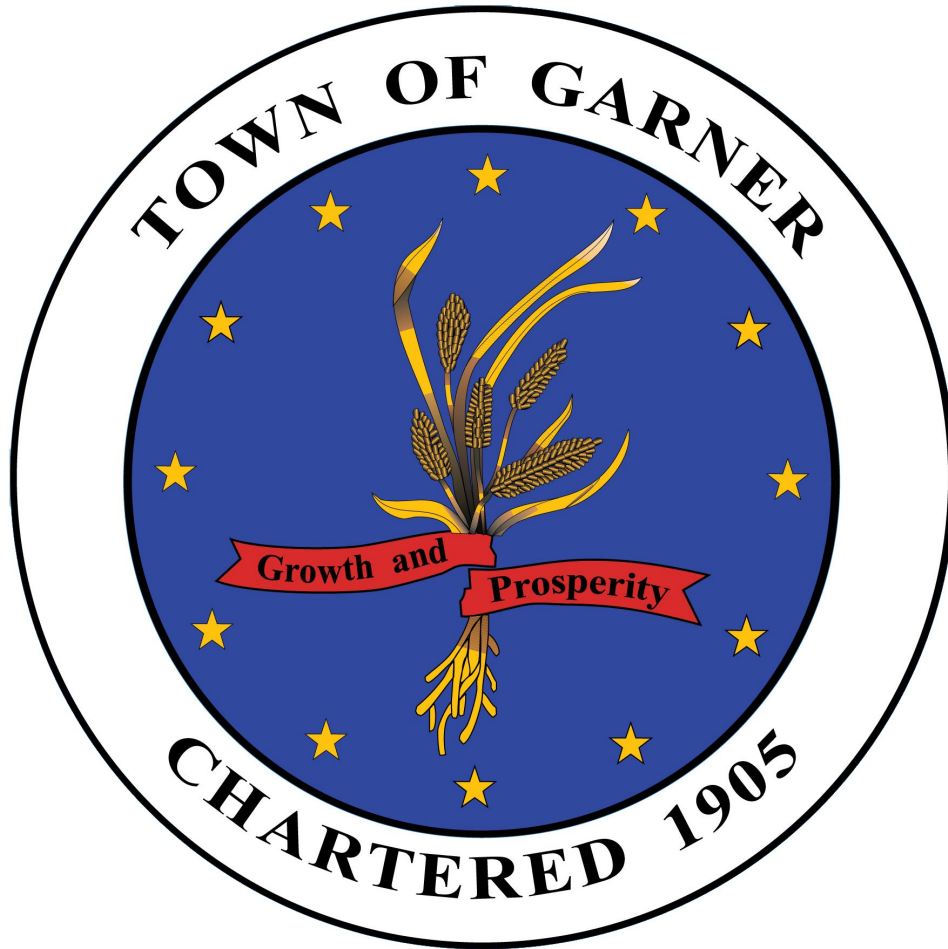


Town of Garner, NC

# Annual Operating Budget

Fiscal Year 2019-2020

**TOWN OF GARNER  
NORTH CAROLINA**



**RECOMMENDED FISCAL YEAR 2019-2020  
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, 2018**

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, 2018.

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 2019 – 2020 budget will be submitted to GFOA for award consideration.



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## COMMUNITY PROFILE



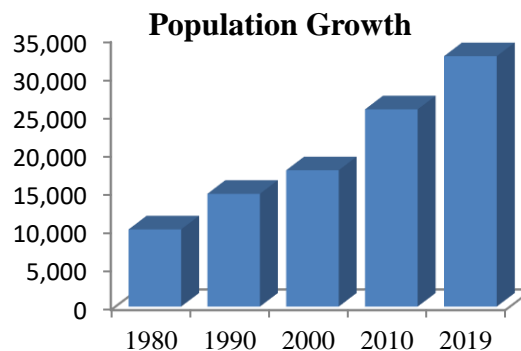
<b>Population:</b>	<b>32,696</b>
<b>Land Area:</b>	<b>16.2 sq. miles</b>
<b>Total Employment:</b>	<b>15,871</b>
<b>Civilian Labor Force:</b>	<b>16,449</b>
<b>Unemployment Rate:</b>	<b>3.5%</b>

### 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 Town makes available to its citizens six community parks and several neighborhood parks consisting, in total, of 475 acres. The nationally accredited Parks, Recreation and Cultural Resources Department offers programs that include an annual Independence Day celebration, Trick or Treat the Trails, and a Groundhog Day celebration. The system also includes White Deer Park, a 160-acre passive park with a 2,500 sq. ft. LEED® certified nature center, and the Garner Senior Center, a North Carolina Center of Excellence.



**2013**

**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.*

# FY 18-19 Accolades and Milestones



The Town's announcement that Amazon would be building a distribution center on the Garner Technology Center site was an economic development achievement that was years in the making.

## JULY 2018

**Standard & Poor's Global Ratings** boosted its long-term rating from AA+ to AAA on the Town of Garner's general obligation (GO) bonds. In summarizing its rationale for the improved rating, S&P said: "The rating action reflects our view of the town's maintenance of extremely strong reserve and liquidity positions; improvement in the town's financial practices management and policies, including the formalized implementation of a capital improvement plan; and robust economic development and planning initiatives." It is considered extremely difficult for a municipality Garner's size to earn a AAA rating from S&P. The Town joined about a dozen other AAA-rated jurisdictions in the region. Several of those jurisdictions—municipalities such as Cary, Durham and Raleigh and counties such as Wake, Orange and Durham—are considerably larger than Garner.

Later the same month, **Moody's Investors Service** announced it had assigned an Aa1 rating to GO bonds

slated to be issued in August and maintained the Aa1 rating on the Town's \$28.3 million of GO debt outstanding. The rating agency had upgraded the Town's bond rating from Aa2 to Aa1 in April 2017. "The Aa1 rating incorporates town's consistently strong financial position bolstered by conservative fiscal policies, a growing tax base benefitting from its proximity to the City of Raleigh (Aaa stable), and manageable debt and pension burdens," Moody's said.

## AUGUST

**Amazon selected the Garner Technology Center** as the location for a new 2.6-million-square-foot, state-of-the-art distribution center. The Seattle-based e-commerce company will invest approximately \$200 million in the site on Jones Sausage Road, formerly the location of the ConAgra plant where a deadly explosion occurred in June 2009. The investment will create an estimated 1,500 jobs, making the distribution center Garner's largest employer. The e-retailer's investment in Garner will be approximately four times the amount of peak

investment by ConAgra at the site, while the number of employees at the facility will be several hundred more than peak employment at the ConAgra plant.

## SEPTEMBER

**Operation 36** became the first tenant in the Town's new Gearworks "bridge space." The concept involves converting 120 E. Main into a time-limited space for small, scalable companies that previously may have been in a co-working space or a home office but are not quite ready for market-rate office space. The Gearworks initiative is part of a larger strategy by the Downtown Garner Association and Garner Economic Development to grow the creative-class and tech cluster in the historic downtown by adding other businesses of a similar type to the mix.

## OCTOBER

The Garner Parks, Recreation and Cultural Resources Department received the **Arts and Humanities Award** for the Pop-Up Art Fence Project from the N.C. Recreation and Park Association at its annual conference. The award recognizes the most innovative and effective arts and humanities programs by parks, recreation and leisure service agency members in the state.

## NOVEMBER

The Town of Garner won three **2018 Excellence in Communications Awards** from the N.C. Association of Government Information Officers (NCAGIO), including first-place honors in the broadcast/PSA programs category for the "Discover. Play. Celebrate." promotional video made for Garner Parks, Recreation and Cultural Resources. The Town also brought home second-place honors in the broadcast programs category for the "Garner Update" newscast and in the news release/feature writing category for the Town's Amazon announcement.

## JANUARY 2019

The Garner Economic Development Corporation (GEDC) was awarded a **2018 Space Award** from the Triangle Business Journal in the category of Economic Development-Expansion for the Amazon project now under construction on Jones Sausage Road. The Space Awards recognize the Triangle market's top commercial real-estate deals and developments.

## FEBRUARY

The Town Planning Department reported the Town's 2018 year-end population to be 32,539—**10.97 percent annual growth.**

## APRIL

Public Works announced that it had received **reaccreditation from the American Public Works Association (APWA).**

**"The perfect 100 compliance score ... speaks volumes of your continued commitment and culture of excellence."**

—APWA,  
in reaccreditation  
letter to Public Works

First accredited in the fall of 2014, the department this time around received a 100 percent compliance score during its evaluation. The Public Works Department was the first public works agency in the state and only the 95th in North America to be accredited when it first earned the designation in October 2014. In its letter of reaccreditation to the department, the APWA said, "The perfect 100 compliance score during this most recent evaluation

speaks volumes of your continued commitment and culture of excellence you have established within your agency."

The Town earned six **2019 Excellence in Communications Awards** (two first-place, four second-place) from N.C. City and County Communicators. The Town tied the City of Greenville for the most awards won in the annual statewide competition. The Town's communications work was recognized in the categories of video, electronic publications, direct mail and annual reports.



# ELECTED & APPOINTED OFFICIALS

## TOWN COUNCIL

**Mayor**

Ronnie S. Williams



Kathy Behringer  
Council Member



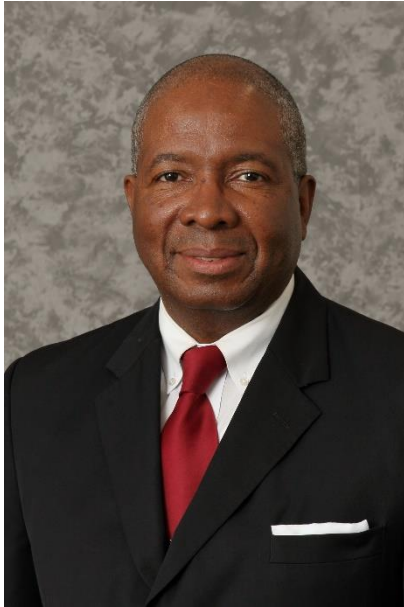
Ken Marshburn  
Mayor Pro Tempore



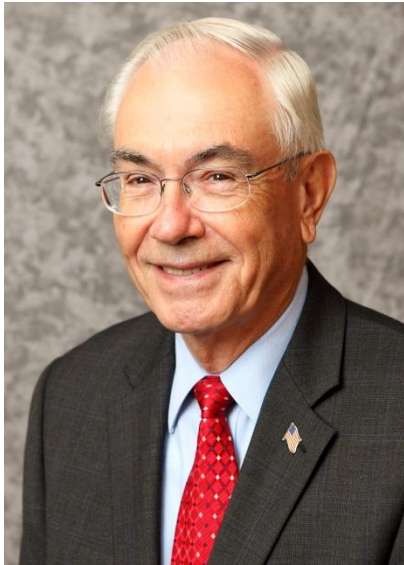
Gra Singleton  
Council Member



Elmo Vance  
Council Member



Arthur "Buck" Kennedy  
Council Member



## **BOARDS & COMMISSIONS**

Board of Adjustment  
*Joseph Keller, Chair*

Planning Commission  
*Dean Fox, Chair*

Parks, Recreation, and Cultural Resources  
Committee  
*Lisa Sullivan, Chair*

Senior Citizen Advisory Committee  
*Troy Ellis, Chair*

Downtown Garner Association  
*Mary Elizabeth Twiddy, President*

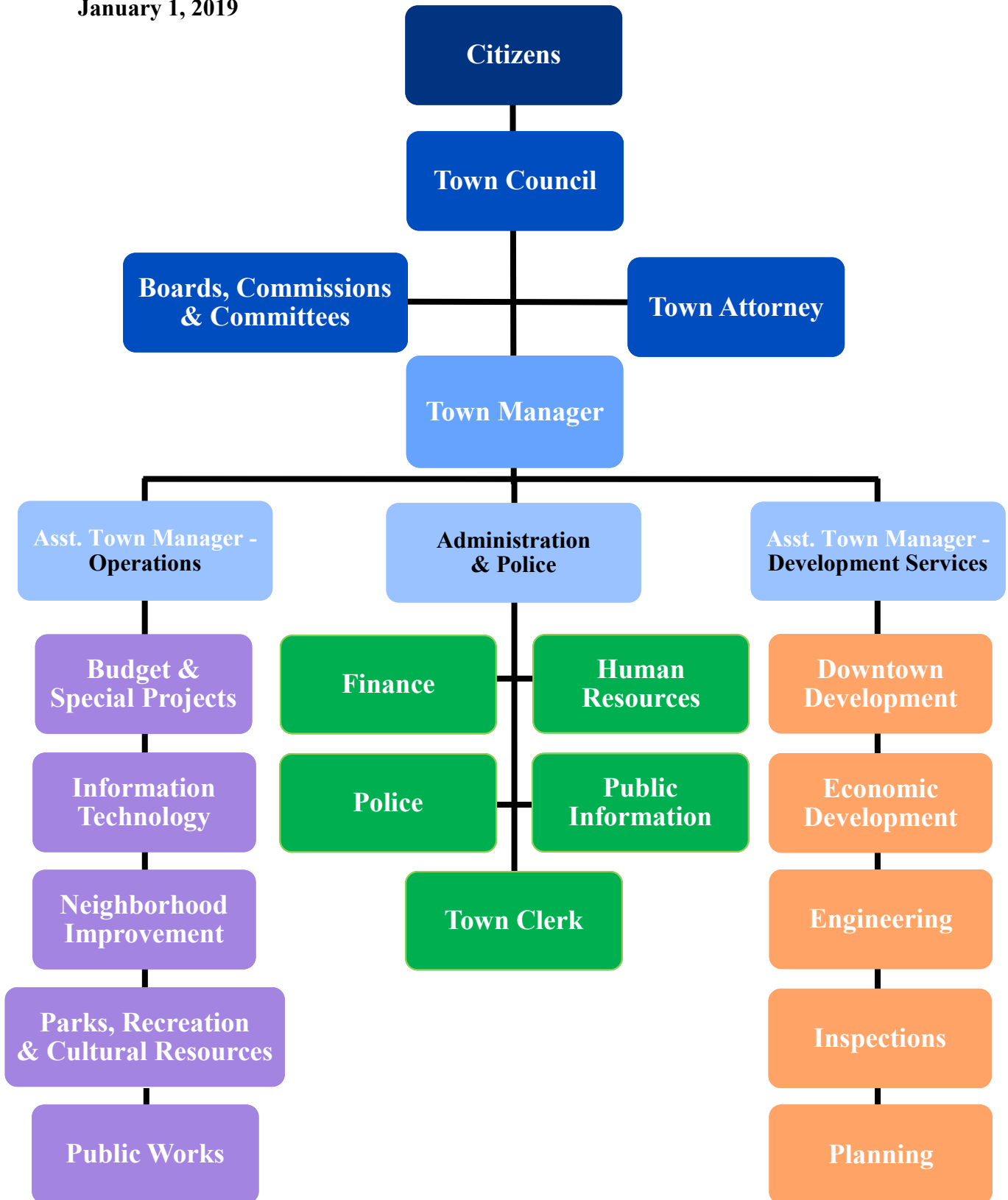
Garner Veterans' Advisory Committee  
*Jeffery Hicks, Chair*

## **ADMINISTRATIVE STAFF**

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

\*Appointed by Council

**Town of Garner, North Carolina  
Organizational Chart  
January 1, 2019**



## **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 27.

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 beings 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 meeting 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 2019 - 2020 Budget Calendar is located on page 15.

### **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 2019-20 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 2018-2019 Third Quarter Presentation for Town Council

### April

- Budget Team Prepares Budget Document and Presentation
- Recommended Budget Presented to Department Heads
- Town Council Approves FY 2018-2019 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.*

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### 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](http://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.

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

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

# Town of Garner Strategic Plan


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



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



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



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



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

# Fiscal Responsibility (FR)



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

**OBJECTIVE 1:** Maintain an appropriate/stable tax rate

**Initiative 1:** Manage 2013 Bond Program

**Initiative 2:** Maintain public understanding and trust

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

**OBJECTIVE 2:** Invest in maintenance of infrastructure and facilities

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

**Initiative 2:** Implement planned facilities maintenance

**Initiative 3:** Maintain Town-owned stormwater infrastructure

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

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

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

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

**OBJECTIVE 4:** Develop funding strategy for future needs

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

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

**Initiative 3:** Leverage funding opportunities with partners



# Efficient and Timely Service Delivery (SD)



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

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

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

**Initiative 2:** Reinforce planning partnerships with regional partners

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

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

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

**Initiative 2:** Privatize or use contract services when appropriate

**Initiative 3:** Continue efficient use of resources

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

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

**Initiative 2:** Focus on retention of high-performing personnel

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

**OBJECTIVE 4:** Nurture a culture of excellent customer service

**Initiative 1:** Maintain adequate staffing levels

**Initiative 2:** Enhance access to government and relevant information

**Initiative 3:** Inspire a shared vision among staff



# Orderly Growth (OG)



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

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

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

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

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

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

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

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

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

**OBJECTIVE 3:** Implement comprehensive economic development plan

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

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

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

# Quality of Life (QL)



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

**OBJECTIVE 1:** Provide a safe and inviting community

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

**Initiative 2:** Promote and expand beautification programs in key corridors

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

**OBJECTIVE 2:** Support and encourage an active and engaged citizenry

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

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

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

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

**Initiative 1:** Engage underrepresented communities and entrepreneurs

**Initiative 2:** Support and enhance services for aging population

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

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

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

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

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

## Stay Connected!



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[garnernc.gov](http://garnernc.gov)

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# **FISCAL & BUDGETARY POLICY GUIDELINES**

**Town of Garner, North Carolina**

**Adopted:** **December 6, 2010**

**Amended:** **January 7, 2013**

**June 17, 2014**

**June 16, 2015**

**July 24, 2015**

**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%	<b>Zero</b>
>1.0%	<b>30%</b> (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.

## **CURRENT INITIATIVES**

### **ENHANCE CAPITAL PLANNING PROCESS**

As part of the FY 2020 budget development process, staff implemented a revised Capital Improvement Planning (CIP) process. This revised process focused on engaging staff from multiple departments to ensure all future capital needs were identified. In addition, this process allowed for impacted staff to have input in the process which resulted in efficiencies and enhanced planning efforts. In FY 2021, the process will be modified to incorporate additional public input and to utilize data to evaluate projects when possible. In addition, staff is working to refine the process of forecasting long-term operating impacts associated with projects. In FY 2021, staff hopes to develop standardized guidelines for how specific projects will impact the operating budget.

### **IMPROVE LONG-TERM FINANCIAL FORECAST**

In FY 2020, staff developed the Town's first five-year forecast for budget planning purposes. Initial efforts focused on identifying significant operating requirements in future years and developing a detailed forecast for ad valorem taxes. This allowed for staff and Town Council to discuss initiatives and available resources in future budget years. In FY 2021, staff will refine forecasts for major revenue and expenditure categories. In addition, staff will work to further integrate the five-year forecast with the CIP as this will reinforce the impact of capital decisions on the operating budget.



# TOWN PRESERVES SUPERIOR LEVEL OF SERVICE IN ADOPTED FY 2019-20 OPERATING BUDGET

*Garner residents still enjoy lowest cost for services in Wake County*

**THE GARNER TOWN COUNCIL** adopted a \$37,444,625 annual operating budget for fiscal year 2019-2020. This budget was developed following a comprehensive review of current and future year requirements.

As part of this review, it was determined that a combination of market forces, increasing service demands and unfunded mandates has significantly impacted the Town's ability to fund critical operating requirements. As a result, the Town's property tax rate was increased by 2.75 cents to 56 cents per \$100 of assessed value. This will allow the Town to continue

funding critical services and to meet core requirements. The decision to raise taxes was made only after performing a review to determine the impact on Town residents and the Town's competitiveness in the region. As the chart on the next page indicates, Garner households have the lowest cost for municipal services in Wake County even after the tax increase. While Garner's tax rate is higher than those of many peer jurisdictions, our town's property tax includes annual solid waste fees, which account for nearly 6 cents. In addition, the Town does not charge an annual storm water fee.

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## REVENUES, FY 2019-20

Revenue Type	Council Approved	Percent of Budget
Property Taxes	\$20,586,638	55%
Permits and Fees	\$2,309,580	6.2%
Other Taxes and Licenses	\$7,158,010	19.1%
Intergovernmental	\$3,323,780	8.9%
Sales and Services	\$695,210	1.9%
Investment Revenues	\$580,000	1.5%
Other Revenues	\$201,000	0.5%
Other Financing Sources	\$2,590,407	6.9%
<b>TOTAL</b>	<b>\$37,444,625</b>	<b>100%</b>

## EXPENDITURES, FY 2019-20

Category	Council Approved	Percent of Budget
General Government	\$8,826,793	23.6%
Public Safety	\$12,687,532	33.9%
Transportation	\$4,348,231	11.6%
Solid Waste and Recycling	\$2,136,083	5.7%
Cultural and Recreational	\$3,564,164	9.5%
Debt Service	\$3,758,355	10.0%
Transfers	\$2,123,467	5.7%
<b>TOTAL</b>	<b>\$37,444,625</b>	<b>100%</b>

# TOWN OF GARNER BUDGET IN BRIEF – FY 2019-20

CONTINUED FROM PREVIOUS PAGE

Funding generated from the tax increase enabled the Town to fund five positions and additional operating requirements necessitated primarily by continued growth. It also allowed for various items outside of the Town’s control to be funded such as increased retirement

contribution rates and higher solid waste costs.

Finally, the additional revenue will allow the Town to continue to provide unique services such as the special spring and fall unprepared trash and yard waste pickups, which cost approximately \$200,000 in FY 2018-2019.

## COST COMPARISON FOR MUNICIPAL SERVICES IN WAKE COUNTY

Wake County Municipalities	Property Tax Rate	Annual Property Tax*	Annual Solid Waste Fees	Annual Water and Sewer Charges	Annual Storm Water Fees	TOTAL
Garner	\$0.5600	\$1,024	\$0	\$684	\$0	\$1,708
Knightdale	\$0.4300	\$827	\$178	\$684	\$48.00	\$1,737
Fuquay-Varina	\$0.4325	\$983	\$171	\$787	\$0	\$1,942
Morrisville	\$0.3900	\$1,201	\$0	\$759	\$24.96	\$1,986
Raleigh	\$0.4382	\$1,154	\$187	\$676	\$60.00	\$2,078
Wake Forest	\$0.5200	\$1,403	\$0	\$684	\$0	\$2,087
Wendell	\$0.4900	\$774	\$264	\$1,092	\$0	\$2,131
Apex	\$0.4150	\$1,263	\$235	\$655	\$0	\$2,153
Cary	\$0.3500	\$1,228	\$204	\$759	\$0	\$2,191
Holly Springs	\$0.4325	\$1,277	\$192	\$734	\$36.00	\$2,239
Rolesville	\$0.4800	\$1,399	\$264	\$684	\$0	\$2,348
Zebulon	\$0.5920	\$840	\$231	\$1,329	\$24.00	\$2,425
<b>Average</b>	<b>\$0.4518</b>	<b>\$1,123</b>	<b>\$175</b>	<b>\$804</b>	<b>\$17.54</b>	<b>\$2,120</b>

Rates and fees (with the exception of Garner) are based on FY 2018-19 totals as prepared by the City of Raleigh.

\* Home values used to calculate property tax totals are based on the average tax value of homes according to Wake County tax records.



**TOWN OF GARNER**  
**FY 2019-2020 BUDGET MESSAGE**

To: Honorable Mayor and Town Council  
From: Rodney Dickerson, Town Manager  
Date: April 30, 2019  
Re: Town Manager’s Budget Message for FY 2019-2020

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I am honored to present the Recommended Fiscal Year 2019 – 2020 Budget. This budget was prepared following a comprehensive review of future year requirements and anticipated revenues. As part of this process, staff identified a variety of structural issues that will need to be addressed in future years. I believe this budget is a critical first step to addressing those needs. It meets the core needs necessary to address increased service demands while allowing time for analysis in future years. Our goal is to develop a roadmap for success that ensures Garner remains an attractive place to live, work and play.

The Town continues to grow at a rapid pace. According to the Town’s Planning Department, Garner’s population increased by over 2,000 people, or nearly 7 percent, during the last year. Based on the first quarter of 2019, staff anticipates approximately 300 single family homes and townhomes to be inspected during the year. Future growth is anticipated as the development community continues to plan future subdivisions within the Town’s limits. I believe this growth is critical for the future success of our Town, but it does present operational challenges.

The cost of services such as solid waste, elections and property maintenance have and will continue to grow as the Town expands. The Town has limited control over these costs as they are based primarily on population and regional trends. In addition, the Town has made a variety of decisions designed to meet service demands, and to operate more effectively, that have a cost impact. As part of the FY 2019 – 2020 budget, funding of \$365,000 is being redirected to support street resurfacing efforts. In addition, the Town is in the process of transitioning away from using debt financing to pay for vehicles and is attempting to limit the use of fund balance as a revenue source. All of these choices will ultimately have a positive impact on the Towns’ operations but they also all have an impact on the operating budget.

Based on the multiple factors impacting the Town’s operating budget, staff prepared a five-year forecast of baseline operating requirements and revenue projections. The forecast indicated that baseline operating expenditures will exceed revenues over the next five years. While growth is anticipated to be robust, the Town’s current funding streams are insufficient to meet baseline requirements. As a result, I am recommending an increase of 3 cents to the property tax rate. This would result in a FY 2019 - 2020 property tax rate of 56.25 cents per \$100 of assessed valuation.

The decision to raise taxes was only made after performing a review of the impact on Town residents and how it affects our competitiveness in the region. As the chart below summarizes, Garner households have the lowest tax burden in Wake County. This will remain the case after the recommended tax increase. I believe it’s critical that Garner remain an affordable place to live but if we are going to be a regional leader, and provide an array of services to our residents, we must remain competitive with our rates. This will allow us to provide the services residents depend on and that enhance their quality of life.

Wake County Municipalities	Property Tax Rate	Annual Property Tax <sup>1</sup>	Annual Solid Waste Fees	Annual Water & Sewer Charges	Annual Storm Water Fees	TOTAL
Garner	\$0.5325	\$974	\$0	\$684	\$0.00	\$1,658
Knightdale	\$0.4300	\$827	\$178	\$684	\$48.00	\$1,737
Fuquay-Varina	\$0.4325	\$983	\$171	\$787	\$0.00	\$1,942
Morrisville	\$0.3900	\$1,201	\$0	\$759	\$24.96	\$1,986
Raleigh	\$0.4382	\$1,154	\$187	\$676	\$60.00	\$2,078
Wake Forest	\$0.5200	\$1,403	\$0	\$684	\$0.00	\$2,087
Wendell	\$0.4900	\$774	\$264	\$1,092	\$0.00	\$2,131
Apex	\$0.4150	\$1,263	\$235	\$655	\$0.00	\$2,153
Cary	\$0.3500	\$1,228	\$204	\$759	\$0.00	\$2,191
Holly Springs	\$0.4325	\$1,277	\$192	\$734	\$36.00	\$2,239
Rolesville	\$0.4800	\$1,399	\$264	\$684	\$0.00	\$2,348
Zebulon	\$0.5920	\$840	\$231	\$1,329	\$24.00	\$2,425
<b>Average</b>	<b>\$0.4586</b>	<b>\$1,110</b>	<b>\$161</b>	<b>\$794</b>	<b>\$16.08</b>	<b>\$2,120</b>

\*Rates and fees based on FY 2018 - 2019 totals as prepared by the City of Raleigh

<sup>1</sup> Home values used to calculate property tax totals are based on the average tax value of homes according to Wake County tax records



With the additional funding generated from the tax increase, the Town will be able to meet several core requirements. A Facility Maintenance Technician will allow Public Works to properly maintain the Town's 56 buildings and shelters with a combined 190,964 square footage. Similarly, a Parks and Grounds Athletic Supervisor will oversee all the athletic maintenance in town, amenities around athletic fields, and special event setup and take down. A Construction Inspector will right size the inspection workload in the Engineering Department and ensure that both public and private projects are being conducted properly. Finally, funding is included to perform sod maintenance at local parks required, due to heavy field usage.

The Town will also be able to make some strategic investments as part of this budget. Funding will allow the Garner Economic Development Corporation to transition from a singular focused entity into a Town wide economic development non-profit. The Town is also taking advantage of a grant opportunity that will cover 85 percent of the costs associated with salary requirements and outfitting two police officers required to meet service demands. Finally, funding will allow the Town to run a six-month series of promotional articles on the WRAL website.

While this budget does include some new items, it's important to note that there are a significant number of reductions and deferred departmental funding requests. In total, budget reductions of \$416,925 have been recommended. Many of these have the potential to impact Town operations but were determined to be necessary given the limited funding available. In addition, department requests totaling \$1.5 million and fourteen full-time positions have been deferred. I believe many of these requests deserved consideration but could not be funded in the current budget. As a result, I believe it will be necessary for staff to work with Council over the coming years to define our priorities and to determine how we can produce a budget that accomplishes our goals.

The work required to ensure the Town's budget matches our priorities has just begun but I believe this budget is a critical first step. It will allow the Town to meet residents' and businesses' service demands while maintaining the lowest average tax impact in the region. It puts us in a better position to meet the baseline operating and personnel requirements that have been driving growth. It will put the Town in a strong position while we continue the processes of defining the budget priorities that are important to Council and the Town's residents. I look forward to working with both Council and residents in the coming years during this process as we make sure Garner is positioned to be an attractive place to live, work and play.

Respectfully submitted,



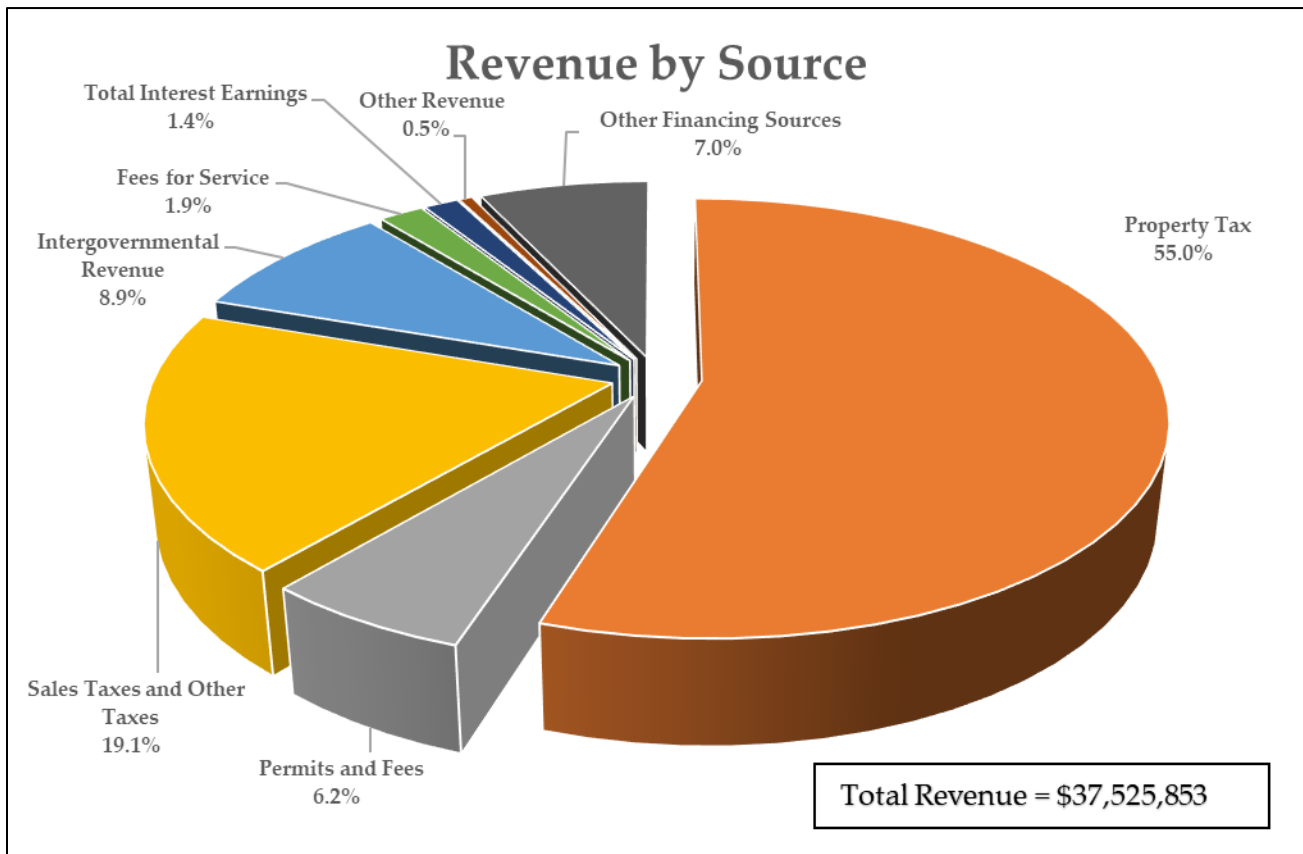
Rodney Dickerson  
Town Manager

## FY 2019 – 2020 GENERAL FUND SUMMARY

The total FY 2019 - 2020 Town of Garner Recommended Budget is \$37,525,853, an increase of \$2,293,771, or 6.5 percent, over the FY 2018-19 Adopted Budget. Growth is primarily related to baseline operating and personnel requirements and funded decision packages which are critical to the Town’s operations. Additional revenue is available primarily due to growth in Property Taxes, Sales Tax and Other Taxes, Fees for Service and Interest Earnings. Details on both the revenue and expenditure adjustments are included in the sections that follow.

### REVENUE SUMMARY

The FY 2019 – 2020 Recommended Budget includes revenue of \$37,525,853, an increase of \$2,293,771, or 6.5 percent, over the FY 2018 – 2019 Adopted Budget. This increase is primarily based on growth in the Property Taxes, Sales Tax and Other Taxes, Fees for Service and Interest Earnings categories. 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 74.1 percent of the Town’s revenue.



## Property Taxes

The projected Town-wide value of assessed property for the FY 2019- 2020 Recommended Budget has increased by \$190.7 million, or 5.5 percent, over the estimate included in the FY 2018- 2019 Adopted Budget. 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
2019 - 20	3,028,000,000	134,000,000	525,000,000	3,687,000,000	5.5%
2018 - 19	2,883,264,000	134,000,000	479,000,000	3,496,264,000	4.8%
2017 - 18	2,770,000,000	118,100,000	448,000,000	3,336,100,000	1.5%
2016 - 17	2,732,009,205	118,064,138	436,102,371	3,286,175,714	1.7%
2015 - 16	2,702,384,129	114,535,800	415,519,456	3,232,439,385	4.8%
2014 - 15	2,584,113,562	85,722,393	414,312,601	3,084,148,556	2.8%
2013 - 14	2,563,242,896	84,992,903	350,558,383	2,998,794,182	1.6%
2012 - 13	2,539,047,133	84,276,805	327,567,290	2,950,891,228	0.0%
2011 - 12	2,532,933,247	73,569,802	344,633,286	2,951,136,335	-0.6%
2010 - 11	2,519,418,137	75,237,723	375,070,804	2,969,726,664	-0.4%
2009 - 10	2,521,442,631	77,711,846	383,336,327	2,982,490,804	1.4%

The property tax rate for the FY 2019 - 2020 Recommended Budget is proposed to increase by 3 cents to 56.25 cents per \$100 of assessed valuation. This increase is required to address increased baseline requirements and critical new items necessary to meet increased demand. Based on the proposed tax increase, and growth in assessed valuation, property tax revenue is anticipated to increase \$2,087,469, or 11.2 percent, over the FY 2018 - 2019 Adopted Budget.

## Permits and Fees

The FY 2019 – 2020 Recommended Budget includes an increase of \$59,100, or 2.6 percent, over the FY 2018 – 2019 Adopted Budget. This is primarily based on the Town increasing the Motor Vehicle Fee as part of the FY 2018 – 2019 Adopted Budget. Based on the timing of the increase, the new rate could not be applied at the start of the FY 2018 - 2019 fiscal year. As a result, the Town will see an increase in FY 2019 – 2020 as the fee will be applied for the entire year. In addition, higher subdivision fees have been included based on a significant increase in this

category during the current fiscal year. These increases are partially offset by a decrease in Building Permit Fees based on a reduction in one-time revenues associated with Amazon.

### **Sales Taxes and Other Taxes**

The FY 2019 – 2020 Recommended Budget includes an increase of \$311,135, or 4.5 percent, over the FY 2018 – 2019 Budget. This is primarily based on a budgeted increase of 4.5 percent for Sales Tax. Staff anticipates additional growth in the community due to new residential and commercial developments. As a result, additional Sales Tax receipts are anticipated.

### **Intergovernmental**

The FY 2019 – 2020 Recommended Budget includes a decrease of \$11,187, or 0.3 percent, from the FY 2018 – 2019 Adopted Budget. This is primarily based on a decrease of \$96,895 in budgeted revenues associated with grants. Based on the unpredictable nature of grant funding, staff has determined that it's best to recognize these revenues when received during the year. This decrease is partially offset by an increase in Utility Franchise Tax revenues based on this category's performance during the current year and the NC League of Municipalities forecast.

### **Fees for Service**

The FY 2019 – 2020 Recommended Budget includes an increase of \$121,637, or 21.2 percent, over the FY 2018 – 2019 Adopted Budget. This is primarily based on an increase of \$102,212, or 43.8 percent, in Recreation Fees. The Town's Recreation Center will be open during FY 2019 – 2020 and is anticipated to generate significant revenue. In addition, the Parks Recreation and Cultural Resources Department will take over the youth basketball program from the Optimist Club. This activity is anticipated to generate revenue of \$19,500.

### **Interest Earnings**

The FY 2019 – 2020 Recommended Budget includes an increase of \$130,000, or 31.7 percent, over the FY 2018 – 2019 Adopted Budget. This is primarily based on significant growth in year-to-date collections and indications from the Federal Reserve that interest rates will remain at or above the current level.

### **Other Revenue**

The FY 2019 – 2020 Recommended Budget includes an increase of \$42,750, or 26.2 percent, over the FY 2018 – 2019 Adopted Budget. This is primarily based on growth in the Wake County Landfill Reimbursement category based on the current year performance. In addition, staff

anticipates a new revenue source as the Town will implement a Procurement Card Program in FY 2019 – 2020. This program will allow the Town to generate revenue when using a procurement card to make purchases.

### **Other Financing Sources**

The FY 2019 – 2020 Recommended Budget includes a decrease of \$517,891, or 16.8 percent, from the FY 2018 – 2019 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 2019 – 2020 Recommended Budget includes funding of \$381,201 for decision packages requested by Town staff. Several of these items are related to new positions, or initiatives, that are necessary to ensure that the Town operates as effectively and efficiently as possible. A summary of these items is included below. It is important to note that some new items receiving funding have not been included in the summary below as they are considered baseline operational adjustments. Information on these items is included in individual department narratives.

Public Works Positions	<u>\$182,150</u>
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Funding of \$182,150 has been included to cover the cost of two positions in Public Works. Of this total, funding of \$94,457 is included to cover the cost of one Parks and Grounds Supervisor position for nine months. This total includes funding of \$51,887 for personnel related costs, \$32,000 for a vehicle and \$10,570 for various operating requirements. In addition, funding of \$87,693 is included to cover the cost of a Building Maintenance Technician position for nine months. This total includes funding of \$40,558 for personnel related costs, \$35,500 for a vehicle and \$11,635 for various operating requirements.

The Parks and Grounds Supervisor position will improve span of control issues within Public Works as noted in the FY 2016 – 2017 pay and class study. As a result, managers within the Public Grounds Management Division will be able to spend more time in the field managing, and overseeing, work related tasks instead of in the office performing administrative duties. This will allow the division to enhance efforts associated with duties such as athletic field maintenance, special event setup and take down and performing annual maintenance.

The Building Maintenance Technician position will allow the Facilities Division to manage maintenance requirements at the Town’s new Recreation Center. The Division is already challenged to meet requirements associated with existing Town facilities and the new Recreation Center will have a significant impact on workload. As a result, this position is critical as it will allow for basic maintenance requirements to be met at all Town facilities which will extend the lifecycle and performance of building assets with a significant cost to replace.

Construction Inspector Position \$95,213

Funding of \$95,213 has been included to cover the cost of a Construction Inspector position in Engineering. This total includes funding of \$69,213 for personnel related costs, \$23,000 for a vehicle and \$3,000 for various operating requirements.

This position is required as the workload of the existing position has grown to the point where there is not adequate time devoted to each of the current projects to ensure that the work of both public and private projects is being completed properly. This position will right size the workload in the department and allow for additional projects, which are anticipated in FY 2019 – 2020, to be properly inspected.

Unified Development Ordinance \$50,000

Funding of \$50,000 has been included to cover the FY 2019 – 2020 funding increment for the Unified Development Ordinance (UDO) project in Planning. This initiative will result in a new UDO that implements the vision, goals and objectives of the Town Council as expressed through the newly updated Comprehensive and Transportation plans. It’s important to note that this is the final funding increment for this project.

Police Grant Positions \$35,898

Funding of \$35,898 has been included to cover the cost of two Police Officer positions. This total includes funding of \$13,198 for personnel related costs, \$17,750 for two vehicles and \$4,950 for various operating requirements. It is important to note that the costs associated with these positions have been significantly reduced as the department anticipates receiving a grant which would cover 85 percent of the year one funding requirements.

These positions are required based on growth in the Town’s population and land area over the last several years. As the Town’s population has increased, the department has received significantly more calls for service and is required to travel further distances based on the Town’s land area growth. In addition, the department anticipates receiving a grant for these positions which covers 85 percent of the year one costs associated with funding personnel and

startup costs to outfit the officers. This results in savings of approximately \$204,000 for the Town.

WRAL Campaign \$9,000

Funding of \$9,000 has been included to cover the costs associated with running a six-month series of promotional articles about the Town on the WRAL website. This will result in a total of 12 articles being published about the Town. Staff anticipates these articles having significant promotional value as the WRAL website receives a significant amount of web traffic. This will allow for information to be shared about the exciting events and initiatives occurring within the Town to be communicated with a wide audience.

Middle School Camp \$8,940

Funding of \$8,940 has been included to cover the costs associated with providing a middle school camp. The Town's current camp, Camp Kaleidoscope, is at max capacity and allows for middle schoolers and younger children to attend. Adding an additional camp would expand capacity and allow for children to interact with their peers. It's important to note that revenue of \$6,600 would reduce the net cost of this camp to \$2,340 in FY 2019 – 2020.

Based on the timing of when the fiscal year starts, this camp will only run for 3 weeks during FY 2019 – 2020. In future years, the camp will run for several more weeks. As a result, additional funding of \$20,615 would be required in FY 2020 – 2021. This increase would be offset by additional revenue of \$17,600 resulting in a net cost of \$3,015.

**Summary of Reductions and Unfunded Decision Packages**

The FY 2019 – 2020 Recommended Budget includes reductions of \$416,925 and unfunded decision packages totaling \$1,521,394. Several of the reductions may have a direct impact on the Town's operations in FY 2019 – 2020 but were deemed to be manageable given other priorities. In addition, many of the unfunded decision packages deserve to be funded based on the impact they would have on the Town's operations. Unfortunately, sufficient funding does not exist to fund these requirements as part of the current budget.

## Reductions Utilized to Balance the FY 2019 - 2020 Budget

Department	Reduction Total	Impact
Town wide	\$50,000	A decrease of \$50,000 would require the Town to centrally budget anticipated position turnover within Departments. This may require departments to extend vacancies during the year which would result in operational deficiencies.
Town wide	\$10,000	A decrease of \$10,000 would require funding associated with auto maintenance and repair to be budgeted in a central location. Pooling the available funding should generate efficiencies limiting the impact of this reduction.
Town wide	\$7,500	A decrease of \$7,500 would result from the Town implementing an employee savings initiative program. A cross departmental team of employees would be developed to identify inefficiencies within the Town. In addition, a savings forum would be established on the Town's website which would allow all employees to provide ideas on how the Town could generate efficiencies.
Town wide	Unknown	A one-time decrease would result from the Town hiring a consultant to review prior year billings to identify overpayments and inaccurate billings.
Economic Development	\$5,000	A decrease of \$5,000 would limit staff's ability to hold site consultant visits with partner agencies. This could have an impact on the Town's economic development efforts.
Economic Development	\$1,000	A decrease of \$1,000 would require staff to reduce efforts associated with supporting the retention of existing companies and visiting headquarters of companies with locations in Garner. This could have an impact on the Town's economic development efforts.
Neighborhood Development	\$4,000	A decrease of \$4,000 would result in a reduced number of participants in Garner 101 and eliminating the Neighborhood Leadership Academy. This would reduce



		community outreach efforts and impact resident's ability to learn about the Town's operations.
Communications	\$8,000	A decrease of \$8,000 would prevent the Communications Division from purchasing new video camera equipment. This would limit the quality of video staff produces to promote Town events and initiatives.
Communications	\$1,000	A decrease of \$1,000 would prevent the Communications Division from purchasing a Sling Studio switcher which would allow for live streaming with multiple cameras.
Communications	\$5,000	Additional revenue of \$5,000 would offset the cost of the new twice a year Town of Garner magazine. This would reduce the quality of the magazine as advertisements generally result in less attractive final product.
Inspections	\$6,000	A decrease of \$6,000 would reduce the number of temporary staffing hours in the Inspections Department. This could limit the Department's ability to provide a mandated service. If funding proves to be insufficient, a funding adjustment will be required.
Human Resources	\$6,150	A decrease of \$6,150 would eliminate funding available for Halogen User Training. This would result in no Town staff receiving training on how to utilize the Town's human resource system. This is a manageable reduction but will prevent the Town from creating a core group of trained users that could then train other staff members.
Human Resources	\$20,000	A decrease of \$20,000 would eliminate funding for an assessment center. This would limit the Town's ability to recruit for a critical position and may require a funding adjustment during the fiscal year.
Information Technology	\$6,000	A decrease of \$6,000 would eliminate funding available for cyber security training. This reduction may have a limited impact as the Town has yet to be significantly impacted by malware or other security threats; however, not providing adequate training

		makes the Town more susceptible to these types of issues.
Information Technology	\$20,500	A decrease of \$20,500 would result in the Town's guest wireless network not being replaced. This reduction is manageable, but it should be noted that the network could fail during the fiscal year and fund balance, or another funding source, would have to be utilized to replace the system.
Information Technology	\$18,000	A decrease of \$18,000 would result in the Town only replacing the batteries on various servers/switches. If this proves to be insufficient a funding adjustment would be required during the fiscal year.
Public Works	\$48,968	A decrease of \$48,968 is based on reducing the budget associated with streetlight utilities. This reduction is based on a review of prior year experience and current costs. This reduction may have a limited impact but would require the department to request additional funding, or absorb the cost, if costs exceed the new budget.
Public Works	\$54,000	A decrease of \$54,000 would result in the fence at Lake Benson Park not being replaced. The fence is deteriorating and not replacing it would have a significant impact on the aesthetic appeal of the park.
Public Works	\$10,159	A decrease of \$10,159 reduces the future contract rate increase in the Solid Waste contract to 2.0 percent. Staff originally budgeted an increase of 3.0 percent but currently believes the increase will be closer to 2.0 percent. If the final amount is higher than 2.0 percent then a funding adjustment may be required.
Public Works	\$34,050	A decrease of \$34,050 would reduce funding available for mulching town parks and facilities. This will limit staff's ability to apply additional mulch during the year which impacts the aesthetic appeal of parks and Town facilities.

Public Works	\$30,000	A decrease of \$30,000 would require various energy savings initiatives to be implemented on a town wide basis. This could increase the number of too hot / too cold calls that Facilities responds to and result in uncomfortable conditions for some employees and the general public.
Parks	\$39,728	A decrease of \$39,728 would reduce Temporary staffing in Youth and Athletics. This may impact the Department's ability to provide adequate staffing for various programs. If insufficient funding is available to meet programmatic requirements, then a funding adjustment will be required.
Parks	\$10,000	A decrease of \$10,000 would reduce departmental supplies in Youth and Athletics. This may impact the Department's ability to provide adequate materials for various programs. If insufficient funding is available to meet programmatic requirements, then a funding adjustment will be required.
Parks	\$4,300	A decrease of \$4,300 would result in various new community events for teens, dog owners and other segments of the community not being implemented.
Parks	\$6,170	A decrease of \$6,170 would result from the department not hiring additional field staff at White Deer Park. The department proposed hiring additional staff to interpret nature and to patrol the park to enhance visibility.
Police	\$2,000	A decrease of \$2,000 would require the Police Department to reduce printing of various brochures and annual reports. This reduction could be mitigated by including these items online.
Police	\$5,000	A decrease of \$5,000 would require the Police Department to reduce the number of administrative training sessions attended by staff.

Police	\$2,000	A decrease of \$2,000 would reduce funding available for IT equipment and supplies in the Police Department.
Police	\$2,400	A decrease of \$2,400 would reduce funding available to perform maintenance at the 912 7 <sup>th</sup> Avenue facility.

**Decision Packages Not Funded as Part of the FY 2019 - 2020 Budget**

Department / Request	Funding Total	Request Summary
Communications – Communication 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; making fliers/brochures; special event planning and marketing; and, report design and dissemination.
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.
Human Resources - Halogen Learning Module	\$21,000	This software package would allow for the online tracking and scheduling of training which aligns with the Town's performance management system software.
Finance - Convert Part-Time Office Assistant Position to Full-Time	\$27,205	Making this position full-time would allow the Finance Department to manage increased work load and to meet non-critical requirements in a more timely manner.
Parks - Park Administrative Support Specialist	\$69,919	This position would perform various administrative tasks which are currently being performed by the department's senior management. This would allow for a dedicated position to manage administrative functions and for senior management to focus on higher level tasks.
Parks - Park Program Manager (Part-Time)	\$46,731	This position would manage activities and programs at the Town's recreation center. Having a permanent part-time position would result in enhanced continuity and would minimize administrative challenges associated with seasonal staff.
Parks - New Park Planner Position	\$89,206	This position would assist senior management in the Department with activities such as park planning, development, management and maintenance. This is necessary due to the potential growth of park development projects, maintenance needs and the requirement to identify alternative funding needs to meet growing demand in future years.
Avery Street Recreation Center Maintenance	\$48,200	This request would allow for various maintenance related improvements to be made at the Avery Street Recreation Center. Specifically, this would allow for new paint, new carpet for offices and corridor areas, new furniture and office reconfigurations and new wall padding.

Fire Services - Administration Battalion Chief	\$84,647	This position was requested to support efforts associated with long range plans, developing a standard of cover, performance indicators and accreditation. GVFR would reallocate certain other duties as well to this new position such as ISO planning, EMT credentialing, and radio maintenance. This delegation of duties would allow GVFR's current Deputy Chief of operations more time to focus on facility and personnel management.
Police - Community Liaison Officer	\$123,041	This position would allow the Department to dedicate an officer to take on responsibility for community engagement and crime prevention. This officer's responsibilities would include, but not be limited to, coordinating the Citizens' Police Academy, working with the Town's Technical Review Committee, coordinating Neighborhood Watch Associations and Next Door communication, ongoing community meetings, Hispanic community outreach, conducting CPTED / security surveys, church safety assessments, managing the "Coffee with a Cop" program, social media, and coordinating our upcoming "Barbershop Rap Sessions" aimed at enhancing our outreach with the African American community.
Police - School Resource Officer	\$138,887	This position would allow for a second School Resource Officer to be added to South Garner High School which will be adding 11th graders in FY 2020. This position would allow for an appropriate student to staff ratio to be maintained following the addition of an additional grade.
Police - Breaching Door Trainer	\$6,280	This equipment would allow the special response team (SRT) to practice a variety of door breaching methods. This would help to ensure that the SRT is able to successfully breach a door during critical situations.
Police - Cubicles	\$16,924	Additional cubicles would allow the department to reorganize their office configuration to accommodate additional personnel growth.
Police - License Plate Readers	\$273,000	License Plate Readers would serve as an investigative tool to aid police in recovering stolen vehicles, locating criminals, assisting in the security of large public locations, and conducting other intelligence and investigative activities. The devices would be located at various locations within the Town and would enhance the Police Department's ability to investigate and solve crimes.
Police - Segway	\$7,379	A Segway would allow school resource officers at Garner Magnet High School to quickly respond to events throughout the school's campus.

Public Works - Building Maintenance Day Porter	\$55,481	This position would perform janitorial services which are currently being performed by building maintenance technicians. This would allow for a dedicated position to perform these tasks and would allow building maintenance technicians to focus on higher level tasks.
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 more consistent maintenance of the town facilities, parks, sports fields, and open spaces.
Public Works - Convert Four Part-Time Street Maintenance Workers to Two Full-Time Positions	\$112,848	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. As a result, the town would be able to provide improved right of way maintenance which consists of mowing, trimming, edging and litter removal.
Public Works - Sidewalk Maintenance Pilot Program	\$10,000	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.
Engineering - Capital Improvement Plan Project Manager	\$92,500	This position would allow for a dedicated project manager to oversee public infrastructure projects. Currently, the Assistant Town Engineer manages both public infrastructure projects and private development plan reviews as well as supervising staff. This limits this positions ability to provide the day to day management of critical projects that is required for successful implementation.



## Summary of Employee Benefits

The FY 2019 – 2020 Recommended Budget includes an increase in Personnel costs of \$732,472, or 4.45 percent, over the FY 2018 – 2019 Adopted Budget. A significant portion of this total is based on an increase of \$553,151, or 5.37 percent, in Salaries. Of the increase in Salaries, \$250,999 is associated with merit-based salary adjustments for existing employees. An additional increase of \$116,153 is associated with new positions recommended for approval. The remaining increase is primarily due to positions approved out of cycle during FY 2018 – 2019 and positions approved in the FY 2018 – 2019 budget that were not funded for the entire year. The final salary cost driver is the highly competitive job market in the region. The Town is consistently challenged to recruit qualified applicants and is often forced to pay full market value for new hires.

The FY 2019 – 2020 Recommended Budget also includes an increase of \$217,125, or 15.8 percent, over the FY 2018 – 2019 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 7.75 percent to 8.95 percent for regular employees and 8.50 percent to 9.70 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:

<b>Town of Garner Total Budgeted Personnel Costs</b>				
	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 18-19</u>	<u>FY 2019-20</u>
<u>Category</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Recommended</u>
				<u>Budget</u>
Salaries	\$9,707,440	\$9,973,423	\$10,307,362	10,860,513.00
Temporary Salaries	\$597,071	\$600,665	\$753,703	756,519.00
Longevity	\$190,610	\$184,757	\$161,511	170,478.00
FICA	\$843,979	\$841,531	\$895,459	938,259.00
Retirement	\$1,245,699	\$1,311,112	\$1,372,202	1,589,327.00
Group Insurance	\$1,635,124	\$1,947,328	\$2,225,020	2,201,601.00
Overtime	\$80,071	\$79,649	\$86,865	89,483.00
Temp - Overtime	\$2,300	\$2,300	\$2,300	0.00
LEO Separation Pay	\$264,310	\$304,441	\$263,354	249,242.00
Retiree Healthcare	\$325,729	\$351,694	\$404,048	348,874.00
Retiree Payout <sup>1</sup>	\$39,047	\$33,105	\$0	0.00
<b>Total</b>	<b>\$14,931,380</b>	<b>\$15,630,005</b>	<b>\$16,471,824</b>	<b>\$17,204,296</b>
<i>% Change</i>	4.27%	4.68%	5.39%	4.45%
<i>\$ Change</i>	\$563,983	\$698,625	\$841,819	\$732,472

<sup>1</sup> Beginning in the FY 2018 - 2019 Recommended Budget, payouts have been budgeted for in the impacted Department.

## 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 consistent annual funding of \$750,000, 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.

As part of the FY 2018 – 2019 budget, staff also revised the funding mechanism used to cover the cost of vehicle replacements. In prior years, the Town relied on debt financing to cover the cost. In FY 2018 - 2019, the Town began the process of utilizing annual appropriations to cover the cost. This transition is being phased in over a multiple year period as the Town is required to make debt payments for previous purchases in addition to covering the cost of new vehicles. As a result, fund balance has been utilized to cover a portion of the cost associated with vehicles in FY 2019 – 2020. Currently, staff anticipates that fund balance will only be required again in FY 2020 – 2021.

The chart below summarizes the vehicles being replaced or added in FY 2019 – 2020:

<u>Department</u>	<u>Vehicle/Equip.</u>	<u>Replacement Cost</u>	<u>Powell Bill Eligible</u>
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police	Marked Charger	\$35,033	No
Police <sup>1</sup>	Marked Tahoe (New Position)	\$8,850	No
Police <sup>1</sup>	Marked Tahoe (New Position)	\$8,850	No
Engineering	Pickup (New Position)	\$23,000	No
Public Works	Van (New Position)	\$35,500	No
Public Works	Pickup Truck	\$32,000	No
Public Works	Snow Plow Pickup	\$67,000	Yes
Public Works	Pickup	\$35,000	Yes
Public Works	Tandem Dump Truck	\$161,000	Yes

<b>Public Works</b>	Snow Plow Pickup	\$67,000	Yes
<b>Public Works</b>	Stand on Mower	\$12,000	Yes
<b>Public Works</b>	Gang Reel Mower	\$60,000	No
<b>Public Works</b>	Verticutter Mower	\$43,500	No
<b>Public Works</b>	Dump Truck Tires	\$9,280	No
<b>Public Works</b>	Poly Water Tank	\$8,838	No
<b>Public Works</b>	Trailer	\$12,000	No

<sup>1</sup>Funding totals reduced based on the Town receiving a grant that covers 85 percent of the costs associated with outfitting two police officers. The actual cost of a fully outfitted Tahoe is \$59,000.

## Information Technology Requirements

The FY 2019 – 2020 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. This analysis determined that annual funding of \$170,000 would be required to meet replacement requirements. As part of the FY 2019 – 2020 budget, funding of \$163,500 has been included to meet this need. While additional funding is required, this is a critical first step as it will allow for essential equipment to be replaced in an appropriate timeframe. This will enhance staff performance and ensure that the Town’s data storage, backup capabilities and other critical IT needs are met.

Funding included in FY 2019 – 2020 is required to cover the following items:

- Backup Device (Police) - \$12,000 to replace the Police backup device. This device houses all of the Town’s internal Police data backups. This device will be over 5 years old and is recommended for replacement based on the anticipated equipment lifespan and technology advances.
- Replacement Virtualization Hardware - \$148,500 to replace the Town’s virtual server and desktop equipment. This includes the replacement six virtual host servers, a modular network switch, two fabric interconnects, and ninety zero clients. This equipment is 7 years old and is being recommended for replacement due to anticipated end of support, technology advancement and equipment age.
- Server/Switch Battery Backup - \$3,000 to replace the internal batteries of the Town’s battery backup devices housed within the IT datacenter. These are being recommended for proactive replacement due to the current age of the batteries and the critical nature of the equipment these devices support.

## FUND BALANCE SUMMARY

### Fund Balance

Per the Town's Comprehensive Annual Financial Report (CAFR), the total amount of unassigned fund balance stood at \$17.727 million at the end of FY 2017- 2018. At the end of FY 2018- 2019, staff is projecting unassigned fund balance to be approximately \$16.227 million. Of this, \$1,679,703 remains committed to offset the debt associated with the bond program. This leaves approximately \$14.5 million (equal to 38.8 percent of the Town's budgeted expenditures) in unassigned fund balance. This decrease in percentage is primarily attributable to the Town utilizing fund balance to cover the cost associated with purchasing the Yeargan Property for a future park site.

The FY 2019-2020 budget includes \$625,976 in appropriations from unassigned general fund balance for the following one-time capital purposes:

- Second of three installments associated with reducing vehicle debt (\$266,628)
- Funding to cover the costs associated with the November 2020 election (\$120,000)
- Replacement of various capital requirements for Fire (\$163,045)
- Third and final installment to update the Unified Development Ordinance (\$50,000)

The total amount of fund balance proposed to be used in the FY 2019 – 2020 Recommended Budget is \$271,265 or 30.2 percent less than the FY 2018- 2019 approved amount. Staff will continue to monitor fund balance in relation to compliance with our fund balance policy and ensure that any requests for use of fund balance are carefully considered for one-time only expenditures. Please see the tab labeled General Fund for a detailed fund balance analysis.

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

- Powell Bill fund balance will be used to fund two pieces of equipment noted in the VERT section and to balance the budget for this program (\$278,497);
- Water/Sewer balance will be used to make the FY 2019 – 2020 appropriation to capital reserves for capacity fee debt service (\$414,281);
- Stormwater Infrastructure for retention pond maintenance in FY 2019 – 2020 (\$45,000)
- Bond Debt Capital Reserve Funds will be used for FY 2019 – 2020 debt service in accordance with the purpose of the plan (\$1,227,244).

## 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 5 of the plan (comparing the FY 2018-19 budget to the proposed FY 2019-20 budget), staff projects the combined increase for qualifying revenues to be 4.93 percent, which exceeds the minimum 1 percent threshold for triggering the plan into action. Based on the approved plan, a total of \$306,929 will be added to the Town's prior year cumulative amount of \$1,137,106 for a total contribution to the Revenue Savings Plan of \$1,444,035.

The net result of operating the debt capacity model and the revenues savings program will impact the Town's total fund balance. As discussed earlier, the Town (per the debt capacity model) will be utilizing \$1,227,244 of the original \$6.9 million Bond Debt Capital Reserve in the FY 2018- 2019 budget. This use of the Bond Debt Capital reserve brings the original \$6.9 million set aside to \$1,679,703. The Town's transfer of \$1,444,035 to the Revenue Savings Plan will bring the cumulative total reserved in the Revenue Savings Plan to \$3,152,756.

ORDINANCE NO. (2019) 3982

AN ORDINANCE TO APPROPRIATE FUNDS AND TO RAISE REVENUES FOR THE FISCAL YEAR BEGINNING JULY 1, 2019 AND ENDING JUNE 30, 2020

NOW, THEREFORE, BE IT ORDAINED by the Town Council of the Town of Garner, North Carolina, in accordance with NC General Statutes 159-13, that the following anticipated fund revenues and departmental expenditures are hereby appropriated and approved for the operation of the Town government and its activities for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020.

Section I. GENERAL FUND

A. ANTICIPATED REVENUES

AD VALOREM TAXES

Ad Valorem Taxes-Current Year	\$20,458,838
Ad Valorem Taxes-Prior Year	60,500
Ad Valorem Tax Rental Vehicles	22,500
Payment in Lieu of Taxes	800
Tax Penalty and Interest	44,000

SALES TAX AND OTHER TAXES

ABC Net Revenue	\$145,000
Local Government Sales Tax 1%	3,213,414
Local Government Sale Tax 1/2%	3,779,596
Solid Waste Disposal Tax	20,000

INTERGOVERNMENTAL REVENUES

Beer and Wine Tax	\$135,000
Utility Franchise Tax	1,925,000
Video Programming Fees	249,000
Build America Bond Interest Reimbursement	67,000
PEG Channel Reimbursement	53,000
PEG Media Cost Share	26,500
Powell Bill Distribution	762,144
School Resource Officer	106,136

PERMITS AND FEES

Sidewalk Fee	\$40,000
Engineering Inspection Fee	35,000
Motor Vehicle Fee - Roads	730,000



Business Registration Fee	30,000
Dog Tags	800
Subdivision Fees	45,000
Board of Adjustment Fees	800
Site Plan / Permit Fees	30,000
Rezoning Fees	15,000
Sign Permit Fees	7,100
Annexation and Street Closing	1,200
Special Event Permit	700
Building Permit Fees	1,057,500
Inspection Plan Review Fee	55,000
Fire Inspection Fee	15,000
Inspection Fees - After Hours	1,480
Police Outside Employment	225,000
False Alarm Charges	20,000
FEES FOR SERVICE	
Recreation Fees	\$335,560
Auditorium Concessions	3,600
Parks & Rec Facility Rental	251,825
Special Refuse Collection Fees	3,775
Refuse Cart Fees	35,000
City of Raleigh - Collection Fees	4,000
Wake County - Collection Fees	950
NCDOT Mowing Agreement	23,000
City of Raleigh - Street Repairs	37,500
INVESTMENT REVENUES	
Interest Earned	\$580,000
OTHER REVENUES	
Co Landfill Reimbursement	\$115,000
Grounds Fee - School Commons	7,500
Miscellaneous Revenue	15,000
Code Enforcement Fines	25,000
Procurement Card Revenue	10,000
Scrap Metal Sales	2,000
Sewer Assessments	4,000
Interest on Assessments	700

Miscellaneous Land Use Charges	13,500
Officer Fees	7,500
Parking Violations	800
OTHER FUNDING SOURCES	
Transfer From – Stormwater Infrastructure Reserve	\$45,000
Transfer From – Water/Sewer Debt Reserve	414,271
Sale of Fixed Assets	45,000
Appropriated Fund Balance - Powell Bill	278,497
Appropriated Fund Balance - Bond Debt Capital Reserve	1,227,244
Appropriated Fund Balance - Unassigned	<u>580,395</u>
TOTAL	<u>\$37,444,625</u>

B. ANTICIPATED EXPENDITURES

GOVERNING BODY	\$544,012
ADMINISTRATION	\$1,636,421
FINANCE	\$831,422
ECONOMIC DEVELOPMENT	\$300,994
PLANNING	\$775,231
INSPECTIONS	\$1,213,554
ENGINEERING	\$737,938
INFORMATION TECHNOLOGY	\$713,146
POLICE	\$7,941,079
FIRE AND RESCUE	\$3,532,899
PUBLIC WORKS	\$9,141,610

PARKS, RECREATION AND CULTURAL RESOURCES	\$2,401,430
DEBT SERVICE	\$3,758,355
SPECIAL APPROPRIATIONS	\$1,446,150
OTHER FUNDS	\$612,068
TRANSFERS	<u>\$1,858,316</u>
TOTAL	<u>\$37,444,625</u>

Section II. LEVY OF TAXES

There is hereby levied, for Fiscal 2019-2020 Ad Valorem Tax Rate of \$0.56 per one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2019, for the purpose of raising funds for the General services under Current Year's Tax, as set forth in the forgoing estimates of revenues in order to finance the foregoing applicable appropriations. This rate of tax is based on an estimated assessed valuation of \$3,679,455,263 and an estimated rate of collection of 99.29 percent. Under authority of NC General Statute 20-97, an annual license tax of \$30.00 is levied on each vehicle in the Town of Garner.

Section III. AUTHORIZATIONS & RESTRICTIONS OF THE BUDGET OFFICER

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

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

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

Section IV. PURCHASE ORDERS.

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

Section V. PAY AND CLASSIFICATION PLAN

The sums appropriated and set forth in the detailed schedule of personnel services shall be paid in accordance with the Pay Plan and Position Classification Plan adopted by Town Council. All positions, position titles, incorporated herein for personnel are authorized and approved. The

Town Manager is authorized to change positions, position titles, classifications and reclassifications, and reassignments for personnel for all positions authorized in the budget, but no new positions that are not captured within the budget or within the Position Classification Plan shall be added without the approval of the Town Council.

Section VI. UTILIZATION OF BUDGET ORDINANCE

This ordinance shall be the basis of the financial plan for the Town of Garner during the Fiscal Year 2019-2020. The Budget Officer shall administer the budget and shall insure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget. The Finance Department shall establish and maintain all records which are in consonance with this ordinance, and the appropriate statutes of the State of North Carolina. Copies of this ordinance shall be furnished to the Finance Director and the Town Clerk for their direction in the disbursement of the Town's funds and for public inspection.

Duly adopted the 18<sup>th</sup> day of June, 2019.

  
\_\_\_\_\_  
Ronnie S. Williams, Mayor

ATTEST:   
\_\_\_\_\_  
Stella L. Gibson, Town Clerk

**TOWN OF GARNER**  
**BUDGET OVERVIEW - ALL FUNDS**

Revenue Type	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
Ad Valorem Taxes	\$ 17,992,564	\$ 18,569,806	\$ 18,569,806	\$ 20,657,275	\$ 20,586,638
Permits and Fees	2,581,823	2,250,480	2,568,500	2,309,580	2,309,580
Other Taxes & Licenses	6,355,810	6,846,875	6,846,875	7,158,010	7,158,010
Intergovernmental	3,235,513	3,334,967	3,334,967	3,323,780	323,780
Sales and Services	672,139	573,573	573,573	695,210	695,210
Investment Revenues	360,123	410,000	503,000	540,000	580,000
Other Revenue	196,043	163,250	256,607	206,000	201,000
<b>Total Revenue</b>	<b>31,394,015</b>	<b>32,148,951</b>	<b>32,653,328</b>	<b>34,889,855</b>	<b>31,854,218</b>
Transfers from Other Funds	-	473,893	473,893	459,281	459,271
Sale of Capital Assets	53,213	45,000	45,000	45,000	45,000
Proceeds from Debt Issuance	660,000	4,050,000	4,050,000	7,190,000	7,190,000
Fund Balance Appropriated	-	2,564,238	6,764,987	2,131,717	2,086,136
<b>Total Resources</b>	<b>\$ 32,107,228</b>	<b>\$ 39,282,082</b>	<b>\$ 43,987,208</b>	<b>\$ 44,715,853</b>	<b>\$ 41,634,625</b>

Category	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
General Fund					
General Government	\$ 7,269,216	\$ 8,188,496	\$ 8,691,811	\$ 9,034,019	\$ 8,826,793
Public Safety	12,586,600	12,404,793	12,511,035	12,570,312	12,687,532
Transportation	2,899,717	3,773,720	4,329,920	4,348,232	4,348,231
Solid Waste and Recycling	1,895,800	1,952,169	1,952,169	2,136,083	2,136,083
Cultural and Recreational	2,936,530	3,297,242	5,647,582	3,555,385	3,564,164
Capital Projects	7,493,450	-	2,662,132	7,190,000	7,190,000
Debt Service	3,748,005	3,717,729	3,717,729	3,758,355	3,758,355
<b>Total Expenditure</b>	<b>38,829,318</b>	<b>33,334,149</b>	<b>39,512,378</b>	<b>42,592,386</b>	<b>42,511,158</b>
Transfers to Other Funds	231,625	1,897,933	3,086,962	2,123,467	2,123,467
<b>Total Expenditures and Other</b>	<b>39,060,943</b>	<b>35,232,082</b>	<b>42,599,340</b>	<b>44,715,853</b>	<b>44,634,625</b>

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

REVENUES AND SOURCES	TOTAL	GENERAL FUND	CAPITAL PROJECTS FUND
<i>Ad Valorem Taxes</i>			
-- Current Year	\$ 20,482,138	\$ 20,482,138	\$ -
-- Prior Years	60,500	60,500	-
-- Penalties and Interest	44,000	44,000	-
<b>Subtotal: Property Taxes</b>	<b>20,586,638</b>	<b>20,586,638</b>	<b>-</b>
Sales Tax and Other Taxes			
-- ABC Mixed Beverage	145,000	145,000	-
-- Local Option Sales Tax	6,993,010	6,993,010	-
-- Solid Waste Disposal Tax	20,000	20,000	-
<b>Subtotal: Other Taxes</b>	<b>7,158,010</b>	<b>7,158,010</b>	<b>-</b>
Intergovernmental Revenues	3,323,780	3,323,780	-
Permits and Fees	2,309,580	2,309,580	-
Fees for Service	695,210	695,210	-
Investment Revenues	580,000	580,000	-
Other Revenue	201,000	201,000	-
<b>Total Revenues</b>	<b>34,854,218</b>	<b>34,854,218</b>	<b>-</b>
Transfers from Other Funds	459,271	459,271	-
Sale of Assets	45,000	45,000	-
Proceeds of Debt Issuance	4,050,000	-	7,190,000
Fund Balance Appropriated	2,086,136	2,086,136	-
<b>TOTAL NET RESOURCES</b>	<b>\$ 41,494,625</b>	<b>\$ 37,444,625</b>	<b>\$ 7,190,000</b>

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

<b>EXPENDITURES AND USES</b>	<b>TOTAL</b>	<b>GENERAL FUND</b>	<b>CAPITAL PROJECTS FUNDS</b>
General Government	\$ 7,750,228	\$ 7,750,228	\$ -
Public Safety	13,044,176	13,044,176	-
Transportation	3,773,720	3,773,720	-
Solid Waste and Recycling	1,952,169	1,952,169	-
Cultural and Recreational	3,405,327	3,405,327	-
Debt Service	3,717,729	3,717,729	-
Capital Projects	4,050,000	-	7,190,000
Transfers to Other Funds	1,588,733	1,588,733	-
<b>TOTAL NET EXPENDITURES</b>	<b>\$ 39,282,082</b>	<b>\$ 35,232,082</b>	<b>\$ 7,190,000</b>

**TOWN OF GARNER**  
**SUMMARY OF CHANGES IN GENERAL FUND BALANCES**

<b>GENERAL FUND</b>	<b>BUDGET YEAR ENDING <u>JUNE 30, 2018</u></b>	<b>BUDGET YEAR ENDING <u>JUNE 30, 2019<sup>1</sup></u></b>
Total Fund Balance Available Beginning of Year	\$ 29,947,179	\$ 30,594,188
Revenues & Other Financing Sources	32,190,324	33,473,417
Expenditures	31,429,315	35,271,766
Transfers In	-	473,893
Transfers Out	<u>114,000</u>	<u>946,464</u>
Total Fund Balance Available End of Year	\$ 30,594,188	\$ 28,323,268
<hr/>		
Composition of Fund Balance:		
Nonspendable Fund Balance:		
Inventories	\$ 28,396	\$ 28,396
Prepays	<u>17,356</u>	<u>17,356</u>
Subtotal: Nonspendable Fund Balance	45,752	45,752
Restricted Fund Balance:		
State statute	3,358,985	3,358,985
Law enforcement	40,479	40,479
Powell Bill	<u>773,055</u>	<u>60,900</u>
Subtotal: Restricted Fund Balance	4,172,519	3,460,364
Committed Fund Balance:		
Veterans Memorial	65,024	65,024
Insurance Proceeds	26,182	26,182
Stormwater infrastructure	267,441	267,441
Public safety	1,276	1,276
Water/sewer capacity debt	2,405,673	2,405,673
Revenue Savings Plan	1,033,414	1,033,414
Development Services	200,000	200,000
Acreage Fees	484,861	484,861
Dental Claims	46,697	46,697
Parks and recreation projects	<u>1,972,990</u>	<u>1,972,990</u>
Subtotal: Committed Fund Balance	6,503,558	6,503,558
Assigned Fund Balance:		
Subsequent Year Expenditure	<u>2,145,498</u>	<u>2,145,498</u>
Subtotal: Assigned Fund Balance	2,145,498	2,145,498
Undesignated Fund Balance	<u>17,726,861</u>	<u>16,168,096</u>
Total Estimated Fund Balance at June 30	<u>\$ 30,594,188</u>	<u>\$ 28,323,268</u>

<sup>1</sup> The FY 2018 - 2019 audit has not been finalized. As a result, figures below are staff estimates and subject to change.



## TOWN OF GARNER DEBT MANAGEMENT

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

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

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

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

The Town's current bond ratings are AAA by Standard and Poor's and Aa1 by Moody's Investors Service.

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

### **Bonds payable at June 30, 2019 are comprised of the following issues (in addition to the above-mentioned issue):**

- \$6,050,000 2011 taxable public improvement bonds (Build America Bonds) with annual installments through February 2031. Interest varying from 1.05% to 5.25%.
- \$9,805,000 2014 general obligation bonds with annual installments through February 2034. Interest varying from 2.00% to 4.00%.
- \$14,670,000 2015 general obligation bonds with annual installments through August 2035. Interest varying from 2.00% to 5.00%.
- \$4,050,000 2018 general obligation bonds with annual installments through August 2038.

### **Other long-term debt includes:**

- \$5,519,000 Refunding agreement loan for various projects with semi-annual installments through September 2026. Interest rate of 1.84%.
- \$3,620,759 refunding agreement with semi-annual installments through September 2021. Interest rate of 1.94%.
- \$710,000 installment loan for vehicles with annual installments through September 2021. Interest rate of 1.36%.
- \$660,000 installment loan for vehicles with annual installments through March 2022. Interest rate of 1.41%.

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

**Calculation of Debt Limit**

Assessed Value of Taxable Property		\$ 3,687,000,000
Multiplied by State Limitation of 8%		x .08
		294,960,000
DEBT LIMIT		294,960,000

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

Total Debt Applicable to the Debt Limit at June 30, 2019	\$	36,563,616
Less: Assets in Debt Service Reserves available for payment of debt		-
TOTAL AMOUNT OF DEBT APPLICABLE TO DEBT LIMIT		36,563,616
LEGAL DEBT MARGIN		\$ 258,396,384

**FY 2019 -2020 DEBT SERVICE SCHEDULE**

Below is a summary of the debt service payments due for FY 2019 - 2020.

<b>Purpose</b>	<b>Original Debt</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Payment</b>
<b>General Purpose</b>				
2013 Refinancing of 2006 Capital Projects <sup>1</sup>	\$ 7,242,800	\$ 470,113	\$ 15,755	\$ 485,868
Public Improvements 2010 <sup>2</sup>	6,050,000	175,000	221,298	396,298
2017 Refinancing of 2011 Capital/Capacity <sup>3</sup>	3,400,000	564,000	75,532	639,532
General Obligation 2014 <sup>4</sup>	8,905,000	250,000	300,775	550,775
General Obligation 2015 <sup>5</sup>	14,670,000	590,000	473,037	1,063,037
General Obligation 2018 <sup>6</sup>	4,050,000	120,000	148,725	268,725
Vehicles/Equipment FY 16-17 <sup>7</sup>	710,000	178,000	5,098	183,098
Vehicles/Equipment FY 17-18 <sup>8</sup>	660,000	164,000	7,022	171,022
<b>Total General Purpose Debt Service</b>				<b>\$ 3,758,355</b>

Notes:

- 2006 Projects included improvements to Centennial Park, East Main Street facility, Garner Performing Arts Center, Garner Senior Center, and purchase of water and sewer capacity. This debt was refunded in FY 2013-14 to reduce the interest rate.
- 2010 Improvements included roadway improvements to Timber Drive and Vandora Springs Road and White Deer Park.
- 2011 Projects included purchase of water and sewer capacity and improvements to the Public Works facility. This debt was refunded in FY 2016-17 to reduce the interest rate and purchase the Meadowbrook property.
- 2014 Projects included land acquisition for downtown redevelopment, park improvements, streets and sidewalks, and public safety facilities.
- 2015 Projects include Town Hall, Indoor Recreation Center, park enhancements, streets, and sidewalks.
- 2018 Projects include multiple street and sidewalk projects, parks recreational facilities and redevelopment improvements.
- Installment financing included the replacement of: two Inspections vehicles, four Public Works trucks, one Dump Truck, seven Police vehicles, one Parks Mini-Bus, a Salt Brine Machine and Applicator, one Tractor, and a Ball Field Machine.
- Installment financing for the replacement of: one Inspections vehicles, one Information Technology . vehicle, one Dump Truck, eight Police vehicles, one Parks Mini-Bus, one Wheel Loader, and one Wide Area Mower.

**Bonds Authorized and Unissued**

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

**TOWN OF GARNER**  
**SUMMARY OF LONG-TERM DEBT REQUIREMENTS**

**GENERAL FUND DEBT**

FISCAL YEAR	GENERAL OBLIGATION BONDS		PROMISSORY NOTES		TOTAL DEBT DUE		TOTAL
	Principal	Interest	Principal	Interest	Principal	Interest	
2019-20	1,135,000	1,143,835	1,376,113	103,406	2,511,113	1,247,241	3,758,355
2020-21	1,145,000	1,096,822	1,366,517	79,157	2,511,517	1,175,979	3,687,496
2021-22	1,610,000	1,048,736	723,000	57,302	2,333,000	1,106,038	3,439,038
2022-23	1,610,000	983,213	551,000	44,758	2,161,000	1,027,971	3,188,971
2023-24	1,610,000	914,651	546,000	34,666	2,156,000	949,317	3,105,317
2024-25	1,610,000	846,087	542,000	24,656	2,152,000	870,743	3,022,743
2025-26	1,610,000	777,462	537,000	14,729	2,147,000	792,191	2,939,191
2026-27	1,610,000	707,512	532,000	4,894	2,142,000	712,406	2,854,406
2027-28	1,890,000	638,963	-	-	1,890,000	638,963	2,528,963
2028-29	1,890,000	564,638	-	-	1,890,000	564,638	2,454,638
2029-30	1,890,000	494,038	-	-	1,890,000	494,038	2,384,038
2030-31	1,890,000	422,787	-	-	1,890,000	422,787	2,312,787
2031-32	2,070,000	348,712	-	-	2,070,000	348,712	2,418,712
2032-33	1,890,000	282,012	-	-	1,890,000	282,012	2,172,012
2033-34	1,890,000	215,313	-	-	1,890,000	215,313	2,105,313
2034-35	1,890,000	133,613	-	-	1,890,000	133,613	2,023,613
2035-36	2,190,000	75,732					
2036-37	480,000	38,700					
2037-38	480,000	23,400					
2038-39		7,800	-	-	-	7,800	7,800
<b>Total</b>	<b>\$ 30,390,000</b>	<b>\$ 10,764,024</b>	<b>\$ 6,173,630</b>	<b>\$ 363,568</b>	<b>\$ 33,413,630</b>	<b>\$ 10,989,761</b>	<b>\$ 44,403,392</b>

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

## STAFFING SUMMARY FY 2019-2020

### Major Staffing Changes

Regular positions allocated in prior year:	178.12
Positions Eliminated:	(0.00)
Positions Added Mid-Year (Council Approved)	2.00
<u>Recommended New Positions</u>	<u>4.00</u>
Total Recommended Regular Positions:	184.12

The total number of positions recommended for FY 2019-2020 is 184.12, compared to 178.12 in the FY 2018- 2019 Adopted Budget. This is based on the approval of 2.0 positions during FY 2018 – 2019 budget year to meet IT project management and inspection related requirements. In addition, the FY 2019 – 2020 Recommended Budget includes 4.0 positions. These positions are summarized below:

#### *Facilities Maintenance Technician – Public Works*

This position will allow the Facilities Division to manage maintenance requirements at the Town's new Recreation Center. The Division is already challenged to meet requirements associated with existing Town facilities and the new Recreation Center will have a significant impact on workload. As a result, this position is critical as it will allow for basic maintenance requirements to be met at all Town facilities which will extend the lifecycle and performance of building assets with a significant cost to replace.

#### *Parks and Grounds Supervisor – Public Works*

This position will improve span of control issues within Public Works as noted in the FY 2016 – 2017 pay and class study. As a result, managers within the Public Grounds Management Division will be able to spend more time in the field managing, and overseeing, work related tasks instead of in the office performing administrative duties. This will allow the division to enhance efforts associated with duties such as athletic field maintenance, special event setup and take down and performing annual maintenance.

#### *Construction Inspector – Engineering*

This position is required as the workload of the existing position has grown to the point where there is not adequate time devoted to each of the current projects to ensure that the work of both public and private projects is being completed properly. This position will right size the workload in the department and allow for additional projects, which are anticipated in FY 2019 – 2020, to be properly inspected.

#### *Police Officer – Police*

This position is required based on growth in the Town's population and land area over the last several years. As the Town's population has increased, the department has received significantly

more calls for service and is required to travel further distances based on the Town's land area growth. In addition, the department anticipates receiving a grant for these positions which covers 85 percent of the year one costs associated with funding personnel and startup costs to outfit the officers. This results in savings of approximately \$204,000 for the Town.

**TOWN OF GARNER**  
**RECOMMENDED POSITIONS FY 2019-20**

DEPARTMENT/DIVISION	FY 2016-17 Full-time Equivalent	FY 2017-18 Full-time Equivalent	FY 2018-19 Full-time Equivalent	FY 2019-20 Full-time Equivalent
<b>ADMINISTRATION</b>				
Town Manager	4.00	4.00	4.00	4.00
Town Clerk	2.00	2.00	2.00	2.00
Human Resources	2.00	2.00	2.00	2.00
Communications	1.00	2.00	2.00	2.00
Neighborhood Improvement	1.00	1.00	1.00	1.00
<b>ADMINISTRATION TOTAL</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>FINANCE</b>				
Finance Administration	6.00	6.62	6.62	6.62
<b>FINANCE TOTAL</b>	<b>6.00</b>	<b>6.62</b>	<b>6.62</b>	<b>6.62</b>
<b>ECONOMIC DEVELOPMENT</b>				
Economic Development	2.00	2.00	2.00	2.00
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>PLANNING</b>				
Planning Administration	3.00	7.00	7.00	7.00
Land Use Permits and Enforcement	2.00	-	-	-
Community Planning and Appearance	1.00	-	-	-
<b>PLANNING TOTAL</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>INSPECTIONS</b>				
Inspections	8.00	10.00	11.00	11.00
<b>INSPECTIONS TOTAL</b>	<b>8.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>
<b>ENGINEERING</b>				
Engineering	6.00	6.00	6.00	7.00
<b>ENGINEERING TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
<b>INFORMATION TECHNOLOGY</b>				
Information Technology	3.00	3.00	4.00	4.00
<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>
<b>POLICE</b>				
Police Administration	73.50	73.50	75.50	76.50
<b>POLICE TOTAL</b>	<b>73.50</b>	<b>73.50</b>	<b>75.50</b>	<b>76.50</b>
<b>PUBLIC WORKS</b>				
Public Works Administration	5.00	5.00	4.00	4.00
Streets/Powell Bill	14.00	14.00	16.00	16.00
Public Grounds Management	13.00	13.00	13.00	14.00
Building Maintenance	4.00	4.00	5.00	6.00
Fleet Maintenance	4.00	4.00	4.00	4.00
<b>PUBLIC WORKS TOTAL</b>	<b>40.00</b>	<b>40.00</b>	<b>42.00</b>	<b>44.00</b>

(Continued on next page.)

**TOWN OF GARNER**  
**RECOMMENDED POSITIONS FY 2019-20**

DEPARTMENT/DIVISION	FY 2016-17 Full-time Equivalent	FY 2017-18 Full-time Equivalent	FY 2018-19 Full-time Equivalent	FY 2019-20 Full-time Equivalent
<b>PARKS, RECREATION, &amp; CULTURAL RESOURCES</b>				
Parks, Recreation, & Cultural Resources Administration	3.00	2.00	2.00	2.00
Cultural Arts & Events	3.00	4.00	4.00	4.00
Marketing and Special Events	0.00	0.00	0.00	0.00
Youth & Athletic	2.50	3.00	6.00	6.00
Adult & Senior	2.00	2.00	2.00	2.00
Outdoor Adventure	2.00	2.00	1.00	1.00
<b>PARKS, RECREATION, &amp; CULTURAL RESOURCES TOTAL</b>	<b>12.50</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>
<b>TOTAL - GENERAL FUND EMPLOYEES</b>	<b>167.00</b>	<b>172.12</b>	<b>180.12</b>	<b>184.12</b>
<b>FTE per 1,000 Population</b>	<b>6.10</b>	<b>6.03</b>	<b>5.88</b>	<b>5.63</b>



Town of Garner  
**PAY PLAN**  
**Effective: 7/1/19**

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

Town of Garner  
**PAY PLAN**  
**Effective: 7/1/19**

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

Town of Garner  
**PAY PLAN**  
**Effective: 7/1/19**

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

Town of Garner  
**PAY PLAN**  
**Effective: 7/1/19**

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

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
3	8.02	12.42	16,682 - 25,834	Scorekeeper	N
4	8.43	13.05	17,534 - 27,144	Recreation Leader I	N
5	8.84	13.72	18,387 - 28,538		
6	9.27	14.39	19,282 - 29,931	Desk Attendant Facility Attendant Recreation Leader II	N N N
7	9.76	15.13	20,301 - 31,470		
8	10.23	15.88	21,278 - 33,030	Boathouse Operator	N
9	10.75	16.66	22,360 - 34,653	Boathouse Supervisor Park Ranger Public Grounds Maintenance Worker	N N N
10	11.29	17.49	23,483 - 36,379	Intern	N
11	11.87	18.38	24,690 - 38,230	Bus Driver Police Recruit School Crossing Guard Services Officer	N N N N
12	12.42	19.30	25,834 - 40,144		
13	13.05	20.26	27,144 - 42,141	Receptionist	N
14	13.72	21.28	28,539 - 44,262	Parks Maintenance Worker Street Maintenance Worker	N N
15	14.39	22.36	29,931 - 46,509	Customer Service Representative Recreation Activities Specialist	N N
16	15.13	23.46	31,470 - 48,797	Auditorium Technician Police Records Specialist	N N
17	15.88	24.63	33,030 - 51,230	Administrative Support Specialist Development Services Specialist Equipment Operator Finance Technician Lead Auditorium Technician Lead Parks Maintenance Worker Quartermaster Recreation Program Specialist	N N N N N N N N

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**

<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>
18	16.66	25.85	34,653 - 53,768	Accounts Payable Specialist Building Maintenance Technician Fleet Mechanic Public Works Specialist Street Sweeper Operator	N N N N N
19	17.51	27.17	36,421 - 56,514	Lead Equipment Operator Senior Development Services Specialist	N N
20	18.38	28.52	38,230 - 59,322	Communications Specialist Deputy Town Clerk Payroll Specialist Planning Technician Lead Police Services Officer Senior Administrative Support Specialist	N N N N N N
21	19.30	29.94	40,144 - 62,275	Code Compliance Officer Events Coordinator Fire Inspector Marketing Coordinator Senior Fleet Mechanic	N N N N N
22	20.26	31.44	42,141 - 65,395	Building Codes Inspector I Police Accreditation Specialist Police Crime Analyst Police Records Manager	N N N N
22** (Police)	20.26	31.44	45,038-69,891 **based on 2,223 hrs/yr	Police Officer I Police Officer II	N N
23	21.28	33.01	44,262 - 68,661	Athletics Program Supervisor Facilities Supervisor Fleet Supervisor Parks and Grounds Supervisor Planner I Recreation & Programs Assistant Manager Right of Way Supervisor Streets Supervisor Theater and Marketing Supervisor	N N N N N N N N N
23** (Police)	21.28	33.01	47,305-73,381 **based on 2,223 hrs/yr	Police Officer - First Class	N

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**

<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>
24	22.36	34.68	46,509 - 72,134	Building Codes Inspector II Construction Inspector Engineering Technician Human Resources Analyst	N N N N
24** (Police)	22.36	34.68	49,706-77,094 **based on 2,223 hrs/yr	Police Officer - Senior Officer	N
25	23.46	36.40	48,797 - 75,712	Chief Code Compliance Officer Downtown Development Manager Planner II	N E N
26	24.63	38.20	51,230 - 79,456	Building Codes Inspector III Cultural Arts and Events Manager Fire Codes Administrator Neighborhood Improvement Manager Outdoor Education and Parks Manager Purchasing Officer Recreation Center and Programs Manager	N E N N E E E
27	25.85	40.12	53,768 - 83,450	Facilities Manager Information Technology Systems Specialist Public Works Grounds Superintendent Public Works Streets Superintendent Recreation Superintendent Senior Planner	N N N N N E
28	27.17	42.13	56,514 - 87,630	Accounting Services Manager Budget and Special Projects Officer Building Codes Inspections Supervisor Information Technology Systems Analyst Principal Planner Town Clerk	E E N N E E
28** (Police)	27.17	42.13	60,399-93,655 **based on 2,223 hrs/yr	Police Sergeant**	N
29	28.52	44.25	59,322 - 92,040	Assistant Parks, Recreation, and Cultural Resources Director Communications Manager Information Technology Systems Administrator Stormwater Engineer	E E E E
30	29.94	46.44	62,275 - 96,595	Assistant Public Works Director Planning Services Manager Police Lieutenant	E E E
31	31.44	48.79	65,395 - 101,483	Assistant Town Engineer	E

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**

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



Performance Awards Chart <i>Effective 07/01/18</i>	FIRST YEAR (6 MONTH PROBATIONARY REVIEW & FIRST ANNIVERSARY 6 MONTH REVIEW)	DEVELOPMENTAL PERFORMANCE SEGMENT  ANNUAL	MARKET PERFORMANCE SEGMENT  ANNUAL	PROFICIENCY SEGMENT  ANNUAL
<b>Categories</b>	<i>All New Hire Staff</i>	<i>Below Standard Pay</i>	<i>Standard Pay</i>	<i>Exceeds Standard Pay</i>
<b><u>Score: 1.00-2.70</u></b>	No Increase	No Increase	No Increase	No Increase
<b><u>Score: 2.71-3.70</u></b>	1.50% base	3% base	2.25% base 0.25% lump	1% base 1.5% lump
<b><u>Score: 3.71-4.50</u></b>	2% base	4% base	2.5% base 1.25% lump	2.5% base 1% lump
<b><u>Score: 4.51-5.00</u></b>	2.5% base	5% base	4% base	3% base 2% lump

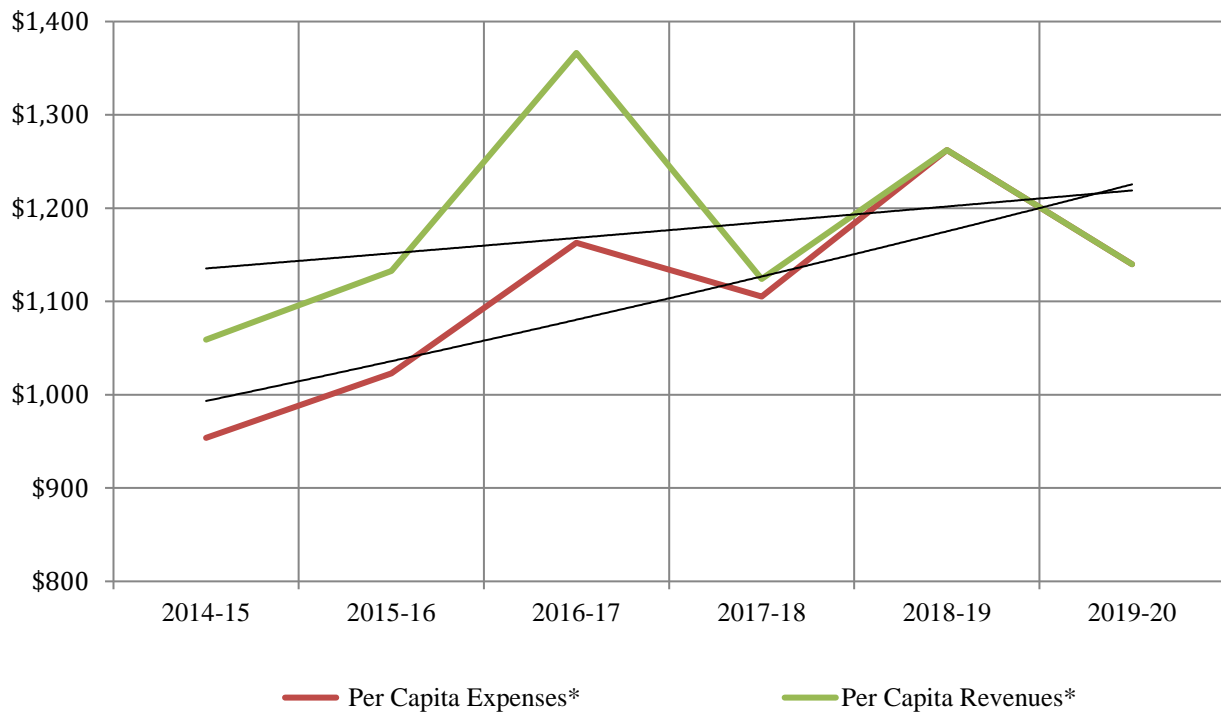
**\*\*\* ANY INCREASES AWARDED ABOVE MAXIMUM OF THE PAY RANGE WILL BE PAID AS A LUMP SUM AWARD.**

**Impact of Discipline on Performance Awards During 12-month Period**

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

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

## TOWN OF GARNER GENERAL FUND REVENUES AND EXPENDITURES PER CAPITA\*



Fiscal Year	Per Capita Revenues*	Per Capita Expenses*
2014-15	1,059.06	953.79
2015-16	1,132.55	1,022.98
2016-17	1,366.40	1,162.73
2017-18	1,124.28	1,105.38
2018-19 (Estimated)	1,262.24	1,262.24
2019-20 (Budgeted)	1,139.73	1,139.73

**TOWN OF GARNER**  
**GENERAL FUND BUDGET FY 2019-2020**

**Revenues**

Revenue Type	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
Ad Valorem Taxes	\$ 17,992,564	\$ 18,569,806	\$ 18,569,806	\$ 20,657,275	\$ 20,586,638
Permits and Fees	2,581,823	2,250,480	2,568,500	2,309,580	2,309,580
Other Taxes & Licenses	6,355,810	6,846,875	6,846,875	7,158,010	7,158,010
Intergovernmental	3,235,513	3,334,967	3,334,967	3,323,780	323,780
Sales and Services	672,139	573,573	573,573	695,210	695,210
Investment Revenues	360,123	410,000	503,000	540,000	580,000
Other Revenue	196,043	163,250	256,607	206,000	201,000
Other Financing Sources	713,213	3,083,131	7,283,880	2,635,998	2,590,407
<b>Total</b>	<b>\$ 32,107,228</b>	<b>\$ 35,232,082</b>	<b>\$ 39,937,208</b>	<b>\$ 37,525,853</b>	<b>\$ 34,444,625</b>

**Expenditures**

Category	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
General Government	\$ 7,269,216	\$ 8,188,496	\$ 8,691,811	\$ 9,034,019	\$ 8,826,793
Public Safety	12,586,600	12,404,793	12,511,035	12,570,312	12,687,532
Transportation	2,899,717	3,773,720	4,329,920	4,348,232	4,348,231
Solid Waste and Recycling	1,895,800	1,952,169	1,952,169	2,136,083	2,136,083
Cultural and Recreational	2,936,530	3,297,242	5,647,582	3,555,385	3,564,164
Debt Service	3,748,005	3,717,729	3,717,729	3,758,355	3,758,355
Transfers	231,625	1,897,933	3,086,962	2,123,467	2,123,467
<b>Total</b>	<b>\$ 31,567,493</b>	<b>\$ 35,232,082</b>	<b>\$ 39,937,208</b>	<b>\$ 37,525,853</b>	<b>\$ 37,444,625</b>

**TOWN OF GARNER**  
**GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET REVENUE**

Revenue Type	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Property Taxes</b>					
Ad Valorem Taxes-Current Year	\$ 17,914,821	\$ 18,442,006	\$ 18,442,006	\$ 20,529,475	\$ 20,458,838
Ad Valorem Taxes-Prior Year	25,408	60,500	60,500	60,500	60,500
Ad Valorem Tax Rental Vehicles	20,264	22,500	22,500	22,500	22,500
Pay in Lieu of Taxes	1,511	800	800	800	800
Tax Penalty and Interest	30,560	44,000	44,000	44,000	44,000
<b>Total Property Taxes</b>	<b>\$ 17,992,564</b>	<b>\$ 18,569,806</b>	<b>\$ 18,569,806</b>	<b>\$ 20,657,275</b>	<b>\$ 20,586,638</b>
<b>Permits and Fees</b>					
Fee in Lieu of Parkland	\$ 642,926	\$ -	\$ 256,284	\$ -	\$ -
Sidewalk Fees	40,964	40,000	40,000	40,000	40,000
Engineering Inspection Fees	34,075	35,000	35,000	35,000	35,000
Retention Pond Fees	3,200	-	-	-	-
Water Cap Replacement Fee	9,500	-	-	-	-
Sewer Capacity Replacement Fee	9,500	-	-	-	-
Water Acreage Fees	9,909	-	-	-	-
Sewer Acreage Fees	9,909	-	-	-	-
Motor Vehicle Fees - General Fund	120,614	123,333	123,333	-	-
Motor Vehicle Fees - Roads	244,882	516,667	516,667	730,000	730,000
Business Registration Fee	34,320	17,000	17,000	30,000	30,000
Dog Licenses	930	500	500	800	800
Subdivision Fees	21,120	15,000	15,500	45,000	45,000
Board of Adjustment Fees	800	1,200	1,200	800	800
Site Plan / Permit Fees	19,008	25,000	25,000	30,000	30,000
Rezoning Fees	8,489	6,000	6,000	15,000	15,000
Sign Permit Fees	6,025	7,100	7,100	7,100	7,100
Annexation and Street Closing	1,350	1,200	1,200	1,200	1,200
Special Event Permit	750	700	700	700	700
Building Permit Fees	1,051,517	1,155,000	1,216,236	1,057,500	1,057,500
Inspection Plan Review Fee	33,961	40,000	40,000	55,000	55,000
Fire Inspection Fees	14,090	30,000	30,000	15,000	15,000
Inspection Fee - After Hours	1,440	1,480	1,480	1,480	1,480
Homeowners Recovery Fees	(109)	-	-	-	-
Rental Property Owner Registration Fee	-	-	-	-	-
Police - DDACTS Partnership	-	-	-	-	-
Police Outside Employment	241,753	225,000	225,000	225,000	225,000
Taxi Cab Inspection Fee	50	-	-	-	-
False Alarm Charges	20,850	10,300	10,300	20,000	20,000
<b>Total Permits and Fees</b>	<b>\$ 2,581,823</b>	<b>\$ 2,250,480</b>	<b>\$ 2,568,500</b>	<b>\$ 2,309,580</b>	<b>\$ 2,309,580</b>

(continued)

**TOWN OF GARNER**  
**GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET REVENUE**

Revenue Type	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Sales Tax and Other Taxes</b>					
ABC Revenue	\$ 128,675	\$ 135,000	\$ 135,000	\$ 145,000	\$ 145,000
Local Government Sales Tax 1%	2,881,166	3,075,037	3,075,037	3,213,414	3,213,414
Local Government Sale Tax 1/2%	3,326,920	3,616,838	3,616,838	3,779,596	3,779,596
Solid Waste Disposal Tax	19,049	20,000	20,000	20,000	20,000
<b>Total Sales Tax and Other Taxes</b>	<b>\$ 6,355,810</b>	<b>\$ 6,846,875</b>	<b>\$ 6,846,875</b>	<b>\$ 7,158,010</b>	<b>\$ 7,158,010</b>
<b>Intergovernmental Revenue</b>					
Beer and Wine Tax	\$ 125,603	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000
Utility Franchise Tax	1,851,089	1,866,000	1,866,000	1,925,000	1,925,000
Video Programming Fees	246,785	249,000	249,000	249,000	249,000
Build America Bond Reimbursement	75,910	73,770	73,770	67,000	67,000
PEG Channel Reimbursement	40,269	63,166	63,166	53,000	53,000
PEG Media Cost Share	13,514			26,500	26,500
Powell Bill Distribution	741,526	745,000	745,000	762,144	762,144
Norfolk Southern Foundation	2,000	-	-	-	-
Wake County Reimbursement	10,824	-	-	-	-
Gen Purpose Grant Senior Center	10,939	10,000	10,000	-	-
Federal Asset Forfeiture	3,477	-	-	-	-
USDOJ Vest Grant	6,480	3,575	3,575	-	-
USDOJ Body Camera Grant	-	83,320	83,320	-	-
GHSP Equipment Grant	24,500	-	-	-	-
GHSP DWI Officer Grant	14,299	-	-	-	-
School Resource Officer	68,298	106,136	106,136	106,136	106,136
<b>Total Intergovernmental Revenue</b>	<b>\$ 3,235,513</b>	<b>\$ 3,334,967</b>	<b>\$ 3,334,967</b>	<b>\$ 3,323,780</b>	<b>\$ 3,323,780</b>
<b>Fees for Service</b>					
Recreation Fees	\$ 238,544	\$ 233,348	\$ 233,348	\$ 335,560	\$ 335,560
PRCR Sponsorships	-	-	-	-	-
Auditorium Concessions	3,602	3,500	3,500	3,600	3,600
Facility Rental Fees	222,062	260,000	260,000	251,825	251,825
Special Refuse Collection Fees	5,115	3,775	3,775	3,775	3,775
Refuse Cart Fees	29,955	25,000	25,000	35,000	35,000
City of Raleigh - Collection Fees	3,453	4,000	4,000	4,000	4,000
Wake County - Collection Fees	936	950	950	950	950
GVFR - Fuel Sales	-	-	-	-	-
NCDOT Mowing Agreement	-	23,000	23,000	23,000	23,000
Dental Insurance Premiums	118,575	-	-	-	-
City of Raleigh - Gasoline Sales	-	-	-	-	-
City of Raleigh - Street Repairs	49,897	20,000	20,000	37,500	37,500
<b>Total Fees for Service</b>	<b>\$ 672,139</b>	<b>\$ 573,573</b>	<b>\$ 573,573</b>	<b>\$ 695,210</b>	<b>\$ 695,210</b>

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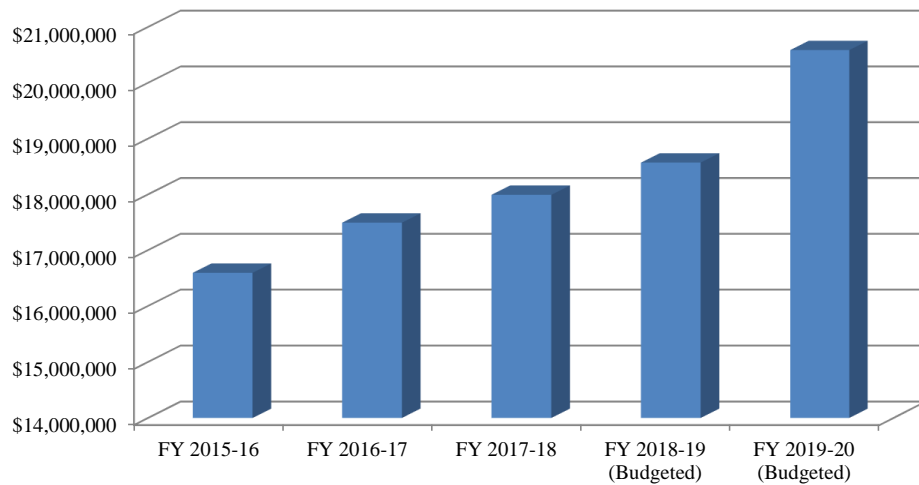
**TOWN OF GARNER**  
**GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET REVENUE**

Revenue Type	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Investment Earnings</b>					
Interest Earned	\$ 360,123	\$ 410,000	\$ 503,000	\$ 540,000	\$ 580,000
<b>Total Investment Earnings</b>	<b>\$ 360,123</b>	<b>\$ 410,000</b>	<b>\$ 503,000</b>	<b>\$ 540,000</b>	<b>\$ 580,000</b>
<b>Other Revenue</b>					
Procurement Card Program	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
Check Service Charges	75	-	-	-	-
Wake County Landfill Reimbursement	73,154	95,000	95,000	115,000	115,000
Grounds Fee - School Commons	9,000	9,000	9,000	7,500	7,500
Miscellaneous Revenue	28,497	15,000	71,500	20,000	15,000
Veterans Memorial Bricks	8,175	-	1,340	-	-
Land/Lease Rental Income	7,689	-	-	-	-
Firehouse Police Light Grant	-	-	-	-	-
NCLM Vest Grant	-	-	-	-	-
Code Enforcement Fines	17,371	20,000	20,000	25,000	25,000
Insurance Proceeds	24,786	-	35,517	-	-
Scrap Material Sales	1,820	2,000	2,000	2,000	2,000
Econ Development Partnerships	-	-	-	-	-
Back Yard Hen Permits	75	-	-	-	-
Miscellaneous Assessments	705	-	-	-	-
Sewer Assessments	2,337	4,000	4,000	4,000	4,000
Interest on Assessments	677	1,000	1,000	700	700
Miscellaneous Land Use Charges	13,433	5,250	5,250	13,500	13,500
Officer Fees	7,509	10,000	10,000	7,500	7,500
Animal Control Violation	150	-	-	-	-
Parking Violations	590	2,000	2,000	800	800
Parks Contributions & Grants	-	-	-	-	-
Contributions	-	-	-	-	-
<b>Total Other Revenue</b>	<b>\$ 196,043</b>	<b>\$ 163,250</b>	<b>\$ 256,607</b>	<b>\$ 206,000</b>	<b>\$ 201,000</b>
<b>Total General Fund Revenues</b>	<b>31,394,015</b>	<b>32,148,951</b>	<b>32,653,328</b>	<b>34,889,855</b>	<b>34,854,218</b>
<b>Other Financing Sources</b>					
Transfer From Stormwater Infra. Reserve	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Transfer From Water/Sewer Debt Reserve	-	428,893	428,893	414,281	414,271
Transfer from Future Capital Reserve	-	-	-	-	-
Sale of Fixed Assets	53,213	45,000	45,000	45,000	45,000
Appropriated Fund Balance-Powell Bill	-	518,740	542,140	278,497	278,497
Appropriated Fund Balance-Public Safety	-	-	41,495	-	-
Proceeds from Debt Issuance	660,000	-	-	-	-
Transfer from Bond Debt Capital Reserve	-	1,148,257	2,091,973	1,227,244	1,227,244
Appropriated Fund Balance	-	897,241	4,089,379	625,976	580,395
<b>Total Other Financing Sources</b>	<b>\$ 713,213</b>	<b>\$ 3,083,131</b>	<b>\$ 7,283,880</b>	<b>\$ 2,635,998</b>	<b>\$ 2,590,407</b>
<b>Total Revenues &amp; Financing Sources</b>	<b>\$ 32,107,228</b>	<b>\$ 35,232,082</b>	<b>\$ 39,937,208</b>	<b>\$ 37,525,853</b>	<b>\$ 37,444,625</b>

**TOWN OF GARNER**  
**DETAIL REVENUE SUMMARIES - GENERAL FUND**

Descriptions of major revenue sources and their related trends follow. Graphs showing four years of actual data and the budgeted revenues for FY 2019 - 2020 appear for each revenue category.

**Ad Valorem Taxes (Property Taxes)**  
**Budget = \$20,586,638**



**Property Taxes Revenue Detail:**

☉ Ad Valorem Taxes - Current Year = \$20,458,838

The property tax is the Town's major revenue source, representing over 59 percent of the General Fund revenue budget. Property taxes are assessed and collected by Wake County and remitted to the Town throughout the year. The property tax rate for Fiscal Year 2020 is \$.56 per \$100 of assessed value.

☉ Ad Valorem Taxes - Prior Year = \$60,500

This revenue consists of delinquent property tax payments from previous fiscal years received in the current fiscal year.

☉ Ad Valorem Taxes - Rental Vehicles = \$22,500

In 2000, the North Carolina legislature revised certain laws which then allowed that a gross receipts tax be applied to and collected from the renting of vehicles within a locality.

☉ Payment in Lieu of Taxes = \$800

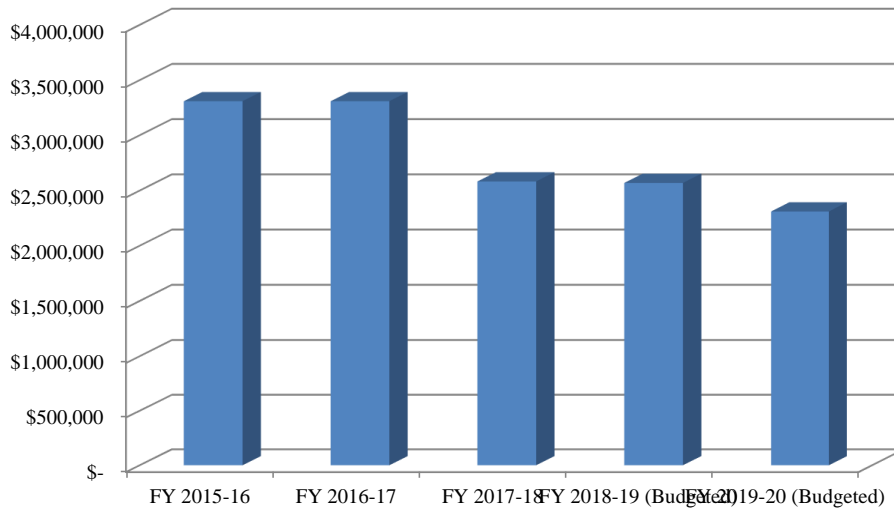
Housing authorities are exempt from paying property taxes, but must provide a payment in lieu of property taxes to the municipality in which they are located. The Fiscal Year 2020 budget is based on prior year payments from the Wake County Housing Authority.

**Property Taxes Revenue Detail (continued):**

© Tax Penalty and Interest = \$44,000

This revenue represents fines and interest applied to overdue property taxes.

**Permits and Fees**  
**Budget = \$2,309,580**



**Permits and Fees Revenue Detail:**

©Motor Vehicle Fees = \$730,000

The Town collects an annual fee of \$30 for each motor vehicle registered within the Town as allowed by North Carolina General Statutes. This entire amount is utilized to support the maintenance and preservation of the Town's roadway infrastructure

©Dog Licenses = \$800

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

©Special Event Permit Fees = \$700

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

**Permits and Fees Revenue Detail (continued):**



☉Police Outside Employment = \$225,000

The Police Department contracts with various businesses within the corporate limits to provide off-duty officers at businesses and events. The employees working are paid through the Town's payroll system, and the Town is reimbursed by the private business.

☉False Alarm Charges = \$20,000

These fees are charged to businesses for false alarm calls and when a police officer is dispatched.

☉Building Permit Fees = \$1,057,500

The Town charges these fees for providing construction permits and inspection services to applicants. Applicants must pay these fees prior to permit issuance.

☉Fire Inspection Fees = \$15,000

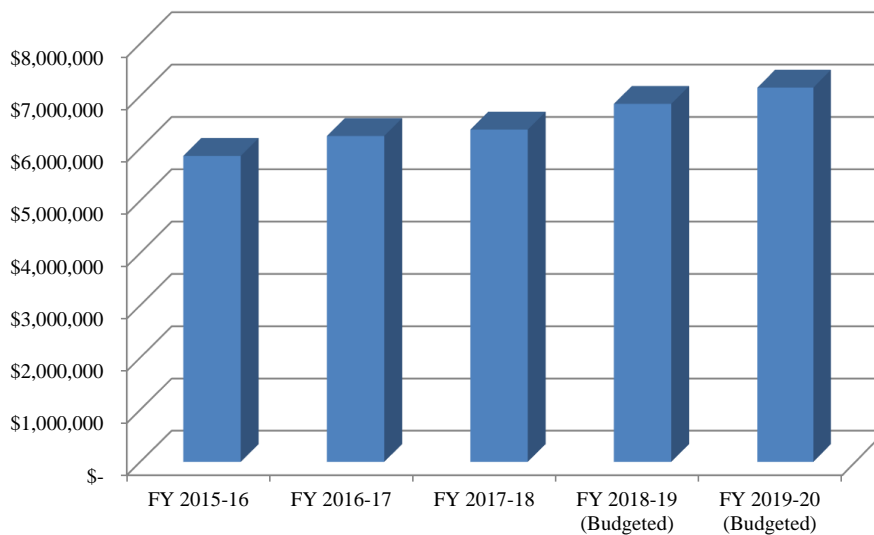
FY 2020 will be the fifth year of implementing the fire inspection fee.

☉Other Planning and Development Fees = \$260,580

These fees include site plan permits, subdivision review fees, Board of Adjustment applicant fees, Inspection Plan Review fees, Sidewalk Fees, Engineering Inspection fees and other misc planning and development fees.

### Sales Tax and Other Taxes

Budget = \$7,158,010



**Other Taxes and Licenses Revenue Detail:**

⊙ ABC Revenue = \$145,000

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

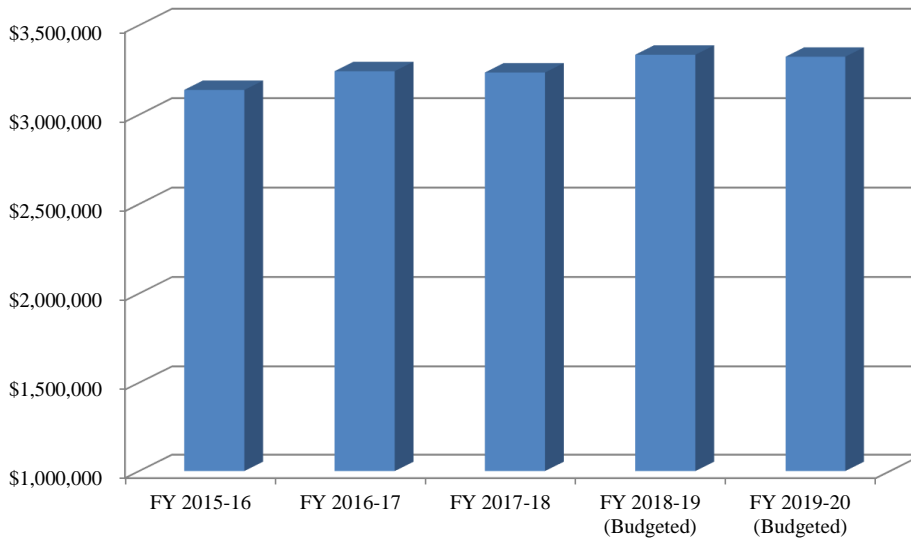
⊙ Local Option Sales Taxes = \$6,993,010

All 100 counties in North Carolina levy two half-cent sales taxes and one full-cent sales tax on sales. These taxes are collected by the state monthly and remitted to counties on a per capita basis. Wake County then distributes these taxes to municipalities based on their portion of the total county assessed valuation. Each municipality also receives a share of their county's sales tax in lieu of the loss of a half-cent sales tax that was in effect from 2001-2007. Fiscal Year 2019-20 is estimated with a 4.0 percent increase based on projected growth in the general economy and especially the Triangle region of the state.

⊙ Solid Waste Disposal Tax = \$20,000

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

**Intergovernmental Revenues**  
**Budget = \$3,323,780**



## **Intergovernmental Revenue Detail:**

◎ Beer and Wine Tax = \$135,000

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

◎ Utility Franchise Tax = \$1,925,000

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

◎ Video Programming Fees = \$249,000

This is a portion of the state sales tax collected on video programming services and is distributed to municipalities based on population.

◎ Build America Bonds = \$67,000

Build America Bonds were authorized by the American Recovery and Reinvestment Act of 2009, and allows local governments to finance capital projects with the aid of a Federal subsidy. The US Department of the Treasury pays the issuer of taxable municipal bonds 35 percent of the interest paid on the bonds.

◎ PEG Channel Reimbursement = \$79,500

The State appropriates \$4 million annually to be distributed to local governments that operate a public, educational or governmental television channel for the benefit of its citizens. The amount budgeted represents the Town's share, and is restricted by state law only for use of operating the Town's government channel.

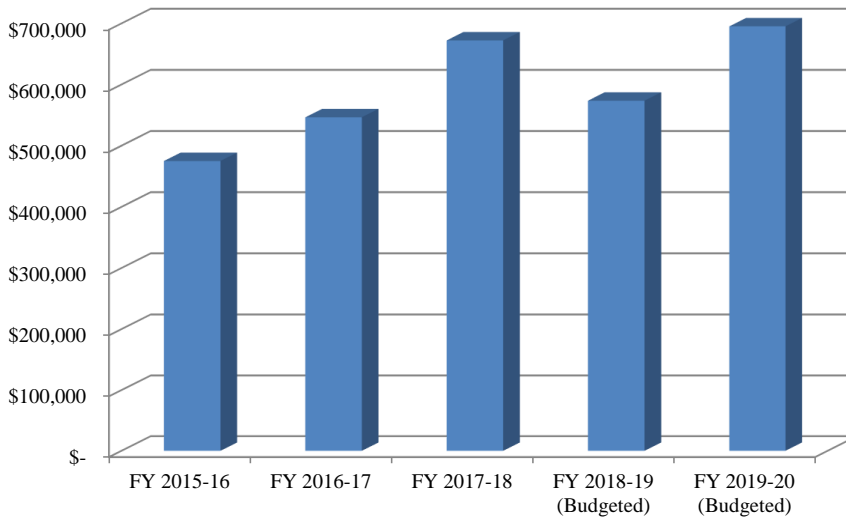
◎ Powell Bill Distribution = \$762,144

Annually, street aid allocations are made to eligible municipalities as provided by State law. These allocations come from a portion of the tax on motor fuels and State highway funds. Powell Bill funds are restricted in their use for maintaining and constructing local streets. The distribution of funds are based on a formula that accounts for a Town's population as well as the miles of local streets maintained.

◎ School Resource Officer = \$106,136

The NC General Assembly allocates funds to county school systems for ensuring a safe environment for students. Wake County Public School System helps agencies offset the cost of local school resource officers, which are placed at the two local high schools and middle schools.

**Fees for Service  
Budget = \$695,210**



**Sales and Services Revenue Detail:**

•Recreation Fees = \$335,560

These revenues are fees collected from participants in Town recreation activities such as classes, camps, athletics, workshops and event programs.

•Facility Rental Fees = \$251,825

These revenues are fees collected for private rental of recreational facilities such as the auditorium at the Garner Performing Arts Center (GPAC), Garner Senior Center, White Deer Nature Center, and other park fields and shelters.

•Auditorium Concessions = \$3,600

The GPAC facility offers concessions to patrons of various performances.

•Special Refuse Collection Fees = \$3,775

This fee is charged to Garner residents who require pick up of special items not collected by the Town's contracted solid waste collection providers.

•Refuse Cart Fees = \$35,000

A fee is charged to Garner residents who require a replacement refuse cart due to damage or negligence.

•Contracted Collection Fees = \$4,950

The City of Raleigh contracts the Town to collect utility bills on their behalf, and Wake County contracts with the Town to collect property tax bills on their behalf. Each unit provides the Town a payment based on the number of bills paid at Garner Town Hall.

**Sales and Services Revenue Detail (Continued):**

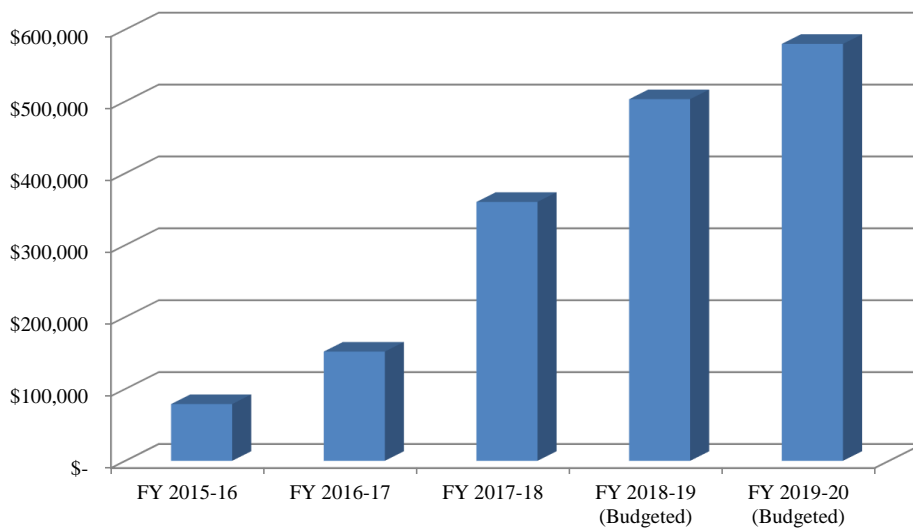
①NC DOT Mowing Agreement = \$23,000

North Carolina Department of Transportation contracts with the Town to maintain certain medians and rights-of-way on State-owned roads. The Department provides the Town a payment based on the number of miles maintained by Town forces.

②City of Raleigh Street Repairs = \$37,500

The City of Raleigh contracts the Town to perform street repairs necessary as a result of utility repairs. The City provides the Town a payment based on the labor and materials necessary to make such repairs.

**Investment Revenues**  
**Budget = \$580,000**



**Investment Revenue Detail:**

①Investment Revenues = \$580,000

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

**Other Revenues**  
**Budget = \$201,000**

**Other Revenue Detail:**

◉Wake County Landfill Reimbursement = \$115,000

In 2006, Garner entered into a partnership with Wake County and other municipalities to establish a long-term solid waste disposal solution. As part of the agreement, the partners agree to direct municipal solid waste to the South Wake Landfill, and in return, share the economic benefits and responsibilities.

◉Assessments = \$5,000

This revenue represents the outstanding balance due for the current year for assessments related to the installation of sewer lines, as well as the interest projected to accrue on outstanding balances.

◉Code Enforcement Fines = \$25,000

This revenues is related to the fines charged and collected to abate nuisances that are in violation of Town code.

◉Officer Fees and Parking Violations = \$7,500

Officer fees are paid by county clerk of court for officers appearing in court. Parking violation revenue comes as a result of parking enforcement on Town maintained streets.

◉Miscellaneous Revenues = \$48,500

**Other Financing Sources**  
**Budget = \$2,590,407**

**Other Financing Sources Detail:**

◉Transfers from Reserves = \$459,271

Transfers are projected to come from funds committed for Stormwater Improvement Capital Reserve and Water/Sewer Debt Reserve.

◉Sale of Fixed Assets = \$45,000

Through the purchase of replacement vehicles and equipment, the Town intends to sell via approved Council surplus the equipment and vehicles that no longer will be used by the Town.

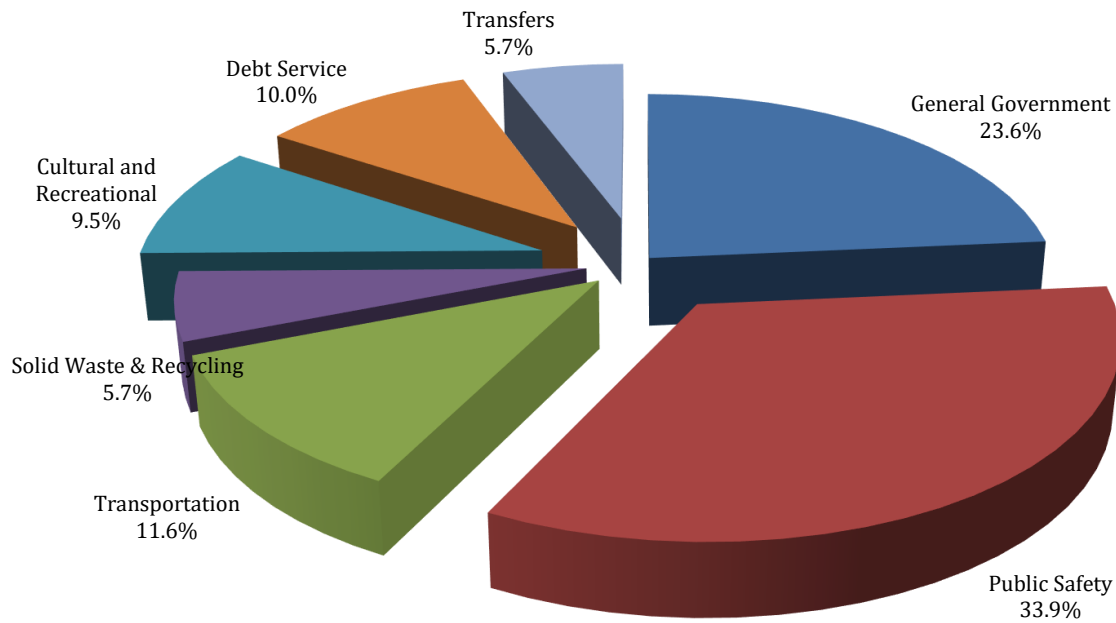
◉Appropriated Fund Balance = \$2,086,136

In addition to the Town's unassigned general fund balance (\$580,395), this budget also includes appropriations from the Powell Bill's established fund balance (\$580,395) and Bond Debt Capital Reserve (\$1,227,244).

**TOWN OF GARNER**  
**GENERAL FUND EXPENDITURES AND TRANSFERS BY FUNCTION**

Category	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020	% Change from FY 18-19
	Actual	Adopted	Revised	Manager Recommended	Council Approved	
General Government	\$ 7,269,216	\$ 8,188,496	\$ 8,691,811	\$ 9,034,019	\$ 8,826,793	7.8%
Public Safety	12,586,600	12,404,793	12,511,035	12,570,312	12,687,532	2.3%
Transportation	2,899,717	3,773,720	4,329,920	4,348,232	4,348,231	15.2%
Solid Waste & Recycling	1,895,800	1,952,169	1,952,169	2,136,083	2,136,083	9.4%
Cultural and Recreational	2,936,530	3,297,242	5,647,582	3,555,385	3,564,164	8.1%
Debt Service	3,748,005	3,717,729	3,717,729	3,758,355	3,758,355	1.1%
Transfers	231,625	1,897,933	3,086,962	2,123,467	2,123,467	11.9%
<b>Total General Fund</b>	<b>\$ 31,567,493</b>	<b>\$ 35,232,082</b>	<b>\$ 39,937,208</b>	<b>\$ 37,525,853</b>	<b>\$ 37,444,625</b>	<b>6.3%</b>

**Fiscal Year 2019-20 General Fund Expenditures and Transfers**



**TOWN OF GARNER**  
**GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET EXPENDITURE SUMMARY**

Expenditures by Program/Department	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019-2020	FY 2019-2020	FY 2019-2020
	Actual	Adopted	Revised Budget	Department Request	Manager Recommended	Council Approved
<i>Governing Body</i>						
Town Council	\$ 271,767	\$ 243,669	\$ 243,669	\$ 415,395	\$ 415,395	\$ 415,395
Legal Services	124,812	93,617	157,617	128,617	128,617	128,617
Total Governing Body	396,579	337,286	401,286	544,012	544,012	544,012
<i>Administration</i>						
Town Manager	588,730	654,552	654,552	695,307	695,307	686,307
Town Clerk	147,644	165,310	165,310	173,185	173,185	173,185
Human Resources	266,922	318,065	318,065	452,170	320,010	320,010
Communications	229,528	282,075	296,282	393,862	309,143	309,143
Neighborhood Improvement	99,329	137,456	137,456	142,341	137,841	137,841
Safety	7,363	10,924	10,924	9,935	9,935	9,935
Total Administration	1,339,516	1,568,382	1,582,589	1,866,800	1,645,421	1,636,421
<i>Finance</i>	779,319	852,265	925,012	858,627	831,422	831,422
<i>Economic Development</i>						
Economic Development	255,245	249,875	249,668	254,425	248,125	248,125
Economic Development Incentives	-	-	10,600	-	-	-
Economic Development Partners	110,639	52,539	111,939	97,869	97,869	52,869
Total Economic Development	365,884	302,414	372,207	352,294	345,994	300,994
<i>Planning</i>	660,319	759,690	789,690	777,481	775,731	775,231
<i>Inspections</i>	959,138	1,097,915	1,091,855	1,229,054	1,216,554	1,213,554
<i>Engineering</i>	608,480	610,780	809,576	831,038	740,938	737,938
<i>Information Technology</i>	542,859	545,135	586,697	710,986	704,736	713,146
<i>Police</i>	8,344,854	7,898,857	7,991,159	8,615,768	7,935,016	7,941,079
<i>Fire and Rescue</i>	3,282,608	3,408,021	3,428,021	3,512,966	3,418,742	3,532,899
<i>Public Works</i>						
Administration	367,468	409,421	409,421	411,878	411,728	411,728
Streets	1,692,669	2,098,652	2,098,652	2,926,289	2,746,973	2,746,973
Powell Bill	802,927	1,255,329	1,795,729	1,154,641	1,154,641	1,154,641
Public Grounds Management	1,033,281	1,043,532	1,077,532	1,391,051	1,165,734	1,162,734
Snow Removal	36,653	10,318	26,118	34,890	34,890	34,890
Solid Waste	1,895,800	1,952,169	1,952,169	2,149,317	2,136,083	2,136,083
Public Facilities Management	879,549	1,025,862	1,017,477	1,172,751	1,111,470	1,104,061
Fleet Management	328,726	364,507	375,102	402,596	401,096	390,500
Total Public Works	7,037,073	8,159,790	8,752,200	9,643,413	9,162,615	9,141,610

(continued)



**TOWN OF GARNER**  
**GENERAL FUND FY 2019 - 2020 RECOMMENDED BUDGET EXPENDITURE SUMMARY**

Expenditures by Program/Department	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised Budget	FY 2019-2020 Department Request	FY 2019-2020 Manager Recommended	FY 2019-2020 Manager Recommended
<i>Parks, Recreation and Cultural Resources</i>						
Administration	\$ 313,697	\$ 323,542	\$ 2,723,542	\$ 513,362	\$ 353,937	\$ 353,937
Cultural Arts & Events	526,266	557,405	537,405	585,397	581,097	581,097
Marketing and Special Events	-	38,935	38,935	41,359	41,359	41,359
Youth & Athletic	450,777	703,598	638,598	940,456	795,497	807,276
Adult & Senior	322,348	303,986	303,986	308,328	307,852	307,852
Outdoor Adventure	143,587	149,104	150,444	159,294	153,124	153,124
Program Partners	146,574	177,140	177,140	156,785	156,785	156,785
<b>Total PRCR</b>	<b>1,903,249</b>	<b>2,253,710</b>	<b>4,570,050</b>	<b>2,704,981</b>	<b>2,389,651</b>	<b>2,401,430</b>
<i>Debt Service</i>						
Principal	2,520,205	2,555,492	2,555,492	2,511,113	2,511,113	2,511,113
Interest	1,227,800	1,162,237	1,162,237	1,247,242	1,247,242	1,247,242
<b>Total Debt Service</b>	<b>3,748,005</b>	<b>3,717,729</b>	<b>3,717,729</b>	<b>3,758,355</b>	<b>3,758,355</b>	<b>3,758,355</b>
<i>Special Appropriations</i>						
Retirement	685,690	687,549	687,549	617,756	617,756	617,756
Town Insurance	611,113	560,910	560,910	594,376	594,376	594,376
Subsidized Programs	55,732	68,004	68,004	68,574	68,004	68,004
Office Administration	15,450	41,745	21,745	40,712	166,014	166,014
<b>Total Special Appropriations</b>	<b>1,367,985</b>	<b>1,358,208</b>	<b>1,338,208</b>	<b>1,321,418</b>	<b>1,446,150</b>	<b>1,446,150</b>
<i>Other Funds</i>						
Capital Projects	-	-	946,464	-	-	-
Multi-year Operating Fund	107,625	100,000	342,565	50,000	50,000	50,000
Vehicle and Equipment Replacement	-	486,701	516,701	817,000	538,700	398,568
IT Equipment Replacement	-	209,200	209,200	202,000	163,500	163,500
<b>Total Other Funds</b>	<b>107,625</b>	<b>795,901</b>	<b>2,014,930</b>	<b>1,069,000</b>	<b>752,200</b>	<b>612,068</b>
<i>Transfers</i>						
Transfer to Grant Fund	10,000	-	-	-	-	-
Transfer to Capital Reserve	114,000	428,893	428,893	414,281	414,281	414,281
Transfer to Revenue Savings Plan	-	1,137,106	1,137,106	1,444,035	1,444,035	1,444,035
<b>Total Transfers</b>	<b>124,000</b>	<b>1,565,999</b>	<b>1,565,999</b>	<b>1,858,316</b>	<b>1,858,316</b>	<b>1,858,316</b>
<b>Total General Fund Expenditures</b>	<b>\$ 31,567,493</b>	<b>\$ 35,232,082</b>	<b>\$ 39,937,208</b>	<b>\$ 39,654,509</b>	<b>\$ 37,525,853</b>	<b>\$ 37,444,625</b>

**TOWN OF GARNER**  
**CAPITAL OUTLAY ITEMS FY 2019-20 GENERAL FUND BUDGET**

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

**Capital Assets**

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

DEPARTMENT/PROGRAM	ITEM	REQUESTED	RECOMMENDED	ADOPTED
Police	Vehicle Replacement (7) and New Vehicles (2)	\$ 481,231	\$ 262,931	\$ 122,799
Police	License Plate Readers	273,000	-	-
Public Works - Powell Bill	Annual Street Resurfacing Program	1,340,000	1,340,000	1,340,000
Public Works - Powell Bill	Snow Plow Pickup	67,000	67,000	67,000
Public Works - Powell Bill	Pickup	35,000	35,000	35,000
Public Works - Powell Bill	Tandem Dump Truck	161,000	161,000	161,000
Public Works - Powell Bill	Snow Plow Pickup	67,000	67,000	67,000
Public Works - Powell Bill	Stand on Mower	12,000	12,000	12,000
Public Works - Facilities	Van	35,500	35,500	35,500
Public Works - Grounds	Pickup	32,000	32,000	32,000
Public Works - Grounds	Gang Reel Mower	60,000	60,000	60,000
Public Works - Grounds	Verticutter Mower	43,500	43,500	43,500
Public Works - Grounds	Trailer	12,000	12,000	12,000
Engineering	Pickup	23,000	23,000	23,000
Information Technology	Replacement Virtualization Hardware	148,500	148,500	148,500
Information Technology	Replacement Barracuda Backup	12,000	12,000	12,000
<b>TOTAL</b>		<b>\$ 2,802,731</b>	<b>\$ 2,311,431</b>	<b>\$ 2,171,299</b>

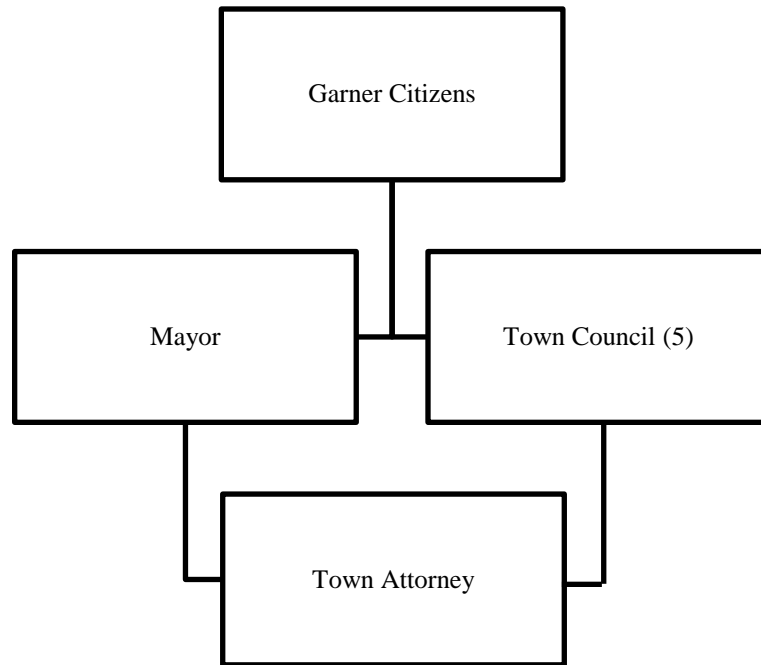
**Operating Capital**

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

DEPARTMENT/PROGRAM	ITEM	REQUESTED	RECOMMENDED	ADOPTED
Communications	Videocameras	8,000	-	-
Communications	Sling Studio Switcher	1,000	-	-
Public Works	Replacment Trash Cans	8,700	8,700	8,700
Police	Ballistic Vests	16,650	16,650	16,650
Police	Breaching Door Trainer	6,280	-	-
Police	Segway	7,379	-	-
Police	Cubicles	16,924	-	-
<b>TOTAL</b>		<b>\$ 64,933</b>	<b>\$ 25,350</b>	<b>\$ 25,350</b>

## Governing Body

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### 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 environment for residents and businesses while encouraging new economic, recreational and cultural opportunities through wise planning and investment.

## Governing Body

### Expenditure Summary

Division	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Town Council	\$271,767	\$243,669	\$243,669	\$415,395	\$415,395
Legal Services	124,812	93,617	157,617	128,617	128,617
<b>Total Expenditures</b>	<b>\$396,579</b>	<b>\$337,286</b>	<b>\$401,286</b>	<b>\$544,012</b>	<b>\$544,012</b>

### 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 2018 – 2019 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
- Continued partnership with Rebuilding Together of the Triangle to fund home repairs for lower-income homeowners.

#### *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

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### *Objectives for Fiscal Year 2019-2020*

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.

## Governing Body

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Town Council</b>					
Salaries Temporary	\$51,646	\$51,792	\$51,792	\$51,792	\$51,792
FICA	3,541	3,962	3,962	3,962	3,962
Group Insurance	69,680	77,247	77,247	76,358	76,358
Professional Services	37,207	38,250	38,250	38,250	38,250
Postage	271	100	100	100	100
Telephone	638	636	636	0	0
Printing	0	55	55	110	110
Travel and Training	7,186	9,345	9,345	9,895	9,895
Special Events	12,698	14,775	14,775	16,675	16,675
Equipment Rental	817	910	910	910	910
Property Tax	3,274	1,250	1,250	1,250	1,250
Department Supplies	1,214	1,800	1,800	1,800	1,800
Contract Services	2,452	4,300	4,300	4,300	4,300
Election Costs	35,134	0	0	163,045	163,045
Dues and Subscriptions	46,009	39,247	39,247	46,948	46,948
<b>Total Town Council</b>	<b>\$271,767</b>	<b>\$243,669</b>	<b>\$243,669</b>	<b>\$415,395</b>	<b>\$415,395</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

An increase of \$171,726 is primarily based on one-time costs associated with the November 2020 election.

## Governing Body

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### **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 2018-2019 Accomplishments***

- 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 2019-2020***

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

## Governing Body

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Legal Services</b>					
Professional Services	\$84,000	\$84,000	\$148,000	\$120,000	\$120,000
Postage	0	42	42	42	42
Travel & Training	893	2,845	2,845	1,845	1,845
Filing Fee	245	1,200	1,200	1,200	1,200
Department Supplies	45	480	480	480	480
Contract Services	39,629	5,000	5,000	5,000	5,000
Dues and Subscriptions	0	50	50	50	50
<b>Total Legal Services</b>	<b>\$124,812</b>	<b>\$93,617</b>	<b>\$157,617</b>	<b>\$128,617</b>	<b>\$128,617</b>

### FY 2020 Major Funding Changes

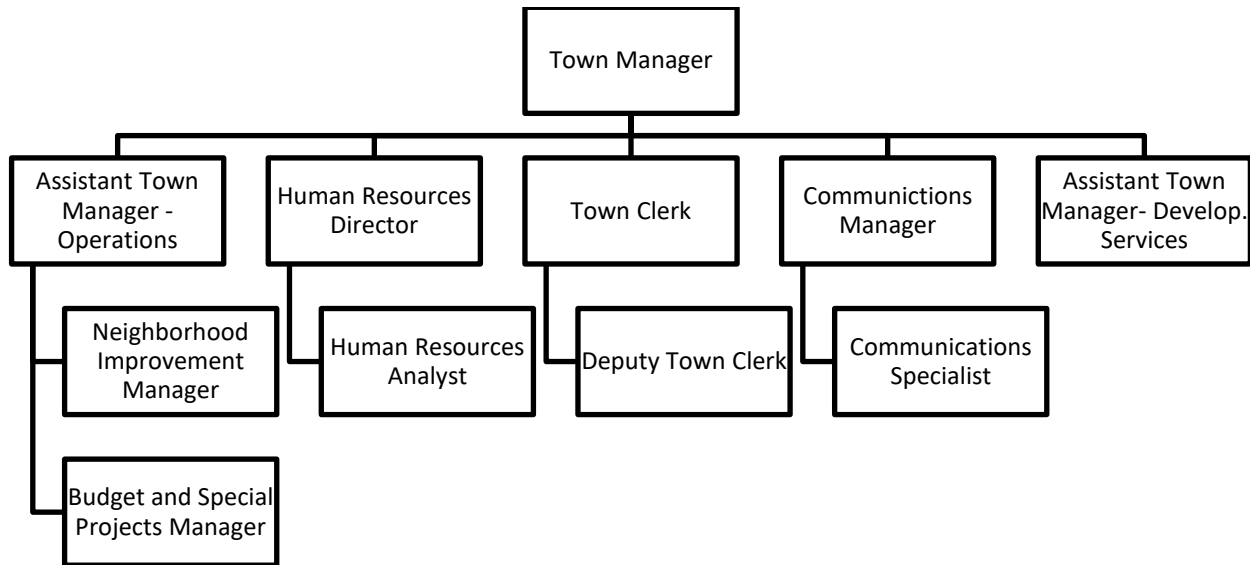
*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

An increase of \$35,000 is based on a rate increase associated with the Town’s contracted attorney.



## Administration Department

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



### Expenditure Summary

Funding Categories	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Town Manager	\$588,730	\$654,552	\$654,552	\$695,307	\$686,307
Town Clerk	147,644	165,310	165,310	173,185	173,185
Human Resources	266,922	318,065	318,065	320,010	320,010
Communications	229,528	282,075	296,282	309,143	309,143
Neighborhood Improvement	99,329	137,456	137,456	137,841	137,841
Safety and Compliance	7,363	10,924	10,924	9,935	9,935
<b>Total</b>	<b>\$1,339,516</b>	<b>\$1,568,382</b>	<b>\$1,582,589</b>	<b>\$1,645,421</b>	<b>\$1,636,421</b>

## Administration Department

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### **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 2018-2019 Accomplishments***

- Managed completion of high priority action items across the organization from the Town's 2016 Strategic Action Plan.
- Planned and led successful Council and staff planning retreats to continue implementation of the adopted strategic plan and to better align strategic initiatives with planning and funding partners.
- Managed the Town's bond program and Bond Project Tracking System as several projects (Recreation Center, Park Enhancement, and Sidewalks) are complete or underway.
- Provided successful overall management of the implementation of the FY 2018-2019 adopted operating and capital budgets and development of the 2019-2020 budget.
- Continued initiative to improve the Town's budget document and Capital Improvement Plan through various initiatives.
- Implemented fiscal policies and practices that have allowed the Town to achieve a credit rating of AAA from Standard & Poor's Services.

#### ***Goals***

1. Provide focused leadership and implement Council goals and policy directives. (FR, SD, OG, QL)
2. Manage operations of all Town departments to ensure delivery of efficient and effective services. (SD)

## Administration Department

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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 2019-2020*

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 and the budget redesign process.
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*

Category	FY 2018-19 Adopted	Positions Requested	FY 2019-20 Adopted
Town Manager	1	-	<b>1</b>
Assistant Town Manager - Operations	1	-	<b>1</b>
Assistant Town Manager - Develop. Services	1	-	<b>1</b>
Budget and Special Projects Manager	1	-	<b>1</b>
Total	4	-	<b>4</b>

## Administration Department

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Town Manager</b>					
Salaries	\$398,819	\$461,309	\$461,309	\$480,858	\$471,858
Longevity	5,502	5,674	5,674	5,842	5,842
FICA	28,715	32,487	32,487	33,481	33,481
Group Insurance	46,814	55,773	55,773	55,277	55,277
Retirement	52,245	59,452	59,452	67,992	67,992
Professional Services	187	1,750	1,750	1,000	1,000
Postage	195	0	0	200	200
Telephone	2,490	2,544	2,544	2,544	2,544
Travel & Training	25,656	22,507	22,507	27,545	27,545
Equipment Rental	20,770	3,600	3,600	10,662	10,662
Department Supplies	972	3,050	3,050	3,500	3,500
Supplies United Way	1,827	1,500	1,500	1,500	1,500
Contract Services	380	456	456	456	456
Dues and Subscriptions	4,158	4,450	4,450	4,450	4,450
<b>Total Town Manager</b>	<b>\$588,730</b>	<b>\$654,552</b>	<b>\$654,552</b>	<b>\$695,307</b>	<b>\$686,307</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

An increase of \$31,755 is primarily associated with personnel related adjustments.

# Administration Department

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## 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 2018-2019 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 lawsuits.
- Provided orientation for newly appointed advisory board members.
- Planned, provided meals, and snacks for numerous events, receptions and meetings (Council Meetings and Retreat, Staff Retreat, Employee Breakfast, Advisory Board orientation and recognition, James R. Stevens Service to Garner award).
- Completed scanning/indexing of 30 percent of ordinances created prior to 2002.
- Implemented annual Records Retention Program with initial destruction of 170 boxes.

### *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)

## Administration Department

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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)
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 2019-2020*

1. Make agendas and all supporting documents available for review by the public on the Town's website.
2. Ensure that all Council meetings are properly noticed.
3. Post meeting minutes on the town's website and process meeting documents in a timely manner. Ensure all official documents are scanned and indexed for preservation and information.
4. Respond to citizens, Council and staff requests within 24 hours.
5. Respond to public record requests for records in our possession within two business days or respond with an action plan.
6. Provide orientation to newly appointed board/commission members within 45 days of appointment.
7. Administer Records Management Program.
8. Work with Wake County Board of Elections to coordinate a voting site.
9. Complete scanning/indexing of 40 percent of ordinances created prior to 2002.

## Administration Department

### Position Summary

Category	FY 2018-19 Adopted	Positions Requested	FY 2019-20 Adopted
Town Clerk	1	-	1
Deputy Town Clerk	1	-	1
Total	2	-	2

### Budget Summary

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Town Clerk</b>					
Salaries	\$107,182	\$118,521	\$118,521	\$123,277	\$123,277
Salary OT	0	300	300	0	0
FICA	8,250	9,113	9,113	9,477	9,477
Group Insurance	11,678	12,291	12,291	12,173	12,173
Retirement	13,715	15,144	15,144	17,232	17,232
Postage	26	75	75	75	75
Telephone	663	636	636	636	636
Printing	0	0	0	75	75
Travel & Training	2,895	5,740	5,740	6,740	6,740
Recording Fee	598	900	900	1,100	1,100
Advertisement	0	500	500	250	250
Department Supplies	1,877	1,600	1,600	1,600	1,600
Dues and Subscriptions	760	490	490	550	550
<b>Total Town Clerk</b>	<b>\$147,644</b>	<b>\$165,310</b>	<b>\$165,310</b>	<b>\$173,185</b>	<b>\$173,185</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$7,875 is primarily associated with personnel related adjustments.

## Administration Department

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### Key Performance Measures

Measure	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
Council Meeting Agendas Available on Town Website 48 hours Prior to Meeting	100%	100%	100%
Public Notices for Official Meetings Issued 48 hours Prior to Meeting	100%	100%	100%
Respond to Public Records Requests With Two Business Days	100%	100%	100%
Preparation of Meeting Minutes Within 45 Days	100%	100%	100%
Scan and Index Records Created Prior to 2002	25%	25%	30%
Administer Records Management Program	15%	15%	20%



# Administration Department

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## 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 2018-2019 Accomplishments*

- Use of cross functional team of staff to update Town policy manual.
- Bi-weekly publishing of our employee newsletter, SNAPSHOT.
- Wellness Committee providing staff with a number of health-related events and activities, including lunch and learn seminars and a health fair.
- Cross functional teams actively participated in the Aetna “fit and festive” challenge.
- In-depth review and analysis of alternative health care options to reduce overall health care costs.
- In partnership with the Police Department, began project with Triangle J Foundation to enhance Police Officer recruitment and retention.
- In partnership with the Fire Department, offered Incident Command System training to all staff.
- In partnership with the Police Department, conduct Active Assailant training for all staff.
- In partnership with Inspections, created emergency operations plan template for all Town buildings.

### *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)

## Administration Department

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 2019-2020*

1. Maintain/Enhance our pay and benefits programs to achieve our attraction and retention goals.
2. Continue to provide high level customer service to our staff members.
3. Strive to achieve the Town's strategic objectives and fiscal targets.

### Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 - 2020 Adopted
Human Resources Director	1	-	1
Human Resources Analyst	1	-	1
Risk Manager	0	1	0
Total	2	1	2

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Human Resources</b>					
Salaries	\$147,892	\$155,697	\$155,697	\$160,389	\$160,389
Longevity	1,000	1,000	1,000	1,000	1,000
FICA	11,675	11,974	11,974	12,423	12,423
Group Insurance	21,373	23,701	23,701	23,250	23,250
Retirement	19,177	19,912	19,912	23,234	23,234
Professional Services	16,891	16,000	16,000	16,400	16,400
Postage	278	150	150	150	150
Telephone	662	636	636	636	636
Travel & Training	1,428	6,866	6,866	6,026	6,026
Organizational Training	7,250	8,700	8,700	14,750	14,750
CPR Training	0	0	0	450	450
Emp Recognition	3,343	3,850	3,850	7,400	7,400
Equipment Rental	121	121	121	0	0
Advertisement	0	0	0	5,000	5,000
Recruitment	65	20,500	20,500	0	0
Department Supplies	690	800	800	1,000	1,000

## Administration Department

Contract Services	27,498	32,660	32,660	34,302	34,302
Dues and Subscriptions	398	1,798	1,798	2,100	2,100
Wellness Program	4,983	6,000	6,000	6,000	6,000
Educational Assistance	2,200	7,700	7,700	5,500	5,500
<b>Total Human Resources</b>	<b>\$266,922</b>	<b>\$318,065</b>	<b>\$318,065</b>	<b>\$320,010</b>	<b>\$320,010</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$1,945 is primarily associated with compensation related adjustments.

### Key Performance Measures

Measure	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
% of Employees Completing the Probationary Period Successfully	100%	100%	100%
Full-time Employee Turnover Rate	5%	6.5%	7%
% of Full-time Employees with Longevity (10 Years or Greater)	41%	40%	N/A
% of Positions Requiring Grade Change	32%	32%	N/A

# Administration Department

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## 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 2018-2019 Accomplishments*

- Communications won three awards from N.C. Association of Government Information Officers for video, writing and media relations work
- Worked closely with the Economic Development to successfully manage messaging and media relations for Amazon announcement
- Maintained a high level of traffic on website and kept it up to date with timely, quality content
- As in previous years, grew social media followings significantly for Town's main accounts (**Facebook**: from 10,190 to 11,580 year to year—13.6 percent growth; **Twitter**: from 4,505 to 4,959—10.1 percent growth; also grew **Instagram** followers from 1,156 to 1,660, a 43.6 percent increase)
- Enhanced promotion of garner info app led to 14.9 percent increase in users between mid-August 2018 and mid-March 2019
- Earned positive local TV news coverage of special events on several occasions by submitting footage and information
- Worked with Garner Chamber of Commerce to produce an attractive and informative new visitors map of Garner
- Produced outstanding short videos on PRCR facilities and programming (one overall marketing video and one on Lake Benson boathouse)

## Administration Department

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- Made popular video on the new mural project in Downtown Garner; over 32,000 views on Facebook and partnered with Visit Raleigh for exposure on that brand's Facebook page
- Communications Manager continued to serve as a mentor and coach to All-America City finalists and advisor to other communities considering applying for the award
- Started live-streaming Town Council meetings on Facebook Live
- Worked with PRCR staff and outside partners (e.g. Towne Players) to help sell out shows at GPAC
- Worked seamlessly with Police, Public Works and Garner Fire-Rescue on Emergency Operations Center during Hurricane/Tropical Storm Florence and provided public timely, accurate and comprehensive information during event

### *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)
- Do updated strategic planning for the division (FR, SD)
- Meet other goals set by Town Manager and Town Council (FR, SD, OG, QL)

### *Objectives for Fiscal Year 2019-2020*

- Work with various departments and other key partners to produce special marketing products (print, video and digital) for targeted audiences
- Refine and enhance website content
- Get additional crisis communications training
- 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

## Administration Department

### Position Summary

Category	FY 2018- 2019 Adopted	Positions Requested	FY 2019- 2020 Adopted
Communications Manager	1	-	1
Communications Specialist	1	1	1
Total	2	1	2

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Communications</b>					
Salaries	\$109,113	\$133,904	\$133,904	\$137,908	\$137,908
FICA	7,010	10,129	10,129	10,537	10,537
Group Insurance	25,504	31,090	31,090	31,351	31,351
Retirement	13,669	16,860	16,860	19,245	19,245
Professional Services	5,398	3,000	3,000	18,800	18,800
Postage	2,038	500	0	500	500
Telephone	1,171	1,272	1,272	1,272	1,272
Printing	7,826	2,000	1,428	9,500	9,500
Travel & Training	3,164	5,250	5,250	5,660	5,660
Advertisement	6,801	7,800	14,984	7,300	7,300
Department Supplies	595	500	500	500	500
Equipment non-capital	3,633	0	8,595	0	0
Contract Services	42,983	68,405	68,405	65,345	65,345
Dues and Subscriptions	622	1,365	865	1,225	1,225
<b>Total Communications</b>	<b>\$229,528</b>	<b>\$282,075</b>	<b>\$296,282</b>	<b>\$309,143</b>	<b>\$309,143</b>

### FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$27,068 is primarily associated with personnel related adjustments and the addition of a new twice a year magazine.

## Administration Department

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### Key Performance Measures

Measure	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
average monthly sessions on garnernc.gov	16,566	19,475	20,000
% annual increase in Facebook followers	16%	13.6%	15%

## Administration Department

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### **NEIGHBORHOOD IMPROVEMENT**

#### **Mission**

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

#### **Summary**

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

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

#### ***Fiscal Year 2018 - 2019 Accomplishments***

- Partnered with Rebuilding Together of the Triangle to provide home repairs for families in the incorporated Town limits.
- Working with Parks, Recreation, Cultural Resources in planning "community day" event at Rand Mill Park as a pilot program.
- Worked with other departments to assess the condition of the town in response to citizen concerns.
- Development plan for addressing outdoor storage at several locations and offered solutions to property owners.
- Successfully demolished two abandoned town-owned properties.

#### ***Goals***

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



## Administration Department

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### *Objectives for Fiscal Year 2019- 2020*

- Resume and grow Mid-day Garner 101.
- Partner with NC Housing Finance Agency and Rebuilding Together of the Triangle to provide home repairs for families throughout town.
- Increase number of officially recognized neighborhood organizations.
- Promote Town of Garner neighborhood improvement program by attending partner agency meetings.
- Address safety concerns by installing additional lighting in neighborhoods where current lighting is inadequate.
- Continue Neighborhood Initiative Program.
- Partner with Inspections Department to address appearance issues and minimum housing concerns.
- Monitor Garner Info for outstanding citizen complaints and inquiries.
- Create Neighborhood Report Card designed to analyze current conditions in Garner neighborhoods.

## Administration Department

### Position Summary

Category	FY 2018-19 Adopted	Positions Requested	FY 2019-20 Adopted
Neighborhood Improvement Manager	1	-	<b>1</b>
Total	1	-	<b>1</b>

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Neighborhood Improvement</b>					
Salaries	\$67,023	\$67,278	\$67,278	\$70,792	\$70,792
Longevity	1,400	1,400	1,400	1,400	1,400
FICA	4,663	5,254	5,254	5,536	5,536
Group Insurance	12,324	14,552	14,552	14,438	14,438
Retirement	8,576	8,984	8,984	10,072	10,072
Telephone	634	636	636	636	636
Travel & Training	922	2,370	2,370	2,495	2,495
Development Support	0	27,600	27,600	27,600	27,600
Auto Maintenance & Repair	0	500	500	0	0
Fuel	49	282	282	272	272
Department Supplies	3,737	8,600	8,600	4,600	4,600
<b>Total Neighborhood Improvement</b>	<b>\$99,329</b>	<b>\$137,456</b>	<b>\$137,456</b>	<b>\$137,841</b>	<b>\$137,841</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$385 is primarily associated with personnel related adjustments partially offset by reductions to balance the FY 2019 – 2020 Budget.

## Administration Department

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### Key Performance Measures

Measure	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
Number of Calls for Service Answered	100	105	100
Number of HOA Meetings Held	5	6	6

## Administration Department

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### 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

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Safety</b>					
Travel & Training	\$173	\$1,675	\$1,675	\$500	\$500
CPR Training	0	0	0	361	361
Department Supplies	0	300	300	0	0
Contract Services	4,742	4,874	4,874	4,874	4,874
Dues and Subscriptions	757	675	675	800	800
Employee Safety	1,691	3,400	3,400	3,400	3,400
<b>Total Safety</b>	<b>\$7,363</b>	<b>\$10,924</b>	<b>\$10,924</b>	<b>\$9,935</b>	<b>\$9,935</b>

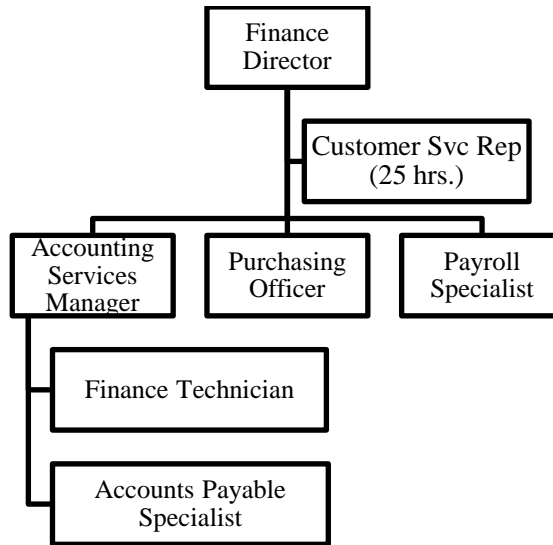
### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- A decrease of \$989 is primarily based on a reduction in Department Supplies.

## Finance Department

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### 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 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

## Finance Department

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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 2018 - 2019 Accomplishments*

- The CAFR received the Certificate of Achievement for Excellence in Financial Reporting. This was the 29<sup>th</sup> 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 22<sup>nd</sup> Distinguished Budget Award for the FY 2018-19 budget document.
- The Town was upgraded in its rating from Standard & Poor's to AAA, and maintained its rating from Moody's of Aa1.
- 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 2019-2020

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 15<sup>th</sup> 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

Division	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Finance Administration	\$779,319	\$852,265	\$925,012	\$831,422	<b>\$831,422</b>
<b>Total</b>	\$779,319	\$852,265	\$925,012	\$831,422	<b>\$831,422</b>

### Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 - 2020 Adopted
Finance Director	1	-	<b>1</b>
Accounting Services Manager	1	-	<b>1</b>
Purchasing Officer	1	-	<b>1</b>
Customer Service Rep	0.62	0.38	<b>0.62</b>
Accounts Payable Specialist	1	-	<b>1</b>
Finance Specialist	1	-	<b>1</b>
Payroll Specialist	1	-	<b>1</b>
Total	6.62	0.38	<b>6.62</b>

## Finance Department

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Finance</b>					
Salaries	\$386,122	\$414,210	\$414,210	\$386,747	\$386,747
Salary OT	22	0	0	0	0
Longevity	1,777	1,908	1,908	2,808	2,808
FICA	29,051	32,957	32,957	29,781	29,781
Group Insurance	58,552	65,025	65,025	59,389	59,389
Retirement	49,659	54,501	54,501	54,162	54,162
Professional Services	39,072	57,914	72,914	46,200	46,200
Postage	2,540	2,903	2,903	2,903	2,903
Telephone	663	636	636	636	636
Printing	3,915	2,915	2,915	3,200	3,200
Travel & Training	3,889	8,087	8,087	7,525	7,525
Equipment Rental	5,608	4,948	4,948	3,915	3,915
Department Supplies	3,521	2,700	2,700	10,550	10,550
Copier Supplies	3,907	7,850	7,850	0	0
Contract Services	114,361	119,084	176,831	143,932	143,932
Tax Collections	75,987	76,187	76,187	79,234	79,234
Dues and Subscriptions	675	440	440	440	440
<b>Total Finance</b>	<b>\$779,319</b>	<b>\$852,265</b>	<b>\$925,012</b>	<b>\$831,422</b>	<b>\$831,422</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- A decrease of \$20,843 is primarily due to compensation related adjustments as several positions are anticipated to be vacant during the fiscal year.



## Finance Department

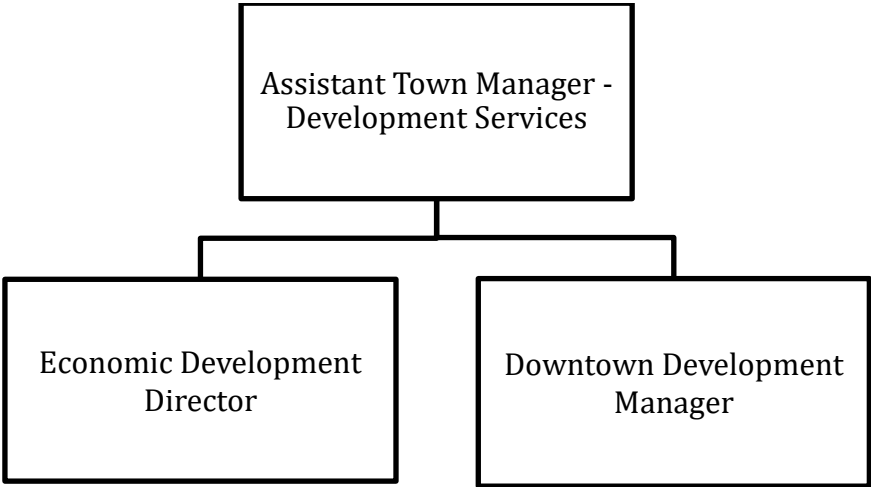
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### Key Performance Measures

<b>Measure</b>	<b>Actual FY 2017-18</b>	<b>Actual FY 2018-19</b>	<b>Target FY 2019-20</b>
Audit Submitted on Time	Yes	Yes	Yes
CAFR Award Received	Yes	Yes	Yes
PAFR Award Received	Yes	Yes	Yes

# Economic Development

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### 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

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### *Fiscal Year 2018-2019 Accomplishments*

- Amazon announced they would locate a 2.6 million SF fulfillment facility in Garner on the former Garner Technology Center Site creating 1,500 jobs, investing \$200 million and generating roughly \$45 million in new annual payroll to the community.
- The Garner Economic Development Corporation was awarded a Triangle Business Journal Space Award for their work on recruiting Amazon to Garner.
- 20,000 sq. ft. of new industrial flex and office space is under construction on Raynor Rd. and is being pre-leased.
- Development continues at White Oak as new pads are prepared for more restaurant and retail space.
- The Trojan Business Alliance hosted over 50 high school students in March for the Trojan Career Prep Program.

### *Goals*

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

### *Fiscal Year FY 2019 – 2020 Objectives*

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

## Economic Development

### Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Economic Development	\$255,245	\$249,875	\$249,668	\$248,125	<b>\$248,125</b>
Economic Incentives	0	0	10,600	0	<b>0</b>
Economic Development Partners	110,639	52,539	111,939	97,869	<b>52,869</b>
<b>Total Expenditures</b>	<b>\$365,884</b>	<b>\$302,414</b>	<b>\$372,207</b>	<b>\$345,994</b>	<b>\$300,994</b>

### Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 - 2020 Adopted
Economic Development Director	1	-	<b>1</b>
Downtown Development Manager	1	-	<b>1</b>
Total	2	-	<b>2</b>

## Economic Development

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Economic Development</b>					
Salaries	\$133,370	\$140,521	\$140,521	\$145,122	\$145,122
FICA	10,365	10,750	10,750	11,101	11,101
Group Insurance	21,347	23,563	23,563	23,219	23,219
Retirement	17,096	17,872	17,872	20,253	20,253
Postage	19	1,275	1,275	20	20
Telephone	1,325	1,272	1,272	1,272	1,272
Printing	466	2,710	2,710	2,710	2,710
Travel & Training	7,861	8,980	8,980	7,940	7,940
Business Recruitment	13,507	16,450	12,250	13,098	13,098
Business Retention and Expansion	0	1,700	900	700	700
Development Assistance	950	1,000	1,000	1,000	1,000
Auto Maintenance & Repair	0	300	300	0	0
Equipment Rental	150	150	150	0	0
Advertisement	2,300	2,500	2,293	2,500	2,500
Fuel	304	470	470	453	453
Department Supplies	318	600	600	600	600
Promotional Supplies	1,018	1,600	1,600	1,600	1,600
Building Façade Grant Program	9,250	5,000	5,000	5,000	5,000
Contract Services	33,585	10,800	15,800	11,000	11,000
Dues and Subscriptions	2,014	2,387	2,387	2,210	2,210
<b>Total Economic Development</b>	<b>\$255,245</b>	<b>\$249,875</b>	<b>\$249,668</b>	<b>\$248,125</b>	<b>\$248,125</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- A decrease of \$1,750 is primarily associated with reductions required to balance the FY 2019-2020 Budget.

## Economic Development

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### Key Performance Measures

Measure	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
% of Total Business Requests that Garner Submitted Proposals For	70%	65%	65%
% of Submitted Proposals that Resulted in a Site Visit	21%	15%	10%
# of Local Businesses Visited	20	20	20
National Main Street Accreditation Achieved	Yes	Yes	Yes

## 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 Chamber of Commerce*

The mission of the **Garner Chamber of Commerce’s** 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*

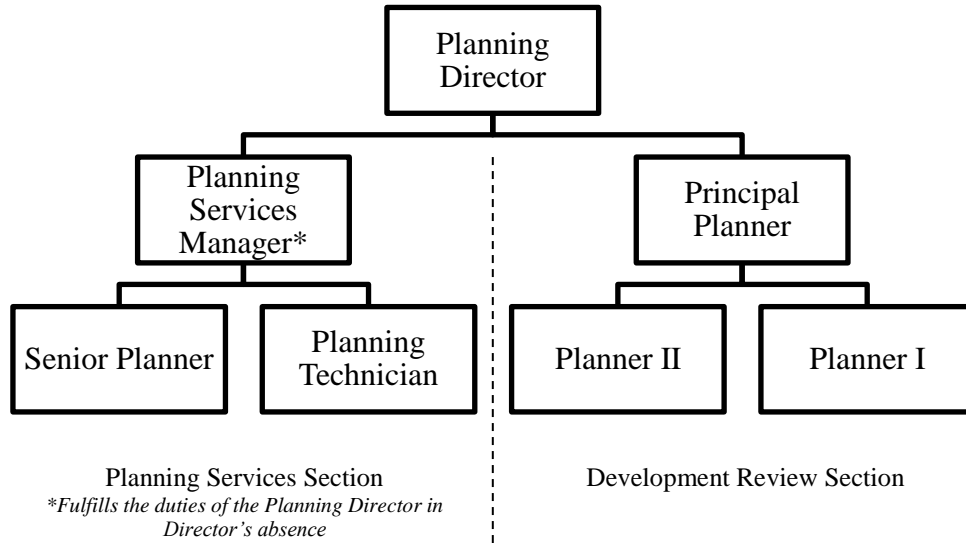
The mission of the **Downtown Garner Association (DGA)** is to lead development of Historic Downtown Garner as a vibrant business, entertainment and cultural center through public-private partnerships. Since being formed by the Town of Garner in 2005, DGA has achieved a number of accomplishments and milestones including development of the Historic Downton Garner Plan, acceptance in the North Carolina Main Street Program and accreditation by the National Main Street Center.

### **Expenditure Summary**

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Downtown Garner Association	\$14,961	\$19,539	\$33,939	\$19,869	<b>\$19,869</b>
Garner Chamber of Commerce	18,678	33,000	33,000	33,000	<b>33,000</b>
Garner Economic Development Corp	0	0	45,000	45,000	<b>0</b>
Economic Development Incentives	0	0	0	0	<b>0</b>
Downtown Grant Program	75,000	0	0	0	<b>0</b>
Railroad Protective Liability	2,000	0	0	0	<b>0</b>
<b>Total Expenditures</b>	<b>\$110,639</b>	<b>\$52,539</b>	<b>\$111,939</b>	<b>\$97,869</b>	<b>\$52,869</b>

# Planning Department

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## 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 comprising 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, transportation, 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 Technician and Planner I are responsible in their respective sections 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.

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



## Planning Department

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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 2018-2019 Planning Department Accomplishments*

- Filled Planning Technician vacancy with less than 3 months of down time - 12 weeks.
- Managed the highway beautification program along US 70 and US 401.
- Received award of LAPP funding for ROW and Construction phases for intersection realignment plans at Ackerman, Hebron Church, and White Oak roads.
- Successfully completed on-call consultant selection for future transportation planning and design projects including:
  - Conceptual design for Jones Sausage Road,
  - Transit planning study for Garner, and
  - Designing Lake Drive improvements.
- Finished selection of consulting firm to assist the Town in re-writing the Unified Development Ordinance.
- Preliminarily approved 1,013 new single-family and townhome residential lots within the first 9 months of the fiscal year.

## Planning Department

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### 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 2019-2020 Budget

1. Continue update of the Unified Development Ordinance to achieve the following:
  - a. Ensure compliance with changed in state law and judicial rulings;
  - b. Create a user-friendly document with an emphasis on graphics, flowcharts, ease of navigation and sufficient cross-referencing;
  - c. Consolidate multiple layers of regulations;
  - d. Eliminate and/or resolve conflicting regulatory statements;
  - e. Remove references to superseded ordinances and policies;
  - f. Remove obsolete zoning districts;
  - g. Codify applicable long-standing Council policies and conditions of approval; and
  - h. Adopt new regulations necessary to implement revised goals and objectives of the Town’s revised comprehensive land use and transportation plans.
2. 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

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Planning	660,319	759,690	789,690	775,731	775,231
<b>Total Expenditures</b>	<b>\$660,319</b>	<b>\$759,690</b>	<b>\$789,690</b>	<b>\$775,731</b>	<b>\$775,231</b>

## Planning Department

### Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 - 2020 Adopted
Planning Director	1	-	1
Planning Services Manager	1	-	1
Senior Planner	1	-	1
Principal Planner	1	-	1
Planner II	1	-	1
Planner I	1	-	1
Planning Technician	1	-	1
Total	7	-	7

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Planning</b>					
Salaries	\$404,782	\$468,093	\$468,093	\$493,659	\$493,659
Salaries Temporary	5,822	0	0	0	0
Longevity	6,782	2,908	2,908	4,312	4,312
FICA	31,545	35,765	35,765	37,492	37,492
Group Insurance	64,928	87,552	87,552	86,448	86,448
Retirement	52,529	59,541	59,541	68,565	68,565
Professional Services	19,379	6,000	9,200	14,700	14,700
Postage	932	2,000	2,000	2,000	2,000
Telephone	816	2,748	2,748	2,940	2,940
Printing	283	885	885	1,590	1,590
Travel & Training	5,482	13,989	13,989	15,143	15,143
Auto Maintenance & Repair	512	500	500	0	0
Equipment Rental	14,313	11,775	11,775	4,095	4,095
Record Fee	26	208	208	208	208
Advertisement	428	2,400	2,400	2,400	2,400
Fuel	795	564	564	724	724
Department Supplies	4,623	5,070	5,570	5,820	5,320
Equipment non-capital	6,440	0	0	0	0
Contract Services	37,446	54,068	80,368	30,099	30,099
Dues and Subscriptions	2,456	5,624	5,624	5,536	5,536
<b>Total Planning</b>	<b>\$660,319</b>	<b>\$759,690</b>	<b>\$789,690</b>	<b>\$775,731</b>	<b>\$775,231</b>

## Planning Department

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### FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$15,541 is primarily associated with personnel related adjustments.

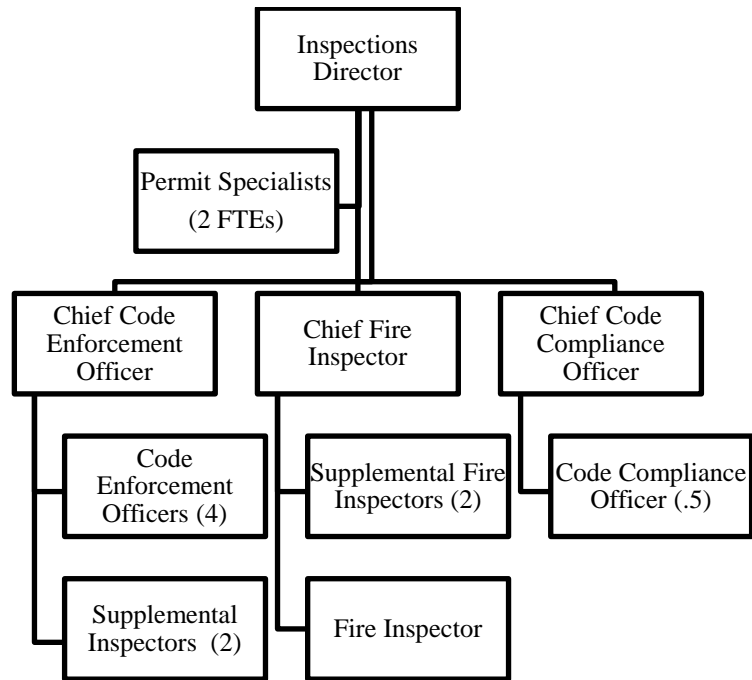
### Key Performance Measures

Measures	Actual FY 2018	Actual FY 2019	Target FY 2020
Hours of Professional/Technical Training Attended	105.25	133.00	112
Avg. # of Business Days for First Site/Subdivision Complete Set Plan Review	30.74	14.11	15
Improve the Street Connectivity Index (Town and ETJ)	1.28	1.30	1.31
Increase % of Town Housing Units within .5 miles of Fresh Produce Purchase	48.4%	43.1%*	50%
Increase % of Town Housing Units within .5 miles of Public-Accessible Park/Recreation Facility (includes Uninterrupted Sidewalks of at Least .5 miles in Length)	86.3%	91.5%	92%

\* Loss in FY 2019 percent based on Kroger closing.

# Inspections Department

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## 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 conducts periodic inspections of existing buildings. The Department enforces and maintains the Rental Registration Program.

## Inspections Department

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

### *Fiscal Year 2018-2019 Accomplishments*

- Performed 12,160 trade inspections
- Assisted Town of Garner in all initiatives and town building projects
- Began Project Axis
- Completed over 500 hours of continuing education
- One Inspector received additional Standard Certifications
- Hired one fulltime inspector
- Code Compliance officer received CZO (certified zoning administration officer certification)
- Co-sponsored GWBCO – Continuing Education Conference for Electrical Contractors
- Inspectors Active in all State and National Trade Associations
- Completed data input on all Fire Maintenance inspections in Fire House and completed back log of outdated fire inspections though 2017
- Fully utilizing the Compliance Engine for fire maintenance inspections and fully completed Fire House Software integration for Fire Inspections in partnership with GVFR

### Goals

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

## Inspections Department

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### *Objectives for Fiscal Year 2019-2020*

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 Garner 101 presentations
4. Complete Seminar to Electrical Contractors in partnership with GWBCO.
5. Continue to work with IT to tweak data base and add benefits where possible for efficiency and performance measures.
6. Establish procedures and policy for implementation of performance measures.
7. Support roles in the Trade associations for inspectors
8. Continue to support the TRC and our role as code administrators.

### Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Inspections	959,138	1,097,915	1,091,855	1,216,554	<b>1,213,554</b>
<b>Total Expenditures</b>	<b>\$959,138</b>	<b>\$1,097,915</b>	<b>\$1,091,855</b>	<b>\$1,216,554</b>	<b>\$1,213,554</b>

### Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Adopted
Inspections Director	1	-	<b>1</b>
Chief Codes Enforcement Officer	1	-	<b>1</b>
Chief Fire Inspector	1	-	<b>1</b>
Chief Code Compliance Officer	1	-	<b>1</b>
Code Compliance Officer	0	-	<b>0</b>
Fire Inspector	1	-	<b>1</b>
Code Enforcement Officer III	4	-	<b>4</b>
Development & Permitting Specialists	2	-	<b>2</b>
Total	11	0	<b>11</b>

## Inspections Department

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Inspections</b>					
Salaries	\$532,122	\$616,406	\$649,206	\$704,174	\$704,174
Salary OT	373	9,160	9,160	9,160	9,160
Salaries Temporary	79,096	134,171	76,875	118,700	118,700
Longevity	11,900	12,311	12,311	12,897	12,897
FICA	45,139	55,051	60,695	62,461	62,461
Group Insurance	104,486	129,747	135,357	140,385	140,385
Retirement	70,018	80,212	84,394	105,565	105,565
Postage	850	1,045	1,045	3,500	3,500
Telephone	5,287	5,235	5,235	6,144	6,144
Printing	165	750	750	750	750
Travel & Training	11,829	22,000	22,000	21,190	21,190
Equipment Maintenance & Repair	57	100	100	100	100
Auto Maintenance & Repair	5,679	6,000	6,000	0	0
Equipment Rental	377	369	369	4,095	4,095
Fuel	4,661	5,640	5,640	5,430	5,430
Department Supplies	6,793	4,950	7,950	4,950	4,450
Equipment non-capital	2,550	0	0	2,500	0
Uniforms	898	3,150	3,150	3,150	3,150
Contract Services	5,094	7,323	7,323	7,323	7,323
Dues and Subscriptions	2,641	4,295	4,295	4,080	4,080
Vehicles	69,123	0	0	0	0
<b>Total Inspections</b>	<b>\$959,138</b>	<b>\$1,097,915</b>	<b>\$1,091,855</b>	<b>\$1,216,554</b>	<b>\$1,213,554</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$115,639 is primarily associated with a position approved during the FY 2018 – 2019 budget year.



# Inspections Department

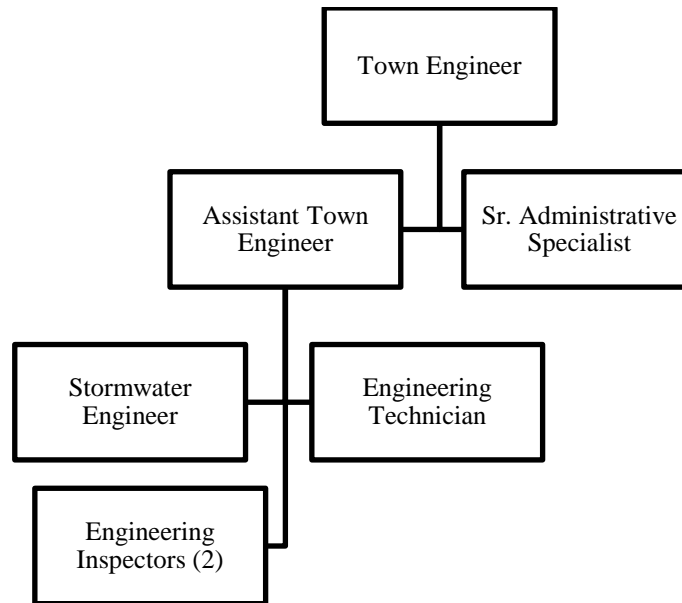
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## Key Performance Measures

<b>Indicators</b>	<b>Actual FY 2017-18</b>	<b>Actual FY 2018-19</b>	<b>Target FY 2019-20</b>
# of Inspections Performed	9,802	10,500	12,160
# of Housing/Nuisance Cases Reviewed	450	500	600

# Engineering Department

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## 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 2018-2019 Accomplishments*

- Continued work on the Garner Recreation Center
- Finalized the design of New Rand Road
- Finalized the design of Vandora Springs Sidewalk

## Engineering Department

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- Finalized the design of Spring Drive and Vandora Sidewalk
- Finalized the design of the Timber Drive connector
- Annual street resurfacing project
- Finalized the design of the Ackerman Road / Hebron Church Road roundabout at While Oak Road

### 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 2019-2020

1. Design additional street and sidewalk projects to be funded by the 2013 bond sal.
2. Timely review of plans and inspections of projects
3. Coordinate project designs with submittal dates for grants and LAPP funds available
4. Continue to update Capital Project Budget and tracking system for construction projects.
5. Finalize the construction of New Rand Road
6. Finalize the construction of Vandora Springs Sidewalk
7. Finalize the construction of Spring Drive and Vandora Sidewalk
8. Finalize the construction of the Timber Drive connector
9. Finalize the construction of the Ackerman Road / Hebron Church Road roundabout at While Oak Road

### Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Engineering	608,480	610,780	809,576	740,938	<b>737,938</b>
<b>Total Expenditures</b>	<b>\$608,480</b>	<b>\$610,780</b>	<b>\$809,576</b>	<b>\$740,938</b>	<b>\$737,938</b>

## Engineering Department

### Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Adopted
Town Engineer	1	-	1
Assistant Town Engineer	1	-	1
Senior Administrative Support Specialist	1	-	1
Stormwater Engineer	1	-	1
Capital Projects Manager	0	1	0
Engineering Technician	1	-	1
Construction Inspector	1	1	2
<b>Total</b>	<b>6</b>	<b>2</b>	<b>7</b>

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Engineering</b>					
Salaries	\$409,917	\$413,634	\$444,634	\$508,149	\$508,149
Longevity	9,297	7,892	7,892	4,763	4,763
FICA	31,102	31,854	34,226	38,792	38,792
Group Insurance	68,695	73,347	73,347	85,041	85,041
Retirement	53,697	53,091	57,015	71,466	71,466
Postage	252	227	590	275	275
Telephone	2,772	2,106	2,464	2,110	2,110
Printing	529	200	100	200	200
Travel & Training	2,230	4,844	2,123	6,650	6,650
Auto Maintenance & Repair	7,712	600	600	0	0
Equipment Rental	10,132	8,500	8,347	4,095	4,095
Fuel	2,554	1,786	2,786	2,987	2,987
Department Supplies	1,559	1,940	2,141	1,940	1,940
Equipment non-capital	710	0	5,000	3,000	0
Stormwater	4,819	4,806	5,705	4,900	4,900
Uniforms	100	135	288	300	300
Contract Services	1,776	4,260	160,760	4,720	4,720
Dues and Subscriptions	625	1,558	1,558	1,550	1,550
<b>Total Engineering</b>	<b>\$608,480</b>	<b>\$610,780</b>	<b>\$809,576</b>	<b>\$740,938</b>	<b>\$737,938</b>

# Engineering Department

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## FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

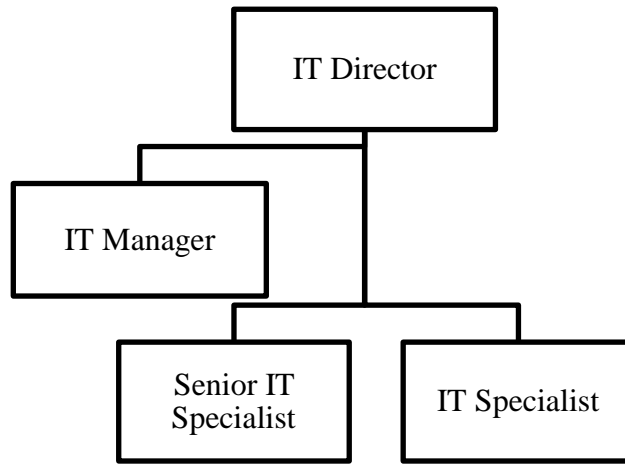
- An increase of \$127,158 is primarily associated with the addition of an Engineering Inspector position.

## Key Performance Measures

Measures	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
# of Projects Bid	7	6	6
Value of Public Properties Constructed	\$8.4 million	\$9.0 million	\$9.0 million
# of Development Plans Reviewed	30	40	35
# of Lots Inspected	125	150	150

# Information Technology Department

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## 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](http://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 2018-2019 Accomplishments*

- Completed a department reorganization which included the addition of an IT manager position and IT career ladder to address our current and future needs.
- Updated backup and recovery solutions.
- Developed new training and reference manual for the IT department
- Deployed new storage devices.

## Information Technology Department

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- Deployed new Police patrol laptops
- Replaced physical PC's for all Town departments.

### Goals

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

### Fiscal Year FY 2019 – 2020 Objectives

1. Design and install IT systems for new recreational facility.
2. Assess current network and locate problem areas.
3. Upgrade virtual server and desktop environment.
4. Deploy and test building to building wireless connectivity for business use.
5. Design and implement new file storage and information sharing strategy using Office365 resources.
6. Upgrade to current stable version of Windows on all desktop and servers.
7. Update additional software, network equipment, scanning software, and computers when necessary.

## Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Information Technology	542,859	545,135	586,697	704,736	713,146
<b>Total Expenditures</b>	<b>\$542,859</b>	<b>\$545,135</b>	<b>\$586,697</b>	<b>\$704,736</b>	<b>\$713,146</b>

## Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Adopted
Information Technology Director	1	-	1
IT Manager	1	-	1
Senior IT Specialist	1	-	1
IT Specialist	1	-	1
Total	4	-	4

## Information Technology Department

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Information Technologies</b>					
Salaries	\$201,923	\$226,733	\$255,733	\$309,196	\$309,196
Longevity	2,000	1,000	1,000	1,000	1,000
FICA	15,302	17,269	19,488	23,717	23,717
Group Insurance	31,781	40,911	44,651	41,115	41,115
Retirement	26,181	28,715	32,413	43,299	43,299
Professional Services	2,857	3,500	3,500	3,500	3,500
Postage	1	26	26	26	26
Telephone	75,416	91,908	91,908	92,544	92,544
Travel & Training	2,235	4,368	4,368	13,550	13,550
Auto Maintenance & Repair	0	250	250	0	0
Equipment Rental	121	121	121	1,033	1,033
Fuel	81	376	376	376	376
Department Supplies	10,578	10,700	10,700	10,700	10,700
Equipment non-capital	54,717	37,416	40,321	0	8,410
Contract Services	94,573	81,342	81,342	164,180	164,180
Dues and Subscriptions	435	500	500	500	500
Vehicles	24,659	0	0	0	0
<b>Total Information Technologies</b>					
	<b>\$542,859</b>	<b>\$545,135</b>	<b>\$586,697</b>	<b>\$704,736</b>	<b>\$713,146</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$168,011 is primarily associated with an IT Program Manager being established during the FY 2018 – 2019 budget year.



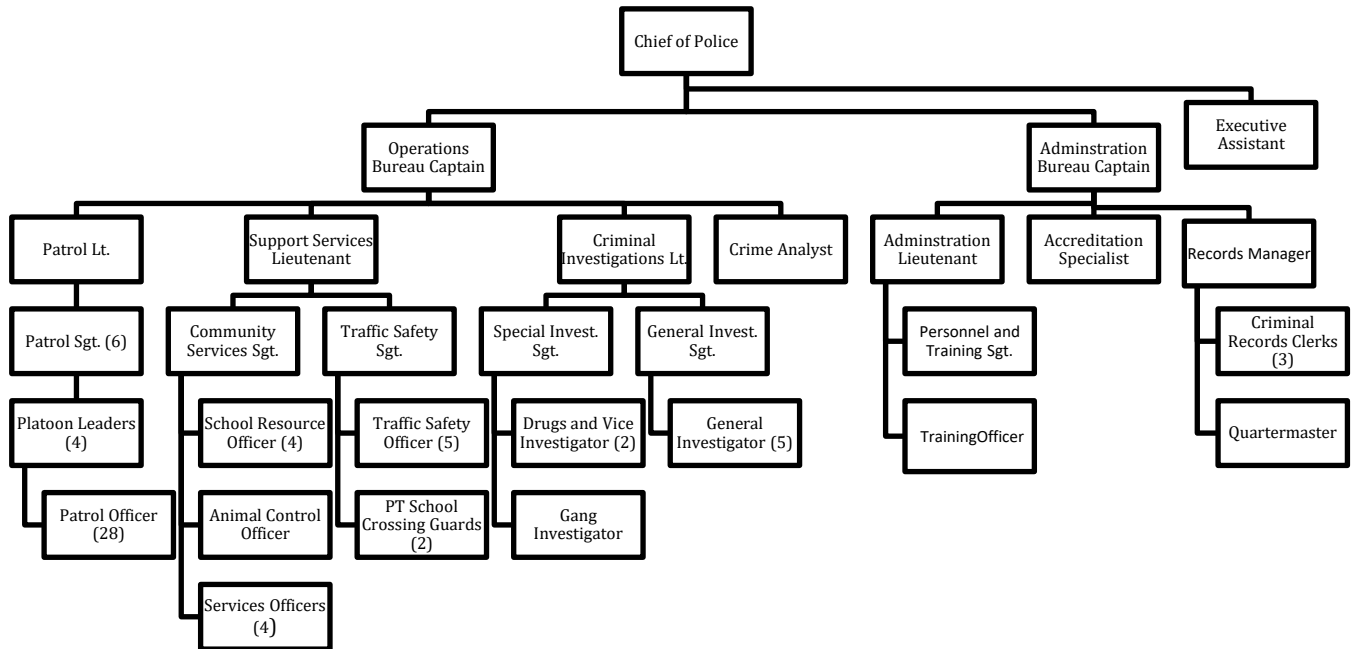
# Information Technology Department

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## Key Performance Measures

Measure	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
Project/Ticket Completion Avg. In Days	11.30	8.50	10.00
IT Helpdesk Ticket Timeframe Grade	5 out of 5	5 out of 5	N/A (new system)
IT Helpdesk Ticket Overall Satisfaction Grade	5 out of 5	5 out of 5	N/A (new system)
# of Major Projects that Met Target Date	3 out of 3	3 out of 3	4 out of 4

# 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

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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 2018-2019 Accomplishments*

- Implemented the second phase of the body-worn camera program.
- Implemented and utilized "E" and "F" platoons during peak demand staffing hours to answer calls for service and reduce the ratio of officers to supervisor to an acceptable range.
- Continued implementation of intelligence led policing practices with the incorporation of I-2 software and Pen-Link software.
- All sworn staff were trained in the One-Mind campaign.
- Partnered with other town departments and civic groups to lower crime and improve community safety; implemented barber shop rap sessions.
- Hosted community meetings at various businesses to engage the community and allow for feedback on police performance.
- Implemented bi-monthly training sessions to support officers with maintaining the required fitness level necessary to complete the (POPAT) in the minimum time as established by the Fitness Committee's 2018 recommendation.

### *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

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### *Objectives for Fiscal Year 2019-2020*

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 and continued emphasis on DWI enforcement and education.
4. Utilize 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.

### Expenditure Summary

<b>Division</b>	<b>FY 2017-2018 Actual</b>	<b>FY 2018-19 Adopted</b>	<b>FY 2018-19 Revised</b>	<b>FY 2019-20 Manager Recommended</b>	<b>FY 2019-20 Council Approved</b>
Police	8,344,854	7,898,857	7,991,159	7,935,016	<b>7,941,079</b>
<b>Total Expenditures</b>	<b>\$8,344,854</b>	<b>\$7,898,857</b>	<b>\$7,991,159</b>	<b>\$7,935,016</b>	<b>\$7,941,079</b>

## Police Department

### Position Summary

Category	FY 2018- 2019 Adopted	Positions Requested	FY 2019- 2020 Adopted
Chief of Police	1	-	1
Police Captain	2	-	2
Police Lieutenant	4	-	4
Police Sergeant	9	-	9
Accreditation Specialist	0.5	-	0.5
Sr. Administrative Support Specialist	1	-	1
Investigator	8	-	8
Police Officer	32	2	33
Traffic Safety Officer	5	-	5
School Resource Officer	5	1	5
Animal Control Officer	1	-	1
Records Manager	1	-	1
Criminal Records Clerk	3	-	3
Quartermaster	1	-	1
Community Liaison Officer	0	1	0
Training Officer	1	-	1
Crime Analyst	1	-	1
Total	75.5	4.0	76.5

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Police</b>					
Salaries	\$4,407,216	\$4,410,658	\$4,410,658	\$4,484,845	\$4,522,132
Salary OT	49,294	47,000	47,000	50,000	50,000
Salary Temporary	56,062	90,000	90,000	90,000	90,000
Outside Employment	210,543	225,000	225,000	225,000	225,000
Longevity	101,792	85,806	85,806	93,391	93,391
Separation Allowance	0	0	0	0	0
FICA	361,790	369,511	369,511	374,203	377,226
Group Insurance	809,330	937,468	937,468	890,110	888,310
Retirement	613,196	606,368	606,368	670,487	676,760
Professional Services	13,688	13,400	13,400	13,600	13,600
Postage	1,064	1,000	1,000	1,200	1,200
Telephone	18,080	16,008	16,008	18,500	18,500
Printing	1,570	3,000	3,000	3,000	3,000
Travel & Training	54,232	69,043	69,043	66,578	66,578

## Police Department

Special Events	6,860	7,950	7,950	11,450	11,450
Parking	177	350	350	350	350
Equipment Maintenance & Repair	1,913	6,645	6,645	6,950	6,950
Auto Maintenance & Repair	88,123	56,000	70,902	0	0
Equipment Rental	23,596	19,950	19,950	19,323	19,323
Fuel	125,317	134,205	134,205	132,340	132,340
Department Supplies Supp	54,455	56,279	57,968	70,646	68,957
Department Supplies Asset Forfeiture	0	0	41,495	0	0
Equipment non-capital	574,057	112,275	135,567	60,212	34,885
Vet Supplies	8,214	8,000	8,000	10,000	10,000
Drug Info	0	1,000	1,000	1,000	1,000
Uniforms	49,433	58,250	69,174	66,354	54,650
Contract Services	418,145	547,541	547,541	556,977	556,977
Dues and Subscriptions	2,278	3,500	3,500	4,500	4,500
Psychological Exam	7,724	12,650	12,650	14,000	14,000
Equipment	100	0	0	0	0
Vehicles	286,608	0	0	0	0
<b>Total Police</b>	<b>\$8,344,854</b>	<b>\$7,898,857</b>	<b>\$7,991,159</b>	<b>\$7,935,016</b>	<b>\$7,941,079</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

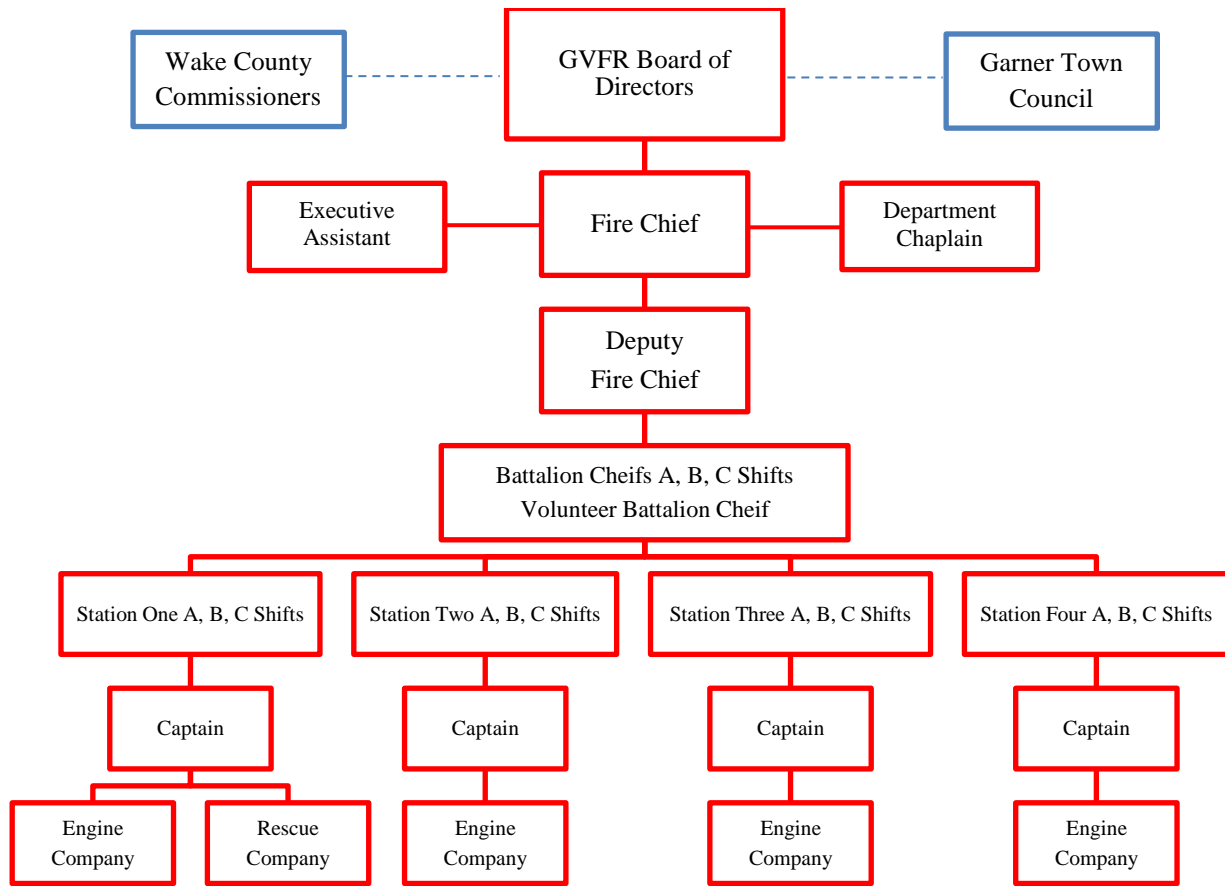
- An increase of \$42,222 is primarily based the Town funding fifteen percent of the cost associated with one grant position. In addition, funding has been included to implement recommendations associated with the annual pay and class study.

## Police Department

### Key Performance Measures

Measure	Actual FY 2017-2018	Actual FY 2018-2019	Target FY 2019-2020
Average response time for priority 0, 1, and 2 calls for service	8.8 Minutes	8.8 Minutes	8.5 Minutes
Clearance Rate for Part I Violent Crimes	69%	69%	70%
Clearance Rate for Part I Property Crimes	48%	48%	45%
% of Officers meeting mandatory fitness standards	98%	98%	100%
Total calls for Service	36,684	36,684	38,142
Officer Initiated Calls for Service	12,646	12,646	10,394
Incident Reports Taken	2,423	2,423	2,447
Crashes Investigated	1,391	1,391	1,285
Alarm Responses	2,036	2,036	2,057
Animal Related Calls	963	963	978
Larceny Reports Taken	846	846	859
Custody Arrests	1,170	1,170	1,143

# 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.

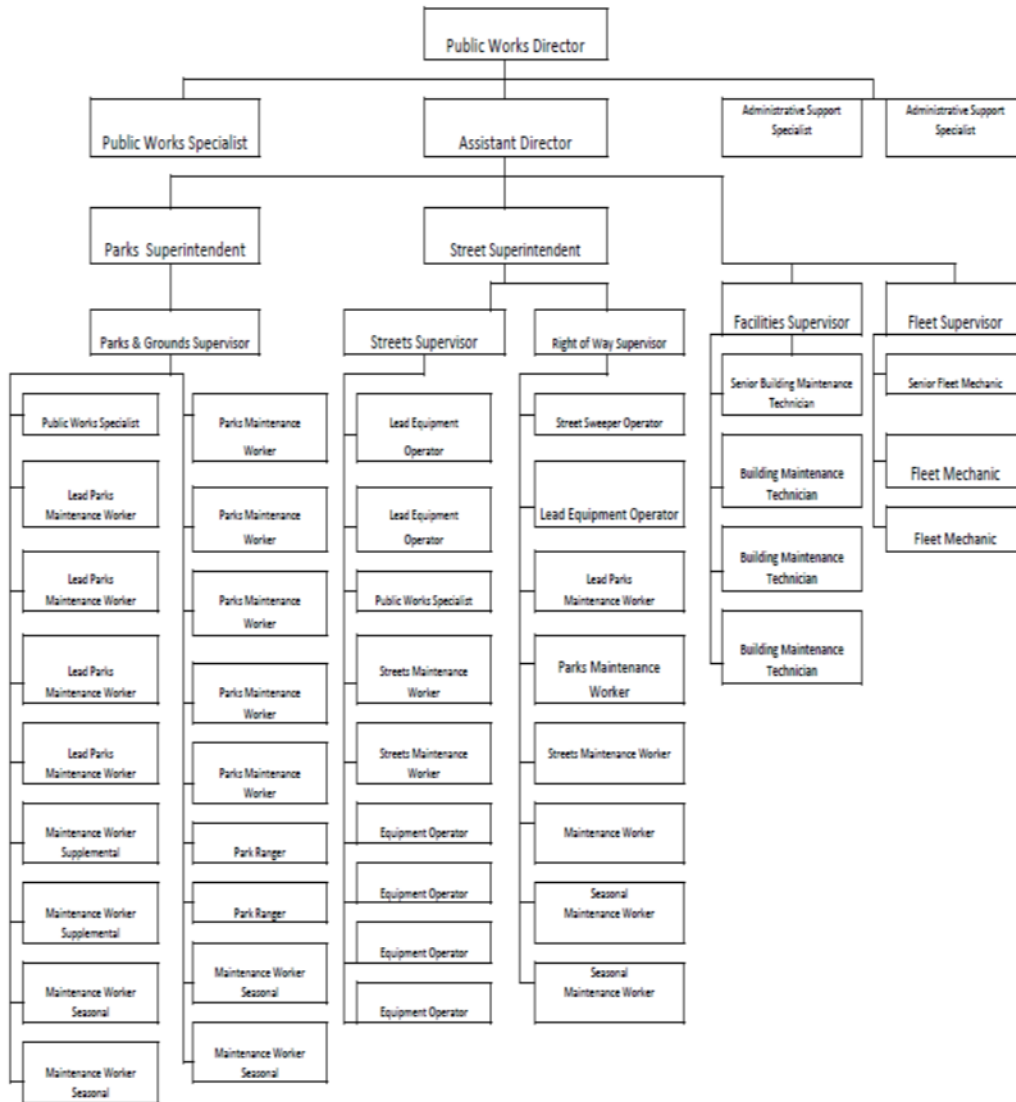
### Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Fire Services	3,282,608	3,408,021	3,428,021	3,418,742	<b>3,532,899</b>
<b>Total Expenditures</b>	<b>\$3,282,608</b>	<b>\$3,408,021</b>	<b>\$3,428,021</b>	<b>\$3,418,742</b>	<b>\$3,532,899</b>

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Fire Services</b>					
Equipment non-capital	\$138,411	\$15,424	\$15,424	\$133,535	\$115,220
Uniforms	13,770	16,985	16,985	16,985	18,315
Contract Services	89,801	61,600	81,600	61,600	61,600
Contract Services - GVFD	3,012,906	3,314,012	3,314,012	3,168,334	3,299,476
Vehicles	27,721	0	0	38,288	38,288
<b>Total Fire Services</b>	<b>\$3,282,608</b>	<b>\$3,408,021</b>	<b>\$3,428,021</b>	<b>\$3,418,742</b>	<b>\$3,532,899</b>

# 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

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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 2018-2019 Public Work Department Accomplishments*

- 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 95% rate with a record-breaking amount of rainfall.
- Increased drainage to GRP infield 2, SGP infield 1 and WDP playground to prevent standing water.
- Replaced and relocated water faucet at NGP dog park to minimize water usage.
- Completed trash collections on schedule with a low complaint per customer rate.
- Completed both spring and fall “unprepared” cleanups on schedule.
- Completed 68 code enforcement requests within three days of receiving request.
- Implemented new Brine application routes to include additional street coverage.
- Assisted New Bern, NC with Hurricane Florence cleanup efforts.
- Performed snow/ice and hurricane storm clean up response to 4 storm events.
- Completed Retention Pond Maintenance on every pond twice throughout the year.
- Converted the domestic water supplies from wells at Centennial and Thompson Rd. Parks and connected them to the City water supply, eliminating the need for reportable well testing through NC DEQ.
- Performed non-reportable well testing at the Meadowbrook property.
- Performed in-house maintenance on athletic field lighting.
- Converted 120 E. Main (Downtown Development Office Bldg.) to all energy efficient LED lighting.
- Converted Avery St. Gymnasium to energy efficient LED Flat Panel lighting that meets NCHSAA lighting standards for Gym athletic programs and events.
- Implemented a Service Agreement for the Elevator in New Town Hall.
- Performed in-house HVAC maintenance on approximately 400 tons of units.
- Installed new 12 Ton Climate Control System in the Public Works Fleet Garage.
- Installed (2) 3 Ton HVAC Systems with Air Handlers and Condensing Units in the new Meadowbrook Property.
- Installed new well pump for Thompson Rd. Park irrigation system.
- Facilitated extensive repairs to the Depot Museum due to public vehicle damage that included new electrical service, new HVAC System and major structural repairs.
- Surplused 16 vehicles and 3 pieces of equipment generating an estimated \$50,346.00 in revenue.
- Introduced Nitrogen Fill Station to convert all Vehicles over to Nitrogen for better maintained pressures, tire wear and long-term fuel use reduction for Town vehicles.

## Public Works

- Supported the Town’s budget process by providing the VERT team fleet detailed reports.
- Continued building data base for Fleet Services for the town.
- Derek Walsh, Grounds Superintendent, served as President of the North Carolina Sports Turf Managers Association.
- Mark Hale, Facilities Supervisor, served as a member of the Executive Board of the Facilities and Grounds Division of the American Public Works Association – N.C. Chapter.
- Tyson Langdon, Assistant Public Works Director, served as a member on the Executive Board of the American Public Works Association- N.C. Chapter.
- Forrest Jones, Public Works Director, served as a member of the Executive Board of the Streets Division of the American Public Works Association – N.C. Chapter.

### Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Administration	\$367,468	\$409,421	\$409,421	\$411,728	<b>\$411,728</b>
Streets	1,692,669	2,098,652	2,098,652	2,746,973	<b>2,746,972</b>
Powell Bill	802,927	1,255,329	1,795,729	1,154,641	<b>1,154,641</b>
Public Facilities Management	879,549	1,025,862	1,017,477	1,111,470	<b>1,104,061</b>
Public Grounds Management	1,033,281	1,043,532	1,077,532	1,165,734	<b>1,162,734</b>
Fleet Management	328,726	364,507	375,102	401,096	<b>390,501</b>
Snow Removal	36,653	10,318	26,118	34,890	<b>34,890</b>
Solid Waste	1,895,800	1,952,169	1,952,169	2,136,083	<b>2,136,083</b>
<b>Total Expenditures</b>	<b>\$7,037,073</b>	<b>\$8,159,790</b>	<b>\$8,752,200</b>	<b>\$9,162,615</b>	<b>\$9,141,610</b>

# 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

Category	FY 2018- 2019		FY 2019 - 2020
	Adopted	Positions Requested	Adopted
Public Works Director	1	-	<b>1</b>
Assistant Public Works Director	1	-	<b>1</b>
Director Maintenance Tech	1	-	<b>1</b>
Administrative Support Specialist	1	-	<b>1</b>
Total	4	-	<b>4</b>

## Public Works

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Public Works Administration</b>					
Salaries	\$232,816	\$244,838	\$244,838	\$253,358	\$253,358
Salary OT	0	1,300	1,300	0	0
Salaries Temporary	11,696	18,127	18,127	18,127	18,127
Longevity	3,115	3,923	3,923	3,493	3,493
FICA	17,393	20,583	20,583	19,754	19,754
Group Insurance	52,070	57,848	57,848	57,356	57,356
Retirement	30,223	34,194	34,194	36,004	36,004
Postage	56	100	100	75	75
Telephone	1,609	1,272	1,272	1,422	1,422
Travel & Training	6,766	8,170	8,170	9,700	9,700
Auto Maintenance & Repair	1,152	150	150	0	0
Equipment Rental	5,776	4,848	4,848	5,322	5,322
Advertisement	0	0	0	400	400
Fuel	406	263	263	453	453
Department Supplies	1,383	2,000	2,000	2,300	2,300
Uniforms	587	1,470	1,470	1,470	1,470
Contract Services	1,400	8,912	8,912	912	912
Dues and Subscriptions	1,020	1,423	1,423	1,583	1,583
<b>Total Public Works Administration</b>	<b>\$367,468</b>	<b>\$409,421</b>	<b>\$409,421</b>	<b>\$411,728</b>	<b>\$411,728</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$2,307 is primarily associated with compensation adjustments.

## Public Works

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### Key Performance Measures

Measures	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
% of Work Orders Initiated by Other Town Staff	24%	25%	28%
% of Work Orders Initiated by PW Staff	29%	25%	30%

## Public Works

### **STREET MAINTENANCE**

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

#### ***Goals***

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

#### ***Objectives***

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

### **Position Summary**

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Adopted
Street Supervisor	1	-	<b>1</b>
Lead Equipment Operator	3	-	<b>3</b>
Equipment Operator	5	-	<b>5</b>
Right-Of-Way Supervisor	1	-	<b>1</b>
Street Superintendent	1	-	<b>1</b>
Street Sweeper Operator	1	-	<b>1</b>
Street Maintenance Worker	3	2	<b>3</b>
Maintenance Technician	1	-	<b>1</b>
Total	16	-	<b>16</b>



## Public Works

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Street Maintenance</b>					
Salaries	\$571,411	\$617,389	\$617,389	\$661,362	\$661,362
Salary OT	1,784	6,490	6,490	7,914	7,914
Salaries Temporary	40,326	35,000	35,000	40,000	40,000
Salaries Temporary OT	73	900	900	0	0
Longevity	12,836	13,809	13,809	12,041	12,041
FICA	48,004	52,332	52,332	58,004	58,004
Group Insurance	140,629	164,137	164,137	184,553	184,553
Retirement	75,331	80,612	80,612	100,926	100,926
Telephone	1,325	2,544	2,544	3,852	3,852
Utilities	514,084	536,716	536,716	536,716	536,716
Travel & Training	3,789	6,947	6,947	7,940	7,940
Equipment Rental	0	0	0	0	0
Auto Supplies	0	4,560	4,560	0	0
Department Supplies	19,315	27,845	27,845	30,630	30,630
Utility Patch	25,792	20,000	20,000	20,000	20,000
Equipment non-capital	0	11,140	11,140	12,254	12,254
Uniforms	10,127	13,615	13,615	13,615	13,615
Contract Services	227,188	283,916	283,916	326,146	326,146
Street Resurfacing	0	220,000	220,000	730,000	730,000
Dues and Subscriptions	656	700	700	1,020	1,020
<b>Total Street Maintenance</b>	<b>\$1,692,669</b>	<b>\$2,098,652</b>	<b>\$2,098,652</b>	<b>\$2,746,973</b>	<b>\$2,746,973</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$648,321 is primarily associated with an increase of \$510,000 for street resurfacing related activities.

## Public Works

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### Key Performance Measures

Measures	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
% Recommended Retention Pond Maintenance Performed During Inspection Cycle	95%	98%	98%
% of Utility Cuts Repaired Within Ten Working Days	95%	95%	95%
Code Enforcements Completed Within Five Working Days	95%	98%	95%

## Public Works

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### **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

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Powell Bill</b>					
Equipment Maintenance & Repair	\$10,213	\$14,139	\$14,139	\$15,552	\$15,552
Auto Maintenance & Repair	54,899	53,500	53,500	60,030	60,030
Fuel	31,931	45,811	45,811	36,059	36,059
Department Supplies	50,323	56,530	56,530	45,000	45,000
Equipment non-capital	3,260	3,700	3,700	0	0
Contract Services	0	150	23,550	0	0
Powell Bill	135,458	135,000	135,000	635,000	635,000
Street Resurfacing - Powell Bill	295,658	530,000	1,047,000	0	0
Landfill	16,717	20,200	20,200	21,000	21,000
Equipment	102,524	332,299	332,299	342,000	342,000
Vehicles	101,944	64,000	64,000	0	0
<b>Total Powell Bill</b>	<b>\$802,927</b>	<b>\$1,255,329</b>	<b>\$1,795,729</b>	<b>\$1,154,641</b>	<b>\$1,154,641</b>

### FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- A decrease of \$100,688 is primarily associated with reduced vehicle requirements.

### Key Performance Measures

Measures	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
Sweeper Cycles on Town Streets	10	9	10
% Goal for In-House Asphalt Patching (3.83 Tons/Mile/Annually)	74%	75%	78%

## Public Works

### **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.

### **Position Summary**

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Adopted
Facilities Supervisor	2	-	2
Building Maintenance Technician	3	1	4
Total	5	1	6

## Public Works

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Public Facility Management</b>					
Salaries	\$217,169	\$238,364	\$238,364	\$280,948	\$280,948
Salary OT	2,898	3,839	3,839	4,442	4,442
Salary Temporary	42	0	0	0	0
Longevity	2,400	2,400	2,400	2,800	2,800
FICA	15,585	18,661	18,661	22,002	22,002
Group Insurance	56,368	69,028	69,028	69,687	69,687
Retirement	28,311	31,013	31,013	40,026	40,026
Telephone	2,257	2,556	2,556	3,716	3,716
Utilities	207,550	231,889	197,889	210,640	210,640
Water/Sewer	53,582	81,205	81,205	83,902	83,902
Travel & Training	2,649	3,875	3,875	4,115	4,115
Building Maintenance	14,555	15,940	15,940	17,525	17,525
Equipment Maintenance & Repair	36,477	29,500	29,500	36,000	36,000
Auto Maintenance & Repair	2,540	2,550	2,550	0	0
Equipment Rental	991	2,010	2,010	2,520	2,520
Fuel	4,458	8,990	8,990	7,281	7,281
Department Supplies	44,474	56,807	61,807	67,807	62,807
Equipment non-capital	1,335	1,000	1,000	7,490	5,080
Uniforms	2,880	3,600	3,600	4,320	4,320
Contract Services	183,028	222,635	243,250	246,250	246,250
<b>Total Public Facility Management</b>	<b>\$879,549</b>	<b>\$1,025,862</b>	<b>\$1,017,477</b>	<b>\$1,111,470</b>	<b>\$1,104,061</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$78,199 is primarily associated with the addition of a Facilities Maintenance Technician position.

## Public Works

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### Key Performance Measures

Measures	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
Electrical Consumption per Square Foot of Heated Building Area	10.00	6.63	12.50
% of Planned Maintenance Tasks on Schedule	26%	46%	51%

## Public Works

### **PUBLIC GROUNDS MAINTENANCE**

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

#### *Goals*

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

#### *Objectives*

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

### **Position Summary**

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Adopted
Parks & Grounds Supervisor	1	1	2
Lead Parks Maintenance Worker	5	-	5
Maintenance Technician	1	-	1
Parks Maintenance Worker	6	-	6
Total	13	1	14



## Public Works

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Public Grounds Management</b>					
Salaries	\$492,397	\$506,514	\$506,514	\$578,706	\$578,706
Salary OT	3,334	13,698	13,698	13,689	13,689
Salaries Temporary	49,953	65,000	65,000	50,000	50,000
Salaries Temporary OT	12	1,400	1,400	1,403	1,403
Longevity	6,475	5,883	5,883	8,251	8,251
FICA	42,708	45,324	45,324	51,203	51,203
Group Insurance	127,089	141,211	141,211	137,222	137,222
Retirement	64,519	66,964	66,964	84,214	84,214
Telephone	1,106	1,056	1,056	2,935	2,935
Travel & Training	3,632	3,885	3,885	12,235	12,235
Vandalism Repair	500	500	500	500	500
Equipment Maintenance & Repair	11,884	20,841	20,841	26,841	26,841
Auto Maintenance & Repair	19,923	12,900	12,900	0	0
Equipment Rental	7	300	300	300	300
Fuel	20,520	25,866	25,866	23,270	23,270
Agriculture Supplies	42,912	44,500	44,500	25,500	25,500
Department Supplies	32,194	34,000	34,000	34,500	34,500
Equipment non- capital	55,565	11,700	11,700	16,790	13,790
Uniforms	10,165	11,640	11,640	12,590	12,590
Contract Services	16,847	29,000	63,000	83,500	83,500
Landfill	150	1,000	1,000	1,000	1,000
Dues and Subscriptions	240	350	350	1,085	1,085
Equipment	31,149	0	0	0	0
<b>Total Public Grounds Management</b>	<b>\$1,033,281</b>	<b>\$1,043,532</b>	<b>\$1,077,532</b>	<b>\$1,165,734</b>	<b>\$1,162,734</b>

## Public Works

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### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$119,202 is primarily associated with the addition of a Parks and Grounds Supervisor position.

### Key Performance Measures

Measures	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
Developed Acreage Maintained by FTE	23.00	40.00	42.00
Mow All Property at Least Once in Two Week Cycles	Yes	Yes	Yes

## Public Works

### **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.

#### *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**

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019- 2020 Adopted
Services Supervisor	1	-	1
Lead Fleet Mechanic	1	-	1
Fleet Mechanics	2	-	2
Total	4	-	4

## Public Works

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Fleet Management</b>					
Salaries	\$157,280	\$207,984	\$207,984	\$225,288	\$225,288
Salary OT	65	3,603	3,603	3,603	3,603
Salaries Temporary	10,009	0	0	0	0
Longevity	2,704	2,869	2,869	2,887	2,887
FICA	12,508	16,444	16,444	17,784	17,784
Group Insurance	36,239	54,254	54,254	48,757	48,757
Retirement	20,414	27,494	27,494	32,333	32,333
Postage	0	0	0	0	0
Telephone	678	1,380	1,380	1,380	1,380
Printing	0	0	0	0	0
Travel & Training	5,940	9,719	9,719	4,961	4,961
Equipment Maintenance & Repair	20,618	7,000	7,000	7,000	7,000
Auto Maintenance & Repair	1,397	1,500	1,500	0	0
Equipment Rental	0	169	169	0	0
Fuel	1,623	2,699	2,699	2,699	2,699
Department Supplies	14,861	16,046	16,046	21,622	21,622
Software	0	0	0	0	0
Equipment non- capital	14,063	0	0	4,700	0
Uniforms	2,410	2,410	2,410	2,880	2,880
Contract Services	9,525	9,886	9,886	10,021	10,021
Dues and Subscriptions	2,134	1,050	1,050	1,370	1,370
Equipment	16,258	0	10,595	13,811	7,916
<b>Total Fleet Management</b>	<b>\$328,726</b>	<b>\$364,507</b>	<b>\$375,102</b>	<b>\$401,096</b>	<b>\$390,500</b>

### FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$25,993 is primarily related to personnel related increases.

## Public Works

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### Key Performance Measures

Measures	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
% Planned Maintenance	39%	43%	44%
Fleet Fuel Efficiency - Licensed Vehicles MPG	10.58 mpg	10.00 mpg	10.20 mpg

## Public Works

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### **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.

## Public Works

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Solid Waste</b>					
Postage	\$2,420	\$3,000	\$3,000	\$3,000	\$3,000
Printing	3,504	4,070	4,070	4,260	4,260
Auto Maintenance & Repair	9	3,075	3,075	0	0
Fuel	134	621	621	315	315
Department Supplies	28,525	56,548	56,548	70,100	70,100
Commercial Dumpster Collection	16,910	18,587	18,587	19,284	19,284
Residential Collection	1,586,920	1,604,595	1,604,595	1,699,825	1,699,825
Curbside Recycling	229,676	233,893	233,893	310,688	310,688
Office Paper Recycling Program	2,668	2,780	2,780	2,611	2,611
Landfill	25,034	25,000	25,000	26,000	26,000
<b>Total Solid Waste</b>	<b>\$1,895,800</b>	<b>\$1,952,169</b>	<b>\$1,952,169</b>	<b>\$2,136,083</b>	<b>\$2,136,083</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$183,914 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

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager	Council
				Recommended	Approved
<b>Snow Removal</b>					
Equipment Maintenance & Repair	\$3,034	\$0	\$0	\$7,072	\$7,072
Department Supplies	7,715	10,318	26,118	27,818	27,818
Equipment non-capital	25,904	0	0	0	0
<b>Total Snow Removal</b>	<b>\$36,653</b>	<b>\$10,318</b>	<b>\$26,118</b>	<b>\$34,890</b>	<b>\$34,890</b>

### FY 2020 Major Funding Changes

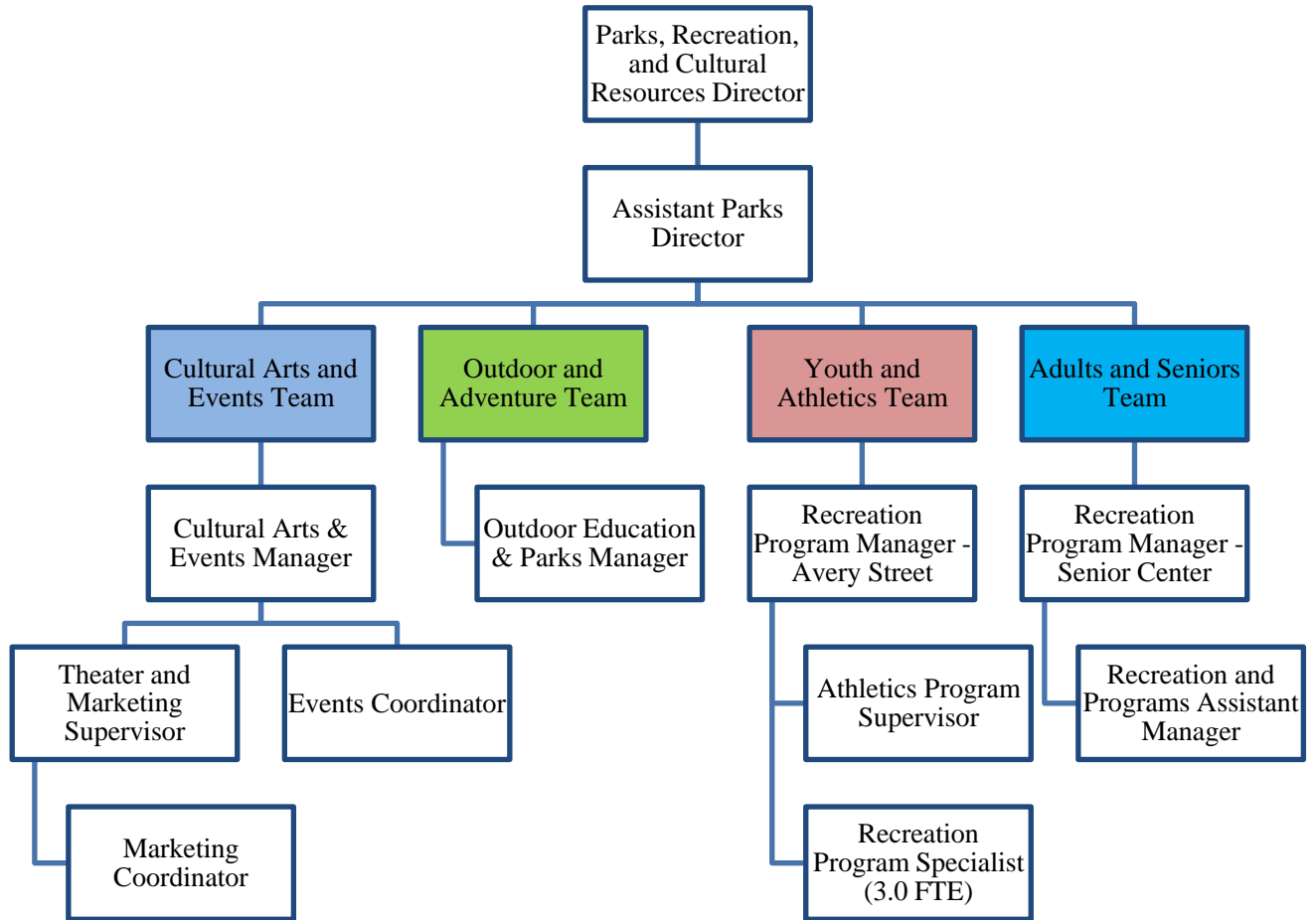
*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$24,572 is primarily associated with an increase in Department Supplies.



# Parks, Recreation and Cultural Resources Department

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

## Parks, Recreation and Cultural Resources Department

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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 2018-2019 Accomplishments*

- The Parks, Recreation and Cultural Resources department won the North Carolina Recreation and Parks Association Arts and Humanities award for the Pop-Up Art Fence Project.
- The It's Showtime! brochure won 1st Place in the 2017-2018 Best Brochure category from the North Carolina City and County Communications Excellence in Communications Awards. The brochure is a project of the Cultural Arts and Events team.
- Professional staff recognitions included Sonya Shaw being selected as President-Elect of the North Carolina Recreation and Park State Association, Rob Smith was a featured speaker at the NCRPA Marketing Summit and presented at the NCRPA state conference, Megan Young was appointed to the North Carolina Recreation and Park Association Professional Development Committee, Jack Baldwin was selected to serve on the Wake County Community Health Needs Assessment Steering Committee, Torrey Blackmar was appointed to the Wake County Human Services-Southern Regional Advocacy Committee, Nancy Hulbert earned her Certified Park and Recreation Professional (CPRP) designation from the National Recreation and Park Association, and Katie Lockhart was elected Treasurer of the North Carolina Association of Environmental Education Centers.

### Expenditure Summary

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
PRCR Administration	\$313,697	\$323,542	\$2,723,542	\$353,937	<b>\$353,937</b>
Cultural Arts & Events	526,266	557,405	537,405	581,097	<b>581,097</b>
Marketing & Special Events	0	38,935	38,935	41,359	<b>41,359</b>
Youth & Athletic	450,777	703,598	638,598	795,497	<b>807,276</b>
Adult & Senior	322,348	303,986	303,986	307,852	<b>307,852</b>
Outdoor Adventure	143,587	149,104	150,444	153,124	<b>153,124</b>
Program Partners	146,574	177,140	177,140	156,785	<b>156,785</b>
Total	\$1,903,249	\$2,253,710	\$4,570,050	\$2,389,651	<b>\$2,401,430</b>

# Parks, Recreation and Cultural Resources Department

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## **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. Finalize the Comprehensive Master Plan.

## **Position Summary**

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Adopted
PRCR Director	1	-	<b>1</b>
Assistant PRCR Director	1	-	<b>1</b>
Park Planner	0	<i>1</i>	<b>0</b>
Administrative Support Specialist	0	<i>1</i>	<b>0</b>
Total	2	2	<b>2</b>

## Parks, Recreation and Cultural Resources Department

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Parks &amp; Rec Administration</b>					
Salaries	\$200,463	\$206,254	\$206,254	\$211,410	\$211,410
Longevity	5,432	5,519	5,519	5,794	5,794
FICA	15,876	16,201	16,201	16,643	16,643
Group Insurance	21,456	23,691	23,691	23,351	23,351
Retirement	26,355	26,957	26,957	30,455	30,455
Postage	1,291	3,029	3,029	3,029	3,029
Telephone	2,445	1,272	1,272	1,272	1,272
Travel and Training	5,742	8,540	8,540	11,110	11,110
Auto Maintenance & Repair	121	250	250	0	0
Equipment Rental	6,450	6,226	6,226	15,509	15,509
Fuel	1,051	1,053	1,053	1,014	1,014
Department Supplies	2,245	3,000	3,000	4,750	4,750
Uniforms	0	0	0	300	300
Contract Services	23,165	20,000	20,000	28,000	28,000
Dues and Subscriptions	1,605	1,300	1,300	1,300	1,300
Miscellaneous	0	250	250	0	0
Land Acquisition	0	0	2,400,000	0	0
<b>Total Parks &amp; Rec Administration</b>	<b>\$313,697</b>	<b>\$323,542</b>	<b>\$2,723,542</b>	<b>\$353,937</b>	<b>\$353,937</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$30,395 is primarily associated with personnel adjustments.

## Parks, Recreation and Cultural Resources Department

### 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.

#### *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

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Adopted
Cultural Arts and Events Manager	1	-	1
Events Coordinator	1	-	1
Theatre Services Coordinator	1	-	1
Marketing Coordinator	1	-	1
Total	4	-	4

## Parks, Recreation and Cultural Resources Department

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Cultural Arts &amp; Events</b>					
Salaries	\$196,822	\$210,058	\$190,058	\$215,294	\$215,294
Salary OT	762	675	675	675	675
Salaries Temporary	40,018	49,050	49,050	48,056	48,056
FICA	17,443	19,818	19,818	20,099	20,099
Group Insurance	47,404	50,861	50,861	54,343	54,343
Retirement	25,298	26,780	26,780	30,031	30,031
Postage	4,800	0	0	0	0
Telephone	2,122	2,544	2,544	2,544	2,544
Printing	860	1,310	1,310	1,460	1,460
Travel and Training	884	4,150	4,150	4,345	4,345
Equip Maintenance & Repair	5	1,500	1,500	1,500	1,500
Equipment Rental	22,164	1,142	1,142	0	0
Department Supplies	13,423	11,325	11,325	11,325	11,325
Uniforms	1,390	560	560	560	560
Contract Services	97,939	1,300	1,300	1,300	1,300
School Fee	535	535	535	570	570
Dues and Subscriptions	226	375	375	375	375
<b>Total Cultural Arts &amp; Events</b>	<b>\$526,266</b>	<b>\$557,405</b>	<b>\$537,405</b>	<b>\$581,097</b>	<b>\$581,097</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2017 – 2018 Adopted Budget to the FY 2018 – 2019 Recommended Budget:*

- An increase of \$23,692 is primarily associated with personnel related adjustments.

# Parks, Recreation and Cultural Resources Department

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## Key Performance Measures

### *Performance Measures*

<b>Measure</b>	<b>Actual FY 2017-18</b>	<b>Actual FY 2018-19</b>	<b>Target FY 2019-20</b>
% of GPAC Survey Responses Indicating Very or Extremely Satisfied with Events	98%	97%	95%
% of GPAC shows that met expected attendance	71%	86%	86%

## Parks, Recreation and Cultural Resources Department

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### Marketing and Events

Funding in the **Marketing and Events** division allows the department to fund various initiatives from a single funding location.

#### *Goals*

1. To generate administrative efficiencies within the Department

#### *Objectives*

1. To allow the Department to more efficiently plan and execute marketing and event related activities

### Budget Summary

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Marketing &amp; Special Events</b>					
Postage	\$0	\$6,100	\$6,100	\$7,300	\$7,300
Printing	0	23,430	23,430	22,300	22,300
Department Supplies	0	2,500	2,500	3,675	3,675
Contract Services	0	4,909	4,909	6,084	6,084
Dues and Subscriptions	0	1,996	1,996	2,000	2,000
<b>Total Marketing &amp; Special Events</b>	<b>\$0</b>	<b>\$38,935</b>	<b>\$38,935</b>	<b>\$41,359</b>	<b>\$41,359</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$2,424 is primarily associated with an increased in Contract Services.



## Parks, Recreation and Cultural Resources Department

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### 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

Category	FY 2018 - 2019 Adopted	Positions Requested	FY2019 - 2020 Adopted
Recreation Center & Program Manager	1	-	<b>1</b>
Recreation Superintendent	1	-	<b>1</b>
Recreation Program Specialist	4	-	<b>4</b>
Program Manager	0	<i>0.66</i>	<b>0</b>
Total	6	0.66	<b>6</b>

## Parks, Recreation and Cultural Resources Department

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Youth &amp; Athletics</b>					
Salaries	\$168,535	\$263,919	\$258,919	\$297,404	\$307,087
Salary OT	0	0	0	0	0
Salaries Temporary	103,768	220,220	160,220	260,602	260,602
Longevity	3,444	3,479	3,479	3,656	3,656
FICA	20,870	35,392	35,392	35,567	36,308
Group Insurance	34,666	53,648	53,648	50,165	50,165
Retirement	22,658	33,428	33,428	36,836	38,191
Telephone	1,787	2,544	2,544	3,816	3,816
Printing	0	2,000	2,000	2,000	2,000
Utilities	0	2,792	2,792	3,650	3,650
Travel and Training	510	1,320	1,320	2,160	2,160
Building Maintenance	0	4,700	4,700	15,700	15,700
Equipment Maintenance & Repair	0	5,500	5,500	5,900	5,900
Auto Maintenance & Repair	195	300	300	0	0
Equipment Rental	1,059	3,627	3,627	3,601	3,601
Fuel	0	580	580	580	580
Department Supplies	6,094	3,150	3,150	6,220	6,220
Software	0	6,000	6,000	0	0
Uniforms	0	5,950	5,950	5,750	5,750
Contract Services	6,918	42,810	42,810	62,850	62,850
School Fee	0	15,000	15,000	7,650	7,650
Dues and Subscriptions	0	320	320	480	480
<b>Total Youth &amp; Athletics</b>	<b>\$450,777</b>	<b>\$703,598</b>	<b>\$638,598</b>	<b>\$795,497</b>	<b>\$807,276</b>

### FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$103,678 is primarily associated with personnel and operating requirements associated with the new Recreation Center.

## Parks, Recreation and Cultural Resources Department

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### Key Performance Measures

Measure	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
% of Programs offered that met expected participation Level	90%	90%	92%

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## Parks, Recreation and Cultural Resources Department

### 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)

#### *Objectives*

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

### Position Summary

Category	FY 2018 -2019 Adopted	Positions Requested	FY 2019 - 2020 Adopted
Recreation Center & Program Manager	1	-	1
Recreation Specialist - Seniors & Adults	1	-	1
Total	2	-	2

## Parks, Recreation and Cultural Resources Department

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Adult &amp; Senior Programs</b>					
Salaries	\$120,852	\$128,925	\$128,925	\$131,636	\$131,636
Salary OT	0	800	800	0	0
Salaries Temporary	60,930	83,479	83,479	78,555	78,555
Longevity	4,106	3,730	3,730	4,144	4,144
FICA	13,986	16,689	16,689	16,835	16,835
Group Insurance	23,822	26,319	26,319	26,031	26,031
Retirement	16,203	16,971	16,971	19,004	19,004
Telephone	1,325	1,272	1,272	1,272	1,272
Printing	0	0	0	0	0
Travel and Training	605	2,490	2,490	2,590	2,590
Travel Senior Citizens	0	894	894	2,400	2,400
Building Maintenance	0	4,650	4,650	3,700	3,700
Equipment Maintenance & Repair	0	2,715	2,715	2,715	2,715
Auto Maintenance & Repair	0	476	476	0	0
Equipment Rental	1,865	1,176	1,176	1,176	1,176
Fuel	0	300	300	300	300
Department Supplies	682	4,160	4,160	4,600	4,600
Equipment non-capital	125	0	0	0	0
Uniforms	70	600	600	400	400
Contract Services	141	8,100	8,100	12,374	12,374
Dues and Subscriptions	0	240	240	120	120
Vehicles	55,120	0	0	0	0
<b>Total Adult &amp; Senior Programs</b>	<b>\$322,348</b>	<b>\$303,986</b>	<b>\$303,986</b>	<b>\$307,852</b>	<b>\$307,852</b>

### FY 2020 Major Funding Changes

The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:

- An increase of \$3,866 is primarily associated compensation adjustments.

## Parks, Recreation and Cultural Resources Department

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### Key Performance Measures

#### *Performance Measures*

<b>Measure</b>	<b>Actual FY 2017-18</b>	<b>Actual FY 2018-19</b>	<b>Target FY 2019-20</b>
Participation (attendance) in adult and senior programs offered	88,270	89,000	90,000

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## Parks, Recreation and Cultural Resources Department

### 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.

#### *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 Groundhog Day and the Statewide Star Party.

### Position Summary

Category	FY 2018 - 2019 Adopted	Positions Requested	FY 2019 -2020 Adopted
Parks and Outdoor Education Program Manager	1	-	<b>1</b>
Total	1	-	<b>1</b>

## Parks, Recreation and Cultural Resources Department

### Budget Summary

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Outdoor Adventure</b>					
Salaries	\$52,517	\$56,153	\$56,153	\$56,991	\$56,991
Salaries Temporary	41,231	44,508	44,508	48,000	48,000
FICA	7,832	7,792	7,792	7,765	7,765
Group Insurance	10,649	11,756	11,756	11,582	11,582
Retirement	6,934	7,137	7,137	7,926	7,926
Postage	361	0	0	0	0
Telephone	769	636	636	636	636
Printing	251	2,221	2,221	2,496	2,496
Travel and Training	231	1,060	1,060	980	980
Equipment Maintenance & Repair	387	500	500	500	500
Equipment Rental	2,379	2,452	2,452	1,409	1,409
Department Supplies	7,820	6,750	8,090	6,510	6,510
Uniforms	216	545	545	545	545
Contract Services	0	4,500	4,500	4,650	4,650
Dues and Subscriptions	0	365	365	405	405
<b>Total Outdoor Adventure</b>	<b>\$143,587</b>	<b>\$149,104</b>	<b>\$150,444</b>	<b>\$153,124</b>	<b>\$153,124</b>

### FY 2020 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- An increase of \$4,020 is primarily associated with compensation related increases.

### Key Performance Measures

Measure	Actual FY 2017-18	Actual FY 2018-19	Target FY 2019-20
% of Programs offered that met expected participation Level	76%	88%	90%



## Parks, Recreation and Cultural Resources Department

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### **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**

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Program Partners</b>					
Garner Baseball	\$64,582	\$64,985	\$64,985	\$65,574	\$65,574
Civitan	19,013	21,705	21,705	21,569	21,569
Miss Garner	3,200	3,500	3,500	3,500	3,500
Town Players	23,650	23,650	23,650	23,650	23,650
CASL	1,429	26,077	26,077	26,460	26,460
GAYSL	16,093	14,723	14,723	16,032	16,032
Optimist Club	18,607	22,500	22,500	0	0
<b>Total Program Partners</b>	<b>\$146,574</b>	<b>\$177,140</b>	<b>\$177,140</b>	<b>\$156,785</b>	<b>\$156,785</b>

### **FY 2020 Major Funding Changes**

*The following summarizes major funding adjustments from the FY 2018 – 2019 Adopted Budget to the FY 2019 – 2020 Recommended Budget:*

- A decrease of \$20,355 is primarily associated with the Optimist Club no longer organizing the Town’s basketball program.

## Debt Service

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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

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Debt Service</b>					
Principal Bonds	\$1,000,000	\$1,005,000	\$1,005,000	\$1,135,000	\$1,135,000
Principal Leases	1,053,451	1,047,876	1,047,876	1,034,113	1,034,113
Principal Installment Loan	466,755	502,616	502,616	342,000	342,000
Interest Bonds	1,062,973	1,032,410	1,032,410	1,143,835	1,143,835
Interest Leases	151,983	110,964	110,964	91,287	91,287
Interest Installment Loans	12,844	18,863	18,863	12,120	12,120
<b>Total Debt Service</b>	<b>\$3,748,005</b>	<b>\$3,717,729</b>	<b>\$3,717,729</b>	<b>\$3,758,355</b>	<b>\$3,758,355</b>

## Special Appropriations

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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

Division	FY 2017-2018 Actual	FY 2018-19 Adopted	FY 2018-19 Revised	FY 2019-20 Manager Recommended	FY 2019-20 Council Approved
Retirement	\$685,690	\$687,549	\$687,549	\$617,756	<b>\$617,756</b>
Town Insurance	611,113	560,910	560,910	594,376	<b>594,376</b>
Subsidized Programs	55,732	68,004	68,004	68,004	<b>68,004</b>
Office Administration	15,450	41,745	21,745	166,014	<b>166,014</b>
<b>Total Expenditures</b>	<b>\$1,367,985</b>	<b>\$1,358,208</b>	<b>\$1,338,208</b>	<b>\$1,446,150</b>	<b>\$1,446,150</b>

## Special Appropriations

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### **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.

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Retirement</b>					
Separation Allowance	288,489	263,354	263,354	249,242	249,242
FICA	20,653	20,147	20,147	19,640	19,640
Retire Health Insurance	376,547	404,048	404,048	348,874	348,874
<b>Total Retirement</b>	<b>\$685,690</b>	<b>\$687,549</b>	<b>\$687,549</b>	<b>\$617,756</b>	<b>\$617,756</b>

## 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.

	FY 2017 - 2018 Actual	FY 2018 - 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Town Insurance</b>					
Dental Claims	\$71,878	\$0	\$0	\$0	\$0
Insurance and Bonds	237,632	241,068	241,068	241,068	241,068
Workers Compensation	291,752	304,842	304,842	338,308	338,308
Unemployment Insurance	9,852	15,000	15,000	15,000	15,000
<b>Total Town Insurance</b>	<b>\$611,113</b>	<b>\$560,910</b>	<b>\$560,910</b>	<b>\$594,376</b>	<b>\$594,376</b>

## Special Appropriations

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### **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.

	FY 2017- 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019-2020	FY 2019-2020
<b>Non-Profit Contributions</b>	<b>Actual</b>	<b>Adopted</b>	<b>Revised Budget</b>	<b>Manager Recommended</b>	<b>Council Approved</b>
Non-Profit Contribution	\$55,732	\$68,004	\$68,004	\$68,004	\$68,004
<b>Non-Profit Programs Total</b>	<b>\$55,732</b>	<b>\$68,004</b>	<b>\$68,004</b>	<b>\$68,004</b>	<b>\$68,004</b>

## 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.

	FY 2017 - 2018	FY 2018 - 2019	FY 2018 - 2019	FY 2019 - 2020	FY 2019 - 2020
	Actual	Adopted	Revised	Manager Recommended	Council Approved
<b>Office Administration</b>					
Postage	-\$77	\$0	\$0	\$0	\$0
Saving Initiatives	0	0	0	-57,500	-57,500
Vehicle Maintenance	0	0	0	184,501	184,501
Equipment Rental	3,996	9,061	9,061	5,000	5,000
Wake Count Hazmat	11,531	12,684	12,684	14,013	14,013
Contingency	0	20,000	0,000	20,000	20,000
<b>Total Office Administration</b>	<b>\$15,450</b>	<b>\$41,745</b>	<b>\$21,745</b>	<b>\$166,014</b>	<b>\$166,014</b>

## TOWN OF GARNER CAPITAL PROJECT FUND

### Overview:

Capital project funds are utilized to track major construction projects spanning multiple fiscal years. They accommodate the use of multiple revenue streams and allow for funding to be automatically moved from one fiscal year to the next. Following the completion of a project, the fund is closed out as the costs associated with operating and maintaining the completed project are accounted for in the Town's operating budget.

### Current Projects:

As part of the FY 2019 – 2020 budget, the Town intends to continue the bond program as approved by voters in March of 2013. The 2018 General Obligation Public Improvement Bonds will fund projects in the following categories:

Category	Funding Amount
Parks	599,000
Streets & Sidewalks	6,592,000
<b>Total Funding</b>	<b>\$7,191,000</b>

### Financial Summary:

	FY 2017 - 2018 Actual	FY 2018- 2019 Adopted	FY 2018 - 2019 Revised	FY 2019 - 2020 Manager Recommended	FY 2019 - 2020 Council Approved
<b>Beginning Fund Balance</b>	\$ 9,810,514	\$ -	\$ 2,662,132	\$ -	\$ -
Revenue:					
Intergovernmental	\$ 152,143	\$ -	\$ -	\$ -	\$ -
Investment Earnings	96,089	-	-	-	-
Other Revenues	(17,164)	-	-	-	-
Issuance of Debt	-	4,050,000	-	7,190,000	7,190,000
Premium on Bonds	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 231,068</b>	<b>\$ 4,050,000</b>	<b>\$ -</b>	<b>\$ 7,190,000</b>	<b>\$ 7,190,000</b>
Transfers In:					
General Fund	\$ 114,000	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers In</b>	<b>\$ 114,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Available</b>	<b>\$ 10,155,582</b>	<b>\$ 4,050,000</b>	<b>\$ 2,662,132</b>	<b>\$ 7,190,000</b>	<b>\$ 7,190,000</b>
Expenditures:					
Capital Projects	\$ 7,493,450	\$ 4,050,000	\$ 2,662,132	\$ 7,190,000	\$ 7,190,000
<b>Total Expenditures</b>	<b>\$ 7,493,450</b>	<b>\$ 4,050,000</b>	<b>\$ 2,662,132</b>	<b>\$ 7,190,000</b>	<b>\$ 7,190,000</b>
<b>Total Disbursements</b>	<b>\$ 7,493,450</b>	<b>\$ 4,050,000</b>	<b>\$ 2,662,132</b>	<b>\$ 7,190,000</b>	<b>\$ 7,190,000</b>
<b>Ending Fund Balance</b>	<b>\$ 2,662,132</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## **FY 2020 – 2024 Capital Improvement Plan**

The FY 2020 – 2024 Recommended Capital Improvement Plan (CIP) represents a significant step forward in the Town’s long-term capital planning efforts. The Town implemented a revised CIP process that allowed staff from multiple departments to collaborate and provide input on their requirements and how decisions would impact their operations. This input allowed for the development of a CIP which fully addresses the Town’s long-term capital requirements and highlights the future impacts to the Town’s operating budget.

### **Overview**

The development of the CIP is one of the most significant processes for the Town of Garner. The decisions made in the CIP impact the Town’s residents on a daily basis. The CIP is the sidewalks residents walk on, the parks where people take their children, and the infrastructure required to manage stormwater. These assets have a direct impact on quality of life for Garner citizens.

The Town’s CIP is designed to identify all capital projects that may require funding within a five-year period. Programming capital needs over an extended period allows resources to be matched with requirements, which promotes better use of the Town’s limited funding. In addition, the process of putting the CIP together has value as it ensures appropriate staff have reviewed the timeline and scope of projects to identify efficiencies and maximize Town resources.

### **CIP Process**

The process of identifying projects for inclusion in the CIP generally begins years before the CIP is developed. On a regular basis, the Town updates long range planning documents such as the Comprehensive Plan, Transportation Plan, and the Parks, Recreation and Cultural Resources Master Plan to engage the public and elected officials in the process of identifying long-term capital requirements. These plans are then used to populate the Town’s CIP and ultimately result in a completed project. Once complete, the cost of maintaining and operating the project transition to the Town’s operating budget. This Multi-Year Planning & Budgeting System drives the Towns CIP process.



# MULTI-YEAR PLANNING & BUDGET SYSTEM

MULTI-YEAR STRATEGIC PLAN

## CAPITAL IMPROVEMENT FUNDING PROCESS

**LONG RANGE PLANNING**

- COMPREHENSIVE PLAN
- TRANSPORTATION PLAN
- PRCR MASTER PLAN
- OTHER DEPARTMENT STRATEGIC PLANS

**COUNCIL PRIORITIES**

**5 YEAR CAPITAL IMPROVEMENT PLAN (CIP)**

**ANNUAL CIP PLAN**

**OPPORTUNITIES**

**RECURRING OPERATIONAL FUNDING PLANS**

- VEHICLE & EQUIPMENT (VERT)
- INFORMATION TECHNOLOGY
- MULTI-YEAR PROJECTS

**MULTI-YEAR OPERATING FORECASTS**

- OPERATIONS
- STAFFING

**ANNUAL BUDGET PROCESS**

- OPERATIONS
- STAFFING
- EQUIPMENT

## TOWN OPERATIONS FUNDING PROCESS

ACTION TIMELINE

CONCEPTUAL

DEVELOPMENT

IMPLEMENTATION

REACTION

The annual process of identifying, and ranking projects, for inclusion in the CIP begins each summer. At this time, Departments are tasked with completing a project summary sheet which summarizes the project and answers a variety of questions designed to evaluate each project:

**Project Necessity**

- Is the project needed to respond to state or federal mandates?
- What will happen if the project is not approved?
- Does the project accommodate increases in demand for service?

**Fiscal Impact**

- How much will the project cost?
- What are the long-term operating budget impacts?
- Are alternative funding sources available?
- Will delaying or not approving the project result in increased costs to the Town?
- Could the project be funded over multiple fiscal years?
- Does the project preserve a previous investment?

**Planning Process**

- Is the project consistent with the Strategic Plan, Comprehensive Plan, Transportation Plan, or departmental plan?
- Does the project increase the efficiency of service delivery?
- Who benefits from the project?
- Will any group be adversely affected by the project?

Project submissions are then reviewed and ranked by cross-departmental teams. This ensures that staff impacted by projects are aware and can share their expertise, which generates efficiencies and ensures that all aspects of a project have been considered. Staff not directly impacted by projects are able to share a non-biased perspective on which projects will benefit the Town's residents most.

Project rankings are then reviewed by the Town's Budget Team and populated into the CIP. As part of this process, the Budget Team considers multiple factors including Town Council priorities, available funding, citizen input and staff's rankings. As necessary, requesting Departments are brought in to meet with the Budget Team to ensure all projects are fully understood.

The Budget Team presents the recommended CIP to Town Council as part of their annual retreat each November. Staff reviews each project with Council and summarizes the long-term operating impact associated with each project. This helps to ensure that Council is aware of projects that will have a significant impact on future operating budgets. Council's input is captured, and revisions are made to the CIP document and project list as necessary. Finally, the CIP is approved as part of the annual budget process in June.

## CIP Structure

The CIP is organized based on several core project categories that encompass the capital projects generally completed by the Town. In addition, multiple subcategories are included within each broad category to provide additional detail. The following summarizes the current CIP categories:

- **Parks** – Includes various projects necessary to develop and enhance park, recreational and cultural opportunities for Town residents
- **Transportation** – Includes projects required to expand or maintain the town's transportation network
- **General Government** – Includes projects associated with Information Technology, Facility Development including land acquisition and Economic Development
- **Stormwater** – Includes maintenance-related projects primarily identified as part of the stormwater conveyance infrastructure study
- **Capital Renewal** – Includes various maintenance projects identified as part of the Public Facilities Repair & Maintenance (PFRM) process

To be transparent, individual projects are color coded in the CIP based on staff's confidence in the funding estimate. Staff has a high level of confidence in the funding estimates in black font as these projects generally have an established scope and the budget estimates have been developed/reviewed by staff experts or an outside party. There is less confidence in the funding estimates in orange font as the scope of these projects may be unknown and the budget estimates have generally been developed internally by non-expert staff.

## Funding Sources

Based on the limited resources of the Town, multiple funding sources are utilized to pay for projects. Diversifying revenue sources enhances the ability to fund projects in an appropriate timeframe. While the Town is constantly looking for additional options to fund projects, the list below summarizes the sources generally utilized:

- **Transfer from General Fund** – Funding appropriated as part of the annual budget process
- **Bond Proceeds** – Funding approved by voters as part of a bond referendum to address specific requirements
- **Future Bond Proceeds** – Anticipated funding which will require voter approval as part of a bond referendum
- **Impact Fees** – Fees paid by developers to cover a portion of the costs to provide public services
- **Powell Bill** – Funding distributed by the state to be used for the resurfacing of streets within the corporate limits of the Town
- **Appropriated Fund Balance** – Funding appropriated from General Fund or Revenue Savings Plan balance
- **Unknown Funding** – Funding options are still being evaluated
- **Partner Agency Funding** – Funding provided by regional, state or federal organizations such as CAMPO LAPP, Wake County and Community Development Block Grant (CDBG)
- **Other** – Funding identified by staff from alternative source

## Summary of Projects

The FY 2020 – 2024 Recommended Capital Improvement Plan (CIP) includes funding requirements totaling \$65,336,343. The plan assumes a General Fund contribution of \$0. Other funding sources include \$22,600,000 in Future Bond Proceeds, \$9,542,794 in Bond Proceeds, \$3,803,993 in Other, \$3,111,613 in Powell Bill, \$8,877,183 in Partner Agency contributions and \$7000,000 in Impact Fees. It is important to note that there are requirements without a dedicated revenue source totaling \$16,599,647.

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Parks	0	4,007,659	4,307,659	10,000,000	10,000,000	28,315,318
Transportation	11,482,316	1,735,234	4,416,934	6,880,603	1,393,968	25,909,056
General Government	100,000	500,000	3,600,000	2,968,000	0	7,168,000
Stormwater	1,249,848	0	1,105,000	0	0	2,354,848
Capital Renewal	101,113	414,409	382,149	352,482	338,969	1,589,122
<b>Total</b>	<b>\$12,933,277</b>	<b>\$6,657,302</b>	<b>\$13,811,742</b>	<b>\$20,201,086</b>	<b>\$11,732,937</b>	<b>\$65,336,343</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	0	0	0	0	0	0
Bond Proceeds	8,100,244	892,550	550,000	0	0	9,542,794
Future Bond Proceeds	0	0	1,500,000	11,100,000	10,000,000	22,600,000
Impact Fees	0	700,000	0	0	0	700,000
Powell Bill	610,000	616,100	622,261	628,484	634,768	3,111,613
Appropriated Fund Balance	101,113	0	0	0	0	101,113
Unknown Funding Source	1,399,848	3,145,540	8,394,808	3,320,482	338,969	16,599,647
Partner Agency Funding	1,992,072	485,112	2,000,000	4,400,000	0	8,877,183
Other	730,000	818,000	744,673	752,120	759,200	3,803,993
<b>Total</b>	<b>\$12,933,277</b>	<b>\$6,657,302</b>	<b>\$13,811,742</b>	<b>\$20,201,086</b>	<b>\$11,732,937</b>	<b>\$65,336,343</b>

The FY 2020 - 2024 CIP includes operating requirements totaling \$477,600. Of this total, funding of \$215,000 is associated with Public Works, \$150,000 for Parks and \$165,000 for Capital Renewal related costs. There are also anticipated savings of \$52,400 in Information Technology. These costs are based on a review of operation requirements for each project. In addition, staff has reviewed the life cycle of various projects and factored in the annual cost to replace the infrastructure based on its anticipated life cycle.

Impacted Area	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Parks	\$0	\$0	\$50,000	\$50,000	\$50,000	\$150,000
Public Works <sup>1</sup>	\$0	\$39,650	\$54,650	\$60,350	\$60,350	\$215,000
Information Technology	\$0	\$0	\$0	-\$26,200	-\$26,200	-\$52,400
Capital Renewal <sup>2</sup>	\$0	\$0	\$55,000	\$55,000	\$55,000	\$165,000
<b>Total</b>	<b>\$0</b>	<b>\$39,650</b>	<b>\$159,650</b>	<b>\$139,150</b>	<b>\$139,150</b>	<b>\$477,600</b>

<sup>1</sup> Funding associated with personnel requirements has not been included as the department will address the impact of approved projects in their staffing plan.

<sup>2</sup> Funding has been included to replace the splash pad and playground based on an anticipated 10-year life cycle.

## Park Projects

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Facility Development	-	-	1,000,000	10,000,000	10,000,000	\$21,000,000
Park Enhancements	-	700,000	-	-	-	\$700,000
Greenways	-	3,307,659	3,307,659	-	-	\$6,615,318
<b>Total</b>	<b>\$0</b>	<b>\$4,007,659</b>	<b>\$4,307,659</b>	<b>\$10,000,000</b>	<b>\$10,000,000</b>	<b>\$28,315,318</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	750,000	-	-	-	\$750,000
Future Bond Proceeds	-	-	1,000,000	10,000,000	10,000,000	\$21,000,000
Impact Fees	-	700,000	-	-	-	\$700,000
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	2,231,131	3,307,659	-	-	\$5,538,790
Partner Agency Funding	-	245,828	-	-	-	245,828
Other	-	80,700	-	-	-	\$80,700
<b>Total</b>	<b>\$0</b>	<b>\$4,007,659</b>	<b>\$4,307,659</b>	<b>\$10,000,000</b>	<b>\$10,000,000</b>	<b>\$28,315,318</b>

### Category Summary

Projects necessary to develop and enhance park, recreational and cultural opportunities for Town residents. This category consists of key projects that will result in the construction of new park facilities and park enhancements. This category will ultimately represent an implementation plan to address items identified in the Parks Comprehensive Master Plan.



## Park Facility Development

Large scale investments that result in the acquisition of land or a new park facility.

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Meadowbrook/Yeargan Project	-	-	1,000,000	10,000,000	10,000,000	\$21,000,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$10,000,000</b>	<b>\$10,000,000</b>	<b>\$21,000,000</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	-	1,000,000	10,000,000	10,000,000	\$21,000,000
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	-	-	-	-	\$0
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$10,000,000</b>	<b>\$10,000,000</b>	<b>\$21,000,000</b>

<sup>1</sup> Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for site planning, design work and construction.

### Project Summary

#### **Meadowbrook/Yeargan Project**

**\$21,000,000**

Funding would cover the costs associated with initial site plan development, design work and construction required to develop either the Meadowbrook or Yeargan Property sites. It is also possible funding will allow for more limited development at both sites. The Town is in the process of developing a master plan for each site. This work will be completed in advance of an anticipated bond referendum and will allow for final decisions to be made regarding the exact allocation of funding.



Once complete, several Parks and Public Works full time staff members, significant funding for maintenance and programming costs, and intermittent capital requirements will be required to operate the facility. Staff will be able to provide a detailed operating impact when a final design has been selected.



**Horizon Issues**

Funding associated with a future bond referendum will likely not be sufficient to develop both Meadowbrook and the Yeargan Property sites. As a result, additional resources will likely be required to fully develop both sites currently owned by the Town. Also, some additional projects may be identified as part of the Parks Comprehensive Master Plan which will require a long-term action plan and financial strategy for providing parks, recreation and cultural resources, open space and greenways for a growing and vibrant community.

**Park Enhancements**

Projects required to enhance park infrastructure.

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Splash Pad at Garner Recreation Center	-	450,000	-	-	-	\$450,000
Playground at Garner Recreation Center	-	250,000	-	-	-	\$250,000
<b>Total</b>	<b>\$0</b>	<b>\$700,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700,000</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	700,000	-	-	-	\$700,000
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	-	-	-	-	\$0
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
<b>Total</b>	<b>\$0</b>	<b>\$700,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700,000</b>

<sup>1</sup> Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for construction of these facilities.

**Project Summaries**

**Splash Pad at Garner Recreation Center**

**450,000**

Funding would cover the costs associated with constructing a splash pad. Splash pads have become an increasingly popular park attraction for individuals and families with children. Several have been constructed by other localities in the Triangle area and have proven to be very popular. Since the Town does not currently have a splash pad, this project would provide an additional recreation opportunity for Town citizens.



Annual operation costs for Parks would be approximately \$50,000 – as summarized below – but may vary based on final design and operation decisions. Some localities utilize part time staffing to operate the facility, but this is not required. If the decision is

made to staff the splash pad, the total cost could be as much as \$25,000 annually. In addition, operating costs associated with utilities and chemical maintenance would be approximately \$25,000. It is important to note that revenue could partially offset operating costs if the Town decides to assess fees.

Public Works anticipates approximately 200 staff hours – the equivalent of approximately \$5,200 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**Playground at Garner Recreation Center \$250,000**

Funding would cover the costs associated with constructing a playground at the Garner Recreation Center. This would provide an additional activity for individuals and families with children.

Annual operation costs associated primarily with mulch and replacement parts would be approximately \$1,500. In addition, Public Works anticipates approximately 210 staff hours – the equivalent of approximately \$5,400 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**Horizon Issues**

Staff anticipates a significant number of additional projects to be identified following the completion of the Parks Comprehensive Master Plan, which will result in an action plan and financial strategy for providing parks, recreation and cultural resources, open space and greenway services for a growing and vibrant community.

**Greenways**

Projects to create a dedicated network of public open spaces and recreational trails for activities such as walking, jogging, hiking, bird watching, nature study, fishing, picnicking and outdoor fun.

<b>Project</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>5 Year Total</b>
South Garner Greenway Extension	-	3,307,659	3,307,659	-	-	\$6,615,318
<b>Total</b>	<b>\$0</b>	<b>\$3,307,659</b>	<b>\$3,307,659</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,615,318</b>

<b>Revenue Source</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>5 Year Total</b>
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	750,000	-	-	-	\$750,000
Future Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	2,231,131	3,307,659	-	-	\$5,538,790
Partner Agency Funding	-	245,828	-	-	-	245,828
Other	-	80,700	-	-	-	\$80,700
<b>Total</b>	<b>\$0</b>	<b>\$3,307,659</b>	<b>\$3,307,659</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,615,318</b>

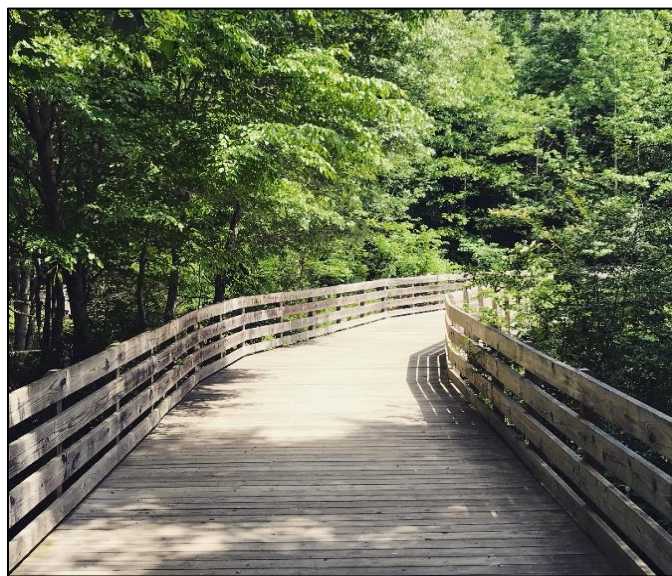
<sup>1</sup>Funding of \$245,828 provided by Wake County.

**Project Summary**

**South Garner Greenway Extension**

**\$6,615,318**

Funding would cover the costs associated with constructing a greenway connecting White Deer and Lake Benson Parks to existing neighborhoods along Buffalo Road. This would significantly enhance connectivity within the Town and facilitate an additional connection as Wake County’s Greenway System Plan identifies a future greenway between Lake Wheeler and Lake Benson (the Swift Creek Greenway). The master plan for the Swift Creek Greenway shows it terminating at Buffalo Road,



which would leave a gap from there to Lake Benson. This project would close the gap by connecting Buffalo Road to White Deer Park.

Annual operation costs would be minimal; however, the greenway would need to be resurfaced every 25 years at a cost of approximately \$92,000. In addition, Public Works anticipates approximately 1,000 staff hours – the equivalent of approximately \$25,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

### **Horizon Issues**

Staff anticipates additional projects to be identified following the completion of the Parks Comprehensive Master Plan, which will result in an action plan and financial strategy for providing parks, recreation and cultural resources, open space and greenway services for a growing and vibrant community.

## Transportation Projects

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Street Improvements	8,985,626	1,735,234	4,416,934	6,880,603	1,393,968	23,412,366
Sidewalks	2,396,690	-	-	-	-	2,396,690
Transit	100,000	-	-	-	-	100,000
<b>Total</b>	<b>\$11,482,316</b>	<b>\$1,735,234</b>	<b>\$4,416,934</b>	<b>\$6,880,603</b>	<b>\$1,393,968</b>	<b>\$25,909,056</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	8,100,245	142,550	550,000	-	-	8,792,795
Future Bond Proceeds	-	-	500,000	1,100,000	-	1,600,000
Impact Fees	-	-	-	-	-	-
Powell Bill	610,000	616,100	622,261	628,484	634,768	3,111,613
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	50,000	-	-	-	-	50,000
Partner Agency Funding <sup>1</sup>	1,992,072	239,284	2,000,000	4,400,000	-	8,631,355
Other <sup>2</sup>	730,000	737,300	744,673	752,120	759,200	3,723,293
<b>Total</b>	<b>\$11,482,316</b>	<b>\$1,735,234</b>	<b>\$4,416,934</b>	<b>\$6,880,603</b>	<b>\$1,393,968</b>	<b>\$25,909,056</b>

<sup>1</sup> Funding provided by NCDOT and CAMPO LAPP for multiple projects pending project scoring and selection.

<sup>2</sup> Funding is associated with the \$30 Motor Vehicle Fee charged to residents with vehicle(s) registered within the Town. It is important to note that 100 percent of this fee is used for street maintenance.

### Category Summary

Transportation projects are designed with the goal of developing a safe and efficient multi-modal transportation network consistent with land use and other adopted plans. The planning of transportation projects is a multi-layered process that involves local, regional, statewide and federal partners. At the local level, the Town of Garner maintains a transportation plan to guide the expenditures of local funds for the construction and maintenance of local streets (roadways, sidewalks, bicycle facilities, etc.). This plan is also used to inform regional and state partners of the Town of Garner's transportation vision, goals and objectives.



**Street Improvements**

Projects designed to maintain and enhance local transportation routes for the public.

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Pavement Condition Improvements	1,340,000	1,353,400	1,366,934	1,380,603	1,393,968	6,834,906
Montague Street/ Hwy 70	1,050,000			-	-	1,050,000
Main Street Streetscape	600,000	-	-	-	-	600,000
Raynor Road Bridge Enhancements	40,000	40,000	-	-	-	80,000
Ackerman Rd / Hebron Church Rd at White Oak Rd	2,155,626	-	-	-	-	2,155,626
Jones Sausage Road Improvements	1,300,000	-	2,500,000	5,500,000	-	9,300,000
New Rand Road	2,500,000	-	-	-	-	2,500,000
US 401 Sidewalk and Lighting	-	341,834	-	-	-	341,834
Lake Drive (Hwy 50 Bridge Project) <sup>1</sup>	-	-	250,000	-	-	250,000
Highway 50 Bridge Enhancements	-	-	300,000	-	-	300,000
<b>Total</b>	<b>\$8,985,626</b>	<b>\$1,735,234</b>	<b>\$4,416,934</b>	<b>\$6,880,603</b>	<b>\$1,393,968</b>	<b>\$23,412,366</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	6,028,907	142,550	550,000	-	-	6,721,457
Future Bond Proceeds	-	-	500,000	1,100,000	-	1,600,000
Impact Fees	-	-	-	-	-	-
Powell Bill	610,000	616,100	622,261	628,484	634,768	3,111,613
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	-	-	-	-	-	-
Partner Agency Funding	1,616,720	239,284	2,000,000	4,400,000	-	8,256,003
Other	730,000	737,300	744,673	752,120	759,200	3,723,293
<b>Total</b>	<b>\$8,985,626</b>	<b>\$1,735,234</b>	<b>\$4,416,934</b>	<b>\$6,880,603</b>	<b>\$1,393,968</b>	<b>\$23,412,366</b>

<sup>1</sup> Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for construction of these facilities.

**Project Summaries**

**Pavement Condition Improvements**

**\$6,834,906**

Funding would cover the costs associated with the annual repair and replacement of streets as identified by pavement condition assessments and staff analysis.

The Town has finalized a study designed to evaluate pavement conditions and to develop a plan for repairing roadways in the most efficient manner possible. In addition, the Town has purchased a software system that will assist with determining the most cost-effective way to maintain the Town’s roadways





moving forward. Utilizing the results of the condition study, and the software system, will allow staff to maximize the value and life of the Town’s pavement network.

**Montague Street / Hwy 70** **\$1,050,000**

Funding would cover the costs associated with improvements to Montague Street and its intersection with Hwy 70.

Annual operation costs associated with maintenance requirements would be approximately \$1,200. In addition, Public Works anticipates approximately 220 staff hours – the equivalent of approximately \$5,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**Main Street Streetscape** **\$600,000**

Funding would cover the costs associated with enhancements to the streetscape on Main Street.

Annual operation costs are anticipated to be minimal based on the current scope of the project.

**Raynor Road Bridge Enhancements** **\$80,000**

Funding would cover the costs associated with widening Raynor Road Bridge to include sidewalks and a future greenway crossing. This project will be coordinated with North Carolina Department of Transportation (NCDOT).

Annual operation costs associated with maintenance requirements would be approximately \$500. In addition, Public Works anticipates approximately 50 staff hours – the equivalent of approximately \$1,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**Ackerman Road / Hebron Church Road at White Oak Road** **\$2,155,626**

Funding would cover the costs associated with the construction of a new partial dual lane roundabout to enhance the intersection. It is important to note that the Town’s share of the project’s cost is assumed to be 25 percent as staff applied for and received CAMPO LAPP funding.



Annual operation costs associated with maintenance requirements would be approximately \$1,500. In addition, Public Works anticipates approximately 160 staff hours – the equivalent of approximately \$3,700 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**Jones Sausage Road Improvements** **\$9,300,000**

FY 2020 funding would cover the costs associated with design work for the northern section of Jones Sausage Road and the conceptual design of the railroad grade separation. Future year funding would cover the costs associated with right of way acquisition and construction of the northern section. It is important to note that the Town’s share of the projects cost is assumed to be 20 percent as staff will apply for CAMPO LAPP funding.

The current scope of this project would not have an operating impact; however, additional operating costs may be identified following the implementation of the design work.

**New Rand Road** **\$2,500,000**

Funding would cover the costs associated with sidewalk and roadway improvements to New Rand Road between Hwy 70 and Garner Road.

Annual operation costs associated with maintenance requirements would be approximately \$1,200. In addition, Public Works anticipates approximately 220 staff hours – the equivalent of approximately \$5,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**US 401 Sidewalk and Lighting** **\$341,834**

Funding would cover the costs associated the construction of a sidewalk from south of Old Stage Road to south of Mechanical Boulevard. It is important to note that the Town’s share of the projects cost is 30 percent as NCDOT will fund the remaining portion. A cost estimate to add lighting to this corridor is being developed separate of the NCDOT project and will be added.

Annual operation costs associated with maintenance and utility fee increases would be approximately \$13,000. The estimate for utility fees assumes that the approximately 1.1-mile section of US 401 North of Annaron Court to South of Old Stage Road would be lit to the same standard as other Town roads. In addition, Public Works anticipates

approximately 530 staff hours – the equivalent of approximately \$12,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**Lake Drive (Hwy 50 Bridge Project) \$250,000**

Funding would cover a consultant design to improve Lake Drive between NC 50 (Benson Highway) and Dullis Circle. The project would include roadway widening of Lake Drive to typical Garner roadway standards between Benson Highway and Hilltop Avenue and evaluate and design (as directed) sidewalk improvements along Lake Drive between Benson Highway and Dullis Circle.

The current scope of this project would not have an operating impact; however, additional operating costs may be identified following the implementation of the design work.

**Hwy 50 Bridge Enhancements \$300,000**

Funding would cover the Town’s share of costs for aesthetic improvements to Hwy 50 bridge as part of its replacement. This project will be coordinated with NCDOT.

Annual operation costs associated with landscaping requirements would be approximately \$5,700.

**Horizon Issues**

The 6 to 10-year section of the CIP includes two projects in FY 2025. The Vandora Springs Bridge Enhancements project will result in aesthetic improvements to Vandora Springs bridge as part of its replacement. The Ackerman Road Extension project will result in the extension of Ackerman Road from Bryan Road to NC 50 including a crossing of Mahler’s Creek.

Additional transportation projects identified in the Garner Forward Transportation Plan are likely to be included in future versions of the CIP. Many of these projects will be critical to ensure the Town’s transportation system is sufficient to accommodate anticipated growth.

**Sidewalks**

Projects required to maintain or increase the network of sidewalks within the Town.

<b>Project</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>5 Year Total</b>
Spring Drive	840,000	-	-	-	-	840,000
Vandora Springs	1,150,000	-	-	-	-	1,150,000
Timber Drive	406,690	-	-	-	-	406,690
<b>Total</b>	<b>\$2,396,690</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,396,690</b>

<b>Revenue Source</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>5 Year Total</b>
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	2,071,338	-	-	-	-	2,071,338
Future Bond Proceeds	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	-	-	-	-	-	-
Partner Agency Funding	325,352	-	-	-	-	325,352
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$2,396,690</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,396,690</b>

**Project Summaries**

**Spring Drive** **\$840,000**

Funding would cover the costs associated with constructing a sidewalk from Foxwood Drive to Spring Drive along Vandora Springs and from Vandora Spring Road to Garner Magnet High School along Spring Drive.

Annual operation costs associated with maintenance requirements would be approximately \$2,700. In addition, Public Works anticipates approximately 528 staff hours – the equivalent of



approximately \$12,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**Vandora Springs** **\$1,150,000**

Funding would cover the costs associated with constructing a sidewalk from Timber to the north intersection of Tiffany Circle along Vandora Springs.

Annual operation costs associated with maintenance requirements would be approximately \$550. In addition, Public Works anticipates approximately 108 staff hours – the equivalent of approximately \$2,500 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**Timber Drive** **\$406,690**

Funding would cover the costs associated with constructing a sidewalk from Blanton Street to Stowe Place and Harth Drive to Timber Crossing Shopping Center (Post Office) along the southside of Timber Drive. It is important to note that the Town’s share of the projects cost is 30 percent as NCDOT will fund the remaining portion.

Annual operation costs associated with maintenance requirements would be approximately \$4,000. In addition, Public Works anticipates approximately 700 staff hours – the equivalent of approximately \$16,000 - in maintenance which will be accounted for in their multi-year staffing plan pending project approval.

**Horizon Issues**

Following the completion of these projects, all sidewalks approved as part of the 2013 Bond Referendum will be finalized. A strategy to identify new projects, and funding sources, must be established if additional sidewalk projects are to be completed in the future.

**Transit**

Projects designed to enhance or increase Town residents access to public transportation options

<b>Project</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>5 Year Total</b>
Public Transit	100,000	-	-	-	-	100,000
<b>Total</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

<b>Revenue Source</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>5 Year Total</b>
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Future Bond Proceeds						
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	50,000	-	-	-	-	50,000
Partner Agency Funding	50,000	-	-	-	-	50,000
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

**Investment Summary**

**Public Transit**

**\$100,000**

Funding would cover the costs associated with planning work required to determine operational and capital infrastructure costs associated with developing a public transit circulator loop that connects residents and visitors to premium public transit services in Downtown Raleigh, Research Triangle Park, other Wake



County municipalities, and Durham County. This need was identified as part of the Garner Forward Transportation Plan Update. The eastern portion of the circulator loop can be completed through the reorganization of existing routes serving Garner. Additionally, the Wake Transit Community Funding Area Program can be a tool used to fund the western portion of the circulator loop. However, the Wake Transit Community Funding Area Program has not been finalized and additional planning is required.

This project is designed to determine final operating and capital costs required to develop the circulator loop. As a result, staff is unable to provide detailed cost estimates but has indicated the years funding will likely be required in the resources chart.

**Horizon Issues**

Public transportation is likely to become an issue within the Town in the future especially when/if a mass transportation plan is approved by larger jurisdictions. The Town would likely be required to provide a significant funding increment to obtain the desired benefits of a mass transportation plan. As a result, staff will closely monitor all developments so a funding plan can be developed if desired by Council.

## General Government

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Facility Development	100,000	500,000	2,800,000	2,968,000	-	\$6,368,000
IT Projects	-	-	800,000	-	-	\$800,000
<b>Total</b>	<b>\$100,000</b>	<b>\$500,000</b>	<b>\$3,600,000</b>	<b>\$2,968,000</b>	<b>\$0</b>	<b>\$7,168,000</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	100,000	500,000	3,600,000	2,968,000	-	\$7,168,000
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
<b>Total</b>	<b>\$100,000</b>	<b>\$500,000</b>	<b>\$3,600,000</b>	<b>\$2,968,000</b>	<b>\$0</b>	<b>\$7,168,000</b>

### Category Summary

The General Government category focuses on broad projects that have a diverse impact on the Town’s operations.



**Facility Development**

Large scale investments that result in the acquisition of land, a new building or a significant site enhancement.

Category/Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Space Needs Assessments <sup>1</sup>	100,000	-	-	-	-	\$100,000
Fire Station 5 <sup>2</sup>	-	500,000	2,800,000	2,968,000	-	\$6,268,000
<b>Total</b>	<b>\$100,000</b>	<b>\$500,000</b>	<b>\$2,800,000</b>	<b>\$2,968,000</b>	<b>\$0</b>	<b>\$6,368,000</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	100,000	500,000	2,800,000	2,968,000	-	\$6,368,000
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
<b>Total</b>	<b>\$100,000</b>	<b>\$500,000</b>	<b>\$2,800,000</b>	<b>\$2,968,000</b>	<b>\$0</b>	<b>\$6,368,000</b>

<sup>1</sup> Staff is in the preliminary stages of reviewing costs associated with this assessment. As a result, this funding total is based on a staff estimate.

<sup>2</sup> Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for construction of these facilities.

**Project Summary**

**Space Needs Assessments**

**\$100,000**

Funding would cover the costs associated with a space needs assessment for Public Works, the Police Department’s large evidence storage and the Town’s records storage requirements. The current Public Works location has limited capacity to accommodate additional growth. In addition, as the Town continues to grow, it may become cost effective to have satellite Public Works facilities to service different areas within the Town. The Police





Department lacks sufficient space to accommodate large evidence items. An assessment is required to determine the appropriate location to meet this need. Finally, the location the town currently stores records may be out of service in the future depending on Depot development plans. As a result, a new location must be identified.

This project will not result in additional operating costs. However, the assessment may result in future capital project(s) which could have an operating impact in a future fiscal year.

**Fire Station 5****\$6,268,000**

Funding would cover the costs associated with constructing a new fire station near Ten Ten Road and US 401. It is important to note that the current estimate does not factor in potential partnerships with Wake County or Fuquay-Varina as the details of these partnerships, or whether they will occur, have not been finalized.

The operating impact associated with this project may be significant as the Garner Volunteer Fire and Rescue Department could require additional personnel and operating funding. The details associated with these requirements have not been determined. As a result, no impact has been included in the CIP. Staff will update Council on the potential requirements as details become available. In addition, the long-term costs associated with maintaining any building infrastructure the Town is responsible for would have to be incorporated into the PFRM program in future years.

**Horizon Issues**

The result of the space needs assessment will have a significant impact on future requirements. Staff anticipates the space needs assessment will likely recommend the construction of at least one facility to address the needs of the town and the impacted departments.

**IT Projects**

Projects required to improve access to Town services, promote government operational efficiencies, enhance transparency and improve security.

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Fiber Ring <sup>1</sup>	-	-	800,000	-	-	\$800,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	-	-	-	-	-	\$0
Unknown Funding Source	-	-	800,000	-	-	\$800,000
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>

<sup>1</sup>Design work required to produce final cost estimates has not been finalized. As a result, funding totals in orange are based on staff estimates for construction of these facilities.

**Project Summary**

**Fiber Ring**

\$800,000

Funding would cover the costs associated with constructing a fiber ring to all Town facilities resulting in increased redundancy, security and network performance. Specifically, this would result in a reduction in network outages and would provide staff the ability to perform tasks requiring higher internet speeds - live streaming of sporting events by parks.



Once complete, this project would result in annual savings of \$31,200 as the Town could eliminate their current contract with a network provider. The operating impact associated with maintaining the infrastructure is anticipated to be approximately \$5,000 annually.

**Horizon Issues**

At this time, there are no significant IT related capital projects anticipated in the future.

## Stormwater Projects

Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Maintenance and Repair	1,249,848	-	1,105,000	-	-	2,354,848
<b>Total</b>	<b>\$1,249,848</b>	<b>\$0</b>	<b>\$1,105,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,354,848</b>

Revenue Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	1,249,848	-	1,105,000	-	-	2,354,848
Partner Agency Funding	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$1,249,848</b>	<b>\$0</b>	<b>\$1,105,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,354,848</b>

### Category Summary

Stormwater projects are necessary to reduce the potential for stormwater threats to public health and to comply with state and federal regulations. The Town of Garner recently completed a stormwater conveyance infrastructure study throughout the town. The study was designed to ascertain the condition of existing stormwater pipe systems that were 30 inches or larger. From the study, staff was able to identify potential maintenance needs. The projects listed in this section were primarily identified as part of the study and are the top priority areas that require maintenance within the Town.



The projects listed in this section were primarily identified as part of the study and are the top priority areas that require maintenance within the Town.

**Maintenance and Repair Projects**

These projects are required to maintain stormwater infrastructure to ensure the health, safety and wellness of the general public.

<b>Project</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>5 Year Total</b>
Meadowbrook Drive at Cason St.	119,498	-	-	-	-	\$119,498
Junction Boulevard	183,300	-	-	-	-	\$183,300
Woodbridge Subdivision	351,325	-	-	-	-	\$351,325
Staunton Meadows	595,725	-	-	-	-	\$595,725
Winterlochen Drive	-	-	81,250	-	-	\$81,250
Weston Ridge Subdivision	-	-	390,000	-	-	\$390,000
Kimber Woods/Heather Hills/Gtown Manor	-	-	292,500	-	-	\$292,500
Forest Manor / Vandora Avenue	-	-	341,250	-	-	\$341,250
<b>Total</b>	<b>\$1,249,848</b>	<b>\$0</b>	<b>\$1,105,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,354,848</b>

<b>Revenue Source</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>5 Year Total</b>
Transfer from General Fund	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Impact Fees	-	-	-	-	-	-
Powell Bill	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-
Unknown Funding Source	1,249,848	-	1,105,000	-	-	2,354,848
Partner Agency Funding	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>\$1,249,848</b>	<b>\$0</b>	<b>\$1,105,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,354,848</b>

**Project Summaries**

**Meadowbrook Drive at Cason St**

**\$119,498**

The underground stormwater system that drains the roadway on Meadowbrook Road at the intersection with Cason Street is currently undersized. As currently designed, heavy rain events are often too large for the current system to handle and runoff often floods the streets.



The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town’s operating budget.

**Junction Boulevard**

**\$183,300**

This project would be focused on the stormwater piping systems and culverts on Junction Boulevard between Tryon Road and Garner Station Boulevard. Two culvert systems may require potential repair/replacement, including a 3-barrel 48" corrugated metal pipe (CMP) system and a dual 36" CMP culvert system.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

**Woodbridge Subdivision**

**\$351,325**

This project would focus on a single CMP arch culvert at Forest Ridge Drive, between Spring Drive and Buck Branch Drive. In addition, the primary storm drainage system between Beichler Road and Buck Branch Drive may also require repairs.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

**Staunton Meadows**

**\$595,725**

This project would focus on the open and closed stormwater system from just north of Tarpley Way off Highway 50 (Benson Road) down to the system outlet just west of Nicholson Road (near Timber Drive). Much of this system includes CMP pipe which may be reaching the limit of its useful life. In addition, there are areas of significant stream erosion and washout around existing drainage infrastructure on properties at Tarpley Way.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

**Winterlochen Drive**

**\$81,250**

The stormwater conveyance infrastructure study identified this project as maintenance is required to ensure the system stays in working order.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

**Weston Ridge Subdivision****\$390,000**

The stormwater conveyance infrastructure study identified this project as maintenance required to ensure the system stays in working order.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

**Kimber Woods/Heather Hills/Georgetown Manor****\$292,500**

The stormwater conveyance infrastructure study identified this project as maintenance required to ensure the system stays in working order.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

**Forest Manor / Vandora Avenue****\$341,250**

The stormwater conveyance infrastructure study identified this project as maintenance required to ensure the system stays in working order.

The maintenance of Stormwater infrastructure helps to avoid catastrophic failures which have a significant impact on the town's operating budget.

**Horizon Issues:**

Staff anticipates several additional Stormwater projects to require funding as part of future CIPs. Developing a long-term funding strategy for these projects is critical as maintaining these systems in a timely manner helps to avoid catastrophic failures which have a significant impact on the town's operating budget. It is unlikely that sufficient funding will exist in the Town's operating budget to cover the cost of these projects. As a result, Council may be required to implement a dedicated fee to cover the costs associated with future projects.

## Capital Renewal Projects

Category/Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5 Year Total
<b>HVAC and Building Automation</b>						
Avery Street Recreation Center HVAC 2	-	-	24,200	-	-	24,200
Avery Street Recreation Center HVAC 1	-	-	7,920	-	-	7,920
Avery Street Recreation Center HVAC 4	-	-	8,580	-	-	8,580
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
<b>Roofs</b>						
Avery Street Recreation Center Roof Replacement	-	164,409	-	-	-	164,409
Avery Street Annex Roof Repair	-	-	161,732	-	-	161,732
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
<b>Interior/Exterior Repairs</b>						
Natural Play Ground Play Elements	-	250,000	-	-	-	250,000
Renovation of Restrooms at Garner Senior Center	-	-	39,845	-	-	39,845
Resurfacing of tennis courts at SGP and CRP	-	-	-	53,000	-	53,000
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
<b>Fire Department Requirements</b>						
Facilities Study Recommendations <sup>1</sup>	101,113	-	35,835	39,518	1,453	177,919
<b>Total</b>	<b>\$101,113</b>	<b>\$414,409</b>	<b>\$382,149</b>	<b>\$352,482</b>	<b>\$338,969</b>	<b>\$1,589,122</b>
<b>Revenue Source</b>						
Transfer from General Fund	-	-	-	-	-	\$0
Bond Proceeds	-	-	-	-	-	\$0
Future Bond Proceeds	-	-	-	-	-	\$0
Impact Fees	-	-	-	-	-	\$0
Powell Bill	-	-	-	-	-	\$0
Appropriated Fund Balance	101,113	-	-	-	-	\$101,113
Unknown Funding Source	-	\$414,409	\$382,149	\$352,482	\$338,969	\$1,488,009
Partner Agency Funding	-	-	-	-	-	\$0
Other	-	-	-	-	-	\$0
<b>Total</b>	<b>\$101,113</b>	<b>\$414,409</b>	<b>\$382,149</b>	<b>\$352,482</b>	<b>\$338,969</b>	<b>\$1,589,122</b>

<sup>1</sup> Funding amount is based on the projected Town of Garner requirements based on a Wake County Facility Study. Funding is based on the FY 2020 Town cost share amount and is contingent on Wake County providing their cost share amount.



### Category Summary

This category identifies projects that are required to maintain existing Town assets. On an annual basis, town staff meet to review upcoming capital renewal requirements as part of the Public Facility Repair & Maintenance (PFRM) team. As part of this process staff ranks all capital renewal requirements based on a variety of factors. Staff's recommendations are then incorporated into the CIP with the rankings determining individual projects priority level.

### Investment Summary

All infrastructure within the town has a useful lifecycle and any extension of this lifecycle will likely have a negative impact on the Town's operating budget. As infrastructure ages, the likelihood of a catastrophic failure rises which results in significantly more expensive repairs. In addition, a significant number of the



items included in this category have a direct impact on resident's ability to enjoy the services provided by the Town.

### Horizon Issues

Staff anticipates several additional Capital Renewal projects to require funding as part of future CIPs. Developing a long-term funding strategy for these projects will be critical as it is unlikely that sufficient funding will exist in the Town's operating budget to cover the cost of these projects. As a result, Council may be required to develop an alternative funding strategy such as the use of one-time savings on a recurring basis or the implementation of a dedicated funding source.

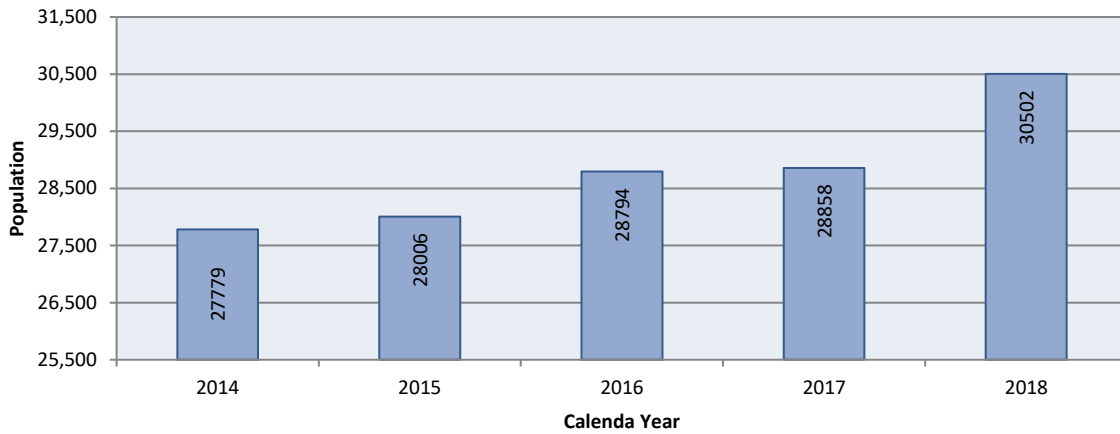


## Town of Garner Key Facts and Miscellaneous Statistics

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

### Town of Garner Population History



### Town of Garner population ranking in Wake County according to population estimates by the US Census Bureau.

Rank	City	Population
1	Raleigh	469,298
2	Cary	168,160
3	Apex	53,852
4	Wake Forest	44,046
5	Holly Springs	36,749
<b>6</b>	<b>Garner</b>	<b>30,502</b>
7	Fuquay-Varina	29,200
8	Morrisville	27,453
9	Knightdale	17,423
10	Rolesville	8,111
11	Wendell	7,809
12	Zebulon	5,646

## Town of Garner Key Facts and Miscellaneous Statistics

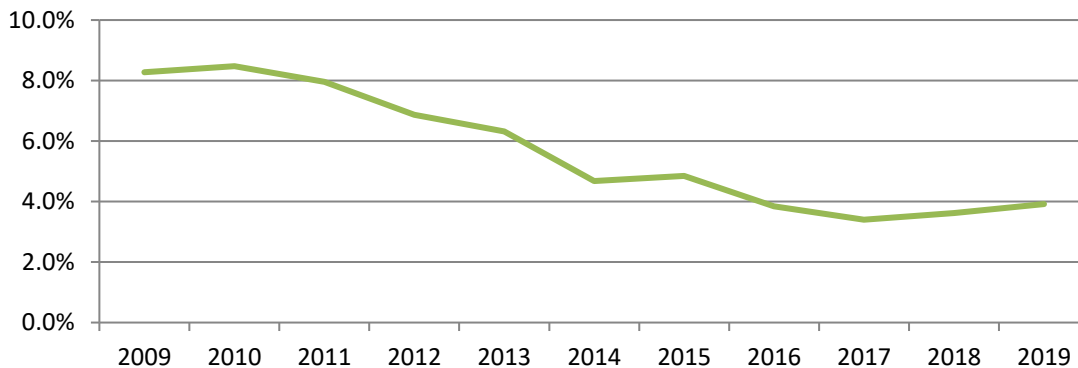
### Principal Property Tax Payers (2018)

<u>Taxpayer</u>	<u>Rank</u>	<u>Assessed Valuation</u>	<u>% of Total Assessed Valuation</u>
Duke Energy	1	\$96,177,152	2.85%
Inland American Garner White Oak	2	\$84,253,047	2.50%
Adeline at White Oak, LLC	3	\$39,373,734	1.17%
Abberly Place Garner, LP.	4	\$33,965,530	1.01%
Ashton Village, LP	5	\$31,795,876	0.94%
Time Warner Cable	6	\$27,559,096	0.82%
White Oak Associates	7	\$24,315,083	0.72%
White Oak Associates	8	\$23,714,291	0.70%
Duke Realty Land LLC	9	\$22,885,540	0.68%
Bre Thorne Garner Towne Square	10	\$22,328,870	0.66%

### Key Employment Statistics

<u>Year</u>	<u>Labor Force</u>	<u>Employed</u>	<u>Unemployed</u>	<u>Unemployment Rate (%)</u>
2009	13,833	12,688	1,145	8.3%
2010	14,312	13,099	1,213	8.5%
2011	14,279	13,143	1,136	8.0%
2012	14,624	13,620	1,004	6.9%
2013	14,567	13,647	920	6.3%
2014	14,732	14,043	689	4.7%
2015	15,191	14,454	737	4.9%
2016	16,202	15,579	623	3.8%
2017	16,227	15,670	577	3.4%
2018	16,872	16,262	610	3.6%
2019	17,166	16,493	673	3.9%

### Unemployment Rate (%)



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

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**Garner Parks, Recreation and Cultural Resources**

**Discover. Play. Celebrate.**

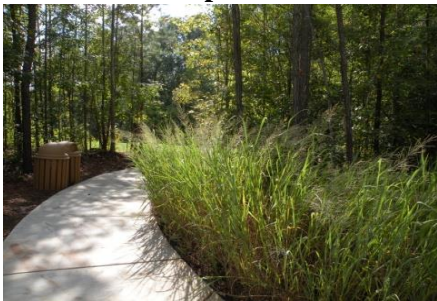
**12 Playgrounds**



**12 Shelters**



**Over 8 miles of park trails**



**14 Athletic Fields**



**6 Tennis Courts**



**Seasonal Boathouse**



**475 acres of park space available to citizens**

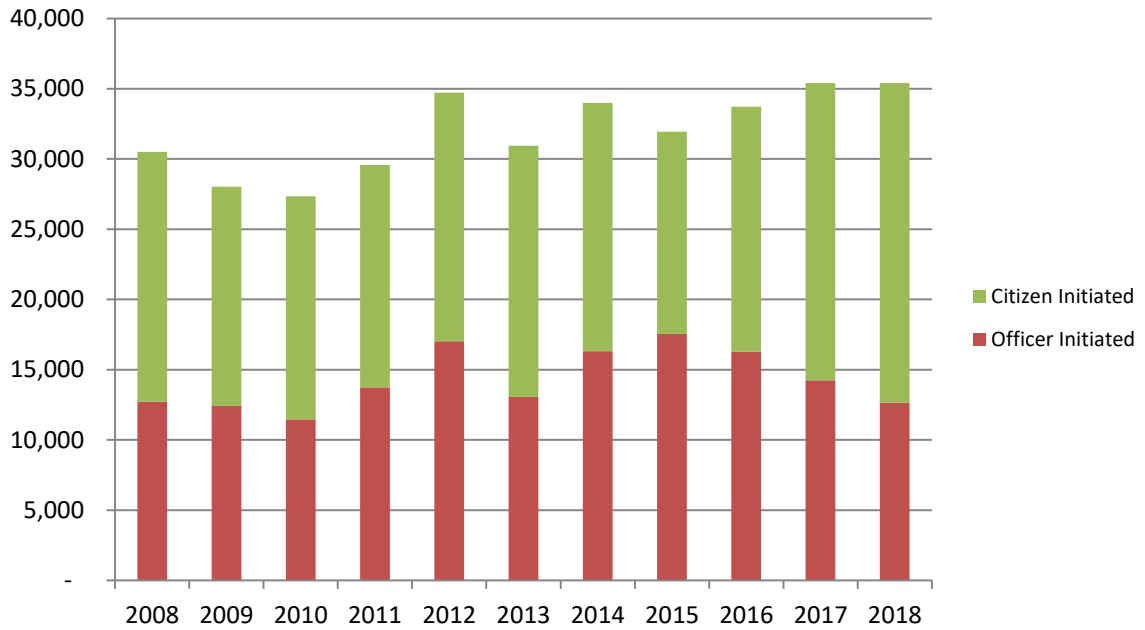


The FY 2019 - 2020 budget includes funding to cover the costs associated with providing a middle school camp. The Town's current camp, Camp Kaleidoscope, is at max capacity and allows for middle schoolers and younger children to attend. Adding an additional camp will expand capacity and allow for children to interact with their peers.

## Town of Garner Key Facts and Miscellaneous Statistics

### Crime Trends and Police Service

The Police department responds to approximately 35,000 CFS per year. The charts below show the total number of calls and the number that are initiated by citizens and officers.



Year	Total CFS	Citizen Initiated	Officer Initiated	Citizen %	Officer %
2008	30,501	17,789	12,712	58.32%	41.68%
2009	28,036	15,625	12,411	55.73%	44.27%
2010	27,345	15,873	11,472	58.05%	41.95%
2011	29,588	15,842	13,746	53.54%	46.46%
2012	34,737	17,711	17,026	53.44%	46.56%
2013	30,936	17,870	13,066	57.76%	42.24%
2014	34,003	17,689	16,314	52.02%	47.98%
2015	31,941	14,400	17,541	45.08%	54.92%
2016	33,721	17,459	16,262	51.77%	48.23%
2017	35,404	21,166	14,238	59.78%	40.22%
2018	35,404	22,758	12,646	64.28%	35.72%

Town of Garner  
Fiscal Year 2019 – 2020  
Adopted Fee Schedule

Department & Fee Description

FY 2019 – 2020 Adopted Fees

**SECTION 1 - Executive, Finance and Administrative Charges**

**Miscellaneous**

Return Check Fee \$ 25.00

**Other Fees & Charges**

Vehicle Fee *(annual fee charged with vehicle taxes billed by NC Division of Motor Vehicles)* \$ 30.00

**Business Registration Fees**

All In-town Business *(annual registration fee)* \$ 25.00

Itinerant Merchant *(mobile vendor or solicitor)* \$ 100.00

**Peddler**

On Foot \$ 10.00

With Vehicle \$ 25.00

Farm Products Only \$ 25.00

**Precious Metal Dealer**

Initial Application \$ 180.00

Renewal \$ 3.00

**Taxicab Service Fees\***

**Taxicab Company**

Initial Application *(for new companies)* \$ 15.00 plus \$ 15.00 per cab

Registration Renewal *(annual)* \$ 15.00 per cab

**Taxicab License *(required for each driver)***

Initial Application \$ 10.00

License Renewal *(annual)* \$ 5.00

*\*Refer to Section 6 – Public Safety Charges for taxicab inspection fee.*

**Fees Regulated by the State of NC for the Sale of Beer and Wine**

Beer on Premises \$ 15.00

Beer off Premises \$ 5.00

Wine on Premises \$ 15.00

Wine off Premises \$ 10.00

Wholesale Dealer - Beer Only \$ 37.50

Wholesale Dealer - Wine Only \$ 37.50

Wholesale - Beer and Wine Under Same License \$ 62.50

**SECTION 2 - Community Services Charges**

**Development Review Fees**

Major Subdivision, Preliminary Plat – Conditional Use Permit \$ 500.00 + \$ 10.00 per lot

Major Subdivision, Preliminary Plat – Special Use Permit \$ 500.00 + \$ 10.00 per lot

Major Subdivision, Preliminary Plat \$ 250.00 + \$ 5.00 per lot

Site Plan – Conditional Use Permit \$ 750.00

Site Plan – Special Use Permit \$ 750.00

Site Plan – Administrative \$ 300.00

Site Plan Modification – Administrative \$ 150.00

**Planned Development**

*(must file a Conditional Re-zoning application and the appropriate Site Plan/Major Subdivision CUP application – see appropriate lines for fees)*

Temporary Use Permit \$ 25.00

Plan Review Re-Submittal *(4<sup>th</sup> or more – each re-submittal)* 50% of Original Fee

**Final Plat Petition Fees**

Exemption, Recombination or Easement Plat \$ 100.00

Final Plat - Major \$ 300.00

Final Plat - Minor \$ 150.00

**Zoning Compliance Permit Fees**

Accessory Structure \$ 50.00

Building Re-use \$ 100.00

Fence \$ 35.00

Home Occupation \$ 35.00

**Sign Fees**

Sign Permit *(per sign)* \$ 50.00

Temporary Sign Permit *(per sign)* \$ 25.00

Temporary Off-Premise Subdivision Sign Permit \$ 100.00

Temporary On-Premise Construction Identification Signs \$ 100.00

Master Sign Plan Review \$ 100.00

**Other Fees**

Annexation Petition – Voluntary \$ 150.00

Re-zoning, General or Conditional Map Amendment \$ 450.00 + \$ 10.00 per acre

Zoning Verification Letter \$ 75.00

Administrative Zoning Interpretation	\$ 75.00
Board of Adjustment Application ( <i>Variance, Special Exception, Administrative Appeal</i> )	\$ 400.00
UDO Text Amendment	\$ 400.00
Petition to Close Street	\$ 450.00
Comprehensive Growth Plan Amendment	\$ 300.00
<b>Building Plan Review Fees</b>	
Residential Single – Family Plans	No Charge
Commercial Plans	
Under 25,000 sq. ft.	\$ 100.00
25,001 – 50,000 sq. ft.	\$ 150.00
50,001 – 100,000 sq. ft.	\$ 200.00
Over 100,000 sq. ft.	\$ 250.00
Single Trade Renovations	\$ 50.00
Fire Protection Systems & Alternate Systems	
Sprinkler Systems	\$ 25.00 plus \$ 1.00 per head count
Fire Pumps	\$ 50.00
Fire Alarm Systems	\$ 50.00
All other Fire Protection Systems	\$ 50.00
Express Fire Plan Review Additional (48-Hours)	\$ 250.00
<b>Construction Fees</b>	
Residential	
New Single Family Detached & Townhomes ( <i>per unit; includes all trades</i> )	
Up to 1,200 sq. ft.	\$ 604.00
Over 1,200 sq. ft.	\$ 604.00 + \$ .25 per sq.ft. over 1,200 sq.ft.
Residential Addition ( <i>includes all trades</i> )	
Up to 400 sq. ft.	\$ 330.00
401 – 600 sq. ft.	\$ 500.00
Over 400 sq. ft.	\$ 500.00 + \$ .25 per sq.ft. over 600 sq.ft.
Residential Interior Renovations	\$ 80 per trade
Manufactured Home ( <i>includes all trades</i> )	\$ 330.00
Construction/Sales Office	\$ 200.00
Modular Homes/Dwellings ( <i>includes all trades</i> )	\$ 500.00
Residential Accessory Structures ( <i>with dimensions greater than 12' on any side</i> )	Trade Inspections Fee + \$ .18 per sq.ft.
Temporary Service Poles	\$ 80.00
Temporary Power	\$ 80 first meter plus \$ 40 per meter additional
Commercial and Multi-Family - 3 or More Units	
<i>Each trade is independent and based on cost of that trade: building (includes site work), plumbing, electrical, fire, mechanical, any sub-system requiring an inspection.</i>	
Up to \$5,000	Trade Fees as Noted in Trade Inspections
\$5,001 - \$12,500	\$ 200.00
\$12,501 - \$25,000	\$ 441.00
\$25,001 - \$50,000	\$ 678.00
\$50,001 - \$100,000	\$ 1,258.00
\$100,001 - \$200,000	\$ 2,252.00
\$200,001 - \$350,000	\$ 3,810.00
\$350,001 - \$500,000	\$ 5,037.00
\$500,001 - \$750,000	\$ 7,011.00
\$750,001 - \$1,000,000	\$ 8,766.00
Greater than \$1,000,000	Base fee of \$8,766.00 plus \$ .30 per \$100.00 or fraction thereof
<b>Miscellaneous Construction Fees</b>	
Monument/Pole Sign Permits with Electrical or Footings Required	\$ 100.00
Wall Sign Permits with Electrical	\$ 50.00 per sign, \$ 80.00 minimum
Demolition Permit ( <i>when not part of construction</i> )	\$ 100.00
Change of Occupancy ( <i>plus trade permits</i> )	\$ 100.00
Change of Tenant, Same Use ( <i>plus trade permits</i> )	\$ 75.00
Mandatory Operational Fire Permits	\$ 80.00
Daycare, Group Home and Foster Home License Inspections	\$ 80.00
Fire Flow Test Witness ( <i>if not third-party certified</i> )	\$ 100.00
ABC License	\$ 100.00
Change of Contractor on Permit	\$ 50.00
Administrative Fee on Cancelled Permits without an Inspection	\$ 25.00
<b>Trade Inspections</b> ( <i>Includes two trips</i> )	
Building	\$ 80.00
Electrical	\$ 80.00
Fire	\$ 80.00
Mechanical	\$ 80.00
Plumbing	\$ 80.00
Additional Trips not for Re-inspection	\$ 60.00
Trade Re-inspection Fees	
First & Second Re-inspection	\$ 80.00

Third Re-inspection ( <i>same trade</i> )	\$ 150.00
Fourth Re-inspection and Subsequent ( <i>each</i> )	\$ 250.00
<b>Not Ready Charge</b>	<b>\$ 80.00</b>
Fire Inspection Periodic Maintenance Inspections ( <i>initial and one re-inspection</i> )	
0 – 2,499 sq. ft.	\$ 50.00
2,500 – 14,999 sq. ft.	\$ 100.00
15,000 – 49,999 sq. ft.	\$ 150.00
50,000 – 149,999 sq. ft.	\$ 200.00
Over 150,000 sq. ft.	\$ 250.00
Life Safety Fine Per G.S. 143-139 (b1) Remedies	
1 <sup>st</sup> Offense	\$ 100.00
2 <sup>nd</sup> Offense	\$ 250.00
3 <sup>rd</sup> Offense	\$ 500.00
Weekend or After-Hours Inspection ( <i>per hour</i> )	\$ 240.00 for up to 3 hours
Weekend of After-Hours Inspection ( <i>over three hours</i> )	\$ 240.00 plus \$ 80.00 per hour
Emergency Inspections	Fee to be determined by Inspections Director
Commencement of Work Before Permit is Obtained	Double Fee
<i>Note: Per NCGS 153-354 and 160A-414, if the valuation of a building or service system appears to be under estimated on the application, the Inspections Department shall determine the project cost based on the most recent edition of the ICC "Building Valuation Data," or the applicant can show detailed estimates to meet the approval of the Inspections Department. Permit valuations shall include total cost, such as electrical, gas mechanical, plumbing equipment, fire protection, other systems, material and labor.</i>	
<b>Miscellaneous</b>	
Sign Return Fee	\$ 5.00
Homeowner Recovery Fund Fee	\$ 10.00
<i>(Per permit. Homeowner Recovery Fund Fees are collected on behalf of and remitted to the NC Licensing Board for General Contractors.)</i>	
<b>Nuisance Abatements*</b>	
Initial Inspection plus One Follow-up	\$ 50.00
Each Additional Inspection Over Two	\$ 25.00
Inspections Department Administrative Fee	\$ 100.00
Public Works Department Administrative Fee	\$ 75.00
Finance Department Administrative Fee	\$ 25.00
<i>* The above fees will be charged to the property owner in addition to the actual cost of the nuisance abatement.</i>	
<b>Engineering Fees</b>	
Street Inspections	\$ 1.50 per linear foot
Sidewalk/Greenway Inspections	\$ .75 per linear foot
Water Supply / Watershed (BMP) Inspection	\$ 200.00
Weekend or After-Hours Inspections ( <i>per hour</i> )	\$ 80.00 minimum, 3 hours
<b>Public Utility Fees</b>	
Capacity Replacement Fees ( <i>Fees have been suspended; except as set forth in Ordinance No. (2017)3884. Effective 09/19/17.</i> )	
Water (Residential & Non-Residential)	Fee has been SUSPENDED
Sewer (Residential & Non-Residential)	Fee has been SUSPENDED
Utility Development Fees	
Water (Residential & Non-Residential)	Fee has been SUSPENDED
Sewer (Residential & Non-Residential)	Fee has been SUSPENDED
Acreage Fees ( <i>Fees have been suspended. Effective 09/19/2017</i> )	Fee has been SUSPENDED
<b>Maps and Reports</b>	
Unified Development Ordinance	Hardcopy purchased through American Legal Purchasing
Code of Ordinances Supplement	Hardcopy purchased through American Legal Purchasing
Engineering Standards ( <i>water, sewer, streets, sidewalks, and drainage</i> )	\$ 5.00
Comprehensive Growth Plan	\$ 40.00
Comprehensive Plan Roster	\$ 10.00
Growth and Development Report	\$ 10.00
Capital Improvements Plan	\$ 10.00
Monthly Building Permit Report	\$ 5.00
Standard Maps (3' x 4')	\$ 20.00
Standard Maps (2' x 3')	\$ 10.00
Standard Maps (11" x 17")	\$ 5.00
Standard Maps 8 1/2" x 11" or 8 1/2" x 14")	\$ 1.00
Electronic Media	\$ 2.00
Copies – Black/White ( <i>more than 20</i> )	\$ .10 per page
Copies – Color ( <i>more than 20</i> )	\$ .25 per page
Copies – Black/White or Color ( <i>less than 20</i> )	No Charge
Fee in Lieu of Sidewalks ( <i>Fees are due at plat recording</i> )	\$ 25.00 per linear foot
Fee in Lieu of Parkland Dedication ( <i>Fees are due at building permit submittal</i> )	
Single Family Detached	\$ 1,147.00 per unit
Multi-Family ( <i>townhomes, apartments</i> )	\$ 895.00 per unit

**SECTION 3 - Public Works Charges****Containers\***

Mobile Refuse Containers	\$ 85.00
Mobile Recycling Containers	\$ 65.00

\* Containers remain property of the Town and are provided and assigned for the health, safety, convenience and general welfare of occupants. Containers that are damaged, destroyed or stolen through abuse neglect, or improper use shall be replaced by the Town at the expense of the owner or occupant. For more information, please refer to Town of Garner Code of Ordinances, Part 1, Chapter 5, Section 5.5 "Residential Garbage Collection."

**Special Collection Charges**

Trash in Excess of Six Cubic Yards Per Week	\$ 40.45 per six cubic yards
Yard Waste in Excess of Six Cubic Yards Per Week	\$ 17.34 per six cubic yards
Bulky Waste in Excess of 60 Pounds	\$ 40.45 per item

For more information, please refer to Town of Garner Code of Ordinances, Part 1, Chapter 5, Section 5.6.1 "Special Collections."

**Improperly Prepared Waste**

Small Load	\$ 50.00
Medium Load	\$ 100.00
Large Load	\$ 200.00 per load

For more information, please refer to Town of Garner Code of Ordinances, Part 1, Chapter 5, Section 5.5 "Residential Garbage Collection."

**SECTION 4 - Public Utility Fee Charges (City of Raleigh)**

As of July 1, 2018, this schedule will no longer list City of Raleigh Utility Connection Fees. Though this schedule no longer displays City of Raleigh Utility Connection Fees, these fees will still be collected by the Town of Garner on behalf of the City of Raleigh. An estimate of potential fees can be requested through the Town of Garner consisting of Meter Fees, Tap Fees and Capital Facility Fees. Payment for these fees will be required as a stand-alone transaction separate from any Town fees.

A list of public utility rates and fees can be found on the City of Raleigh's website at:

<http://www.raleighnc.gov/services/content/FinUtilityBilling/Articles/UtilityBillingDepositFees.html>.

Current City of Raleigh Utility Connection fees can be found at:

<http://www.raleighnc.gov/content/extra/Books/PlanDev/DevelopmentFeeSchedule/28/>.

**SECTION 5 - Parks, Recreation & Cultural Resources Charges****Activity Fees** (Fee reductions offered for underprivileged youth)

**Variable Cost Activities** Activities whose costs increase or decrease due to participation levels shall be reviewed by the Town Council on a biannual basis. This review shall consist of a comparison of current Town fees with current market rates and review of the Town's anticipated expenses for the activities.

Adult Open Basketball League	\$ 450.00 per team, plus \$ 20.00 per non-resident
Adult 3 on 3 Basketball League	\$ 225.00 per team, plus \$20.00 per non-resident
Adult Individual	
Resident	\$ 68.00
Non-Resident	\$ 90.00
Adult Softball	\$ 450.00 per team, plus \$ 20.00 per non-resident
Youth Basketball (10 and Under)	
Resident	\$ 50.00
Non-Resident	\$ 65.00
Youth Basketball (11-17)	
Resident	\$ 55.00
Non-Resident	\$ 72.00
Day Camps	
Resident	\$ 80.00 per week
Non-Resident	\$ 105.00 per week

**Activities with Fixed Costs\*** Activities whose costs to the Town are fixed regardless of participation levels shall have fees set according to the following:

Adult Activities	Fee shall recover 100% of direct costs
Youth Activities, ages 13-18	Fee shall recover 85% of direct costs
Youth Activities, ages 12 and under	Fee shall recover 60% of direct costs
Preschool Activities	Fee shall recover 75% of direct costs
Family Activities	Fee shall recover 100% of direct costs
Non-Resident	Resident fee plus 30%, maximum \$ 25.00 additional

\*Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.

**Activities Not Requiring Pre-Registration\*** (fees listed are for Residents unless otherwise noted)

Adult Activities	Fee shall recover 110% of direct costs
Youth Activities, ages 13-18	Fee shall recover 85% of direct costs
Youth Activities, ages 12 and under	Fee shall recover 60% of direct costs
Preschool Activities	Fee shall recover 75% of direct costs
Family Activities	Fee shall recover 75% of direct costs
Preschool Open Art or Open Gym	
Resident	\$ 2.00
Non-Resident	\$ 3.00
Non-Resident	Resident fee plus 30%, maximum \$ 25.00 additional

\*Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.

**Open Gym**

Adult	
Resident	\$ 2.00 for length of activity
Non-Resident	\$ 3.00 for length of activity
Youth or Family	No Charge



**Garner Senior Center Activities**

Annual Fitness Pass-Resident (Jan. 1 – Dec. 31)	\$ 20.00
Fitness Pass-Resident (July 1 – Dec. 31)	\$ 10.00
Annual Fitness Pass-Non-Resident (January 1 – Dec. 31)	\$ 35.00
Fitness Pass-Non-Resident (July 1 – Dec. 31)	\$ 18.00
Instructional Classes	Fee to recover direct costs, minimum \$ 5.00
Special Events	Fee to recover direct costs, minimum \$ 5.00
Trips	Fee to recover direct costs
Non-Resident Instructional Classes, Events & Trips	Resident fee plus 30%, maximum \$ 25.00 additional

**Senior Center Fitness Room\***

Adults (ages 18 - 54)	
Resident	\$ 11.00 per month
Non-Resident	\$ 13.00 per month
Senior Adults (ages 55 or older)	\$ 11.00 per month
Resident	\$ 11.00 per month
Non-Resident	\$ 13.00 per month

\*The above allows for access Monday-Thursday, 8:00am-8:00pm and Friday, 8:00am-5:00pm

Bus Use	No Charge
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**SECTION 5.1 – Shelter, Parkland and Facility Fees**

**Commercial Use of Parkland\*** (Fitness Classes Only)

1 Month Agreement – Residents	
1 – 50 Participants	\$ 25.00 per hour
Over 50 Participants	\$ 35.00 per hour
1 Month Agreement – Non-Residents	
1 – 50 Participants	\$ 33.00 per hour
Over 50 Participants	\$ 46.00 per hour
3 Month Agreement – Residents	
1 – 50 Participants	\$ 20.00 per hour
Over 50 Participants	\$ 30.00 per hour
3 Month Agreement – Non-Residents	
1 – 50 Participants	\$ 26.00 per hour
Over 50 Participants	\$ 39.00 per hour
Application Fee ( <i>Applies to all agreements</i> )	
Residents	\$ 25.00
Non-Residents	\$ 35.00

\*Only available within certain parks and park areas. Refer to Parks, Recreation, and Cultural Resources Department for further information.

**Lake Benson Park**

Resident	
Shelter 1 (max 150 people)	\$ 30.00 per hour, 2-hour minimum
Shelter 2 (max 50 people)	\$ 20.00 per hour, 2-hour minimum
Shelter 3 (max 20 people)	\$ 10.00 per hour, 2-hour minimum
Shelter 4 (max 20 people)	\$ 10.00 per hour, 2-hour minimum
Gazebo ( <i>requires Special Event Application</i> )	\$ 20.00 per hour
Gazebo with Lawn Space ( <i>requires Special Event Application</i> )	\$ 35.00 per hour
Amphitheater	\$ 40.00 per hour
Earth Stage	\$ 20.00 per hour
Earth Stage with Lawn Space	\$ 100.00 per hour
Camping Fee	\$ 50.00 per night plus \$ 25.00 refundable key deposit
Full Park	\$ 325.00 per hour
Non-Resident	
Shelter 1 (max 150 people)	\$ 40.00 per hour, 2-hour minimum
Shelter 2 (max 50 people)	\$ 30.00 per hour, 2-hour minimum
Shelter 3 (max 20 people)	\$ 20.00 per hour, 2-hour minimum
Shelter 4 (max 20 people)	\$ 20.00 per hour, 2-hour minimum
Gazebo ( <i>requires Special Event Application</i> )	\$ 30.00 per hour
Gazebo with Lawn Space ( <i>requires Special Event Application</i> )	\$ 53.00 per hour
Amphitheater	\$ 60.00 per hour
Earth Stage	\$ 30.00 per hour
Earth Stage with Lawn Space	\$ 150.00 per hour
Camping Fee	\$ 75.00 per night plus \$ 25.00 refundable key deposit
Full Park	\$ 473.00 per hour
Lawn Space in Addition to Shelters	
Shelter 1	\$ 20.00 per hour
Shelter 2	\$ 10.00 per hour
Shelter 4	\$ 10.00 per hour
<b>White Deer Park</b>	
Resident	
All Shelters	\$ 20.00 per hour

Front Lawn ( <i>Adjacent to Aversboro Rd.</i> )	\$ 40.00 per hour
Meadow Lawn ( <i>requires Special Event Application</i> )	\$ 40.00 per hour
Nature Center Lawn	\$ 40.00 per hour
Outdoor Classroom ( <i>requires Special Event Application</i> )	\$ 15.00 per hour
Non-Resident	
<b>All Shelters</b>	<b>\$ 30.00 per hour</b>
Front Lawn ( <i>Adjacent to Aversboro Rd.</i> )	\$ 60.00 per hour
Meadow Lawn ( <i>requires Special Event Application</i> )	\$ 60.00 per hour
Nature Center Lawn	\$ 60.00 per hour
Outdoor Classroom ( <i>requires Special Event Application</i> )	\$ 25.00 per hour
Memorial Bench	10% above Town cost
<b>White Deer Nature Center</b> ( <i>A \$150.00 refundable security deposit applies to all rentals of White Deer Nature Center</i> )	
Resident	
Indoor Classroom	\$ 50.00 per hour, 2-hour minimum
Indoor Classroom with Learning Deck	\$ 70.00 per hour, 2-hour minimum
After Hours-Indoor Classroom	\$ 60.00 per hour, 2-hour minimum
After Hours-Indoor Classroom with Learning Deck	\$ 80.00 per hour, 2-hour minimum
Non-Resident	
Indoor Classroom	\$ 50.00 per hour, 2-hour minimum
Indoor Classroom with Learning Deck	\$ 70.00 per hour, 2-hour minimum
After Hours - Indoor Classroom	\$ 60.00 per hour, 2-hour minimum
After Hours - Indoor Classroom with Learning Deck	\$ 80.00 per hour, 2-hour minimum
<b>Centennial Park</b>	
All Shelters	
Resident	\$ 20.00 per hour
Non-Resident	\$ 30.00 per hour
<b>Creech Road Elementary School Park</b>	
All Shelters	
Resident	\$ 20.00 per hour
Non-Resident	\$ 30.00 per hour
<b>Garner Recreational Park</b>	
All Shelters	
Resident	\$ 25.00 per hour
Non-Resident	\$ 35.00 per hour
<b>Garner Senior Center</b>	
Weekend Rentals ( <i>Friday, 5:00PM – 11:00PM, Saturday – Sunday, 7:00AM – 11:00PM. A \$150.00 refundable security deposit applies to all weekend rentals.</i> )	
Multipurpose Room ( <i>max 150 people</i> )	\$ 65.00 per hour, 3-hour minimum
Fitness Annex ( <i>max 214 people</i> )	\$ 70.00 per hour, 3-hour minimum
Food Fee ( <i>includes use of Warming Kitchen</i> )	\$ 50.00 per event
Weeknight Rentals ( <i>Monday – Thursday, 5:00PM – 8:00PM. A \$50.00 refundable security deposit applies to all weeknight rentals.</i> )	
Multipurpose Room	\$ 30.00 per hour
Multipurpose Room – Audio Visual Use Fee	\$ 25.00 per event
Dining Room	\$ 40.00 per hour
Game Room	\$ 20.00 per hour
Additional Staff ( <i>as needed</i> )	\$ 15.00 per hour
<b>Avery Street Recreation Center</b> ( <i>\$150.00 refundable security deposit applies to all rentals of Avery Street Recreation Center</i> )	
Gymnasium	\$ 70.00 per hour, 2-hour minimum
Gym Floor Cover Fee	\$ 200.00 per event
Single Multi-Purpose Room	\$ 40.00 per hour, 2-hour minimum
Both Multi-Purpose Rooms	\$ 60.00 per hour, 2-hour minimum
Meeting Room	\$ 30.00 per hour, 2-hour minimum
Entire Facility	\$ 150.00 per hour, 2-hour minimum
<b>Avery Street Annex</b> ( <i>\$150.00 refundable security deposit applies to all rentals of Avery Street Annex</i> )	
Classroom	\$ 40.00 per hour, 2-hour minimum
<b>Avery Street Park Lawn / GPAC Back Lawn</b> ( <i>\$150.00 refundable security deposit applies to all rentals of Avery Street/GPAC Lawn</i> )	
Rentals	\$ 60.00 per hour
<b>Athletic Rental Facility*</b> ( <i>\$150.00 refundable security deposit applies to all field rentals</i> )	
Baseball Field	\$ 30.00 per hour
Baseball Field with Lights	\$ 55.00 per hour
Soccer Field - Youth	\$ 35.00 per hour
Soccer Field - Adult	\$ 45.00 per hour
Soccer Field with Lights - Youth	\$ 70.00 per hour
Soccer Field with Lights - Adult	\$ 80.00 per hour
* Facility supervision is included in the rental price.	
<b>Thompson Road Park</b>	
Multipurpose Field	\$ 30.00 per hour
<b>Lake Benson Boathouse Rentals *</b>	
Jon-boats without Motors	\$ 4.00 per hour, \$ 20.00 per day
Jon-boats with Motors	\$ 8.00 per hour, \$ 40.00 per day

Canoes	\$ 5.00 per hour
Kayaks	\$ 5.00 per hour
<i>* Senior citizens age 55 or over will be charged 50% of the above rates for full day rentals only.</i>	
<b>Garner Performing Arts Center Auditorium and Lobby</b>	
Regular Rates	
Auditorium	\$ 125.00 per hour
Rehearsal Fees (Monday-Thursday)	\$ 55.00 per hour
Rehearsal Fees (Friday-Sunday)	\$ 125.00 per hour
Back Lobby (max 30 people)	\$ 40.00 per hour
Front Lobby (max 60 people)	\$50.00 per hour
Auditorium Hold Day with Dressing Rooms (Monday-Thursday)	\$140.00 per day
Auditorium Hold Day with Dressing Rooms (Friday-Sunday)	\$300.00 per day
Non-Profit Group Rates* (All rentals of the Garner Performing Arts Center require a \$ 200.00 per day refundable security deposit)	
Auditorium	\$100.00 per hour
Rehearsal Fees (Monday-Thursday)	\$ 50.00 per hour
Rehearsal Fees (Friday-Sunday)	\$ 100.00 per hour
Back Lobby (max 30 people)	\$ 40.00 per hour
Front Lobby (max 60 people)	\$ 50.00 per hour
Auditorium Hold Day with Dressing Rooms (Monday-Thursday)	\$ 90.00 per day
Auditorium Hold Day with Dressing Rooms (Friday-Sunday)	\$ 240.00 per day
<i>* Non-profit groups are defined as follows: all IRS tax exempt and non-profit groups, or non-tax-exempt group activities such as private parties, family activities, family reunions, weddings and receptions, etc., for which no money is collected for participation.</i>	
Miscellaneous Fees (Applies to all groups)	
Sound and Lighting Technician	\$ 20.00 per hour
Facility Attendant	\$ 15.00 per hour
Security	Based on personnel cost
Piano Tuning	Based on personnel cost
Pre-event Setup and Post-Event Cleanup	Based on personnel cost
Concession Stand	\$ 50.00 per day
<b>Lake Benson Trails*</b>	
Dual Meets (Two teams)	\$ 7.00 per hour, 2-hour minimum
Meets with Three to Five Teams	\$ 11.00 per hour, 2-hour minimum
Meets with Six to Nine Teams	\$ 16.00 per hour, 2-hour minimum
Meets with 10 or More Teams	\$ 21.00 per hour, 2-hour minimum
<i>* The above fees would be assessed in addition to reimbursement of any additional Town expenses arising from the event above normal operations.</i>	
<b>Christmas Parade</b>	
Float Rentals	10% above Town cost
Parade Entry Fees	
Business / Individual	
Walkers & Bicycles	\$ 65.00
Vehicles	\$ 55.00 per vehicle
ATV & Motorcycles	\$ 45.00 per vehicle
Trucks & Floats	\$ 80.00 per truck/float
Non-Profit / Church	
Walkers & Bicycles	\$ 45.00
Vehicles	\$ 35.00 per vehicle
ATV & Motorcycles	\$ 25.00 per vehicle
Trucks & Floats	\$ 55.00 per truck/float
Marching Band, Emergency Management, or Elected Official	No Charge
<b>Special Events &amp; Facility Rentals Policy Fees</b>	
Application Fee	\$ 25.00 non-refundable fee
Mobile Stage (Requires Mobile Stage Rental Application. A \$500 non-refundable deposit due upon application approval.)	\$ 2,500 one day rental
Police Officer	\$ 35.00 per hour, 3-hour minimum
Police Officer Holiday Rate	\$ 54.00 per hour, 3-hour minimum
Staff Assistance	\$ 15.00 per hour, 3-hour minimum
Parking Attendants (2 attendants)	\$ 30.00 per hour, 3-hour minimum
Street Closure	
Resident	\$ 80.00 per event
Non-Resident	\$ 120.00 per event
Use of Park Trails	
Resident	\$ 40.00 per day
Non-Resident	\$ 60.00 per day
Event with Admission Fees or Ticket Sales	
Resident	\$ 270.00 per day
Non-Resident	\$ 405.00 per day
Event with Sales of Food or Merchandise	
Resident	\$ 200.00 per day
Non-Resident	\$ 300.00 per day
Food Truck Participation at Special Events (excludes Independence Day Celebration)	
Small Event (500 – 2,000 expected patrons)	\$ 50.00

Medium Event (2,001 – 9,999 expected patrons)	\$ 100.00
Large Event (10,000 or more expected patrons)	\$ 250.00
Food Truck Participation at Independence Day Celebration	
Tier 1 – Non-Profit Organization (without Food Truck)	No Charge
Tier 2 – Non-Profit Organization partnering with Food Truck	\$ 125.00
Tier 3 – For Profit Food Truck	\$ 250.00
Photo and Video Shoot	
Resident	\$ 50.00 per day
Non-Resident	\$ 75.00 per day
Sanitation Deposit	
Class A or B Special Events	\$ 1,000.00 per event
Class C Special Events	\$ 500.00 per event
Class D Special Events	No Charge

**SECTION 6 – Public Safety Charges****Accident/Criminal Investigation Report**

First 5 Copies	No Charge
Each Copy Over 5 ( <i>per page</i> )	\$ .20 per page
CD/DVD Production	\$ 22.00

**Miscellaneous**

Storage of Seized Vehicle	\$ 5.00 per day
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**Off-Duty Officer**

Police Officer	\$ 35.00 per hour, 3-hour minimum
Police Officer - Holiday Rate	\$ 54.00 per hour, 3-hour minimum

**Removal of Recreational Devices**

First Violation	\$ 25.00
Second Violation	\$ 50.00
Third Violation	\$ 100.00

**Parking Violation Fee\***

No Parking Zone	\$ 30.00
Parking Too Close to Intersection	\$ 30.00
Parking on Sidewalk	\$ 30.00
Parking Too Far Away from Curb or Street Edge	\$ 30.00
Double Parking	\$ 30.00
Parking in a Loading Zone	\$ 30.00
Parking in a Restricted Time Zone	\$ 30.00
Residential Parking Permit Zone	\$ 30.00
Parking on Wrong Side of Street Facing Traffic	\$ 30.00

**Emergency Zone**

	<b>\$ 50.00</b>
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**Parking**

Parking in Fire Lane	\$ 50.00
Parking in Front of Fire Hydrant	\$ 50.00
Obstructing Traffic	\$ 50.00
Parking in a Handicapped Zone	\$ 100.00
All Other Parking Violations Not Noted Above	\$ 30.00

\* Parking fines must be paid within 30 days from issuance to avoid additional penalty. Fines not paid within 30 days will be subject to the violator to double the amount of the original fine.

**Animal Control Charges\***

Violations of Licensing Ordinance	
First Violation	\$ 100.00
Subsequent Violations ( <i>Charged per violation; applies to any violation not paid within 60-days of first violation</i> )	\$ 200.00
Number of Dogs kept on Premises	
Each dog over allowable limit ( <i>per dog</i> )	\$100.00
Subsequent Violations ( <i>accrued every 7 days</i> )	\$100.00
Animals at Large and Animals Creating a Nuisance	
First Violation	\$ 50.00
Second Violation	\$ 100.00
Subsequent Violations	\$ 150.00
Dangerous Animal Violations	
Violation of Dangerous Animal Sign ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Violation of Muzzling Requirement ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Dangerous Animal at Large ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Failure to Microchip Dangerous Animal ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Secure Enclosure Requirement ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Competent Person 18 YOA or Older Removal from Property Requirement ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Fail to Allow Animal Control Officer Access to Inspect ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Fail to Notify a Garner Officer/Animal Control within 24-hours Requirement ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00
Dangerous Animal Toward Human Being	
First Violation ( <i>Civil Penalty + Animal Seizure</i> )	\$ 500.00

Dangerous Animal Toward Domestic Pet	
First Violation <i>(Civil Penalty + Animal Seizure)</i>	\$ 250.00
Other General Penalties Not Specified Above	\$ 100.00
<i>* Animal control charges are applied to dogs and cats. Fines and penalties listed above do not include shelter reclaim fees, which must also be paid by owner.</i>	
<b>False Alarm Penalties</b>	
First Three False Alarms	No Charge
Fourth and Fifth False Alarms	\$ 50.00 per alarm
Sixth, Seventh, and Eighth False Alarms	\$ 100.00 per alarm
Ninth and Tenth False Alarms	\$ 150.00 per alarm
All False Alarms in Excess of 10	\$ 250.00 per alarm
<b>Taxicabs</b>	
Bi-Annual Inspection Fee	No Charge

**SECTION 7 - Penalty Fee**

Penalty Fee: The fee or penalty to be paid to the Town for any one violation of an ordinance as above set out is hereby fixed as noted. Offenses denominated a misdemeanor pursuant to NCGS 14-4 shall be punishable as infractions; offenses not denominated as misdemeanors under the State's penal laws are not punishable as misdemeanors under administering ordinances within the Town.

## List of Common Acronyms

APA	American Planning Association	N/A	Not Applicable
CAFR	Comprehensive Annual Financial Report	NC	North Carolina
CALEA	Commission on Accreditation for Law Enforcement Agencies	NCCMA	North Carolina City/County Management Association
CATV	Cable Access Television	NCDENR	North Carolina Department of Environment and Natural Resources
CDBG	Community Development Block Grant	NCDOT	North Carolina Department of Transportation
CIP	Capital Improvement Program		
CNT	Crisis Negotiation Team (Police)	NCDMV	North Carolina Department of Motor Vehicles
CO	Certificate of Occupancy	NCDWQ	North Carolina Department of Water Quality
EEO	Equal Employment Opportunity		
EMS	Emergency Management Services	NCLM	North Carolina League of Municipalities
EPA	Environmental Protection Agency	NFPA	National Fire Protection Agency
ETJ	Extra Territorial Jurisdiction	NPDES	National Pollutant Discharge Elimination System
FEMA	Federal Emergency Management Administration	OPEB	Other Post Employment Benefits
FT	Full-time	OSHA	Occupational Safety and Health Act
FTE	Full-time Equivalent	PIL	Payment in Lieu
FY	Fiscal Year	PILP	Payment in Lieu of Parkland
GAAP	Generally Accepted Accounting Principles	PIO	Public Information Officer
GASB	Government Accounting Standards Board	PO	Purchase Order
GFOA	Government Finance Officers Association	POPAT	Police Officers Physical Agilities Test
GO Bonds	General Obligation Bonds	PT	Part-time
GIS	Geographic Information Systems	SRT	Special Response Team (Police)
GS	General Statutes	TIA	Traffic Impact Analysis
GTV11	Garner Television Channel 11	TIP	Transportation Improvement Program
GVFR	Garner Volunteer Fire-Rescue, Inc.	TP	Transportation Plan
GWCSOA	Greater Wake County Building Officers Association	UDO	Unified Development Ordinance
ICMA	International City/County Management Association		
LEED	Leadership in Energy and Environmental Design		
LGV	Local Government Commission		

## **GLOSSARY OF BUDGET TERMINOLOGY**

***ACTION PLAN:*** Short-term and long-term goals for each program designed to improve efficiency and effectiveness in service delivery as well as the quality of life in the community.

***AD VALOREM TAXES:*** A tax based on value (i.e., a property tax).

***APPROPRIATION:*** A legal authorization granted by the Town Council for departments to make expenditures and to incur obligations for specific purposes; this authorization is limited to the length of the fiscal year.

***ASSESSED VALUATION:*** A valuation set upon real estate and certain items of personal property (i.e., vehicles and equipment used for business purposes) by the County as the basis for levying taxes.

***AUDIT:*** An independent evaluation of the accuracy of the Town's financial statements, financial practices, and internal controls designed to ensure compliance with generally accepted accounting principles. Audits are conducted annually in accordance with state law.

***BASE BUDGET:*** The funding needed to provide exactly the same level of services as provided in the preceding year.

***BOND:*** An obligation issued by the Town as a method of borrowing large amounts of resources for capital projects; bonds are issued for fixed terms and have fixed interest rates.

***BONDS AUTHORIZED AND UNISSUED:*** Bonds that have been legally authorized but not issued, which can be issued and sold by the Town Council following public meetings and approval from the Local Government Commission.

***BONDED DEBT:*** The portion of indebtedness represented by outstanding bonds.

***CAPITAL OUTLAY:*** Expenditure resulting in a replacement for or an addition to the Town's general fixed assets; for budget purposes, any purchase of capital with an estimated cost of \$10,000 or more.

***CAPITAL PROJECT:*** A project financed in whole or in part by the proceeds of bonds and/or a project involving the construction or acquisition of a capital asset. Capital projects may be funded through project ordinances which must be balanced and which are designed to last through the duration of the project.

***CAPITAL RESERVE FUNDS:*** Funds to set aside for future major expenditures such as land, equipment, or small construction projects. Capital reserves may also be used to defray major capital expenditures or match grant money from the federal or state governments for capital projects.

## **GLOSSARY OF BUDGET TERMINOLOGY**

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** A report which sets out the financial position of the Town and outlines the financial effect of the previous year's operations. Comprehensive Annual Financial Reports for a fiscal year (July 1- June 30) are usually released the following autumn.

**CONTINGENCY:** Funds set aside in an operating budget to handle unanticipated expenditures over the course of the fiscal year; expenditures from this reserve require specific authorization by the Town Council.

**COST OF LIVING ADJUSTMENT:** A fixed adjustment to each range/step of the classification and pay plan for the Town, usually tied to an increase in the cost of living.

**DEBT LIMIT:** The maximum amount of outstanding gross or net debt permitted by law.

**DEBT SERVICE:** Funds required to make principal and interest payments on outstanding long-term debt and to accumulate monies for future retirement of term bonds.

**DECISION PACKAGES:** Proposals by departments for programs or projects which were not part of the prior year's budget. Funding is subject to review by the budget team and the Town Council.

**EXPENDITURE:** Depletion of financial resources to pay for the Town's personnel services, professional services, operations and maintenance, capital outlay, or debt service.

**FISCAL YEAR:** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operation; for North Carolina local governments, this period is July 1-June 30.

**FIXED ASSETS:** Long-lived tangible assets obtained or controlled as a result of past transactions, including buildings, equipment, improvements other than buildings, and land.

**FTE (FULL-TIME EQUIVALENT):** A unit that indicates the workload of a employed person in a way that makes workloads comparable across various contexts.

**FULL-TIME EMPLOYEE:** A Town employee hired to work forty (40) hours per week on a continuing basis and is eligible to participate in the Town's health, dental and life insurance, and retirement programs.

**FUND:** A set of financial accounts whose resources are equivalent to its liabilities plus equity. These sets of accounts are independent in order to achieve greater accountability or to help attain different goals. The Town uses the General Fund, which accounts for most governmental activities.



## **GLOSSARY OF BUDGET TERMINOLOGY**

**FUND BALANCE:** The difference between fund assets and fund liabilities of governmental and similar trust funds.

**FUND BALANCE, UNASSIGNED:** That portion of the fund balance that is not legally segregated for a specific future use; available for appropriation at any time by the Board of Aldermen in the event of a natural or financial emergency.

**HIRING RATE:** A rate of pay which is five percent (5%) below that rate established as the beginning rate for each position classification on the pay plan; the rate historically paid during the employee's probationary period.

**INTANGIBLES TAX REIMBURSEMENT:** A state-shared revenue to replace the revenue received from the repealed state tax on intangible property (i.e., stocks and bonds).

**INVENTORY TAX REIMBURSEMENT:** A state-shared revenue to replace the Town's former tax levy on business inventory, which was made non-taxable by the state.

**LEVY:** (1) Verb: To impose taxes, special assessments or service charges for the support of Town activities. (2) Noun: The total amount of taxes, special assessments or service charges imposed by the Town.

**LOCAL GOVERNMENT BUDGET AND FISCAL CONTROL ACT:** An act of the State of North Carolina which governs many facets of local government financial activities, including the budget process.

**OPERATING BUDGET:** Plans of current expenditures and the proposed means of financing them; the annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the Town are controlled.

**PART-TIME EMPLOYEE:** For budget purposes, a Town employee hired to work for less than forty (40) hours per week for an indefinite period; part-time employees may be eligible to participate in the Town's health, dental and life insurance and retirement programs, depending on the number of hours worked.

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency (i.e., response time to public requests, frequency of document updates).

**POWELL BILL REVENUES:** State-shared revenues from the gasoline tax which are distributed to municipalities based upon population and non-state street mileage. By state statute, Powell Bill expenditures are restricted to improvements in streets or other public thoroughfares.

**PROGRAM:** A specific activity of a department which is separately budgeted and monitored.

## **GLOSSARY OF BUDGET TERMINOLOGY**

**RECLASSIFICATION:** Movement of a classification within the Town's classification and pay plan based on changes in the job skills required for a given position.

**REVALUATION:** Assignment of value to properties, buildings, vehicles, and equipment used for business purposes by the Wake County Tax Assessor's Office; under State law, all property must be revalued at least every eight years.

**SALES AND USE TAX:** Taxes based on the consumption of goods and services which the state collects for local governments and distributes based upon set formulas.

**TAX BASE:** The assessed valuation of all taxable and real personal property within the Town's corporate limits.

**TAX RATE:** The amount of tax stated in terms of a unit of the tax base (i.e. 54 cents per 100 dollars of assessed valuation of taxable property).

**TEMPORARY EMPLOYEE:** For budget purposes, a Town employee hired to work for less than forty (40) hours per week, or for one hundred eighty (180) days or less, who does not qualify to participate in the Town's health, dental or life insurance programs or retirement programs.

**TRANSFER:** Movement of cash or other resources between funds.

**USER FEE:** Charges to those who voluntarily receive governmental services or use governmental facilities. These charges may or may not be designed to recover the full cost associated with providing the service or facility.

**WORKLOAD INDICATORS:** Descriptions of the type and quality of work assignments handled by a program.

Sources: Government Finance Officers Association. Governmental Accounting, Auditing, and Financial Reporting 1988.

Lawrence, David. Local Government Finance in North Carolina 1990.