
4. Address 100% of customer inquiries within two business days.
5. Reconcile balance sheet accounts, bank statements, and investments by the 15th day of the following month.
6. Complete bi-weekly payroll at least 48 hours prior to direct deposit and with 100% accuracy.
7. Process purchase orders within two business days of receipt from requesting department.
8. Obtain at least three written quotes on the purchases of all goods and services at or above the informal purchasing range (\$30,000).
9. Finalize the implementation of the Time and Attendance system that integrates with our current payroll system.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$559,614	\$637,631	\$637,631	\$611,678	\$611,678
Operating Expenses	310,260	304,661	356,226	326,207	326,207
Capital	0	0	0	0	0
Total Expenditures	\$869,874	\$942,292	\$993,857	\$937,885	\$937,885

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

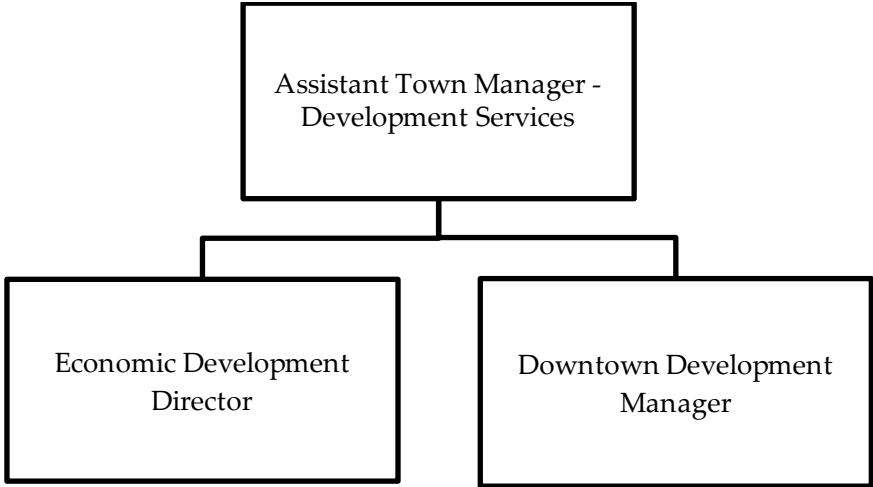
- A decrease of \$4,407 is primarily due to staff turnover in the department and lower starting salaries.

Finance Department

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Finance Director	1	-	1
Accounting Services Manager	1	-	1
Purchasing Officer	1	-	1
Customer Service Rep	0.62	-	0.62
Accounts Payable Specialist	1	-	1
Finance Specialist	1	-	1
Payroll Specialist	1	-	1
Total	6.62	-	6.62

Economic Development



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.

Summary

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 Downtown Garner Association (DGA), 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 Economic Development Partners.

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

Economic Development

Fiscal Year 2020-2021 Accomplishments

- Hansae, a Korean textile manufacturer, announced their first U.S.A. manufacturing operation in Greenfield North Business Park.
- The first building of the Garner Business Park 70 has been constructed and fully leased.
- Veteran's Affairs announced they will be constructing a 225,000 +/- square foot facility in Garner along Hwy 50.
- Worked with the Trojan and Titan Business Alliance to develop the GET (Garner Entrepreneurs of Tomorrow) program. The program was held virtually in April. Four students participated and were awarded laptops as prizes.
- Beacon Commerce Park was announced across from the Amazon facility on Jones Sausage Rd. This new industrial park will add 600,000 square feet to the Garner market.
- The GEDC announced the funding of a \$250,000 endowment at Wake Tech. This endowment will allow a student from each high school in Garner to attend Wake Tech at no cost each year.
- New industry marketing materials were created to help market Garner to target industries.
- The UNC School of Government's Development Finance Initiative completed their pre-development services and developer solicitation for the Downtown Opportunity Site.
- Town Council endorsed staff's recommendation to work with Lansing Melbourne Group to develop +/-50 residential units and 6,000 square feet of retail space on Main Street.
- Facilitated the disbursement of \$48,625 in grants through the Garner Resiliency Fund to assist businesses affected by COVID closures.
- The former 14,000 square foot Alco Cabinet facility in downtown was renovated to house an upscale wedding venue and Garner's first distillery, opening in Summer 2021.
- Pearl Street Townhomes successfully rezoned two parcels in downtown where they plan to build 28 cottage style homes and add commercial space fronting on Main Street.

Goals

- Foster a business-friendly environment that promotes commercial and industrial growth in a responsible manner. (FR1, OD1, OD5)
- Manage the Garner Economic Development Corporation to accomplish work plan and organizational goals. (SD1, SD4, OD2, OD3, QL 2, QL 3)
- Foster an environment that recognizes innovation, creativity and makes Garner an attractive place for startup businesses to locate. (FR1, OD1, OD3, OD5)
- Promote Garner as the ideal place to build and own a home. (QL2, OD1, OD5)
- Manage the Garner Main Street Program to meet the North Carolina and National Main Street Center Accreditation goals. (SD1, SD2, SD4, OD2, OD3, QL 2, QL 3, QL4, QL5, QL7)

Economic Development

- Develop and nurture public/private partnerships to facilitate a comprehensive approach to downtown revitalization. (OD3, OD5, QL2, QL3, QL4, QL5, QL 6, QL7)
- Oversee the public-private partnership to develop the Downtown Opportunity Site into a mixed use project that brings the community to Main Street. (SD1, SD2, OG1, OG3, QL1, QL2, QL3, QL4)

Fiscal Year FY 2021 – 2022 Objectives

- Facilitate ongoing discussions with developers to help grow the commercial and industrial offerings in Garner.
- Implement and update the Garner Economic Development Strategic Plan and the Garner Economic Development Corporation’s Plan of work.
- Update and follow the Garner Main Street Plan of Work to meet National Main Street Accreditation goals.
- Implement temporary and permanent public art installations in downtown to support strategic arts and recreation-driven economic development.
- Complete MOU with Downtown Opportunity Site developer and facilitate initial community engagement.
- Work with the DGA Board of Directors, committees and volunteers to foster active citizen leadership and participation in downtown revitalization efforts.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$203,943	\$230,334	\$230,334	\$225,874	\$225,874
Operating Expenses	78,537	152,044	152,044	144,189	144,189
Capital	0	0	0	0	0
Total Expenditures	\$282,479	\$382,378	\$382,378	\$370,063	\$370,063

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- A decrease of \$4,815 is primarily associated with miscellaneous funding adjustments.

Economic Development

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Economic Development Director	1	-	1
Downtown Development Manager	1	-	1
Total	2	-	2

Economic Development

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 Economic Development Corporation

The mission of the Garner Economic Development Corporation is to engage in charitable and education efforts to support economic development, community development and education in Garner. In addition, the organization will focus on creating jobs to increase the tax base and improve the quality of life and education in the community.

Garner Chamber of Commerce

The mission of the **Garner Chamber of Commerce** is to promote 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.

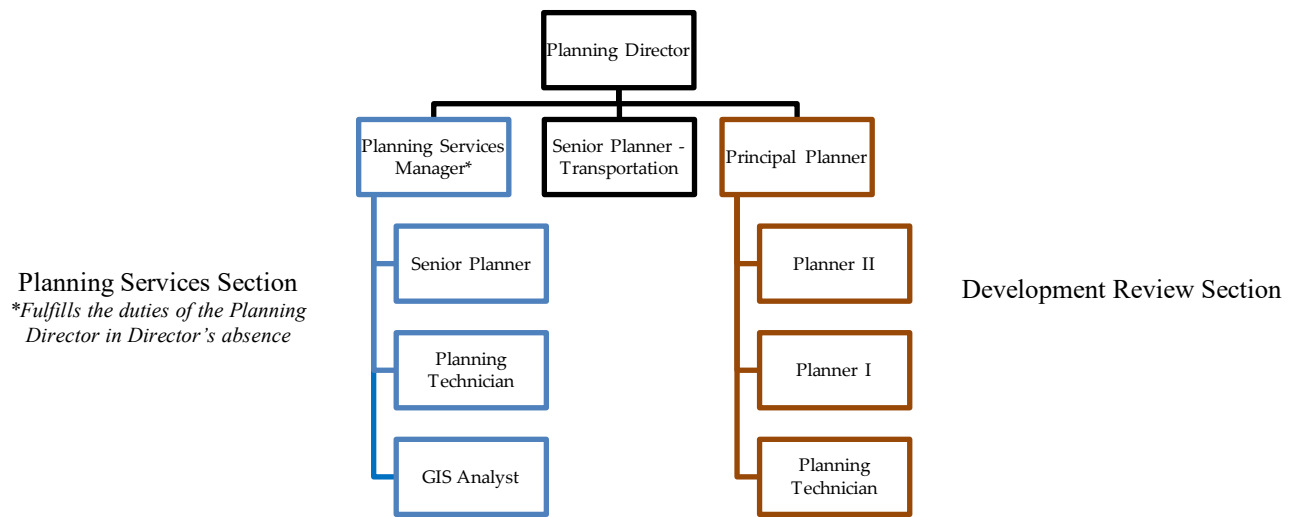
Downtown Garner Association

The mission of the **Downtown Garner Association (DGA)** is to lead development of Historic Downtown Garner as a vibrant business, entertainment and cultural center through public-private partnerships. Since being formed by the Town of Garner in 2005, DGA 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.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Garner Chamber	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000
Garner Economic Development Corporation	0	45,000	45,000	45,000	45,000
Downtown Garner	19,869	37,369	37,369	29,869	29,869
Total Expenditures	\$52,869	\$115,369	\$115,369	\$107,869	\$107,869

Planning Department



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.

Summary

The Planning Department, including two sections – Planning Services and Development Review; serves as a technical advisor to the Town Manager, Town Council and Planning Commission on growth and development matters. In general, the Planning Services Section prepares growth management policies; drafts land use, and housing plans; performs demographic analysis; processes annexations; assists citizens with zoning compliance and maintains GIS data – including addressing – and maps. Meanwhile, the Development Review Section assists the public with site plan and subdivision reviews, planned district development review, special use permits, appeals, variances, signs and plats; while also providing staff support to the Garner Board of Adjustment.

The Director, with the assistance of the Planning Services Manager and the Principal Planner, 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 Planning Technicians and Planner I are 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. A Senior Planner for transportation represents the Town on local technical transportation committees, acts as a liaison with NCDOT and assures compliance of new development proposals with adopted transportation plans.

Planning Department

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 community improvement initiatives undertaken by Inspections, Neighborhood Improvement and Economic Development staff.

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.

Fiscal Year 2020-2021 Planning Department Accomplishments

- Completed conceptual design for the Jones Sausage Road widening (Phase I) and realignment (Phase II) project and transferred the project to Engineering for construction plan development for Phase I.
- Led local transit plan development as part of the through to Council adoption.
- Updated the Unified Development Ordinance to comply with the recently adopted Article 160D of the North Carolina General Statutes.
- Preliminarily approved 2,807 new single-family and townhome residential lots within the first 10 months of the fiscal year.
- Approved 1,086 multi-family units within the first 10 months of the fiscal year.
- Approved approximately 400,000 square feet of new commercial/industrial space.
- Successfully recruited Planning Technician for new position in the Development Review Section and transferred existing personnel into new Senior Planner position in the Planning Services Section.

Planning Department

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)

Objectives for FY 2020-2021 Budget

1. Continue update of the Unified Development Ordinance to achieve the following:
 - a. Create a user-friendly document with an emphasis on graphics, flowcharts, ease of navigation and sufficient cross-referencing;
 - b. Consolidate multiple layers of regulations;
 - c. Eliminate and/or resolve conflicting regulatory statements;
 - d. Remove references to superseded ordinances and policies;
 - e. Remove obsolete zoning districts;
 - f. Codify applicable long-standing Council policies and conditions of approval; and
 - g. Adopt new regulations necessary to implement revised goals and objectives of the Town's revised comprehensive land use and transportation plans.
2. Identify and attend timely seminars, webinars, workshops and conferences.
3. Participate in regional meetings regarding growth and transportation planning.
4. Emphasize provision of sidewalks and encourage mixed use development during pre-application meetings.
5. Conduct accurate and timely development plan reviews.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$746,963	\$849,020	\$849,020	\$1,056,160	\$961,896
Operating Expenses	193,148	75,955	281,520	106,583	104,404
Capital	0	0	0	0	0
Total Expenditures	\$940,110	\$924,975	\$1,130,540	\$1,162,743	\$1,066,300

Planning Department

FY 2022 Major Funding Changes

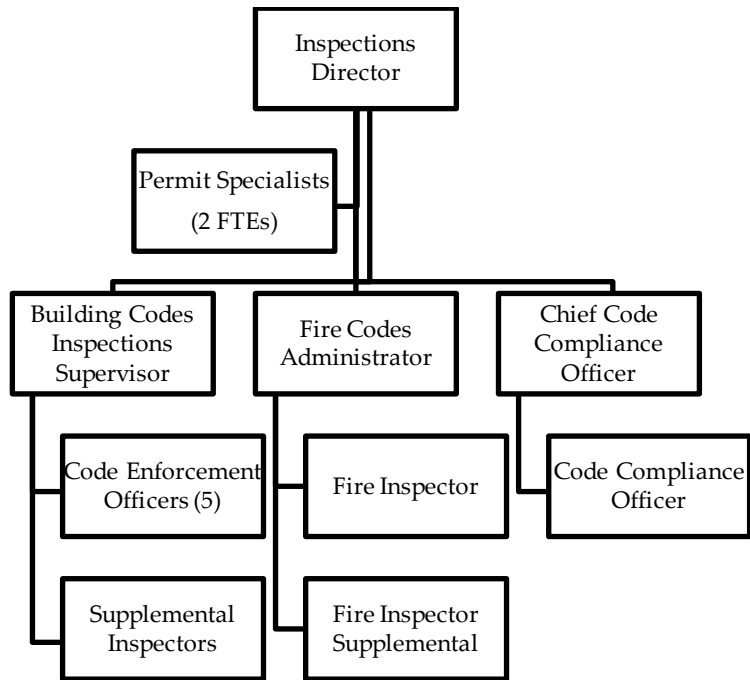
The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$145,325 is primarily associated the approval of a GIS Analyst position.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Planning Director	1	-	1
Planning Services Manager	1	-	1
Senior Planner	2	-	2
Principal Planner	1	1	1
GIS Analyst	0	1	1
Planner II	1	-	1
Planner I	1	-	1
Planning Technician	2	-	2
Total	9	2	10

Inspections Department



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.

Summary

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.

Under the direction of the Inspections Director, staff members receive permit applications, review building plans and specifications, issue or deny permits, make all necessary inspections, issue or deny Certificates of Compliance (COCs), issue Certificate of Occupancy, issue orders to correct violations, keep records, and take other action as necessary to adequately enforce the building codes. In addition to inspecting new buildings and renovations, staff inspects accessory structures such as swimming pools, decks, storage buildings, garages, carports, etc. The department also enforces the Minimum Housing Code and Nuisance Ordinances and conducts periodic state mandated fire inspections of existing buildings.

Inspections Department

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

Fiscal Year 2020-2021 Accomplishments

- Performed 18,725 trade inspections 35% increase
- Issued 1,620 permits 5% increase
- Resolved 450 code compliance cases < zoning moved to planning
- Assisted Town of Garner in all initiatives and town building projects
- Completed over 500 hours of continuing education
- 3 Inspectors received additional or new Standard Certifications
- Hired an additional fulltime inspector
- Co-sponsored GWBCO – Continuing Education Conference for Electrical Contractors
- Inspectors Active in all State and National Trade Associations
- Instituted Live Video Remote Inspections
- Met all mandates during the Pandemic

Goals

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

Objectives for Fiscal Year 2021-2022

1. Continue to comply with legislative orders and annual documentation and reports.
2. Continue to look for ways to meet both growth and new legislation affecting inspections and inspections schedules
3. Complete Seminar to Electrical Contractors in partnership with GWBCO.
4. Continue to work with IT to tweak data base and add benefits where possible for efficiency and performance measures.
5. Implement online scheduling for same day reinspection
6. Establish procedures and policy for implementation of performance measures.

Inspections Department

7. Support roles in the Trade associations for inspectors
8. Continue to support the TRC and our role as code administrators.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$1,105,527	\$1,273,467	\$1,273,467	\$1,344,041	\$1,344,041
Operating Expenses	70,172	103,733	103,733	111,346	109,486
Capital	0	0	330,000	0	0
Total Expenditures	\$1,175,700	\$1,377,200	\$1,707,200	\$1,455,387	\$1,453,527

FY 2022 Major Funding Changes

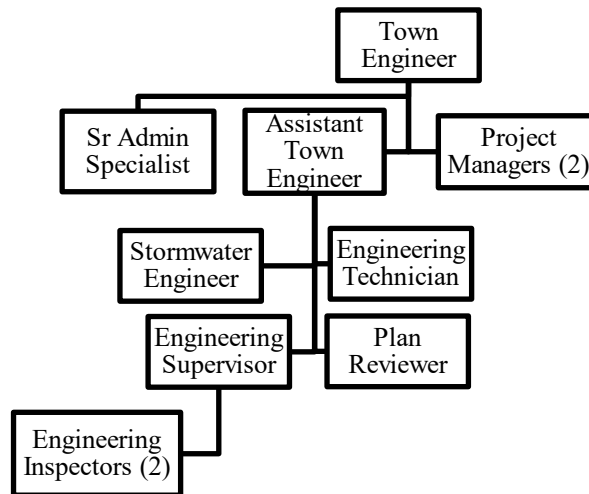
The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$76,327 is primarily associated with the conversion of supplemental Code Compliance position to full time.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Inspections Director	1	-	1
Chief Codes Enforcement Officer	1	-	1
Chief Fire Inspector	1	-	1
Chief Code Compliance Officer	1	-	1
Code Compliance Officer	0	1	1
Fire Inspector	1	-	1
Code Enforcement Officer III	5	-	5
Development & Permitting Specialists	2	-	2
Total	12	1	13

Engineering Department



Mission

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

Summary

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.

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

Fiscal Year 2020-2021 Accomplishments

- Completed New Rand Road/Garner Road Sidewalks project (\$2.9M).
- Completed Timber Drive Sidewalks project (\$400K).
- Completed 2021 Street Resurfacing project (~7.3 lane miles).

Engineering Department

- Completed Pedestrian Crossing Improvements at Timber Drive/Buckingham Road, Buffalo Road/White Deer Park, and Aversboro Road (YMCA).
- Completed Stormwater Projects at Meadowbrook St/Cason St and Staunton Meadows.
- Completed Stormwater Study of Buck Branch Creek (Forest Ridge Rd to Woodland Rd).
- Began land acquisition on White Oak/Ackerman/Hebron Church Roundabout project.
- Finalized design and acquisition for Lake Drive Improvements project.
- Finalized design and acquisition for Vandora Springs Sidewalk project.
- Began Preliminary Design of Jones Sausage Road Widening project (Amazon to US 70).
- Completed Request for Qualifications for On-Call Street & Sidewalks Design.
- Completed design on Parkwood Storm Drainage Replacement Project.
- Updated Traffic Calming Policy and conducted three street studies.
- Reviewed site development plans for 107 projects.
- Reviewed/approved construction drawings for 20 projects.
- Inspected ~25,000 linear feet of Streets and ~42,000 linear feet of Sidewalks.
- Inspected 190 Stormwater Control Measure (SCM) sites.

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. Utilize findings of the stormwater infrastructure study to guide capital project funding. (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 2021-2022

1. Complete construction of Vandora Springs Road Sidewalk project.
2. Complete construction of Lake Drive Improvements Project.
3. Complete construction of Parkwood Storm Drainage Replacement Project.
4. Complete Garner Police Department maintenance (Front Stairs and Bioretention Area).
5. Begin construction on the White Oak/Ackerman/Hebron Church Roundabout project.
6. Finalize design of Jones Sausage Road Widening project and begin land acquisition for Phase 1 (Amazon to Garner Road).
7. Advertise and complete construction on 2022 Annual Resurfacing Project.
8. Begin design of street and/or sidewalk projects to be funded by the upcoming transportation bond referendum, including improvements on Pearl Street/Parker Street, Garner Road, Aversboro Road, and Bryan Road.

Engineering Department

9. Analyze the setup and revenues to support a Town of Garner Stormwater Utility.
10. Timely review of plans and inspections of projects.
11. Continue to update Capital Project Budget and tracking system for construction projects.
12. Update Engineering website to improve access to critical departmental information and current capital projects.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$654,271	\$798,221	\$798,221	\$918,148	\$918,148
Operating Expenses	91,728	28,538	100,742	25,543	25,543
Capital	0	0	0	0	0
Total Expenditures	\$746,000	\$826,759	\$898,963	\$943,691	\$943,691

FY 2022 Major Funding Changes

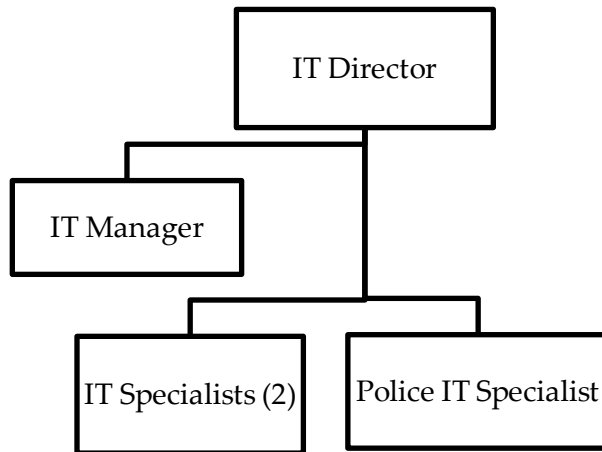
The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$116,932 is primarily associated with the addition of two project managers and one construction inspector supervisor.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Town Engineer	1	-	1
Assistant Town Engineer	1	-	1
Project Managers	0	2	2
Senior Administrative Support Specialist	1	-	1
Stormwater Engineer	1	-	1
Plan Reviewer	1	-	1
Engineering Technician	1	-	1
Construction Inspector Supervisor	0	1	1
Construction Inspector	2	-	2
Total	8	3	11

Information Technology Department



Mission

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

Summary

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.

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.

Fiscal Year 2020-2021 Accomplishments

- Completed and installed all technology requirements for the new recreational facility.
- Analyzed current network infrastructure and mitigated any problems identified.
- Virtual server and desktop environment fully updated with increased stability and capability.
- Implemented new file storage strategy utilizing Office 365 resources to reduce cost and provide increased data availability.

Information Technology Department

- Implemented the most current and stable version of Windows on all desktops and servers.
- Provided and implemented automated technology initiatives for multiple departments.

Goals

1. Design and implement cost effective and reliable IT solutions 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 the department (FR1, FR2)
5. Work closely with other departments to match IT solutions with their vision. (SD1, SD2, SD3, OD3)
6. Strengthen the knowledge of our Town staff by providing technology training. (SD4)

Fiscal Year FY 2021 – 2022 Objectives

1. Design and install new core infrastructure, to provide increased speed and reliability of network environment.
2. Design and install new wireless network controller and access points town wide for increased speed and reliability.
3. Upgrade virtual server and desktop environment for increased unified communication capability.
4. Design and implement new automation using Office365 resources.
5. Produce various dashboards to assist with data display for multiple departments.
6. Implement new development services software and migrate existing data.
7. Update additional software, network equipment, scanning software, and computers when necessary.
8. Deploy and test building to building wireless connectivity for business use.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$434,132	\$452,121	\$452,121	\$510,361	\$510,361
Operating Expenses	431,100	344,693	357,653	466,643	454,643
Capital	0	0	0	0	0
Total Expenditures	\$865,232	\$796,814	\$809,774	\$977,004	\$965,004

Information Technology Department

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Information Technology Director	1	-	1
IT Manager	1	-	1
Public Safety IT Specialist	0	1	1
IT Specialist	1	-	1
Total	4	1	5

Budget Summary

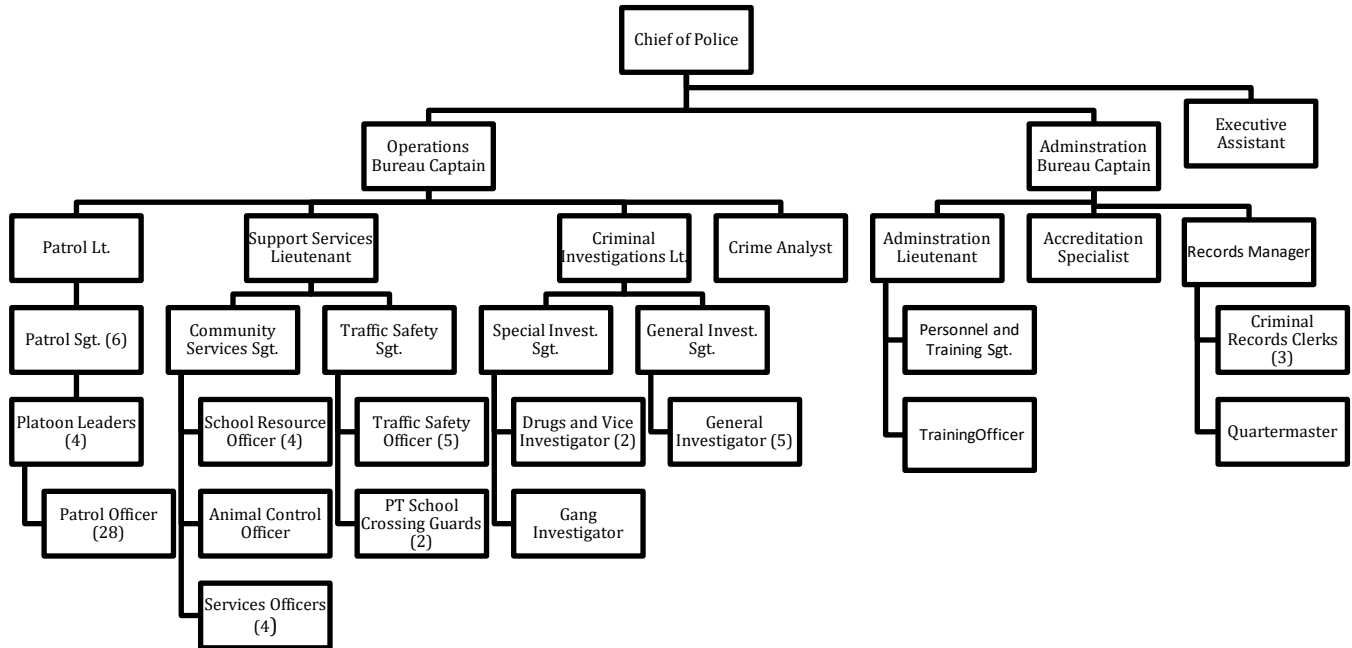
Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$865,232	\$796,814	\$809,774	\$977,004	\$965,004

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$168,190 is primarily associated with the addition of Public Safety IT position and the purchase of various IT Equipment.

Police Department



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.

Summary

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

Police Department

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.

Fiscal Year 2020-2021 Accomplishments

- Implemented Equity and Diversity C.O.H.O.R.T. Training for all police employees.
- Continued to provide community engagement opportunities throughout the pandemic using virtual platforms. These included our “Chat with a Cop” and Citizens Police Academy.
- All sworn staff were trained and issued NARCAN to combat the overdose epidemic.
- Continued to partner with other town departments and civic groups during the pandemic to lower crime and improve community safety and engagement; continued our barber shop rap sessions and hosted a Police and Community Engagement event.
- Expanded department leadership to include the rank of corporal as we continue to develop employees as part of our succession planning. This also creates a stronger leadership foundation as the department continues to grow.
- Completed an internal leadership training academy for all our new supervisors.
- Continued to serve our community in non-traditional law enforcement roles through events like Shop with a Cop and community coat and dog food drives.
- Enhanced recruitment efforts through partnership with the Triangle J Council of Governments. This has provided positive public exposure on a career in policing.

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.

Police Department

Objectives for Fiscal Year 2020-2021

1. Maintain fiscal responsibility by continuing to build upon the success of using the Citizens and Police Together (CAPT) volunteer team as a way to extend police resources at little or no cost.
2. Create additional opportunities for non-enforcement activities and interaction through continued officer involvement in Police Athletics and Activities League (PAAL) in area schools.
3. Maintain traffic enforcement and education as a priority through anti-texting training with high school students, continued emphasis on DWI enforcement and education, and Bike Safe for motorcycle operators.
4. Research new records management system (RMS) to better document criminal incidents, calls for service, and suspicious persons and incidents.
5. Continued enhancement of officer wellness by providing training in the prevention of officer suicide, resources to debrief after exposure to critical incidents, and through annual POPAT testing.
6. Enhance leadership training by providing advanced leadership training to newly promoted supervisors, reopening the on-line leadership academy through Wake Tech, and through succession planning.
7. Implement the 30X30 Initiative to enhance recruitment efforts to hire a more diverse workforce that is more reflective of the community we serve.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$6,990,488	\$7,239,543	\$7,239,543	\$7,768,978	\$7,357,974
Operating Expenses	933,377	1,040,581	1,053,398	1,376,726	1,145,744
Capital	0	0	0	0	0
Total Expenditures	\$7,923,864	\$8,280,124	\$8,292,941	\$9,145,704	\$8,503,718

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

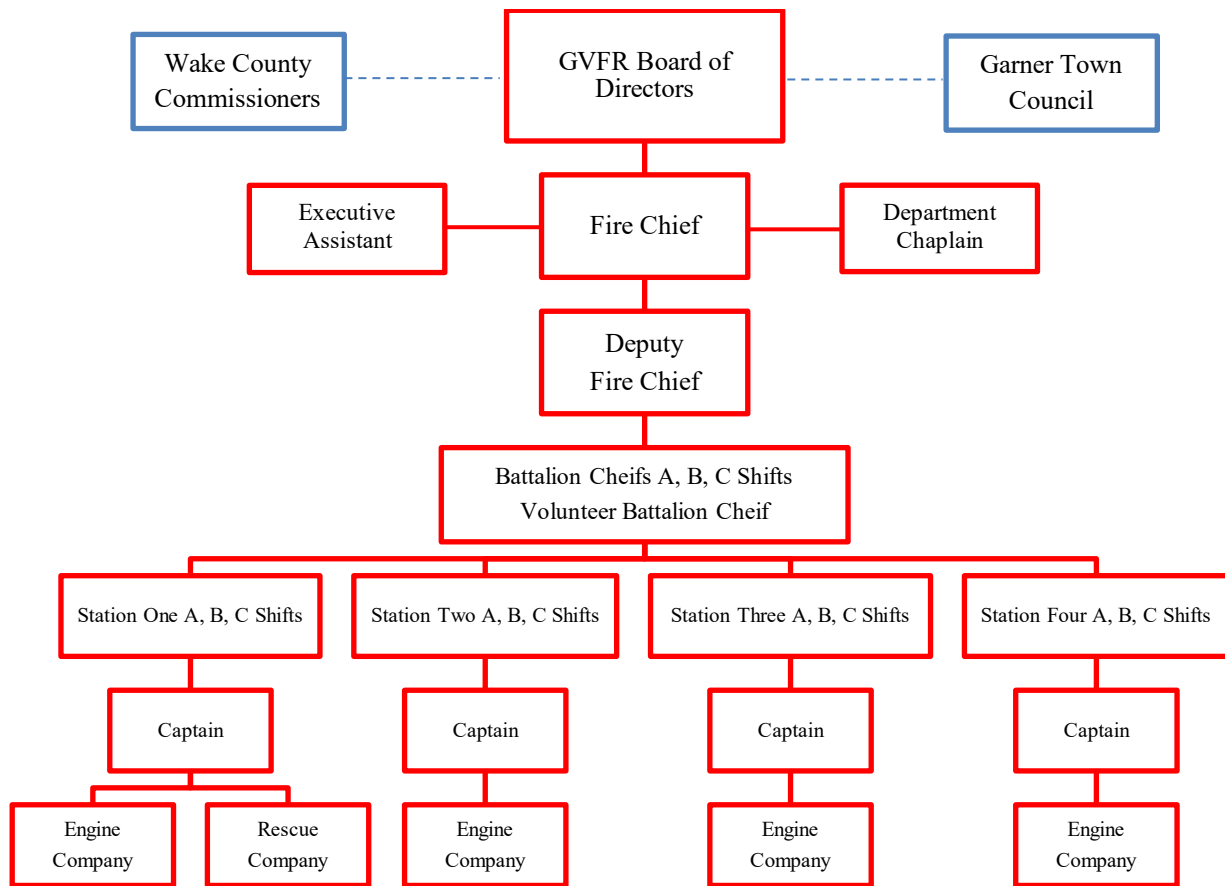
- An increase of \$223,594 is primarily based on the Town funding two Patrol Officer positions.

Police Department

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Chief of Police	1	-	1
Police Captain	2	-	2
Police Lieutenant	4	1	4
Police Sergeant	9	-	9
Accreditation Specialist	0.5	-	0.5
Sr. Administrative Support Specialist	1	-	1
Investigator	8	-	8
Police Officer	34	6	36
Traffic Safety Officer	5	-	5
School Resource Officer	5	-	5
Animal Control Officer	1	-	1
Records Manager	1	-	1
Criminal Records Clerk	3	-	3
Quartermaster	1	-	1
Community Liaison Officer	1	-	1
Training Officer	1	-	1
Crime Analyst	1	-	1
Total	78.5	7.0	80.5

Garner Volunteer Fire-Rescue, Inc.



Mission

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

Summary

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.*

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.

Garner Volunteer Fire-Rescue, Inc.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 3,562,628	\$ 4,265,938	\$ 4,570,433	\$ 5,079,261	\$ 4,915,539

Budget Summary

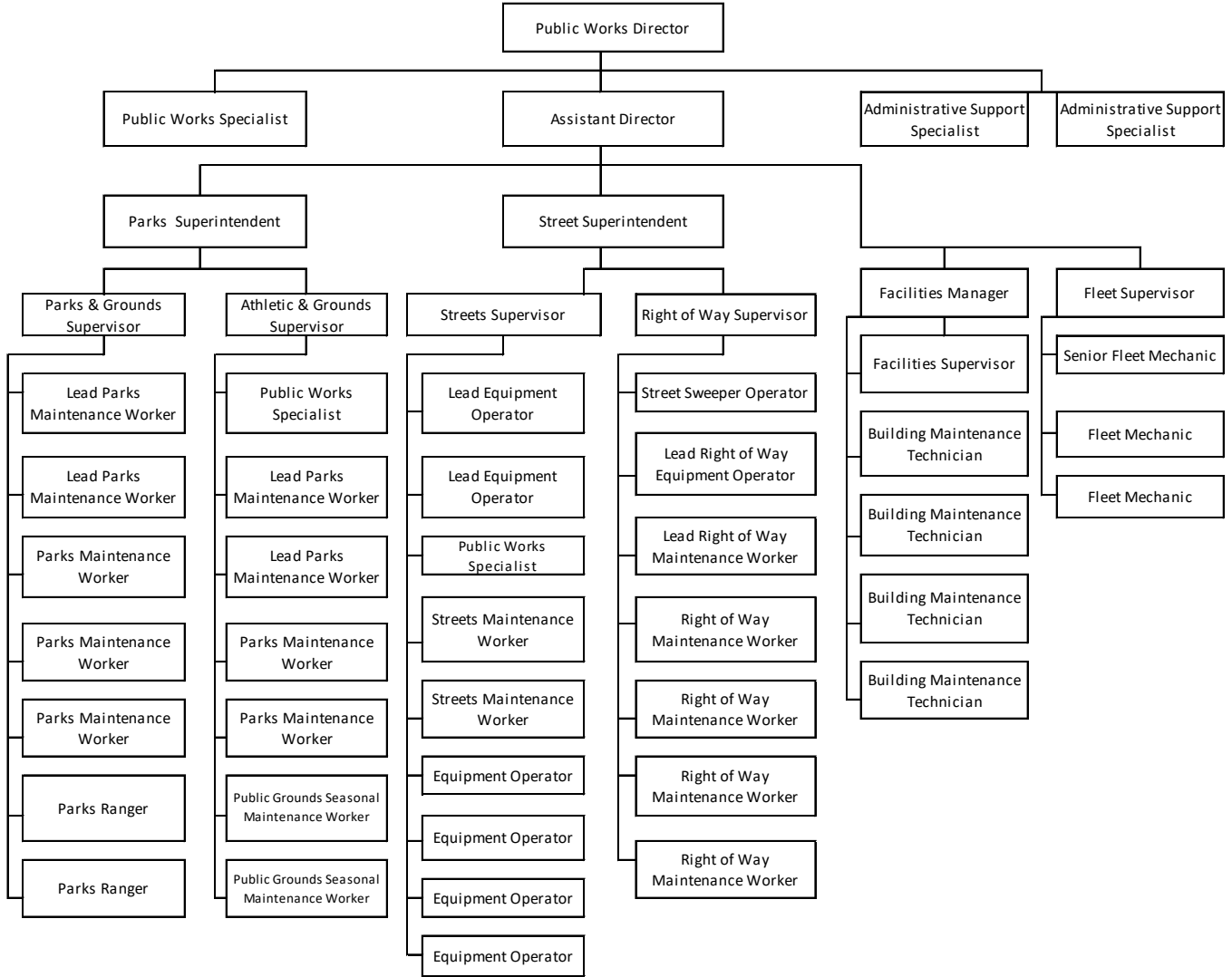
FY 2021 - 2022 GVFR Proposed Funding Summary			
FY 2021 - 2022 Proposed Funding	Town of Garner	Wake County	Total Funding
Baseline Requests:			
Personnel (including Merit) ¹	\$3,363,998	\$2,298,792	\$5,662,790
Town Funded Personnel	\$655,477	\$0	\$655,477
Operations	\$418,109	\$336,083	\$754,192
Turnout Gear	\$31,398	\$25,423	\$56,821
RWECO & 800Mhz/CAD	\$61,600	\$0	\$61,600
Debt Requirements	\$277,833	\$120,414	\$398,247
Community Risk Captain	\$0	\$0	\$0
Reclassify Executive Assistant	\$0	\$0	\$0
Base Request Subtotal	\$4,808,415	\$2,780,712	\$7,589,127
One Time Costs:			
Facility Repairs	\$59,816	\$40,076	\$99,892
Replacement Vehicle	\$25,000	\$22,876	\$47,876
Defibrillators	\$4,445	\$2,819	\$7,264
Station 3 Bay Heater	\$0	\$0	\$0
SCBA Air Compressor	\$0	\$0	\$0
Fire Nozzle and Fan Replacements	\$0	\$0	\$0
Records Management System Training	\$17,863	\$14,463	\$32,326
One Time Request Subtotal	\$107,124	\$80,234	\$187,358
Total Funding Amount	\$4,915,539	\$2,860,946	\$7,776,485
¹ Funding of \$195,000 has been added to the Town's baseline total to cover half of Wake County's pay equity implementation costs.			

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 202 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$649,601 is primarily based on the Town fully implementing the pay equity study.

Public Works



Mission

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

Summary

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.

Public Works

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.

Fiscal Year 2020-2021 Public Works Department Accomplishments

- Held drop-off electronic recycling event
- Used bulk paint on athletic fields resulting in a more aesthetically pleasing and longer lasting line which saves the town money.
- All sports fields were prepped and played on at a 98% rate with a record-breaking amount of rainfall.
- All irrigation controllers were converted to the Wifi Enabled Hydrowse Platform from Hunter Industries. These controllers give remote access and ability to set parameters on when the system will run or not. The town can expect to see a water savings of at least 30% in most locations.
- Replaced older worn-down, unsafe playground equipment at Lake Benson Park with different more current apparatus to give a more diverse play area for children.
- Used a different set of aeration tines that last longer with impact to save the town money on aerating sports fields.
- Started a new program of having a professional contractor pressure wash the town's tennis courts twice in a year.
- Every field around town received the correct amount of inputs into the grass areas based off soil samples taken. A good example of a field producing better results is at Creech Road Park which had a phosphorous deficiency.
- Completed trash collections on schedule with a low complaint per customer rate.
- Completed both spring and fall "unprepared" cleanups on schedule with social distancing measures in place.
- Oversaw Streets Preservation project that utilized 139,099 square yards of Micro-Surfacing material, 44,850 lbs. of crack seal and 63,227 square yards of Reclamite asphalt rejuvenation agent.
- Completed Retention Pond Maintenance on each pond twice throughout the year.
- Began renovations of the Town Depot after moving to Pearl St.
- Painted the Town Caboose after being moved to Pearl St.
- Preserved aging roof on the 120 Main St. Building by applying GE Silicone coating and repaired the problem of water coming into the building around the foundation by repairing the French drain, installing new downspouts and diverters.
- Implemented COVID-19 preventative measures that included but not limited to: Installed sneeze guards in strategic publicly accessed areas, installed hand sanitizing stations in various buildings, implemented a daily disinfecting protocol performed by the Facilities Staff, procured Electrostatic disinfectant sprayers and implemented an in-house professional grade disinfecting regiment with an EPA registered disinfectant.

Public Works

- Completed the installation of remote-controlled shades on the high window areas of the Town Hall Lobby.
- Made significant advancements with the use of the newly implemented Asset Essentials work order and asset management software to properly manage work order requests and scheduled preventative maintenance that will provide relevant data for the Town’s capital improvement plan.
- Worked with IT, PRCR and PW Parks & Grounds to install upfits to GRC such as; thermostat and light switch covers, shelving, big screen TV mounts and WiFi antennas and exterior benches, etc.
- Gained approval for funding to start the Avery St. Gym roof/HVAC unit replacement and worked with Finance to engage an engineering firm to provide specifications for the new roof and give oversight on the project.
- Surplus of 6 vehicles and 19 pieces of equipment generating an estimated \$63,637.00 in revenue.
- Relocation of Used Oil Containment System in Bay 6 of Garage.
- Completed NCDEQ Inspection of UGST’s located at Public Works Site.
- Completed NC DMV inspections for the Town’s fleet.
- Supported the Town’s budget process by providing the VERT team fleet detailed reports.
- Continued building data base for Fleet Services for the town.
- Senior Fleet Mechanic served as a Director of the Equipment Services Division of the American Public Works Association – N.C. Chapter.
- Facilities Manager served as a member of the Facilities and Grounds Division of the American Public Works Association – N.C. Chapter.
- Assistant Public Works Director served as a Director on the Executive Board of the American Public Works Association- N.C. Chapter.
- Public Works Director served as a President of the Executive Board of the Streets Division of the American Public Works Association – N.C. Chapter.

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$3,052,547	\$3,321,716	\$3,321,716	\$3,640,582	\$3,462,945
Operating Expenses	4,706,365	6,044,818	6,792,719	6,858,249	6,223,735
Capital	216,434	0	0	0	0
Total Expenditures	\$7,975,346	\$9,366,534	\$10,114,435	\$10,498,830	\$9,686,679

Public Works

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.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Public Works Director	1	-	1
Assistant Public Works Director	1	-	1
Director Maintenance Tech	1	-	1
Administrative Support Specialist	1	-	1
Total	4	-	4

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$617,145	\$580,968	\$580,968	\$602,170	\$602,170

Public Works

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$24,171 is primarily associated with compensation adjustments.

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 32 stormwater devices, 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.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Street Supervisor	1	-	1
Lead Equipment Operator	3	-	3
Equipment Operator	5	-	5
Right-Of-Way Supervisor	1	-	1
Street Superintendent	1	-	1
Street Sweeper Operator	1	-	1
Stormwater Specialist	0	1	0
Street Maintenance Worker	3	-	3
Maintenance Technician	1	-	1
Total	16	-	16

Public Works

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 2,014,990	\$ 2,782,634	\$ 3,474,994	\$ 2,879,108	\$ 2,800,396

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$17,761 is primarily associated compensation related adjustments.

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.

Public Works

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 818,321	\$ 764,402	\$ 764,402	\$ 818,804	\$ 773,682

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- A decrease of \$9,280 is primarily associated with miscellaneous adjustments.

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.

Public Works

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Facilities Supervisor	2	-	2
Building Maintenance Technician	4	-	4
Total	6	-	6

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 967,848	\$ 1,227,265	\$ 1,282,806	\$ 1,302,734	\$ 1,212,214

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$15,051 is primarily associated with reductions to utility budgets.

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

Public Works

- 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.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Parks & Grounds Supervisor	2	-	2
Lead Parks Maintenance Worker	5	-	5
Public Works Park Attendants	0	4	4
Maintenance Technician	1	3	1
Parks Maintenance Worker	6	-	6
Total	14	7	18

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 1,241,772	\$ 1,468,267	\$ 1,468,267	\$ 1,989,409	\$ 1,559,370

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$91,103 is primarily associated with various contract rate adjustments.

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 145 licensed motorized vehicles, 21 licensed trailers, 111 non-licensed heavy equipment and pieces of specialized equipment, and approximately 98 smaller pieces of gasoline powered equipment. Detailed records are maintained on each item of equipment utilizing web-based software.

Public Works

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.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Fleet Superintendent	0	1	0
Services Supervisor	1	-	1
Lead Fleet Mechanic	1	-	1
Fleet Mechanics	2	-	2
Total	4	-	4

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 363,143	\$ 380,177	\$ 380,177	\$ 549,246	\$ 381,488

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- A decrease of \$1,311 is primarily related to reduced equipment requirements.

Public Works

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.

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 2,170,760	\$ 2,321,786	\$ 2,321,786	\$ 2,481,967	\$ 2,481,967

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$160,181 is primarily associated with anticipated customer growth.

Public Works

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, local bridges are monitored within one hour and treated as needed with salt or sand 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.

Budget Summary

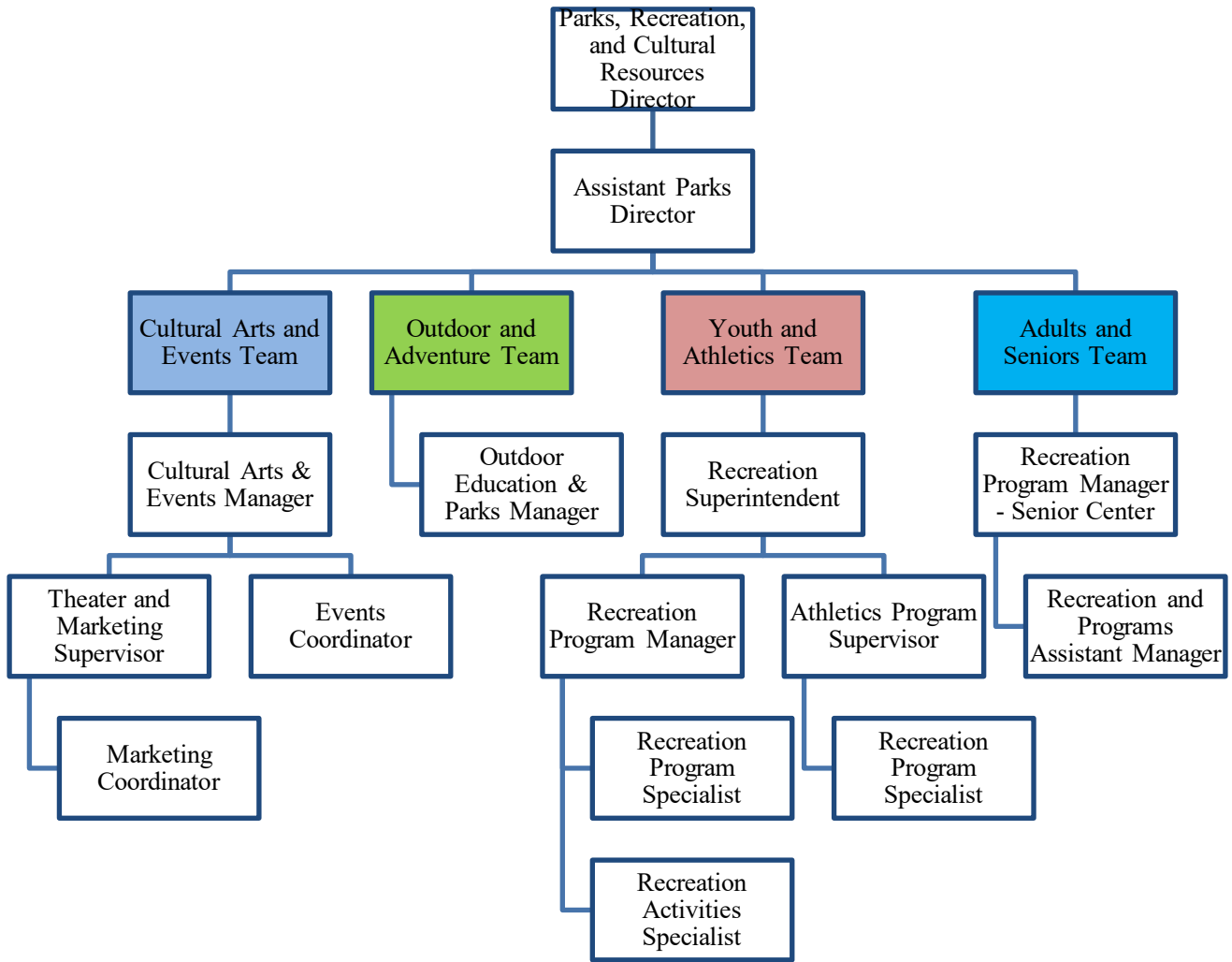
Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 2,001	\$ -	\$ -	\$ 31,390	\$ 31,390

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$31,390 is primarily associated increasing the budget to an appropriate level following a reduction in FY 2020 – 2021.

Parks, Recreation and Cultural Resources Department



Mission

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

Summary

The **Parks, Recreation and Cultural Resources Department** consists 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

Parks, Recreation and Cultural Resources Department

as well as community special events that enhance the lives of the citizens and participants and improve the quality of life in Garner.

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.

Fiscal Year 2020-2021 Accomplishments

- The Parks, Recreation and Cultural Resources Department formally received reaccreditation from the Commission for Accreditation of Park and Recreation Agencies, meeting 150 of 151 standards of best practices for the field.
- Staff responded to limitations brought on by the COVID-19 pandemic with innovative new program offerings. Examples include the following:
 - Creation of a YouTube channel for Garner Senior Center, which offers fitness classes, cooking lessons and live chats with staff.
 - Expansion of the popular GPAC from Home series, virtual performances featuring a diverse lineup of artists, from poets to opera singers to salsa dancers.
 - Modification of special events, including a virtual Independence Day Celebration with flyover and implementation of a drive-in movie series. Marketing staff helped produce an audio tour for the Garner Veterans Memorial for Veterans Day. Their efforts resulted in an Excellence in Communications Award from NC City and County Communications.
 - Development of STEM activity kits, which allow participants to enjoy environmental education activities from their own homes.
 - Provision of socially distanced pop-up programs for preschool and youth participants.
- Several facilities/parks have partnered with outside agencies to provide community services during the pandemic as well. This includes COVID testing at Avery Street Recreation Center, Lake Benson Park and White Deer Park; equitable dose vaccination clinics at Garner Senior Center; and provision of healthy food options for senior citizens offered through a partnership between Meals on Wheels and Garner Senior Center.
- Professional staff recognitions include Jack Baldwin being appointed to the Board of Directors for PAAL; Lorie Clark receiving the Margaret Rigg Social Justice Award; Victor Davis earning the National Alliance for Youth Sports Certification; Katie Lockhart being selected as an Agency Mentor by the Commission for Accreditation of Park and Recreation Agencies; Brittany Washington being recognized by East Carolina University's 40 Under Forty Leadership Award; Christian Wood being named as the department liaison to PAAL; and Megan Young being chosen for the Triangle J Council of Governments first-ever Regional Innovation Academy. All department staff have participated in numerous continuing education opportunities.

Parks, Recreation and Cultural Resources Department

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Personnel Services	\$1,527,680	\$1,703,441	\$1,703,441	\$1,796,003	\$1,796,003
Operating Expenses	553,688	733,474	745,439	686,684	686,684
Capital	20,848	0	0	0	0
Total Expenditures	\$2,102,216	\$2,436,915	\$2,448,880	\$2,482,687	\$2,482,687

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 Garner Recreation Center that increase recreational opportunities for the community.
3. Develop and refine park enhancement plan for implementation of bond projects.
4. Implement the results of the Comprehensive Master Plan.

Parks, Recreation and Cultural Resources Department

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
PRCR Director	1	-	1
Assistant PRCR Director	1	-	1
Park Planner	0	-	0
Administrative Support Specialist	0	-	0
Total	2	-	2

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 360,638	\$ 354,410	\$ 354,410	\$ 311,637	\$ 311,637

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- A decrease of \$42,773 is primarily associated with personnel turnover in the division.

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, Multicultural Festival, 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, Show N Tell and Downtown Garner Association.

Parks, Recreation and Cultural Resources Department

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.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Cultural Arts and Events Manager	1	-	1
Events Coordinator	1	-	1
Theatre Services Coordinator	1	-	1
Marketing Coordinator	1	-	1
Total	4	-	4

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 479,666	\$ 606,232	\$ 607,682	\$ 558,464	\$ 558,464

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- A decrease of \$47,768 is primarily associated utilizing excess FY 2021 funding to pre pay for events.

Parks, Recreation and Cultural Resources Department

Marketing and Events

Funding in the **Marketing and Events** division allows the department to fund various initiatives from a single funding location. Marketing is critical to ensure Garner residents, and others, are aware of upcoming events. The Parks Recreation and Cultural Resources Department utilize multiple marketing approaches to make sure residents have access to the information.

Goals

1. Enhance internal communication by creating an online portal for Departmental requests. (SD 3.3, SD4.3)
2. To create a department brand awareness of programs and events. (QL2.1, QL2.3)
3. Create professional and consistent marketing materials. (QL2.3)

Objectives

1. To allow the Department to plan and execute marketing and event related activities more efficiently.
2. Increase the number of viewers on social media by posting frequently, at least four times per week.
3. Identify the best method of communicating programs and events with citizens, including bi-annual survey.

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 35,004	\$ 42,349	\$ 42,349	\$ 42,589	\$ 42,589

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$240 is primarily associated with miscellaneous adjustments.

Parks, Recreation and Cultural Resources Department

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 and the Garner Recreation Center, which provide year-round recreational and camp program offerings for preschool and school age children. It coordinates the rental of Town-owned athletic field and facilities. Programs include the Avery Street Afterschool Program, Camp Kaleidoscope, 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.

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 with new programs at the Garner Recreation Center.
2. Operate and manage the new recreation center to create a hub of activity in downtown Garner by providing exceptional customer service.
3. Schedule and monitor athletic field and facility rentals.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Recreation Center & Program Manager	1	-	1
Recreation Superintendent	1	-	1
Recreation Program Specialist	4	-	4
Total	6	-	6

Parks, Recreation and Cultural Resources Department

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 680,653	\$ 809,921	\$ 809,921	\$ 898,573	\$ 898,573

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$88,652 is primarily associated with personnel and operating requirements associated with the new Recreation Center.

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 aerobics, line dancing and yoga, acrylic painting, educational 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)
4. Establish a sustainable virtual program for older adults in the community who are homebound. (QL4.2)

Objectives

1. Market and recruit new partners and program sponsors to assist with ongoing and new programs for seniors ensuring efficient use of resources.

Parks, Recreation and Cultural Resources Department

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.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Recreation Center & Program Manager	1	-	1
Recreation Specialist - Seniors & Adults	1	-	1
Total	2	-	2

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 265,925	\$ 300,297	\$ 310,812	\$ 321,982	\$ 321,982

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$21,685 is primarily associated with adjustments required to rebalance of budget following COVID-19.

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, Lake Benson Dog Park and the Lake Benson Boathouse. Program offerings include environmental education for preschool and youth, 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, Statewide Star Party, Friday Family Flicks and camping. The team provides various EE opportunities in the park through various methods including interpretive signage and pollinator gardens. The team coordinates the Town’s Memorial Day and Veterans Day observances. Programming partners include local schools, businesses, civic organizations, the library and professionals from the scientific community.

Parks, Recreation and Cultural Resources Department

Goals

1. Actively promote 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 groups, strengthening image as educators and generating additional revenue.
3. Grow participation in events that feature an environmental component such as the Great Garner Community Cleanup.
4. Increase partnerships to increase capacity for programs and events.

Position Summary

Position	FY 2020-21 Adopted	Positions Requested	FY 2021-22 Recommended
Parks and Outdoor Education Program Manager	1	-	1
Recreation Specialist	0	1	0
Total	1	1	1

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 144,372	\$ 160,112	\$ 160,112	\$ 185,848	\$ 185,848

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- An increase of \$25,736 is primarily associated with adjustments required to rebalance of budget following COVID-19.

Parks, Recreation and Cultural Resources Department

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.

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$ 135,959	\$ 163,594	\$ 163,594	\$ 163,594	\$ 163,594

FY 2022 Major Funding Changes

The following summarizes major funding adjustments from the FY 2020 – 2021 Adopted Budget to the FY 2021 – 2022 Recommended Budget:

- No adjustments have been made since the adoption of the FY 2020 – 2021 Adopted Budget.

Debt Service

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

Budget Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Issuance Cost	\$67,318	\$0	\$0	\$0	\$0
Refunding	\$4,660,000	\$0	\$0	\$0	\$0
Principal	\$2,510,395	\$2,696,516	\$2,696,516	\$2,773,449	\$2,773,449
Interest	\$1,331,867	\$1,399,342	\$1,399,342	\$1,203,902	\$1,203,902
Total Expenditures	\$8,502,262	\$4,095,858	\$4,095,858	\$3,977,351	\$3,977,351

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.**

Expenditure Summary

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:					
Retirement	\$617,145	\$580,968	\$580,968	\$602,170	\$602,170
Town Insurance	\$686,077	\$610,000	\$610,000	\$615,000	\$615,000
Subsidized Programs	\$52,132	\$68,004	\$68,004	\$68,004	\$68,004
Office Administration	\$581,892	\$1,152,700	\$1,435,911	\$1,563,622	\$1,084,287
Total Expenditures	\$1,937,247	\$2,411,672	\$2,694,883	\$2,848,796	\$2,369,461

Special Appropriations

RETIREMENT

The Retirement Division accounts for expenditures associated with benefits paid to retirees, 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.

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$617,145	\$580,968	\$580,968	\$602,170	\$602,170

Special Appropriations

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.

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$686,077	\$610,000	\$610,000	\$615,000	\$615,000

Special Appropriations

Non Profit Contributions

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.

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$52,132	\$68,004	\$68,004	\$68,004	\$68,004

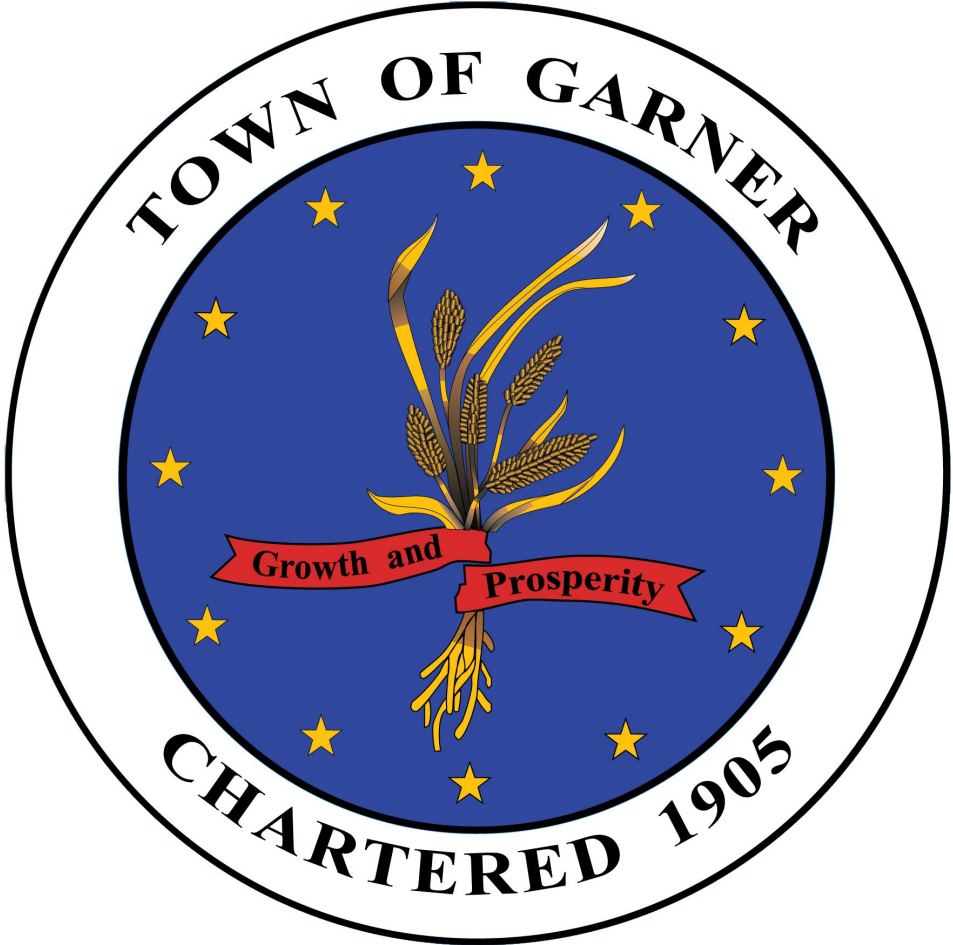
Special Appropriations

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.

Category	FY 2020 Actual	FY 2021 Adopted Budget	FY 2021 Revised Budget	FY 2022 Department Request Budget	FY 2022 Manager Recommended Budget
Expenditures:	\$581,892	\$1,152,700	\$1,435,911	\$1,563,622	\$1,084,287

**TOWN OF GARNER
NORTH CAROLINA**



FY 2021 - 2022 Recommended Budget
Garner Volunteer Fire and Rescue
Fund Request

**FY 2021 -2022 Garner Volunteer Fire and Rescue (GVFR)
Funding Summary**

The chart below summarizes the recommended funding proposals for both Wake County and the Town of Garner:

FY 2021 - 2022 GVFR Proposed Funding Summary			
FY 2021 - 2022 Proposed Funding	Town of Garner	Wake County	Total Funding
Baseline Requests:			
Personnel (including Merit) ¹	\$3,363,998	\$2,298,792	\$5,662,790
Town Funded Personnel	\$655,477	\$0	\$655,477
Operations	\$418,109	\$336,083	\$754,192
Turnout Gear	\$31,398	\$25,423	\$56,821
RWECO & 800Mhz/CAD	\$61,600	\$0	\$61,600
Debt Requirements	\$277,833	\$120,414	\$398,247
Community Risk Captain	\$0	\$0	\$0
Reclassify Executive Assistant	\$0	\$0	\$0
Base Request Subtotal	\$4,808,415	\$2,780,712	\$7,589,127
One Time Costs:			
Facility Repairs	\$59,816	\$40,076	\$99,892
Replacement Vehicle	\$25,000	\$22,876	\$47,876
Defibrillators	\$4,445	\$2,819	\$7,264
Station 3 Bay Heater	\$0	\$0	\$0
SCBA Air Compressor	\$0	\$0	\$0
Fire Nozzle and Fan Replacements	\$0	\$0	\$0
Records Management System Training	\$17,863	\$14,463	\$32,326
One Time Request Subtotal	\$107,124	\$80,234	\$187,358
Total Funding Amount	\$4,915,539	\$2,860,946	\$7,776,485

¹ Funding of \$195,000 has been added to the Town's baseline total to cover half of Wake County's pay equity implementation costs.

**FY 2022 Fire Tax Budget Process
Instructions for Using Budget Forms**

Supplemental Materials Requested

In addition to filling out this workbook, please submit the following items to supplement your budget request:

- A copy of the retirement plan(s) provided by your department
- Most Recent Worker's Compensation Rates from the State of NC
- A copy of your most recent IRS Form(s) 5500 (Annual Return /Report of Employee Benefit Plan) for your retirement plan(s). You can find additional information about the form at: <https://www.irs.gov/retirement-plans/form-5500-corner>
- Copies of any contracts you have with agencies other than Wake County to provide fire protection
- A copy of your North Carolina State Certified Roster

General Instructions

- If you do not use a line-item (a row), leave it blank--do not delete unused rows.
- If you add a line-item, do so only where indicated "Other--Enter as Necessary"
- Do not use decimals. Always round to the nearest dollar.
- **Do not include expansion items in the base budget request.**

Personnel Costs

- Include only **current employees and positions** on this form. Do not include new position requests--include new positions in the Expansion Request form.
- For part-time positions, include only the part-time hours and costs that have been approved for your department.
- At the bottom of the Personnel Costs form, explain the methodology behind each benefit. For example, "Health insurance: \$5,000 per employee"
- Please explain any changes in benefit rates. For example, "updated LGERS rate", or "employer premium increased due to..." If applicable, please indicate whether rate changes reflect cost increases to your existing group policy, new coverages, a rebid of your benefits package, etc.
- Do not assume any merit increase amount for FY 2022. That amount will be budgeted centrally by Wake Budget and Management Services

Summary Form

- You will only need to enter revenue information on this page. The expenditure summary will auto-populate with the expenditure data entered on the other worksheets in the file.
- Gray cells have formulas that update automatically. Yellow cells have data that are used in those formulas.

Color Code

 Gray indicates a formula, or a reference to another cell. This will update automatically. These cells are password protected to help preserve the integrity of the formulas in the sheet.

Submitting your Budget

Please complete your budget request using **THIS** file and email it, along with all supplemental materials, to **Michael.Gammon@wakegov.com**. The deadline for submission is **Friday, January 22, 2021 at 5:00PM**

Do not send ZIP files- the County's web security will delete them automatically

If you have any questions, call Michael Gammon at (919) 856-5889 or email at Michael.Gammon@wakegov.com

**Wake County Fire Tax District
FY 2022 Budget Requests - Department Information**

Contact Information:

Department's Legal Name: Garner Volunteer Fire-Rescue, Inc.

Mailing Address: P.O. Box 441
Garner, NC 27529

Street Address: 914 7th Avenue
Garner, NC 27529

Telephone (1): (919) 772-1550

Telephone (2): _____

Fax: (919) 662-0158

Email Address: admin@gamerfire.com

Website: www.gamerfire.com

Board Roster & Contact Information:

Board President	Name: <u>Steve Woodall</u> Term Expires: <u>11/19/2021</u> Mailing Address: <u>504 Longview Street</u> <u>Garner, NC 27529</u> Contact Email <u>swoodall8@nc.rr.com</u> Contact Phone # <u>(919) 819-8926</u> Other Information: _____
--------------------	---

Member Secretary	Name: <u>Kenny Walker</u> Term Expires: <u>11/19/2021</u> Mailing Address: <u>3021 Benson Highway</u> <u>Garner, NC 27529</u> Contact Email <u>walker6558@bellsouth.net</u> Contact Phone # <u>(919) 524-7613</u> Other Information: _____
Treasurer	Name: <u>Kenny Walker</u> Term Expires: <u>11/19/2021</u> Mailing Address: <u>3021 Benson Highway</u> <u>Garner, NC 27529</u> Contact Email <u>walker6558@bellsouth.net</u> Contact Phone # <u>(919) 524-7613</u> Other Information: _____

Member	Name: <u>Joe Sample</u> Term Expires: <u>11/19/2022</u> Mailing Address: <u>118 Newhaven Court</u> <u>Garner, NC 27529</u> Contact Email <u>josamprop@aol.com</u> Contact Phone # <u>(919) 602-2403</u> Other Information: <u>Vice - President</u>
--------	---

Member	Name: <u>Carl Williams</u> Term Expires: <u>11/19/2022</u> Mailing Address: <u>9601 Neils Branch Road</u> <u>Raleigh, NC 27603</u> Contact Email <u>tjcw0013@gmail.com</u> Contact Phone # <u>(919) 215-6452</u> Other Information: _____
--------	---

Member	Name: <u>Mark Wilson</u> Term Expires: <u>11/19/2021</u> Mailing Address: <u>8316 Crowder Road</u> <u>Raleigh, NC 27603</u> Contact Email <u>mawilson8316@gmail.com</u> Contact Phone # <u>(919) 612-0972</u> Other Information: _____
--------	--

Member (if applicable)	Name: <u>Nancy Anderson</u> Term Expires: <u>11/19/2021</u> Mailing Address: <u>263 Shady Hollow Lane</u> <u>Garner, NC 27529</u> Contact Email <u>nsa8234@gmail.com</u> Contact Phone # <u>(518) 727-8234</u> Other Information: _____
---------------------------	--

Member (if applicable)	Name: <u>Stacy Kolacz</u> Term Expires: <u>11/19/2022</u> Mailing Address: <u>300 Lakeside Drive</u> <u>Garner, NC 27529</u> Contact Email <u>stacy@grafixhouse.net</u> Contact Phone # <u>(919) 802-2997</u> Other Information: _____
---------------------------	---

FIRE CHIEF	Name: <u>Matthew Poole</u> Mailing Address: <u>105 Saylor Ridge Lane</u> <u>Willow Springs, NC 27592</u> Contact Phone # <u>(919) 427-9877</u> Other Information: _____ Other Information: _____
-------------------	---

Subtotal - Full-time Employees	220,820	1,190	2,474,368	1,784	1,812,529	4,286,897	327,948	482,276	214,345	72,570	6,360	14,312	306,783	32,572	12,648	67,200	5,823,910
--------------------------------	---------	-------	-----------	-------	-----------	-----------	---------	---------	---------	--------	-------	--------	---------	--------	--------	--------	-----------

POOLED OVERTIME: MUST INCLUDE METHOD OF CALCULATION BELOW

Position Title (Select Compensation Guideline Equivalent Below)	Total Pooled Overtime Hours	Regular Hourly Rate	Annual Pooled Overtime	FICA	Retirement	401K	Total Cost
Officer 1 (Company Officer)	315	19.44	9,185	703	1,033	459	11,381
Driver/Operator	354	16.06	8,528	652	959	426	10,566
Firefighter 3	407	12.67	7,735	592	870	387	9,584
Firefighter 2	165	10.53	2,606	199	293	130	3,229
Admin Asst. 2	82	27.18	3,343	256	376	167	4,142
Subtotal - Pooled Overtime	1,323	86	31,398	2,402	3,532	1,570	38,902

Describe Methodology for Certain Calculations

Pooled Overtime Calculation	Average ranking totals.
Retirement Calculation	Calculated at 11.25% of annual salary.
401(k) Calculation	Cotributed 5% of annual salary.
Longevity	All full-time employees are entitled to longevity pay computed at a % of their salary based on years of service beginning after the 7th year.
State Firemen's Pension Fund	Calculated at \$10 per month for members with remaining contributions due.
Life Insurance Calculation	Life insurance - \$20,000 per employee.
Health Insurance	Health insurance - \$4,512 per employee per year.
Dental/Vision	Dental/Vision - \$478 per employee per year.
Unemployment Insurance	SUTA - .500% of first \$26,000 / FUTA - .8% of first \$7,000.
	Total Full-Time Personnel Costs
	5,862,812

**Wake County Fire Tax District
FY 2022 Budget Requests - Base Budget Personnel Costs**

Note: Orange (or tan) colored cells add up on the "Summary" worksheet. Do NOT change the formula. When finished, check the "Summary" worksheet to make sure amounts are correct. Do not include requests for new employees on this sheet--request new employees using the Expansion Form.

FULL TIME EMPLOYEES: MUST INCLUDE THE NAME FOR ALL FULL TIME POSITIONS.

Position Title (Select Compensation Guideline Equivalent Below)	Years and Months in Position in This Organization (As of July 1, 2020) Format "Year.Months"	Total Annual Scheduled Hours	Regular Hourly Rate	Annual Salary Before Structural (Scheduled) Overtime	Annual Overtime Hours Worked	Overtime Pay Rate (1.5*Hourly Rate)	Structural Overtime Pay	Annual Salary (w/ Overtime)	FICA	Retirement	401(k)	Longevity	State Firemen's Pension	Life Insurance	Health Insurance	Dental	Unemployment Insurance	Workers' Comp	Total Cost/Employee
<i>Example: Captain</i>	2.4	2,920	10.99	22,850	840	16.48	13,842	36,692	2,807	3,000	1,500	2,000	120	152	3,300	200	-	-	49,771
Subtotal - Full-time Employees		28,800		295,360		213	186,411	481,771	36,855	54,199	24,089	-	1,080	1,894	40,604	4,311	1,674	9,000	655,477

13,430.56

POOLED OVERTIME: MUST INCLUDE METHOD OF CALCULATION BELOW

Position Title (Select Compensation Guideline Equivalent Below)	Total Pooled Overtime Hours	Regular Hourly Rate	Annual Pooled Overtime	FICA	Retirement	401K	Total Cost
Executive Officer 1			-	-	0	0	-
Driver/Operator			-	-	0	0	-
Firefighter 3			-	-	0	0	-
Firefighter 2			-	-	0	0	-
Admin Asst. 2			-	-	-	-	-
Subtotal - Pooled Overtime			-	-	-	-	-

Describe Methodology for Certain Calculations

Pooled Overtime Calculation	Average ranking totals.	
Retirement Calculation	Calculated at 8.970% of salary.	
401(k) Calculation	Contributed 5% of salary.	
Longevity	All full-time employees are entitled to longevity pay computed at a % of their salary based on years of service beginning after the 7th year.	
State Firemen's Pension Fund	Calculated at \$10 per month for members with remaining contributions due.	
Life Insurance Calculation	Life insurance - \$20,000 per employee.	
Health Insurance	Health insurance - \$4,512 per employee per year.	
Dental Insurance	Dental/Vision - \$479 per employee per year.	
Unemployment Insurance	SUTA - .060% of first \$25,200 / FUTA - .8% of first \$7,000.	
Total Full-Time Personnel Costs		668,907

OPERATING EXPENSES

Please Note: Use this form to list non-personnel operating expenses. For all line-items, list the amount requested. It is acceptable and may be desirable to realign budget capacity between line items to better match actual spending. Your total, net request for FY22 should not exceed the FY21 Adopted Budget and it should be less if you received one-time expansions in FY21. If you are asking for an amount that exceeds your FY22 Adopted Budget, you will need to submit an expansion form for the additional funds. The only exception to this is if you are experiencing rate increases that are out of your control (ex: utility rate increase). In that case, you may submit an FY22 operating request that exceeds the FY21 Budget if the sole driver of the increase is a rate increase out of your control. Just be sure to provide an explanation in column F and submit documentation from your service provider showing the rate increase.

Category	Item	FY 2021 Adopted	FY 2022 Request	Change	Explanation/Calculation of Costs
Administrative	Office Supplies	4,590	4,590	-	
	Food Supplies (for daily use, not banquets)	3,470	3,470	-	
	Janitorial Supplies (Housekeeping)	10,000	10,000	-	
	Service Awards and Reception	3,000	3,000	-	
	Postage	4,287	4,287	-	
	Advertising	1,000	1,000	-	
	Printing - Outside Vendors			-	
	Cable/Satellite Services	4,000	4,600	600	Actual Expenses Based on Station 4 Cable Bill Update
	Maintenance Agreements - Office Equip	14,790	14,790	-	
	Membership Dues & Subscriptions	14,795	47,121	32,326	See Record Management System Expansion Request
	Computer Equipment	3,000	3,000	-	
	Software Purchase/Licensing/Maintenance	1,860	1,860	-	
	Photocopying and Duplicating Equipment	2,500	2,800	300	Shredding Cost Increase
	Auditing Fees	13,000	16,000	3,000	Auditing Fee Based on Auditing Engagement Letter
	Legal Fees/Litigation Services	1,000	1,000	-	
Other Office Supplies/Materials			-		
PPE & Uniforms	Other Professional Services Fees	21,600	21,600	-	
	PPE/NON TURNOUT GEAR ONLY	4,000	4,000	-	
	Uniform Purchases or Clothing Allowance	35,656	35,656	-	
Safety & Health	Employee Safety Program Expenses	4,999	4,999	-	
Equipment	Tools			-	
	Boat Supplies	500	500	-	
	Communications Equipment (NON-radio)			-	
	Beeper/Pager Service			-	
	Cellular Communications	10,584	10,584	-	
	Radio/Pagers Repairs	2,550	2,550	-	
	Maintenance & Repair - General Equipment	15,300	15,300	-	
Training	Other Fire Related Supplies/Equipment	25,577	25,577	-	
	Educational/Training Supplies			-	
	Employee Training, General Costs	22,500	22,500	-	
	Training-related Travel (including meals, lodging)	38,200	38,200	-	
Medical Supplies	Mileage Reimbursement			-	
	Prof. Training/Certification/Licensing			-	
	Medical Supplies	3,358	3,358	-	
	Medical Equipment			-	
Vehicle Fuel	Vehicle Fuels	90,667	90,667	-	
Vehicle M/R	Vehicle Maintenance & Repair Services	139,000	139,000	-	
Utilities	Telephone (land line)	14,990	14,990	-	
	Electricity	29,956	29,956	-	
	Natural Gas	3,610	3,610	-	
	Propane - Outside Agencies	3,500	3,500	-	
	Water/Sewer	5,500	5,500	-	
	Dumpster/Garbage Pickup	200	200	-	
	Other Utilities	250	250	-	
	Maintenance & Repairs - Building	24,800	24,800	-	
Facilities	Building Modifications/Renovations			-	
				-	
Insurance	Purchased Insurance & Bonding	64,708	67,862	3,154	Actual FY2021 Cost
	Property Insurance Premium			-	
Other	Fire Prevention Supplies/Equip <\$5,000	10,000	10,000	-	
	Special Event Supplies/Materials	3,000	3,000	-	
	Rent of Land			-	
	Other Real Rentals (including facilities, equipment)			-	
	Engineering Services			-	
	Contract Services	61,000	61,000	-	
	Vehicle License	1,300	1,300	-	
	Accident Insurance	32,784	34,550	1,766	Actual FY2021 Cost
	Other Equipment	6,500	6,500	-	
	Bank charges	1,000	1,000	-	
	Sales Tax Expense	12,165	12,165	-	
	WC CAD	3,000	3,000	-	
Furniture Replacement			-		
	Subtotal--Operating Costs	774,046	815,192	41,146	
	Overall Increase/(Decrease) to Base*			41,146	

**Wake County Fire Tax District
FY 2022 Budget Requests
Debt Service**

Garner Volunteer Fire Rescue, Inc.

List of Buildings, Equipment, etc.	Creditor	Unpaid Balance as of 7/1/2021	FY 2021 Budgeted Debt Service	FY21 Minimum Annual Payments			Number of Months Left as of 7/1/2021
				Interest	Principal	Payment	
2011 Pierce Pumper Tanker	LGFCU/CIVIC	17,418	17,615	197	17,418	17,615	11
2012 Pierce Sabre Tanker	LGFCU/CIVIC	35,600	18,995	613	18,382	18,995	23
2016 Pierce Impel Pumper	LGFCU/CIVIC	161,590	34,630	4,061	30,569	34,630	60
2018 Rosenbauer Engine	LGFCU/CIVIC	364,067	57,865	9,405	48,460	57,865	83
2019 Pierce Ladder	LGFCU/CIVIC	839,401	117,177	25,932	91,244	117,177	98
2021 Pierce Velocity Tower	Community First National Bank	1,324,251	151,965	34,219	117,746	151,965	108
TOTAL DEBT SERVICE				74,428	323,819	398,247	

**Wake County Fire Tax District
FY 20 Actuals and FY 21 Budget and Projections**

Please Note: Gray-colored cells are linked to another spreadsheet and will automatically update--Do not change the cell formula.

Category	Item	Actuals	Adopted Budget	FY 2021 Actuals	FY 2021 Projection	Projected FY 21 Actuals	(Under)/Over Budget
		FY 2020	FY 2021	YTD Through 12/31/20	1/1/2021 - 6/30/2021	YTD Actuals + Projection	Budget Less Projected Actuals
REVENUES							
Taxes	Government Support-Fire Tax Allocation	2,351,665		1,216,942		1,216,942	1,216,942
	Governmental Support-Non-County Allocation (If applicable)	3,380,340		2,035,455		2,035,455	2,035,455
Reimbursements	Sales Tax Reimbursement		12,165			-	(12,165)
	Fuel Tax Reimbursement					-	-
Contracts	Contracts Related to Fire Protection					-	-
	NC State Contract	409				-	-
	WC-7 Contract					-	-
Other	Rent/Lease Revenue					-	-
	Special Events					-	-
	Interest Income	2,530		306		306	306
	Appropriated Fund Balance					-	-
	State Fire Service					-	-
	Donations/Contributions					-	-
	Sale of Equipment	300		54		54	54
	Miscellaneous	1,478		1,499		1,499	1,499
	City & County Reimbursements	212,801		287,737		287,737	287,737
	Johnston County Taxation	62,019		26,581		26,581	26,581
Insurance Proceeds			3,301		3,301	3,301	
Other Revenues					-	-	
		3,659,877.0	12,165	3,571,875.0	-	3,571,875.0	3,559,710.0
PERSONNEL EXPENSES							
		Actuals	Adopted Budget	FY 2021 Actuals	FY 2021 Projection	Projected FY 21 Actuals	(Over)/Under Budget
		FY 2020	FY 2021	YTD Through 12/31/20	1/1/2021 - 6/30/2021	YTD Actuals + Projection	Budget Less Projected Actuals
Full-Time Personnel Costs	Regular Salaries and Wages - FT	3,446,576	4,042,474	1,827,710	2,214,764	4,042,474	-
	Structural Overtime					-	-
	Longevity	63,874	63,874	72,570	0	72,570	(8,696)
	FICA - Full-Time + Structural OT Wages	264,656	301,059	144,646	156,413	301,059	-
	Retirement	317,837	398,732	192,223	206,509	398,732	-
	401(K)	176,721	196,770	94,282	102,488	196,770	-
	Merit Allocation (Note: Added to Req. Sal. & Wages-FT)					-	-
	Life Insurance (Full-Time Only)	15,860	14,031	6,590	7,441	14,031	-
	Health Insurance (Full-Time Only)	289,507	300,048	152,127	147,921	300,048	-
	Dental Insurance (Full-Time Only)	29,867	31,853	16,061	15,792	31,853	-
	State Fireman's Pension Fund - Full-Time	6,260	5,260	0	5,260	5,260	-
	Worker's Compensation	78,156	82,125	32,090	50,035	82,125	-
	Unemployment Insurance	3,749	4,788	108	4,680	4,788	-
	Pooled Overtime	27,443	40,678	48,553	0	48,553	(7,875)
	Pooled Overtime - FICA	2,100	3,112	3,714	0	3,714	(602)
	Pooled Overtime - Retirement	2,456	4,129	4,938	0	4,938	(809)
Pooled Overtime - 401K	1,372	2,034	2,428	0	2,428	(394)	
Full-Time Personnel Costs Subtotal	4,726,434	5,490,967	2,598,040	2,911,303	5,509,343	(18,376)	
Part-Time Personnel Costs	Regular Salaries and Wages - Part-Time	13,981	16,193	7,286	8,907	16,193	-
	FICA - Part-Time	1,070	1,239	557	682	1,239	-
	State Fireman's Pension Fund - Part-Time					-	-
	Unemployment Insurance - Part-Time	136	136	0	136	136	-
	Worker's Compensation - Part-Time	250	250	125	125	250	-
	Part-Time Salaries Subtotal	15,437	17,818	7,968	9,850	17,818	-
Volunteer Compensation	Volunteer Stipends	11,515	11,550	5,400	6,150	11,550	-
	FICA - Volunteer Stipends	881	884	19	865	884	-
	State Fireman's Pension Fund - Volunteers	340	340	0	340	340	-
	Unemployment Insurance - Volunteers	11	11	0	11	11	-
	Worker's Compensation - Volunteers	813	813	407	406	813	-
Volunteer Compensation Subtotal	13,560	13,598	5,826	7,772	13,598	-	
Other	Other Systemwide Personnel Costs	131,879	151,057	56,319	94,738	151,057	-
	Other (Enter as necessary)					-	-
	Other (Enter as necessary)					-	-
Other Subtotal	131,879	151,057	56,319	94,738	151,057	-	
PERSONNEL COSTS SUBTOTAL		4,887,310	5,673,440	2,668,153	3,023,663	5,691,816	(18,376)

OPERATING EXPENSES		Actuals	Adopted Budget	FY 2021 Actuals	FY 2021 Projection	Projected FY 21 Actuals	(Over)/Under Budget
		FY 2020	FY 2021	YTD Through 12/31/20	1/1/2021 - 6/30/2021	YTD Actuals + Projection	Budget Less Projected Actuals
Administrative	Office Supplies	5,797	4,590	2,078	2,512	4,590	-
	Food Supplies (for daily use, not banquets)	2,388	3,470	823	2,647	3,470	-
	Janitorial Supplies (Housekeeping)	12,008	10,000	8,439	1,561	10,000	-
	Service Awards and Reception	1,636	3,000	1,929	1,071	3,000	-
	Postage	4,700	4,287	1,117	3,170	4,287	-
	Advertising	187	1,000	-	1,000	1,000	-
	Printing - Outside Vendors	-	-	-	-	-	-
	Cable/Satellite Services	3,867	4,000	1,963	2,037	4,000	-
	Maintenance Agreements - Office Equip	9,769	14,790	5,005	9,785	14,790	-
	Membership Dues & Subscriptions	23,926	14,795	1,670	13,125	14,795	-
	Computer Equipment	4,564	3,000	2,927	73	3,000	-
	Software Purchase/Licensing/Maintenance	-	1,860	-	1,860	1,860	-
	Photocopying and Duplicating Equipment	-	2,500	2,500	0	2,500	-
	Auditing Fees	18,730	13,000	16,500	0	16,500	(3,500)
Legal Fees/Litigation Services	-	1,000	-	1,000	1,000	-	
Other Office Supplies/Materials	-	-	-	-	-	-	
Other Professional Services Fees	21,600	21,600	9,000	12,600	21,600	-	
PPE and Uniforms	PPE/NON TURNOUT GEAR ONLY	74,570	4,000	27,223	0	27,223	(23,223)
	Uniform Purchases or Clothing Allowance	22,472	35,056	11,189	23,867	35,056	-
Safety and Health	Employee Safety Program Expenses	8,904	4,999	27,675	27,675	55,350	(50,351)
Equipment	Tools	-	-	-	-	-	-
	Boat Supplies	295	500	175	325	500	-
	Communications Equipment (NON-radio)	-	-	-	-	-	-
	Beeper/Pager Service	-	-	-	-	-	-
	Cellular Communications	7,621	10,584	5,528	5,056	10,584	-
	Radio/Pagers Repairs	2,110	2,550	-	2,550	2,550	-
Training	Maintenance & Repair - General Equipment	7,410	15,300	5,324	9,976	15,300	-
	Other Fire Related Supplies/Equipment	38,974	25,577	541	25,036	25,577	(0)
Medical Supplies	Educational/Training Supplies	-	-	-	0	-	-
	Employee Training, General Costs	9,485	22,500	3,391	19,109	22,500	-
	Training-related Travel (including meals, lodging)	15,679	38,200	404	37,796	38,200	-
	Mileage Reimbursement	-	-	-	0	-	-
Vehicle Fuel	Prof. Training/Certification/Licensing	-	-	-	0	-	-
	Medical Supplies	510	3,358	-	3,358	3,358	-
	Medical Equipment	-	-	-	0	-	-
Vehicle M/R	Vehicle Fuels	57,542	90,667	24,242	66,425	90,667	-
	Vehicle Maintenance & Repair Services	166,067	139,000	63,619	75,381	139,000	-
Utilities	Telephone (land line)	15,030	14,990	7,610	7,380	14,990	-
	Electricity	26,859	29,956	15,668	14,288	29,956	-
	Natural Gas	4,316	3,610	1,463	2,147	3,610	-
	Propane - Outside Agencies	1,387	3,500	273	3,227	3,500	-
	Water/Sewer	7,133	5,500	4,341	1,159	5,500	0
	Dumpster/Garbage Pickup	300	200	150	50	200	-
	Other Utilities	250	250	125	125	250	-
Facilities	Maintenance & Repairs - Building	59,492	24,800	15,342	9,458	24,800	-
	Building Modifications/Renovations	-	-	-	-	-	-
Insurance	Purchased Insurance & Bonding	67,862	64,708	37,761	37,761	75,522	(10,814)
	Property Insurance Premium	-	-	-	-	-	-
Other	Fire Prevention Supplies/Equip <\$5,000	1,352	10,000	1,495	8,505	10,000	-
	Special Event Supplies/Materials	0	3,000	-	3,000	3,000	-
	Rent of Land	0	-	-	-	-	-
	Other Real Rentals (including facilities, equipment)	0	-	-	-	-	-
	Engineering Services	0	-	-	-	-	-
	Contract Services	61,000	61,000	61,000	-	61,000	-
	Vehicle License	2,945	1,300	-	1,300	1,300	-
	Accident Insurance	34,550	32,784	17,297	15,487	32,784	-
	Other Equipment	1,707	6,500	973	5,563	6,536	(36)
	Bank Charges	38	1,000	-	1,000	1,000	-
	Sales Tax	-	12,165	-	-	-	12,165
WC CAD	3,000	3,000	-	3,000	3,000	-	
OPERATING EXPENSES SUBTOTAL		807,956	773,446	386,760	462,445	849,205	(75,759)
TOTAL EXPENDITURE BUDGET		5,695,266	6,446,886	3,054,913	3,486,108	6,541,021	(94,135)

Wake County Fire Tax District		
FY 2022 Budget Requests - SUMMARY OF BASE BUDGET REQUEST		
<i>Please Note:</i> Gray-colored cells are linked to another spreadsheet and will automatically update--Do not change the cell formula.		
Category	Item	FY 2022 Budget
REVENUES		
Taxes	Government Support-Fire Tax Allocation	
	Governmental Support-Non-County Allocation (If applicable)	
Reimbursables	Sales Tax Reimbursement	
	Fuel Tax Reimbursement	To be deducted from your appropriation
Contracts	Contracts Related to Fire Protection	
	NC State Contract	
	WC-7 Contract	
Other	Rent/Lease Revenue	
	Special Events	
	Interest Income	
	Appropriated Fund Balance	
	State Fire Service	
	Donations/Contributions	
	Sale of Equipment	
	Other Revenues	
	Other Revenues	
	Other Revenues	
Other Revenues		
Other Revenues		
		-
PERSONNEL EXPENSES		
Full-Time Personnel Costs	Salaries and Structural Overtime	4,286,897
	Longevity (Full-Time)	72,570
	FICA - Full-Time + Structural OT Wages (Full-Time)	327,948
	Retirement (Full-Time)	482,276
	401(K) (Full-Time)	214,345
	Merit Allocation (Full-Time)	159,344
	Life Insurance (Full-Time)	14,312
	Health Insurance (Full-Time)	306,783
	Dental Insurance (Full-Time)	32,572
	State Fireman's Pension Fund (Full-Time)	6,360
	Worker's Compensation (Full-Time)	67,200
	Unemployment Insurance (Full-Time)	12,648
	Pooled Overtime (Full-Time)	31,398
	Pooled Overtime - FICA (Full-Time)	2,402
	Pooled Overtime - Retirement (Full-Time)	3,532
Pooled Overtime - 401K (Full-Time)	1,570	
	Full-Time Personnel Costs Subtotal	6,022,156
Part-Time Personnel Costs	Regular Salaries and Wages - Part-Time	16,640
	FICA - Part-Time	1,273
	State Fireman's Pension Fund - Part-Time	-
	Unemployment Insurance - Part-Time	139
	Worker's Compensation - Part-Time	200
	Part-Time Salaries Subtotal	18,252
Volunteer Compensation	Volunteer Stipends	10,610
	FICA - Volunteer Stipends	812
	State Firemen's Pension Fund - Volunteers	240
	Unemployment Insurance - Volunteers	60
	Worker's Compensation - Volunteers	585
	Volunteer Compensation Subtotal	12,307
Other Personnel Costs	Other Systemwide Personnel Costs1	165,552
	Other Systemwide Personnel Costs2	
	Other Systemwide Personnel Costs3	
	Other Subtotal	165,552
	PERSONNEL COSTS SUBTOTAL	6,218,267

Wake County Fire Tax District			
FY 2022 Budget Requests - SUMMARY OF BASE BUDGET REQUEST			
<i>Please Note:</i> Gray-colored cells are linked to another spreadsheet and will automatically update--Do not change the cell formula.			
Category	Item	FY 2022 Budget	
OPERATING EXPENSES			
Administrative	Office Supplies	4,590	
	Food Supplies (for daily use, not banquets)	3,470	
	Janitorial Supplies (Housekeeping)	10,000	
	Service Awards and Reception	3,000	
	Postage	4,287	
	Advertising	1,000	
	Printing - Outside Vendors	-	
	Cable/Satellite Services	4,600	
	Maintenance Agreements - Office Equip	14,790	
	Membership Dues & Subscriptions	47,121	
	Computer Equipment	3,000	
	Software Purchase/Licensing/Maintenance	1,860	
	Photocopying and Duplicating Equipment	2,800	
	Auditing Fees	16,000	
	Legal Fees/Litigation Services	1,000	
Other Office Supplies/Materials	-		
Other Professional Services Fees	21,600		
PPE and Uniforms	PPE/NON TURNOUT GEAR ONLY	4,000	
	Uniform Purchases or Clothing Allowance	35,656	
Safety and Health	Employee Safety Program Expenses	4,999	
Equipment	Tools	-	
	Boat Supplies	500	
	Communications Equipment (NON-radio)	-	
	Beeper/Pager Service	-	
	Cellular Communications	10,584	
	Radio/Pagers Repairs	2,550	
	Maintenance & Repair - General Equipment	15,300	
	Other Fire Related Supplies/Equipment	25,577	
Training	Educational/Training Supplies	-	
	Employee Training, General Costs	22,500	
	Training-related Travel (including meals, lodging)	38,200	
	Mileage Reimbursement	-	
Medical Supplies	Prof. Training/Certification/Licensing	-	
	Medical Supplies	3,358	
Medical Equipment	Medical Equipment	-	
	Vehicle Fuels	90,667	
Vehicle M/R	Vehicle Maintenance & Repair Services	139,000	
Utilities	Telephone (land line)	14,990	
	Electricity	29,956	
	Natural Gas	3,610	
	Propane - Outside Agencies	3,500	
	Water/Sewer	5,500	
	Dumpster/Garbage Pickup	200	
	Other Utilities	250	
Facilities	Maintenance & Repairs - Building	24,800	
	Building Modifications/Renovations	-	
Insurance	Purchased Insurance & Bonding	67,862	
	Property Insurance Premium	-	
Other	Fire Prevention Supplies/Equip <\$5,000	10,000	
	Special Event Supplies/Materials	3,000	
	Rent of Land	-	
	Other Real Rentals (including facilities, equipment)	-	
	Engineering Services	-	
	Contract Services	61,000	
	Vehicle License	1,300	
	Accident Insurance	34,550	
	Other Equipment	6,500	
	Bank charges	1,000	
	Sales Tax Expense	12,165	
	WC CAD	3,000	
	Furniture Replacement	-	
DEBT		398,247	PAID BY TOG & WC
OPERATING EXPENSES SUBTOTAL		815,192	
TOTAL EXPENDITURE BUDGET		7,431,705	DEBT ADDED IN
FY 2022 County Target Base Budget		5,106,503	
Total FY 2022 Budget Request		7,431,705	
County Funding Request (Less Applicable Revenue & DEBT)		7,033,459	

Wake County Fire Tax District			
FY 2022 Budget Requests - SUMMARY OF BASE BUDGET REQUEST			
<i>Please Note:</i> Gray-colored cells are linked to another spreadsheet and will automatically update--Do not change the cell formula.			
Category	Item	FY 2022 Budget	
	Budget Request Above/(Below) Target	2,325,202	
	Projected Appropriation (County Staff to Fill Out Later)		
	FY 2022 Cost Share Percentage		
	Projected FY 2022 Appropriation	-	
	Monthly Operating Appropriation	-	

FY 2022 Expansion Request Form

Enter Expansion Name: Rescue Air Bag Replacement

Total Cost (Automatic Caclulation- Do Not Enter) : 10,617

Rescue Air Bag Replacement

Instructions: Please answer ALL questions below. Feel free to submit *additional* justification in support of this request along with your budget submission. This can be in a separate file, but please make note of it on this form if you choose to do that.

Question	Department Response
What is the problem the department aims to solve with this expansion request?	The department is currently heavy rescue certified. Part of this certification is having enough airbags to lift 200 tons. The current sets of airbags have expired (10-year life span) and must be removed from the trucks. If we do not have the airbags then we would not meet the standard of the heavy rescue cert. and therefore lose our certification.
How does this request relate to your department's mission and service delivery?	With the amount of highway road miles in our service district, motor vehicle accidents are a large percentage of our emergency responses. These air bags are used not only for these types of calls, but also other rescue situations.
Who will this expansion serve and how will it improve services?	This request will serve the Garner Fire Rescue to perform any duties related to heavy rescue, where airbags are needed to assist in victim management on an incident. The new airbags will have a greater life span of up to 25 years before needing replacing where as the current airbags have a 10 year life span.
How does your department currently address this problem/provide service?	The department currently has 2 sets of air bags that are used in any heavy rescue event as needed.
What is the solution proposed?	The department needs to order 2 sets of new airbags, to replace aging and out of date airbags. This will allow the department to maintain its heavy rescue certification
How is this expansion related to the projected demand for future services?	The airbags will allow the department to maintain its heavy rescue certification. The new airbag sets will also have a longer life span of up to 25 years before needing replacement
How can outcomes be measured if implemented?	The dept. will keep its heavy rescue certification, by having enough airbags to lift 200 tons.
What alternatives were considered?	The dept. does not have any alternatives for this request. The dept. would like to keep its heavy rescue cert. so the airbags are needed.
What are the consequences if the expansion is delayed or denied?	If delayed or denied, we would be forced to use out of date airbags, or none at all.

FY 2022 Expansion Request Form

Enter Expansion Name: ENTER NAME HERE Fire Hose, Nozzles, and Fans

Total Cost (Automatic Caclulation- Do Not Enter) : 38,909

Instructions: Expansion forms have two components: a business case and the budget lines. The business case is where you will enter the text justification for your request. The other tabs are the budget lines where you will enter the funding requested for each expansion. These budget lines mirror the budget lines in the base budget forms. Please enter all costs associated with an expansion request in the budget lines. ***Please submit each expansion as a separate file***

ENTER NAME HERE
Fire Hose, Nozzles and Fans

Instructions: Please answer ALL questions below. Feel free to submit *additional* justification in support of this request along with your budget submission. This can be in a separate file, but please make note of it on this form if you choose to do that.

Question	Department Response
What is the problem the department aims to solve with this expansion request?	Over the past 2 years the department has replaced failed hose sections with Tru-ID fire hose and replaced broke nozzles with a newer high flow/low pressure nozzle. This new fire hose is a more durable hose, which should give more years of service. This hose was also selected because it is designed to provide more gallons per minute (GPM) than other manufactures. This hose coupled with a high flow/low pressure nozzle gives more GPM at a much lower pressure than a traditional nozzle, giving easier maneuverability and more GPM. The current plan of phasing in new hose and nozzles is going much slower than anticipated. The new hose and nozzles use different pressure settings and create confusion for the staff. This request will move the department forward with completing the new hose and nozzle replacement plan. The request also includes the replacement and/or additional smoke removal fans from gas or electric to a battery powered platform. The department aims to remove all gas-powered fans from its fleet and replace them with a more efficient electric fan powered by batteries or shore power if needed.
How does this request relate to your department's mission and service delivery?	Part of our mission and vision statement refers to modern equipment and well-trained personnel. We believe in providing the best service we can and part of that is staying on top of new techniques and resources. For hose and nozzles, our department has used the same fire hose and nozzles for over 30 years, so why change? It is a fact that fires burn at a faster rate and become larger due to materials used and building construction factors. This combination creates a fire that produces more BTUs than before, which require more GPMs to extinguish. The low pressure/high flow nozzle allows the user to use a fog or smooth bore tip, both at a higher GPM than most regular fog nozzles, all at half the nozzle pressure. As for the battery-operated fans, the new technology in these fans allow for high volumes of air to be pushed for extend amounts of time, not using gas or cord from generators. Our department is working to reduce capital and maintenance cost by removing generators from engines and reducing the number of gas power equipment. Also, the use of gas powered fans is not ideal in most situations due to the CO that is introduced into the structure while running.
Who will this expansion serve and how will it improve services?	This expansion serves the public and fire service personnel using the equipment. Service improvements come in the form of efficiency, safer, effectiveness, and lower operating costs.
How does your department currently address this problem/provide service?	Currently the department has created a policy on hose and nozzle friction losses that created confusion based on the hose and nozzle types being different per apparatus during this phase of replacements. Appropriate fans are not available on all frontline apparatus and at times we delay the use of a fan until the appropriate fan arrives to a scene.
What is the solution proposed?	Finish the replacement project in FY 22 with needed funds.
How is this expansion related to the projected demand for future services?	The demand for increased GPMs will not change as combustible materials and building construction continues to aid in fire growth and spread. This change in fire hose, nozzles and smoke removal fans will bring us up-to-date in fire service technology and carry our department into the future for years to come.
How can outcomes be measured if implemented?	Our department currently measures outcomes as it pertains to fire extinguishment, once a total replacement of the hose and nozzles, fire extinguishment outcomes can be compared to times using the other hose and nozzles.
What alternatives were considered?	Much research and testing were conducted by line staff members before the consideration of this new equipment implementation. Many alternatives were considered, but the current expansion is the result to combat our needs.
What are the consequences if the expansion is delayed or denied?	Personnel will continue to be confused while using different appliances, not have needed GPMs with smaller handlines, and CO producing fans will still be used.

FY 2022 Expansion Request Form

Enter Expansion Name: ENTER NAME HERE SCBA Air Compressor

Total Cost (Automatic Caclulation- Do Not Enter) : 56,114

Instructions: Expansion forms have two components: a business case and the budget lines. The business case is where you will enter the text justification for your request. The other tabs are the budget lines where you will enter the funding requested for each expansion. These budget lines mirror the budget lines in the base budget forms. Please enter all costs associated with an expansion request in the budget lines. ***Please submit each expansion as a separate file***

ENTER NAME HERE

SCBA Air Compressor

Instructions: Please answer ALL questions below. Feel free to submit *additional* justification in support of this request along with your budget submission. This can be in a separate file, but please make note of it on this form if you choose to do that.

Question	Department Response
What is the problem the department aims to solve with this expansion request?	The replacement of the current and only compressed air system for filling self-contained breathing apparatus (SCBA) and truck mounted cascade systems. The current system is 31 years old and experiences increased down times and repair costs. It is an obsolete system that requires extended downtime to find or fabricate needed parts. The new system would be more efficient with less downtime and lower maintenance cost.
How does this request relate to your department's mission and service delivery?	The ability to ensure all 4 station's self-contained breathing apparatus (SCBA), spare SCBA bottles, and two truck mounted cascade systems have access to compressed breathing air at all times is a mission critical resource and required for service delivery for all emergency programs provided by the department.
Who will this expansion serve and how will it improve services?	This compressed air breathing system serves the Garner Fire – Rescue, RED's technical rescue team, NC State Bureau of Investigation (bomb squad and arson team), Garner High School fire program, and any other organization that would request the use of filling SCBAs. Service will be improved by replacing the current 31 year old compressor to ensure it is operational at all times.
How does your department currently address this problem/provide service?	When the current system is down, we are forced to visit other fire departments with compressors to fill any needed bottles or trucks.
What is the solution proposed?	A proactive replacement of this critical system much like we replace apparatus at key times.
How is this expansion related to the projected demand for future services?	The demand for compressed air in our SCBAs will not decrease, in fact as our population increases, so will the demand for fire service. This increase in service will require a more reliable compressed air system within the Garner fire district.
How can outcomes be measured if implemented?	Less downtime time for the department's SCBA compressed air system.
What alternatives were considered?	Not proactively replacing a 31 year old system that is not supported by it's manufacturer was considered, but not the best option. We also considered upgrading from a station based compressor to a trailer mounted unit. It was decided not to pursue that route based on cost and the fact we have 2 service trucks with cascade systems, capable of filling some bottles in the field.
What are the consequences if the expansion is delayed or denied?	If not granted, we will face the possibility of a failing compressor, requiring extended down time, using other department's compressors, and requesting emergency funds to replace.

FY 2022 Expansion Request Form

Enter Expansion Name: ENTER NAME HERE Captain Of Community Risk Reduction

Total Cost (Automatic Caclulation- Do Not Enter) : 59,914

Instructions: Expansion forms have two components: a business case and the budget lines. The business case is where you will enter the text justification for your request. The other tabs are the budget lines where you will enter the funding requested for each expansion. These budget lines mirror the budget lines in the base budget forms. Please enter all costs associated with an expansion request in the budget lines. ***Please submit each expansion as a separate file***

Captain of Community Risk Reduction

Instructions: Please answer ALL questions below. Feel free to submit *additional* justification in support of this request along with your budget submission. This can be in a separate file, but please make note of it on this form if you choose to do that.

Question	Department Response
What is the problem the department aims to solve with this expansion request?	The Garner Fire-Rescue has identified a gap in services provided versus services needed in the area of community risk reduction. CRR is a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources (emergency response and prevention) to reduce their occurrence and impact. With the size, scale, and growth of our community, we have been unable to provide valuable resources and education to our citizens. To date our fire prevention and education program has been purely reactive in nature. We need to develop programs based on current target risks, trends, and community based learning. We do not currently have a qualified Fire and Life Safety Educator on hand to develop, implement, and maintain these types of programs.
How does this request relate to your department's mission and service delivery?	Community Risk Reduction is defined in NFPA 1035, Standard on Fire and Life Safety Educator, Public Information Officer, Youth Fire setter Intervention Specialist and Youth Fire setter Program Manager Professional Qualifications, as "programs, actions, and services used by a community, which prevent or mitigate the loss of life, property, and resources associated with life safety, fire, and other disasters within a community."
Who will this expansion serve and how will it improve services?	The Captain of Community Risk Reduction would directly serve the citizens that live or work in our response district. This position will assume the following responsibilities: Developing fire prevention and education lesson plans, educating our line staff on what presentations to give based on the citizens age and other variables, teaching new programs in the community such as senior adult risk, leading our Citizens Fire Academy and Annual Fireman's Day activities, maintaining our social media platforms, serving on both Wake County and Town of Garner Technical Review Committees, becoming the department injury prevention officer and standby safety officer, EMT instructor, internal grant administrator, and responsible for the CPSE Community Risk Reduction portion of Accreditation.
How does your department currently address this problem/provide service?	We are not currently providing some of the services listed. We have identified these needs based on our community risk assessment and strategic long range plan to improve our services in these areas.
What is the solution proposed?	To move an internal employee from a shift work line staff position into an administrative day duty setting to focus solely on these items listed above. We would need to hire one FTE at an entry level to bridge the staffing gap.
How is this expansion related to the projected demand for future services?	Community Risk Reduction is a gateway to the reinvention of the fire service culture, utilizing a data-driven process to change how fire service organizations handle the responsibilities of public safety. The initiatives developed under Community Risk Reduction require a new approach at organizational and community levels. As improbable as it may sound, change, in the Community Risk Reduction sense, will make any fire service organization more efficient and effective in saving lives and property.
How can outcomes be measured if implemented?	Outcomes in Community Risk reduction can be measured in several ways. Each of these areas have quantified measurable outcomes: Hazard, threat, consequence, impact, and risks scores. Also the Five E's are used in community risk reduction to measure outcomes: Education, Enforcement, engineering, economic incentives, and emergency response. Lastly, once new programs are developed they can be measured in three ways: formative, process evaluation, and impact evaluation.
What alternatives were considered?	Most communities of our size and scale have a dedicated employee to this field. We do not. We would maintain our current abilities.
What are the consequences if the expansion is delayed or denied?	We have identified a weakness on our organization. We have communicated this weakness based on our socio-economic, demographic, and service demands needs of our community. Without this dedicated position we are unable to devote the appropriate resources to creating these improvements in our existing program.

FY 2022 Expansion Request Form

Enter Expansion Name: Pay Grade Update For Executive Assistant Position

Total Cost (Automatic Caclulation- Do Not Enter) : -

Instructions: Expansion forms have two components: a business case and the budget lines. The business case is where you will enter the text justification for your request. The other tabs are the budget lines where you will enter the funding requested for each expansion. These budget lines mirror the budget lines in the base budget forms. Please enter all costs associated with an expansion request in the budget lines. ***Please submit each expansion as a separate file***

Pay Grade Update For Executive Assistant Position

Instructions: Please answer ALL questions below. Feel free to submit *additional* justification in support of this request along with your budget submission. This can be in a separate file, but please make note of it on this form if you choose to do that.

Question	Department Response
What is the problem the department aims to solve with this expansion request?	The current pay grade for the departmental Executive Assistant does not accurately reflect the roles and responsibilities the position possesses. This person is currently classified in the Town of Garner's pay classification plan as a pay grade 20. Its range is \$39,957-\$61,984. Another rank of our department in the same range as a comparison is the Firefighter Trainee which is the most entry level position in the entire department. This request is to move the Executive Assistant pay grade from the current paygrade 20 to pay grade 28 which is much more inline with other comparable jobs such as Accounting Services Manager, Budget and Special Projects Manager, and also the Town Clerk.
How does this request relate to your department's mission and service delivery?	The Town Clerk is responsible for providing administrative support to the council and managers office. Our Executive Assistant provides the same support to our Board of Directors' and Fire Chief. The Town Clerk coordinates and prepares agendas for council meetings and work sessions. Our Executive Assistant provides the same for our board meetings and work sessions. Both ensure compliance with public record laws. Both notarize documents upon requests. Both maintain official records of the town or department and directs the records management program for official Town and fire department records and archives. Regarding the comparability to the budget and Special Projects Manager, our Executive Assistant assists in the annual budget process by applying actual expenses versus projected expenses as well as planning for HR cost assessments such as benefit increases (medical, LGERS, etc.) This position also implements the approved budget process into our accounting software and provides monthly compilation reports based on budget verses actual expenses. The towns accounting service manger's job description lists they participate in preparation of accounts payable, general ledger preparation, budgetary accounting, and reconciliations. Our Executive Assistant has the same responsibilities. There is also a direct correlation on the job function related to daily priorities for the operations of accounting functions and activities for the office. Lastly both of these positions conducts internal audits as well as work with external auditors annually.
Who will this expansion serve and how will it improve services?	This expansion will more accurately place the Executive Assistant Position in the appropriate pay classification grade based on comparable job descriptions.
How does your department currently address this problem/provide service?	With the current position in pay grade 20
What is the solution proposed?	To move the pay grade from 20 to 28 and apply the current employees years of service in the position to the pay and class study.
How is this expansion related to the projected demand for future services?	It will more accurately compensate this position for the roles and responsibilities performed on a daily basis.
How can outcomes be measured if implemented?	Our performance based evaluation system measures multiple areas of job performance and outcomes.
What alternatives were considered?	N/A
What are the consequences if the expansion is delayed or denied?	The risk of loss of valuable employees based on undercompensating and comparable job market trends.

**Wake County Fire Tax District
Planned Fire Station Repair, Maintenance, and Renovation**

Project Name:	Garner Fire Rescue Bay heater replacement Station 3
Project Estimated Project Cost:	\$8,785.00
Estimated Start Date:	1-Jul-21
Estimated Completion Date:	30-Jun-22
Estimated Operating Costs:	N/A
Project Description/Scope:	
The 4 bay heaters are on the Wake County Facility Repair list. The four heaters are original to the station and are need of some repair/maintenace to be more efficient. The age of the heaters have created a challenge in finding parts for repair.	
Project Justification/Business Case	
Provide responses to <u>each</u> of the below questions.	
1. What is the problem the department aims to solve?	
The four bay heaters are original to the station. The age of the heaters has created a challenge in finding parts for repairs. The heaters would be replaced with a more more efficient operating unit.	
2. How does the County currently address this problem/provide service?	
The four bay heaters are on the Wake County Facility repair list.	
3. Who will this project serve and how will it improve services?	
It will serve Garner Station 3, and the new heater units would operate more effeciently.	
4. How is this project related to the projected demand for future services?	
This project had been on the Wake County Facility repair list.	
5. How can outcomes be measured once this project is built/implemented?	
The new units should operate more effeciently and has the potential to lower operating cost to heat the bays.	
6. What alternatives were considered?	
We had the units evaluated for repair/maintenance. Parts are hard to find and the repair bill was high. Recommeneded that we look at replacing all units.	
7. What are the consequences if the project is delayed or denied?	
High repair bills, and down time due to trying to locate parts.	

Cost Category	FY 2021	Comments
CAPITAL COSTS	8785	
Design		
Construction/Implementation		
Equipment		
TOTAL	\$8,785.00	
OPERATING COSTS		
Salary and Fringe Benefits		
Contracts, Other		
TOTAL	\$0.00	
FTE Authorization		
Non-County Revenue		

The Wake County Fire Commission adopted the following criteria to evaluate and prioritize the Planned Fire Station Repair, Maintenance, and Renovation project requests. Please fill out information in the table below on how this request fits the criteria – some of this may be addressed in business case, but please describe specifically below:

Evaluation Criteria	Does Project Fit Criteria YES/NO	If Yes, Briefly Explain:
Affects department's ability to deliver emergency services	No.	
Life safety issues in the fire station	Yes.	These are gas fired units, if the units are operating in an inefficient manner then this could lead to high levels of CO in the building.
Areas where delays of a pending repair will increase repair costs	Yes.	Any delay could mean an increase in materials.
Evaluation Criteria	Description	
Affects department's ability to deliver emergency services		
Life safety issues in the fire station		
Areas where delays of a pending repair will increase repair costs		

Repairs, Maintenance, and Renovations Project Considerations

Repair, maintenance, and renovations are for building, systems, and permanent fixture items. The following areas are considered for Planned Fire Station Repair, Maintenance, and Renovation within the purview of the Wake County Fire Commission Facility Committee Planned Fire Station Repair, Maintenance, and Renovation Policy:

- o Interior/exterior painting
- o Epoxy floor coatings
- o Garage doors
- o Carpet/floor tile
- o Fixtures and furnishings
- o Roofs
- o Septic systems
- o Municipal water/sewer hookup
- o Turnout gear washer/dryers/extractors
- o Water pump/wells
- o Electrical/lighting systems
- o Station phone/paging/alerting systems
- o HVAC systems
- o Water heaters
- o Vehicle exhaust systems
- o Parking lots
- o Windows and/or doors
- o Building renovations that require the removal or construction of walls, doors or windows

FY 2022 Expansion Request Form

Enter Expansion Name: Plotter Printer

Total Cost (Automatic Caclulation- Do Not Enter) : 2,100

Instructions: Expansion forms have two components: a business case and the budget lines. The business case is where you will enter the text justification for your request. The other tabs are the budget lines where you will enter the funding requested for each expansion. These budget lines mirror the budget lines in the base budget forms. Please enter all costs associated with an expansion request in the budget lines. ***Please submit each expansion as a separate file***

Plotter Printer

Instructions: Please answer ALL questions below. Feel free to submit *additional* justification in support of this request along with your budget submission. This can be in a separate file, but please make note of it on this form if you choose to do that.

Question	Department Response
What is the problem the department aims to solve with this expansion request?	Purchase of a high resolution 36-inch large format plotter for the organization to print large scale documents and maps. As the organization continues to expand the use of GIS, printed maps are becoming much more of a necessity and we are currently dependant on other entities, schedules, and priorities to print. Some of the more technical analyses require a larger visualization to be effective.
How does this request relate to your department's mission and service delivery?	The use of modern resources and equipment is part of the vision statement for the organization. Internal service delivery would be improved by affording the ability to regularly print wall maps for fire stations noting district lines, occupancies, hydrants, critical infrastructure, etc. External service delivery would be improved by providing relevant large scale printed resources through community engagement activities.
Who will this expansion serve and how will it improve services?	This expansion will serve both internal and external stakeholders. Existing and future physical resource allocation such as fixed facility and apparatus locations can more accurately be portrayed by large scale map references. Current analysis of incident hot spots, unit responses, travel time overages and future growth and development would be enhanced.
How does your department currently address this problem/provide service?	Small scale map references are currently shared electronically or printed on standard (8.5" x 11") copier paper to share as a reference. There are currently dependencies on external stakeholders to fit into existing schedules and prioritize our needs with theirs.
What is the solution proposed?	Purchase a plotter for the organization that will be part of the current IT infrastructure at the administration office.
How is this expansion related to the projected demand for future services?	As the need for services increase, the need for modern technology and resources also increases. This tool will help to support future growth and enhance existing service delivery through education.
How can outcomes be measured if implemented?	All incident related data can be printed large scale on a plotter. The outcome can be measured by the success of the knowledge obtained through the use and future decision making.
What alternatives were considered?	Prepared quotes for two different large scale plotters
What are the consequences if the expansion is delayed or denied?	If the expansion is delayed or denied, it will be included in the next expansion request until filled.

FY 2022 Expansion Request Form

Enter Expansion Name: Records Management System-Transition

Total Cost (Automatic Caclulation- Do Not Enter) : 38,545

Instructions: Expansion forms have two components: a business case and the budget lines. The business case is where you will enter the text justification for your request. The other tabs are the budget lines where you will enter the funding requested for each expansion. These budget lines mirror the budget lines in the base budget forms. Please enter all costs associated with an expansion request in the budget lines. ***Please submit each expansion as a separate file***

Records Management System-Transition

Instructions: Please answer ALL questions below. Feel free to submit *additional* justification in support of this request along with your budget submission. This can be in a separate file, but please make note of it on this form if you choose to do that.

Question	Department Response
What is the problem the department aims to solve with this expansion request?	Current records management system (RMS) is reaching end of life and will no longer be supported by Firehouse. The current system was built in an older format referred to as Visual Fox Pro in 1992 and the software vendor (ESO) has built a newer and more robust web based application for existing customers to transfer into. Our existing contract will expire in January 2022 and the intent is to migrate existing data into the new environment for a seamless transition. This system currently serves as the data warehouse for all of the following modules; Incidents, EMS, Occupancies, Inspections, Staff, Activity, Training, Program, Inventory, Hydrant, Journal.
How does this request relate to your department's mission and service delivery?	The request directly correlates with the agency's vision statement to become the best possible fire service organization through well trained and developed personnel, modern resources and equipment, and continue to be an integral part of our community. The records management system not only serves as an incident record repository, but also a data warehouse for many aspects of operational and administrative services. Wake County EMS and the hospital system currently utilize the medical portion of the new platform and data sharing for medical calls between agencies could be an additional benefit to improve services and monitor patient outcomes from beginning to end (fire department to EMS to hospital).
Who will this expansion serve and how will it improve services?	This expansion will serve all organizational members and the citizens we serve. Adapting to and leveraging modern technology will improve existing datasets and allow the agency to focus more on outcome based data as a result of actions in the field. Staff will have the ability to capture more information for services provided away from the station using the new system on any device with internet access such as incidents, preplans, training, hydrants with the option of picture uploads.
How does your department currently address this problem/provide service?	The department currently using a records management system that is almost 30 years old and is reaching an end of live evaluation by the software vendor. Once the end of life is determined for current products by December 2021, all support and updates will discontinue for the existing system. In June 2020, the vendor determined they would no longer sell the current application.
What is the solution proposed?	Migrate the existing records management system to the modernized web-based solution with the same vendor by February 2022.
How is this expansion related to the projected demand for future services?	As the agency continues to experience growth internally and externally, this expansion will afford the agency the ability to keep up with modern technology by utilizing a more user friendly and robust system capable of much more than the existing records management system.
How can outcomes be measured if implemented?	If implemented, the short term goal would be for users to gain familiarity with the new system through a "sandbox account" already setup and would include internal training sessions post implementation. As outcome based data becomes more important and data sharing agreements are put in place and approved with EMS and hospital, patient outcomes can be tracked from beginning to end for medical calls. For operational emergencies inside inspectable buildings, users will have more immediate access to contact information and building sketches noting hazards, concerns, and hydrant locations which hopefully will result in more efficient mitigation of an incident.
What alternatives were considered?	The existing records management vendor created a newer and more modernized system to support emerging technology. Since the vendor owns the current outdated product we are utilizing, the vendor prides itself on having the ability to migrate the majority of existing datasets more so than any competitor. Another records management system called Emergency Reporting was evaluated by a small internal implementation group including Town of Garner fire inspection personnel. The majority of staff attending informational webinars and with access to demo environments determined that the new ESO product would better meet the needs of the future for the agency.
What are the consequences if the expansion is delayed or denied?	The records management system is the most important software application the agency utilizes for day to day operations. With end of life determination for the existing system to be completed by the end of 2021 and our current 5 year contract set to expire at the end of January 2022, the expansion request is critical to continued operations.

**Wake County Fire Tax District
Planned Fire Station Repair, Maintenance, and Renovation**

Project Name:	Garner Fire - Rescue Radio Room Remodel
Project Estimated Project Cost:	\$8,950.00
Estimated Start Date:	1-Jan-22
Estimated Completion Date:	1-Mar-21
Estimated Operating Costs:	\$0.00
Project Description/Scope:	
Renovate the radio room at station 1 to provide a better use of the space. This room serves as the office/workspace for 6 on-duty personnel per shift. The current cabinets and countertops are over 30 years old and need replacing. The layout is not conducive for maximizing the space for allowing enough workspace for the on-duty staff. The goal will be to provide a clean updated look, increase countertop workspace, and provide adequate storage space.	
Project Justification/Business Case	
Provide responses to <u>each</u> of the below questions.	
1. What is the problem the department aims to solve?	
Provide needed workspace for on-duty staff without adding additional square footage.	
2. How does the County currently address this problem/provide service?	
The last fire station in Garner was designed and constructed by Wake County, it provided adequate workspace for on-duty personnel. Many components from that project will be used for this renovation.	
3. Who will this project serve and how will it improve services?	
It will serve the on-duty staff, providing them an improved space to perform office work like fire reports, pre-plans, training, and study space, etc.	
4. How is this project related to the projected demand for future services?	
This is a project to catch up from demand, this radio room serves a dual company stations with 8 staff members assigned per shift. Each company officer has an office, leaving 6 staff members sharing this one room to store items and do daily office work.	
5. How can outcomes be measured once this project is built/implemented?	
All required work completed by the end of shift, not blaming lack of space or equipment available.	
6. What alternatives were considered?	
Due to age and design of fire station, it does not have needed space to provide additional work areas. This option is the most conservative as it pertains to cost and interruptions to service.	
7. What are the consequences if the project is delayed or denied?	
The continuation of cramped workspace for the majority of on-duty staff, reducing workflow and production.	

Cost Category	FY 2022	Comments
CAPITAL COSTS	\$8,950	
Design	\$0.00	
Construction/Implementation	\$0.00	
Equipment	\$0.00	
TOTAL	\$8,950.00	
OPERATING COSTS	0	
Salary and Fringe Benefits	\$0.00	
Contracts, Other	\$0.00	
TOTAL	\$0.00	
FTE Authorization	0	
Non-County Revenue	0	

The Wake County Fire Commission adopted the following criteria to evaluate and prioritize the Planned Fire Station Repair, Maintenance, and Renovation project requests. Please fill out information in the table below on how this request fits the criteria – some of this may be addressed in business case, but please describe specifically below:

Evaluation Criteria	Does Project Fit Criteria YES/NO	If Yes, Briefly Explain:
Affects department's ability to deliver emergency services	No	
Life safety issues in the fire station	No	
Areas where delays of a pending repair will increase repair costs	No	
Evaluation Criteria	Description	
Affects department's ability to deliver emergency services		
Life safety issues in the fire station		
Areas where delays of a pending repair will increase repair costs		

Repairs, Maintenance, and Renovations Project Considerations

Repair, maintenance, and renovations are for building, systems, and permanent fixture items. The following areas are considered for Planned Fire Station Repair, Maintenance, and Renovation within the purview of the Wake County Fire Commission Facility Committee Planned Fire Station Repair, Maintenance, and Renovation Policy:

- Interior/exterior painting
- Epoxy floor coatings
- Garage doors
- Carpet/floor tile
- Fixtures and furnishings
- Roofs
- Septic systems
- Municipal water/sewer hookup
- Turnout gear washer/dryers/extractors
- Water pump/wells
- Electrical/lighting systems
- Station phone/paging/alerting systems
- HVAC systems
- Water heaters
- Vehicle exhaust systems
- Parking lots
- Windows and/or doors
- Building renovations that require the removal or construction of walls, doors or windows

**Wake County Fire Tax District
Planned Fire Station Repair, Maintenance, and Renovation**

Project Name:	Garner Fire Rescue roof replacement at Station 3
Project Estimated Project Cost:	\$42,000.00
Estimated Start Date:	
Estimated Completion Date:	1-Jul-21
Estimated Operating Costs:	6/30/2022
Project Description/Scope:	
The replacement of the roof covering at Sta 3 is on the Wake County Facility repair list. The roof covering is the original to when the station was built.	
Project Justification/Business Case	
Provide responses to <u>each</u> of the below questions.	
1. What is the problem the department aims to solve?	
The roof covering is the original from when the station was built. The covering is beginning to break down and causing leaks inside of the building. By replacing the roof covering this would prevent any leaks and costly repairs.	
2. How does the County currently address this problem/provide service?	
The roof replacement is on the Wake County Facility repair list.	
3. Who will this project serve and how will it improve services?	
It will serve Garner Fire station 3. The new roof covering will prevent any leaks inside of station that could cause mold or mildew. It will also reduce the expensive and numerous repairs of current roof covering.	
4. How is this project related to the projected demand for future services?	
This project is on the Wake County Facility repair list.	
5. How can outcomes be measured once this project is built/implemented?	
The new roof covering would prevent any leaks inside of building, that could cause damaged/mold of the interior of the building. It would also save in expensive and numerous repairs of current roof covering.	
6. What alternatives were considered?	
Continue with the costly repairs of current roof covering.	
7. What are the consequences if the project is delayed or denied?	
Cost increase of replacement of the roof covering. Potential for water damage/mold inside of building.	

Cost Category	FY 2021	Comments
CAPITAL COSTS	42,000	
Design		
Construction/Implementation		
Equipment		
TOTAL	#####	
OPERATING COSTS		
Salary and Fringe Benefits		
Contracts, Other		
TOTAL	\$0.00	
FTE Authorization		
Non-County Revenue		

The Wake County Fire Commission adopted the following criteria to evaluate and prioritize the Planned Fire Station Repair, Maintenance, and Renovation project requests. Please fill out information in the table below on how this request fits the criteria – some of this may be addressed in business case, but please describe specifically below:

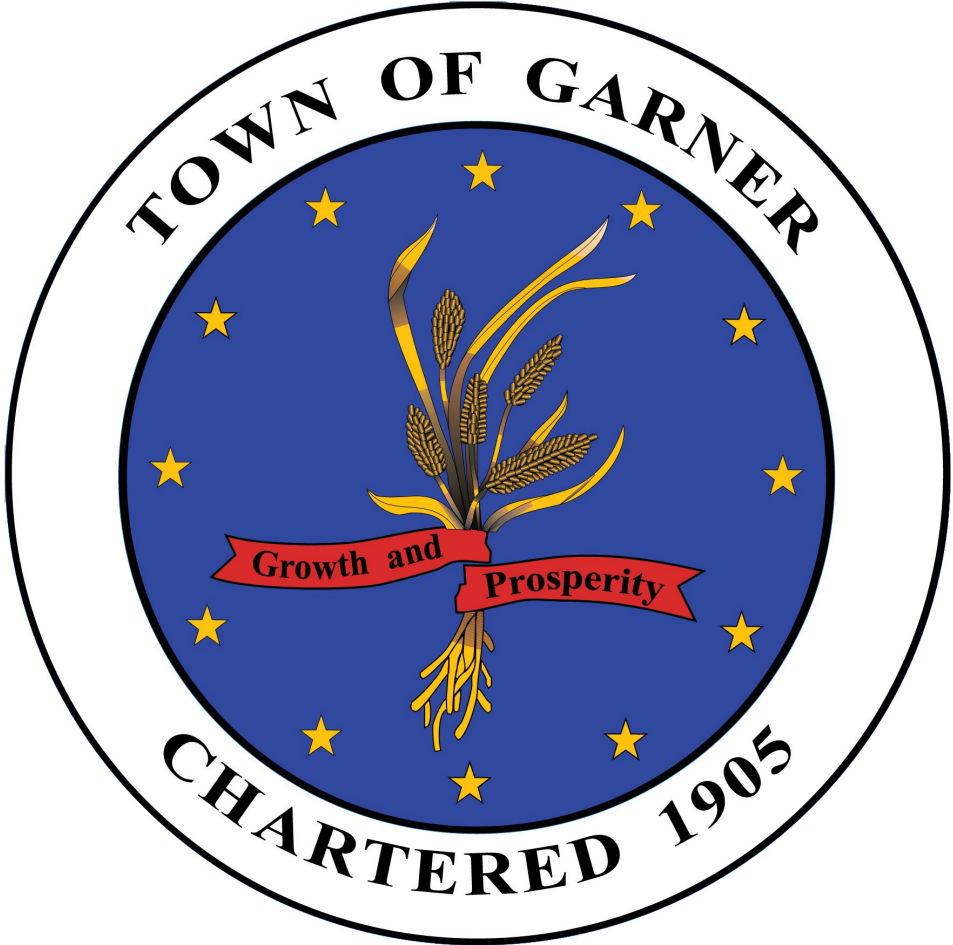
Evaluation Criteria	Does Project Fit Criteria YES/NO	If Yes, Briefly Explain:
Affects department's ability to deliver emergency services	No.	
Life safety issues in the fire station	Yes.	Leaks of the roof covering could cause mold/mildew inside of station.
Areas where delays of a pending repair will increase repair costs	Yes	Any delay could mean an increase in materials and more expensive repairs to current roof.
Evaluation Criteria	Description	
Affects department's ability to deliver emergency services		
Life safety issues in the fire station		
Areas where delays of a pending repair will increase repair costs		

Repairs, Maintenance, and Renovations Project Considerations

Repair, maintenance, and renovations are for building, systems, and permanent fixture items. The following areas are considered for Planned Fire Station Repair, Maintenance, and Renovation within the purview of the Wake County Fire Commission Facility Committee Planned Fire Station Repair, Maintenance, and Renovation Policy:

- o Interior/exterior painting
- o Epoxy floor coatings
- o Garage doors
- o Carpet/floor tile
- o Fixtures and furnishings
- o Roofs
- o Septic systems
- o Municipal water/sewer hookup
- o Turnout gear washer/dryers/extractors
- o Water pump/wells
- o Electrical/lighting systems
- o Station phone/paging/alerting systems
- o HVAC systems
- o Water heaters
- o Vehicle exhaust systems
- o Parking lots
- o Windows and/or doors
- o Building renovations that require the removal or construction of walls, doors or windows

**TOWN OF GARNER
NORTH CAROLINA**



FY 2022—2026 Capital Improvement Plan

Capital Improvement/Bond Summary

CIP Summary

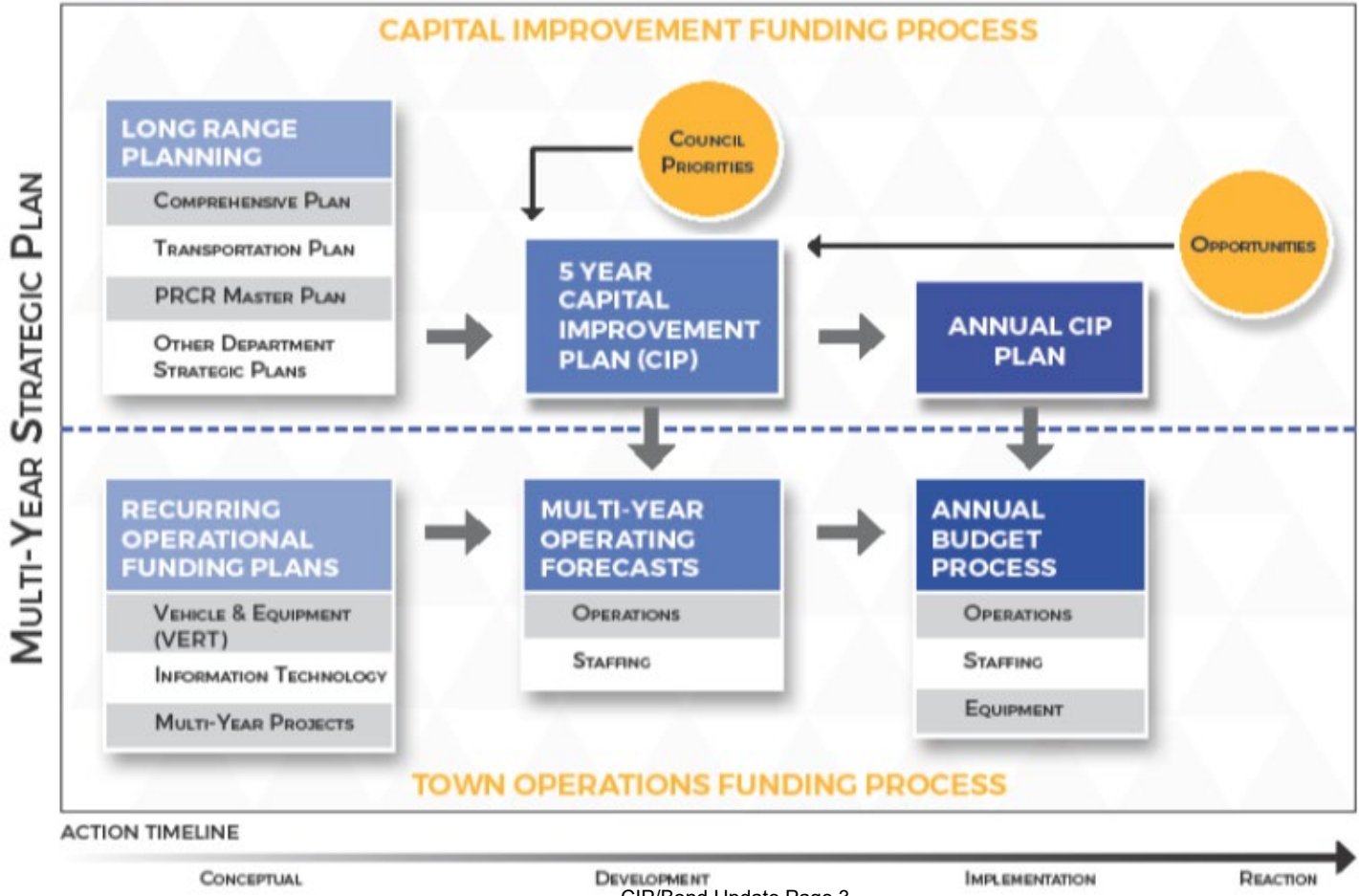
Category	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Parks	0	1,000,000	11,250,000	14,583,333	14,583,333	21,833,334	63,250,000
Transportation	3,473,400	10,273,550	6,425,603	17,144,409	3,057,908	29,603,564	69,978,435
General Government	0	750,000	4,200,000	4,900,000	1,000,000	1,000,000	11,850,000
Stormwater	0	250,000	895,000	250,000	754,000	1,250,000	3,399,000
Capital Renewal	350,000	400,000	500,000	525,000	525,000	2,625,000	4,925,000
Total	\$3,823,400	\$12,673,550	\$23,270,603	\$37,402,742	\$19,920,241	\$56,311,899	\$153,402,435

Revenue Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Transfer from General Fund	350,000	400,000	500,000	525,000	525,000	2,625,000	4,925,000
Bond Proceeds	870,000	1,539,904	0	0	0	0	2,409,903
Future Bond Proceeds	1,250,000	7,525,000	12,654,000	19,463,333	12,737,333	18,183,334	71,813,000
Impact Fees	0	0	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Powell Bill	616,100	622,261	628,484	634,768	641,116	3,303,040	6,445,769
Appropriated Fund Balance	0	0	0	0	0	0	0
Partner Agency Funding	0	1,841,712	3,486,000	8,370,000	0	3,000,000	16,697,712
Other	737,300	744,673	752,120	759,641	766,792	3,950,525	7,711,051
Unknown Funding Source	0	0	4,250,000	6,650,000	4,250,000	24,250,000	39,400,000
Total	\$3,823,400	\$12,673,550	\$23,270,603	\$37,402,742	\$19,920,241	\$56,311,899	\$153,402,435

CIP Overview



MULTI-YEAR PLANNING & BUDGET SYSTEM



CIP Overview

- The FY 2022 – 2026 Recommended Capital Improvement Plan (CIP) includes funding requirements totaling \$153,492,435. The plan assumes a General Fund contribution of \$4.925,000. Other funding sources include \$71,813,000 in Future Bond Proceeds, \$16,697,712 in Partner Agency contributions, \$2,409,903 in Bond Proceeds, \$7,711,051 in Other, \$6,445,769 in Powell Bill, \$4,000,000 in Impact Fees and \$0 in Appropriated Fund Balance.
- The November 2021 bond referendum assumes a 2 cent tax increase

Park Summary

Category	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Facility Development	-	1,000,000	9,750,000	9,750,000	9,750,000	27,250,000	57,500,000
Park Enhancements	-	-	1,500,000	1,500,000	1,500,000	1,250,000	5,750,000
Greenways	-	-	-	3,333,333	3,333,333	3,333,334	10,000,000
Total	\$0	\$1,000,000	\$11,250,000	\$14,583,333	\$14,583,333	\$31,833,334	\$73,250,000

Revenue Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Transfer from General Fund	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Future Bond Proceeds	-	1,000,000	6,000,000	9,333,333	9,333,333	9,833,334	35,500,000
Impact Fees	-	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Powell Bill	-	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-
Partner Agency Funding	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Unknown Funding Source	-	-	4,250,000	4,250,000	4,250,000	21,000,000	33,750,000
Total	\$0	\$1,000,000	\$11,250,000	\$14,583,333	\$14,583,333	\$31,833,334	\$73,250,000

Park CIP/Bond Summary

- The CIP includes funding for the following
 - Facility Development
 - \$21 million in bond proceeds and \$4.0 million in Fee in Lieu of Parkland for Meadowbrook/Yeargan development
 - Total cost to develop both parks will be approx. \$55 - \$60 million
 - \$2.0 million in bond proceeds for future land acquisition
 - Park Rehabilitation
 - \$2.5 million in bond proceeds for Park Rehabilitation
 - Total cost to implement identified park rehabilitation projects would be approx. \$5.5 - \$6.5 million
 - Greenways
 - \$10.0 million in bond proceeds for Greenways
 - Total cost to implement currently identified greenways would be approx. \$10 - \$15 million

Transportation Summary

Category	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Street Improvements	2,223,400	8,923,550	4,275,603	15,794,409	1,707,908	28,003,564	60,928,435
Sidewalks	1,250,000	1,350,000	1,350,000	1,350,000	1,350,000	1,600,000	8,250,000
Transit	-	-	800,000	-	-	-	800,000
Total	\$3,473,400	\$10,273,550	\$6,425,603	\$17,144,409	\$3,057,908	\$29,603,564	\$69,978,435

Revenue Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Transfer from General Fund	-	-	-	-	-	-	-
Bond Proceeds	870,000	1,539,904	-	-	-	-	2,409,904
Future Bond Proceeds	1,250,000	5,750,000	2,729,000	6,150,000	1,650,000	6,550,000	24,079,000
Impact Fees	-	-	-	-	-	-	-
Powell Bill	616,100	622,261	628,484	634,768	641,116	3,303,040	6,445,769
Appropriated Fund Balance	-	-	-	-	-	-	-
Partner Agency Funding	-	1,616,712	2,316,000	7,200,000	-	3,000,000	14,132,712
Other	737,300	744,673	752,120	759,641	766,792	3,950,524	7,711,050
Unknown Funding Source	-	-	-	2,400,000	-	12,800,000	15,200,000
Total	\$3,473,400	\$10,273,550	\$6,425,603	\$17,144,409	\$3,057,908	\$29,603,564	\$69,978,435

Transportation CIP/Bond Summary

- The CIP includes funding for the following
 - Street Improvements
 - \$15.0 million in bond proceeds, \$14.1 in Partner Funding, \$14.1 in Powell Bill/Motor Vehicle Fees and \$2.4 million in prior bond proceeds
 - Total cost to implement all projects will be approx. \$55 - \$65 million
 - Sidewalks
 - \$8.25 million in bond proceeds for Sidewalks
 - Additional projects could be identified but staff believes this level of funding is appropriate
 - Transit
 - No funding has been included
 - In addition to the circulator loop, the Town may have additional costs to participate in regional transit programs

General Government Summary

Category	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Facility Development	-	750,000	4,200,000	4,900,000	1,000,000	1,000,000	11,850,000
Total	\$0	\$750,000	\$4,200,000	\$4,900,000	\$1,000,000	\$1,000,000	\$11,850,000

Revenue Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Transfer from General Fund	-	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	-	\$0
Future Bond Proceeds	-	525,000	3,030,000	3,730,000	1,000,000	1,000,000	\$9,285,000
Impact Fees	-	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	-	\$0
Partner Agency Funding	-	225,000	1,170,000	1,170,000	-	-	\$2,565,000
Other	-	-	-	-	-	-	\$0
Unknown Funding Source	-	-	-	-	-	-	\$0
Total	\$0	\$750,000	\$4,200,000	\$4,900,000	\$1,000,000	\$1,000,000	\$11,850,000

General Government CIP/Bond Summary

- The CIP includes funding for the following
 - Facilities Development
 - \$9.2 million in bond proceeds and \$2.6 in Partner Funding to fund a new Fire Station, a shooting range and land acquisition
 - Additional funding may be required for the shooting range as the initial estimate of \$300k is significantly lower than the current projected cost of \$2 - \$3 million

Stormwater Summary

Category	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Maintenance and Repair	-	250,000	895,000	250,000	754,000	1,250,000	3,399,000
Total	\$0	\$250,000	\$895,000	\$250,000	\$754,000	\$1,250,000	\$3,399,000

Revenue Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Transfer from General Fund	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Future Bond Proceeds	-	250,000	895,000	250,000	754,000	800,000	2,949,000
Impact Fees	-	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-
Partner Agency Funding	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Unknown Funding Source	-	-	-	-	-	450,000	450,000
Total	\$0	\$250,000	\$895,000	\$250,000	\$754,000	\$1,250,000	\$3,399,000

Stormwater CIP/Bond Summary

- The CIP includes funding for the following
 - Stormwater Projects
 - \$2.9 million in bond proceeds to fund identified projects and future projects that have not been identified
 - Total cost to implement all projects will be approx. \$3.4 million. A portion of this funding could be generated from a stormwater utility fee

Capital Renewal Summary

Category	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
Additional Projects							
New Projects Based on Comprehensive Review	-	114,165	86,067	152,061	522,241	2,625,000	3,499,534
Roofs							
GPAC Roof	50,000	-	-	-	-	-	50,000
Avery Street Annex Roof Repair	200,000	-	-	-	-	-	200,000
Garner Senior Center Ceiling Repair - 205 & 209	-	-	4,392	-	-	-	4,392
Roof Coating for 912 Police Department	-	-	99,645	-	-	-	99,645
Roof Coating for 914 Admin. Department	-	-	-	33,970	-	-	33,970
Interior/Exterior Repairs							
Resurfacing of tennis courts at SGP and CRP	30,000	-	-	-	-	-	30,000
Natural Play Ground Play Elements	-	250,000	-	-	-	-	250,000
Renovation of Restrooms at Garner Senior Center	-	-	39,845	-	-	-	39,845
Public Work Building B Fleet Garage Exterior Roll Up Doors	-	-	16,000	-	-	-	16,000
Replacement of Rand Mill Park Basketball Court	-	-	30,000	-	-	-	30,000
Replacement of Playground Equipment at South Garner Park	-	-	45,000	-	-	-	45,000
Paint Interior of the Garner Performing Arts Center	-	-	24,291	-	-	-	24,291
Replacement of Playground Equipment at Greenbriar Park	-	-	28,000	-	-	-	28,000
Waterproofing Foundation at GPAC	-	-	18,500	-	-	-	18,500
Painting of Avery Street Recreatin Center	-	-	24,273	-	-	-	24,273
Public Work Building B Workshop Exterior Roll Up Doors	-	-	-	6,000	-	-	6,000
Replacement of Slate Coping Caps with Concrete	-	-	-	13,805	-	-	13,805
Window and Wall Leak Repairs at Public Works Buildings A & B	-	-	-	76,315	-	-	76,315
Refurbishing of Shelter at Jaycee Park	-	-	-	6,000	-	-	6,000
Exterior Washing or all Town Buildings	-	-	-	32,917	-	-	32,917

Capital Renewal Summary

Category	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	10 Year Total
HVAC and Building Automation							
Avery Street Recreation Center HVAC 4	-	-	-	-	-	-	-
Pearl Street HVAC 1	-	-	8,250	-	-	-	8,250
Pearl Street HVAC 2	-	-	6,930	-	-	-	6,930
914 Building HVAC 1	-	-	8,580	-	-	-	8,580
914 Building HVAC 2	-	-	8,580	-	-	-	8,580
914 Building HVAC 3	-	-	7,590	-	-	-	7,590
Water Tower Radio Building HVAC	-	-	-	9,460	-	-	9,460
Automated Gates and Bathroom Locks at Parks	-	-	-	193,019	-	-	193,019
Fire Department Requirements							
Facilities Study Recommendations	70,000	35,835	44,057	1,453	2,759	-	154,103
Total	\$350,000	\$400,000	\$500,000	\$525,000	\$525,000	\$2,625,000	\$4,925,000
Revenue Source							
Transfer from General Fund	350,000	400,000	500,000	525,000	525,000	2,625,000	4,925,000
Bond Proceeds	-	-	-	-	-	-	-
Future Bond Proceeds	-	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-
Partner Agency Funding	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Unknown Funding Source	-	-	-	-	-	-	-
Total	\$350,000	\$400,000	\$500,000	\$525,000	\$525,000	\$2,625,000	\$4,925,000

Capital Renewal Bond Summary

- Adequate funding has been included in the multi-year operating budget
- Additional detail will be provided in the future based on staff input and the Town's new asset management system