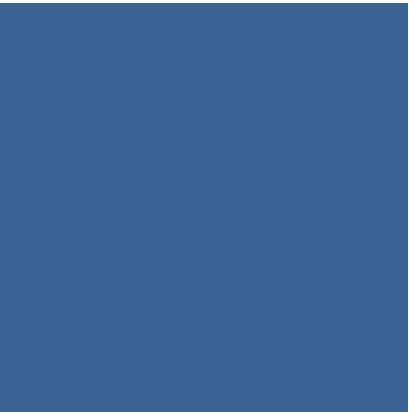


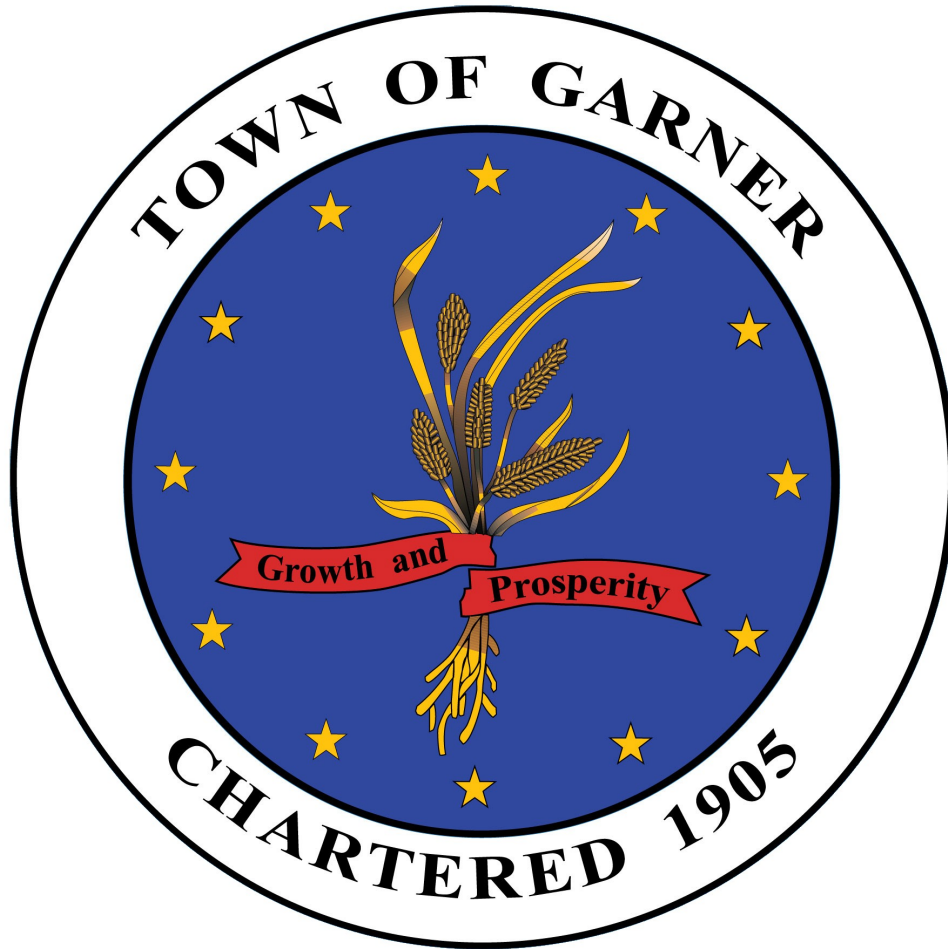
# FISCAL YEAR 2020-2021

## ANNUAL OPERATING BUDGET

TOWN OF GARNER, NORTH CAROLINA



**TOWN OF GARNER  
NORTH CAROLINA**



**ADOPTED FISCAL YEAR 2020-2021  
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, 2019**

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, 2019.

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 2020 – 2021 budget will be submitted to GFOA for award consideration.



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## COMMUNITY PROFILE



|                              |                      |
|------------------------------|----------------------|
| <b>Population:</b>           | <b>33,276*</b>       |
| <b>Land Area:</b>            | <b>16.5sq. miles</b> |
| <b>Total Employment:</b>     | <b>15,508</b>        |
| <b>Civilian Labor Force:</b> | <b>16,883</b>        |
| <b>Unemployment Rate:</b>    | <b>7.8%</b>          |

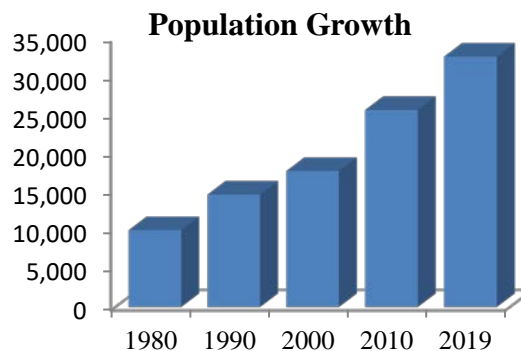
\*Current Town of Garner Planning Department estimate

### 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 573 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.



### 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 19-20 Accomplishments and Milestones



The Eastern Wake Innovation Park, a project approved by the Town Council in February 2020, will bring 300,000 square feet of Class A professional office space to Garner.

## JULY 2019

The Town of Garner won the Government Finance Officers Association’s Award for Outstanding Achievement in Popular Annual Financial Reporting for the fifth consecutive year—every year that the Town has been eligible for the honor. The award recognized the Town’s **Popular Annual Financial Report (PAFR)** for the fiscal year ending June 30, 2018. The PAFR offers a reader-friendly summary of the Comprehensive Annual Financial Report.

The **Garner Senior Center** was re-certified as a Center of Excellence by the N.C. Division of Aging and Adult Services. This prestigious designation

was the result of a five-year process that involved documenting achievement in five different operational areas: outreach and access to services; programs and activities; planning, evaluation and input from older adults; staffing; and operations. The excellence certification enables the center to receive additional state funding that can be used to enhance services and to purchase equipment, furniture and other items as needed.

The National Recreation and Park Association (NRPA) selected the Garner Parks, Recreation and Cultural Resources Department—in particular, **White Deer Park**—as grand prize winner in its first-ever national BioBlitz, a program that’s part of



the organization's Parks for Pollinators campaign. White Deer Park held its BioBlitz event in June 2019, which is National Pollinator Month. At the event, citizen scientists and lovers of pollinators were encouraged to pick up their smart phones and cameras, take a self-led hike through the park and snap pictures of pollinators along the way.

## AUGUST 2019

In response to an impressive citizen-led initiative, and in accordance with the Town's recently adopted facility naming policy, the Town Council voted unanimously to change the name of Rand Mill Park to **Jackie Johns Jr. Community Park**. Mr. Johns, a longtime Town Council member, passed away in January 2019 at the age of 81. The Smith Drive Community Reunion Committee led the effort to get the park renamed in honor of Mr. Johns.

## SEPTEMBER 2019

The Certificate of Achievement for Excellence in Financial Reporting was awarded to the Town of Garner by the Government Finance Officers Association of the United States and Canada (GFOA) for the Town's **Comprehensive Annual Financial Report (CAFR)** for the fiscal year ending June 30, 2018. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. It was the 29th consecutive year that the Finance Department earned this honor.

## OCTOBER 2019

Garner was selected to be one of 35 communities in the U.S. to host the traveling Wall That Heals, a



**White Deer Park earned national recognition for its educational efforts involving pollinators.**

three-quarter-size replica of the Vietnam Veterans Memorial. The wall was to have been on display in Garner in April 2020; however, it was postponed due to the COVID-19 pandemic. Organizers hope to be able to bring the wall to Garner in 2021.

## FEBRUARY 2020

The Town Council unanimously approved a project that will bring 300,000 square feet of Class A professional office space—with some limited retail and restaurant space—to an approximately 22-acre site at the southwest corner of East Garner and Jones Sausage roads. When the project's three buildings—each 100,000 square feet—are completed, it will be the largest office park project in Garner's history. Garner-based Direct Distributors, Inc., and the Trustwell Property Group out of Raleigh are teaming up on the project, which has been named the **Eastern Wake Innovation Park**.

# ELECTED & APPOINTED OFFICIALS

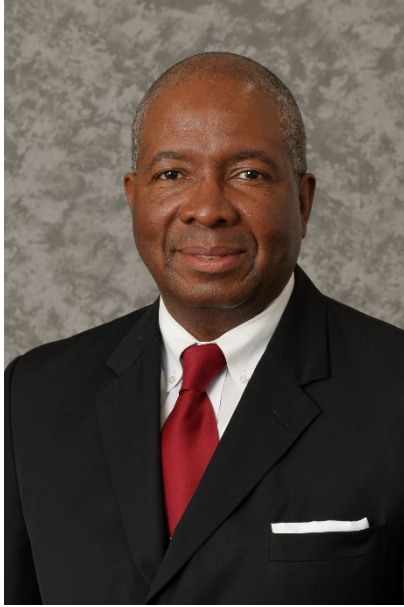
## TOWN COUNCIL

**Mayor**

**Ken Marshburn**



**Elmo Vance**  
Council Member



**Gra Singleton**  
Council Member



**Phil Matthews**  
Council Member



**Demian Dellinger**  
Council Member



**Kathy Behringer**  
Mayor Pro Tempore

## **BOARDS & COMMISSIONS**

Board of Adjustment  
*Joseph Keller, Chair*

Planning Commission  
*Jim Hunnicutt, Chair*

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

Senior Citizen Advisory Committee  
*Troy Ellis, Chair*

Downtown Garner Association  
*Mary Elizabeth Twiddy, President*

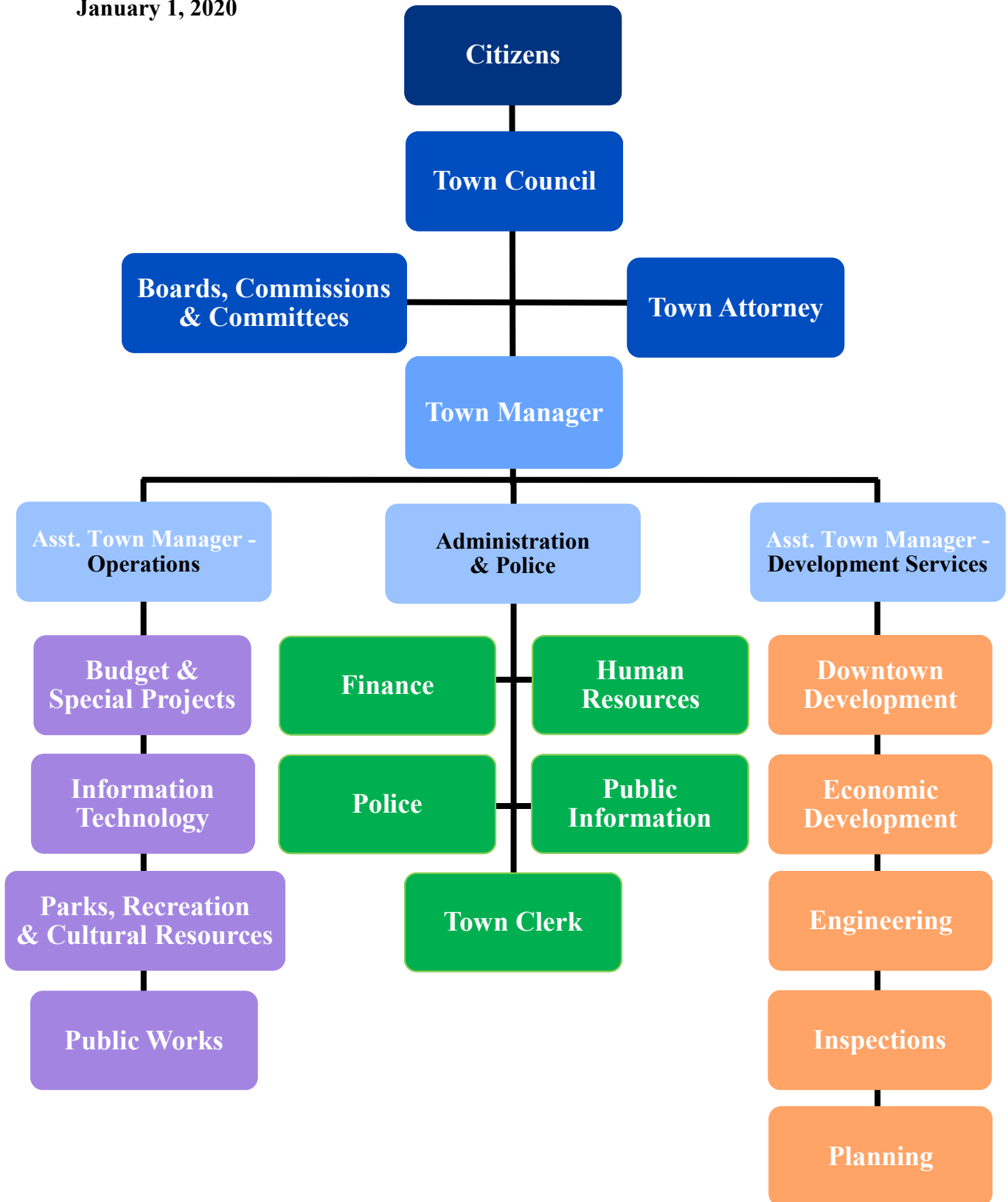
Garner Veterans' Advisory Committee  
*Jeffery Hicks, Chair*

## **ADMINISTRATIVE STAFF**

|                  |   |
|------------------|---|
| Rodney Dickerson | Town Manager*                                   |
| John Hodges      | Asst. Town Manager - Development Services       |
| Matt Roylance    | Asst. Town Manager - Operations                 |
| Fred Baggett     | Interim Town Attorney*                          |
| Tony Beasley     | Inspections Director                            |
| David Beck       | Finance Director                                |
| Joe Binns        | Interim Chief of Police                         |
| Mike Franks      | Budget and Special Projects Manager             |
| Stella Gibson    | Town Clerk                                      |
| Chris Johnson    | Town Engineer                                   |
| 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                               |

\*Appointed by Council

**Town of Garner, North Carolina  
Organizational Chart  
January 1, 2020**





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

The Fiscal Year 2020 - 2021 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 2020-21 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 2019-2020 Third Quarter Presentation for Town Council

## April

- Budget Team Prepares Budget Document and Presentation
- Recommended Budget Presented to Department Heads
- Town Council Approves FY 2019-2020 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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Garner, NC 27529

919.772.4688



# Strategic Priorities

## Context and Background

The Town of Garner has always strived to provide superior services to enhance the quality of life for town residents, ensure orderly growth, efficient and timely service delivery and fiscal responsiveness. In October 2016, the Town formally adopted a strategic plan highlighting these priorities. Since this time, staff has worked on a number of initiatives to strengthen the link between services and these priorities. The following section highlights various metrics and benchmarks designed to measure performance and to guide decision making. In addition, this section offers residents an opportunity to review the Town's strategic priorities, and performance, to ensure that current priorities are inline with citizens expectations.



**Fiscal Responsiveness  
(FR)**

1. Maintain an appropriate /stable tax rate
2. Invest in maintenance of infrastructure & facilities
3. Enhance Town's existing Capital Improvement Program (CIP)
4. Develop funding strategy for future needs



**Efficient & Timely  
Service Delivery (SD)**

1. Build and maintain strong relationships with regional and community partners
2. Provide quality services at a reasonable cost to residents and businesses
3. Foster attractive workplace culture to recruit and retain outstanding personnel
4. Nurture a culture of excellent customer service



**Orderly Growth  
(OG)**

1. Plan for an orderly and stable development with a balance of residential and commercial growth
2. Support top quality infrastructure, utilities and transportation
3. Implement comprehensive economic development plan



**Quality of Life  
(QL)**

1. Provide a safe and inviting community
2. Support and encourage an active and engaged citizenry
3. Support diversity and be responsive to the changing demographics of the community
4. Provide a broad mix of arts, leisure and recreation opportunities



# Strategic Priorities

## Fiscal Responsiveness

The Town's strong fiscal policies and position provide financial flexibility to meet ongoing operating requirements, reduce borrowing costs for capital projects and ensure appropriate planning has occurred to meet future needs. The Town's Fiscal & Budgetary Policy Guidelines provide a framework for making financial decisions and ensure the Town has conservative fiscal policies in place. These policies help the Town be responsive to various fiscal requirements.

The Town has consistently maintained strong reserves to ensure that unforeseen financial situations can be addressed. At the end of FY 2019, the Town's governmental funds reported combined ending balances of \$32,230,171. In addition, the Town reported an unassigned fund balance of \$15,559,536, or 43.92 percent, of total general fund expenditures. This amount is considered available for spending at the Town council's discretion as it exceeds the Town's policy of having an unassigned fund balance of 30 percent of general fund expenditures. As noted, this funding allows the Town to address unforeseen requirements and the flexibility to take advantage of strategic opportunities. For example, the Town was recently able to purchase 70 acres of land on East Garner Road for future park development utilizing fund balance.

The Town's strong financial policies and healthy reserves have also helped to reduce borrowing costs for large scale capital projects. Since May of 2009, the Town's credit ratings have increased from A1 to Aa1 for Moody's and AA- to AAA for S&P. This has allowed the Town to borrow money at reduced interest rates, which allows for additional funding to be allocated for projects.

| Rating History Since 2009 |         |          |     |
|---------------------------|---------|----------|-----|
| Date                      | Moody's | Date     | S&P |
| May 2009                  | A1      | May 2009 | AA- |
| Sep 2010                  | Aa2     | May 2010 | AA  |
| Apr 2017                  | Aa1     | Nov 2013 | AA+ |
|                           |         | Jul 2018 | AAA |

## Strategic Priorities

Reduced borrowing rates should allow the Town to take on additional projects in the capital improvement plan (CIP). In recent years, the Town implemented a revised capital improvement planning process designed to allow staff from multiple departments to collaborate and provide input on their requirements and how decisions 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 on the Town’s operating budget. The summary below highlights the Town’s various capital requirements by high-level categories as well as the proposed funding plan:

| <b>Category</b>            | <b>FY 2021</b>     | <b>FY 2022</b>     | <b>FY 2023</b>      | <b>FY 2024</b>      | <b>FY 2025</b>      | <b>5 Year Total</b> |
|----------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Parks                      | 0                  | 1,000,000          | 7,466,667           | 7,466,667           | 7,466,666           | \$23,400,000        |
| Transportation             | 7,517,631          | 5,336,934          | 7,947,270           | 21,561,076          | 20,374,574          | \$62,737,486        |
| General Government         | 0                  | 500,000            | 3,850,000           | 2,968,000           | 0                   | \$7,318,000         |
| Stormwater                 | 0                  | 0                  | 645,000             | 0                   | 504,000             | \$1,149,000         |
| Capital Renewal            | 310,000            | 285,835            | 349,671             | 261,416             | 340,275             | \$1,547,197         |
| <b>Total</b>               | <b>\$7,827,631</b> | <b>\$7,122,769</b> | <b>\$20,258,608</b> | <b>\$32,257,160</b> | <b>\$28,685,515</b> | <b>\$96,151,683</b> |
|                            |                    |                    |                     |                     |                     |                     |
| <b>Revenue Source</b>      | <b>FY 2021</b>     | <b>FY 2022</b>     | <b>FY 2023</b>      | <b>FY 2024</b>      | <b>FY 2025</b>      | <b>5 Year Total</b> |
| Transfer from General Fund | 310,000            | 0                  | 0                   | 0                   | 0                   | \$310,000           |
| Bond Proceeds              | 5,732,277          | 550,000            | 0                   | 0                   | 0                   | \$6,282,277         |
| Future Bond Proceeds       | 0                  | 4,050,000          | 13,193,334          | 14,910,934          | 12,033,332          | \$44,187,600        |
| Impact Fees                | 0                  | 0                  | 800,000             | 800,000             | 800,000             | \$2,400,000         |
| Powell Bill                | 616,100            | 622,261            | 628,484             | 634,768             | 641,116             | \$3,142,729         |
| Appropriated Fund Balance  | 431,954            | 0                  | 0                   | 0                   | 0                   | \$431,954           |
| Partner Agency Funding     | 0                  | 150,000            | 2,840,000           | 14,890,400          | 13,600,000          | \$31,480,400        |
| Other                      | 737,300            | 744,673            | 752,120             | 759,641             | 766,792             | \$3,760,527         |
| Unknown Funding Source     | 0                  | 1,005,835          | 2,044,671           | 261,417             | 844,275             | \$4,156,197         |
| <b>Total</b>               | <b>\$7,827,631</b> | <b>\$7,122,769</b> | <b>\$20,258,608</b> | <b>\$32,257,160</b> | <b>\$28,685,515</b> | <b>\$96,151,683</b> |

Staff has also worked to incorporate replacement cycles for key equipment in the Town’s operating budget. The revised vehicle replacement process utilizes a pay as you go approach and includes a consistent funding appropriation to reduce fluctuations based on replacement requirements. This approach has also been utilized to address IT requirements as well.

Finally, the Town has begun to utilize a five-year operating budget model for planning purposes. This plan was developed to help identify long-term operating requirements and to allow for funding plans to be developed. In addition, this plan

## Strategic Priorities

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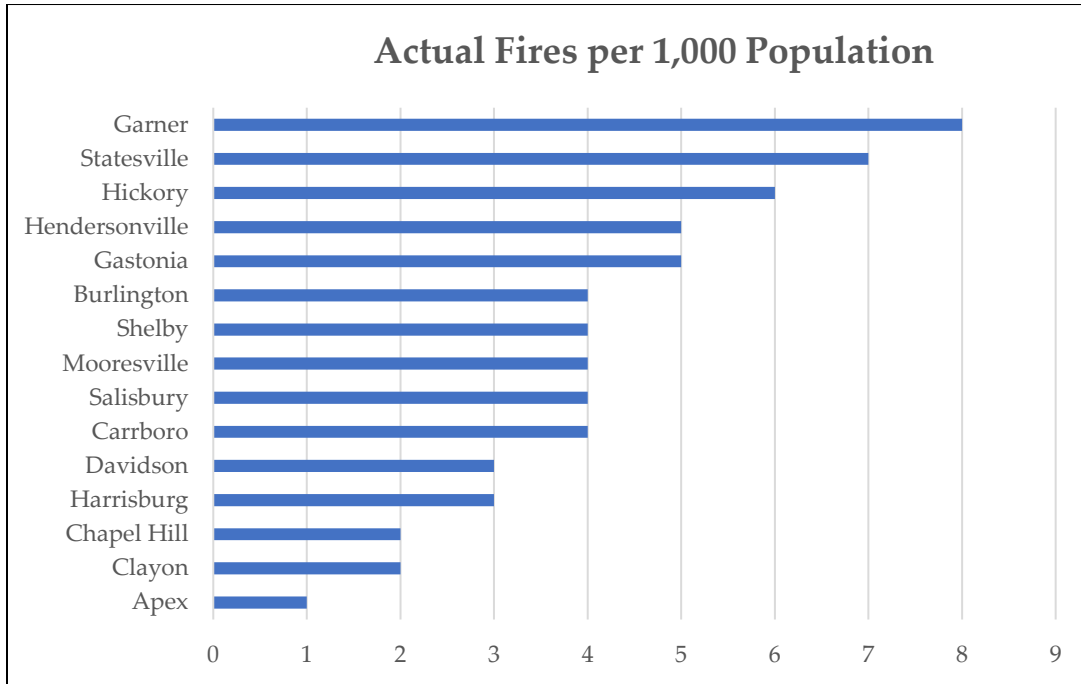
helps to ensure that the various operating requirements identified in the CIP will be accounted for in the operating budget.

The planning efforts described above should provide the Town with the necessary information to make strategic investments needed to build and maintain infrastructure. However, ensuring adequate funding is available to meet the identified requirements is likely to be a challenge. For example, the Town's public facilities repair and maintenance team has identified various maintenance related requirements totaling approximately \$1.5 million and limited funding has been provided. As a result, it will be critical for the Town to make a consistent funding commitment to ensure assets are maintained after they are constructed. This will likely require significant investments in operating and capital as well as personnel in Public Works to perform the work.

### **Efficient and Timely Service Delivery**

The Town continues to partner with regional and community entities to provide efficient service delivery for residents. The Town's partnership with Garner Volunteer Fire and Rescue (GVFR) and Wake County helps serve over 60,000 residents in a district over 80 square miles at a reduced cost due to economies of scale. As the chart below illustrates, GVFR experiences higher levels of in-service demand than comparable communities. In 2019 alone, GVFR responded to a total of 5,564 calls for service, of which 3,344 were in the Town's limits. This higher than normal service demand puts a daily strain on employees, effective response force, and the department's apparatus fleet. Despite this, GVFR continues to provide high quality services to the Town's residents by responding to calls for service and providing fire prevention services. In 2019, GVFR was responsible for saving property valued at over \$20.5 million dollars and provided fire prevention education to 1,079 adults and 2,573 children.

## Strategic Priorities



In addition, the Town’s Parks, Recreation and Cultural Resources Department has partnerships with multiple organizations that enhance opportunities for residents to participate in recreation activities. These partnerships allow for athletic and cultural programming to be provided in a more efficient and cost-effective manner. The chart below summarizes the funding provided to the various program partners:

|                         | FY 2018 -- 2019  | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021      | FY 2020 - 2021   |
|-------------------------|------------------|------------------|------------------|---------------------|------------------|
|                         | Actual           | Adopted          | Revised          | Manager Recommended | Council Adopted  |
| <b>Program Partners</b> |                  |                  |                  |                     |                  |
| Garner Baseball         | \$70,087         | \$65,573         | \$65,573         | \$66,600            | \$66,600         |
| Civitan                 | 21,323           | 21,569           | 21,569           | 23,094              | 23,094           |
| Miss Garner             | 4,000            | 3,500            | 3,500            | 3,500               | 3,500            |
| Town Players            | 23,650           | 23,650           | 23,650           | 23,650              | 23,650           |
| CASL                    | 53,532           | 26,460           | 26,460           | 30,000              | 30,000           |
| GAYSL                   | 13,592           | 16,032           | 16,032           | 16,750              | 16,750           |
| Optimist Club           | 21,406           | 0                | 0                | 0                   | 0                |
| <b>Total Program</b>    |                  |                  |                  |                     |                  |
| <b>Partners</b>         | <b>\$207,589</b> | <b>\$156,785</b> | <b>\$156,785</b> | <b>\$163,594</b>    | <b>\$163,594</b> |

## Strategic Priorities

These partnerships help the Town to provide quality services in an efficient manner. This allows the Town to maintain a tax rate that ensures Garner households have one of the lowest tax burdens in Wake County. As the chart below indicates, in FY 2020-2021 Town of Garner residents will have the lowest tax burden in Wake County when you consider all the charges levied by localities:

| Annual property tax is based on a single family residential unit valued at the average home value according to GIS on 4/22. |                                |                                  |                         |                              |                         |                |
|---|--------------------------------|----------------------------------|-------------------------|------------------------------|-------------------------|----------------|
| Annual water/sewer charges based on usage of 3,740 gallons or 5 CCR per month.  |                                |                                  |                         |                              |                         |                |
| Annual stormwater rates based on 2,000 square feet  |                                |                                  |                         |                              |                         |                |
| Wake County Municipalities  | Property Tax Rate <sup>1</sup> | Annual Property Tax <sup>2</sup> | Annual Solid Waste Fees | Annual Water & Sewer Charges | Annual Storm Water Fees | TOTAL          |
| Garner  | \$0.4971                       | \$1,146                          | \$0                     | \$693                        | \$0.00                  | \$1,840        |
| Knightdale  | \$0.4200                       | \$1,033                          | \$190                   | \$693                        | \$48.00                 | \$1,965        |
| Fuquay-Varina   | \$0.3950                       | \$1,103                          | \$171                   | \$798                        | \$0.00                  | \$2,073        |
| Raleigh   | \$0.3552                       | \$1,122                          | \$205                   | \$693                        | \$60.00                 | \$2,080        |
| Morrisville   | \$0.3650                       | \$1,338                          | \$0                     | \$770                        | \$24.96                 | \$2,134        |
| Wake Forest   | \$0.4950                       | \$1,561                          | \$0                     | \$693                        | \$0.00                  | \$2,255        |
| Apex  | \$0.3800                       | \$1,423                          | \$247                   | \$671                        | \$0.00                  | \$2,343        |
| Cary  | \$0.3500                       | \$1,435                          | \$234                   | \$775                        | \$0.00                  | \$2,444        |
| Wendell   | \$0.4700                       | \$997                            | \$264                   | \$1,226                      | \$0.00                  | \$2,487        |
| Holly Springs   | \$0.4216                       | \$1,495                          | \$217                   | \$742                        | \$36.00                 | \$2,490        |
| Rolesville  | \$0.4600                       | \$1,601                          | \$264                   | \$693                        | \$0.00                  | \$2,559        |
| Zebulon   | \$0.5500                       | \$1,052                          | \$296                   | \$1,455                      | \$0.00                  | \$2,803        |
| <b>Average</b>  | <b>\$0.4238</b>                | <b>\$1,287</b>                   | <b>\$190</b>            | <b>\$837</b>                 | <b>\$15.36</b>          | <b>\$2,330</b> |

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

<sup>1</sup>Property tax rates are based on Town's recommended budget proposals

<sup>2</sup>Average home value figures provided by Wake County Revenue Department

A major reason the Town can provide quality services at a reasonable cost is the ability to attract and retain quality staff. To accomplish this, the Town maintains a strong focus on training and development opportunities through the School of Government at UNC. In addition, the Town participates in regional activities to identify and implement solutions to complex human resource challenges. For example, the Town was a leading participant in a Triangle J sandbox exercise for recruiting police officers.

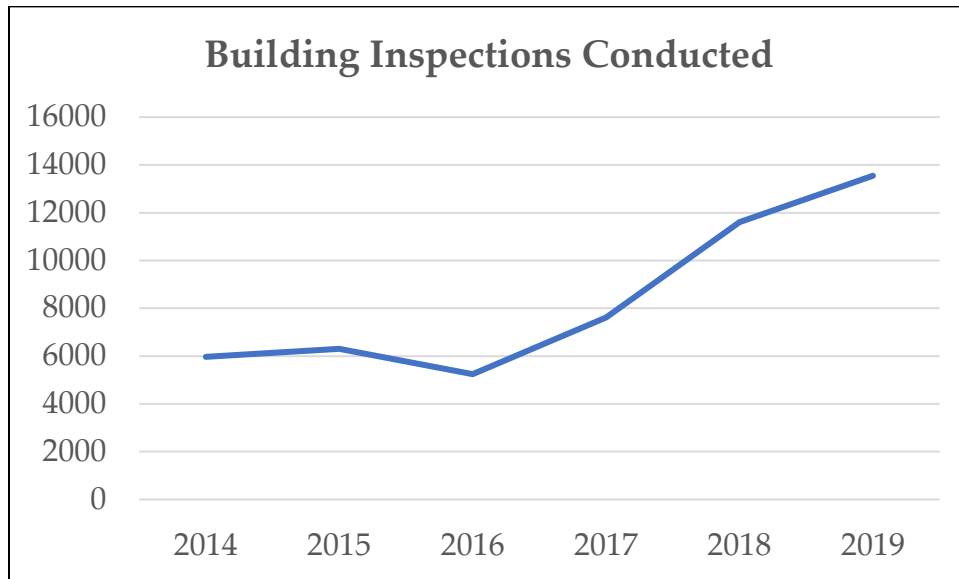


# Strategic Priorities

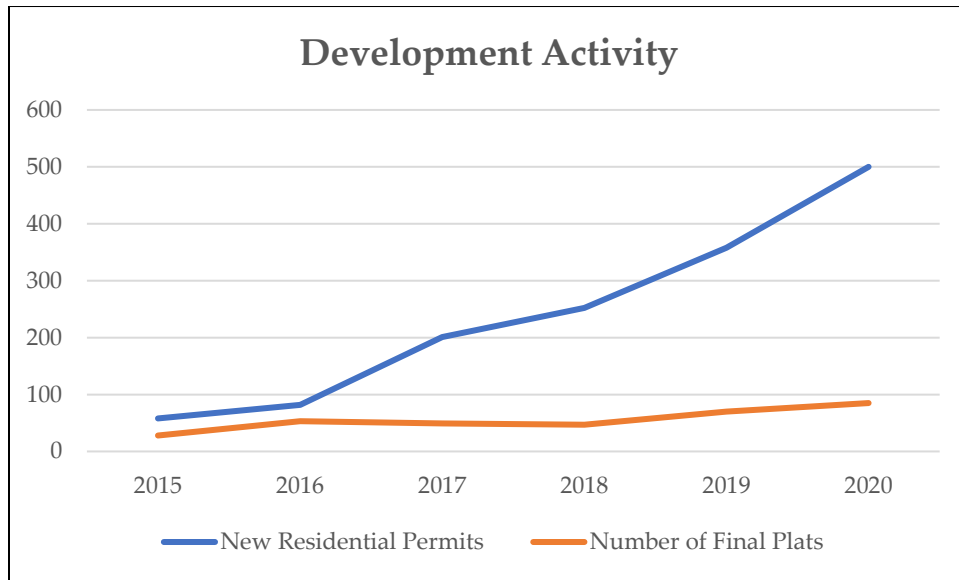
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## Orderly Growth

In the first quarter of 2020, the Inspections Department issued 392 permits (including 91 single family homes and 32 townhomes) and performed 4,723 inspections. The Town Council has also approved several additional residential developments including Georgia’s Landing, Bethel, and Oak Park West (1,608 dwelling units) and 628 multi-family apartment units. In addition, the Planning Department is currently reviewing 2,466 residential and 881 multi-family apartment developments which should be considered for approval in 2020. As residential development occurs, the Town anticipates additional commercial development to address the needs of new residents. It is important to note that based on this activity, the Town has made, and will likely require additional, investments in planning and inspection related staffing to meet increases in demand.



## Strategic Priorities



Despite the significant growth experienced, the Town’s careful planning has allowed for a balanced residential and commercial tax base. In FY 2020, the tax base was composed of 47 percent commercial and 53 percent residential. This diversified base ensures the town can generate revenue through a real estate tax without overly relying on individual residential taxpayers.

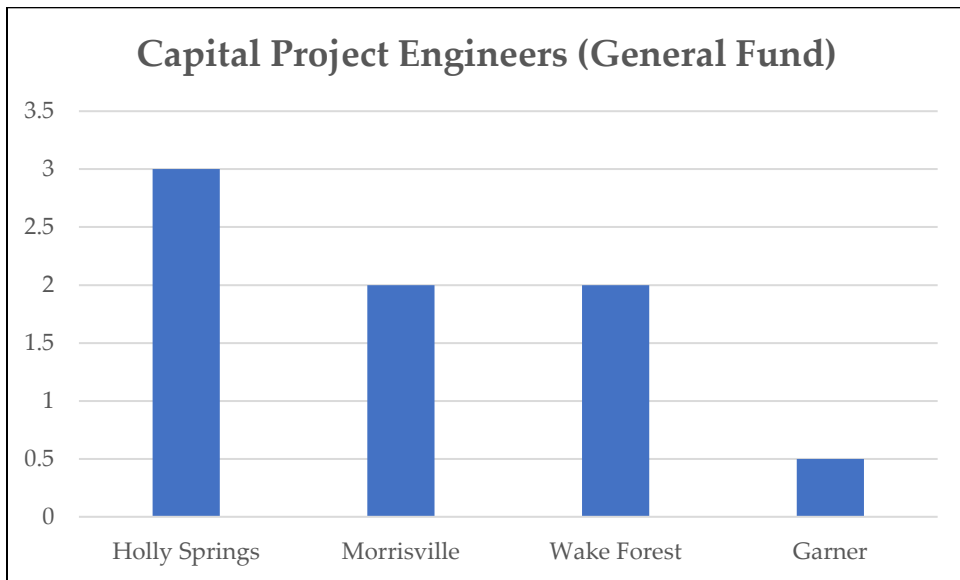
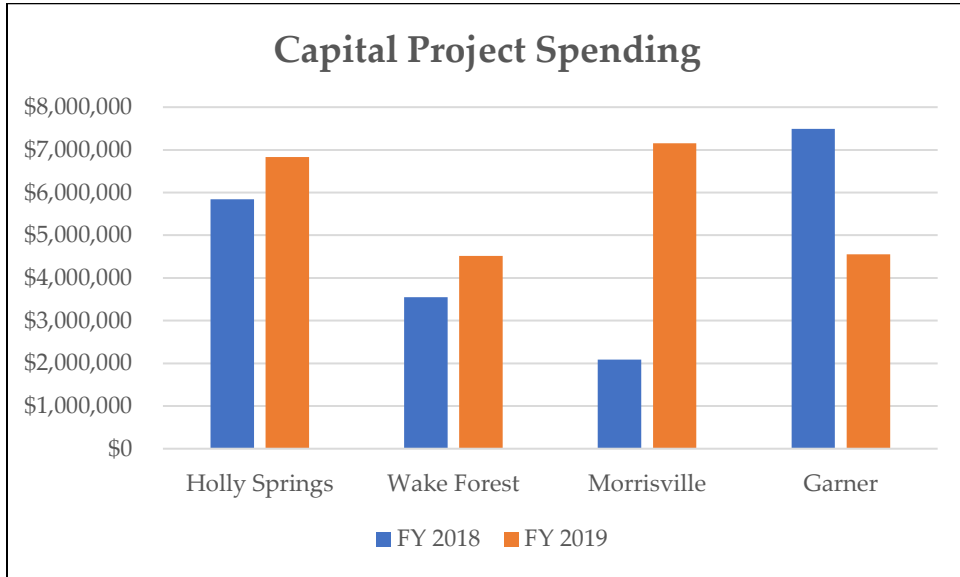
A primary reason the Town is able to accommodate significant growth is its partnership with the City of Raleigh’s Water and Sewer system. In 2006 and 2010, the Town purchased additional water and sewer capacity which will allow the Town to grow 5 percent annually through 2040. In addition, this partnership allows Town residents to receive some of the lowest water and sewer fees in the region.

The Town’s ability to accommodate growth allows for the Economic Development department to continue to work on attracting investments through a comprehensive strategy. The strategy includes supporting small business development through Gear Works and the efforts of the Downtown Garner Association while continuing to attract and retain larger businesses. In addition, the department recently launched a new website that will raise the Town's economic development online presence by promoting featured sites and highlighting key Garner specific data to site selectors, real estate professionals and the general public.

Finally, the Town continues to work on constructing infrastructure required to support growth. As the chart below indicates, the Town continues to invest in capital projects at,

# Strategic Priorities

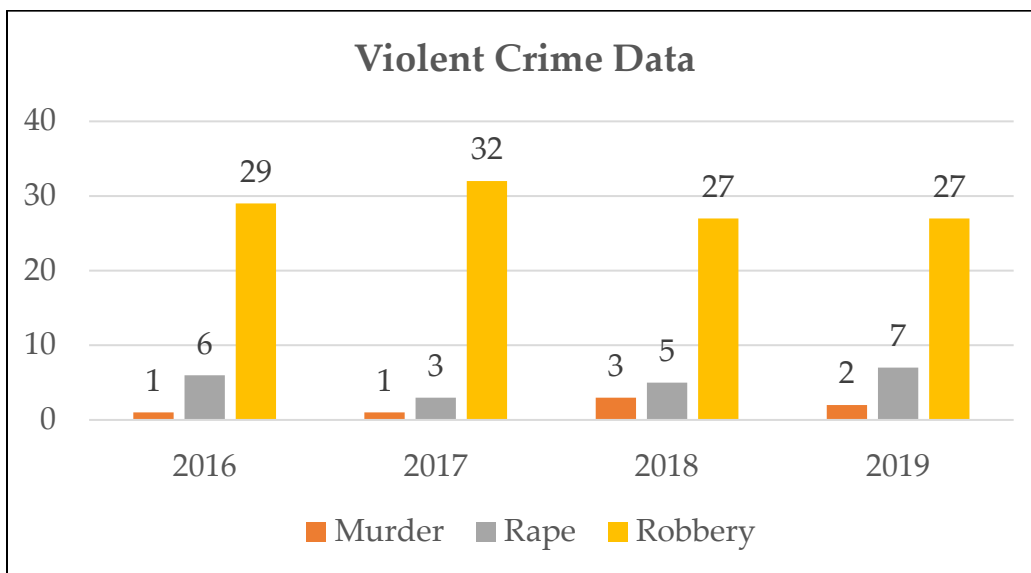
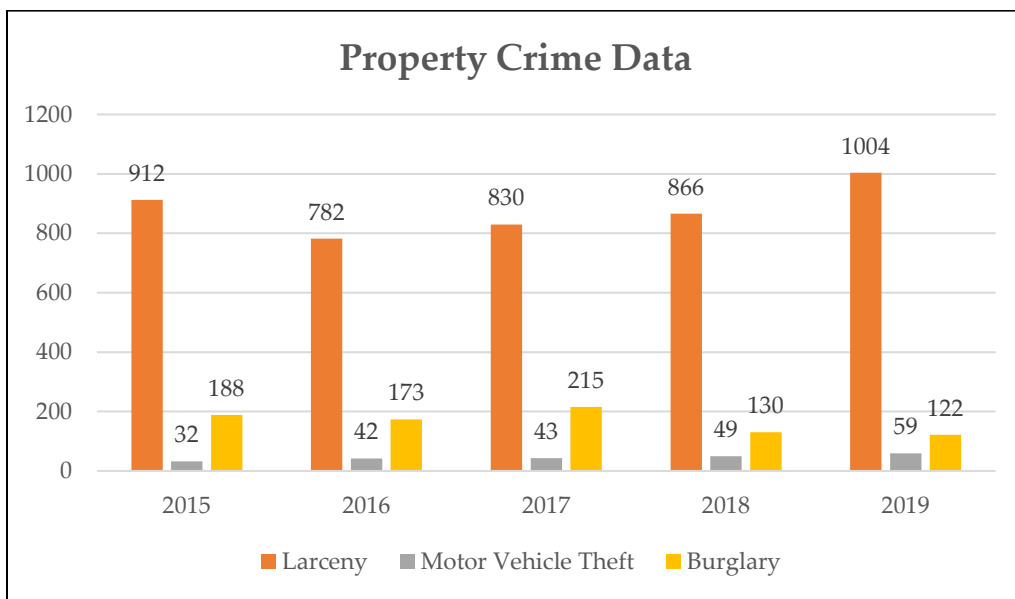
or above, the level of other regional jurisdictions. These investments will ensure the Town has adequate infrastructure and recreational opportunities to accommodate additional growth. As a result of these investments, the Town will likely be required to invest in additional resources to facilitate capital project management in future budgets.



# Strategic Priorities

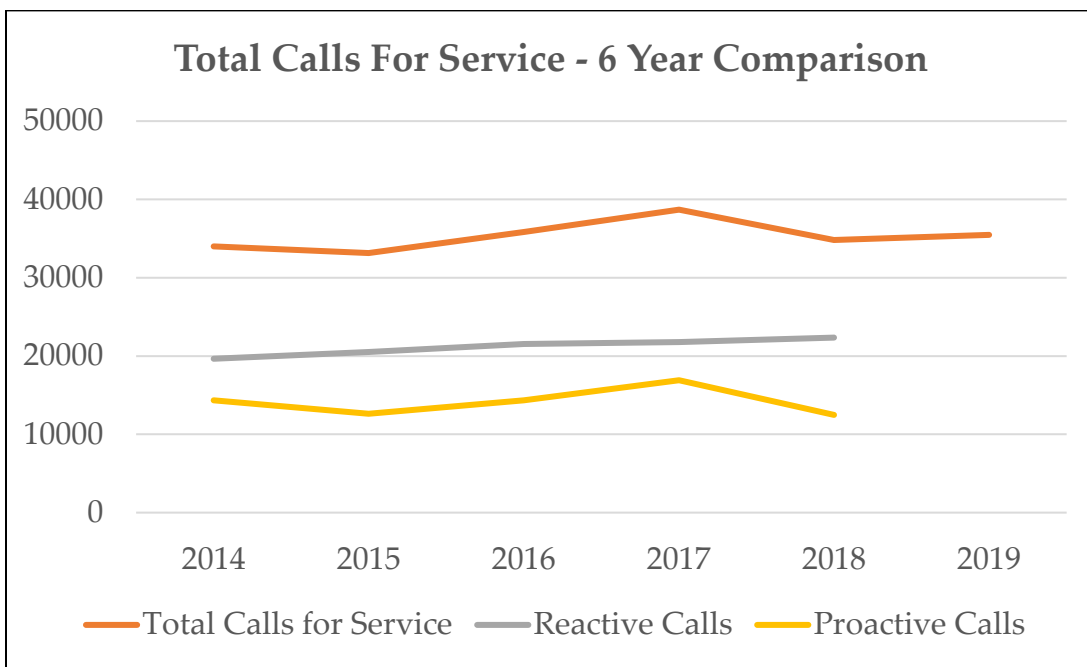
## Quality of Life

The Town continues to invest in maintaining a safe and inviting community. The Police Department focuses on community policing to create partnerships between the community and the department. The body worn camera program helps ensure accountability within the department and enhances community trust. In addition, the department recently started Community Rap sessions to improve communication and trust between officers and the community. These efforts help keep the Town's crime rate low as reflected by the statistics below.



## Strategic Priorities

As the Town’s population continues to increase, it will be critical to make additional investments in the Police Department to maintain service levels. A primary challenge will be maintaining the current percentage of proactive versus reactive calls for service. Departments generally have one police officer for each 1,000 calls for service and the department currently believes the number of calls for service could increase by 6,000 over the next 5 years. Without adding additional officers, this could, over time, have a negative impact on crime rates, traffic safety, and could require the department to eliminate some non-emergency related services in order to adequately respond to emergency calls.



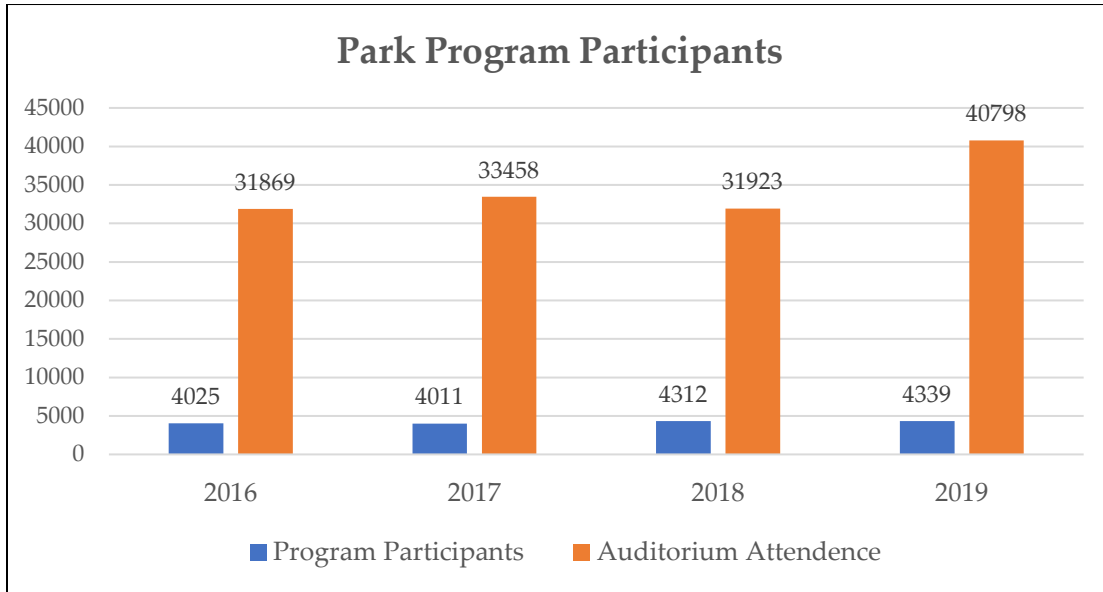
The Town takes a variety of additional measures to ensure citizens have the opportunity to become engaged in Town activities. The Communications Department streams the Town’s Council meetings and work sessions. This allows citizens to provide feedback from any location. In addition, the Town has recently produced several “pop up” town halls. These meetings are held at popular locations in the community and provide citizens an opportunity to engage with staff that provide the services they use.

Citizens are also provided access to a variety of parks and recreation activities. 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



## Strategic Priorities

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. As the chart below reflects, Town residents consistently take advantage of the services offered by the Parks, Recreation and Cultural Resources Department:



In addition, the Town recently adopted a Comprehensive Plan for Parks, Recreation and Cultural Resources that will be an important tool in planning for the future. By actively engaging the public in the information gathering process, the department obtained an understanding of their current desires and what they think is important moving forward. In addition, the Town is completing two site specific master plans for the Meadowbrook and Yeargan properties which were recently purchased. These plans will help to ensure the Town continues to provide a broad mix of arts, leisure and recreational opportunities for Town of Garner residents to enjoy.

# **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**

### **INCORPORATE DATA INTO BUDGET PROCESS**

The Town recently completed a lines of business exercise, link [here](#), designed to more effectively incorporate data into the Town's decision making process. Departments were tasked with identifying their challenges and opportunities and establishing metrics designed to rate performance. Some of this information was utilized to develop the new strategic priorities section of the budget. Staff anticipates some of this information being incorporated into a rewrite of the Town's strategic plan. This should allow the Town to identify high level strategic priorities and define various metrics to measure performance. This information will be utilized during future budget processes to more effectively make data driven decisions to ensure the Town is meeting its strategic priorities.



# TOWN MAINTAINS AFFORDABILITY, GREAT SERVICES WITH FY 2020-21 BUDGET

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

**T**HE GARNER TOWN COUNCIL on June 16 unanimously adopted a \$40,695,534 operating budget for fiscal year 2020-21, which began on July 1. A breakdown of revenues and expenditures by categories is provided in the tables below. The following provides a summary of the adopted budget ([visit garnernc.gov/departments/finance](http://visit.garnernc.gov/departments/finance) for more):

- The budget includes a tax rate of \$.4971 per \$100 of assessed value, which is an increase of 3.5 cents above the revenue-neutral rate of \$.4621 per \$100 of assessed value. A

revenue-neutral rate is defined as the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no property revaluation had occurred. Garner is projected to have the lowest effective tax rate in Wake County (*see the table on the next page*).

- The new budget includes funding to support

**SEE NEXT PAGE**

## REVENUES, FY 2020-21

| Revenue Type              | Council Approved    | Percent of Budget |
|---------------------------|---------------------|-------------------|
| Property Taxes            | \$23,075,723        | 56.7%             |
| Permits and Fees          | \$2,587,080         | 6.4%              |
| Sales Tax and Other Taxes | \$5,834,338         | 14.3%             |
| Intergovernmental         | \$3,288,318         | 8.1%              |
| Fees for Service          | \$589,710           | 1.4%              |
| Interest Revenue          | \$450,000           | 1.1%              |
| Other Revenue             | \$202,500           | 0.5%              |
| Other Financing Sources   | \$4,667,865         | 11.5%             |
| <b>TOTAL</b>              | <b>\$40,695,534</b> | <b>100%</b>       |

## EXPENDITURES, FY 2020-21

| Category                  | Council Approved    | Percent of Budget |
|---------------------------|---------------------|-------------------|
| General Government        | \$10,345,857        | 25.4%             |
| Public Safety             | \$12,968,502        | 31.9%             |
| Transportation            | \$3,547,036         | 8.7%              |
| Development Services      | \$3,511,312         | 8.6%              |
| Solid Waste and Recycling | \$2,321,786         | 5.7%              |
| Cultural and Recreational | \$3,905,182         | 9.6%              |
| Debt Service              | \$4,095,858         | 10.1%             |
| <b>TOTAL</b>              | <b>\$40,695,534</b> | <b>100%</b>       |



CONTINUED FROM FRONT PAGE

various public safety initiatives. The budget funds a community liaison officer and a school resource officer in the Police Department and three firefighters for Garner Fire-Rescue. The community liaison position will provide proactive community outreach at a time when strengthening community relationships and partnerships is critical. The school resource officer will ensure student-to-staff ratios at South Garner High School remain appropriate with the addition of the 12th grade. Adding three firefighters will enable Garner Fire-Rescue to complete a staffing model of having four full-time personnel on all staffed fire trucks.

- The budget includes funding to implement the results of a pay-equity study. This will enable the Town to fix longstanding compensation issues affecting nearly half of

all Town and Garner Fire-Rescue employees.

- The budget includes funding to address items identified as part of the Public Facility Repair and Maintenance Process—a cross-departmental initiative that involves review of maintenance requirements across the Town. The funding for this initiative will enable the Town to provide more proactive maintenance of Town assets.
- The budget also provides funding that will help the Town prepare for an upcoming bond referendum that will likely be on the November 2021 municipal ballot. One-time funding will help the Town finish analyzing potential bond projects to determine feasibility and establish cost estimates. There will also be funding for an engineering plan reviewer position. This will allow an existing Engineering Department employee to become a dedicated capital projects manager for bond projects.

## 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                     | \$0.4971          | \$1,146              | \$0                     | \$693                          | \$0                     | \$1,840        |
| Knightdale                 | \$0.4200          | \$1,033              | \$190                   | \$693                          | \$48.00                 | \$1,965        |
| Fuquay-Varina              | \$0.3950          | \$1,103              | \$171                   | \$798                          | \$0                     | \$2,073        |
| Raleigh                    | \$0.3552          | \$1,122              | \$205                   | \$693                          | \$60.00                 | \$2,080        |
| Morrisville                | \$0.3650          | \$1,338              | \$0                     | \$770                          | \$24.96                 | \$2,134        |
| Wake Forest                | \$0.4950          | \$1,561              | \$0                     | \$693                          | \$0                     | \$2,255        |
| Apex                       | \$0.3800          | \$1,423              | \$247                   | \$671                          | \$0                     | \$2,343        |
| Cary                       | \$0.3500          | \$1,435              | \$234                   | \$775                          | \$0                     | \$2,444        |
| Wendell                    | \$0.4700          | \$997                | \$264                   | \$1,226                        | \$0                     | \$2,487        |
| Holly Springs              | \$0.4216          | \$1,495              | \$217                   | \$742                          | \$36.00                 | \$2,490        |
| Rolesville                 | \$0.4600          | \$1,601              | \$264                   | \$693                          | \$0                     | \$2,559        |
| Zebulon                    | \$0.5500          | \$1,052              | \$296                   | \$1,455                        | \$0                     | \$2,803        |
| <b>Average</b>             | <b>\$0.4238</b>   | <b>\$1,287</b>       | <b>\$190</b>            | <b>\$837</b>                   | <b>\$15.36</b>          | <b>\$2,330</b> |

NOTES: Rates and fees for other municipalities are based on FY 2019-20 totals as prepared by the City of Raleigh. Home values used to calculate property tax totals are based on the average tax value of single-family homes according to the Wake County Revenue Department. Annual water/sewer charges are based on usage of 3,740 gallons or 5 CCR per month. Annual stormwater rates are based on 2,000 square feet.



**TOWN OF GARNER**  
**FY 2020-2021 BUDGET MESSAGE**

To: Honorable Mayor and Town Council  
From: Rodney Dickerson, Town Manager  
Date: May 1, 2020  
Re: Town Manager's Budget Message for FY 2020-2021

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I am honored to present the Recommended Fiscal Year 2020 – 2021 Budget. The impact of COVID-19 will be felt by nearly all state and local governments during budget development as social restrictions are anticipated to have a significant impact on sales tax revenue. The Town of Garner is no different as sales tax makes up approximately 20 percent of revenue during a normal year. Based on anticipated shortfalls in sales tax, and other revenue categories, the Town is projecting a significant shortfall. Despite this, staff anticipates significant growth to continue over the long term and has expanded on efforts to identify future year requirements to make sure sufficient resources will be available. It is critical that we don't lose sight of the Town's long-term goals as we address short-term challenges. As a result, this budget focuses on meeting the significant challenges associated with COVID-19 while positioning the Town to meet future strategic needs.

Based on the many unknowns associated with COVID-19, staff has prepared a recommended budget that assumes the worst-case scenario in which North Carolina residents continue to be highly impacted by social restrictions. This scenario would have a significant impact on the Town's operations and ability to generate revenues. As a result, a shortfall of over \$3.0 million is projected. To address this, staff has utilized a variety of measures to minimize the impact. Departments identified reductions of \$497,702 based on operating in a COVID-19 environment and will be required to hold non-critical positions vacant for an extended period which will generate savings of \$100,000. The Town will also reduce merit pay increases which will result in savings of \$99,942. The Town will also reduce resurfacing activity which will generate savings of \$120,000 and utilize fund balance to cover one-time requirements totaling \$1,477,634. Finally, I am recommending a tax increase of 2.5 cents above the revenue neutral rate of 46.21 cents. Although this increase will help address short term challenges, the reason I

am recommending it has much more to do with positioning the Town to meet long term needs and addressing operational challenges that have been years in the making,

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 are projected to have the second lowest tax burden in Wake County after the tax increase. For the average Garner resident with a \$230,559 home, the tax increase will cost \$4.80 per month. I believe it's critical that Garner remain an affordable place to live, but the effective tax rate must remain competitive to ensure future needs can be met. Even in the current economic climate, the Town continues to experience significant development activity and has several major capital projects required to address growth that will impact the operating budget. As these facilities are constructed, it will be critical that funding is set aside to ensure they can be properly maintained. In addition, continued growth will require the Town to add new positions to address increased demand for basic services. Based on all these factors, I believe a tax increase is necessary.

| Annual property tax is based on a single family residential unit valued at the average home value according to GIS on 4/22.<br>Annual water/sewer charges based on usage of 3,740 gallons or 5 CCR per month.<br>Annual stormwater rates based on 2,000 square feet |                                |                                  |                         |                              |                         |                |
|---|--------------------------------|----------------------------------|-------------------------|------------------------------|-------------------------|----------------|
| Wake County Municipalities  | Property Tax Rate <sup>1</sup> | Annual Property Tax <sup>2</sup> | Annual Solid Waste Fees | Annual Water & Sewer Charges | Annual Storm Water Fees | TOTAL          |
| Knightdale  | \$0.3540                       | \$871                            | \$190                   | \$693                        | \$48.00                 | \$1,802        |
| Garner  | \$0.4871                       | \$1,123                          | \$0                     | \$693                        | \$0.00                  | \$1,817        |
| Fuquay-Varina   | \$0.3600                       | \$1,006                          | \$171                   | \$798                        | \$0.00                  | \$1,975        |
| Morrisville   | \$0.3240                       | \$1,188                          | \$0                     | \$770                        | \$24.96                 | \$1,983        |
| Raleigh   | \$0.3552                       | \$1,122                          | \$205                   | \$693                        | \$60.00                 | \$2,080        |
| Wake Forest   | \$0.4600                       | \$1,451                          | \$0                     | \$693                        | \$0.00                  | \$2,145        |
| Cary  | \$0.2950                       | \$1,209                          | \$234                   | \$775                        | \$0.00                  | \$2,218        |
| Apex  | \$0.3480                       | \$1,303                          | \$247                   | \$671                        | \$0.00                  | \$2,223        |
| Wendell   | \$0.4030                       | \$855                            | \$264                   | \$1,226                      | \$0.00                  | \$2,345        |
| Rolesville  | \$0.4400                       | \$1,531                          | \$264                   | \$693                        | \$0.00                  | \$2,489        |
| Holly Springs   | \$0.4220                       | \$1,497                          | \$217                   | \$742                        | \$36.00                 | \$2,492        |
| Zebulon   | \$0.5432                       | \$1,039                          | \$296                   | \$1,455                      | \$24.00                 | \$2,814        |
| <b>Average</b>  | <b>\$0.3993</b>                | <b>\$1,183</b>                   | <b>\$174</b>            | <b>\$825</b>                 | <b>\$16.08</b>          | <b>\$2,199</b> |

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

<sup>1</sup> In all other localities, tax rates are based on revenue neutral estimates provided by Wake County Revenue Department

<sup>2</sup> Average home value figures provided by Wake County Revenue Department

As noted above, staff anticipates significant growth to continue despite the impact of COVID-19. The Town is currently experiencing, and anticipates additional, growth in the residential and commercial real estate market. In the first quarter of 2020, the Inspections Department issued 392 permits (including 91 single family homes and 32 townhomes) and performed 4,723 inspections. The Town Council has also approved several additional residential developments including Georgia's Landing, Bethel, and Oak Park West (1,608 dwelling units) and 628 multi-family apartment units. In addition, the Planning Department is currently reviewing 2,466 residential and 881 multi-family apartment developments which should be considered for approval in 2020. Even if the impact of COVID-19 on development activity lags several months behind, the Town is still likely to experience development growth over the course of the year.

To ensure the Town is positioned to meet the demands associated with growth, staff has prepared a five-year operating projection to match future expenditures to resources. The current projection, which factors in only baseline operating costs and no new positions or initiatives related to growth, indicates that the Town will have limited funding available in future years to address requirements. As a result, significant shortfalls occur when the impact of funding future needs is factored in. Based on the Town's significant upcoming requirements, the five-year projection makes it clear that additional resources are required.

The Town's capital improvement plan (CIP) includes projects totaling over \$96.1 million. This includes a new fire station to address growth along the 401 corridor, nearly \$63.0 million in transportation requirements and significant investments in parks and recreation. Several of these investments will impact the Town's operating budget and current projections indicate that sufficient funding will not be available to operate and maintain these projects without additional revenue. In addition, a significant portion of the unfunded section in the CIP (see Unknown Funding Source in the table below) is associated with Capital Renewal which includes projects to maintain and replace things like playgrounds at existing parks and roofs on existing buildings. As the Town looks ahead to funding new capital projects it will be critical to include funding for maintenance of existing assets. While the recommended tax increase will not allow the Town to fund all these requirements, it will help to alleviate projected shortfalls identified in the five-year operating budget.

| <b>Category</b>    | <b>FY 2021</b>     | <b>FY 2022</b>     | <b>FY 2023</b>      | <b>FY 2024</b>      | <b>FY 2025</b>      | <b>5 Year Total</b> |
|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Parks              | 0                  | 1,000,000          | 7,466,667           | 7,466,667           | 7,466,666           | \$23,400,000        |
| Transportation     | 7,517,631          | 5,336,934          | 7,947,270           | 21,561,076          | 20,374,574          | \$62,737,486        |
| General Government | 0                  | 500,000            | 3,850,000           | 2,968,000           | 0                   | \$7,318,000         |
| Stormwater         | 0                  | 0                  | 645,000             | 0                   | 504,000             | \$1,149,000         |
| Capital Renewal    | 70,859             | 450,244            | 390,371             | 314,416             | 340,275             | \$1,566,165         |
| <b>Total</b>       | <b>\$7,588,490</b> | <b>\$7,287,178</b> | <b>\$20,299,308</b> | <b>\$32,310,160</b> | <b>\$28,685,515</b> | <b>\$96,170,651</b> |

| <b>Revenue Source</b>      | <b>FY 2021</b>     | <b>FY 2022</b>     | <b>FY 2023</b>      | <b>FY 2024</b>      | <b>FY 2025</b>      | <b>5 Year Total</b> |
|----------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Transfer from General Fund | 0                  | 0                  | 0                   | 0                   | 0                   | \$0                 |
| Bond Proceeds              | 5,732,277          | 550,000            | 0                   | 0                   | 0                   | \$6,282,277         |
| Future Bond Proceeds       | 0                  | 4,050,000          | 13,193,334          | 14,910,934          | 12,033,332          | \$44,187,600        |
| Impact Fees                | 0                  | 0                  | 800,000             | 800,000             | 800,000             | \$2,400,000         |
| Powell Bill                | 616,100            | 622,261            | 628,484             | 634,768             | 641,116             | \$3,142,729         |
| Appropriated Fund Balance  | 502,813            | 0                  | 0                   | 0                   | 0                   | \$502,813           |
| Partner Agency Funding     | 0                  | 150,000            | 2,840,000           | 14,890,400          | 13,600,000          | \$31,480,400        |
| Other                      | 737,300            | 744,673            | 752,120             | 759,641             | 766,792             | \$3,760,527         |
| Unknown Funding Source     | 0                  | 1,170,244          | 2,085,371           | 314,417             | 844,275             | \$4,414,306         |
| <b>Total</b>               | <b>\$7,588,490</b> | <b>\$7,287,178</b> | <b>\$20,299,308</b> | <b>\$32,310,160</b> | <b>\$28,685,515</b> | <b>\$96,170,651</b> |

The Town will also be required to fund a variety of items to address growth in the population. Increases in population have a direct impact on the workloads of the Police and Fire Departments. Police Departments generally have one police officer for each 1,000 calls for service and staff currently anticipates that calls for service could increase by 6,000 over the next 5 years. As development increases so too must the staff in the Planning, Engineering and Inspection Departments. Additional staff will also be needed to oversee projects, maintain infrastructure and provide parks and recreation services. As a result, it is critical for the Town to factor in the financial impact of adding these positions to meet future requirements.

The FY 2020-2021 budget year will be critical for the Town of Garner. We will be required to continue to address the impact of COVID-19 while preparing for the future growth that is anticipated. I believe this budget addresses both of these challenges. Staff has identified a variety of measures to address the projected impact of COVID-19. In addition, the recommended tax increase will continue efforts to ensure the Town is able to meet future requirements. We can all agree that this pandemic will end someday. When that happens, we want to be strategically and financially positioned to get back on a path of “opportunities through wise planning and investment.” Growth is coming to Garner and I believe the actions taken in this budget will allow for Garner to remain a great place to be now and in the future.

Respectfully submitted,

*Rodney Dickerson*

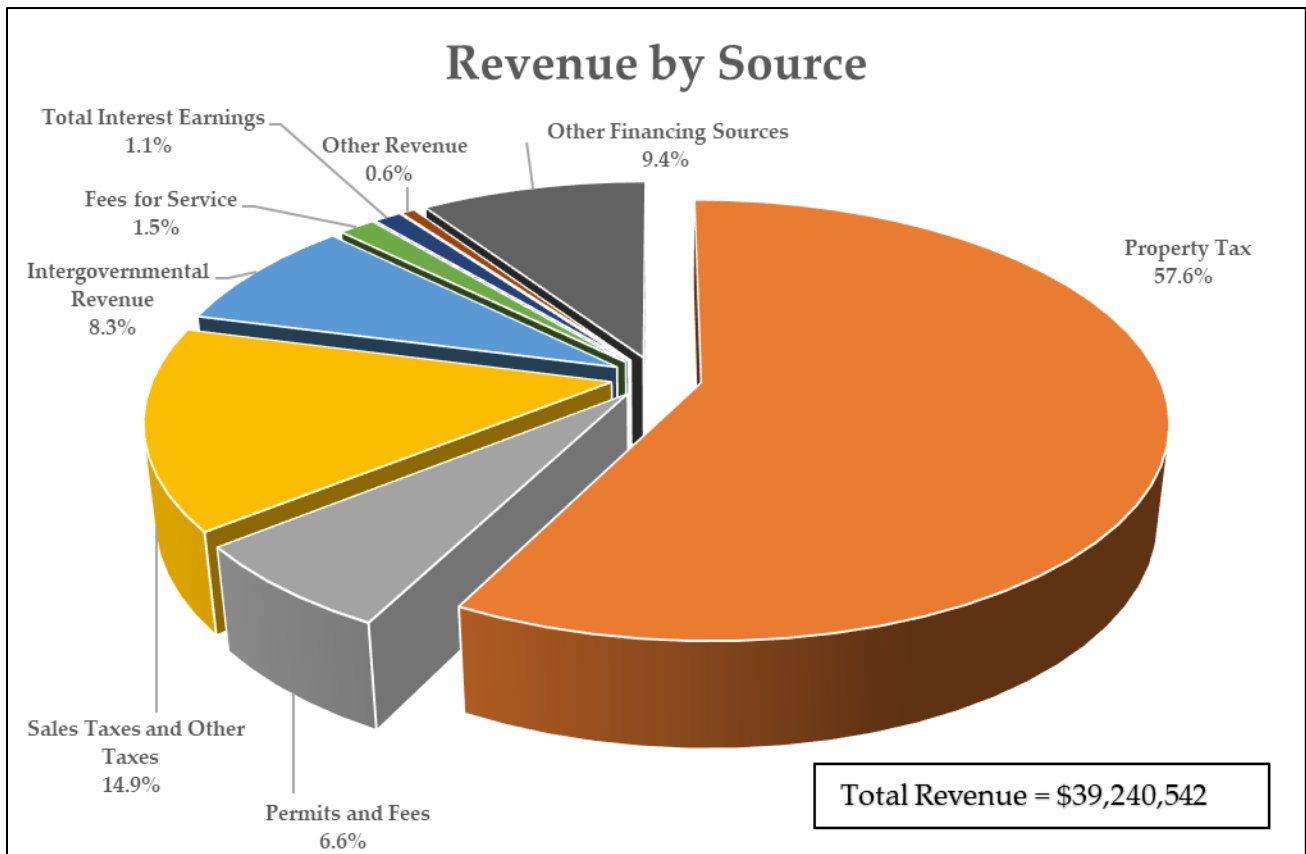
Rodney Dickerson  
Town Manager

## FY 2020 – 2021 GENERAL FUND SUMMARY

The total FY 2020 - 2021 Town of Garner Recommended Budget is \$39,240,542, an increase of \$1,795,917, or 4.8 percent, over the FY 2019 – 2020 Adopted Budget. Growth is primarily related to baseline operating and personnel requirements necessary to meet anticipated growth. Additional revenue is available primarily due to growth in Property Taxes, Permits and Fees and Other Revenue Sources. Details on both the revenue and expenditure adjustments are included in the sections that follow.

## REVENUE SUMMARY

The FY 2020 – 2021 Recommended Budget includes revenue of \$39,240,542, an increase of \$1,795,917, or 4.8 percent, over the FY 2019 – 2020 Adopted Budget. This increase is primarily based on growth in the Property Taxes, Permits and Fees and Other Revenue Sources. 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 72.5 percent of the Town’s revenue.





## Property Taxes

The projected Town-wide value of assessed property for the FY 2020 - 2021 Recommended Budget has increased by \$981.1 million, or 26.5 percent, over the current projection for FY 2019 - 2020. This growth is primarily related to Wake County performing a revaluation of property values for the first time in four years. During that time, Town of Garner residential properties increased by 23 percent on average and commercial properties increased by 32 percent on average. 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 six 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 |
| 2020 - 21 <sup>1</sup>     | 3,980,000,000 | 149,000,000    | 560,000,000 | 4,689,000,000 | 26.5%          |
| 2019 - 20                  | 3,041,603,671 | 148,748,820    | 517,561,706 | 3,707,914,197 | 5.0%           |
| 2018 - 19                  | 2,896,345,048 | 133,018,450    | 501,357,045 | 3,530,720,543 | 4.6%           |
| 2017 - 18                  | 2,777,319,789 | 132,723,662    | 465,841,514 | 3,375,884,965 | 3.4%           |
| 2016 - 17 <sup>1</sup>     | 2,710,296,531 | 118,064,138    | 436,166,161 | 3,264,526,830 | 2.2%           |
| 2015 - 16                  | 2,665,301,113 | 114,535,800    | 415,485,692 | 3,195,322,605 | 4.1%           |
| 2014 - 15                  | 2,584,113,562 | 85,722,393     | 399,221,556 | 3,069,057,511 | -1.1%          |
| 2013 - 14                  | 2,545,063,692 | 84,992,903     | 473,055,267 | 3,103,111,862 | 3.0%           |
| 2012 - 13                  | 2,525,516,066 | 84,276,805     | 402,724,696 | 3,012,517,567 | 0.3%           |
| 2011 - 12                  | 2,516,107,912 | 73,569,802     | 415,286,643 | 3,004,964,357 | 0.8%           |

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

The FY 2020 – 2021 recommended property tax rate of 48.71 cents per \$100 of assessed valuation is a decrease of 7.29 cents from FY 2019 - 2020. The recommended rate is 2.5 cents above the revenue-neutral rate of 46.21 cents per \$100 of assessed valuation. The revenue-neutral rate is the tax rate that would generate the same amount of revenue the Town would expect to receive if no revaluation had occurred. The recommended budget includes an increase over the revenue neutral rate to help address projected shortfalls in the Town's five-year operating budget forecast. The proposed rate will better position the Town to address the challenges and opportunities associated with the steady growth the Town has experienced in recent years and will likely continue to experience after the impacts of COVID-19 recede.

## **Permits and Fees**

The FY 2020 – 2021 Recommended Budget includes an increase of \$277,500, or 12.0 percent, over the FY 2019 – 2020 Adopted Budget. Despite the impact of COVID-19, the Town continues to experience significant development activity. In the first quarter of 2020, the Inspections Department issued 392 permits (including 91 single family homes and 32 townhomes) and performed 4,723 inspections. The Town Council has also approved several additional residential developments including Georgia’s Landing, Bethel, and Oak Park West (1,608 dwelling units) and 628 multi-family apartment units. In addition, the Planning Department is currently reviewing 2,466 residential and 881 multi-family apartment developments which should be considered for approval in 2020. Based on this, additional growth in development related permits and fees is anticipated.

## **Sales Taxes and Other Taxes**

The FY 2020 – 2021 Recommended Budget includes a decrease of \$1,323,672, or 18.5 percent from the FY 2019 – 2020 Budget. This is based on a projected decrease of 19.0 percent in sales tax receipts. The sales tax estimate is highly variable as there is limited data to review to determine the actual impact of COVID-19 on spending activity. This is due to a three-month delay between when sales occur and when localities receive data on activity. As a result, staff is reliant on prior year experience to estimate the projected impact. Staff has reviewed statewide data on which industries generate sales tax receipts and estimates that retailers generating approximately 51 percent of gross receipts have the potential to be highly impacted by COVID-19. While this is subject to change, it indicates the impact of COVID-19 on sales tax receipts is likely to be significant.

## **Intergovernmental**

The FY 2019 – 2020 Recommended Budget includes a decrease of \$35,462, or 1.1 percent, from the FY 2019 – 2020 Adopted Budget. This is primarily based on the Town refinancing debt that generated revenue through the Build America Bond Program. The decision was made to refinance the debt because it resulted in net savings of \$337,590.

## **Fees for Service**

The FY 2019 – 2020 Recommended Budget includes a decrease of \$105,500, or 15.2 percent, from the FY 2019 – 2020 Adopted Budget. This is based on a projected decrease of 22.1 percent in Parks, Recreation and Cultural Resource revenues. At this point, staff anticipates that a significant number of summer and fall events could be impacted by social distancing

guidelines associated with COVID-19. As a result, various parks programming such as sports leagues and summer camps are at risk of being cancelled.

### **Interest Earnings**

The FY 2020 – 2021 Recommended Budget includes a decrease of \$130,000, or 22.4 percent, from the FY 2019 – 2020 Adopted Budget. The Federal Reserve has made significant reductions to interest rates in an attempt to stimulate the economy to offset the impacts of COVID-19. As a result, the Town anticipates their investments will achieve a significantly reduced rate of return.

### **Other Revenue**

The FY 2020 – 2021 Recommended Budget includes an increase of \$1,500, or 0.7 percent, over the FY 2019 – 2020 Adopted Budget. This is based on staff making minor adjustments to various revenue categories based on prior year experience.

### **Other Financing Sources**

The FY 2020 – 2021 Recommended Budget includes an increase of \$1,083,926, or 41.8 percent, over the FY 2019 – 2020 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 2020 – 2021 Recommended Budget includes funding of \$128,294 for only one of 42 decision packages submitted by departments. Based on the unprecedented economic factors impacting the Town of Garner, an additional School Resources Office at South Garner High School was funded to protect the safety of students at the school.

|                         |                  |
|-------------------------|------------------|
| School Resource Officer | <u>\$128,294</u> |
|-------------------------|------------------|

Funding of \$128,294 has been included to cover the cost of a School Resource Officer position in the Police Department. Of this total, funding of \$58,420 is required for personnel related costs, \$55,974 is for various capital equipment and \$13,900 for various operating requirements. This position will allow for a second School Resource Officer at South Garner High School

which will be adding 12th graders in FY 2021. This position will allow for an appropriate student to staff ratio to be maintained following the addition of another grade.

**Summary of Reductions and Unfunded Decision Packages**

The FY 2020 – 2021 Recommended Budget includes reductions of \$597,702 and unfunded decision packages totaling \$2,497,267. Reductions were prepared based on the assumption that COVID-19 continues to impact the Town’s operation in FY 2020 – 2021. As a result, some items may be restored during the fiscal year if circumstances change. In addition, the Town deferred a significant number of decisions packages that are necessary to address anticipated growth. Some of these decision packages may need to be funded during the budget year to meet increased service demands.

| <b>Reductions Utilized to Balance the FY 2020 - 2021 Budget</b> |                        |   |
|---|------------------------|---|
| <b>Department</b>   | <b>Reduction Total</b> | <b>Impact</b>   |
| Townwide  | \$100,000              | A decrease of \$100,000 would require the Town to centrally budget anticipated position turnover within Departments. This will require departments to extend vacancies resulting in operational deficiencies.   |
| Townwide  | \$7,500                | A decrease of \$7,500 would result from the Town continuing 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 of how the Town could generate efficiencies. |
| Townwide  | \$61,460               | A decrease of \$61,460 would result in various departments not participating in scheduled trainings. This would have an impact on staff's career development and overall employee morale. This could be mitigated by participating in remote trainings.   |
| Governing Body  | \$33,000               | A decrease of \$33,000 would require the Town to eliminate the current agreement with the Town's lobbyist. This would impact the Town's ability to stay abreast of upcoming state legislation and partner agencies.   |

|                      |          |  |
|----------------------|----------|--|
| Finance              | \$2,900  | A decrease of \$2,900 would eliminate funding for a Laserfiche printer and a new safe for the Finance Department.  |
| Finance              | \$5,775  | A decrease of \$5,775 would eliminate funding for the PACE program. This program is offered by Tyler Technologies and provides an assessment of the Town's financial system to offer recommendations on how it can be more efficiently and effectively utilized.                                   |
| Economic Development | \$15,000 | A decrease of \$15,000 would require the Downtown Garner Association to delay projects designed to improve the aesthetic appeal of downtown. This would impact efforts to make downtown a destination for community driven visual arts which will have an impact on economic activity in downtown. |
| Economic Development | \$4,800  | A decrease of \$4,800 would impact the Economic Development Department's ability to attract and retain private sector industry to the Town of Garner.  |
| Communications       | \$3,700  | A decrease of \$3,700 would reduce funding available for graphic design services. This would reduce the amount of graphic design services that could be performed for the Town and individual departments.   |
| Communications       | \$200    | A decrease of \$200 would reduce funding available for promoting Town events, news and stories on Facebook   |
| Communications       | \$4,000  | A decrease of \$4,000 would reduce by half the number of Guide to Garner magazine hard copies available for the public.  |
| Human Resources      | \$7,250  | A decrease of \$7,250 would eliminate funding available for Municipal and County Administration and Public Executive Leadership Academy trainings offered by UNC. This would prevent a staff member from participating in each of these trainings which would impact career development efforts.   |
| Human Resources      | \$500    | A decrease of \$500 would require the Town to reduce wellness related activities such as flu shot clinics, lunch and learns and the Hope Health Newsletter.  |

|                        |          |   |
|------------------------|----------|---|
| Engineering            | \$20,000 | A decrease of \$20,000 would require the Engineering Department to delay hiring a vacant construction inspector position until October. This would impact the Department's ability to inspect public and private construction projects in an appropriate timeframe.   |
| Planning               | \$20,000 | A decrease of \$20,000 would require the Planning Department to delay hiring the recently approved planning technician position until October. This would limit the Department's ability to reduce the wait times for reviewing development submissions.  |
| Planning               | \$3,650  | A decrease of \$3,650 would reduce funding available for postage, telephone reimbursement and printing. This may impact the department's ability to meet various administrative needs throughout the fiscal year.   |
| Information Technology | \$7,000  | A decrease of \$7,000 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 | \$1,000  | A decrease of \$1,000 would prevent the Department from soundproofing the server room which is necessary as a recently purchased server makes a consistent and loud noise that is disruptive to nearby employees.   |
| Public Works           | \$34,890 | A decrease of \$34,890 would eliminate the funding available for snow removal. This would require Council to approve additional funding for snow removal supplies during FY 2021 if multiple snow events occur.   |



|              |          |   |
|--------------|----------|---|
| Public Works | \$22,980 | A decrease of \$22,980 would result from various savings associated with delaying the opening of the Recreation Center for three months.  |
| Public Works | \$37,005 | A decrease of \$37,005 would reduce mulching in various right of ways and town facilities. This would have an aesthetic impact on various locations within the Town and would likely result in additional citizen complaints.   |
| Police       | \$11,500 | A decrease of \$11,500 would eliminate overtime funding associated with July 3rd.   |
| Police       | \$2,002  | A decrease of \$2,002 would reduce the amount of lethal force, scenario-based training the Police Department would be able to complete.   |
| Police       | \$4,100  | A decrease of \$4,100 would eliminate funding for a storage building at the K9 training site.   |
| Police       | \$5,900  | A decrease of \$5,900 would eliminate funding available for sniper equipment. This would impact the Department's ability to utilize a sniper as part of the tactical response team.   |
| Police       | \$10,240 | A decrease of \$10,240 would eliminate funding for rifle rated vests. This would require the Town to make an additional investment in a future year to maintain the 10-year replacement cycle.  |
| Police       | \$1,500  | A decrease of \$1,500 would reduce funding available for uniform replacements   |
| Police       | \$5,000  | A decrease of \$5,000 would eliminate funding available for wellness center replacement equipment. This could result in reduced equipment being available for staff to utilize.   |
| Inspections  | \$40,000 | A decrease of \$40,000 would require the Inspections Department to delay the hiring of a Code Compliance Officer until March. This would impact the Department's ability to resolve code enforcement cases which are expected to continue to increase as the Town's population increases. |

|             |          |   |
|-------------|----------|---|
| Inspections | \$15,000 | A decrease of \$15,000 would require the Inspections Department to delay the hiring of a Building Inspector position until September. This would impact the Department's ability to meet state related requirements associated with completing inspections in an appropriate timeframe. This could be mitigated by a reduction in development activity based on COVID-19. |
| Parks       | \$1,350  | A decrease of \$1,350 would result in July movie night being canceled. This event will likely not occur based on COVID-19.  |
| Parks       | \$3,334  | A decrease of \$3,334 would result in a three-month delay in hiring a fitness instructor at the Garner Recreation Center  |
| Parks       | \$12,486 | A decrease of \$12,486 would require the Town to delay the opening of the Garner Recreation Center for three months   |
| Parks       | \$57,640 | A decrease of \$57,640 would require the Parks Department to modify the summer camp schedule. The Department would provide a four-week Camp Kaleidoscope program with a maximum of 40 participants as opposed to the 80 usually accepted. It would cancel the new Camp Kaleidoscope Sr. as well as all specialty and preschool camps.                                     |
| Parks       | \$13,140 | A decrease of \$13,140 would result in all summer athletic programming being canceled.  |
| Parks       | \$1,400  | A decrease of \$1,400 would result in the cancelation of Theatre Camp.  |

**Decision Packages Not Funded as Part of the FY 2020 - 2021 Budget**

| <b>Department / Request</b>                    | <b>Funding Total</b> | <b>Request Summary</b>   |
|--|----------------------|--|
| Town Manager                                   | \$50,000             | This request would allow the Town to hire an independent consultant to assist with the merger between the Town and Garner Volunteer Fire and Rescue.   |
| Communications                                 | \$69,719             | This position would support all town departments by performing work associated with social media outreach; website design and maintenance; blogs/vlogs/economic development video scripting content; marking fliers/brochures; special event planning and marketing; and, report design and dissemination.   |
| Human Resources - Risk Manager                 | \$84,960             | This position would be responsible for all safety initiatives, the risk management program and would take over responsibilities from the HR staff for workers compensation administration, FMLA administration, fit for duty, light duty and leave of absence management.  |
| Parks - Park Administrative Support Specialist | \$74,897             | 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)       | \$38,201             | This position would manage activates 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 - Park Planner Position                  | \$96,704             | 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 opportunities to meet growing demand in future years. |
| Parks - General Maintenance                    | \$132,823            | This request would allow for various maintenance related improvements to be made at the Avery Street Recreation Center and for the tennis courts at Creech Road, South Garner and Greenbrier to be resurfaced.   |
| Parks - New Bus                                | \$63,406             | This request would allow the Department to purchase a new bus which would allow for more children to attend the after-school program.  |
| Parks - Summer Camp                            | \$1,875              | This request would allow the Department to host a weeklong basketball camp (9am-12pm) for ages 6-17.   |

|   |           |  |
|---|-----------|--|
| Parks - New Programs                                    | \$5,350   | This request would allow the Department to host three new special events. Summer Jam Glow Party would target youth ages 12 - 16 for a unique twist on a dance party. PAWS and PLAY Day would be a pet-friendly event highlighting the Town's Dog Parks. Finally, Community Day would bring neighbors together at one of our smaller parks to create a sense of community.  |
| Parks - Replacement Table and Chairs at White Deer Park | \$5,160   | This request would allow for the tables and chairs at the Nature Center to be replaced. These chairs are frequently utilized during rentals and are approximately 10 years old.  |
| Fire Services - Three Fire Fighter Positions            | \$167,598 | These positions would allow the Department to complete the staffing model of having four fulltime personnel on all staffed units. Currently the Department's four engines are staffed with a maximum of four firefighters, however the ladder/rescue company only have a maximum of three firefighters. This company is a dual truck company which transitions depending on the call to either our ladder or rescue truck. In most departments that staff ladder/rescue companies, their staffing for those units exceed that of the engines. Garner Volunteer Fire and Rescue is still trying to obtain identical staffing levels at this time. |
| Fire Services - Replacement Vehicle                     | \$44,268  | This funding would allow the Department to replace a vehicle used by operational staff after a fire to transport contaminated hose, personnel protective equipment, SCBA's, and misc. firefighting tools. It's also used as a transportation vehicle for line staff to attend training meeting, exercises, and out of town travel. The use of a smaller vehicle rather than large apparatus cuts down on mileage, fuel cost, and preventive maintenance.   |
| Fire Services - Training Software                       | \$7,325   | This funding would allow the Department to purchase a software that creates an online opportunity for fire department training. The platform features more than 250 hours of EMS recertification training, more than 60 hours of NFPA training, and applications for tracking firefighter compliance, employee scheduling, and conducting inspections of apparatus and equipment.  |
| Fire Services - Training Classes                        | \$10,000  | This funding would allow the Department to host an external instructor training class annually. This would provide training for all employees on various types of training that is unavailable internally.   |

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| Fire Services - Replacement of Firefighting Equipment (PPV Fans and Nozzles) | \$19,996  | This funding would allow the Department to replace their fleet of PPV fans which are exceeding 20 years of age. They are gas powered and require frequent maintenance and refueling. When out of service for repairs they are not available for extended periods of time. The gas engine also produces carbon monoxide and other harmful exhausts that have the potential to enter a citizen's house or commercial buildings. Our nozzle inventory mainly consists of nozzles even older than the PPV fans. They were designed for an older style fire hose and do not accurately reflect the fire attack strategies and tactics we would like to use in today's common building construction.                    |
| Police - Community Liaison Officer   | \$128,294 | This position would allow a single officer to focus on and coordinate community outreach and education along with crime prevention functions. This officer's responsibilities would include, but not be limited to: coordinating our Citizen's Police Academy, working with the Town's Technical Review Committee, coordinating Neighborhood Watch Associations and NextDoor communication, ongoing community meetings, Hispanic community outreach, conducting CPTED/security surveys, church safety assessments, managing the "Coffee with a Cop" program, lead social media manager, and coordinating "Barbershop Rap Sessions", that are aimed at enhancing our outreach with the African American community. |
| Police – Faro Laser  | \$54,049  | This funding would allow the Department to purchase a Faro Laser which is used for traffic accident reconstruction. The current method requires 2 to 4 officers approximately 4 hours to conduct an on-scene investigation and another 4-6 weeks to finish the reconstruction. The new equipment would require a single officer for approximately 45 minutes to conduct an on-scene investigation and 1-2 weeks to complete the reconstruction.   |
| Police – Investigative Database  | \$11,250  | This funding would allow the Department to purchase a commercial license plate reader data access as well as facial recognition software that is publicly available.  |
| Police - Corporal  | \$5,800   | This funding would allow the Department to implement the new rank of Police Corporal within the current police leadership structure.  |
| Police - Cell Phones   | \$43,248  | This funding would allow for a smart phone to be provided to all sworn personnel.   |
| Police - Master Officer Career Path  | \$24,935  | This funding would allow the department to implement a master officer career path which would recognize and reward officers for training, experience, and years of service.   |
| Police - Cubicles  | \$17,603  | Additional cubicles would allow the department to reorganize their office configuration to accommodate additional personnel growth.   |

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| Police – COHORT Training  | \$10,000  | This funding would allow the Department to fund two training sessions designed to facilitate dialogue that promotes an inclusive exchange of information, thoughts, and ideas from all stakeholders in the community. The trainings teach diversity and the need to understand the various cultures in our community. This is critical in policing today to have the ability to understand other cultures and how the past affects current policing practices.   |
| Police - Two Patrol Officers  | \$256,588 | These positions would allow the Department to address growth in the Town's population that is impacting service levels. Departments generally have one police officer for each 1,000 calls for service and the department currently believes the number of calls for service could increase by 6,000 over the next 5 years. Without adding additional officers, this could, over time, have a negative impact on crime rates, traffic / highway safety, and could require the department to eliminate some non-emergency related services in order to adequately respond to emergency calls. |
| Police - SRT Communications   | \$9,750   | This funding would allow the Department to purchase a communications system that would allow for both hearing protection and for the operators to hear the ambient noise while performing their duties; thus providing safer and more complete communications between the team members and command.  |
| Police - Rifle Helmets & Rifle Plates   | \$10,600  | This funding would allow the Department to purchase ten sets of Rifle-Rated Helmets & Rifle-Rated Plates to complete full implementation for all sworn officers.   |
| Police/IT - Conversion of Part Time Police IT Specialist to Full Time                       | \$49,030  | This funding would allow for the part time IT position in Police to be converted to full time. This is necessary based on the increased workload and the Police Departments long term IT requirements.   |
| Public Works - Convert Three-Part Time Grounds Maintenance Workers to Full-Time             | \$143,467 | Making these positions full-time would allow the Town to stop relying on seasonal positions which are challenging to recruit for and generally perform at a lower level. In addition, this would increase the number of hours staff is available which will allow the department to provide a consistent product of maintenance on the town facilities, parks, sports fields, and open spaces.   |
| Public Works - 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 - Building Maintenance Technician  | \$102,780 | This position would allow the Building Maintenance staff to provide the proper level of service with building maintenance and inspection tasks. It would ensure that the Department has the proper level of staffing needed to provide service to Town facilities.   |



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| Public Works - Playground Guardian                  | \$10,680  | This funding would allow the Department to hire a third-party company that would perform audits on playgrounds and will provide software to compile data and pictures on all of the them. During this audit, they would also perform maintenance of picking up trash to tightening bolts.   |
| Public Works - Fencing                              | \$90,000  | This funding would allow the Department to replace split rail fencing at Lake Benson Park and to add fencing around the soccer fields at South Garner and Centennial Parks.   |
| Public Works - Bleacher Replacement                 | \$19,000  | This funding would allow the Department to start replacing bleachers at the Town's sports fields and parks due to age and condition.  |
| Public Works - Replacement of Centennial Playground | \$270,000 | This funding would allow for the replacement of the playground at Centennial Park.  |
| Public Works - New Pickup                           | \$32,000  | This funding would allow the Fleet Division to purchase an additional pickup truck. Staff often require two trucks to perform duties and there is generally not a spare vehicle for staff to utilize.   |
| Public Works - Streets Concrete Mixer               | \$27,610  | This funding would allow the Streets Division to purchase a concrete mixer which would allow for the concrete to be poured the same day the old concrete is removed instead of waiting a day or longer for concrete to be delivered by appointment.   |
| Public Works - Sidewalk Maintenance Pilot Program   | \$15,000  | This program would allow the town to begin collecting data on the condition of sidewalks in a specific area of town. This information would be used to address immediate trip hazards that could be removed by a grinding process.  |
| Engineering - Plan Reviewer                         | \$106,456 | This position would allow for dedicated position to perform plan review. This function is currently performed by the Assistant Town Engineer and adding this position would allow the Assistant to focus on performing higher level tasks such as project management.   |
| Engineering -Transoft AutoTurn Online Software      | \$1,000   | This funding would allow staff to design intersections and/or roundabouts, so they are appropriately designed to accommodate the design vehicle required, including semi-truck and/or bus traffic. The software allows you to quickly draw and visualize how the required design vehicle would navigate the intersection for each turning movement to ensure all infrastructure installed meets appropriate clearances to accommodate the design vehicle. |
| Engineering - GTCO CalComp Digitizing Drawing Board | \$2,399   | This funding would allow data from as-built drawings (streets, sidewalks, storm drain, water, sewer, etc.) to be added to digital GIS files by multiple methods at survey grade accuracy.   |

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| Planning - GIS Planner | \$70,598 | This position would provide mapping assistance for the public; web application and maintenance; data maintenance for zoning, re-zoning, corporate limits and other local data; demographic data analysis and reports; management of Town's ESRI software contract and licensing; and GIS tech support to Town staff. |
|------------------------|----------|--|

## Summary of Employee Benefits

The FY 2020 – 2021 Recommended Budget includes an increase in Personnel costs of \$512,802, or 2.97 percent, over the FY 2019 – 2020 Adopted Budget. A significant portion of this total is based on an increase of \$461,996, or 4.24 percent, in Salaries. Of the increase in Salaries, \$189,428 is associated with merit-based salary adjustments for existing employees. Based on the economic challenges associated with COVID-19, it's important to note that a 33 percent reduction was included in employees' merit pay. An additional increase of \$272,568 is associated with the new school resource officer position recommended for approval and positions approved out of cycle in FY 2020 to meet development requirements.

The FY 2020 – 2021 Recommended Budget also includes an increase of \$201,616, or 12.6 percent, over the FY 2019 – 2020 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 8.99 percent to 10.19 percent for regular employees and 9.70 percent to 10.84 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 2017-18</u>   | <u>FY 18-19</u>     | <u>FY 19-20</u>     | <u>FY 2020-21</u>   |
| <u>Category</u>                                      | <u>Budget</u>       | <u>Budget</u>       | <u>Budget</u>       | <u>Recommended</u>  |
|  |                     |                     |                     | <u>Budget</u>       |
| Salaries   | \$9,973,423         | \$10,307,362        | \$10,905,483        | 11,367,479.00       |
| Temporary Salaries                                   | \$600,665           | \$753,703           | \$756,519           | 686,853.00          |
| Longevity  | \$184,757           | \$161,511           | \$170,479           | 173,060.00          |
| FICA   | \$841,531           | \$895,459           | \$942,023           | 968,598.00          |
| Retirement   | \$1,311,112         | \$1,372,202         | \$1,596,955         | 1,798,571.00        |
| Group Insurance                                      | \$1,947,328         | \$2,225,020         | \$2,199,801         | 2,134,536.00        |
| Overtime   | \$79,649            | \$86,865            | \$89,484            | 79,483.00           |
| Temp - Overtime                                      | \$2,300             | \$2,300             | \$1,403             | 1,403.00            |
| LEO Separation Pay                                   | \$304,441           | \$263,354           | \$249,242           | 233,798.00          |
| Retiree Healthcare                                   | \$351,694           | \$404,048           | \$348,874           | 329,284.00          |
| Retiree Payout <sup>1</sup>                          | \$33,105            | \$0                 | \$0                 | 0.00                |
| <b>Total</b>   | <b>\$15,630,005</b> | <b>\$16,471,824</b> | <b>\$17,260,263</b> | <b>\$17,773,065</b> |
| <i>% Change</i>                                      | <i>4.27%</i>        | <i>5.39%</i>        | <i>4.79%</i>        | <i>2.97%</i>        |
| <i>\$ Change</i>                                     | <i>\$563,983</i>    | <i>\$841,819</i>    | <i>\$788,439</i>    | <i>\$512,802</i>    |

<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 a consistent annual funding increment, with an escalation factor for inflation and the addition of new vehicles to the fleet, would allow for the fleet to be replaced in the recommended timeframe. In prior years, the Town provided funding based on the needs of an individual year which resulted in significant fluctuations and challenged the operating budget. The new baseline funding model along with a multi-year operating fund, provides the flexibility of moving savings from one year to the next so staff can plan for years with higher than normal replacement requirements.

The FY 2020 – 2021 budget continues this model with funding of \$927,692 included as part of an annual appropriation, and funding of \$158,994 appropriated from prior year contributions. In FY 2020 – 2021, funding included as part of annual appropriations is being covered by fund balance primarily based on the impact of COVID-19. In future years, the Town will continue efforts to eliminate the use of fund balance to cover the cost of vehicles.

Finally, it is important to note that the Police Department will be required to purchase Dodge Durangos as Dodge will not be manufacturing any all-wheel drive V8 Chargers. This will challenge the Town’s funding model as Durangos are approximately \$12,000 more per vehicle. Staff believes this additional funding is justified as Dodge is only making Charger models with a V6 standard engine that is all wheel drive and a V8 that is rear wheel drive. The Department is concerned about the longevity of the V6 model based on the type of driving police officers perform and the maneuverability of the V8 at high speeds based on the lack of all-wheel drive. Unfortunately, this trend is likely to continue as the overall vehicle market shifts from sedans to SUVs. As a result, it is likely the Town will be required to purchase Durangos, Ford Explorers or Tahoes in future years.

The chart below summarizes the vehicles being replaced or added in FY 2020 – 2021:

| <u>Department</u> | <u>Vehicle/Equip.</u> | <u>Replacement Cost</u> |
|-------------------|-----------------------|-------------------------|
| Police            | Marked Durango        | \$45,774                |
| Police            | Marked Durango        | \$45,774                |
| Police            | Marked Durango        | \$45,774                |
| Police            | Marked Durango        | \$45,774                |
| Police            | Marked Durango        | \$45,774                |

|                           |                                  |           |
|---------------------------|----------------------------------|-----------|
| <b>Police<sup>1</sup></b> | Marked Durango                   | \$55,974  |
| <b>Police</b>             | Unmarked Durango                 | \$40,811  |
| <b>Police</b>             | Unmarked Durango                 | \$40,811  |
| <b>Public Works</b>       | Tandem Dump w/15' Bed            | \$165,000 |
| <b>Public Works</b>       | Backhoe Thumb/Tamp/Ext.          | \$150,000 |
| <b>Public Works</b>       | 4x4 2500 Crew Cab/Snow Plow      | \$44,000  |
| <b>Public Works</b>       | F550 / Service Body/Crane/Basket | \$115,000 |
| <b>Public Works</b>       | Ventrac W/Attachments            | \$68,000  |
| <b>Public Works</b>       | Ford F-150 4x4 Full Cab          | \$32,000  |
| <b>Public Works</b>       | John Deere Zero Turn Mower       | \$11,500  |
| <b>Public Works</b>       | Enclosed Trailer                 | \$12,000  |
| <b>Public Works</b>       | ABI Infield Machine              | \$41,720  |
| <b>Public Works</b>       | Ventrac W/Attachments            | \$68,000  |
| <b>Public Works</b>       | Air Tow T12-10                   | \$13,000  |

**Total Cost**

**\$1,086,686**

<sup>1</sup> Vehicle is required for the new School Resource Officer. Additional funding is required to purchase a new radio and camera system

## **Information Technology Requirements**

The FY 2020 – 2021 budget continues the multi-year approach of funding information technology (IT) equipment. As part of the FY 2018 – 2019 budget, the Town performed an in-depth analysis to determine the annual cost required to fund IT requirements over a multi-year period. The FY 2020 - 2021 budget includes the recommended funding increment of \$170,000 that will allow the Town to replace IT equipment in the appropriate timeframe. This is critical as IT equipment has become an essential part of most critical Town functions and the failure of equipment can reduce productivity and staff's ability to provide quality services to Town residents and businesses. Of the funding total included in FY 2020 - 2021, \$20,600 is required to meet various IT equipment replacements within departments. The remaining total of \$149,400 will be utilized to fund future year replacement requirements. Staff considered not funding the additional \$149,400, but deviating from the funding model will create a significant deficit in the IT replacement fund in the future.

## FUND BALANCE SUMMARY

### Fund Balance

Per the Town's Comprehensive Annual Financial Report (CAFR), the total amount of unassigned fund balance stood at \$15.6 million at the end of FY 2018- 2019. At the end of FY 2019- 2020, staff is projecting unassigned fund balance to be approximately \$15.0 million. Of this, \$131,552 remains committed to offset the debt associated with the bond program. This leaves approximately \$14.9 million (equal to 37.9 percent of the Town's budgeted expenditures) in unassigned fund balance. This decrease in percentage is primarily attributable to the uncertain economic circumstances associated with COVID-19.

The FY 2020-2021 budget includes \$1,477,634 in appropriations from unassigned general fund balance for the following one-time capital purposes:

- The final installments associated with reducing vehicle debt and additional vehicle purchases (\$972,692)
- Funding to cover the costs associated with long term IT equipment replacement costs (\$170,000)
- Replacement of various capital requirements for Public Safety departments (\$334,942)

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

- Water/Sewer balance will be used to make the FY 2020 – 2021 appropriation to capital reserves for capacity fee debt service (\$399,524)
- Stormwater Infrastructure for retention pond maintenance in FY 2020 – 2021 (\$45,000)
- Bond Debt Capital Reserve Funds will be used for FY 2020 – 2021 debt service in accordance with the purpose of the plan (\$1,548,181).



## 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 6 of the plan (comparing the FY 2019-20 budget to the proposed FY 2020-21 budget), staff projects the combined growth in qualifying revenues to be negative, which is less than the one percent growth threshold for triggering the plan into action. As a result, the Town will contribute \$1,444,035 which is consistent with the amount that was contributed in FY 2019-2020.

The net result of operating the debt capacity model and the Revenue Savings Plan will impact the Town's total fund balance. As discussed earlier, the Town (per the debt capacity model) will be utilizing \$1,548,141 of the original \$6.9 million Bond Debt Capital Reserve in the FY 2019- 2020 budget. This use of the Bond Debt Capital reserve brings the original \$6.9 million set aside to \$131,552. 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 \$5,888,447.

# Multi-year Budget

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## Context and Background

A multi-year budget allows both staff and Town Council to match available resources to future requirements and to adjust as necessary. This is especially important in a growing town, like Garner, as multiple requirements exist to address growth. The Town's Capital Improvement Plan summarizes a variety of requirements necessary to address Park, Transportation, Public Safety and other needs. Many of these projects will have a long-term operating cost that is critical to account for. In addition, the Town will be required to fund a variety of items to ensure service level remains consistent. As the Town's population grows it is necessary to add various positions to ensure the development process remains consistent, Police Officers and Firefighters to ensure residents remain safe and Park, Recreation and Cultural Resource positions to ensure residents quality of life remains strong. Based on these competing priorities, it is imperative to have a long-term vision and to ensure resources will be available to address future needs.

As part of the FY 2020 Budget Process, staff introduced the concept of multi-year budgeting to Town Council. For several years, staff and Council anticipated that growth would improve the Town's fiscal position, but no long-term analysis had occurred to determine the Town's long-term financial standing. This initial analysis identified a structural defect within the Town's operating budget. Based on this, Town Council made the decision to increase taxes as a first step to addressing the Town's long-term financial health.

In FY 2021, staff continued to utilize the multi-year budget to review the Town's fiscal position and to help Council identify long term priorities. During the budget process, staff reviewed the 5-year forecast with Council which indicated that multiple tax increases would be required to meet future commitments. Based on this information, Town Council made the decision to adopt a tax rate of \$.4971 per \$100 of assessed value, which is an increase of 3.5 cents above the revenue-neutral rate of \$.4621 per \$100 of assessed value.

In future years, staff will continue to utilize the multi-year budget to review the Town's fiscal health and to ensure the Town is positioned to fund Councils priorities. Staff will continue to refine projections and plans to increase the details included within the future year assumptions. For example, staff has included six full-time positions in future years as a placeholder. In FY 2022, staff will work to establish a more detailed plan that includes specific positions to meet anticipated requirements. This process should help to ensure that resources will be available in the appropriate year to ensure Councils priorities are being addressed.

# Multi-year Budget

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## FY 2021 – 2025 Multi-year Budget

The FY 2021 - 2025 multi-year budget funds several future items necessary to meet Town Councils' long-term vision for the Town. These priorities are summarized below:

- Funding is included to cover the operational costs associated with the addition of a fire station required to address growth near the 401 area. The Town continues to work with Wake County, and other partners, on the construction of this facility as shown in the Town's capital improvement plan. This funding will allow the Town to properly operate the station after it has been construed;
- Funding is included to cover the operational costs associated with new recreation facilities. The Town is currently working through the master planning process with two parcels of land that will ultimately become parks. These facilities will enhance the recreational opportunities that exist for residents but are anticipated to have a recurring cost as well;
- Funding is included to cover six positions required to address growth and other requirements;
- Funding is included to cover Public Facility Repair and Maintenance (PFRM) requirements. This funding will allow staff to maintain existing assets while the Town continues to fund new items to address growth;

In order to address these requirements, the Town anticipates being required to make the following revenue adjustments:

- The multi-year budget includes a 3.5 cent tax increase in FY 2024 to cover the operational costs associated with the new fire station and recreation facility. This funding will ensure that the Town is able to operate and maintain these facilities after they are construed;
- An increase of \$400,000 in recreational fees has also been included to account for new revenues associated with the recreation facility.

While staff anticipates some of the future assumptions included in the multi-year budget will change, it is critical to begin the planning process as early as possible. This will ensure staff has adequate time to research future requirements necessary to address Council priorities. In addition, it will allow Town Council adequate time to understand the impact of their decisions and to plan accordingly. Based on this, staff anticipates the multi-year budget to continue to service as a critical tool that will ensure Garner is positioned to address future challenges.

The page below includes a summary of the FY 2021 – 2025 multi-year budget plan as approved by Town Council:

# Multi-year Budget

|  | FY 2021<br>Projected Budget | FY 2022<br>Projected Budget | FY 2023<br>Projected Budget | FY 2024<br>Projected Budget | FY 2025<br>Projected Budget |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Categories</b>                        |                             |                             |                             |                             |                             |
| <b>Revenue Categories</b>                |                             |                             |                             |                             |                             |
| <b>Property Tax for Bond (3.5 cents)</b> | 0                           | 0                           | 0                           | 1,969,795                   | 2,030,697                   |
| Property Tax                             | 23,075,723                  | 24,923,250                  | 26,478,119                  | 28,104,512                  | 28,969,502                  |
| Permits and Fees                         | 2,587,080                   | 2,664,411                   | 2,744,964                   | 2,828,890                   | 2,916,346                   |
| Sales Tax and Other Taxes                | 5,834,338                   | 8,294,950                   | 8,704,300                   | 9,134,017                   | 9,585,118                   |
| Intergovernmental Revenue                | 3,288,318                   | 3,333,726                   | 3,379,815                   | 3,426,595                   | 3,474,077                   |
| <b>New Revenue</b>                       | 0                           | 0                           | 0                           | 0                           | 400,000                     |
| Sales and Service                        | 589,710                     | 739,316                     | 750,406                     | 761,662                     | 773,087                     |
| Interest Earnings                        | 450,000                     | 456,750                     | 463,601                     | 470,555                     | 477,614                     |
| Other Revenue                            | 202,500                     | 205,538                     | 208,621                     | 211,750                     | 214,926                     |
| <b>Total Revenue</b>                     | <b>\$36,027,669</b>         | <b>\$40,617,941</b>         | <b>\$42,729,825</b>         | <b>\$46,907,775</b>         | <b>\$48,841,366</b>         |
| Other Financing Sources                  | \$4,667,865                 | \$2,076,697                 | \$2,015,934                 | \$1,884,004                 | \$1,756,232                 |
| <b>Total Available Resources</b>         | <b>\$40,695,534</b>         | <b>\$42,694,638</b>         | <b>\$44,745,759</b>         | <b>\$48,791,779</b>         | <b>\$50,597,598</b>         |
| <b>Department Expenditures</b>           |                             |                             |                             |                             |                             |
| <b>Pay Equity</b>                        | 455,485                     | 569,755                     | 586,848                     | 604,454                     | 622,587                     |
| <b>New Fire Station Operations</b>       | 0                           | 0                           | 0                           | 1,100,000                   | 1,133,000                   |
| <b>New Park Operations</b>               | 0                           | 0                           | 0                           | 0                           | 1,000,000                   |
| <b>New Positions</b>                     | 370,109                     | 880,109                     | 1,390,109                   | 1,900,109                   | 2,410,109                   |
| <b>PFRM</b>                              | 310,000                     | 350,000                     | 400,000                     | 500,000                     | 525,000                     |
| <b>Cyber Security Training</b>           | 7,000                       | 7,000                       | 7,000                       | 7,000                       | 7,000                       |
| <b>Downtown Arts Program</b>             | 10,000                      | 10,000                      | 10,000                      | 10,000                      | 10,000                      |
| Governing Body                           | 446,020                     | 519,153                     | 472,813                     | 547,022                     | 501,803                     |
| Administration                           | 1,555,211                   | 1,610,735                   | 1,661,412                   | 1,713,830                   | 1,762,913                   |
| Finance                                  | 937,805                     | 972,844                     | 1,001,174                   | 1,030,433                   | 1,058,099                   |
| Economic Development                     | 350,194                     | 371,914                     | 382,013                     | 392,428                     | 402,317                     |
| Planning                                 | 917,171                     | 1,001,327                   | 1,035,153                   | 1,070,172                   | 1,102,861                   |
| Building Inspections                     | 1,351,126                   | 1,445,730                   | 1,493,717                   | 1,543,399                   | 1,590,098                   |
| Engineering                              | 742,758                     | 823,107                     | 851,800                     | 881,519                     | 909,183                     |
| Information Technology                   | 772,879                     | 803,543                     | 824,847                     | 846,802                     | 867,608                     |
| Police                                   | 8,147,634                   | 8,528,717                   | 8,794,072                   | 9,073,201                   | 9,335,564                   |
| Fire and Rescue                          | 3,773,045                   | 3,961,697                   | 4,159,782                   | 4,367,771                   | 4,586,160                   |
| Public Works                             | 9,300,292                   | 9,633,463                   | 9,877,438                   | 10,190,585                  | 10,471,404                  |
| Parks, Rec and Cultural Resources        | 2,437,118                   | 2,590,226                   | 2,650,190                   | 2,712,119                   | 2,770,783                   |
| Debt Service                             | 4,095,858                   | 4,132,150                   | 3,872,709                   | 3,784,554                   | 3,697,356                   |
| Special Appropriations                   | 2,446,672                   | 2,295,503                   | 2,337,857                   | 2,382,732                   | 2,430,143                   |
| Transfers                                | \$1,992,959                 | \$2,849,361                 | \$3,263,350                 | \$3,696,094                 | \$3,943,075                 |
|  | <b>\$40,695,534</b>         | <b>\$43,356,333</b>         | <b>\$45,072,285</b>         | <b>\$48,354,224</b>         | <b>\$51,137,063</b>         |
| <b>Net Balance/Shortfall</b>             | <b>\$0</b>                  | <b>-\$661,695</b>           | <b>-\$326,526</b>           | <b>\$437,556</b>            | <b>-\$539,464</b>           |

ORDINANCE NO. (2020) 4065

AN ORDINANCE TO APPROPRIATE FUNDS AND TO RAISE REVENUES FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021

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, 2020 and ending June 30, 2021.

Section I. GENERAL FUND

A. ANTICIPATED REVENUES

AD VALOREM TAXES

|                                |              |
|--------------------------------|--------------|
| Ad Valorem Taxes-Current Year  | \$22,947,923 |
| 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                | \$150,000 |
| Local Government Sales Tax 1%  | 2,602,865 |
| Local Government Sale Tax 1/2% | 3,061,473 |
| 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   |
| PEG Channel Reimbursement | 53,000    |
| PEG Media Cost Share      | 26,500    |
| Powell Bill Distribution  | 773,682   |
| School Resource Officer   | 126,136   |

PERMITS AND FEES

|                            |          |
|----------------------------|----------|
| Sidewalk Fee               | \$55,000 |
| Engineering Inspection Fee | 55,000   |
| Motor Vehicle Fee - Roads  | 730,000  |
| Business Registration Fee  | 30,000   |

|                                   |           |
|-----------------------------------|-----------|
| Dog Tags                          | 800       |
| Subdivision Fees                  | 70,000    |
| Board of Adjustment Fees          | 800       |
| Site Plan / Permit Fees           | 40,000    |
| Rezoning Fees                     | 15,000    |
| Sign Permit Fees                  | 7,100     |
| Annexation and Street Closing     | 1,200     |
| Special Event Permit              | 700       |
| Building Permit Fees              | 1,250,000 |
| Inspection Plan Review Fee        | 55,000    |
| Fire Inspection Fee               | 30,000    |
| Inspection Fees - After Hours     | 1,480     |
| Police Outside Employment         | 225,000   |
| False Alarm Charges               | 20,000    |
| <b>FEES FOR SERVICE</b>           |           |
| Recreation Fees                   | \$270,560 |
| Auditorium Concessions            | 3,600     |
| Parks & Rec Facility Rental       | 186,825   |
| Special Refuse Collection Fees    | 3,775     |
| Refuse Cart Fees                  | 50,000    |
| City of Raleigh - Collection Fees | 4,000     |
| Wake County - Collection Fees     | 950       |
| NCDOT Mowing Agreement            | 30,000    |
| City of Raleigh - Street Repairs  | 40,000    |
| <b>INVESTMENT REVENUES</b>        |           |
| Interest Earned                   | \$450,000 |
| <b>OTHER REVENUES</b>             |           |
| Co Landfill Reimbursement         | \$125,000 |
| Grounds Fee - School Commons      | 7,500     |
| Miscellaneous Revenue             | 15,000    |
| Code Enforcement Fines            | 25,000    |
| Scrap Metal Sales                 | 2,000     |
| Sewer Assessments                 | 4,000     |
| Interest on Assessments           | 700       |
| Miscellaneous Land Use Charges    | 15,000    |
| Officer Fees                      | 7,500     |

|   |                            |
|---|----------------------------|
| Parking Violations                                    | 800                        |
| <b>OTHER FUNDING SOURCES</b>                          |                            |
| Transfer From – Stormwater Infrastructure Reserve     | \$45,000                   |
| Transfer From – Water/Sewer Debt Reserve              | 399,524                    |
| Transfer From - Capital Reserve                       | 158,994                    |
| Sale of Fixed Assets                                  | 45,000                     |
| Proceeds from Debt Issuance                           | 972,692                    |
| Appropriated Fund Balance - Bond Debt Capital Reserve | 1,548,181                  |
| Appropriated Fund Balance - Unassigned                | <u>1,498,474</u>           |
| <b>TOTAL</b>  | <b><u>\$40,695,534</u></b> |

**B. ANTICIPATED EXPENDITURES**

|  |             |
|--|-------------|
| GOVERNING BODY                           | \$446,020   |
| ADMINISTRATION                           | \$1,583,122 |
| FINANCE                                  | \$942,292   |
| ECONOMIC DEVELOPMENT                     | \$382,378   |
| PLANNING                                 | \$924,975   |
| INSPECTIONS                              | \$1,377,200 |
| ENGINEERING                              | \$826,759   |
| INFORMATION TECHNOLOGY                   | \$796,814   |
| POLICE                                   | \$8,336,098 |
| FIRE AND RESCUE                          | \$4,265,938 |
| PUBLIC WORKS                             | \$9,366,534 |
| PARKS, RECREATION AND CULTURAL RESOURCES | \$2,436,915 |

|                        |                     |
|------------------------|---------------------|
| DEBT SERVICE           | \$4,095,858         |
| SPECIAL APPROPRIATIONS | \$1,324,986         |
| OTHER FUNDS            | \$1,746,086         |
| TRANSFERS              | <u>\$1,843,559</u>  |
| TOTAL                  | <u>\$40,695,534</u> |

**Section II. LEVY OF TAXES**

There is hereby levied, for Fiscal 2020-2021 Ad Valorem Tax Rate of \$0.4971 per one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2020, 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 \$4,664,859,988 and an estimated rate of collection of 99.0 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 2020-2021. 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 16<sup>th</sup> day of June, 2020.

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Ken Marshburn, Mayor

ATTEST: \_

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Stella L. Gibson, Town Clerk

**TOWN OF GARNER**  
**FY 2020 - 2021 Summary**

|  | FY 2018 - 2019       | FY 2019 - 2020       | FY 2019 - 2020       | FY 2020-2021         | FY 2020-2021         | Inc/(Dec)           | % Inc/(Dec)  |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------|
|  | Actual               | Adopted              | Revised Budget       | Manager Recommended  | Council Approved     | Over Adp            | Over Adp     |
| <b>Revenue</b>                           |                      |                      |                      |                      |                      |                     |              |
| Property Taxes                           | 18,863,472           | 20,586,638           | 20,586,638           | 22,614,263           | 23,075,723           | 2,489,085           | 12.09%       |
| Permits and Fees                         | 3,066,401            | 2,309,580            | 2,319,580            | 2,587,080            | 2,587,080            | 277,500             | 12.02%       |
| Sales Tax and Others Taxes               | 7,048,593            | 7,158,010            | 7,158,010            | 5,834,338            | 5,834,338            | (1,323,672)         | -18.49%      |
| Intergovernmental Revenue                | 3,470,544            | 3,323,780            | 3,405,840            | 3,288,318            | 3,288,318            | (35,462)            | -1.07%       |
| Fees for Service                         | 725,216              | 695,210              | 695,210              | 589,710              | 589,710              | (105,500)           | -15.18%      |
| Investment Earnings                      | 711,823              | 580,000              | 580,000              | 450,000              | 450,000              | (130,000)           | -22.41%      |
| Other Revenue                            | 374,395              | 201,000              | 290,431              | 202,500              | 202,500              | 1,500               | 0.75%        |
| <b>Total General Fund Revenues</b>       | <b>\$ 34,260,444</b> | <b>\$ 34,854,218</b> | <b>\$ 35,035,709</b> | <b>\$ 35,566,209</b> | <b>\$ 36,027,669</b> | <b>\$ 1,173,451</b> | <b>3.37%</b> |
| Other Financing Sources                  | 29,748               | 2,590,407            | 9,941,184            | 3,674,333            | 4,667,865            | 2,077,458           | 80.20%       |
| <b>Total Available Resources</b>         | <b>\$ 34,290,192</b> | <b>\$ 37,444,625</b> | <b>\$ 44,976,893</b> | <b>\$ 39,240,542</b> | <b>\$ 40,695,534</b> | <b>\$ 3,250,909</b> | <b>8.68%</b> |
| <b>Department Expenditures</b>           |                      |                      |                      |                      |                      |                     |              |
| Governing Body                           | 379,300              | 544,012              | 593,662              | 419,820              | 446,020              | (97,992)            | -18.01%      |
| Administration                           | 1,536,793            | 1,636,421            | 1,532,330            | 1,555,211            | 1,583,122            | (53,299)            | -3.26%       |
| Finance                                  | 884,843              | 831,422              | 941,908              | 937,805              | 942,292              | 110,870             | 13.34%       |
| Economic Development                     | 351,603              | 300,994              | 300,994              | 350,194              | 382,378              | 81,384              | 27.04%       |
| Planning                                 | 739,458              | 775,231              | 1,247,996            | 917,171              | 924,975              | 149,744             | 19.32%       |
| Building Inspections                     | 1,023,637            | 1,213,554            | 1,213,554            | 1,351,126            | 1,377,200            | 163,646             | 13.48%       |
| Engineering                              | 636,640              | 737,938              | 851,978              | 742,758              | 826,759              | 88,821              | 12.04%       |
| Information Technology                   | 779,061              | 713,146              | 891,647              | 772,879              | 796,814              | 83,668              | 11.73%       |
| Police                                   | 7,852,045            | 7,941,079            | 7,975,488            | 8,147,634            | 8,336,098            | 395,019             | 4.97%        |
| Fire and Rescue                          | 3,404,401            | 3,532,899            | 3,674,098            | 3,773,045            | 4,265,938            | 733,039             | 20.75%       |
| Public Works                             | 7,774,201            | 9,141,610            | 9,714,820            | 9,300,292            | 9,366,534            | 224,923             | 2.46%        |
| Parks, Recreation and Cultural Resources | 4,434,836            | 2,401,430            | 2,442,427            | 2,437,118            | 2,436,915            | 35,485              | 1.48%        |
| Debt Service                             | 3,773,106            | 3,758,355            | 8,583,218            | 4,095,858            | 4,095,858            | 337,503             | 8.98%        |
| Special Appropriations                   | 1,335,134            | 1,446,150            | 1,741,082            | 1,359,986            | 1,324,986            | (121,164)           | -8.38%       |
| Capital Projects                         | 1,031,464            | -                    | 823,880              | -                    | -                    | -                   | -            |
| Multi-year Operating Fund                | 280,299              | 101,551              | 15,470               | -                    | -                    | (101,551)           | -100.00%     |
| Vehicle and Equipment Replacement        | 457,371              | 346,917              | 410,424              | 1,086,686            | 1,086,686            | 739,769             | 213.24%      |
| IT Equipment Replacement                 | -                    | 163,600              | 163,600              | 149,400              | 659,400              | 495,800             | 303.06%      |
| Transfer to Capital Reserve              | -                    | 414,281              | 414,281              | 399,524              | 399,524              | (14,757)            | -3.56%       |
| Transfer to Revenue Savings Plan         | -                    | 1,444,035            | 1,444,035            | 1,444,035            | 1,444,035            | -                   | 0.00%        |
| <b>Total General Fund Expenditures</b>   | <b>\$ 36,674,193</b> | <b>\$ 37,444,625</b> | <b>\$ 44,976,893</b> | <b>\$ 39,240,542</b> | <b>\$ 40,695,534</b> | <b>\$ 3,250,909</b> | <b>8.68%</b> |
| <b>Direct Expenditures</b>               |                      |                      |                      |                      |                      |                     |              |
| Personnel                                | 16,263,714           | 17,535,262           | 17,581,791           | 17,998,065           | 18,348,453           | 813,191             | 4.64%        |
| Operating                                | 15,932,323           | 17,073,775           | 23,825,288           | 18,162,832           | 18,698,462           | 1,624,687           | 9.52%        |
| Capital                                  | 3,166,393            | 712,121              | 708,547              | 1,086,686            | 1,142,660            | 430,539             | 60.46%       |
| Transfers                                | 1,311,763            | 2,123,467            | 2,861,267            | 1,992,959            | 2,502,959            | 379,492             | 17.87%       |
|  | <b>\$ 36,674,193</b> | <b>\$ 37,444,625</b> | <b>\$ 44,976,893</b> | <b>\$ 39,240,542</b> | <b>\$ 40,692,534</b> | <b>3,247,909</b>    | <b>8.67%</b> |

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

| REVENUES AND SOURCES            | TOTAL                | GENERAL<br>FUND      | CAPITAL<br>PROJECTS<br>FUND |
|---------------------------------|----------------------|----------------------|-----------------------------|
| <i>Ad Valorem Taxes</i>         |                      |                      |                             |
| -- Current Year                 | \$ 22,971,223        | \$ 22,971,223        | \$ -                        |
| -- Prior Years                  | 60,500               | 60,500               | -                           |
| -- Penalties and Interest       | 44,000               | 44,000               | -                           |
| <b>Subtotal: Property Taxes</b> | <b>23,075,723</b>    | <b>23,075,723</b>    | <b>-</b>                    |
| Sales Tax and Other Taxes       |                      |                      |                             |
| -- ABC Mixed Beverage           | 150,000              | 150,000              | -                           |
| -- Local Option Sales Tax       | 5,664,338            | 5,664,338            | -                           |
| -- Solid Waste Disposal Tax     | 20,000               | 20,000               | -                           |
| <b>Subtotal: Other Taxes</b>    | <b>5,834,338</b>     | <b>5,834,338</b>     | <b>-</b>                    |
| Intergovernmental Revenues      | 3,288,318            | 3,288,318            | -                           |
| Permits and Fees                | 2,587,080            | 2,587,080            | -                           |
| Fees for Service                | 589,710              | 589,710              | -                           |
| Investment Revenues             | 450,000              | 450,000              | -                           |
| Other Revenue                   | 202,500              | 202,500              | -                           |
| <b>Total Revenues</b>           | <b>36,027,669</b>    | <b>36,027,669</b>    | <b>-</b>                    |
| Transfers from Other Funds      | 603,518              | 603,518              | -                           |
| Sale of Assets                  | 45,000               | 45,000               | -                           |
| Proceeds for Debt Issuance      | 972,692              | 972,692              | -                           |
| Fund Balance Appropriated       | 3,046,655            | 3,046,655            | -                           |
| <b>TOTAL NET RESOURCES</b>      | <b>\$ 40,695,534</b> | <b>\$ 40,695,534</b> | <b>\$ -</b>                 |

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

| <b>EXPENDITURES AND USES</b>  | <b>TOTAL</b>         | <b>GENERAL<br/>FUND</b> | <b>CAPITAL<br/>PROJECTS<br/>FUNDS</b> |
|-------------------------------|----------------------|-------------------------|---------------------------------------|
| General Government            | \$ 8,502,298         | 8,502,298               | \$ -                                  |
| Public Safety                 | 12,968,502           | 12,968,502              | -                                     |
| Transportation                | 3,547,036            | 3,547,036               | -                                     |
| Development Services          | 3,511,312            | 3,511,312               | -                                     |
| Solid Waste                   | 2,321,786            | 2,321,786               | -                                     |
| Cultural and Recreational     | 3,905,182            | 3,905,182               | -                                     |
| Debt Service                  | 4,095,858            | 4,095,858               | -                                     |
| Capital Projects              | -                    | -                       | 5,709,670                             |
| Transfers to Other Funds      | 1,843,559            | 1,843,559               | -                                     |
| <b>TOTAL NET EXPENDITURES</b> | <b>\$ 40,695,534</b> | <b>\$ 40,695,534</b>    | <b>\$ 5,709,670</b>                   |

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

| <b>GENERAL FUND</b>                            | <b>BUDGET<br/>YEAR ENDING<br/><u>JUNE 30, 2019</u></b> | <b>BUDGET<br/>YEAR ENDING<br/><u>JUNE 30, 2020<sup>1</sup></u></b> |
|--|--|--|
| Total Fund Balance Available Beginning of Year | \$ 30,594,188  | \$ 28,429,702  |
| Revenues & Other Financing Sources             | 34,290,190   | 44,976,893   |
| Expenditures                                   | 35,423,212   | 43,118,577   |
| Transfers In                                   | -  | -  |
| Transfers Out                                  | <u>1,031,464</u>                                       | <u>1,858,316</u>   |
| Total Fund Balance Available End of Year       | \$ 28,429,702  | \$ 28,429,703  |
| <hr/>  |  |  |
| Composition of Fund Balance:                   |  |  |
| Nonspendable Fund Balance:                     |  |  |
| Inventories                                    | \$ 21,623  | \$ 21,623  |
| Prepays  | <u>89,385</u>  | <u>89,385</u>  |
| Subtotal: Nonspendable Fund Balance            | 111,008  | 111,008  |
| Restricted Fund Balance:                       |  |  |
| State statute                                  | 3,688,276  | 3,241,914  |
| Law enforcement                                | 47,095   | 47,095   |
| Powell Bill                                    | <u>117,777</u>   | <u>117,777</u>   |
| Subtotal: Restricted Fund Balance              | 3,853,148  | 3,406,786  |
| Committed Fund Balance:                        |  |  |
| Veterans Memorial                              | 68,240   | 69,808   |
| Insurance Proceeds                             | 26,450   | 26,450   |
| Stormwater infrastructure                      | 234,971  | 203,571  |
| Public safety                                  | 1,287  | 1,298  |
| Water/sewer capacity debt                      | 2,001,361  | 1,587,080  |
| Revenue Savings Plan                           | 1,708,721  | 4,289,246  |
| Development Services                           | 328,317  | 895,179  |
| Acreage Fees                                   | 484,861  | 484,861  |
| Dental Claims                                  | 37,513   | 26,450   |
| Parks and recreation projects                  | <u>1,162,895</u>                                       | <u>1,452,205</u>   |
| Subtotal: Committed Fund Balance               | 6,054,616  | 9,036,148  |
| Assigned Fund Balance:                         |  |  |
| Subsequent Year Expenditure                    | <u>2,888,904</u>                                       | <u>2,086,136</u>   |
| Subtotal: Assigned Fund Balance                | 2,888,904  | 2,086,136  |
| Undesignated Fund Balance                      | <u>15,522,026</u>                                      | <u>13,789,625</u>  |
| Total Estimated Fund Balance at June 30        | <u>\$ 28,429,702</u>                                   | <u>\$ 28,429,703</u>   |

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

## COMPUTATION OF LEGAL DEBT MARGIN

### Calculation of Debt Limit

|                                      |                 |
|--------------------------------------|-----------------|
| Assessed Value of Taxable Property   | \$4,689,000,000 |
| Multiplied by State Limitation of 8% | <u>x .08</u>    |
| DEBT LIMIT                           | 375,120,000     |

### Calculation of Town of Garner's Debt

|  |                              |
|--|------------------------------|
| Total Debt Applicable to the Debt Limit                                | \$ 42,976,629                |
| Less: Assets in Debt Service Reserves<br>available for payment of debt | <u>-</u>                     |
| TOTAL AMOUNT OF DEBT<br>APPLICABLE TO DEBT LIMIT                       | 42,976,629                   |
| <b>LEGAL DEBT MARGIN</b>   | <u><u>\$ 332,143,371</u></u> |

## FY 2020 -2021 DEBT SERVICE SCHEDULE

Below is a summary of the debt service payments due for FY 2020 - 2021.

| Purpose  | Original Debt | Principal Due | Interest Due | Total Payment              |
|--|---------------|---------------|--------------|----------------------------|
| <b>General Purpose</b>                                 |               |               |              |                            |
| 2013 Refinancing of 2006 Capital Projects <sup>1</sup> | \$ 7,242,800  | \$ 459,516    | \$ 6,689     | \$ 466,205                 |
| Public Improvements 2010 <sup>2</sup>                  | 6,050,000     | 175,000       | 214,910      | 389,910                    |
| 2017 Refinancing of 2011 Capital/Capacity <sup>3</sup> | 3,400,000     | 560,000       | 65,191       | 625,191                    |
| General Obligation 2014 <sup>4</sup>                   | 8,905,000     | 255,000       | 295,775      | 550,775                    |
| General Obligation 2015 <sup>5</sup>                   | 14,670,000    | 595,000       | 443,412      | 1,038,412                  |
| General Obligation 2018 <sup>6</sup>                   | 4,050,000     | 120,000       | 142,725      | 262,725                    |
| General Obligation 2019 <sup>6</sup>                   | 4,740,000     | 185,000       | 223,362      | 408,362                    |
| Vehicles/Equipment FY 16-17 <sup>7</sup>               | 700,000       | 181,000       | 2,570        | 183,570                    |
| Vehicles/Equipment FY 17-18 <sup>8</sup>               | 672,000       | 166,000       | 4,708        | 170,708                    |
| <b>Total General Purpose Debt Service</b>              |               |               |              | <b><u>\$ 4,095,858</u></b> |

Notes:

1. 2006 Projects included improvements to Centennial Park, East Main Street facility, Garner Performing Arts Center, Garner Senior Center, and purchase of water and sewer capacity. This debt was refunded in FY 2013-14 to reduce the interest rate.
2. 2010 Improvements included roadway improvements to Timber Drive and Vandora Springs Road and White Deer Park.
3. 2011 Projects included purchase of water and sewer capacity and improvements to the Public Works facility. This debt was refunded in FY 2016-17 to reduce the interest rate and purchase the Meadowbrook property.
4. 2014 Projects included land acquisition for downtown redevelopment, park improvements, streets and sidewalks, and public safety facilities.
5. 2015 Projects include Town Hall, Indoor Recreation Center, park enhancements, streets, and sidewalks. redevelopment improvements.
7. 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.
8. 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             |                      |
| 2020-21      | 1,330,000                | 1,320,185            | 1,366,516           | 79,157            | 2,696,516            | 1,399,342            | 4,095,858            |
| 2021-22      | 1,800,000                | 1,262,848            | 723,000             | 57,302            | 2,523,000            | 1,320,150            | 3,843,150            |
| 2022-23      | 1,800,000                | 1,187,951            | 551,000             | 44,758            | 2,351,000            | 1,232,709            | 3,583,709            |
| 2023-24      | 1,805,000                | 1,109,888            | 546,000             | 34,666            | 2,351,000            | 1,144,554            | 3,495,554            |
| 2024-25      | 1,810,000                | 1,031,700            | 542,000             | 24,656            | 2,352,000            | 1,056,356            | 3,408,356            |
| 2025-26      | 1,815,000                | 953,200              | 537,000             | 14,729            | 2,352,000            | 967,929              | 3,319,929            |
| 2026-27      | 2,055,000                | 873,125              | 532,000             | 4,894             | 2,587,000            | 878,019              | 3,465,019            |
| 2027-28      | 2,335,000                | 788,326              | -                   | -                 | 2,335,000            | 788,326              | 3,123,326            |
| 2028-29      | 2,340,000                | 691,751              | -                   | -                 | 2,340,000            | 691,751              | 3,031,751            |
| 2029-30      | 2,340,000                | 598,776              | -                   | -                 | 2,340,000            | 598,776              | 2,938,776            |
| 2030-31      | 2,340,000                | 511,775              | -                   | -                 | 2,340,000            | 511,775              | 2,851,775            |
| 2031-32      | 2,520,000                | 428,700              | -                   | -                 | 2,520,000            | 428,700              | 2,948,700            |
| 2032-33      | 2,340,000                | 353,000              | -                   | -                 | 2,340,000            | 353,000              | 2,693,000            |
| 2033-34      | 2,340,000                | 277,301              | -                   | -                 | 2,340,000            | 277,301              | 2,617,301            |
| 2034-35      | 2,340,000                | 186,601              | -                   | -                 | 2,340,000            | 186,601              | 2,526,601            |
| 2035-36      | 2,640,000                | 119,719              |                     |                   |                      |                      |                      |
| 2036-37      | 930,000                  | 73,406               |                     |                   |                      |                      |                      |
| 2037-38      | 930,000                  | 48,488               |                     |                   |                      |                      |                      |
| 2038-39      |                          | 7,800                | -                   | -                 | -                    | 7,800                | 7,800                |
| <b>Total</b> | <b>\$ 35,810,000</b>     | <b>\$ 11,824,534</b> | <b>\$ 4,797,516</b> | <b>\$ 260,162</b> | <b>\$ 36,107,516</b> | <b>\$ 11,843,083</b> | <b>\$ 47,950,599</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.

**TOWN OF GARNER**  
**RECOMMENDED POSITIONS FY 2020-21**

| DEPARTMENT/DIVISION                 | FY 2017-18<br>Full-time<br>Equivalent | FY 2018-19<br>Full-time<br>Equivalent | FY 2019-20<br>Full-time<br>Equivalent | FY 2020-21<br>Full-time<br>Equivalent |
|-------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| <b>ADMINISTRATION</b>               |                                       |                                       |                                       |                                       |
| Town Manager                        | 4.00                                  | 4.00                                  | 4.00                                  | 4.00                                  |
| Town Attorney                       | 0.00                                  | 0.00                                  | 1.00                                  | 1.00                                  |
| Town Clerk                          | 2.00                                  | 2.00                                  | 2.00                                  | 2.00                                  |
| Human Resources                     | 2.00                                  | 2.00                                  | 2.00                                  | 2.00                                  |
| Communications                      | 2.00                                  | 2.00                                  | 2.00                                  | 2.00                                  |
| Neighborhood Improvement            | 1.00                                  | 1.00                                  | 0.00                                  | 0.00                                  |
| <b>ADMINISTRATION TOTAL</b>         | <b>11.00</b>                          | <b>11.00</b>                          | <b>11.00</b>                          | <b>11.00</b>                          |
| <b>FINANCE</b>                      |                                       |                                       |                                       |                                       |
| Finance Administration              | 6.62                                  | 6.62                                  | 6.62                                  | 6.62                                  |
| <b>FINANCE TOTAL</b>                | <b>6.62</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             | 7.00                                  | 7.00                                  | 9.00                                  | 9.00                                  |
| <b>PLANNING TOTAL</b>               | <b>7.00</b>                           | <b>7.00</b>                           | <b>9.00</b>                           | <b>9.00</b>                           |
| <b>BUILDING INSPECTIONS</b>         |                                       |                                       |                                       |                                       |
| Building Inspections                | 10.00                                 | 11.00                                 | 12.00                                 | 12.00                                 |
| <b>BUILDING INSPECTIONS TOTAL</b>   | <b>10.00</b>                          | <b>11.00</b>                          | <b>12.00</b>                          | <b>12.00</b>                          |
| <b>ENGINEERING</b>                  |                                       |                                       |                                       |                                       |
| Engineering                         | 6.00                                  | 6.00                                  | 7.00                                  | 7.00                                  |
| <b>ENGINEERING TOTAL</b>            | <b>6.00</b>                           | <b>6.00</b>                           | <b>7.00</b>                           | <b>7.00</b>                           |
| <b>INFORMATION TECHNOLOGY</b>       |                                       |                                       |                                       |                                       |
| Information Technology              | 3.00                                  | 4.00                                  | 4.00                                  | 4.00                                  |
| <b>INFORMATION TECHNOLOGY TOTAL</b> | <b>3.00</b>                           | <b>4.00</b>                           | <b>4.00</b>                           | <b>4.00</b>                           |
| <b>POLICE</b>                       |                                       |                                       |                                       |                                       |
| Police Administration               | 73.50                                 | 75.50                                 | 77.50                                 | 78.50                                 |
| <b>POLICE TOTAL</b>                 | <b>73.50</b>                          | <b>75.50</b>                          | <b>77.50</b>                          | <b>78.50</b>                          |
| <b>PUBLIC WORKS</b>                 |                                       |                                       |                                       |                                       |
| Public Works Administration         | 5.00                                  | 4.00                                  | 4.00                                  | 4.00                                  |
| Streets/Powell Bill                 | 14.00                                 | 16.00                                 | 16.00                                 | 16.00                                 |
| Public Grounds Management           | 13.00                                 | 13.00                                 | 14.00                                 | 14.00                                 |
| Building Maintenance                | 4.00                                  | 5.00                                  | 6.00                                  | 6.00                                  |
| Fleet Maintenance                   | 4.00                                  | 4.00                                  | 4.00                                  | 4.00                                  |
| <b>PUBLIC WORKS TOTAL</b>           | <b>40.00</b>                          | <b>42.00</b>                          | <b>44.00</b>                          | <b>44.00</b>                          |

(Continued on next page.)

**TOWN OF GARNER  
RECOMMENDED POSITIONS FY 2020-21**

| <b>DEPARTMENT/DIVISION</b>                               | <b>FY 2017-18<br/>Full-time<br/>Equivalent</b> | <b>FY 2018-19<br/>Full-time<br/>Equivalent</b> | <b>FY 2019-20<br/>Full-time<br/>Equivalent</b> | <b>FY 2020-21<br/>Full-time<br/>Equivalent</b> |
|--|--|--|--|--|
| <b>PARKS, RECREATION, &amp; CULTURAL RESOURCES</b>       |  |  |  |  |
| Parks, Recreation, & Cultural Resources Administration   | 2.00   | 2.00   | 2.00   | 2.00   |
| Adult & Senior   | 2.00   | 2.00   | 2.00   | 2.00   |
| Outdoor Adventure  | 2.00   | 1.00   | 1.00   | 1.00   |
| Marketing and Special Events                             | 0.00   | 0.00   | 0.00   | 0.00   |
| Arts & Cultural Resources                                | 4.00   | 4.00   | 4.00   | 4.00   |
| Youth & Athletic   | 3.00   | 6.00   | 6.00   | 6.00   |
| <b>PARKS, RECREATION, &amp; CULTURAL RESOURCES TOTAL</b> | <b>13.00</b>                                   | <b>15.00</b>                                   | <b>15.00</b>                                   | <b>15.00</b>                                   |
| <b>TOTAL - GENERAL FUND EMPLOYEES</b>                    | <b>172.12</b>                                  | <b>180.12</b>                                  | <b>188.12</b>                                  | <b>189.12</b>                                  |
| <b>FTE per 1,000 Population</b>                          | <b>6.03</b>                                    | <b>5.88</b>                                    | <b>5.75</b>                                    | <b>5.78</b>                                    |

## STAFFING SUMMARY FY 2020-2021

### Major Staffing Changes

|   |             |
|---|-------------|
| Regular positions allocated in prior year:  | 185.12      |
| Positions Eliminated:                       | (0.00)      |
| Positions Added Mid-Year (Council Approved) | 3.00        |
| Recommended New Positions                   | 1.00        |
| <u>Council Approved New Positions</u>       | <u>4.00</u> |
| Total Recommended Regular Positions:        | 193.12      |

The total number of positions approved for FY 2020-2021 is 193.12, compared to 185.12 in the FY 2019 - 2020 Adopted Budget. This is based on the approval of 1.0 position during the FY 2019 – 2020 budget year to serve as the Town Attorney and 2.0 positions to meet development related requirements. In addition, the FY 2020 – 2021 Budget includes 5.0 positions summarized below:

#### *School Resource Officer - Police*

This position will allow for a second School Resource Officer at South Garner High School which will be adding 12th graders in FY 2021. This position will allow for an appropriate student to staff ratio to be maintained following the addition of another grade.

#### *Community Liaison Officer - Police*

This position would allow a single officer to focus on and coordinate community outreach and education along with crime prevention functions

#### *Street Maintenance Workers (2) – Public Works*

These positions will 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

#### *Plan Reviewer - Engineering*

This position would allow for dedicated position to perform plan review. This function is currently performed by the Assistant Town Engineer and adding this position would allow the Assistant to focus on performing higher level tasks such as project management

In addition, Council approved 3 new firefighter positions which will allow the Department to complete the staffing model of having four fulltime personnel on all staffed units

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/20**

| <u>SALARY GRADE</u> | <u>MIN HIRE RATE</u> | <u>MAX RATE</u> | <u>MINIMUM - MAXIMUM</u> | <u>CLASSIFICATION TITLE</u>  | <u>FLSA STATUS</u>                   |
|---------------------|----------------------|-----------------|--------------------------|--|--------------------------------------|
| 3                   | 8.38                 | 12.98           | 17,430 - 26,998          | Scorekeeper  | N                                    |
| 4                   | 8.81                 | 13.64           | 18,325 - 28,371          | Recreation Leader I  | N                                    |
| 5                   | 9.24                 | 14.34           | 19,219 - 29,827          |  |                                      |
| 6                   | 9.69                 | 15.04           | 20,155 - 31,283          | Desk Attendant<br>Facility Attendant<br>Recreation Leader II   | N<br>N<br>N                          |
| 7                   | 10.20                | 15.81           | 21,216 - 32,885          |  |                                      |
| 8                   | 10.69                | 16.59           | 22,235 - 34,507          | Boathouse Operator   | N                                    |
| 9                   | 11.23                | 17.41           | 23,358 - 36,213          | Boathouse Supervisor<br>Park Ranger<br>Public Grounds Maintenance Worker   | N<br>N<br>N                          |
| 10                  | 11.80                | 18.28           | 24,544 - 38,022          | Intern   | N                                    |
| 11                  | 12.40                | 19.21           | 25,792 - 39,957          | Bus Driver<br>Police Recruit<br>School Crossing Guard<br>Services Officer  | N<br>N<br>N<br>N                     |
| 12                  | 12.98                | 20.17           | 26,998 - 41,954          |  |                                      |
| 13                  | 13.64                | 21.70           | 28,371 - 44,034          | Receptionist   | N                                    |
| 14                  | 14.34                | 22.24           | 29,827 - 46,259          | Parks Maintenance Worker<br>Street Maintenance Worker  | N<br>N                               |
| 15                  | 15.04                | 23.37           | 31,283 - 48,610          | Customer Service Representative  | N                                    |
| 16                  | 15.81                | 24.52           | 32,886 - 50,993          | Auditorium Technician<br>Police Records Specialist   | N<br>N                               |
| 17                  | 16.59                | 25.74           | 34,507 - 53,539          | Administrative Support Specialist<br>Development Services Specialist<br>Equipment Operator<br>Finance Technician<br>Lead Auditorium Technician<br>Lead Parks Maintenance Worker<br>Quartermaster<br>Recreation Activities Specialist | N<br>N<br>N<br>N<br>N<br>N<br>N<br>N |

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/20**

| <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                  | 17.41                | 27.01           | 36,213 - 56,181                            | Accounts Payable Specialist              | N                  |
|                     |                      |                 |  | Building Maintenance Technician          | N                  |
|                     |                      |                 |  | Fleet Mechanic                           | N                  |
|                     |                      |                 |  | Public Works Specialist                  | N                  |
|                     |                      |                 |  | Street Sweeper Operator                  | N                  |
| 19                  | 18.30                | 28.39           | 38,064 - 59,501                            | Lead Equipment Operator                  | N                  |
|                     |                      |                 |  | Senior Development Services Specialist   | N                  |
| 20                  | 19.21                | 29.80           | 39,957 - 61,984                            | Communications Specialist                | N                  |
|                     |                      |                 |  | Deputy Town Clerk                        | N                  |
|                     |                      |                 |  | Firefighter Trainee                      | N                  |
|                     |                      |                 |  | Fiscal & Administrative Specialist *     | N                  |
|                     |                      |                 |  | Payroll Specialist                       | N                  |
|                     |                      |                 |  | Planning Technician                      | N                  |
|                     |                      |                 |  | Lead Police Services Officer             | N                  |
|                     |                      |                 |  | Senior Administrative Support Specialist | N                  |
| 21                  | 20.17                | 31.29           | 41,954 - 65,083                            | Code Compliance Officer                  | N                  |
|                     |                      |                 |  | Events Coordinator                       | N                  |
|                     |                      |                 |  | Firefighter*                             | N                  |
|                     |                      |                 |  | Fire Inspector                           | N                  |
|                     |                      |                 |  | Marketing Coordinator                    | N                  |
|                     |                      |                 |  | Recreation Program Specialist            | N                  |
|                     |                      |                 |  | Senior Fleet Mechanic                    | N                  |
| 22                  | 21.17                | 32.85           | 44,034 - 68,328                            | Building Codes Inspector I               | N                  |
|                     |                      |                 |  | Police Accreditation Specialist          | N                  |
|                     |                      |                 |  | Police Crime Analyst                     | N                  |
|                     |                      |                 |  | Police Records Manager                   | N                  |
|                     |                      |                 |  | Firefighter First Class*                 | N                  |
| 22**<br>(Police)    | 21.17                | 32.85           | 47,061 - 73,026<br>**based on 2,223 hrs/yr | Police Officer I                         | N                  |
|                     |                      |                 |  | Police Officer II                        | N                  |
| 23                  | 22.24                | 34.50           | 46,259 - 71,760                            | Athletic & Grounds Supervisor            | N                  |
|                     |                      |                 |  | Facilities Supervisor                    | N                  |
|                     |                      |                 |  | Fleet Supervisor                         | N                  |
|                     |                      |                 |  | Parks and Grounds Supervisor             | N                  |
|                     |                      |                 |  | Planner I                                | N                  |
|                     |                      |                 |  | Right of Way Supervisor                  | N                  |
| Streets Supervisor  | N                    |                 |  |  |                    |
| 23**<br>(Police)    | 22.24                | 34.50           | 49,440 - 76,694<br>**based on 2,223 hrs/yr | Police Officer - First Class             | N                  |

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/20**

| <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                  | 23.37                | 36.24           | 48,610 - 75,379                             | Athletics Program Supervisor<br>Building Codes Inspector II<br>Construction Inspector<br>Engineering Technician<br>Human Resources Analyst<br>Recreation & Programs Assistant Manager<br>Theater and Marketing Supervisor  | N<br>N<br>N<br>N<br>N<br>N<br>N           |
| 24**<br>(Police)    | 23.37                | 36.24           | 51,952 - 80,562<br>**based on 2,223 hrs/yr  | Police Officer - Senior Officer  | N   |
| 25                  | 24.52                | 38.04           | 51,002 - 79,123                             | Chief Code Compliance Officer<br>Downtown Development Manager<br>Fire Lieutenant*<br>Planner II  | N<br>E<br>N<br>N                          |
| 26                  | 25.74                | 39.92           | 53,539 - 83,034                             | Building Codes Inspector III<br>Fire Codes Administrator<br>Neighborhood Improvement Manager<br>Outdoor Education and Parks Manager<br>Purchasing Officer<br>Recreation Center and Programs Manager  | N<br>N<br>N<br>E<br>E<br>E                |
| 26**<br>(Police)    | 25.74                | 39.92           | 57,220 - 88,742<br>** based on 2,223 hrs/yr | Police Corporal  | N   |
| 27                  | 27.01                | 41.93           | 56,181 - 87,214                             | Facilities Manager<br>Information Technology Systems Specialist<br>Public Works Parks & Grounds Superintendent<br>Public Works Streets Superintendent<br>Senior Planner  | N<br>N<br>N<br>N<br>E                     |
| 28                  | 28.39                | 44.03           | 59,051 - 91,582                             | Accounting Services Manager<br>Budget and Special Projects Officer<br>Building Codes Inspections Supervisor<br>Cultural Arts & Events Manager<br>Fire Captain*<br>Information Technology Systems Analyst<br>Principal Planner<br>Recreation Superintendent<br>Town Clerk | E<br>E<br>N<br>E<br>N<br>N<br>E<br>E<br>E |
| 28**<br>(Police)    | 28.39                | 44.03           | 63,111 - 97,879<br>**based on 2,223 hrs/yr  | Police Sergeant**  | N   |
| 29                  | 29.80                | 46.24           | 61,984 - 96,179                             | Communications Manager<br>Information Technology Systems Administrator<br>Stormwater Engineer  | E<br>E<br>E                               |

**Town of Garner**  
**POSITION CLASSIFICATION PLAN**  
**Effective: 7/1/20**

| <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>    |
|---------------------|----------------------|-----------------|--------------------------|--|-----------------------|
| 30                  | 31.29                | 48.53           | 65,083 - 100,942         | Assistant Parks, Recreation, and Cultural Resource<br>Assistant Public Works Director<br>Fire Battalion Chief*<br>Planning Services Manager          | E<br>E<br>E<br>E      |
| 31                  | 32.85                | 50.99           | 68,328 - 106,059         | Assistant Town Engineer<br>Fire Assistant Chief*<br>Police Lieutenant  | E<br>E<br>E           |
| 32                  | 34.50                | 53.51           | 71,760 - 111,301         | Information Technology Manager   | E                     |
| 33                  | 36.24                | 56.19           | 75,379 - 116,875         | Fire Deputy Chief*<br>Police Captain   | E<br>E                |
| 34                  | 38.02                | 59.30           | 79,082 - 123,344         | Economic Development Director<br>Human Resources Director<br>Inspections Director  | E<br>E<br>E           |
| 35                  | 39.92                | 62.26           | 83,034 - 129,501         | Finance Director   | E                     |
| 36                  | 41.90                | 65.39           | 87,152 - 136,011         | Information Technology Director<br>Parks, Recreation, and Cultural Resources Director<br>Planning Director<br>Public Works Director<br>Town Engineer | E<br>E<br>E<br>E<br>E |
| 37                  | 44.00                | 68.66           | 91,520 - 142,813         | Fire Chief*<br>Police Chief  | E<br>E                |
| 38                  | 46.21                | 72.09           | 96,117 - 149,947         | Assistant Town Manager - Development Services<br>Assistant Town Manager - Operations   | E<br>E                |

\* Fire Department not currently a Town Department



Town of Garner  
**PAY PLAN**  
 Effective: 7/1/20

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

Town of Garner  
**PAY PLAN**  
**Effective: 7/1/20**

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

**Town of Garner**  
**PAY PLAN**  
**Effective: 7/1/20**

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

Town of Garner  
**PAY PLAN**  
 Effective: 7/1/20

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

| <b>Performance Awards Chart</b><br><i>Effective 07/01/18</i> | <b>FIRST YEAR<br/>(6 MONTH PROBATIONARY REVIEW &amp; FIRST ANNIVERSARY 6 MONTH REVIEW)</b> | <b>DEVELOPMENTAL PERFORMANCE SEGMENT<br/><br/>ANNUAL</b> | <b>MARKET PERFORMANCE SEGMENT<br/><br/>ANNUAL</b> | <b>PROFICIENCY SEGMENT<br/><br/>ANNUAL</b> |
|--|--|--|---|--|
| <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<br>0.25% lump                          | 1% base<br>1.5% lump                       |
| <b><u>Score: 3.71-4.50</u></b>                               | 2% base  | 4% base  | 2.5% base<br>1.25% lump                           | 2.5% base<br>1% lump                       |
| <b><u>Score: 4.51-5.00</u></b>                               | 2.5% base  | 5% base  | 4% base   | 3% base<br>2% lump                         |

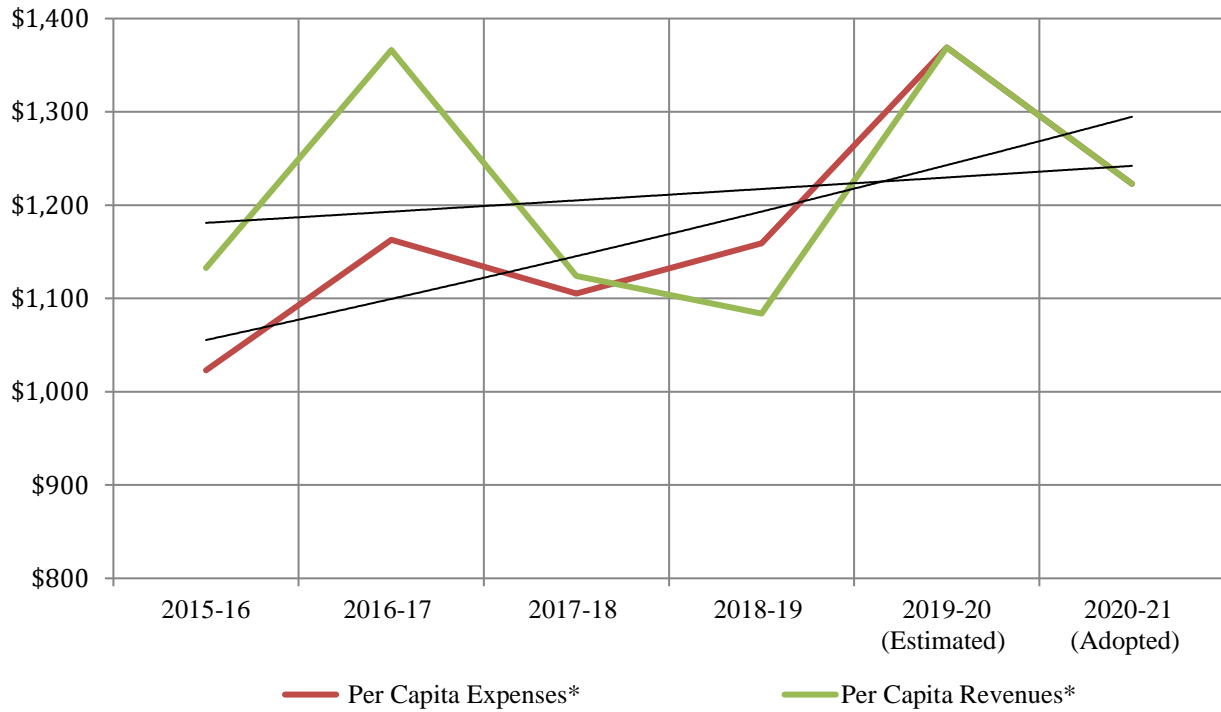
**\*\*\* ANY INCREASES AWARDED ABOVE MAXIMUM OF THE PAY RANGE WILL BE PAID AS A LUMP SUM AWARD.**

**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\***



| <b>Fiscal Year</b>  | <b>Per Capita Revenues*</b> | <b>Per Capita Expenses*</b> |
|---------------------|-----------------------------|-----------------------------|
| 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             | 1,083.76                    | 1,159.11                    |
| 2019-20 (Estimated) | 1,368.99                    | 1,368.99                    |
| 2020-21 (Adopted)   | 1,222.97                    | 1,222.97                    |

**TOWN OF GARNER**  
**GENERAL FUND BUDGET FY 2020-2021**

**Revenues**

| Revenue Type            | FY 2018 - 2019       | FY 2019 - 2020       | FY 2019 - 2020       | FY 2020 - 2021       | FY 2020 - 2021       |
|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                         | Actual               | Adopted              | Revised              | Manager Recommended  | Council Adopted      |
| Ad Valorem Taxes        | \$ 18,863,472        | \$ 20,586,638        | \$ 20,586,638        | \$ 22,614,263        | \$ 23,075,723        |
| Permits and Fees        | 3,066,401            | 2,309,580            | 2,319,580            | 2,587,080            | 2,587,080            |
| Sales Tax & Other Taxes | 7,048,593            | 7,158,010            | 7,158,010            | 5,834,338            | 5,834,338            |
| Intergovernmental       | 3,470,544            | 3,323,780            | 3,405,840            | 3,288,318            | 3,288,318            |
| Fees for Service        | 725,216              | 695,210              | 695,210              | 589,710              | 589,710              |
| Investment Revenues     | 711,823              | 580,000              | 580,000              | 450,000              | 450,000              |
| Other Revenue           | 374,395              | 201,000              | 290,431              | 202,500              | 202,500              |
| Other Financing Sources | 29,748               | 2,590,407            | 9,941,184            | 3,674,333            | 4,667,865            |
| <b>Total</b>            | <b>\$ 34,290,192</b> | <b>\$ 37,444,625</b> | <b>\$ 44,976,893</b> | <b>\$ 39,240,542</b> | <b>\$ 40,695,534</b> |

**Expenditures**

| Category                  | FY 2017 - 2018       | FY 2018 - 2019       | FY 2018 - 2019       | FY 2019 - 2020       | FY 2020 - 2021       |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                           | Actual               | Adopted              | Revised              | Manager Recommended  | Council Adopted      |
| General Government        | \$ 7,945,466         | \$ 9,402,025         | \$ 10,767,806        | \$ 9,788,324         | \$ 10,345,857        |
| Public Safety             | 11,606,438           | 11,596,777           | 11,833,787           | 12,287,145           | 12,968,502           |
| Transportation            | 3,058,940            | 3,936,504            | 4,337,452            | 3,480,794            | 3,547,036            |
| Development Services      | 2,751,339            | 3,050,717            | 3,637,522            | 3,361,249            | 3,511,312            |
| Solid Waste and Recycling | 2,041,794            | 2,136,083            | 2,191,083            | 2,321,786            | 2,321,786            |
| Cultural and Recreational | 5,497,109            | 3,564,163            | 3,626,024            | 3,905,385            | 3,905,182            |
| Debt Service              | 3,773,106            | 3,758,355            | 8,583,218            | 4,095,858            | 4,095,858            |
| <b>Total</b>              | <b>\$ 36,674,193</b> | <b>\$ 37,444,625</b> | <b>\$ 44,976,893</b> | <b>\$ 39,240,542</b> | <b>\$ 40,695,534</b> |

**TOWN OF GARNER**  
**GENERAL FUND FY 2020 - 2021 ADOPTED BUDGET REVENUE**

| Revenue Type                           | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council Adopted |
|--|--------------------------|---------------------------|---------------------------|--|-----------------------------------|
| <b>Property Taxes</b>                  |                          |                           |                           |  |                                   |
| Ad Valorem Taxes-Current Year          | \$ 18,719,484            | 20,458,838                | 20,458,838                | \$ 22,486,463                            | \$ 22,947,923                     |
| Ad Valorem Taxes-Prior Year            | 76,574                   | 60,500                    | 60,500                    | 60,500                                   | 60,500                            |
| Ad Valorem Tax Rental Vehicles         | 20,892                   | 22,500                    | 22,500                    | 22,500                                   | 22,500                            |
| Pay in Lieu of Taxes                   | 306                      | 800                       | 800                       | 800                                      | 800                               |
| Tax Penalty and Interest               | 46,216                   | 44,000                    | 44,000                    | 44,000                                   | 44,000                            |
| <b>Total Property Taxes</b>            | <b>\$ 18,863,472</b>     | <b>\$ 20,586,638</b>      | <b>\$ 20,586,638</b>      | <b>\$ 22,614,263</b>                     | <b>\$ 23,075,723</b>              |
| <b>Permits and Fees</b>                |                          |                           |                           |  |                                   |
| Fee in Lieu of Parkland                | \$ 377,441               | \$ -                      | \$ -                      | \$ -                                     | \$ -                              |
| Sidewalk Fees                          | 6,713                    | 40,000                    | 40,000                    | 55,000                                   | 55,000                            |
| Engineering Inspection Fees            | 6,024                    | 35,000                    | 35,000                    | 55,000                                   | 55,000                            |
| Motor Vehicle Fees - General Fund      | 109,573                  | -                         | -                         | 120,000                                  | 120,000                           |
| Motor Vehicle Fees - Roads             | 547,865                  | 730,000                   | 730,000                   | 610,000                                  | 610,000                           |
| Business Registration Fee              | 19,548                   | 30,000                    | 30,000                    | 30,000                                   | 30,000                            |
| Retention Pond Fees                    | 798                      | -                         | -                         | -  | -                                 |
| Dog Licenses                           | 755                      | 800                       | 800                       | 800                                      | 800                               |
| Subdivision Fees                       | 44,754                   | 45,000                    | 55,000                    | 70,000                                   | 70,000                            |
| Board of Adjustment Fees               | 800                      | 800                       | 800                       | 800                                      | 800                               |
| Site Plan / Permit Fees                | 25,119                   | 30,000                    | 30,000                    | 40,000                                   | 40,000                            |
| Rezoning Fees                          | 16,441                   | 15,000                    | 15,000                    | 15,000                                   | 15,000                            |
| Sign Permit Fees                       | 6,800                    | 7,100                     | 7,100                     | 7,100                                    | 7,100                             |
| Annexation and Street Closing          | 1,650                    | 1,200                     | 1,200                     | 1,200                                    | 1,200                             |
| Special Event Permit                   | 890                      | 700                       | 700                       | 700                                      | 700                               |
| Building Permit Fees                   | 1,506,938                | 1,057,500                 | 1,057,500                 | 1,250,000                                | 1,250,000                         |
| Inspection Plan Review Fee             | 113,009                  | 55,000                    | 55,000                    | 55,000                                   | 55,000                            |
| Fire Inspection Fees                   | 17,510                   | 15,000                    | 15,000                    | 30,000                                   | 30,000                            |
| Inspection Fee - After Hours           | 1,690                    | 1,480                     | 1,480                     | 1,480                                    | 1,480                             |
| Homeowners Recovery Fees               | 1,133                    | -                         | -                         | -  | -                                 |
| Rental Property Owner Registration Fee | (468)                    | -                         | -                         | -  | -                                 |
| Police - DDACTS Partnership            | -                        | -                         | -                         | -  | -                                 |
| Police Outside Employment              | 243,648                  | 225,000                   | 225,000                   | 225,000                                  | 225,000                           |
| Taxi Cab Inspection Fee                | 20                       | -                         | -                         | -  | -                                 |
| False Alarm Charges                    | 17,750                   | 20,000                    | 20,000                    | 20,000                                   | 20,000                            |
| <b>Total Permits and Fees</b>          | <b>\$ 3,066,401</b>      | <b>\$ 2,309,580</b>       | <b>\$ 2,319,580</b>       | <b>\$ 2,587,080</b>                      | <b>\$ 2,587,080</b>               |

(continued)



**TOWN OF GARNER**  
**GENERAL FUND FY 2020 - 2021 ADOPTED BUDGET REVENUE**

| Revenue Type                           | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council Adopted |
|--|--------------------------|---------------------------|---------------------------|--|-----------------------------------|
| <b>Sales Tax and Other Taxes</b>       |                          |                           |                           |  |                                   |
| ABC Revenue                            | 144,929                  | 145,000                   | 145,000                   | 150,000                                  | 150,000                           |
| Local Government Sales Tax 1%          | 3,099,591                | 3,213,414                 | 3,213,414                 | 2,602,865                                | 2,602,865                         |
| Local Government Sale Tax 1/2%         | 3,781,492                | 3,779,596                 | 3,779,596                 | 3,061,473                                | 3,061,473                         |
| Privilege License                      | 280                      | -                         | -                         | -  | -                                 |
| Solid Waste Disposal Tax               | 22,301                   | 20,000                    | 20,000                    | 20,000                                   | 20,000                            |
| <b>Total Sales Tax and Other Taxes</b> | <b>\$ 7,048,593</b>      | <b>\$ 7,158,010</b>       | <b>\$ 7,158,010</b>       | <b>\$ 5,834,338</b>                      | <b>\$ 5,834,338</b>               |
| <b>Intergovernmental Revenue</b>       |                          |                           |                           |  |                                   |
| Beer and Wine Tax                      | \$ 129,694               | \$ 135,000                | \$ 135,000                | \$ 135,000                               | \$ 135,000                        |
| Utility Franchise Tax                  | 2,050,802                | 1,925,000                 | 1,925,000                 | 1,925,000                                | 1,925,000                         |
| Video Programming Fees                 | 239,910                  | 249,000                   | 249,000                   | 249,000                                  | 249,000                           |
| Build America Bond Reimbursement       | 74,605                   | 67,000                    | 67,000                    | -  | -                                 |
| PEG Channel Reimbursement              | 67,299                   | 53,000                    | 53,000                    | 53,000                                   | 53,000                            |
| PEG Media Cost Share                   | 26,757                   | 26,500                    | 26,500                    | 26,500                                   | 26,500                            |
| Go Triangle Cost Share                 | -                        | -                         | 49,962                    | -  | -                                 |
| Powell Bill Distribution               | 754,599                  | 762,144                   | 762,144                   | 773,682                                  | 773,682                           |
| Norfolk Southern Foundation            | -                        | -                         | -                         | -  | -                                 |
| Wake County Reimbursement              | 937                      | -                         | -                         | -  | -                                 |
| Gen Purpose Grant Senior Center        | 10,693                   | -                         | 10,574                    | -  | -                                 |
| Federal Asset Forfeiture               | 6,616                    | -                         | -                         | -  | -                                 |
| USDOJ Vest Grant                       | 2,496                    | -                         | -                         | -  | -                                 |
| USDOJ Body Camera Grant                | -                        | -                         | -                         | -  | -                                 |
| GHSP Equipment Grant                   | -                        | -                         | 21,524                    | -  | -                                 |
| GHSP DWI Officer Grant                 | -                        | -                         | -                         | -  | -                                 |
| School Resource Officer                | 106,136                  | 106,136                   | 106,136                   | 126,136                                  | 126,136                           |
| <b>Total Intergovernmental Revenue</b> | <b>\$ 3,470,544</b>      | <b>\$ 3,323,780</b>       | <b>\$ 3,405,840</b>       | <b>\$ 3,288,318</b>                      | <b>\$ 3,288,318</b>               |
| <b>Fees for Service</b>                |                          |                           |                           |  |                                   |
| Recreation Fees                        | \$ 255,878               | \$ 335,560                | \$ 335,560                | \$ 270,560                               | \$ 270,560                        |
| PRCR Sponsorships                      | -                        | -                         | -                         | -  | -                                 |
| Auditorium Concessions                 | 4,440                    | 3,600                     | 3,600                     | 3,600                                    | 3,600                             |
| Facility Rental Fees                   | 257,806                  | 251,825                   | 251,825                   | 186,825                                  | 186,825                           |
| Special Refuse Collection Fees         | 3,518                    | 3,775                     | 3,775                     | 3,775                                    | 3,775                             |
| Refuse Cart Fees                       | 43,140                   | 35,000                    | 35,000                    | 50,000                                   | 50,000                            |
| City of Raleigh - Collection Fees      | 3,728                    | 4,000                     | 4,000                     | 4,000                                    | 4,000                             |
| Wake County - Collection Fees          | 843                      | 950                       | 950                       | 950                                      | 950                               |
| GVFR - Fuel Sales                      | -                        | -                         | -                         | -  | -                                 |
| NCDOT Mowing Agreement                 | 30,227                   | 23,000                    | 23,000                    | 30,000                                   | 30,000                            |
| Dental Insurance Premiums              | 84,692                   | -                         | -                         | -  | -                                 |
| City of Raleigh - Gasoline Sales       | -                        | -                         | -                         | -  | -                                 |
| City of Raleigh - Street Repairs       | 40,944                   | 37,500                    | 37,500                    | 40,000                                   | 40,000                            |
| <b>Total Fees for Service</b>          | <b>\$ 725,216</b>        | <b>\$ 695,210</b>         | <b>\$ 695,210</b>         | <b>\$ 589,710</b>                        | <b>\$ 589,710</b>                 |

(continued)

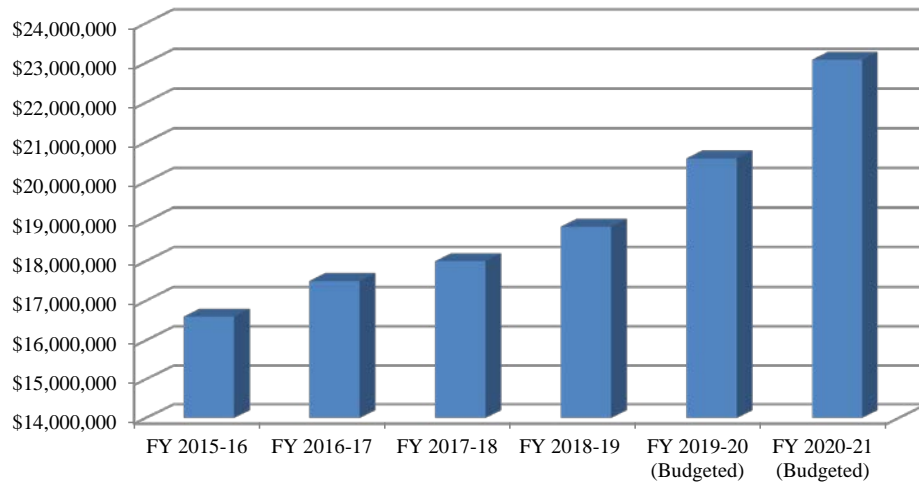
**TOWN OF GARNER**  
**GENERAL FUND FY 2020 - 2021 ADOPTED BUDGET REVENUE**

| Revenue Type                                  | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council Adopted |
|---|--------------------------|---------------------------|---------------------------|--|-----------------------------------|
| <b>Investment Earnings</b>                    |                          |                           |                           |  |                                   |
| Interest Earned                               | \$ 711,823               | \$ 580,000                | \$ 580,000                | \$ 450,000                               | \$ 450,000                        |
| <b>Total Investment Earnings</b>              | <b>\$ 711,823</b>        | <b>\$ 580,000</b>         | <b>\$ 580,000</b>         | <b>\$ 450,000</b>                        | <b>\$ 450,000</b>                 |
| <b>Other Revenue</b>                          |                          |                           |                           |  |                                   |
| Procurement Card Revenue                      | -                        | 10,000                    | 10,000                    | -  | -                                 |
| Check Service Charges                         | 125                      | -                         | -                         | -  | -                                 |
| Wake County Landfill Reimbursement            | 117,123                  | 115,000                   | 115,000                   | 125,000                                  | 125,000                           |
| Grounds Fee - School Commons                  | 8,400                    | 7,500                     | 7,500                     | 7,500                                    | 7,500                             |
| Miscellaneous Revenue                         | 135,316                  | 15,000                    | 94,856                    | 15,000                                   | 15,000                            |
| Veterans Memorial Bricks                      | 3,925                    | -                         | 2,150                     | -  | -                                 |
| Land/Lease Rental Income                      | 6,400                    | -                         | -                         | -  | -                                 |
| Code Enforcement Fines                        | 18,260                   | 25,000                    | 25,000                    | 25,000                                   | 25,000                            |
| Insurance Proceeds                            | 56,095                   | -                         | -                         | -  | -                                 |
| Scrap Material Sales                          | 2,636                    | 2,000                     | 2,000                     | 2,000                                    | 2,000                             |
| Back Yard Hen Permits                         | 70                       | -                         | -                         | -  | -                                 |
| Sewer Assessments                             | 4,266                    | 4,000                     | 4,000                     | 4,000                                    | 4,000                             |
| Interest on Assessments                       | 361                      | 700                       | 700                       | 700                                      | 700                               |
| Miscellaneous Land Use Charges                | 14,917                   | 13,500                    | 13,500                    | 15,000                                   | 15,000                            |
| Officer Fees                                  | 4,171                    | 7,500                     | 7,500                     | 7,500                                    | 7,500                             |
| Animal Control Violation                      | 150                      | -                         | -                         | -  | -                                 |
| Parking Violations                            | 480                      | 800                       | 800                       | 800                                      | 800                               |
| Contributions                                 | 1,700                    | -                         | 7,425                     | -  | -                                 |
| <b>Total Other Revenue</b>                    | <b>\$ 374,395</b>        | <b>\$ 201,000</b>         | <b>\$ 290,431</b>         | <b>\$ 202,500</b>                        | <b>\$ 202,500</b>                 |
| <b>Total General Fund Revenues</b>            | <b>34,260,444</b>        | <b>34,854,218</b>         | <b>35,035,709</b>         | <b>35,566,209</b>                        | <b>36,027,669</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        | -                        | 414,271                   | 414,271                   | 399,524                                  | 399,524                           |
| Transfer from Capital Reserve                 | -                        | -                         | 225,000                   | 158,994                                  | 158,994                           |
| Sale of Fixed Assets                          | 29,748                   | 45,000                    | 95,000                    | 45,000                                   | 45,000                            |
| Appropriated Fund Balance-Powell Bill         | -                        | 278,497                   | 117,777                   | -  | -                                 |
| Appropriated Fund Balance-Public Safety       | -                        | -                         | 3,894                     | -  | -                                 |
| Proceeds from Debt Issuance                   | -                        | -                         | 4,740,000                 | -  | 972,692                           |
| Transfer from Bond Debt Capital Reserve       | -                        | 1,227,244                 | 1,611,925                 | 1,548,181                                | 1,548,181                         |
| Appropriated Fund Balance                     | -                        | 580,395                   | 2,688,317                 | 1,477,634                                | 1,498,474                         |
| <b>Total Other Financing Sources</b>          | <b>\$ 29,748</b>         | <b>\$ 2,590,407</b>       | <b>\$ 9,941,184</b>       | <b>\$ 3,674,333</b>                      | <b>\$ 4,667,865</b>               |
| <b>Total Revenues &amp; Financing Sources</b> | <b>\$ 34,290,192</b>     | <b>\$ 37,444,625</b>      | <b>\$ 44,976,893</b>      | <b>\$ 39,240,542</b>                     | <b>\$ 40,695,534</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 2020 - 2021 appear for each revenue category.

**Ad Valorem Taxes (Property Taxes)**  
**Budget = \$23,075,723**



**Property Taxes Revenue Detail:**

☉ Ad Valorem Taxes - Current Year = \$23,075,723

The property tax is the Town's major revenue source, representing over 56 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 2021 is \$.4971 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

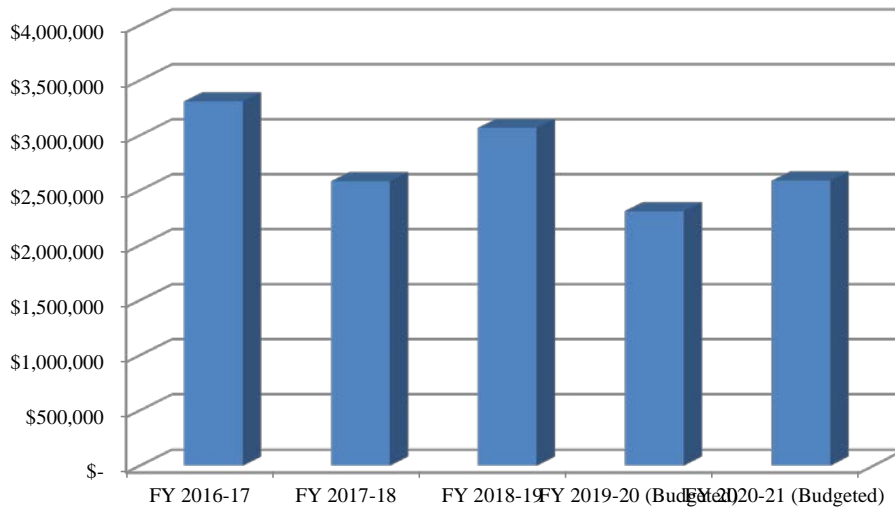
Housing authorities are exempt from paying property taxes, but must provide a payment in lieu of property taxes to the municipality in which they are located. The Fiscal Year 2020 budget is based on prior year payments from the Wake County Housing Authority.

**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 = \$2,587,080**



**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 = \$1,250,000

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 = \$30,000

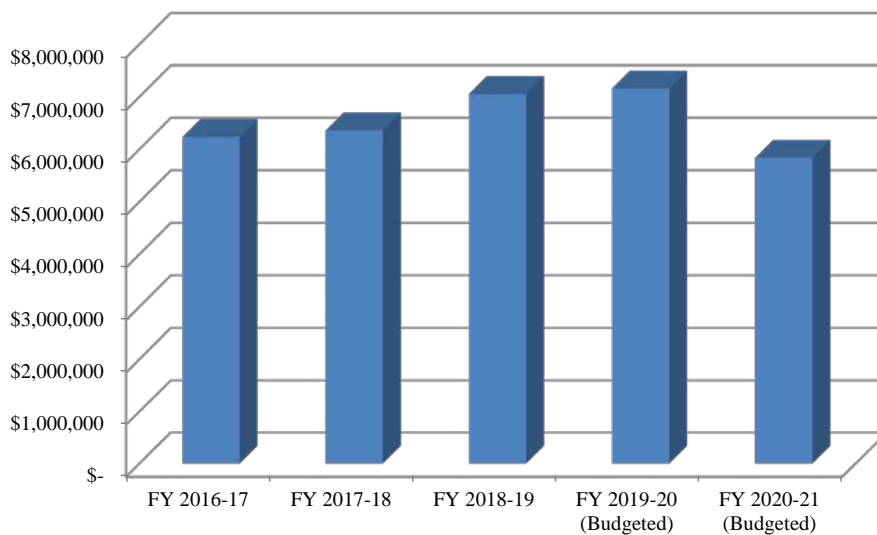
FY 2021 will be the sixth year of implementing the fire inspection fee.

☉Other Planning and Development Fees = \$330,580

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 = \$5,834,338**



**Other Taxes and Licenses Revenue Detail:**

⊙ ABC Revenue = \$150,000

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.

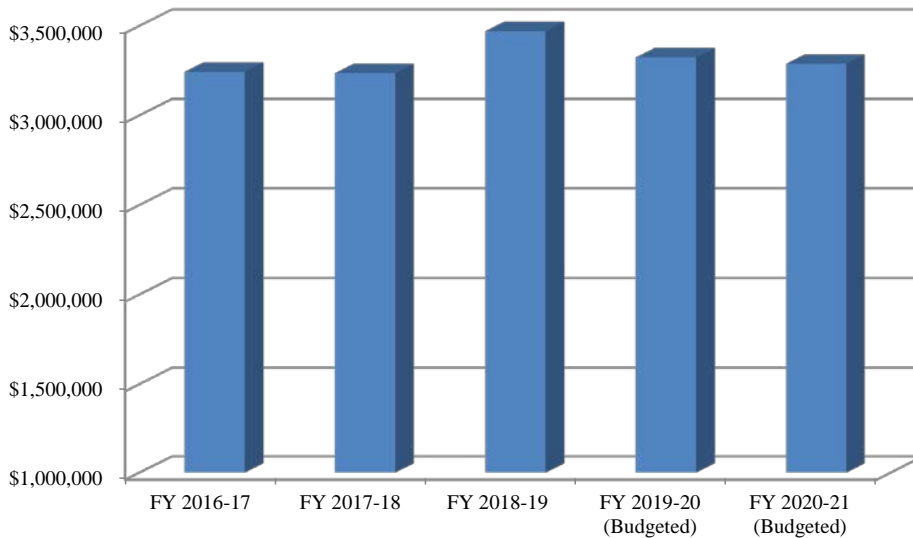
⊙ Local Option Sales Taxes = \$5,664,338

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 2020-21 is estimated with a 19.0 percent decrease based on the anticipated impact of COVID-19.

⊙ 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 = \$3,288,318**



### **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.

◎ 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.

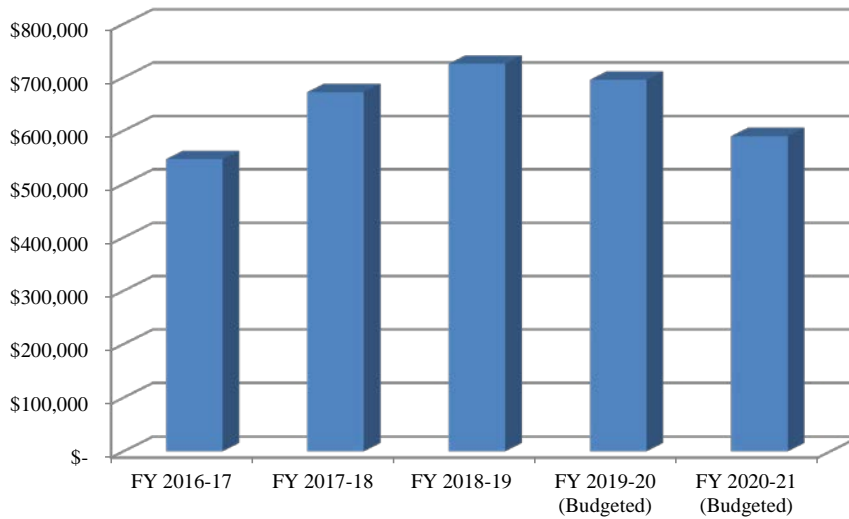
◎ Powell Bill Distribution = \$773,682

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 = \$126,136

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 = \$589,710**



**Sales and Services Revenue Detail:**

•Recreation Fees = \$270,560

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

•Facility Rental Fees = \$186,825

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 = \$50,000

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

•Contracted Collection Fees = \$4,000

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):**



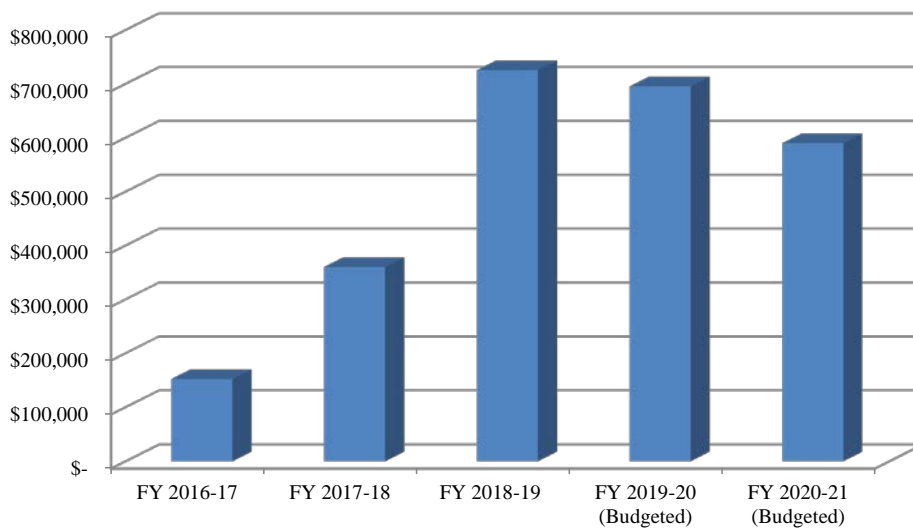
①NC DOT Mowing Agreement = \$30,000

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 = \$40,000

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

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



**Investment Revenue Detail:**

①Investment Revenues = \$589,710

Investment revenues are projected to decrease as interest rates are projected to remain low. Despite this the Town will continue to diversify 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 = \$202,500**

**Other Revenue Detail:**

☉Wake County Landfill Reimbursement = \$125,000

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 = \$4,700

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 = \$40,300

**Other Financing Sources**  
**Budget = \$4,667,865**

**Other Financing Sources Detail:**

☉Transfers from Reserves = \$306,518

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.

☉Proceeds from Debt Issuance = \$972,692

Based on the low interest rates available to borrow funding, the Town will use debt financing to purchase vehicles in FY 2021.

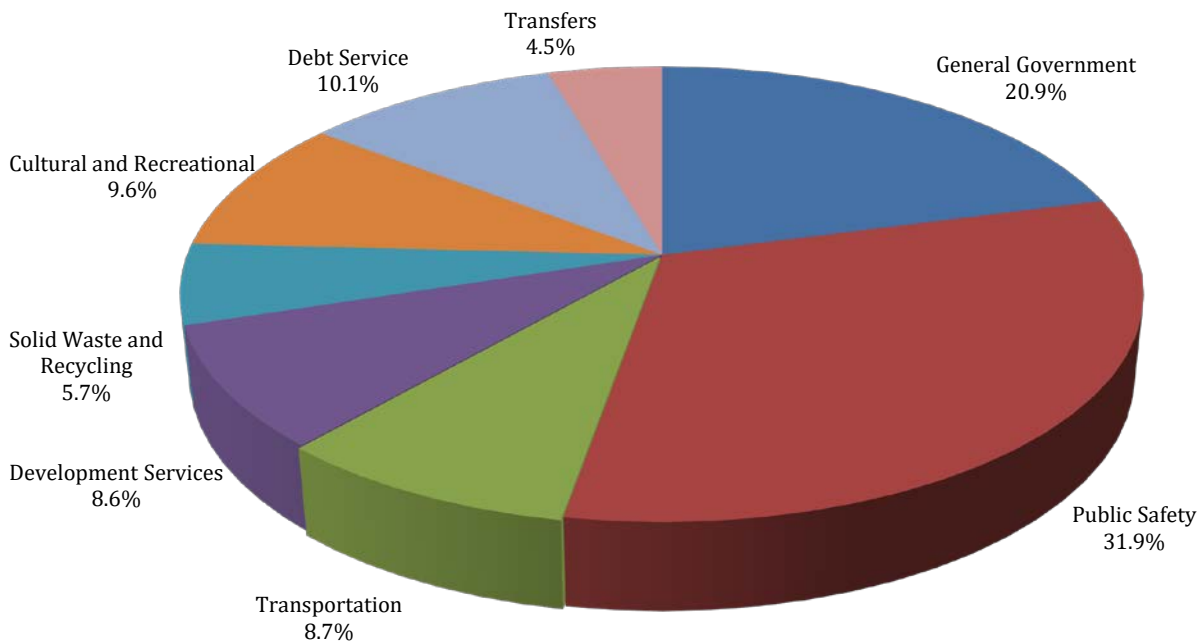
☉Appropriated Fund Balance = \$3,046,655

In addition to the Town's unassigned general fund balance (\$1,498,474), this budget also includes appropriations from the Bond Debt Capital Reserve (\$1,548,181).

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

| Category                  | FY 2017 - 2018       | FY 2018 - 2019       | FY 2018 - 2019       | FY 2019 - 2020         | FY 2020 - 2021       | % Change<br>from FY 19-20 |
|---------------------------|----------------------|----------------------|----------------------|------------------------|----------------------|---------------------------|
|                           | Actual               | Adopted              | Revised              | Manager<br>Recommended | Council<br>Adopted   |                           |
| General Government        | \$ 7,945,466         | \$ 7,543,709         | \$ 8,909,490         | \$ 7,944,765           | \$ 8,502,298         | 12.7%                     |
| Public Safety             | 11,606,438           | 11,596,777           | 11,833,787           | 12,287,145             | 12,968,502           | 11.8%                     |
| Transportation            | 3,058,940            | 3,936,504            | 4,337,452            | 3,480,794              | 3,547,036            | -9.9%                     |
| Development Services      | 2,751,339            | 3,050,717            | 3,637,522            | 3,361,249              | 3,511,312            | 15.1%                     |
| Solid Waste and Recycling | 2,041,794            | 2,136,083            | 2,191,083            | 2,321,786              | 2,321,786            | 8.7%                      |
| Cultural and Recreational | 5,497,109            | 3,564,163            | 3,626,024            | 3,905,385              | 3,905,182            | 9.6%                      |
| Debt Service              | 3,773,106            | 3,758,355            | 8,583,218            | 4,095,858              | 4,095,858            |                           |
| Transfers                 | -                    | 1,858,316            | 1,858,316            | 1,843,559              | 1,843,559            | -0.8%                     |
| <b>Total General Fund</b> | <b>\$ 36,674,193</b> | <b>\$ 37,444,625</b> | <b>\$ 44,976,893</b> | <b>\$ 39,240,542</b>   | <b>\$ 40,695,534</b> | <b>8.7%</b>               |

**Fiscal Year 2020-21 General Fund Expenditures and Transfers**



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

| Expenditures by Program/Department | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020-2021        | FY 2020-2021     |
|------------------------------------|------------------|------------------|------------------|---------------------|------------------|
|                                    | Actual           | Adopted          | Revised Budget   | Manager Recommended | Council Approved |
| <i>Governing Body</i>              |                  |                  |                  |                     |                  |
| Town Council                       | \$ 223,203       | \$ 415,395       | \$ 417,045       | \$ 211,203          | \$ 237,403       |
| Legal Services                     | 156,097          | 128,617          | 176,617          | 208,617             | 208,617          |
| <b>Total Governing Body</b>        | <b>379,300</b>   | <b>544,012</b>   | <b>593,662</b>   | <b>419,820</b>      | <b>446,020</b>   |
| <i>Administration</i>              |                  |                  |                  |                     |                  |
| Town Manager                       | 644,929          | 686,307          | 684,657          | 705,181             | 718,984          |
| Town Clerk                         | 153,630          | 173,185          | 173,185          | 174,615             | 181,344          |
| Human Resources                    | 298,480          | 320,010          | 355,410          | 352,627             | 357,877          |
| Neighborhood Improvement           | 134,544          | 137,841          | -                | -                   | -                |
| Communications                     | 296,176          | 309,143          | 309,143          | 312,853             | 314,982          |
| Safety                             | 9,034            | 9,935            | 9,935            | 9,935               | 9,935            |
| <b>Total Administration</b>        | <b>1,536,793</b> | <b>1,636,421</b> | <b>1,532,330</b> | <b>1,555,211</b>    | <b>1,583,122</b> |
| <i>Finance</i>                     | 884,843          | 831,422          | 941,908          | 937,805             | 942,292          |
| <i>Economic Development</i>        |                  |                  |                  |                     |                  |
| Economic Development               | 239,737          | 248,125          | 248,125          | 244,825             | 267,009          |
| Economic Development Partners      | 111,866          | 52,869           | 52,869           | 105,369             | 115,369          |
| <b>Total Economic Development</b>  | <b>351,603</b>   | <b>300,994</b>   | <b>300,994</b>   | <b>350,194</b>      | <b>382,378</b>   |
| <i>Planning</i>                    | 739,458          | 775,231          | 1,247,996        | 917,171             | 924,975          |
| <i>Building Inspections</i>        | 1,023,637        | 1,213,554        | 1,213,554        | 1,351,126           | 1,377,200        |
| <i>Engineering</i>                 | 636,640          | 737,938          | 851,978          | 742,758             | 826,759          |
| <i>Information Technology</i>      | 779,061          | 713,146          | 891,647          | 772,879             | 796,814          |
| <i>Police</i>                      | 7,852,045        | 7,941,079        | 7,975,488        | 8,147,634           | 8,336,098        |
| <i>Fire and Rescue</i>             | 3,404,401        | 3,532,899        | 3,674,098        | 3,773,045           | 4,265,938        |
| <i>Public Works</i>                |                  |                  |                  |                     |                  |
| Administration                     | 398,592          | 411,729          | 411,729          | 422,002             | 422,002          |
| Streets                            | 1,777,477        | 2,746,973        | 2,934,629        | 2,716,392           | 2,782,634        |
| Powell Bill                        | 1,258,154        | 1,154,641        | 1,367,933        | 764,402             | 764,402          |
| Public Grounds Management          | 1,062,273        | 1,162,734        | 1,183,598        | 1,468,267           | 1,468,267        |
| Snow Removal                       | 23,309           | 34,890           | 34,890           | -                   | -                |
| Solid Waste                        | 2,041,794        | 2,136,083        | 2,191,083        | 2,321,786           | 2,321,786        |
| Public Facilities Management       | 852,043          | 1,104,061        | 1,200,459        | 1,227,265           | 1,227,265        |
| Fleet Management                   | 360,558          | 390,501          | 390,501          | 380,177             | 380,177          |
| <b>Total Public Works</b>          | <b>7,774,201</b> | <b>9,141,610</b> | <b>9,714,820</b> | <b>9,300,292</b>    | <b>9,366,534</b> |

(continued)

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

| Expenditures by Program/Department              | FY 2017 - 2018       | FY 2018 - 2019       | FY 2018 - 2019       | FY 2019-2020         | FY 2020-2021         |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
|   | Actual               | Adopted              | Revised Budget       | Manager Recommended  | Council Approved     |
| <i>Parks, Recreation and Cultural Resources</i> |                      |                      |                      |                      |                      |
| Administration                                  | \$ 2,741,965         | \$ 353,937           | \$ 374,785           | \$ 354,613           | \$ 354,410           |
| Cultural Arts & Events                          | 432,254              | 581,097              | 581,097              | 606,232              | 606,232              |
| Marketing and Special Events                    | 36,261               | 41,359               | 41,359               | 42,349               | 42,349               |
| Youth & Athletic                                | 590,339              | 807,276              | 813,276              | 809,921              | 809,921              |
| Adult & Senior                                  | 273,753              | 307,852              | 318,426              | 300,297              | 300,297              |
| Outdoor Adventure                               | 152,676              | 153,124              | 156,699              | 160,112              | 160,112              |
| Program Partners                                | 207,589              | 156,785              | 156,785              | 163,594              | 163,594              |
| <b>Total PRCR</b>                               | <b>4,434,836</b>     | <b>2,401,430</b>     | <b>2,442,427</b>     | <b>2,437,118</b>     | <b>2,436,915</b>     |
| <i>Debt Service</i>                             |                      |                      |                      |                      |                      |
| Issuance Cost                                   | \$ -                 | \$ -                 | \$ 80,000            | \$ -                 | \$ -                 |
| Refunding                                       | -                    | -                    | 4,660,000            | -                    | -                    |
| Principal                                       | 2,548,501            | 2,511,113            | 2,511,113            | 2,696,516            | 2,696,516            |
| Interest  | 1,224,605            | 1,247,242            | 1,332,105            | 1,399,342            | 1,399,342            |
| <b>Total Debt Service</b>                       | <b>3,773,106</b>     | <b>3,758,355</b>     | <b>8,583,218</b>     | <b>4,095,858</b>     | <b>4,095,858</b>     |
| <i>Special Appropriations</i>                   |                      |                      |                      |                      |                      |
| Retirement                                      | \$ 620,194           | \$ 617,756           | \$ 617,756           | \$ 580,968           | \$ 580,968           |
| Town Insurance                                  | 644,377              | 594,376              | 739,376              | 645,000              | 610,000              |
| Subsidized Programs                             | 52,132               | 68,004               | 68,004               | 68,004               | 68,004               |
| Office Administration                           | 18,431               | 166,014              | 315,946              | 66,014               | 66,014               |
| <b>Total Special Appropriations</b>             | <b>1,335,134</b>     | <b>1,446,150</b>     | <b>1,741,082</b>     | <b>1,359,986</b>     | <b>1,324,986</b>     |
| <i>Other Funds</i>                              |                      |                      |                      |                      |                      |
| Capital Projects                                | \$ 1,031,464         | \$ -                 | \$ 823,880           | \$ -                 | \$ -                 |
| Multi-year Operating Fund                       | 280,299              | 101,551              | 15,470               | -                    | -                    |
| Vehicle and Equipment Replacement               | 457,371              | 346,917              | 410,424              | 1,086,686            | 1,086,686            |
| IT Equipment Replacement                        | -                    | 163,600              | 163,600              | 149,400              | 659,400              |
| <b>Total Other Funds</b>                        | <b>1,769,134</b>     | <b>612,068</b>       | <b>1,413,374</b>     | <b>1,236,086</b>     | <b>1,746,086</b>     |
| <i>Transfers</i>                                |                      |                      |                      |                      |                      |
| Transfer to Capital Reserve                     | \$ -                 | \$ 414,281           | \$ 414,281           | \$ 399,524           | \$ 399,524           |
| Transfer to Revenue Savings Plan                | -                    | 1,444,035            | 1,444,035            | 1,444,035            | 1,444,035            |
| <b>Total Transfers</b>                          | <b>-</b>             | <b>1,858,316</b>     | <b>1,858,316</b>     | <b>1,843,559</b>     | <b>1,843,559</b>     |
| <b>Total General Fund Expenditures</b>          | <b>\$ 36,674,193</b> | <b>\$ 37,444,626</b> | <b>\$ 44,976,893</b> | <b>\$ 39,240,542</b> | <b>\$ 40,695,534</b> |

**TOWN OF GARNER**  
**CAPITAL OUTLAY ITEMS FY 2020-21 GENERAL FUND BUDGET**

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

**Capital Assets**

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

| DEPARTMENT/PROGRAM     | ITEM  | REQUESTED           | ADOPTED             |
|------------------------|---|---------------------|---------------------|
| Police                 | Vehicle Replacement (7) and New Vehicle (1)                     | \$ 478,414          | \$ 366,466          |
| Police                 | Faro Laser  | 54,049              |                     |
| Information Technology | Replacement Wireless Network                                    | 20,500              |                     |
| Parks                  | New Bus   | 63,406              |                     |
| Fire                   | Replacement Truck   | 44,268              |                     |
| Public Works           | Annual Street Resurfacing Program                               | 1,340,000           | 1,220,000           |
| Public Works           | Fencing   | 90,000              |                     |
| Public Works           | Replacement of Centennial Playground                            | 270,000             |                     |
| Public Works           | Replacement Bleachers   | 19,000              |                     |
| Public Works           | 2DH-3 Portable Mixer, gravity loading chute and discharge chute | 27,610              | -                   |
| Public Works           | Ford Connect XL Van   | 28,500              | -                   |
| Public Works           | Van   | 35,500              | -                   |
| Public Works           | 2020 Chevrolet 1500 Crew Cab 4x4 Pickup                         | 32,000              | -                   |
| Public Works           | Truck   | 38,000              | -                   |
| Public Works           | Freightliner Knuckleboom Truck                                  | 165,000             | -                   |
| Public Works           | Tandem Dump w/15' Bed   | 165,000             | 165,000             |
| Public Works           | Backhoe Thumb/Tamp/Ext.   | 150,000             | 150,000             |
| Public Works           | 4x4 2500 Crew Cab/Snow Plow                                     | 44,000              | 44,000              |
| Public Works           | F550 / Service Body/Crane/Basket                                | 115,000             | 115,000             |
| Public Works           | Ventrac W/Attachments   | 68,000              | 68,000              |
| Public Works           | Ford F-150 4x4 Full Cab   | 32,000              | 32,000              |
| Public Works           | John Deere Zero Turn Mower                                      | 11,500              | 11,500              |
| Public Works           | Enclosed Trailer  | 12,000              | 12,000              |
| Public Works           | ABI Infield Machine   | 41,720              | 41,720              |
| Public Works           | Ventrac W/Attachments   | 68,000              | 68,000              |
| Public Works           | Air Tow T12-10  | 13,000              | 13,000              |
| <b>TOTAL</b>           |   | <b>\$ 3,426,467</b> | <b>\$ 2,306,686</b> |

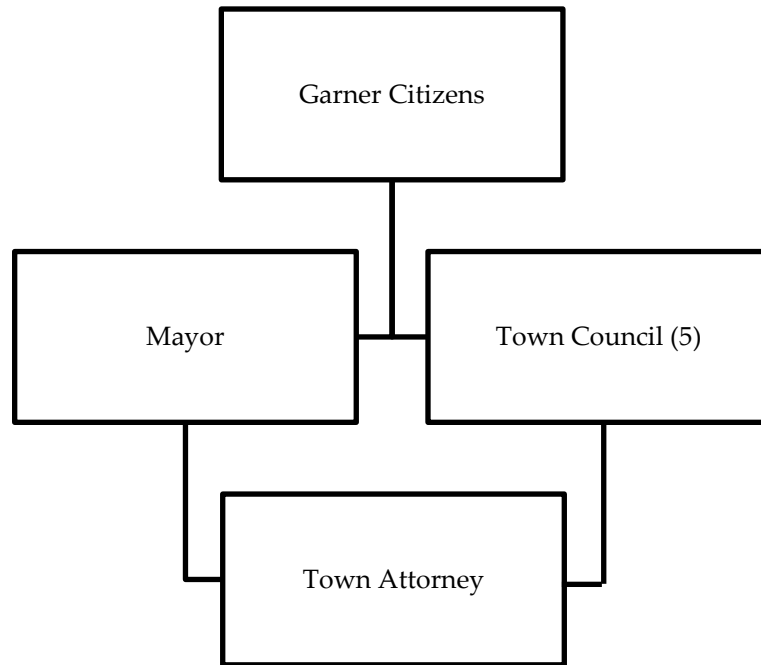
**Operating Capital**

*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         | ADOPTED          |
|------------------------|--|-------------------|------------------|
| Communications         | Sony Camera  | 3,500             | 3,500            |
| Information Technology | Replacement IT Equipment                                     | 20,600            | 20,600           |
| Fire                   | Replacement of Firefighting Equipment (PPV Fans and Nozzles) | 19,996            |                  |
| Parks                  | Replacement Table and Chairs at White Deer Park              | 5,160             | -                |
| Police                 | Ballistic Vests  | 10,240            | -                |
| Police                 | Sniper Equipment   | 5,900             | -                |
| Police                 | Rifle Helmets & Rifle Plates                                 | 10,600            | -                |
| Police                 | Wellness Center Equipment                                    | 5,000             | -                |
| Police                 | SRT Communications   | 9,750             | -                |
| Police                 | Cubicles   | 17,603            | -                |
| <b>TOTAL</b>           |  | <b>\$ 108,349</b> | <b>\$ 24,100</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

| Divisions                 | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|---------------------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Town Council              | \$223,203            | \$415,395             | \$417,045             | \$211,203                            | \$237,403                        |
| Legal Services            | 156,097              | 128,617               | 176,617               | 208,617                              | 208,617                          |
| <b>Total Expenditures</b> | <b>\$379,300</b>     | <b>\$544,012</b>      | <b>\$593,662</b>      | <b>\$419,820</b>                     | <b>\$446,020</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 2019 – 2020 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 2020-2021*

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 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
|                           | Actual           | Adopted          | Revised          | Manager          | Council          |
| Town Council              |                  |                  |                  | Recommended      | Approved         |
| Sal Temp                  | \$49,580         | \$51,792         | \$51,792         | \$51,792         | \$51,792         |
| FICA                      | 3,265            | 3,962            | 3,962            | 3,962            | 3,962            |
| Group Ins                 | 70,363           | 76,358           | 76,358           | 72,961           | 72,961           |
| Prof Serv                 | 34,011           | 38,250           | 38,250           | 0                | 26,200           |
| Postage                   | 109              | 100              | 100              | 100              | 100              |
| Telephone                 | 599              | 0                | 0                | 0                | 0                |
| Printing                  | 0                | 110              | 110              | 110              | 110              |
| Trav & Trn                | 6,630            | 9,895            | 9,895            | 9,895            | 9,895            |
| Spec Evnts                | 11,256           | 16,675           | 16,675           | 16,675           | 16,675           |
| Equip Rent                | 878              | 910              | 910              | 910              | 910              |
| Prop Tax                  | 2,232            | 1,250            | 1,250            | 1,250            | 1,250            |
| Dept Supp                 | 1,070            | 1,800            | 3,450            | 1,800            | 1,800            |
| Cont Serv                 | 4,030            | 4,300            | 4,300            | 4,300            | 4,300            |
| Elect Chrg                | 0                | 163,045          | 163,045          | 0                | 0                |
| Dues & Sub                | 39,182           | 46,948           | 46,948           | 47,448           | 47,448           |
|                           |                  |                  |                  |                  |                  |
| <b>Total Town Council</b> | <b>\$223,203</b> | <b>\$415,395</b> | <b>\$417,045</b> | <b>\$211,203</b> | <b>\$237,403</b> |

### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

A decrease of \$177,992 is primarily based on one-time costs associated with the November 2019 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 2019-2020 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 2020-2021***

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

### **Position Summary**

#### ***Authorized Positions***

| Position      | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|---------------|-----------------------|------------------------|-----------------------|
| Town Attorney | 1                     | -                      | 1                     |
| <b>Total</b>  | <b>1</b>              | <b>-</b>               | <b>1</b>              |

## Governing Body

### Budget Summary

|                             | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|
|                             | Actual           | Adopted          | Revised          | Manager          | Council          |
| Legal Services              |                  |                  |                  | Recommended      | Approved         |
| Prof Serv                   | \$148,000        | \$120,000        | \$168,000        | \$200,000        | \$200,000        |
| Postage                     | 68               | 42               | 42               | 42               | 42               |
| Trav & Trn                  | 2,030            | 1,845            | 1,845            | 1,845            | 1,845            |
| Filing Fee                  | 5,279            | 1,200            | 1,200            | 1,200            | 1,200            |
| Dept Supp                   | 419              | 480              | 480              | 480              | 480              |
| Cont Serv                   | 300              | 5,000            | 5,000            | 5,000            | 5,000            |
| Dues & Sub                  | 0                | 50               | 50               | 50               | 50               |
| <b>Total Legal Services</b> | <b>\$156,097</b> | <b>\$128,617</b> | <b>\$176,617</b> | <b>\$208,617</b> | <b>\$208,617</b> |

### FY 2021 Major Funding Changes

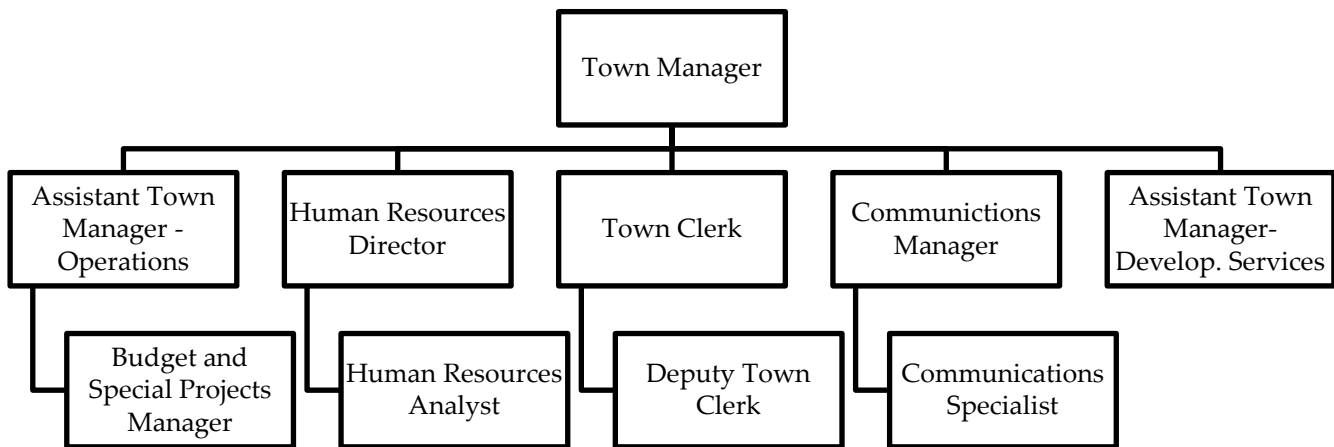
*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

An increase of \$80,000 is based on the Town transitioning to a full-time staff attorney in FY 2021.

## Administration Department

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



### Expenditure Summary

| Divisions                 | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|---------------------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Town Manager              | \$644,929            | \$686,307             | \$684,657             | \$705,181                            | \$718,984                        |
| Town Clerk                | 153,630              | 173,185               | 173,185               | 174,615                              | 181,344                          |
| Human Resources           | 298,480              | 320,010               | 355,410               | 352,627                              | 357,877                          |
| Neighborhood Improvement  | 134,544              | 137,841               | 0                     | 0                                    | 0                                |
| Communications            | 296,176              | 309,143               | 309,143               | 312,853                              | 314,982                          |
| Safety and Compliance     | 9,034                | 9,935                 | 9,935                 | 9,935                                | 9,935                            |
| <b>Total Expenditures</b> | <b>\$1,536,793</b>   | <b>\$1,636,421</b>    | <b>\$1,532,330</b>    | <b>\$1,555,211</b>                   | <b>\$1,583,122</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 2019-2020 Accomplishments***

- Town Manger Rodney Dickerson was elected President of the NC City and County Management Association.
- 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 2019-2020 adopted operating and capital budgets and development of the 2020-2021 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)

## Administration Department

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

### *Objectives for Fiscal Year 2020-2021*

1. Continue implementation of the multi-year Strategic Plan and work to integrate the Town's mission, vision and priorities in all departments' work plans.
2. Manage the Town's bond program and construction projects.
3. Continue development of a new multi-year CIP plan that will be used as the framework for a potential bond referendum in November 2021.
4. Work with Town Departments to identify and begin to track relevant metrics to guide management related decisions
5. Analyze and recommend management and process efficiencies across the organization.

## Position Summary

### *Authorized Positions*

| Positions                                  | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|--|-----------------------|------------------------|-----------------------|
| Town Manager                               | 1                     | -                      | 1                     |
| Assistant Town Manager - Operations        | 1                     | -                      | 1                     |
| Assistant Town Manager - Develop. Services | 1                     | -                      | 1                     |
| Budget and Special Projects Manager        | 1                     | -                      | 1                     |
| <b>Total</b>                               | 4                     | -                      | 4                     |

## Administration Department

### Budget Summary

|                           | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|---------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Town Manager</b>       |                          |                           |                           |  |                                       |
| Salaries                  | \$444,702                | \$471,858                 | \$471,858                 | \$490,120                                | \$501,289                             |
| Sal Temp                  | 3,268                    | 0                         | 0                         | 0  | 0                                     |
| Longevity                 | 5,502                    | 5,842                     | 5,842                     | 5,993                                    | 5,993                                 |
| FICA                      | 30,367                   | 33,481                    | 33,481                    | 33,755                                   | 36,389                                |
| Group Ins                 | 60,859                   | 55,277                    | 55,277                    | 52,876                                   | 52,876                                |
| Retirement                | 57,643                   | 67,992                    | 67,992                    | 75,056                                   | 75,056                                |
| Prof Serv                 | 391                      | 1,000                     | 1,000                     | 1,000                                    | 1,000                                 |
| Postage                   | 27                       | 200                       | 200                       | 200                                      | 200                                   |
| Telephone                 | 2,414                    | 2,544                     | 2,544                     | 2,544                                    | 2,544                                 |
| Trav & Trn                | 23,279                   | 27,545                    | 25,895                    | 23,970                                   | 23,970                                |
| Equip Rent                | 11,532                   | 10,662                    | 10,662                    | 10,662                                   | 10,662                                |
| Dept Supp                 | 937                      | 3,500                     | 3,500                     | 3,500                                    | 3,500                                 |
| Supp U/W                  | 168                      | 1,500                     | 1,500                     | 1,500                                    | 1,500                                 |
| Cont Serv                 | 456                      | 456                       | 456                       | 663                                      | 663                                   |
| Dues & Sub                | 3,384                    | 4,450                     | 4,450                     | 3,342                                    | 3,342                                 |
| <b>Total Town Manager</b> | <b>\$644,929</b>         | <b>\$686,307</b>          | <b>\$684,657</b>          | <b>\$705,181</b>                         | <b>\$718,984</b>                      |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

An increase of \$32,677 is primarily associated with personnel related adjustments.

### Performance Measures / Regional Benchmarking

| Locality                 | Dedicated Budget/Data Staff | FY 2019 - 2020 Total Budget |
|--------------------------|-----------------------------|-----------------------------|
| Garner                   | 1                           | \$37,444,625                |
| Fuquay-Varina            | 0                           | \$58,550,556                |
| Wake Forest              | 1                           | \$70,105,085                |
| Morrisville <sup>1</sup> | 1                           | \$35,766,570                |
| Holly Springs            | 1                           | \$75,531,383                |

<sup>1</sup> The Assistant to the Town Manager is the primary budget contact. A Strategic Planning Manager position has also been created.



# 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 2019-2020 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 40 percent of ordinances created prior to 2002.

### *Goals*

1. Provide public notice of all official meetings and prepare agenda and minutes for all Town Council regular meetings, special meetings, emergency meetings, work sessions and Committee meetings. (SD1, SD4, 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 2020-2021*

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 50 percent of ordinances created prior to 2002.

## Administration Department

### Position Summary

| Positions         | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|-------------------|-----------------------|------------------------|-----------------------|
| Town Clerk        | 1                     | -                      | 1                     |
| Deputy Town Clerk | 1                     | -                      | 1                     |
| <b>Total</b>      | <b>2</b>              | <b>-</b>               | <b>2</b>              |

### Budget Summary

|                         | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|-------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Town Clerk</b>       |                          |                           |                           |  |                                       |
| Salaries                | \$108,318                | \$123,277                 | \$123,277                 | \$113,700                                | \$119,429                             |
| Salary OT               | 81                       | 0                         | 0                         | 0  | 0                                     |
| FICA                    | 8,309                    | 9,477                     | 9,477                     | 8,744                                    | 9,744                                 |
| Group Ins               | 12,265                   | 12,173                    | 12,173                    | 22,167                                   | 22,167                                |
| Retirement              | 13,858                   | 17,232                    | 17,232                    | 17,264                                   | 17,264                                |
| Postage                 | 42                       | 75                        | 75                        | 75                                       | 75                                    |
| Telephone               | 610                      | 636                       | 636                       | 636                                      | 636                                   |
| Printing                | 0                        | 75                        | 75                        | 75                                       | 75                                    |
| Trav & Trn              | 5,617                    | 6,740                     | 6,740                     | 8,040                                    | 8,040                                 |
| Record Fee              | 1,492                    | 1,100                     | 1,100                     | 1,100                                    | 1,100                                 |
| Advertise               | 0                        | 250                       | 250                       | 250                                      | 250                                   |
| Dept Supp               | 1,136                    | 1,600                     | 1,600                     | 1,600                                    | 1,600                                 |
| Software                | 0                        | 0                         | 0                         | 414                                      | 414                                   |
| Cont Serv               | 1,249                    | 0                         | 0                         | 0  | 0                                     |
| Dues & Sub              | 654                      | 550                       | 550                       | 550                                      | 550                                   |
| <b>Total Town Clerk</b> | <b>\$153,630</b>         | <b>\$173,185</b>          | <b>\$173,185</b>          | <b>\$174,615</b>                         | <b>\$181,344</b>                      |

### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- An increase of \$8,159 is primarily associated with personnel related adjustments.

## Administration Department

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### Performance Measures/Regional Benchmarking

| Measure   | Actual     | Actual     | Target     |
|---|------------|------------|------------|
|   | FY 2018-19 | FY 2019-20 | FY 2020-21 |
| 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 2019-2020 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, continued project with Triangle J Foundation to enhance Police Officer recruitment and retention.
- In partnership with the Police and Fire Department, continued critical training efforts 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)
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)

## Administration Department

### Objectives for Fiscal Year 2020-2021

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

| Positions                | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|--------------------------|-----------------------|------------------------|-----------------------|
| Human Resources Director | 1                     | -                      | 1                     |
| Human Resources Analyst  | 1                     | -                      | 1                     |
| Risk Manager             | 0                     | 1                      | 0                     |
| <b>Total</b>             | 2                     | 1                      | 2                     |

### Budget Summary

|                              | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|------------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Human Resources</b>       |                          |                           |                           |  |                                       |
| Salaries                     | \$150,834                | \$160,389                 | \$160,389                 | \$165,999                                | \$171,249                             |
| Longevity                    | 1,000                    | 1,000                     | 1,000                     | 1,000                                    | 1,000                                 |
| FICA                         | 11,605                   | 12,423                    | 12,423                    | 12,789                                   | 12,789                                |
| Group Ins                    | 23,546                   | 23,250                    | 23,250                    | 22,262                                   | 22,262                                |
| Retirement                   | 19,428                   | 23,234                    | 23,234                    | 25,279                                   | 25,279                                |
| Prof Serv                    | 15,860                   | 16,400                    | 16,400                    | 16,400                                   | 16,400                                |
| Postage                      | 224                      | 150                       | 150                       | 150                                      | 150                                   |
| Telephone                    | 586                      | 636                       | 636                       | 636                                      | 636                                   |
| Trav & Trn                   | 1,444                    | 6,026                     | 6,026                     | 5,174                                    | 5,174                                 |
| Org Train                    | 7,850                    | 14,750                    | 14,750                    | 7,500                                    | 7,500                                 |
| CPR Trn                      | 0                        | 450                       | 450                       | 500                                      | 500                                   |
| Emp Recog                    | 3,196                    | 7,400                     | 7,400                     | 7,400                                    | 7,400                                 |
| Equip Rent                   | 1                        | 0                         | 0                         | 0  | 0                                     |
| Advertise                    | 0                        | 5,000                     | 5,000                     | 6,000                                    | 6,000                                 |
| Recruitmen                   | 21,860                   | 0                         | 0                         | 20,000                                   | 20,000                                |
| Dept Supp                    | 706                      | 1,000                     | 1,000                     | 1,250                                    | 1,250                                 |
| Cont Serv                    | 37,438                   | 34,302                    | 69,702                    | 52,190                                   | 52,190                                |
| Dues & Sub                   | 449                      | 2,100                     | 2,100                     | 1,998                                    | 1,998                                 |
| Wellness                     | 1,354                    | 6,000                     | 6,000                     | 1,700                                    | 1,700                                 |
| Ed Assist                    | 1,100                    | 5,500                     | 5,500                     | 4,400                                    | 4,400                                 |
| <b>Total Human Resources</b> | <b>\$298,480</b>         | <b>\$320,010</b>          | <b>\$355,410</b>          | <b>\$352,627</b>                         | <b>\$357,877</b>                      |

## Administration Department

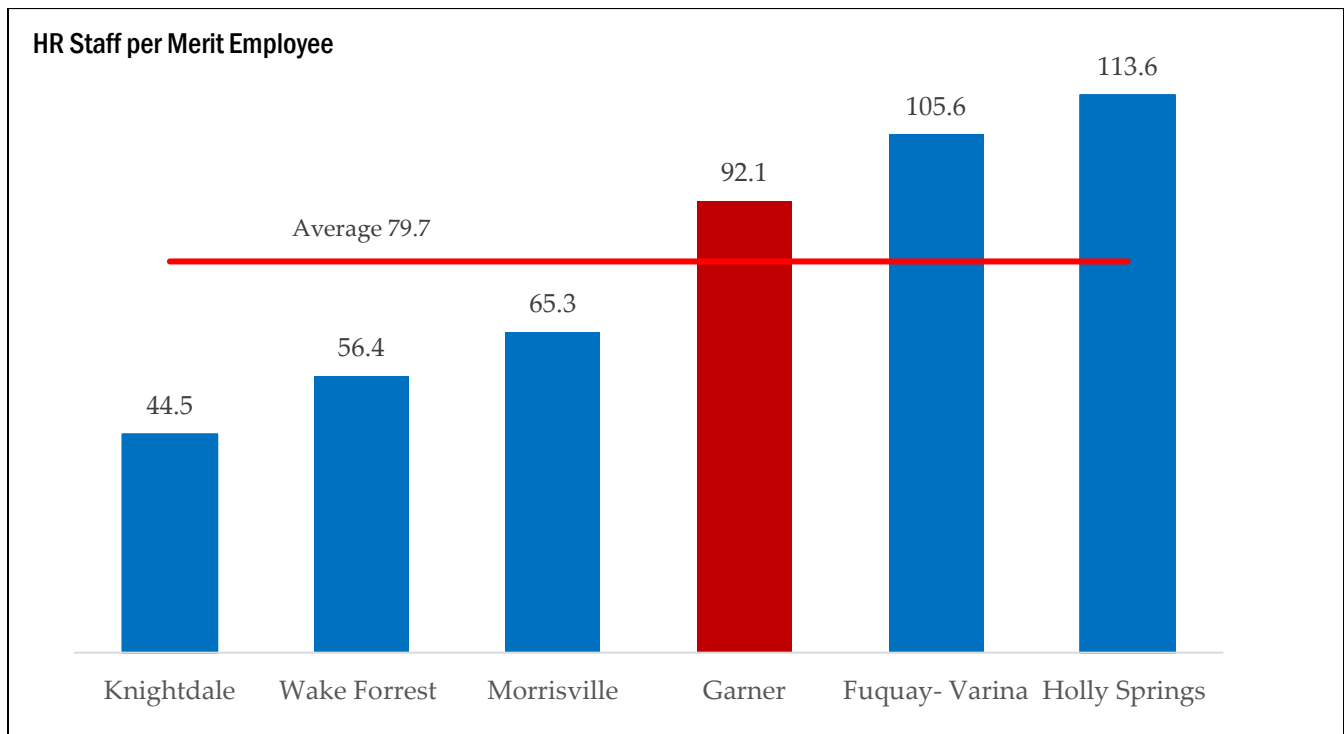
### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- An increase of \$37,867 is primarily associated with funding to conduct an assessment center for the Town’s vacant Police Chief position.

### Performance Measures / Regional Benchmarking

| Measure  | Actual     | Actual     | Target     |
|--|------------|------------|------------|
|  | FY 2018-19 | FY 2019-20 | FY 2020-21 |
| % of Employees Completing the Probationary Period Successfully | 100%       | 100%       | 100%       |
| Full-time Employee Turnover Rate                               | 5%         | 6.50%      | 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 2019-2020 Accomplishments*

- Communications won multiple awards from N.C. Association of Government Information Officers for video, writing and media relations work
- Maintained a high level of traffic on website and kept it up to date with timely, quality content
- 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)
- 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



## Administration Department

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- Worked with PRCR staff and outside partners (e.g. Towne Players) to help sell out shows at GPAC
- Worked seamlessly with multiple Town departments during the COVID-19 pandemic to provide accurate and up to date information to the public
- Began a podcast series that focuses on important people in Garner

### *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 2020-2021*

- 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

## Position Summary

| Positions                 | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|---------------------------|-----------------------|------------------------|-----------------------|
| Communications Manager    | 1                     | -                      | 1                     |
| Communications Specialist | 1                     | 1                      | 1                     |
| <b>Total</b>              | 2                     | 1                      | 2                     |

## Administration Department

### Budget Summary

|                             | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|
|                             | Actual           | Adopted          | Revised          | Manager          | Council          |
| Communications              |                  |                  |                  | Recommended      | Approved         |
| Salaries                    | \$131,113        | \$137,908        | \$137,908        | \$143,145        | \$145,274        |
| FICA                        | 8,607            | 10,537           | 10,537           | 10,937           | 10,937           |
| Group Ins                   | 31,499           | 31,351           | 31,351           | 32,645           | 32,645           |
| Retirement                  | 16,771           | 19,245           | 19,245           | 21,634           | 21,634           |
| Prof Serv                   | 2,950            | 18,800           | 18,800           | 15,100           | 15,100           |
| Postage                     | 0                | 500              | 500              | 1,500            | 1,500            |
| Telephone                   | 1,227            | 1,272            | 1,272            | 1,272            | 1,272            |
| Printing                    | 927              | 9,500            | 9,500            | 6,500            | 6,500            |
| Trav & Trn                  | 5,304            | 5,660            | 5,660            | 2,350            | 2,350            |
| 10425000 522100 Equip Rent  | 0                | 0                | 0                | 0                | 0                |
| Advertise                   | 15,130           | 7,300            | 7,300            | 7,100            | 7,100            |
| Dept Supp                   | 857              | 500              | 500              | 500              | 500              |
| Equip NC                    | 9,001            | 0                | 0                | 3,500            | 3,500            |
| Cont Serv                   | 72,564           | 65,345           | 65,345           | 65,345           | 65,345           |
| Dues & Sub                  | 226              | 1,225            | 1,225            | 1,325            | 1,325            |
| <b>Total Communications</b> | <b>\$296,176</b> | <b>\$309,143</b> | <b>\$309,143</b> | <b>\$312,853</b> | <b>\$314,982</b> |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$5,839 is primarily associated with personnel related adjustments.

### Performance Measures / Regional Benchmarking

| Measure                                  | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|--|----------------------|----------------------|----------------------|
| average monthly sessions on garnernc.gov | 16,566               | 19,475               | 20,000               |
| % annual increase in Facebook followers  | 16%                  | 14%                  | 15%                  |
| Pageviews                                | 589.8K               | 669.8K               | 700k                 |
| Users                                    | 127.9K               | 158.1K               | 170k                 |
| Sessions                                 | 219.5K               | 265.6K               | 280k                 |
| Ave. Time on page                        | 1:17                 | 1:20                 | 1:25                 |

## 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 2018 - 2019 | FY 2019 - 2020 | FY 2019 - 2020 | FY 2020 - 2021      | FY 2020 - 2021   |
|---------------------|----------------|----------------|----------------|---------------------|------------------|
|                     | Actual         | Adopted        | Revised        | Manager Recommended | Council Approved |
| <b>Safety</b>       |                |                |                |                     |                  |
| Trav & Trn          | \$160          | \$500          | \$500          | \$500               | \$500            |
| CPR Trn             | 0              | 361            | 361            | 361                 | 361              |
| Cont Serv           | 4,688          | 4,874          | 4,874          | 4,874               | 4,874            |
| Dues & Sub          | 812            | 800            | 800            | 800                 | 800              |
| Emp Safety          | 3,374          | 3,400          | 3,400          | 3,400               | 3,400            |
| <b>Total Safety</b> | <b>\$9,034</b> | <b>\$9,935</b> | <b>\$9,935</b> | <b>\$9,935</b>      | <b>\$9,935</b>   |

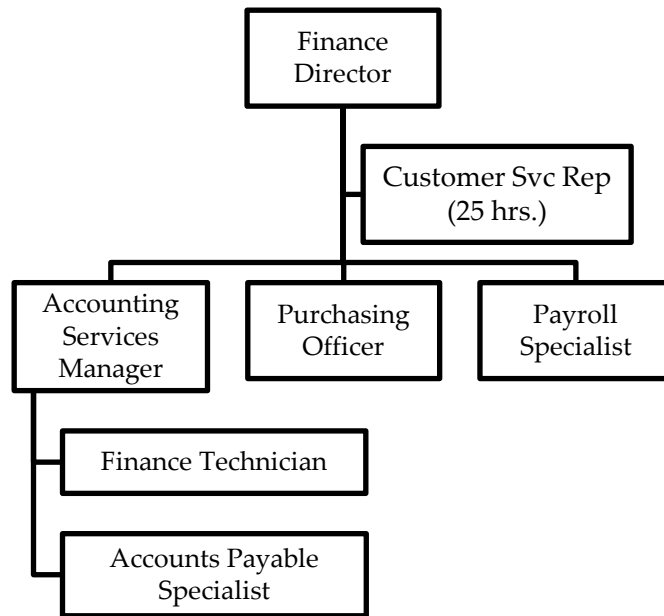
### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- No changes have been made to this budget since the adoption of the FY 2019 – 2020 Adopted Budget.

## 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

## Finance Department

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financial policies and guidelines, prepares the Comprehensive Annual Financial Report, the Popular Annual Financial Report and performs special financial analysis such as statistical reporting, cash flow projections, and economic development projections. The Finance Department also provides collections for the City of Raleigh Utilities and Wake County Revenue.

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

### *Fiscal Year 2019 - 2020 Accomplishments*

- The CAFR received the Certificate of Achievement for Excellence in Financial Reporting. This was the 30<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 23<sup>rd</sup> Distinguished Budget Award for the FY 2019-20 budget document.
- Managed the utilization of bond funds.

### *Goals*

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

## Finance Department

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### Objectives for FY 2020-2021

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

| Divisions              | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|------------------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Finance Administration | \$884,843            | \$831,422             | \$941,908             | \$937,805                            | <b>\$942,292</b>                 |
| <b>Total</b>           | \$884,843            | \$831,422             | \$941,908             | <b>\$937,805</b>                     | <b>\$942,292</b>                 |

### Position Summary

| Positions                   | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|-----------------------------|-----------------------|------------------------|-----------------------|
| Finance Director            | 1                     | -                      | 1                     |
| Accounting Services Manager | 1                     | -                      | 1                     |
| Purchasing Officer          | 1                     | -                      | 1                     |
| Customer Service Rep        | 0.62                  | -                      | <b>0.62</b>           |
| Accounts Payable Specialist | 1                     | -                      | 1                     |
| Finance Specialist          | 1                     | -                      | 1                     |
| Payroll Specialist          | 1                     | -                      | 1                     |
| <b>Total</b>                | <b>6.62</b>           | -                      | <b>6.62</b>           |

## Finance Department

### Budget Summary

|                                    | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                    | Actual           | Adopted          | Revised          | Manager          | Council          |
| Finance Administration             |                  |                  |                  | Recommended      | Approved         |
| Salaries                           | \$384,479        | \$386,747        | \$386,747        | \$453,673        | \$457,786        |
| Salary OT                          | 149              | 0                | 0                | 0                | 0                |
| Longevity                          | 2,562            | 2,808            | 2,808            | 2,715            | 2,715            |
| FICA                               | 28,436           | 29,781           | 29,781           | 34,900           | 35,274           |
| Group Ins                          | 53,938           | 59,389           | 69,389           | 72,897           | 72,897           |
| Retirement                         | 49,414           | 54,162           | 54,162           | 68,959           | 68,959           |
| Prof Serv                          | 70,075           | 46,200           | 74,300           | 73,200           | 73,200           |
| Postage                            | 2,547            | 2,903            | 2,903            | 2,900            | 2,900            |
| Telephone                          | 610              | 636              | 636              | 636              | 636              |
| Printing                           | 3,641            | 3,200            | 3,200            | 3,200            | 3,200            |
| Trav & Trn                         | 5,565            | 7,525            | 7,525            | 2,850            | 2,850            |
| Equip Rent                         | 4,122            | 3,915            | 3,915            | 3,924            | 3,924            |
| Dept Supp                          | 4,975            | 10,550           | 10,550           | 10,550           | 10,550           |
| Copier Sup                         | 4,795            | 0                | 0                | 0                | 0                |
| Equip NC                           | 2,378            | 0                | 0                | 0                | 0                |
| Cont Serv                          | 177,539          | 143,932          | 171,318          | 116,911          | 116,911          |
| Tax Coll                           | 88,619           | 79,234           | 99,234           | 90,000           | 90,000           |
| Dues & Sub                         | 1,000            | 440              | 440              | 490              | 490              |
| Inventory                          | 0                | 0                | 25,000           | 0                | 0                |
| <b>Total Finance Administratio</b> | <b>\$884,843</b> | <b>\$831,422</b> | <b>\$941,908</b> | <b>\$937,805</b> | <b>\$942,292</b> |

### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- An increase of \$110,870 is primarily due to compensation related adjustments based on the hiring of several new staff members.

## Finance Department

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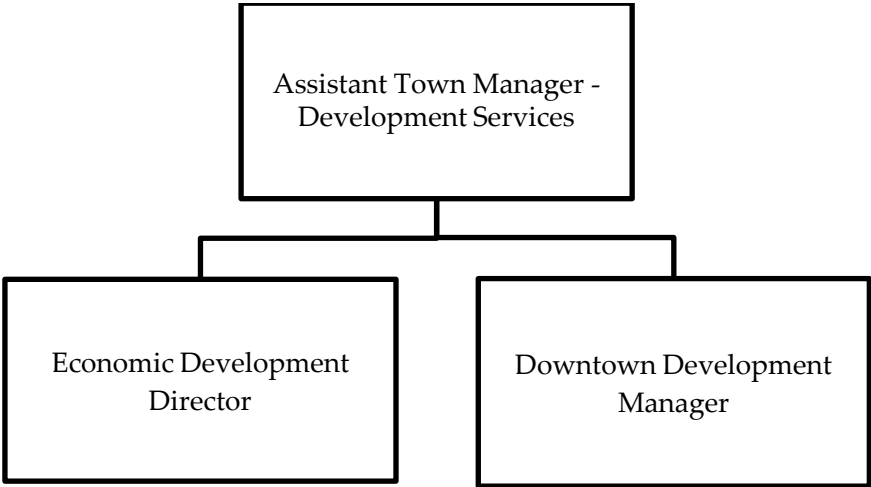
### Performances Measures / Regional Benchmarking

| <b>Measure</b>   | <b>Actual<br/>FY 2018-19</b> | <b>Actual<br/>FY 2019-20</b> | <b>Target<br/>FY 2020-21</b> |
|--|------------------------------|------------------------------|------------------------------|
| Purchase Requisitions/Contract Processed                           | 273                          | 273                          | 280                          |
| New Hire Actions Processed   | 60                           | 60                           | 60                           |
| Unique Employees Paid  | 338                          | 338                          | 330                          |
| Annual Investment Earnings   | \$832,306                    | \$832,306                    | \$600,000                    |
| Unmodified Audit Opinion   | Yes                          | Yes                          | Yes                          |
| Received the Award for Excellence in Financial Reporting from GFOA | 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 2019-2020 Accomplishments*

- Supported small business development through Gear Works and the efforts of the Downtown Garner Association as well as recruiting and retaining larger companies.
- With the launch of the new economic development website, the department is raising the Town's economic development online presence by promoting featured sites and highlighting key Garner specific data to site selectors, real estate professionals and the general public.
- 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 2020 – 2021 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

| Divisions                     | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|-------------------------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Economic Development          | \$239,737            | \$248,125             | \$248,125             | \$244,825                            | <b>\$267,009</b>                 |
| Economic Development Partners | 111,866              | 52,869                | 52,869                | 105,369                              | <b>115,369</b>                   |
| <b>Total Expenditures</b>     | <b>\$351,603</b>     | <b>\$300,994</b>      | <b>\$300,994</b>      | <b>\$350,194</b>                     | <b>\$382,378</b>                 |

### Position Summary

| Positions                     | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|-------------------------------|-----------------------|------------------------|-----------------------|
| Economic Development Director | 1                     | -                      | <b>1</b>              |
| Downtown Development Manager  | 1                     | -                      | <b>1</b>              |
| <b>Total</b>                  | <b>2</b>              | <b>-</b>               | <b>2</b>              |

## Economic Development

### Budget Summary

|                                   | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021         | FY 2020 - 2021      |
|-----------------------------------|------------------|------------------|------------------|------------------------|---------------------|
|                                   | Actual           | Adopted          | Revised          | Manager<br>Recommended | Council<br>Approved |
| <b>Economic Development</b>       |                  |                  |                  |                        |                     |
| Salaries                          | \$141,621        | \$145,122        | \$145,122        | \$151,376              | \$169,891           |
| FICA                              | 10,755           | 11,101           | 11,101           | 11,607                 | 15,276              |
| Group Ins                         | 23,526           | 23,219           | 23,219           | 22,234                 | 22,234              |
| Retirement                        | 18,118           | 20,253           | 20,253           | 22,933                 | 22,933              |
| Postage                           | 2                | 20               | 20               | 20                     | 20                  |
| Telephone                         | 1,219            | 1,272            | 1,272            | 1,272                  | 1,272               |
| Printing                          | 1,013            | 2,700            | 2,700            | 2,700                  | 2,700               |
| Trav & Trn                        | 6,379            | 7,925            | 7,925            | 3,445                  | 3,445               |
| Buss Recru                        | 12,505           | 11,450           | 11,450           | 10,900                 | 10,900              |
| BRE                               | 881              | 700              | 700              | 0                      | 0                   |
| Dev Asst                          | 1,000            | 1,000            | 1,000            | 1,000                  | 1,000               |
| Auto M&R                          | 590              | 0                | 0                | 0                      | 0                   |
| Equip Rent                        | 1                | 0                | 0                | 0                      | 0                   |
| Advertise                         | 2,293            | 2,500            | 2,500            | 2,500                  | 2,500               |
| Fuel                              | 318              | 453              | 453              | 453                    | 453                 |
| Dept Supp                         | 417              | 600              | 600              | 600                    | 600                 |
| Prom Supp                         | 1,541            | 1,600            | 1,600            | 0                      | 0                   |
| DT Grants                         | 5,000            | 5,000            | 5,000            | 0                      | 0                   |
| Cont Serv                         | 10,501           | 11,000           | 11,000           | 10,200                 | 10,200              |
| Dues & Sub                        | 2,055            | 2,210            | 2,210            | 3,585                  | 3,585               |
| <b>Total Economic Development</b> | <b>\$239,737</b> | <b>\$248,125</b> | <b>\$248,125</b> | <b>\$244,825</b>       | <b>\$267,009</b>    |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- A decrease of \$18,884 is primarily associated with reductions required to balance the FY 2020-2021 Budget.

## Economic Development

### Performances Measures / Regional Benchmarking

| Measure  | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|--|----------------------|----------------------|----------------------|
| % 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 NCCGS Ch. 158, Article 1. “The Local Development Act of 1925”. Seeing as how each of these partner organizations aid greatly in economic promotion and development activities in Garner, the **Economic Development Partners** division was created to highlight these important economic development related expenditures.

#### *Garner Economic Development Corporation*

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

#### *Garner Chamber of Commerce*

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

#### *Downtown Garner Association*

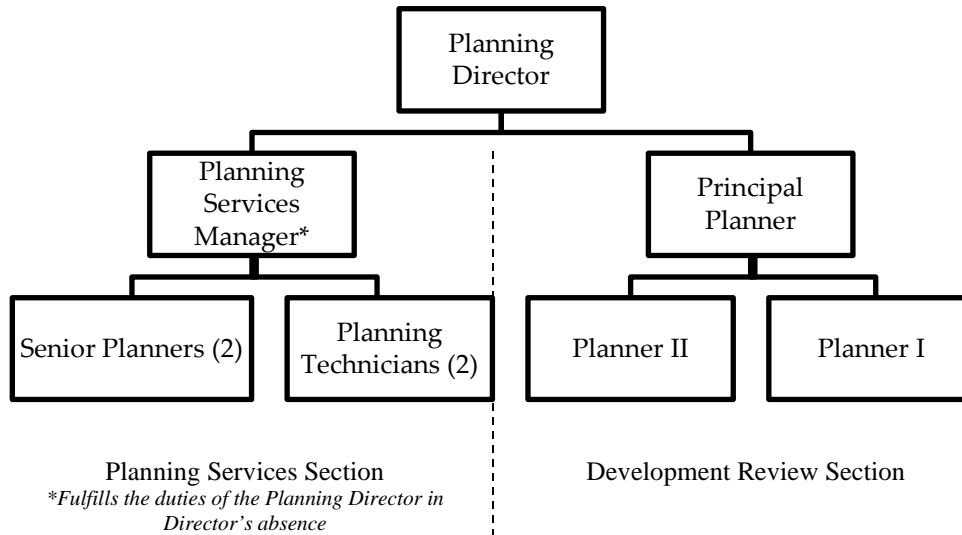
The mission of the **Downtown Garner Association (DGA)** is to lead development of Historic Downtown Garner as a vibrant business, entertainment and cultural center through public-private partnerships. Since being formed by the Town of Garner in 2005, DGA has achieved a number of accomplishments and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

### Expenditure Summary

| Divisions                        | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|----------------------------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Downtown Garner Association      | \$17,466             | \$19,869              | \$19,869              | \$27,369                             | <b>\$37,369</b>                  |
| Garner Chamber of Commerce       | 47,400               | 33,000                | 33,000                | 33,000                               | <b>33,000</b>                    |
| Garner Economic Development Corp | 45,000               | 0                     | 0                     | 45,000                               | <b>45,000</b>                    |
| Railroad Protective Liability    | 2,000                | 0                     | 0                     | 0                                    | <b>0</b>                         |
| <b>Total Expenditures</b>        | <b>\$111,866</b>     | <b>\$52,869</b>       | <b>\$52,869</b>       | <b>\$105,369</b>                     | <b>\$115,369</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.

## Planning Department

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

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

### *Fiscal Year 2019-2020 Planning Department Accomplishments*

- 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 2020-2021 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

| Divisions    | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|--------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Planning     | \$739,458            | \$775,231             | \$1,247,996           | \$917,171                            | <b>\$924,975</b>                 |
| <b>Total</b> | \$739,458            | \$775,231             | \$1,247,996           | \$917,171                            | <b>\$924,975</b>                 |

## Planning Department

### Position Summary

| Positions                 | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|---------------------------|-----------------------|------------------------|-----------------------|
| Planning Director         | 1                     | -                      | 1                     |
| Planning Services Manager | 1                     | -                      | 1                     |
| Senior Planner            | 2                     | -                      | 2                     |
| Principal Planner         | 1                     | -                      | 1                     |
| Planner II                | 1                     | 1                      | 1                     |
| Planner I                 | 1                     | -                      | 1                     |
| Planning Technician       | 2                     | -                      | 2                     |
| <b>Total</b>              | <b>9</b>              | <b>1</b>               | <b>9</b>              |

### Budget Summary

|                                      | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|--------------------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Planning Administration</b>       |                          |                           |                           |  |                                       |
| Salaries                             | \$468,895                | \$493,659                 | \$569,451                 | \$604,655                                | \$612,459                             |
| Longevity                            | 3,015                    | 4,312                     | 5,712                     | 5,841                                    | 5,841                                 |
| FICA                                 | 35,095                   | 37,492                    | 43,411                    | 46,134                                   | 46,134                                |
| Group Ins                            | 82,775                   | 86,448                    | 101,586                   | 93,223                                   | 93,223                                |
| Retirement                           | 60,380                   | 68,565                    | 79,554                    | 91,363                                   | 91,363                                |
| Prof Serv                            | 11,909                   | 14,700                    | 14,700                    | 14,700                                   | 14,700                                |
| Postage                              | 780                      | 2,000                     | 2,000                     | 1,500                                    | 1,500                                 |
| Telephone                            | 1,667                    | 2,940                     | 3,576                     | 420                                      | 420                                   |
| Printing                             | 0                        | 1,590                     | 1,590                     | 1,150                                    | 1,150                                 |
| Trav & Trn                           | 11,075                   | 15,143                    | 17,638                    | 7,348                                    | 7,348                                 |
| Auto M&R                             | 2,911                    | 0                         | 0                         | 0  | 0                                     |
| Equip Rent                           | 8,935                    | 4,095                     | 4,095                     | 4,095                                    | 4,095                                 |
| Record Fee                           | 78                       | 208                       | 208                       | 208                                      | 208                                   |
| Advertise                            | 481                      | 2,400                     | 2,400                     | 2,400                                    | 2,400                                 |
| Fuel                                 | 540                      | 724                       | 996                       | 650                                      | 650                                   |
| Dept Supp                            | 4,043                    | 5,320                     | 9,920                     | 6,870                                    | 6,870                                 |
| Equip NC                             | 0                        | 0                         | 3,000                     | 0  | 0                                     |
| Cont Serv                            | 43,533                   | 30,099                    | 157,623                   | 30,337                                   | 30,337                                |
| Prof Serv                            | 0                        | 0                         | 225,000                   | 0  | 0                                     |
| Dues & Sub                           | 3,347                    | 5,536                     | 5,536                     | 6,277                                    | 6,277                                 |
| <b>Total Planning Administration</b> | <b>\$739,458</b>         | <b>\$775,231</b>          | <b>\$1,247,996</b>        | <b>\$917,171</b>                         | <b>\$924,975</b>                      |

## Planning Department

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### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

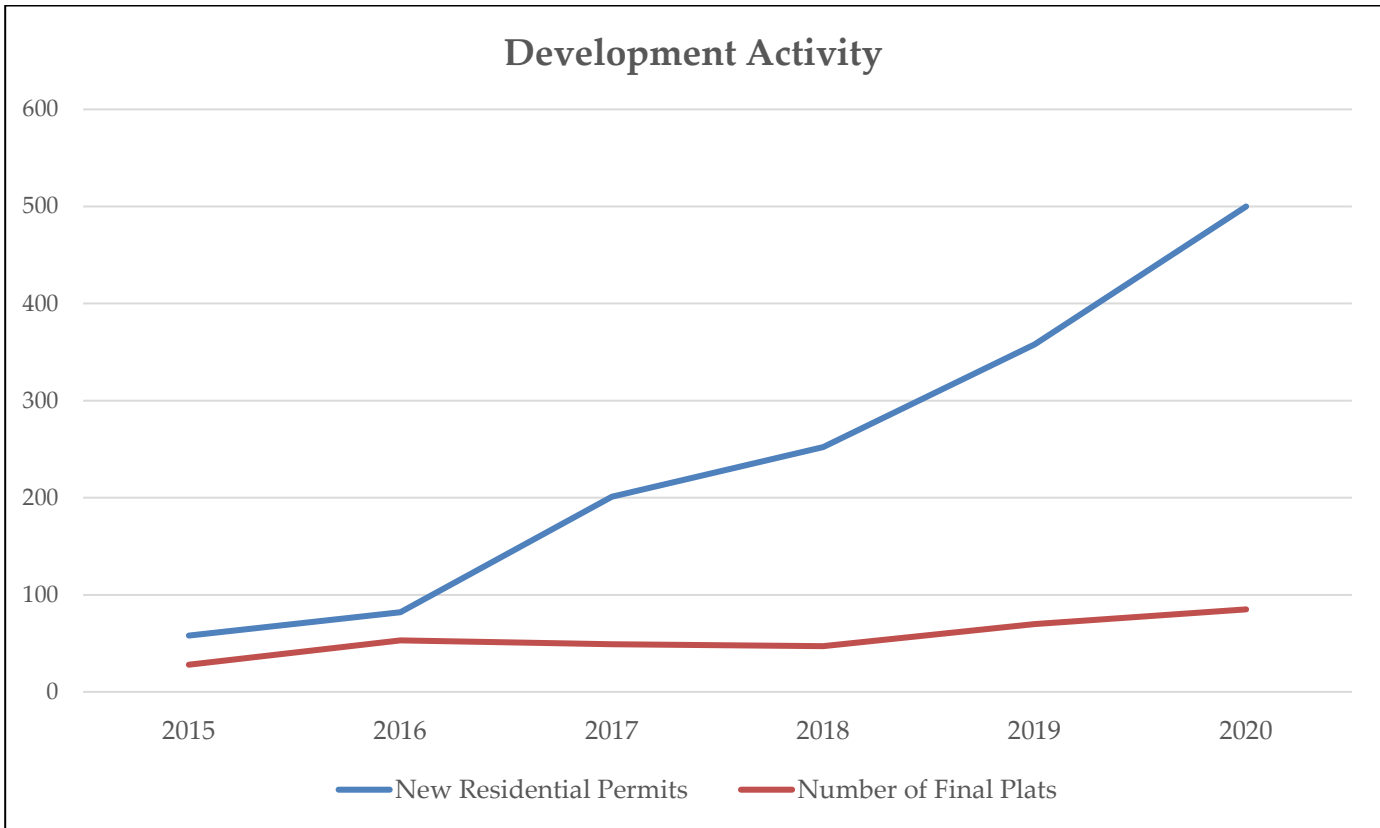
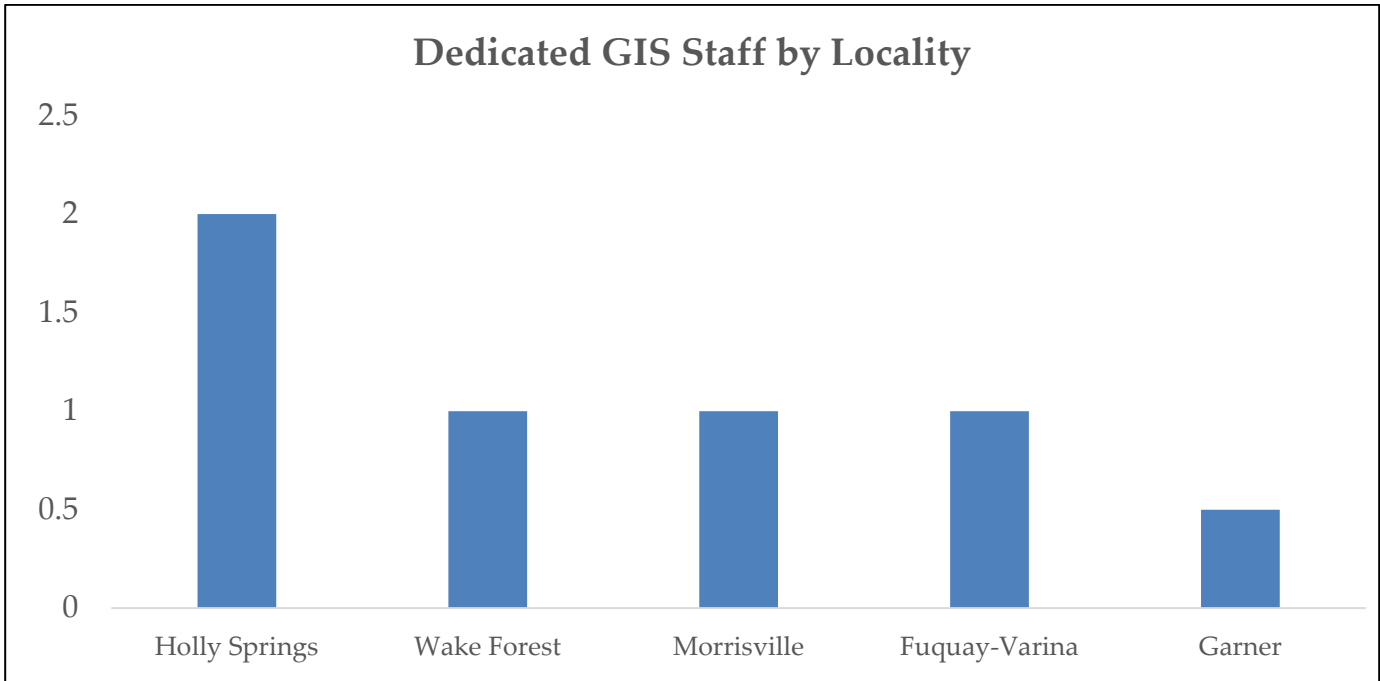
- An increase of \$149,744 is primarily associated the mid-year approval of a planning technician to assist with increased development activity.

### Performances Measures / Regional Benchmarking

| Measure  | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|--|----------------------|----------------------|----------------------|
| Hours of Professional/Technical Training Attended  | 105.25               | 133                  | 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                 | 1.3                  | 1.31                 |
| Increase % of Town Housing Units within .5 miles of Fresh Produce Purchase   | 48.40%               | 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) | 86.30%               | 91.50%               | 92%                  |

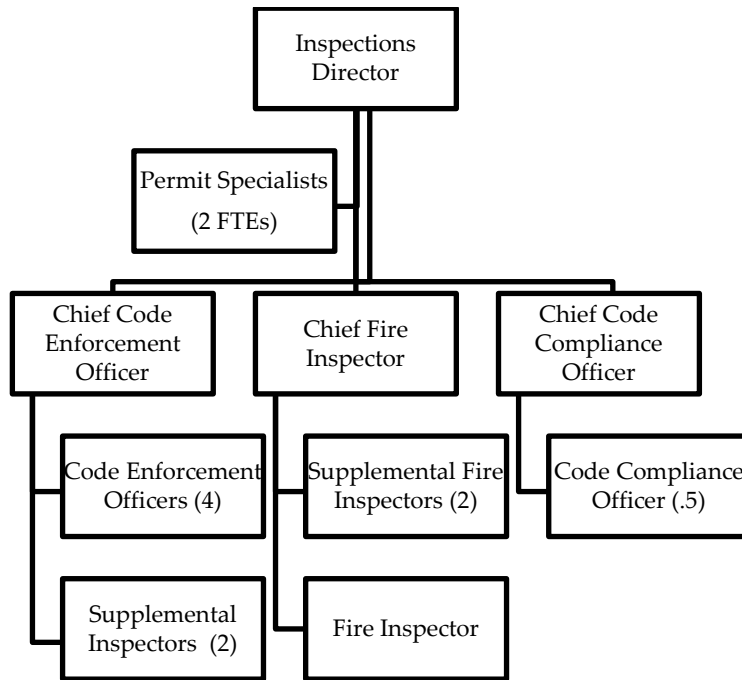
\* Loss in FY 2019 percent based on Kroger closing.

# Planning Department



# 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 2019-2020 Accomplishments*

- Performed 13,547 trade inspections
- Issued 1,547 permits
- Resolved 659 code compliance cases
- Assisted Town of Garner in all initiatives and town building projects
- 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
- 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

### Objectives for Fiscal Year 2020-2021

1. Continue to comply with legislative orders and annual documentation and reports.
2. Continue to look for ways to meet both growth and new legislation affecting inspections and inspections schedules
3. Complete Seminar to Electrical Contractors in partnership with GWBCO.
4. Continue to work with IT to tweak data base and add benefits where possible for efficiency and performance measures.
5. Establish procedures and policy for implementation of performance measures.
6. Support roles in the Trade associations for inspectors
7. Continue to support the TRC and our role as code administrators.

### Expenditure Summary

| Divisions    | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|--------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Inspections  | \$1,023,637          | \$1,213,554           | \$1,213,554           | \$1,351,126                          | <b>\$1,377,200</b>               |
| <b>Total</b> | \$1,023,637          | \$1,213,554           | \$1,213,554           | \$1,351,126                          | <b>\$1,377,200</b>               |

### Position Summary

| Positions                            | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>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>              |
| Fire Inspector                       | 1                     | -                      | <b>1</b>              |
| Code Enforcement Officer III         | 5                     | -                      | <b>5</b>              |
| Development & Permitting Specialists | 2                     | -                      | <b>2</b>              |
| <b>Total</b>                         | <b>12</b>             | -                      | <b>12</b>             |

## Inspections Department

### Budget Summary

|                          | FY 2018 - 2019     | FY 2019 - 2020     | FY 2019 - 2020     | FY 2020 - 2021     | FY 2020 - 2021     |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                          | Actual             | Adopted            | Revised            | Manager            | Council            |
| Inspections              |                    |                    |                    | Recommended        | Approved           |
| Salaries                 | \$624,617          | \$704,174          | \$704,174          | \$803,212          | \$823,212          |
| Salary OT                | 4,907              | 9,160              | 9,160              | 9,160              | 9,160              |
| Sal Temp                 | 69,923             | 118,700            | 118,700            | 77,200             | 77,200             |
| Longevity                | 12,138             | 12,897             | 12,897             | 13,459             | 19,533             |
| FICA                     | 50,533             | 62,461             | 62,461             | 66,446             | 66,446             |
| Group Ins                | 130,917            | 140,385            | 140,385            | 152,841            | 152,841            |
| Retirement               | 82,029             | 105,565            | 105,565            | 125,075            | 125,075            |
| Postage                  | 1,691              | 3,500              | 3,500              | 3,500              | 3,500              |
| Telephone                | 4,948              | 6,144              | 6,144              | 6,780              | 6,780              |
| Printing                 | 55                 | 750                | 750                | 750                | 750                |
| Trav & Trn               | 13,883             | 21,190             | 21,190             | 20,140             | 20,140             |
| Equip M&R                | 0                  | 100                | 100                | 100                | 100                |
| Auto M&R                 | 3,704              | 0                  | 0                  | 0                  | 0                  |
| Equip Rent               | 4,276              | 4,095              | 4,095              | 7,000              | 7,000              |
| Fuel                     | 5,996              | 5,430              | 5,430              | 4,323              | 4,323              |
| Dept Supp                | 4,591              | 4,450              | 4,450              | 5,450              | 5,450              |
| Uniforms                 | 714                | 3,150              | 3,150              | 3,750              | 3,750              |
| Cont Serv                | 6,460              | 7,323              | 7,323              | 47,860             | 47,860             |
| Dues & Sub               | 1,516              | 4,080              | 4,080              | 4,080              | 4,080              |
| Vehicle                  | 737                | 0                  | 0                  | 0                  | 0                  |
| <b>Total Inspections</b> | <b>\$1,023,637</b> | <b>\$1,213,554</b> | <b>\$1,213,554</b> | <b>\$1,351,126</b> | <b>\$1,377,200</b> |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

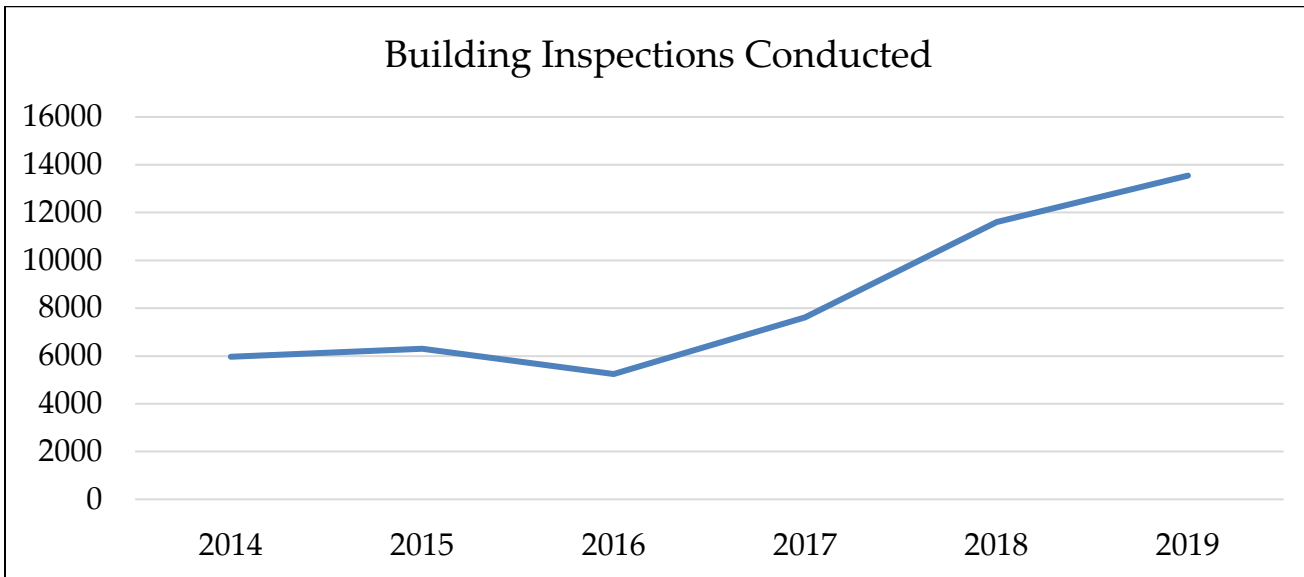
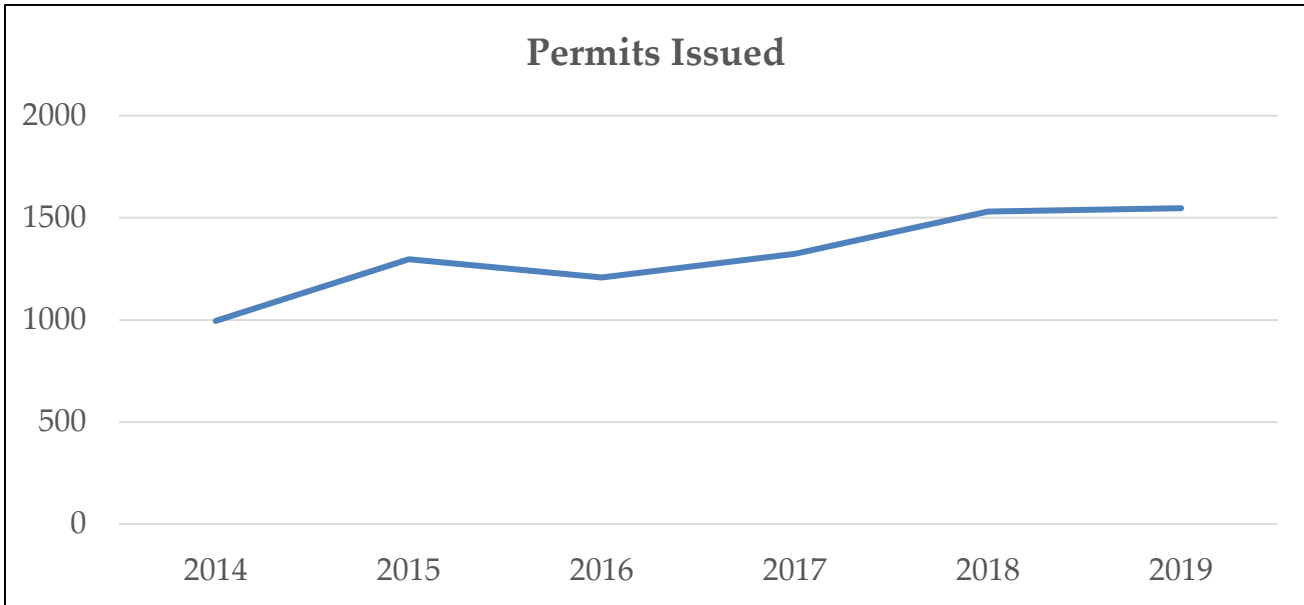
- An increase of \$163,646 is primarily associated with two positions approved mid-year to address increased development activity.



# Inspections Department

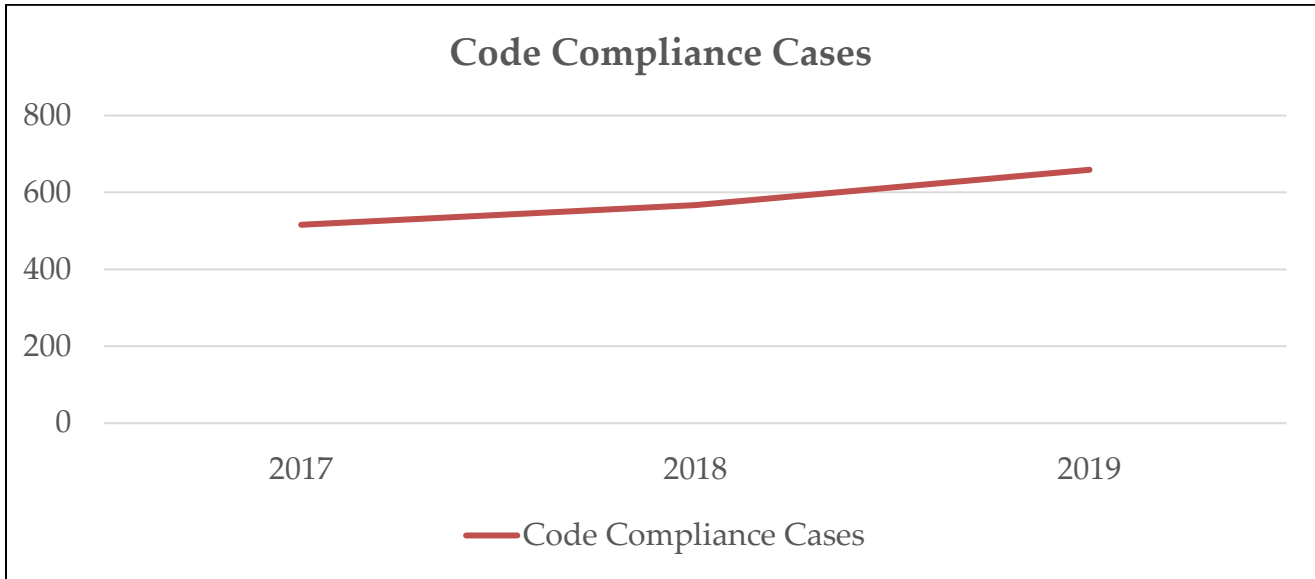
## Performance Measures / Regional Benchmarking

| Measure                              | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|--------------------------------------|----------------------|----------------------|----------------------|
| # of Inspections Performed           | 1,547                | 1,725                | 1,900                |
| # of Housing/Nuisance Cases Reviewed | 450                  | 500                  | 600                  |



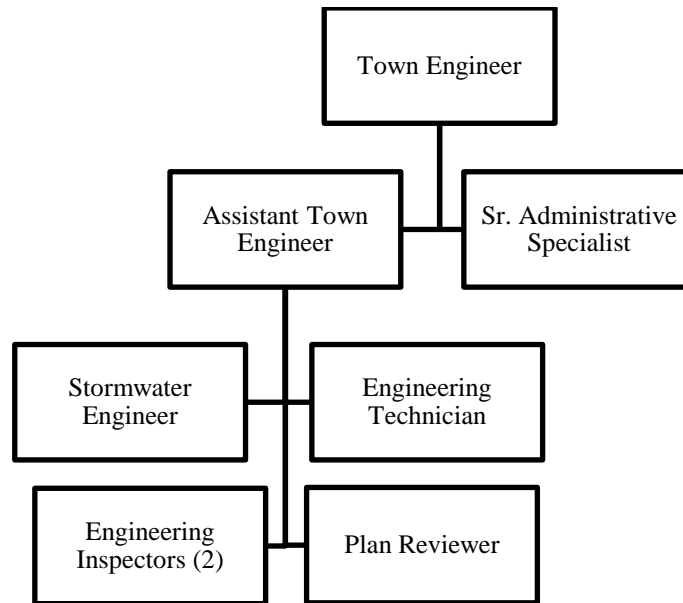
# Inspections Department

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# 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 2019-2020 Accomplishments*

- Managed construction projects with a total cost of \$4,551,899
- Reviewed 42 development submittals
- Annual street resurfacing project

## Engineering Department

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- Finalized the design of the Ackerman Road / Hebron Church Road roundabout at White 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 2020-2021

1. Design additional street and sidewalk projects to be funded by the 2013 bond sale.
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 White Oak Road

### Expenditure Summary

| Divisions    | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Department<br>Request | FY 2020-21<br>Manager<br>Recommended |
|--------------|----------------------|-----------------------|-----------------------|-------------------------------------|--------------------------------------|
| Engineering  | \$636,640            | \$737,938             | \$851,978             | \$742,758                           | \$826,759                            |
| <b>Total</b> | \$636,640            | \$737,938             | \$851,978             | \$742,758                           | \$826,759                            |

## Engineering Department

### Position Summary

| Positions                                | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|--|-----------------------|------------------------|-----------------------|
| Town Engineer                            | 1                     | -                      | 1                     |
| Assistant Town Engineer                  | 1                     | -                      | 1                     |
| Senior Administrative Support Specialist | 1                     | -                      | 1                     |
| Stormwater Engineer                      | 1                     | -                      | 1                     |
| Plan Reviewer                            | 0                     | 1                      | 1                     |
| Engineering Technician                   | 1                     | -                      | 1                     |
| Construction Inspector                   | 2                     | -                      | 2                     |
| <b>Total</b>                             | <b>7</b>              | <b>1</b>               | <b>8</b>              |

### Budget Summary

|                                    | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|------------------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Community Engineering</b>       |                          |                           |                           |  |                                       |
| Salaries                           | \$420,597                | \$508,149                 | \$483,149                 | \$515,237                                | \$595,237                             |
| Longevity                          | 8,001                    | 4,763                     | 4,763                     | 4,848                                    | 4,848                                 |
| FICA                               | 31,209                   | 38,792                    | 38,792                    | 38,911                                   | 39,912                                |
| Group Ins                          | 69,204                   | 85,041                    | 85,041                    | 79,432                                   | 79,432                                |
| Retirement                         | 54,836                   | 71,466                    | 71,466                    | 78,792                                   | 78,792                                |
| Postage                            | 621                      | 275                       | 275                       | 400                                      | 400                                   |
| Telephone                          | 2,658                    | 2,110                     | 2,110                     | 2,110                                    | 2,110                                 |
| Printing                           | 0                        | 200                       | 200                       | 250                                      | 250                                   |
| Trav & Trn                         | 2,173                    | 6,650                     | 6,650                     | 2,500                                    | 2,500                                 |
| Auto M&R                           | 656                      | 0                         | 0                         | 0  | 0                                     |
| Equip Rent                         | 6,090                    | 4,095                     | 4,095                     | 4,095                                    | 4,095                                 |
| Fuel                               | 3,133                    | 2,987                     | 2,987                     | 2,213                                    | 2,213                                 |
| Dept Supp                          | 2,326                    | 1,940                     | 1,940                     | 2,250                                    | 2,250                                 |
| Software                           | 5,000                    | 0                         | 0                         | 0  | 0                                     |
| Equip NC                           | 1,676                    | 0                         | 0                         | 0  | 3,000                                 |
| Stormwater                         | 5,533                    | 4,900                     | 4,900                     | 4,900                                    | 4,900                                 |
| Uniforms                           | 288                      | 300                       | 300                       | 350                                      | 350                                   |
| Cont Serv                          | 21,461                   | 4,720                     | 143,760                   | 4,720                                    | 4,720                                 |
| Dues & Sub                         | 1,177                    | 1,550                     | 1,550                     | 1,750                                    | 1,750                                 |
| <b>Total Community Engineering</b> | <b>\$636,640</b>         | <b>\$737,938</b>          | <b>\$851,978</b>          | <b>\$742,758</b>                         | <b>\$826,759</b>                      |

## Engineering Department

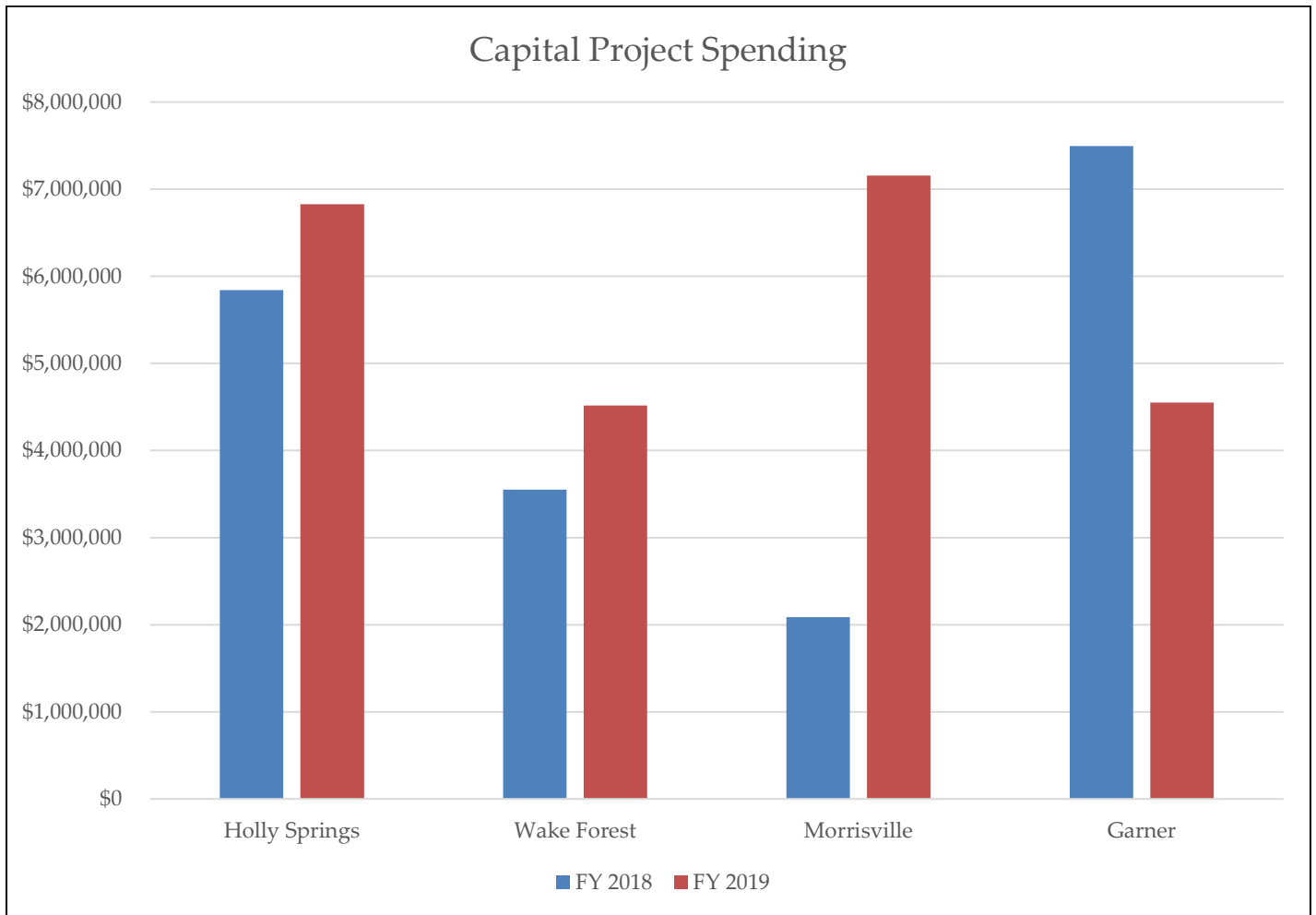
### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

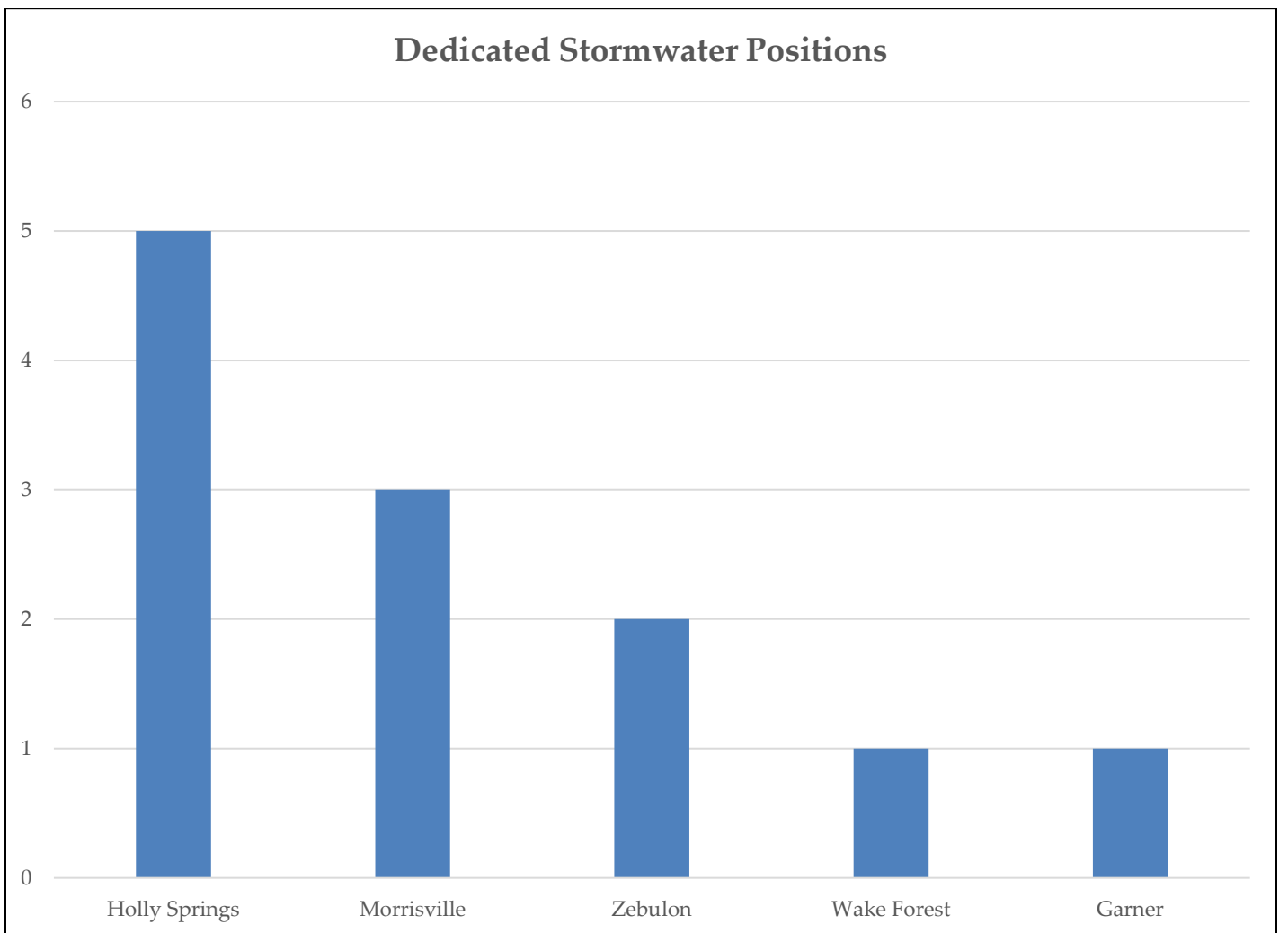
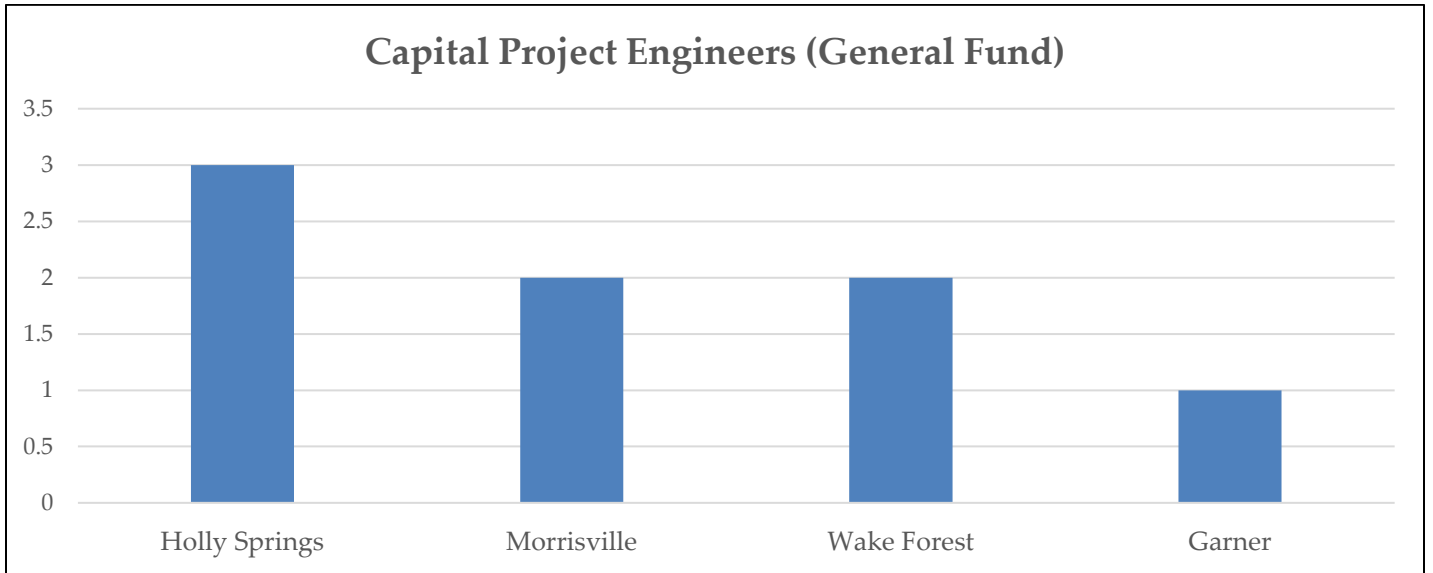
- An increase of \$88,821 is primarily associated with the addition of a plan reviewer position.

### Performance Measures / Regional Benchmarking

| Measure                            | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|------------------------------------|----------------------|----------------------|----------------------|
| # of Construction Drawing Reviewed | 10                   | 15                   | 20                   |
| # of Residential Units Permitted   | 856                  | 1872                 | 2200                 |

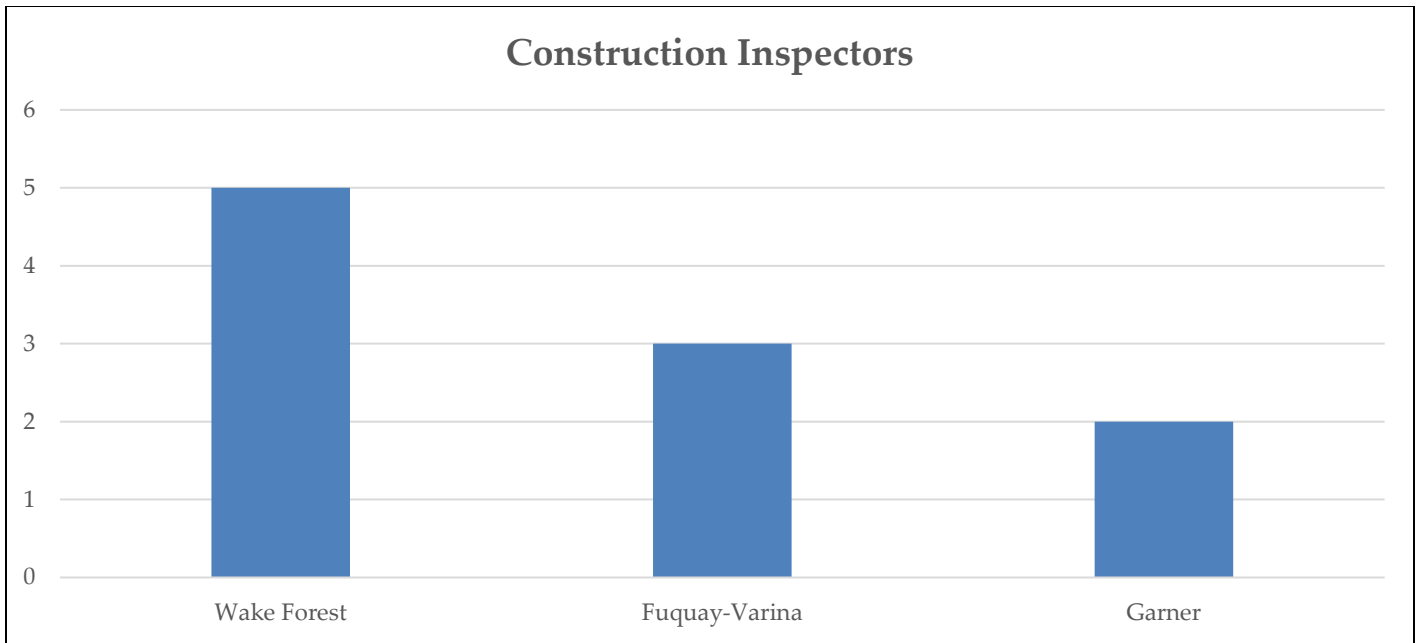


# Engineering Department



# Engineering Department

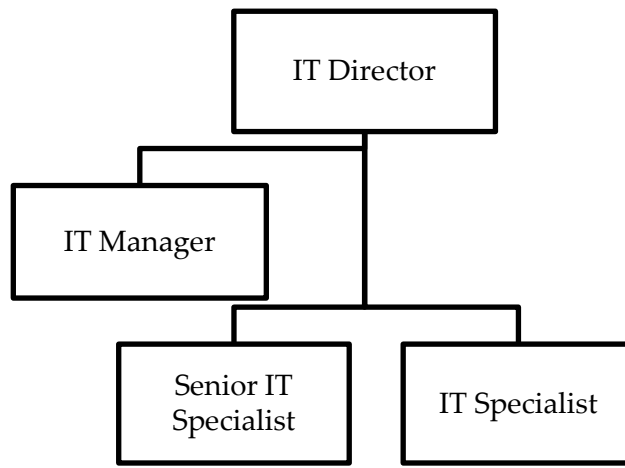
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# Information Technology Department

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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 2019-2020 Accomplishments*

- Completed the Town's internal SharePoint page
- Migrated department's data to OneDrive reducing operating costs and allowing staff to more easily access files
- Deployed the Teams applications to allow department's to collaborate remotely
- Replaced physical PC's for all Town departments.

## Information Technology Department

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### 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 2020 – 2021 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

| Divisions              | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|------------------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Information Technology | \$779,061            | \$713,146             | \$891,647             | \$772,879                            | <b>\$796,814</b>                 |
| <b>Total</b>           | \$779,061            | \$713,146             | \$891,647             | \$772,879                            | <b>\$796,814</b>                 |

### Position Summary

| Positions                       | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|---------------------------------|-----------------------|------------------------|-----------------------|
| Information Technology Director | 1                     | -                      | 1                     |
| IT Manager                      | 1                     | -                      | 1                     |
| Senior IT Specialist            | 1                     | 1                      | 1                     |
| IT Specialist                   | 1                     | -                      | 1                     |
| <b>Total</b>                    | 4                     | 1                      | 4                     |

## Information Technology Department

### Budget Summary

|                                       | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                       | Actual           | Adopted          | Revised          | Manager          | Council          |
| Information Technologies              |                  |                  |                  | Recommended      | Approved         |
| Salaries                              | \$245,234        | \$309,196        | \$309,196        | \$323,561        | \$335,561        |
| Longevity                             | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            |
| FICA                                  | 17,762           | 23,717           | 23,717           | 24,816           | 29,751           |
| Group Ins                             | 42,999           | 41,115           | 48,615           | 36,743           | 36,743           |
| Retirement                            | 31,524           | 43,299           | 43,299           | 49,066           | 49,066           |
| Prof Serv                             | 3,361            | 3,500            | 3,500            | 3,500            | 3,500            |
| Postage                               | 0                | 26               | 26               | 26               | 26               |
| Telephone                             | 86,214           | 92,544           | 102,544          | 88,244           | 88,244           |
| Trav & Trn                            | 3,188            | 13,550           | 13,550           | 5,850            | 5,850            |
| Auto M&R                              | 211              | 0                | 0                | 0                | 0                |
| Equip Rent                            | 1,100            | 1,033            | 1,033            | 1,033            | 1,033            |
| Fuel                                  | 118              | 376              | 376              | 100              | 100              |
| Dept Supp                             | 11,252           | 10,700           | 10,700           | 10,700           | 10,700           |
| Equip NC                              | 222,069          | 8,410            | 169,411          | 20,600           | 20,600           |
| Cont Serv                             | 112,594          | 164,180          | 164,180          | 205,080          | 212,080          |
| Dues & Sub                            | 435              | 500              | 500              | 2,560            | 2,560            |
| <b>Total Information Technologies</b> | <b>\$779,061</b> | <b>\$713,146</b> | <b>\$891,647</b> | <b>\$772,879</b> | <b>\$796,814</b> |

### FY 2021 Major Funding Changes

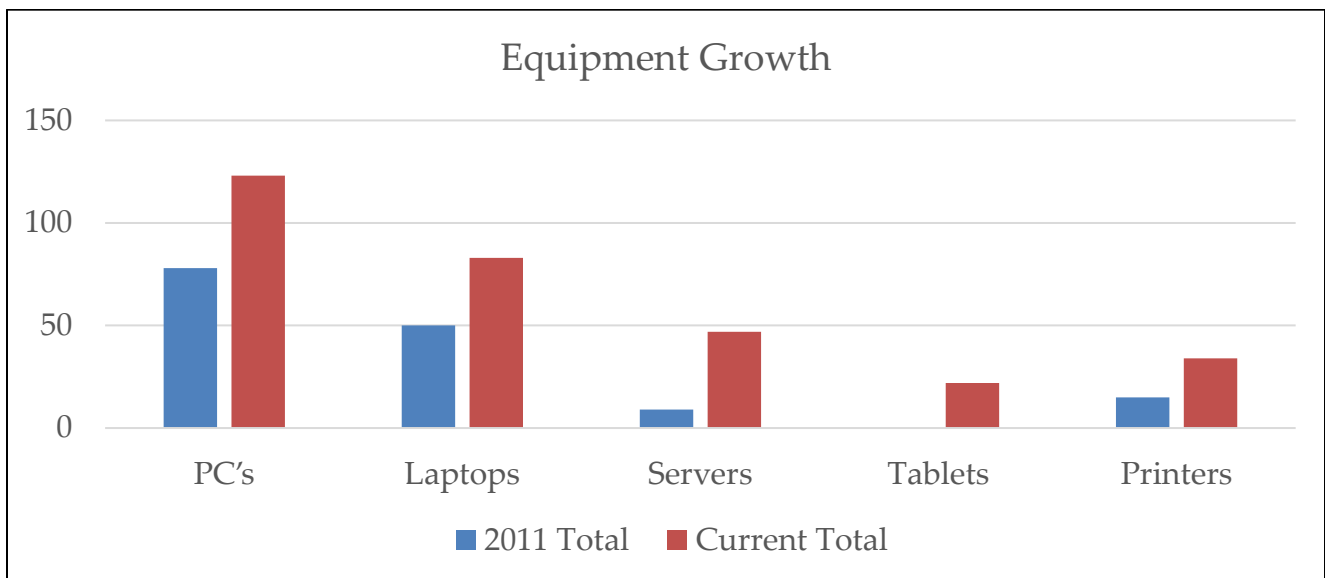
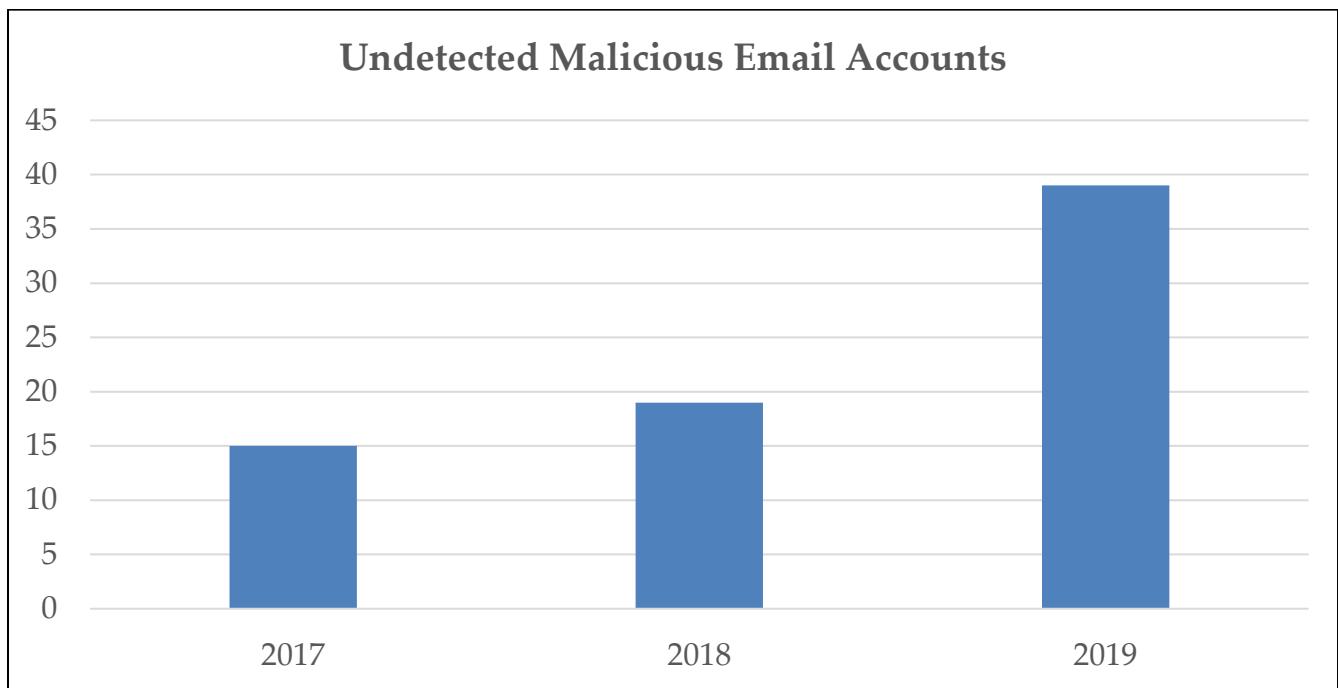
*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- An increase of \$83,668 is primarily associated with the purchase of a redundant/backup internet connection, personnel adjustments and the addition of a cyber security training program.

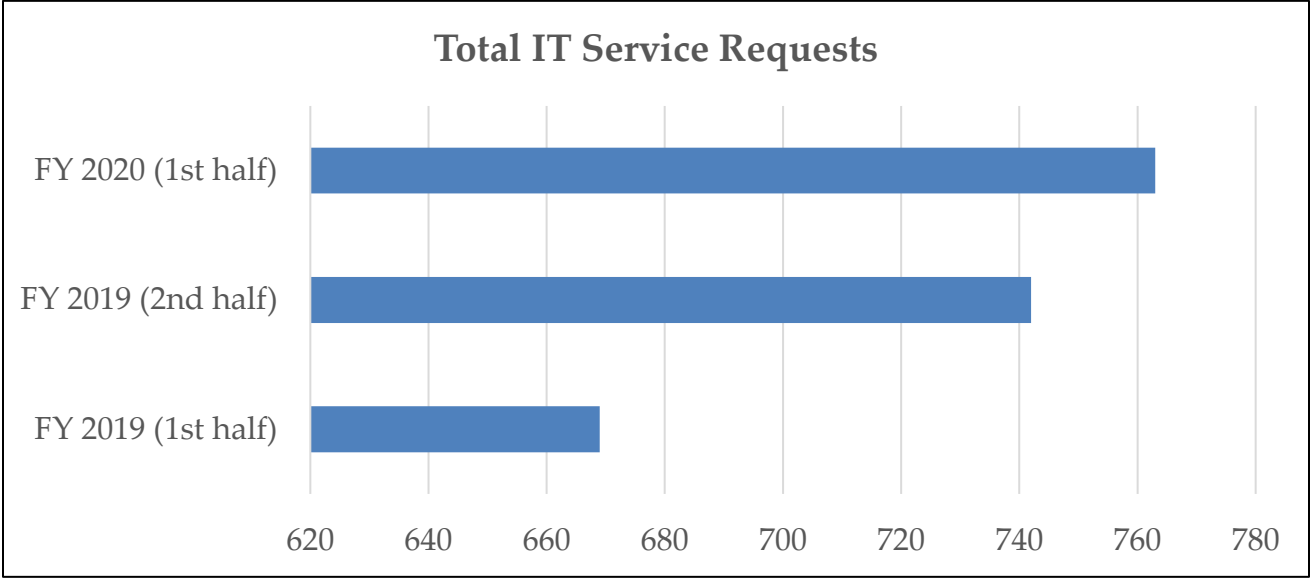
# Information Technology Department

## Performance Measures / Regional Benchmarking

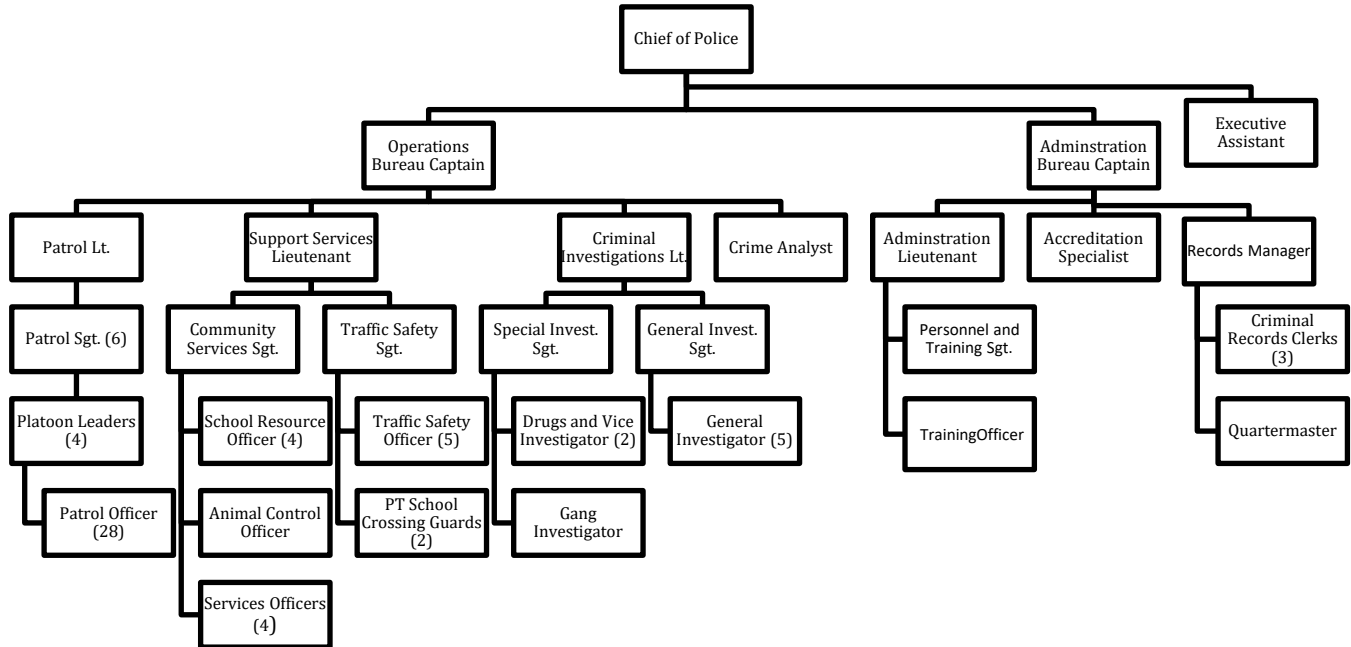
| Measure                                       | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|---|----------------------|----------------------|----------------------|
| Project/Ticket Completion Avg. In Days        | 8.5                  | 7                    | 10                   |
| 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           |



# Information Technology Department



# 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 2019-2020 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 2020-2021*

1. Maintain fiscal responsibility by continuing to build upon the success of using the Citizens and Police Together (CAPT) volunteer team as a way to extend police resources at little or no cost.
2. Create additional opportunities for non-enforcement activities and interaction through continued officer involvement in Police Athletics and Activities League (PAAL) in area schools.
3. Maintain traffic enforcement and education as a priority through anti-texting training with high school students 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

| Divisions    | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|--------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Police       | \$7,852,045          | \$7,941,079           | \$7,975,488           | \$8,147,634                          | <b>\$8,336,098</b>               |
| <b>Total</b> | \$7,852,045          | \$7,941,079           | \$7,975,488           | \$8,147,634                          | <b>\$8,336,098</b>               |



## Police Department

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### Position Summary

| Positions                             | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>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                        | 35                    | 2                      | 35                    |
| Traffic Safety Officer                | 5                     | -                      | 5                     |
| School Resource Officer               | 4                     | 1                      | 5                     |
| Animal Control Officer                | 1                     | -                      | 1                     |
| Records Manager                       | 1                     | -                      | 1                     |
| Criminal Records Clerk                | 3                     | -                      | 3                     |
| Quartermaster                         | 1                     | -                      | 1                     |
| Community Liaison Officer             | 0                     | 1                      | 1                     |
| Training Officer                      | 1                     | -                      | 1                     |
| Crime Analyst                         | 1                     | -                      | 1                     |
| <b>Total</b>                          | <b>77.5</b>           | <b>4.0</b>             | <b>79.5</b>           |

## Police Department

### Budget Summary

|                     | FY 2018 - 2019     | FY 2019 - 2020     | FY 2019 - 2020     | FY 2020 - 2021     | FY 2020 - 2021     |
|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                     | Actual             | Adopted            | Revised            | Manager            | Council            |
| Police              |                    |                    |                    | Recommended        | Approved           |
| Salaries            | \$4,397,812        | \$4,522,132        | \$4,542,132        | \$4,719,364        | \$4,794,914        |
| Salary OT           | 66,664             | 50,000             | 77,428             | 38,500             | 38,500             |
| Sal Temp            | 63,306             | 90,000             | 65,000             | 90,000             | 90,000             |
| Out Emp             | 222,997            | 225,000            | 200,000            | 225,000            | 225,000            |
| Longevity           | 88,379             | 93,391             | 93,391             | 95,875             | 95,875             |
| FICA                | 358,411            | 377,226            | 377,226            | 387,415            | 391,615            |
| Group Ins           | 887,911            | 888,310            | 878,310            | 830,398            | 841,198            |
| Retirement          | 611,161            | 676,760            | 676,760            | 755,241            | 762,441            |
| Prof Serv           | 12,845             | 13,600             | 13,600             | 13,600             | 13,600             |
| Postage             | 934                | 1,200              | 1,200              | 1,200              | 1,200              |
| Telephone           | 15,080             | 18,500             | 18,500             | 18,500             | 18,500             |
| Printing            | 1,832              | 3,000              | 3,000              | 3,000              | 3,000              |
| Trav & Trn          | 60,857             | 66,578             | 64,258             | 65,883             | 65,883             |
| Spec Evnts          | 7,128              | 11,450             | 11,450             | 12,450             | 12,450             |
| Parking             | 708                | 350                | 350                | 350                | 350                |
| Equip M&R           | 3,389              | 6,950              | 6,950              | 6,950              | 6,950              |
| Auto M&R            | 126,775            | 0                  | 0                  | 0                  | 0                  |
| Equip Rent          | 19,587             | 19,323             | 19,323             | 19,323             | 19,323             |
| Fuel                | 137,334            | 132,340            | 132,340            | 92,504             | 92,504             |
| Dept Supp           | 51,016             | 68,957             | 70,457             | 74,546             | 74,546             |
| Dept Supp           | 36,272             | 0                  | 3,894              | 0                  | 0                  |
| Equip NC            | 72,867             | 34,885             | 48,542             | 27,145             | 61,885             |
| Vet Supp            | 7,530              | 10,000             | 10,000             | 10,000             | 10,000             |
| Drug Info           | 0                  | 1,000              | 1,000              | 2,000              | 2,000              |
| Uniforms            | 53,200             | 54,650             | 61,056             | 59,187             | 59,187             |
| Cont Serv           | 534,746            | 556,977            | 556,977            | 580,703            | 580,703            |
| Dues & Sub          | 3,556              | 4,500              | 4,500              | 4,500              | 4,500              |
| Phys Exam           | 9,749              | 14,000             | 16,320             | 14,000             | 14,000             |
| Equipment           | 0                  | 0                  | 21,524             | 0                  | 0                  |
| Vehicle             | 0                  | 0                  | 0                  | 0                  | 55,974             |
| <b>Total Police</b> | <b>\$7,852,045</b> | <b>\$7,941,079</b> | <b>\$7,975,488</b> | <b>\$8,147,634</b> | <b>\$8,336,098</b> |

### FY 2021 Major Funding Changes

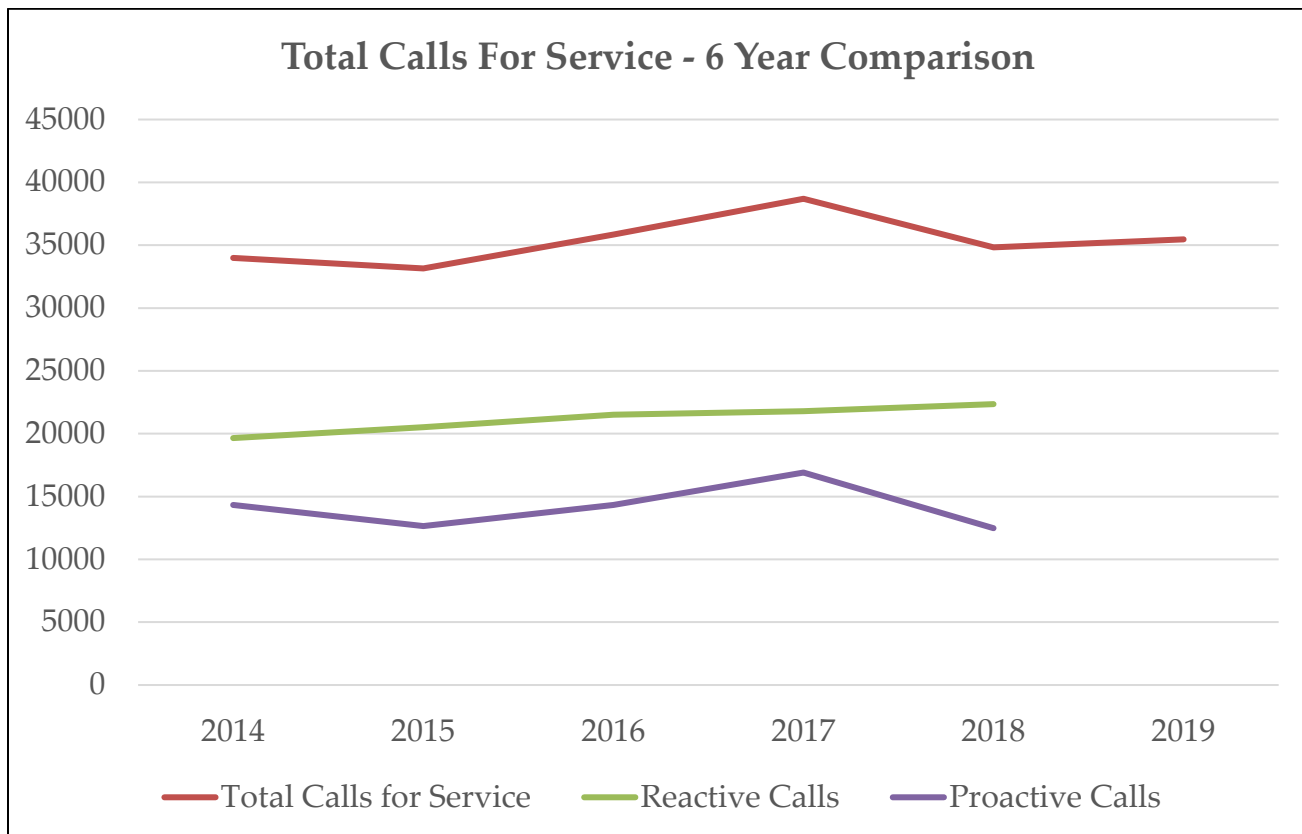
The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$395,019 is primarily based on the Town funding a school resource officer at South Garner High School and the addition of a Community Liaison position to further strengthen the relationship between the Department and Garner residents.

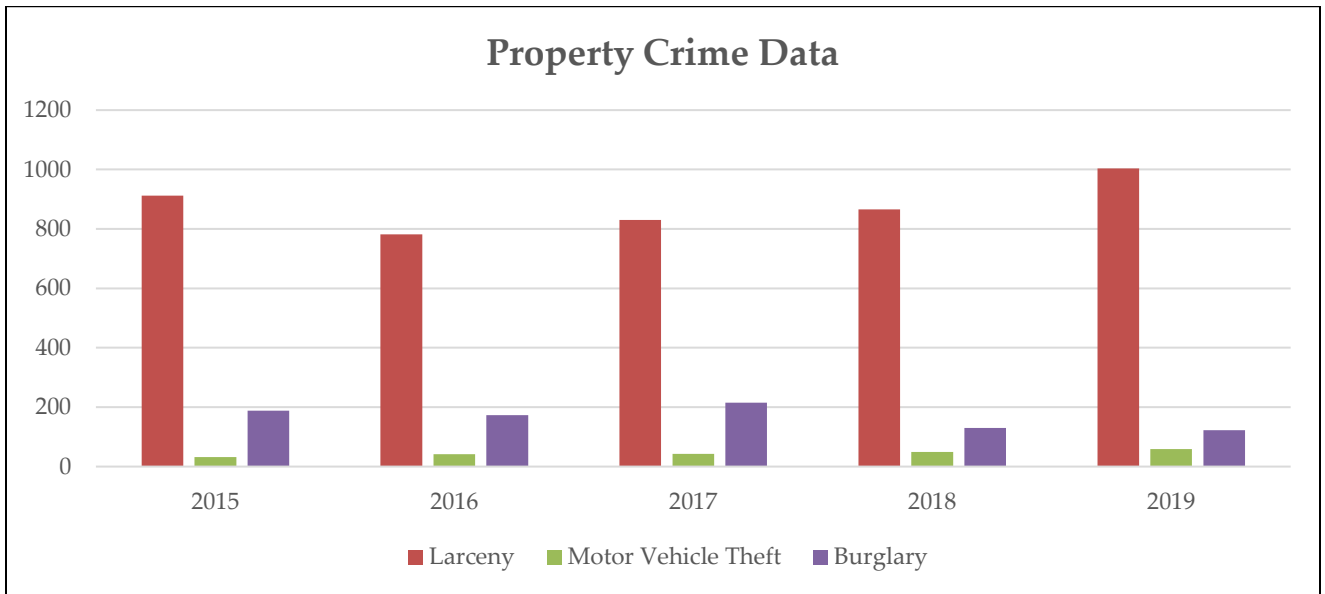
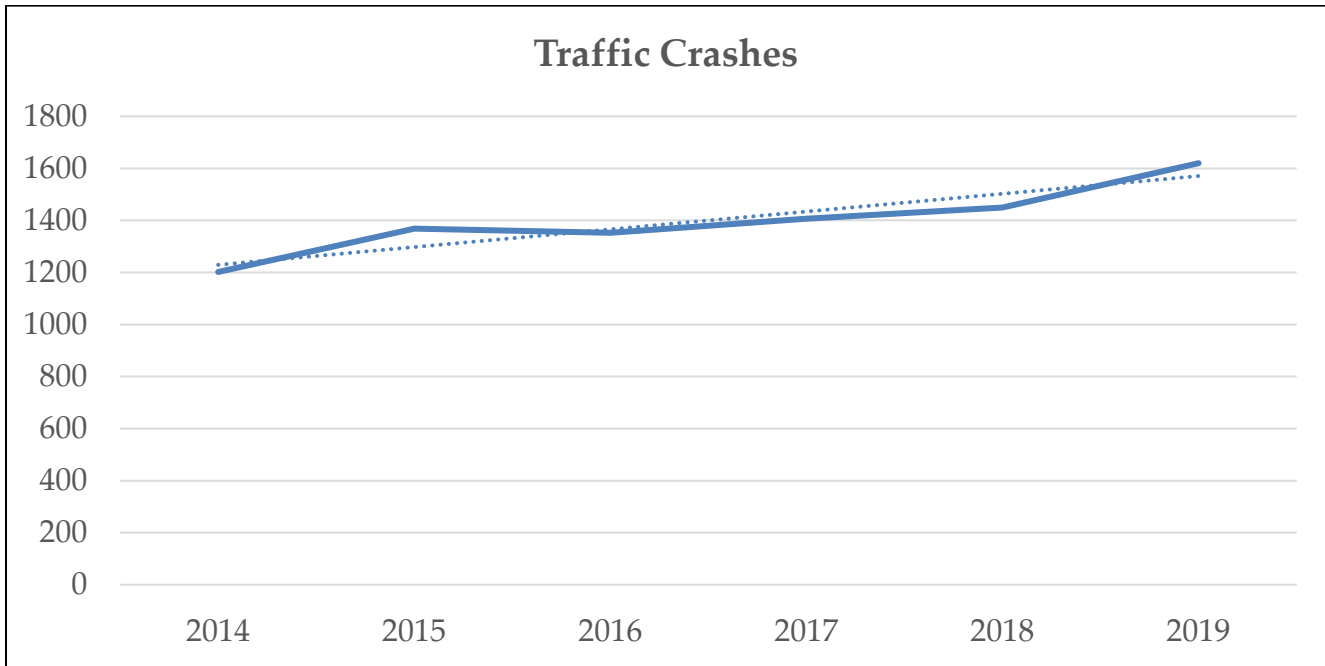
## Police Department

### Performance Measures / Regional Benchmarking

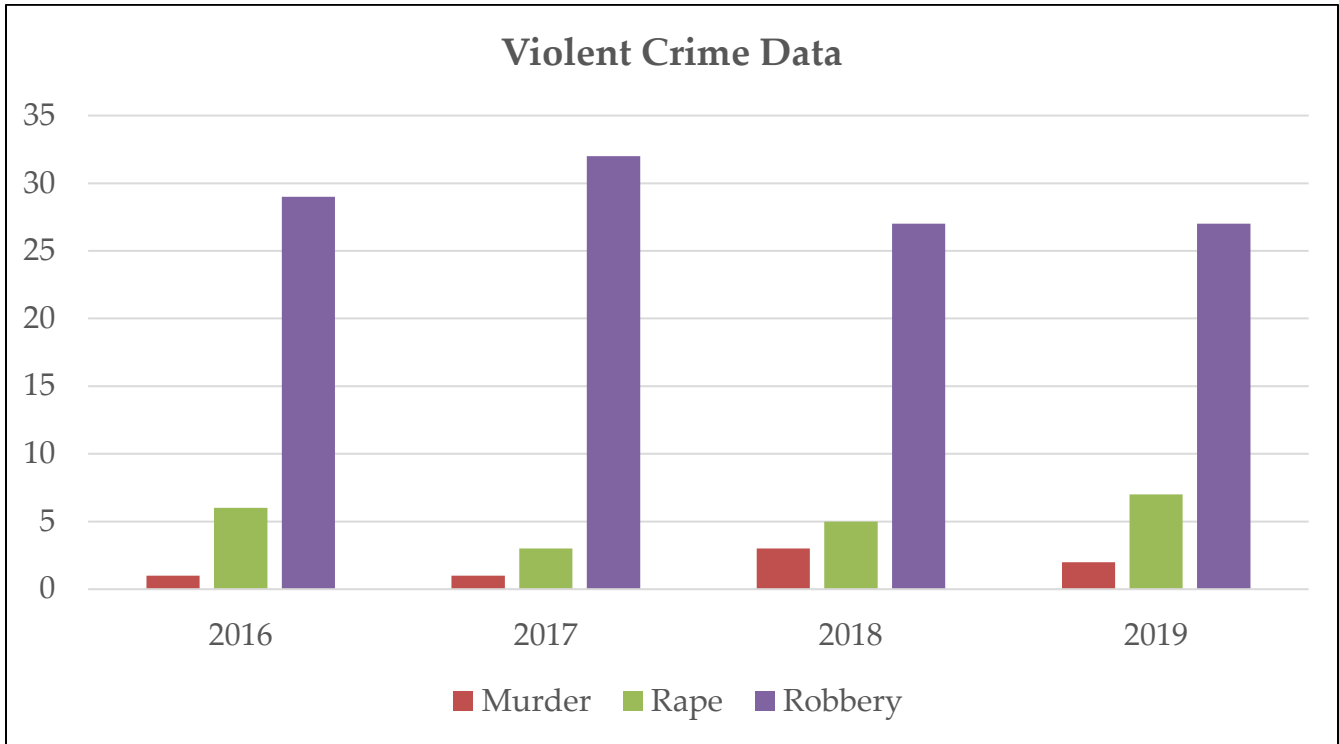
| Measure  | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|--|----------------------|----------------------|----------------------|
| Average response time for priority 0, 1, and 2 calls for service | 8.8 Minutes          | 8.8 Minutes          | 8.5 Minutes          |
| Clearance 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                |



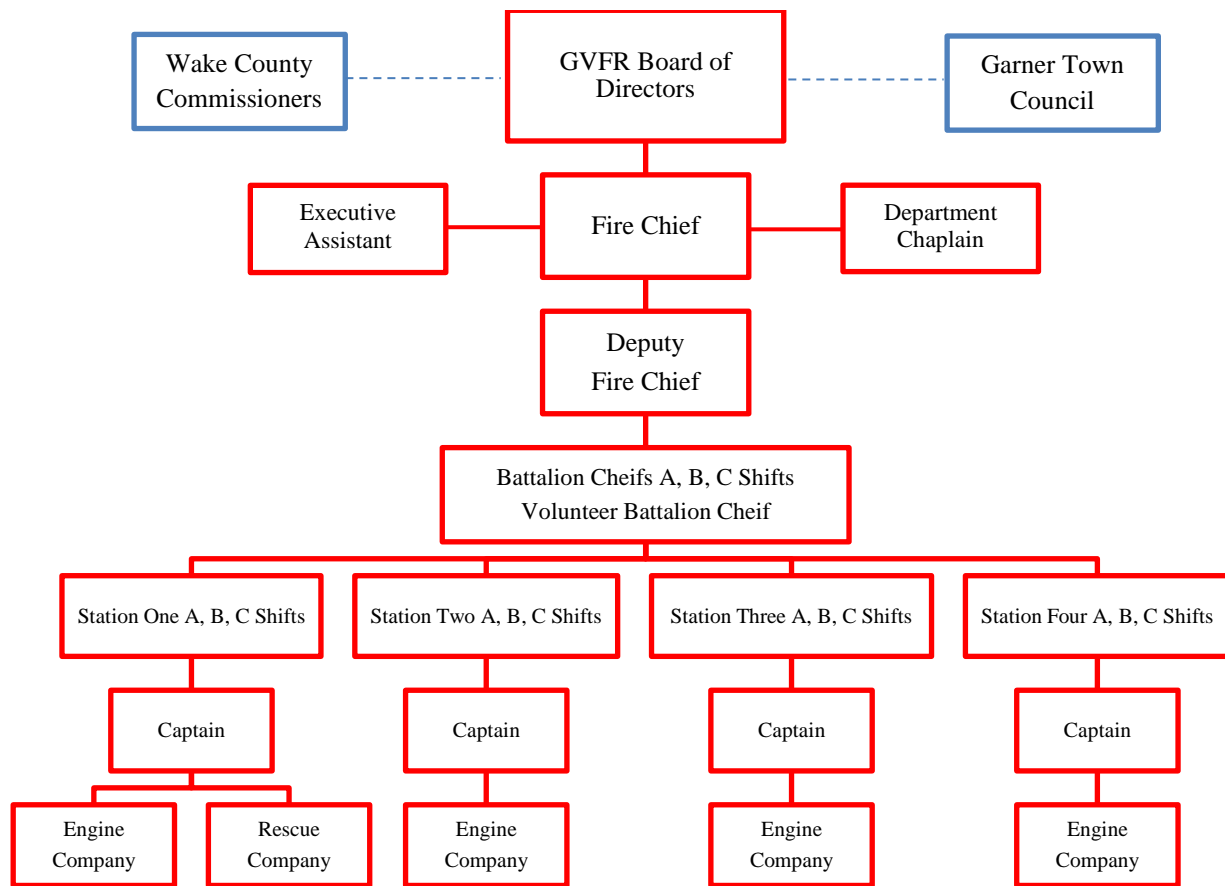
# Police Department



# Police Department



# 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

| Divisions    | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|--------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Fire         | \$3,404,401          | \$3,532,899           | \$3,674,098           | \$3,773,045                          | \$4,265,938                      |
| <b>Total</b> | <b>\$3,404,401</b>   | <b>\$3,532,899</b>    | <b>\$3,674,098</b>    | <b>\$3,773,045</b>                   | <b>\$4,265,938</b>               |

### Budget Summary

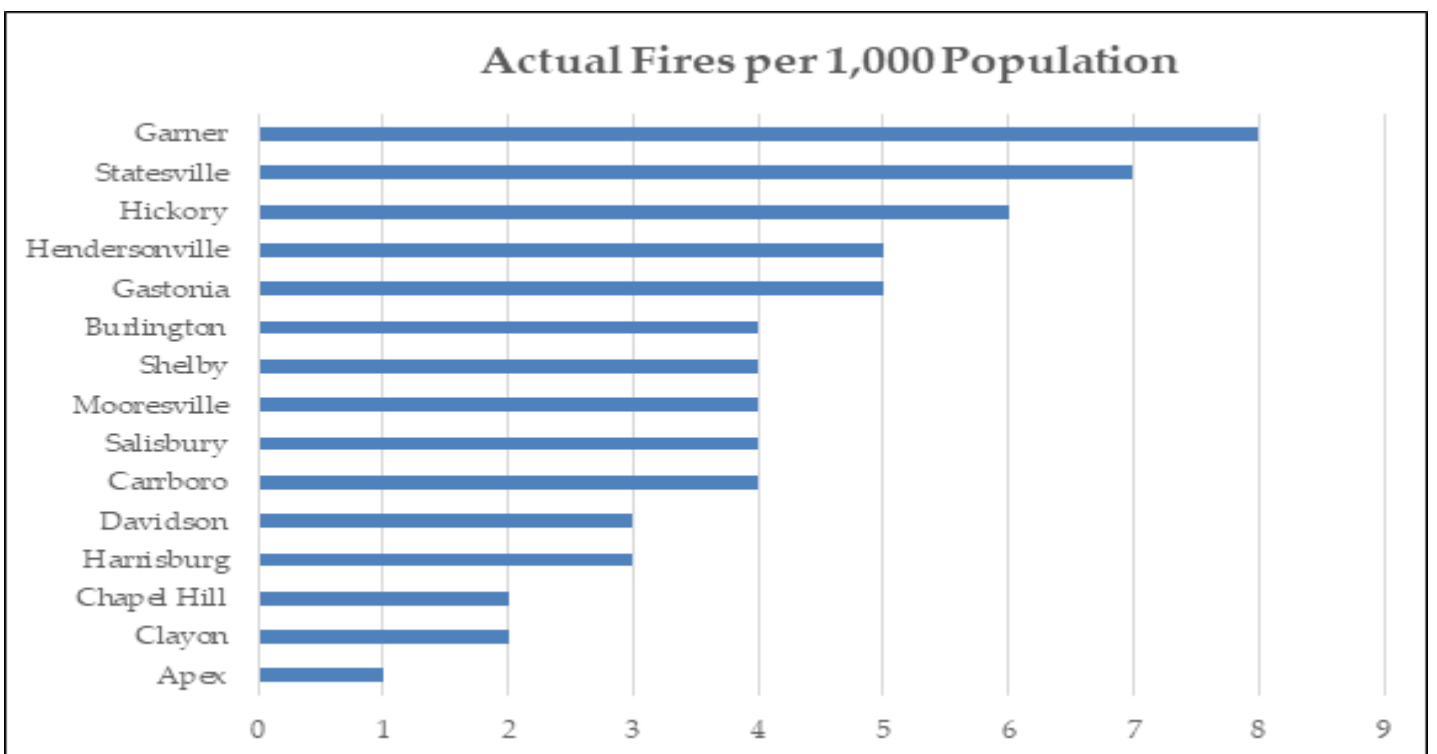
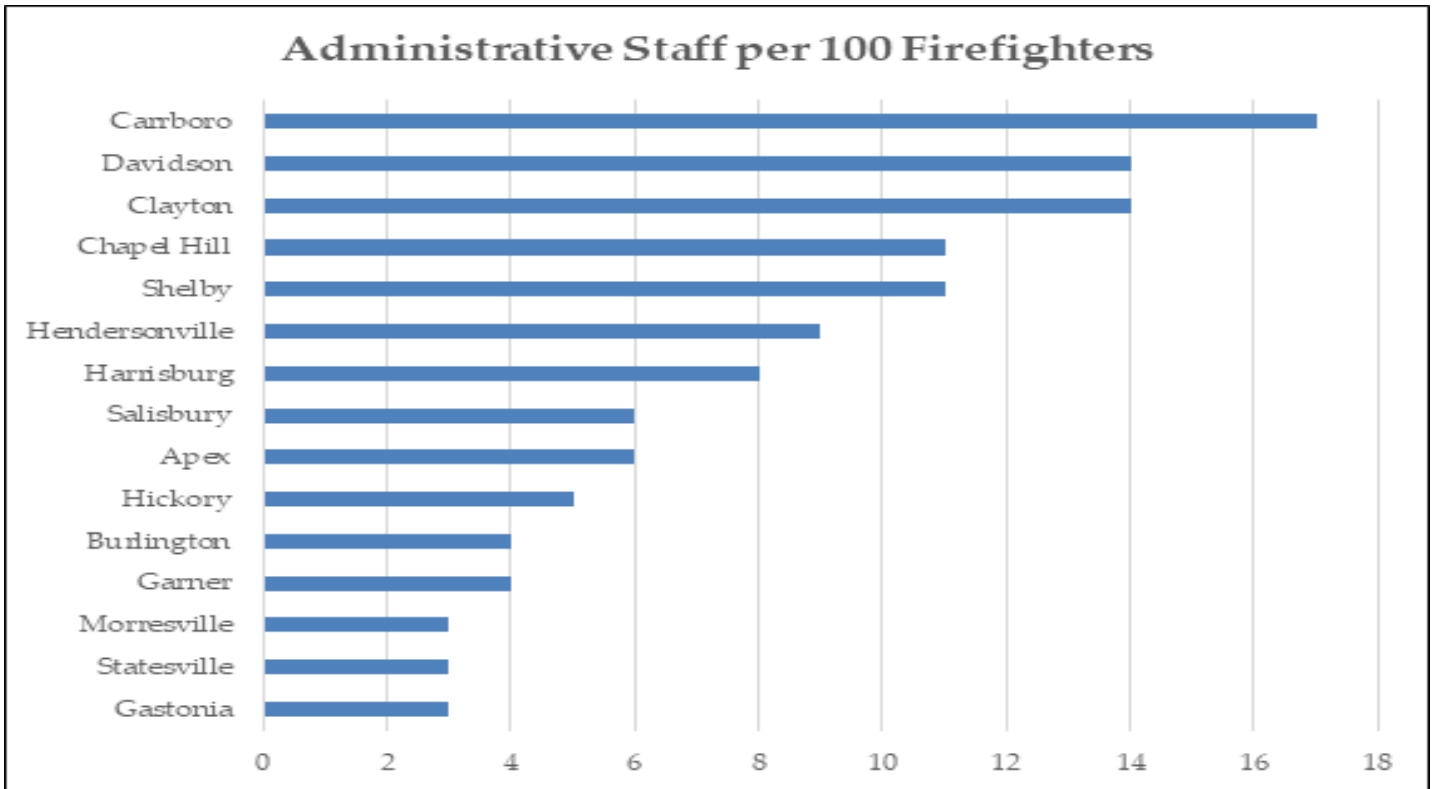
|                            | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|----------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Fire Services</b>       |                          |                           |                           |  |                                       |
| Equip NC                   | \$216,501                | \$115,220                 | \$115,220                 | \$115,220                                | \$115,220                             |
| Uniforms                   | 10,955                   | 18,315                    | 18,315                    | 18,315                                   | 18,315                                |
| Cont Serv                  | 113,474                  | 61,600                    | 101,600                   | 113,474                                  | 113,474                               |
| CS-GVFD                    | 3,063,472                | 3,299,476                 | 3,400,675                 | 3,526,036                                | 4,018,929                             |
| Vehicle                    | 0                        | 38,288                    | 38,288                    | 0  | 0                                     |
| <b>Total Fire Services</b> | <b>\$3,404,401</b>       | <b>\$3,532,899</b>        | <b>\$3,674,098</b>        | <b>\$3,773,045</b>                       | <b>\$4,265,938</b>                    |

### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

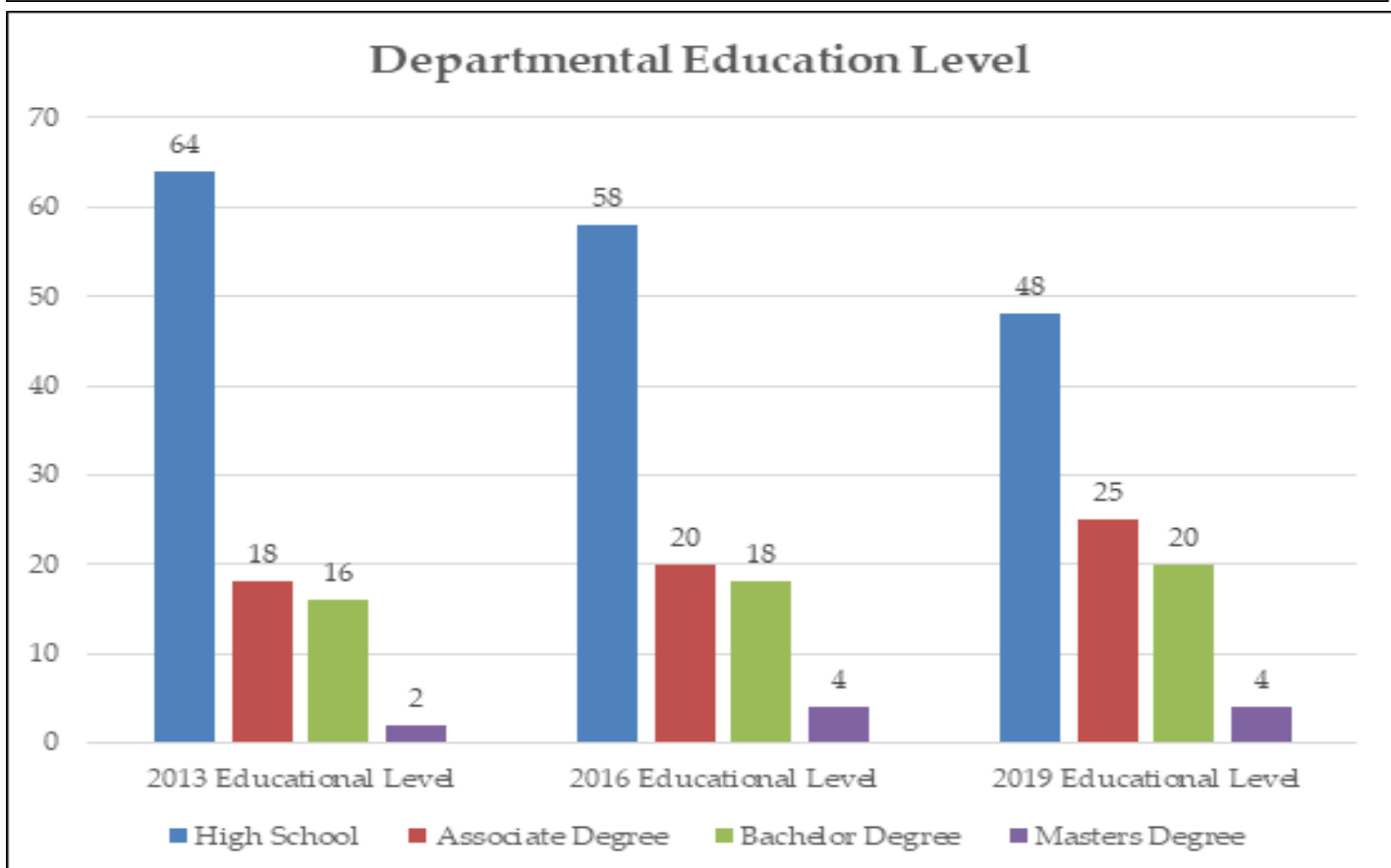
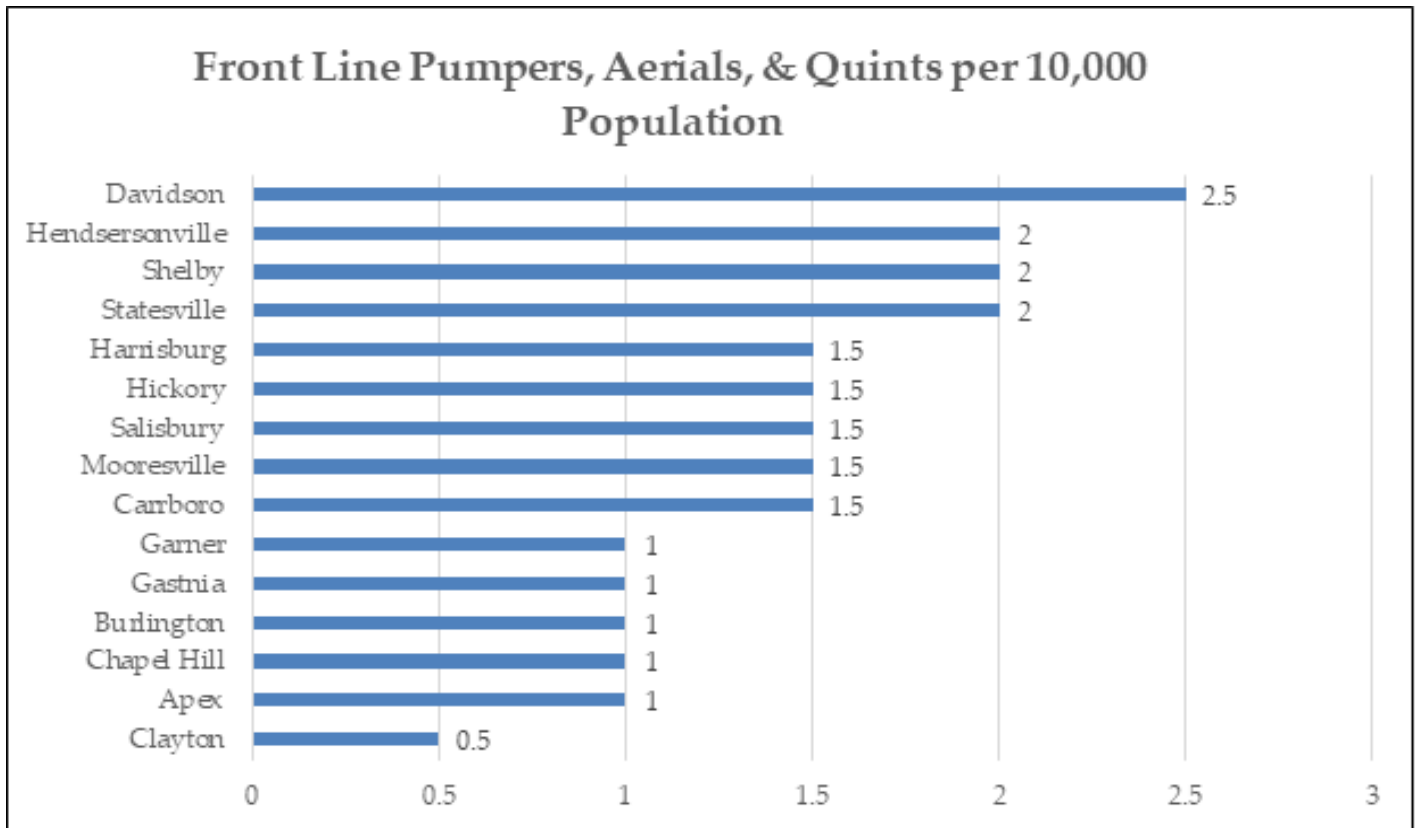
- An increase of \$733,039 is primarily based on the Town funding three new firefighter positions which will allow the Department to complete the staffing model of having four full-time staff members on all apparatus.

Performance Measures / Regional Benchmarking

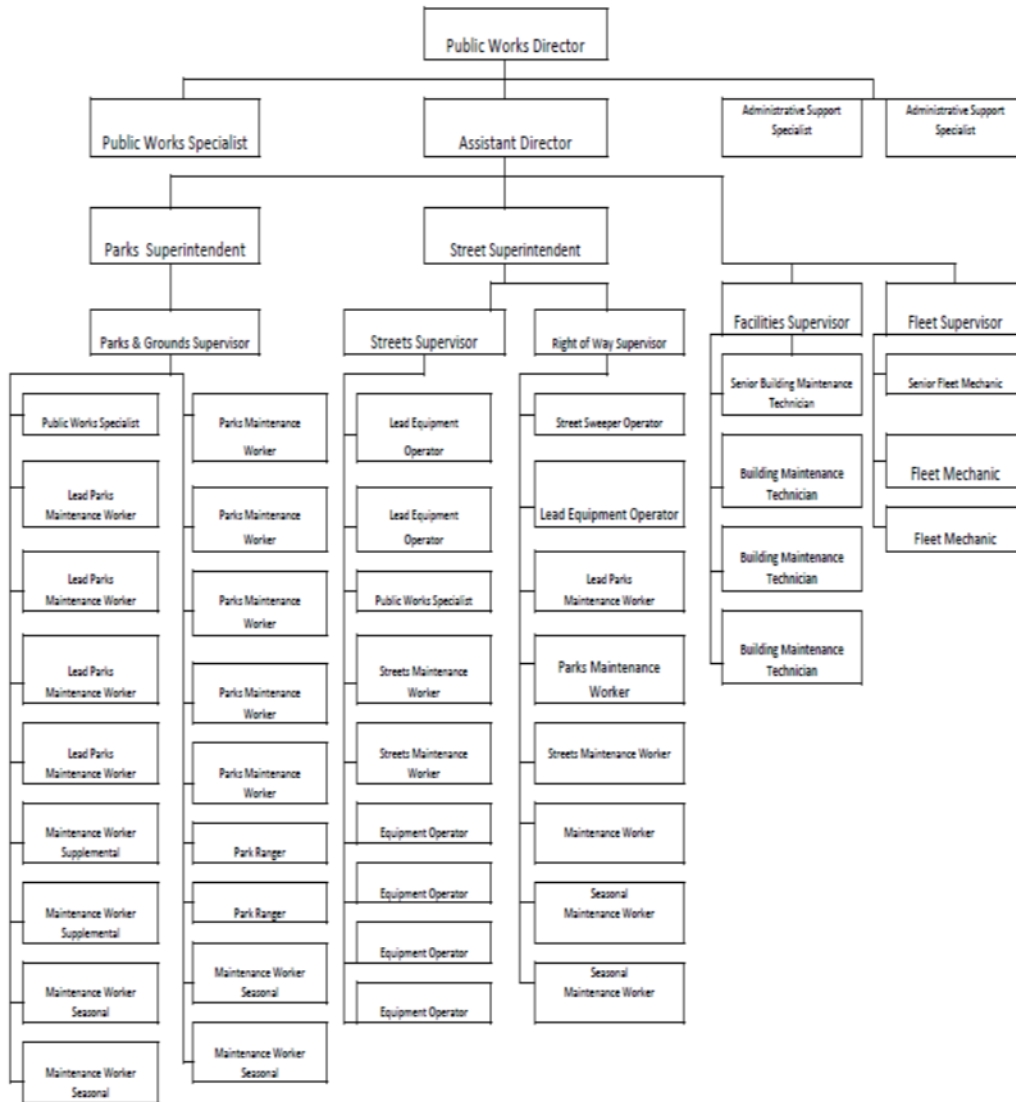




## Garner Volunteer Fire-Rescue, Inc.



# 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 2019-2020 Public Works 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

| Divisions                    | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|------------------------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Administration               | \$398,592            | \$411,729             | \$411,729             | \$422,002                            | \$422,002                        |
| Streets                      | \$1,777,477          | \$2,746,973           | \$2,934,629           | \$2,716,392                          | \$2,782,634                      |
| Powell Bill                  | \$1,258,154          | \$1,154,641           | \$1,367,933           | \$764,402                            | \$764,402                        |
| Public Grounds Management    | \$1,062,273          | \$1,162,734           | \$1,183,598           | \$1,468,267                          | \$1,468,267                      |
| Snow Removal                 | \$23,309             | \$34,890              | \$34,890              | \$0                                  | \$0                              |
| Solid Waste                  | \$2,041,794          | \$2,136,083           | \$2,191,083           | \$2,321,786                          | \$2,321,786                      |
| Public Facilities Management | \$852,043            | \$1,104,061           | \$1,200,459           | \$1,227,265                          | \$1,227,265                      |
| Fleet Management             | 360,558              | 390,501               | 390,501               | 380,177                              | 380,177                          |
| <b>Total Expenditures</b>    | <b>\$7,774,201</b>   | <b>\$9,141,610</b>    | <b>\$9,714,820</b>    | <b>\$9,300,292</b>                   | <b>\$9,366,534</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**

| Positions                         | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|-----------------------------------|-----------------------|------------------------|-----------------------|
| Public Works Director             | 1                     | -                      | 1                     |
| Assistant Public Works Director   | 1                     | -                      | 1                     |
| Director Maintenance Tech         | 1                     | -                      | 1                     |
| Administrative Support Specialist | 1                     | -                      | 1                     |
| <b>Total</b>                      | <b>4</b>              | <b>-</b>               | <b>4</b>              |

## Public Works

### Budget Summary

|                                      | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                      | Actual           | Adopted          | Revised          | Manager          | Council          |
| Public Works Administration          |                  |                  |                  | Recommended      | Approved         |
| Salaries                             | \$246,772        | \$253,358        | \$253,358        | \$263,352        | \$263,352        |
| Salary OT                            | 842              | 0                | 0                | 1,500            | 1,500            |
| Sal Temp                             | 12,670           | 18,127           | 18,127           | 18,127           | 18,127           |
| Longevity                            | 3,427            | 3,493            | 3,493            | 3,493            | 3,493            |
| FICA                                 | 18,527           | 19,754           | 19,754           | 22,058           | 22,058           |
| Group Ins                            | 56,365           | 57,356           | 57,356           | 47,095           | 47,095           |
| Retirement                           | 32,131           | 36,004           | 36,004           | 40,522           | 40,522           |
| Postage                              | 97               | 75               | 75               | 75               | 75               |
| Telephone                            | 1,285            | 1,422            | 1,422            | 3,246            | 3,246            |
| Trav & Trn                           | 7,673            | 9,700            | 9,700            | 10,400           | 10,400           |
| Auto M&R                             | 41               | 0                | 0                | 0                | 0                |
| Equip Rent                           | 5,686            | 5,322            | 5,322            | 5,322            | 5,322            |
| Advertise                            | 0                | 400              | 400              | 400              | 400              |
| Fuel                                 | 422              | 453              | 453              | 222              | 222              |
| Dept Supp                            | 1,908            | 2,300            | 2,300            | 2,300            | 2,300            |
| Uniforms                             | 1,470            | 1,470            | 1,470            | 1,500            | 1,500            |
| Cont Serv                            | 8,187            | 912              | 912              | 0                | 0                |
| Dues & Sub                           | 1,090            | 1,583            | 1,583            | 2,390            | 2,390            |
| <b>Total Public Works Administra</b> | <b>\$398,592</b> | <b>\$411,729</b> | <b>\$411,729</b> | <b>\$422,002</b> | <b>\$422,002</b> |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$10,274 is primarily associated with compensation adjustments.

### Performance Measures / Regional Benchmarking

| Measure  | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|--|----------------------|----------------------|----------------------|
| % 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**

| Positions                 | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|---------------------------|-----------------------|------------------------|-----------------------|
| Street Supervisor         | 1                     | -                      | 1                     |
| Lead Equipment Operator   | 3                     | -                      | 3                     |
| Equipment Operator        | 5                     | -                      | 5                     |
| Right-Of-Way Supervisor   | 1                     | -                      | 1                     |
| Street Superintendent     | 1                     | -                      | 1                     |
| Street Sweeper Operator   | 1                     | -                      | 1                     |
| Street Maintenance Worker | 3                     | 2                      | 5                     |
| Maintenance Technician    | 1                     | -                      | 1                     |
| <b>Total</b>              | 16                    | 2                      | 18                    |

## Public Works

### Budget Summary

|                                 | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|---------------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Street Maintenance</b>       |                          |                           |                           |  |                                       |
| Salaries                        | \$578,370                | \$661,362                 | \$650,962                 | \$651,237                                | \$715,695                             |
| Salary OT                       | 15,899                   | 7,914                     | 7,914                     | 7,914                                    | 7,914                                 |
| Sal Temp                        | 28,433                   | 40,000                    | 40,000                    | 40,000                                   | 0                                     |
| Sal Tem OT                      | 161                      | 0                         | 0                         | 0  | 0                                     |
| Longevity                       | 11,877                   | 12,041                    | 12,041                    | 10,845                                   | 10,845                                |
| FICA                            | 47,599                   | 58,004                    | 58,004                    | 55,780                                   | 61,747                                |
| Group Ins                       | 151,317                  | 184,553                   | 184,553                   | 163,151                                  | 187,151                               |
| Retirement                      | 77,302                   | 100,926                   | 100,926                   | 104,942                                  | 116,759                               |
| Postage                         | 0                        | 0                         | 0                         | 0  | 0                                     |
| Telephone                       | 1,113                    | 3,852                     | 3,852                     | 3,975                                    | 3,975                                 |
| Utilities                       | 538,408                  | 536,716                   | 536,716                   | 570,000                                  | 570,000                               |
| Trav & Trn                      | 3,492                    | 7,940                     | 7,940                     | 9,150                                    | 9,150                                 |
| Equip Rent                      | 0                        | 0                         | 0                         | 10,000                                   | 10,000                                |
| Auto Supp                       | 0                        | 0                         | 0                         | 0  | 0                                     |
| Dept Supp                       | 25,928                   | 30,630                    | 30,630                    | 105,518                                  | 105,518                               |
| Uti Patch                       | 4,862                    | 20,000                    | 20,000                    | 20,000                                   | 20,000                                |
| Dept Supp                       | 0                        | 0                         | 0                         | 0  | 0                                     |
| Equip NC                        | 6,198                    | 12,254                    | 12,254                    | 12,254                                   | 12,254                                |
| Uniforms                        | 8,166                    | 13,615                    | 13,615                    | 14,780                                   | 14,780                                |
| Cont Serv                       | 278,231                  | 326,146                   | 341,389                   | 326,146                                  | 326,146                               |
| Street Res                      | 0                        | 730,000                   | 912,813                   | 610,000                                  | 610,000                               |
| Culverts                        | 0                        | 0                         | 0                         | 0  | 0                                     |
| Stormw Rep                      | 0                        | 0                         | 0                         | 0  | 0                                     |
| Dues & Sub                      | 120                      | 1,020                     | 1,020                     | 700                                      | 700                                   |
| <b>Total Street Maintenance</b> | <b>\$1,777,477</b>       | <b>\$2,746,973</b>        | <b>\$2,934,629</b>        | <b>\$2,716,392</b>                       | <b>\$2,782,634</b>                    |

### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

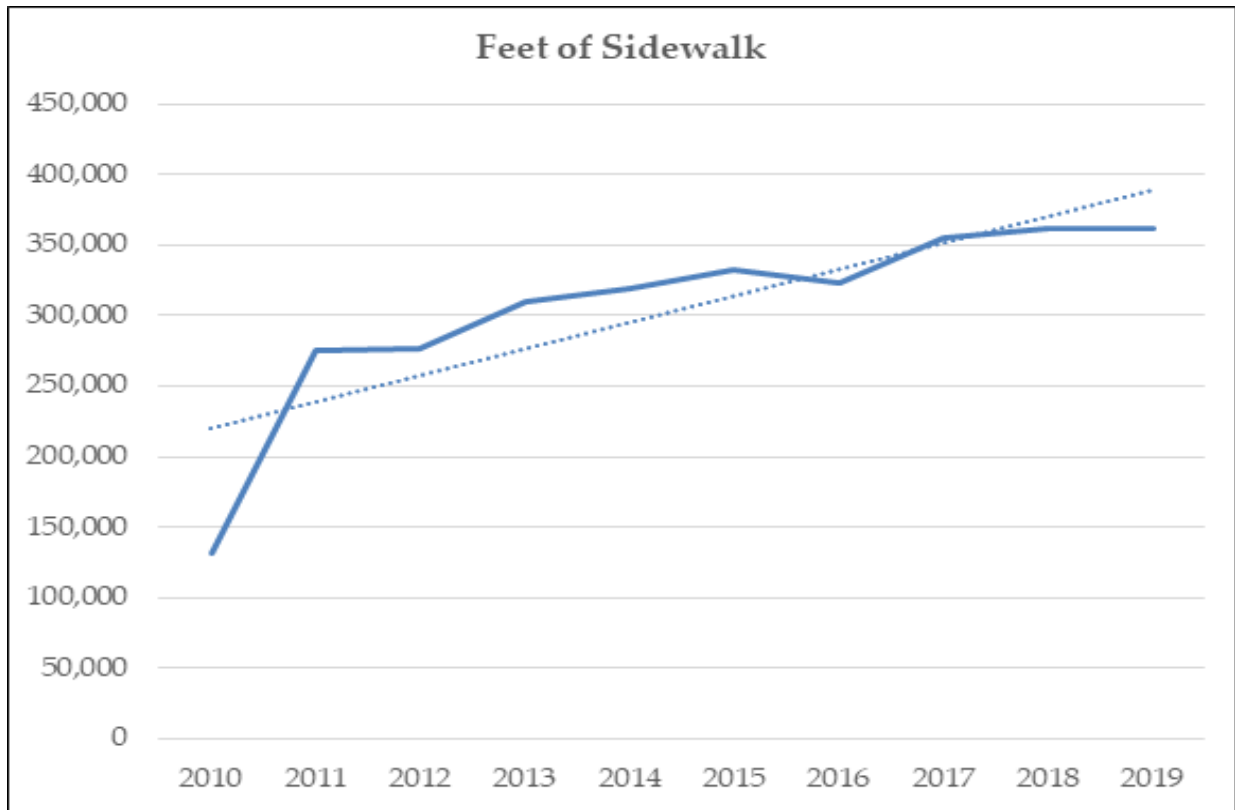
- An increase of \$35,662 is primarily associated the conversion of two street maintenance workers to full-time. This increase is partially offset by a decrease of \$120,000 for street resurfacing related activities.



## Public Works

### Performance Measures / Regional Benchmarking

| Measure  | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|--|----------------------|----------------------|----------------------|
| % 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

### **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

### **Budget Summary**

|                          | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|--------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Powell Bill</b>       |                          |                           |                           |  |                                       |
| Equip M&R                | \$2,300                  | \$15,552                  | \$15,552                  | \$15,552                                 | \$15,552                              |
| Auto M&R                 | 82,152                   | 60,030                    | 60,030                    | 60,030                                   | 60,030                                |
| Equip Rent               | 0                        | 0                         | 0                         | 0  | 0                                     |
| Fuel                     | 40,359                   | 36,059                    | 36,059                    | 28,820                                   | 28,820                                |
| Dept Supp                | 43,169                   | 45,000                    | 45,000                    | 0  | 0                                     |
| Equip NC                 | 30,884                   | 0                         | 0                         | 0  | 0                                     |
| Powel Bill               | 9,835                    | 635,000                   | 635,000                   | 635,000                                  | 635,000                               |
| Str Resurf               | 724,689                  | 0                         | 322,745                   | 0  | 0                                     |
| Landfill                 | 18,603                   | 21,000                    | 21,000                    | 25,000                                   | 25,000                                |
| Equipment                | 244,678                  | 342,000                   | 231,442                   | 0  | 0                                     |
| Vehicle                  | 61,485                   | 0                         | 1,105                     | 0  | 0                                     |
| <b>Total Powell Bill</b> | <b>\$1,258,154</b>       | <b>\$1,154,641</b>        | <b>\$1,367,933</b>        | <b>\$764,402</b>                         | <b>\$764,402</b>                      |

## Public Works

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### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- A decrease of \$390,239 is primarily associated with reduced equipment requirements.

### Performance Measures / Regional Benchmarking

| Measure   | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|---|----------------------|----------------------|----------------------|
| Sweeper Cycles on Town Streets                                    | 10                   | 9                    | 10                   |
| % Goal for In-House Asphalt Patching (3.83<br>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**

| Positions                       | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|---------------------------------|-----------------------|------------------------|-----------------------|
| Facilities Supervisor           | 2                     | -                      | 2                     |
| Building Maintenance Technician | 4                     | 1                      | 4                     |
| <b>Total</b>                    | 6                     | 1                      | 6                     |

## Public Works

### Budget Summary

|  | FY 2018 - 2019   | FY 2019 - 2020     | FY 2019 - 2020     | FY 2020 - 2021     | FY 2020 - 2021     |
|--|------------------|--------------------|--------------------|--------------------|--------------------|
|  | Actual           | Adopted            | Revised            | Manager            | Council            |
| Public Facility Management             |                  |                    |                    | Recommended        | Approved           |
| Salaries                               | \$215,451        | \$280,948          | \$280,948          | \$304,084          | \$304,084          |
| Salary OT                              | 4,625            | 4,442              | 4,442              | 4,442              | 4,442              |
| Sal Temp                               | 808              | 0                  | 0                  | 0                  | 0                  |
| Longevity                              | 2,800            | 2,800              | 2,800              | 2,800              | 2,800              |
| FICA                                   | 16,448           | 22,002             | 22,002             | 23,269             | 23,269             |
| Group Ins                              | 53,637           | 69,687             | 69,687             | 69,128             | 69,128             |
| Retirement                             | 28,475           | 40,026             | 40,026             | 50,535             | 50,535             |
| Telephone                              | 3,135            | 3,716              | 3,716              | 4,152              | 4,152              |
| Utilities                              | 189,140          | 210,640            | 210,640            | 245,000            | 245,000            |
| Water/Swr                              | 55,468           | 83,902             | 83,902             | 77,020             | 77,020             |
| Trav & Trn                             | 2,200            | 4,115              | 4,115              | 5,700              | 5,700              |
| B&G Maint                              | 12,816           | 17,525             | 17,525             | 23,105             | 23,105             |
| Rep Vandal                             | 0                | 0                  | 0                  | 2,500              | 2,500              |
| Equip M&R                              | 26,137           | 36,000             | 36,000             | 40,000             | 40,000             |
| Auto M&R                               | 2,593            | 0                  | 0                  | 0                  | 0                  |
| Equip Rent                             | 1,030            | 2,520              | 2,520              | 4,120              | 4,120              |
| Fuel                                   | 4,554            | 7,281              | 7,281              | 3,304              | 3,304              |
| Dept Supp                              | 57,705           | 62,807             | 62,807             | 70,307             | 70,307             |
| Equip NC                               | 130              | 5,080              | 5,080              | 5,080              | 5,080              |
| Uniforms                               | 2,598            | 4,320              | 4,320              | 5,265              | 5,265              |
| Cont Serv                              | 172,293          | 246,250            | 342,648            | 287,454            | 287,454            |
| <b>Total Public Facility Managemen</b> | <b>\$852,043</b> | <b>\$1,104,061</b> | <b>\$1,200,459</b> | <b>\$1,227,265</b> | <b>\$1,227,265</b> |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$123,205 is primarily associated with adjustments required to operate the Garner Recreation Center.

### Performance Measures / Regional Benchmarking

| Measure  | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|--|----------------------|----------------------|----------------------|
| Electrical Consumption per Square Foot of Heated Building Area | 10                   | 6.63                 | 12.5                 |
| % 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**

| Positions                     | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Adopted |
|-------------------------------|-----------------------|------------------------|-----------------------|
| Parks & Grounds Supervisor    | 2                     | -                      | 2                     |
| Lead Parks Maintenance Worker | 5                     | -                      | 5                     |
| Maintenance Technician        | 1                     | 3                      | 1                     |
| Parks Maintenance Worker      | 6                     | -                      | 6                     |
| <b>Total</b>                  | 14                    | 3                      | 14                    |

## Public Works

### Budget Summary

|  | FY 2018 - 2019     | FY 2019 - 2020     | FY 2019 - 2020     | FY 2020 - 2021     | FY 2020 - 2021     |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
|  | Actual             | Adopted            | Revised            | Manager            | Council            |
| Public Grounds Management              |                    |                    |                    | Recommended        | Approved           |
| Salaries                               | \$537,185          | \$578,706          | \$578,706          | \$649,308          | \$649,308          |
| Salary OT                              | 6,540              | 13,689             | 13,689             | 13,689             | 13,689             |
| Sal Temp                               | 44,400             | 50,000             | 50,000             | 50,000             | 50,000             |
| Sal Tem OT                             | 323                | 1,403              | 1,403              | 1,403              | 1,403              |
| Longevity                              | 6,283              | 8,251              | 8,251              | 8,484              | 8,484              |
| FICA                                   | 44,717             | 51,203             | 51,203             | 56,419             | 56,419             |
| Group Ins                              | 144,163            | 137,222            | 137,222            | 165,902            | 165,902            |
| Retirement                             | 70,241             | 84,214             | 84,214             | 101,543            | 101,543            |
| Telephone                              | 1,208              | 2,935              | 2,935              | 5,436              | 5,436              |
| Trav & Trn                             | 3,527              | 12,235             | 12,235             | 7,380              | 7,380              |
| Rep Vandal                             | 125                | 500                | 500                | 500                | 500                |
| Equip M&R                              | 5,251              | 26,841             | 41,075             | 41,075             | 41,075             |
| Auto M&R                               | 31,389             | 0                  | 0                  | 0                  | 0                  |
| Equip Rent                             | 459                | 300                | 300                | 300                | 300                |
| Fuel                                   | 25,795             | 23,270             | 23,270             | 13,000             | 13,000             |
| Agric Supp                             | 40,652             | 25,500             | 25,500             | 33,300             | 33,300             |
| Dept Supp                              | 29,981             | 34,500             | 34,500             | 42,000             | 42,000             |
| Equip NC                               | 11,628             | 13,790             | 13,790             | 16,950             | 16,950             |
| Uniforms                               | 7,854              | 12,590             | 12,590             | 12,885             | 12,885             |
| Cont Serv                              | 49,125             | 83,500             | 90,130             | 246,613            | 246,613            |
| Landfill                               | 959                | 1,000              | 1,000              | 1,000              | 1,000              |
| Dues & Sub                             | 470                | 1,085              | 1,085              | 1,080              | 1,080              |
| <b>Total Public Grounds Management</b> | <b>\$1,062,273</b> | <b>\$1,162,734</b> | <b>\$1,183,598</b> | <b>\$1,468,267</b> | <b>\$1,468,267</b> |

### FY 2021 Major Funding Changes

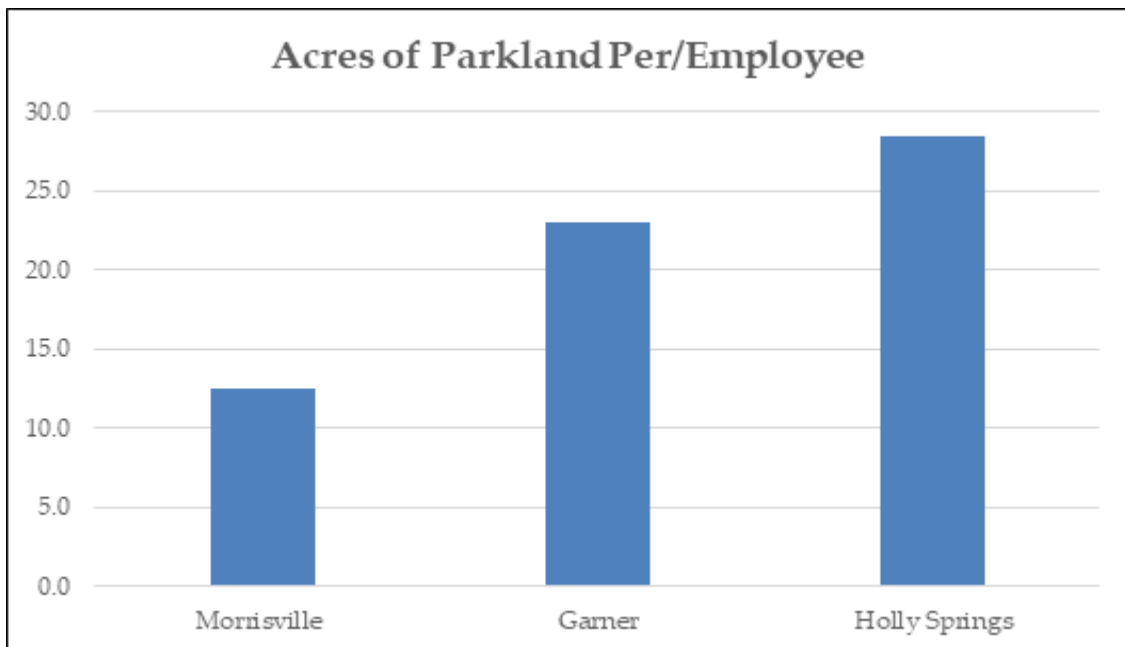
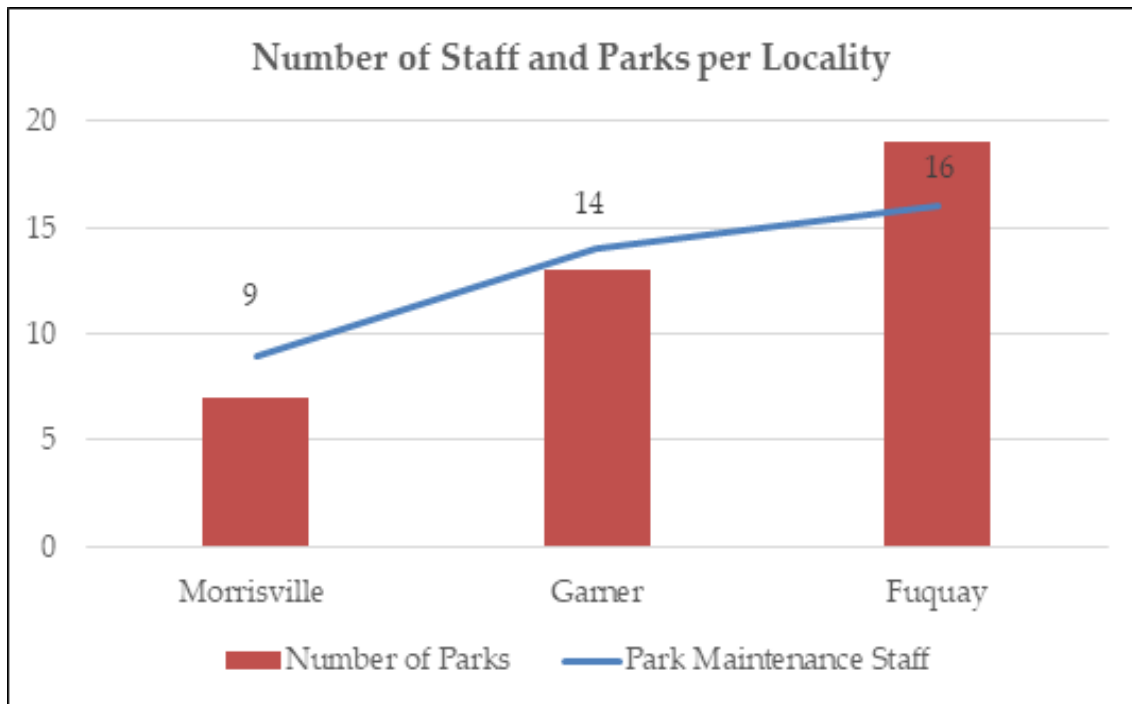
The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$305,534 is primarily associated with various contract rate requirements.

## Public Works

### Performance Measures / Regional Benchmarking

| Measure   | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|---|----------------------|----------------------|----------------------|
| Developed Acreage Maintained by FTE               | 23                   | 40                   | 42                   |
| 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**

| Positions           | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Recommended |
|---------------------|-----------------------|------------------------|---------------------------|
| Services Supervisor | 1                     | -                      | 1                         |
| Lead Fleet Mechanic | 1                     | -                      | 1                         |
| Fleet Mechanics     | 2                     | -                      | 2                         |
| <b>Total</b>        | 4                     | -                      | 4                         |

## Public Works

### Budget Summary

|                               | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021         | FY 2020 - 2021      |
|-------------------------------|------------------|------------------|------------------|------------------------|---------------------|
|                               | Actual           | Adopted          | Revised          | Manager<br>Recommended | Council<br>Approved |
| <b>Fleet Management</b>       |                  |                  |                  |                        |                     |
| Salaries                      | \$206,941        | \$225,288        | \$225,288        | \$223,690              | \$223,690           |
| Salary OT                     | 762              | 3,603            | 3,603            | 3,603                  | 3,603               |
| Longevity                     | 1,882            | 2,887            | 2,887            | 2,887                  | 2,887               |
| FICA                          | 15,135           | 17,784           | 17,784           | 17,605                 | 17,605              |
| Group Ins                     | 48,514           | 48,757           | 48,757           | 44,333                 | 44,333              |
| Retirement                    | 26,775           | 32,333           | 32,333           | 32,333                 | 32,333              |
| Telephone                     | 1,842            | 1,380            | 1,380            | 1,380                  | 1,380               |
| Trav & Trn                    | 8,866            | 4,961            | 4,961            | 4,961                  | 4,961               |
| Equip M&R                     | 3,092            | 7,000            | 7,000            | 8,935                  | 8,935               |
| Auto M&R                      | 1,080            | 0                | 0                | 0                      | 0                   |
| Fuel                          | 2,145            | 2,699            | 2,699            | 1,160                  | 1,160               |
| Dept Supp                     | 21,413           | 21,622           | 21,622           | 21,622                 | 21,622              |
| Equip NC                      | 3,859            | 0                | 0                | 3,657                  | 3,657               |
| Uniforms                      | 2,431            | 2,880            | 2,880            | 2,940                  | 2,940               |
| Cont Serv                     | 14,882           | 10,021           | 10,021           | 10,021                 | 10,021              |
| Dues & Sub                    | 940              | 1,370            | 1,370            | 1,050                  | 1,050               |
| Equipment                     | 0                | 7,916            | 7,916            | 0                      | 0                   |
| <b>Total Fleet Management</b> | <b>\$360,558</b> | <b>\$390,501</b> | <b>\$390,501</b> | <b>\$380,177</b>       | <b>\$380,177</b>    |

### FY 2021 Major Funding Changes

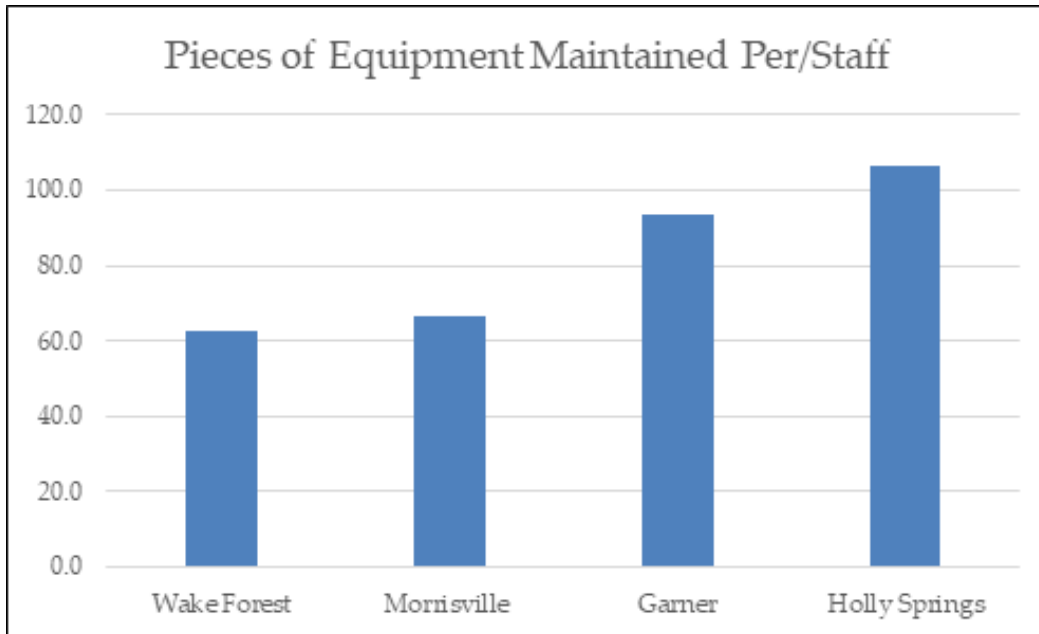
*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- A decrease of \$10,324 is primarily related to reduced equipment requirements.

## Public Works

### Performance Measures / Regional Benchmarking

| Measure                                       | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|---|----------------------|----------------------|----------------------|
| % Planned Maintenance                         | 39%                  | 43%                  | 44%                  |
| Fleet Fuel Efficiency - Licensed Vehicles MPG | 10.58 mpg            | 10.00 mpg            | 10.20 mpg            |



## Public Works

### SOLID WASTE

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

#### **Goals**

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

#### **Objectives**

1. Improve the efficiency and effectiveness of solid waste management based upon the goals and objectives for waste reduction and recycling set forth in the ten-year Solid Waste Management Plan.

### **Budget Summary**

|                          | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|--------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Solid Waste</b>       |                          |                           |                           |  |                                       |
| Postage                  | \$2,600                  | \$3,000                   | \$3,000                   | \$3,500                                  | \$3,500                               |
| Printing                 | 3,788                    | 4,260                     | 5,816                     | 7,500                                    | 7,500                                 |
| Equip M&R                | 267                      | 0                         | 0                         | 0  | 0                                     |
| Auto M&R                 | 376                      | 0                         | 0                         | 0  | 0                                     |
| Fuel                     | 112                      | 315                       | 315                       | 100                                      | 100                                   |
| Dept Supp                | 79,449                   | 70,100                    | 68,544                    | 87,620                                   | 87,620                                |
| Dumpster                 | 17,702                   | 19,284                    | 19,284                    | 20,916                                   | 20,916                                |
| Res Coll                 | 1,614,612                | 1,699,825                 | 1,699,825                 | 1,808,540                                | 1,808,540                             |
| Curb Recyl               | 268,834                  | 310,688                   | 335,688                   | 353,767                                  | 353,767                               |
| Off Recyl                | 1,957                    | 2,611                     | 2,611                     | 3,843                                    | 3,843                                 |
| Landfill                 | 52,098                   | 26,000                    | 56,000                    | 36,000                                   | 36,000                                |
| <b>Total Solid Waste</b> | <b>\$2,041,794</b>       | <b>\$2,136,083</b>        | <b>\$2,191,083</b>        | <b>\$2,321,786</b>                       | <b>\$2,321,786</b>                    |

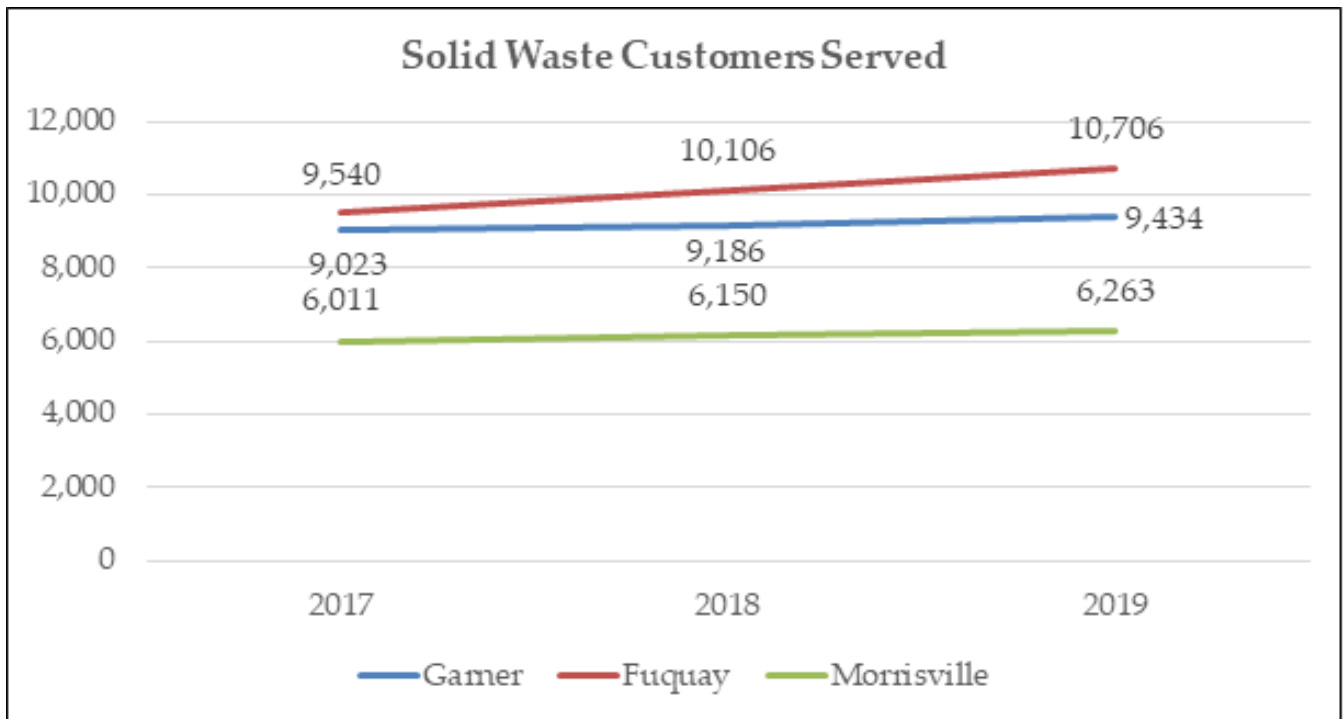
## Public Works

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$185,703 is primarily associated with anticipated customer growth.

### Performance Measures / Regional Benchmarking



## 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 2018 - 2019  | FY 2019 - 2020  | FY 2019 - 2020  | FY 2020 - 2021 | FY 2020 - 2021 |
|---------------------------|-----------------|-----------------|-----------------|----------------|----------------|
|                           | Actual          | Adopted         | Revised         | Manager        | Council        |
| Snow Removal              |                 |                 |                 | Recommended    | Approved       |
| 10562000 521600 Equip M&R | \$0             | \$7,072         | \$7,072         | \$0            | \$0            |
| 10562000 523300 Dept Supp | 23,309          | 27,818          | 27,818          | 0              | 0              |
| <b>Total Snow Removal</b> | <b>\$23,309</b> | <b>\$34,890</b> | <b>\$34,890</b> | <b>\$0</b>     | <b>\$0</b>     |

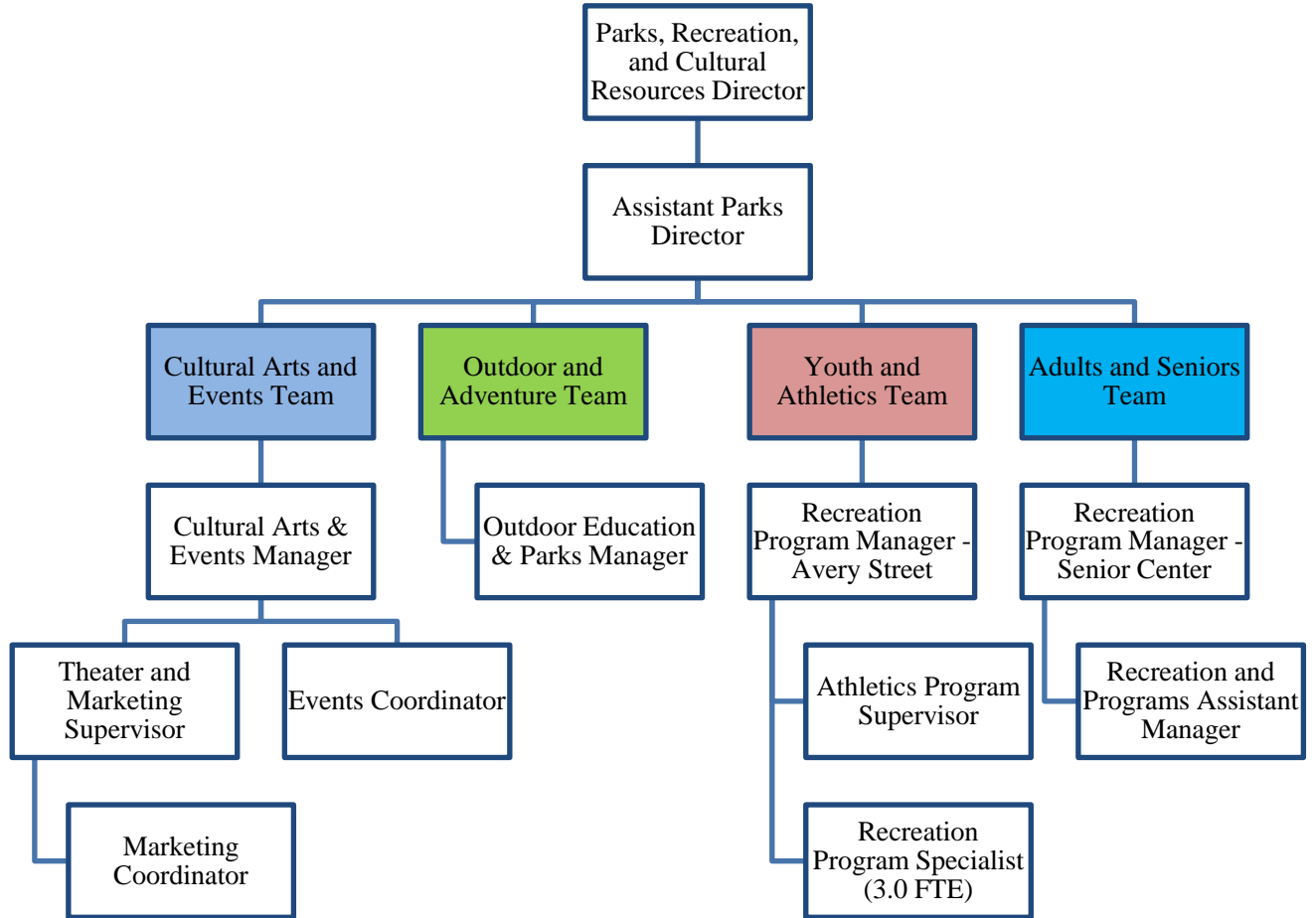
### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- A decrease of \$34,890 is primarily associated reductions to balance the FY 2020 – 2021 budget and surplus materials from a lighter than usual winter.

# 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 2019-2020 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

| Divisions                    | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|------------------------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Administration               | \$2,741,965          | \$353,937             | \$374,785             | \$354,613                            | <b>\$354,410</b>                 |
| Cultural Arts & Events       | \$432,254            | \$581,097             | \$581,097             | \$606,232                            | <b>\$606,232</b>                 |
| Marketing and Special Events | \$36,261             | \$41,359              | \$41,359              | \$42,349                             | <b>\$42,349</b>                  |
| Youth & Athletic             | \$590,339            | \$807,276             | \$813,276             | \$809,921                            | <b>\$809,921</b>                 |
| Adult & Senior               | \$273,753            | \$307,852             | \$318,426             | \$300,297                            | <b>\$300,297</b>                 |
| Outdoor Adventure            | \$152,676            | \$153,124             | \$156,699             | \$160,112                            | <b>\$160,112</b>                 |
| Program Partners             | 207,589              | 156,785               | 156,785               | 163,594                              | <b>163,594</b>                   |
| <b>Total Expenditures</b>    | <b>\$4,434,836</b>   | <b>\$2,401,430</b>    | <b>\$2,442,427</b>    | <b>\$2,437,118</b>                   | <b>\$2,436,915</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**

| Positions                         | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Recommended |
|-----------------------------------|-----------------------|------------------------|---------------------------|
| PRCR Director                     | 1                     | -                      | 1                         |
| Assistant PRCR Director           | 1                     | -                      | 1                         |
| Park Planner                      | 0                     | 1                      | 0                         |
| Administrative Support Specialist | 0                     | 1                      | 0                         |
| <b>Total</b>                      | 2                     | 2                      | 2                         |

## Parks, Recreation and Cultural Resources Department

### Budget Summary

|                                       | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|---------------------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Parks &amp; Rec Administration</b> |                          |                           |                           |  |                                       |
| Salaries                              | \$208,124                | \$211,410                 | \$211,410                 | \$211,586                                | \$211,586                             |
| Longevity                             | 5,546                    | 5,794                     | 5,794                     | 5,938                                    | 5,938                                 |
| FICA                                  | 16,078                   | 16,643                    | 16,643                    | 16,632                                   | 16,632                                |
| Group Ins                             | 23,635                   | 23,351                    | 23,351                    | 22,358                                   | 22,358                                |
| Retirement                            | 27,355                   | 30,455                    | 30,455                    | 32,884                                   | 32,884                                |
| Postage                               | 1,554                    | 3,029                     | 3,029                     | 3,029                                    | 3,029                                 |
| Telephone                             | 1,313                    | 1,272                     | 1,272                     | 1,272                                    | 1,272                                 |
| Trav & Trn                            | 9,652                    | 11,110                    | 11,110                    | 11,670                                   | 11,467                                |
| Auto M&R                              | 654                      | 0                         | 0                         | 0  | 0                                     |
| Equip Rent                            | 16,313                   | 15,509                    | 15,509                    | 20,069                                   | 20,069                                |
| Fuel                                  | 614                      | 1,014                     | 1,014                     | 500                                      | 500                                   |
| Dept Supp                             | 1,426                    | 4,750                     | 4,750                     | 6,000                                    | 6,000                                 |
| Uniforms                              | 0                        | 300                       | 300                       | 350                                      | 350                                   |
| Cont Serv                             | 26,279                   | 28,000                    | 28,000                    | 21,000                                   | 21,000                                |
| Dues & Sub                            | 1,300                    | 1,300                     | 1,300                     | 1,325                                    | 1,325                                 |
| Land                                  | 2,402,122                | 0                         | 20,848                    | 0  | 0                                     |
| <b>Total Parks &amp; Rec Administ</b> | <b>\$2,741,965</b>       | <b>\$353,937</b>          | <b>\$374,785</b>          | <b>\$354,613</b>                         | <b>\$354,410</b>                      |

### FY 2021 Major Funding Changes

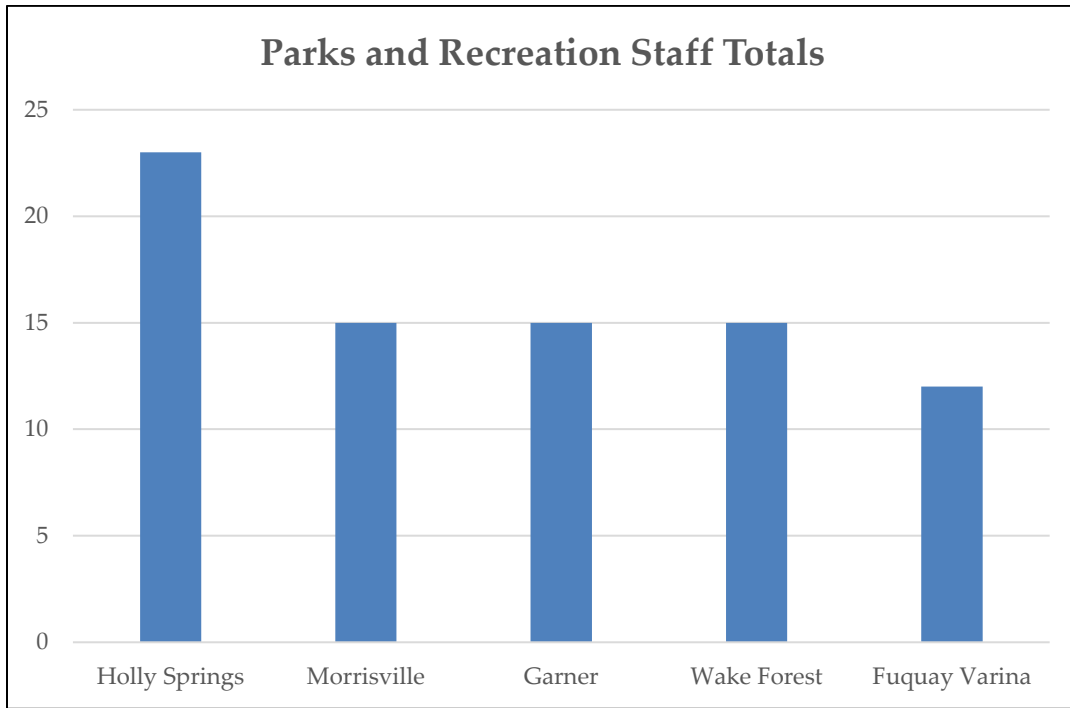
*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- An increase of \$473 is primarily associated with personnel adjustments.

# Parks, Recreation and Cultural Resources Department

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## Performance Measures / Regional Benchmarking



## Parks, Recreation and Cultural Resources Department

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### 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

| Positions                        | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Recommended |
|----------------------------------|-----------------------|------------------------|---------------------------|
| Cultural Arts and Events Manager | 1                     | -                      | 1                         |
| Events Coordinator               | 1                     | -                      | 1                         |
| Theatre Services Coordinator     | 1                     | -                      | 1                         |
| Marketing Coordinator            | 1                     | -                      | 1                         |
| <b>Total</b>                     | 4                     | -                      | 4                         |

## Parks, Recreation and Cultural Resources Department

### Budget Summary

|   | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|---|------------------|------------------|------------------|------------------|------------------|
|   | Actual           | Adopted          | Revised          | Manager          | Council          |
| Cultural Arts & Events                  |                  |                  |                  | Recommended      | Approved         |
| Salaries                                | \$189,670        | \$215,294        | \$215,294        | \$229,154        | \$229,154        |
| Salary OT                               | 215              | 675              | 675              | 675              | 675              |
| Sal Temp                                | 48,685           | 47,111           | 47,111           | 54,738           | 54,738           |
| Sal Tem OT                              | 11               | 0                | 0                | 0                | 0                |
| FICA                                    | 16,460           | 20,099           | 20,099           | 21,159           | 21,159           |
| Group Ins                               | 49,935           | 54,343           | 54,343           | 47,027           | 47,027           |
| Retirement                              | 24,247           | 30,031           | 30,031           | 34,714           | 34,714           |
| Telephone                               | 2,096            | 2,544            | 2,544            | 2,544            | 2,544            |
| Printing                                | 568              | 1,400            | 1,400            | 2,400            | 2,400            |
| Trav & Trn                              | 3,534            | 4,345            | 4,345            | 6,745            | 6,745            |
| Equip M&R                               | 508              | 1,500            | 1,500            | 0                | 0                |
| Equip Rent                              | 10,085           | 34,760           | 34,760           | 35,299           | 35,299           |
| Dept Supp                               | 23,352           | 35,645           | 35,645           | 35,145           | 35,145           |
| Uniforms                                | 576              | 2,400            | 2,400            | 2,400            | 2,400            |
| Cont Serv                               | 62,026           | 130,310          | 130,310          | 133,592          | 133,592          |
| School Fee                              | 285              | 640              | 640              | 640              | 640              |
| <b>Total Cultural Arts &amp; Events</b> | <b>\$432,254</b> | <b>\$581,097</b> | <b>\$581,097</b> | <b>\$606,232</b> | <b>\$606,232</b> |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$25,135 is primarily associated with personnel related adjustments.

### Performance Measures / Regional Benchmarking

| Measure   | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|---|----------------------|----------------------|----------------------|
| % of GPAC Survey Responses Indicating Very or Extremely Satisfied with Events | 98%                  | 97%                  | 95%                  |
| % of GPAC shows that met expected attendance                                  | 71.00%               | 86.00%               | 86.00%               |

## 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 2018 - 2019  | FY 2019 - 2020  | FY 2019 - 2020  | FY 2020 - 2020  | FY 2020 - 2021  |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
|   | Actual          | Adopted         | Revised         | Manager         | Council         |
| Marketing & Special Events                  |                 |                 |                 | Recommended     | Approved        |
| Postage                                     | \$6,343         | \$7,300         | \$7,300         | \$7,450         | \$7,450         |
| Printing                                    | 20,022          | 22,300          | 22,300          | 22,300          | 22,300          |
| Dept Supp                                   | 2,483           | 3,675           | 3,675           | 3,675           | 3,675           |
| Cont Serv                                   | 5,403           | 6,084           | 6,084           | 4,854           | 4,854           |
| Dues & Sub                                  | 2,010           | 2,000           | 2,000           | 4,070           | 4,070           |
| <b>Total Marketing &amp; Special Events</b> | <b>\$36,261</b> | <b>\$41,359</b> | <b>\$41,359</b> | <b>\$42,349</b> | <b>\$42,349</b> |

### FY 2021 Major Funding Changes

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- An increase of \$990 is primarily associated with an increased in Dues and Subscriptions.

## Parks, Recreation and Cultural Resources Department

### YOUTH AND ATHLETICS

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

#### *Goals*

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

#### *Objectives*

1. Maintain and promote after school program participation and seek ways to engage children in additional activities with new programs at the Garner Recreation Center.
2. Operate and manage the new recreation center to create a hub of activity in downtown Garner by providing exceptional customer service.
3. Schedule and monitor athletic field and facility rentals.

### Position Summary

| Positions                           | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Recommended |
|-------------------------------------|-----------------------|------------------------|---------------------------|
| Recreation Center & Program Manager | 1                     | -                      | 1                         |
| Recreation Superintendent           | 1                     | -                      | 1                         |
| Recreation Program Specialist       | 4                     | -                      | 4                         |
| Program Manager                     | 0                     | 0.66                   | 0                         |
| <b>Total</b>                        | 6                     | 0.66                   | 6                         |

## Parks, Recreation and Cultural Resources Department

### Budget Summary

|                                    | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                    | Actual           | Adopted          | Revised          | Manager          | Council          |
| Youth & Athletics                  |                  |                  |                  | Recommended      | Approved         |
| Salaries                           | \$253,276        | \$307,087        | \$307,087        | \$310,283        | \$310,283        |
| Salary OT                          | 35               | 0                | 0                | 0                | 0                |
| Sal Temp                           | 103,157          | 214,234          | 214,234          | 182,120          | 182,120          |
| Sal Tem OT                         | 177              | 0                | 0                | 0                | 0                |
| Longevity                          | 3,531            | 3,656            | 3,656            | 3,656            | 3,656            |
| FICA                               | 27,076           | 36,308           | 36,308           | 32,585           | 32,585           |
| Group Ins                          | 62,838           | 50,165           | 50,165           | 48,152           | 48,152           |
| Retirement                         | 32,751           | 38,191           | 38,191           | 41,495           | 41,495           |
| Telephone                          | 2,767            | 3,816            | 3,816            | 3,816            | 3,816            |
| Printing                           | 166              | 2,000            | 2,000            | 2,000            | 2,000            |
| Utilities                          | 2,931            | 3,650            | 3,650            | 5,540            | 5,540            |
| Trav & Trn                         | 2,802            | 8,690            | 8,690            | 10,000           | 10,000           |
| B&G Maint                          | 3,152            | 15,700           | 15,700           | 14,100           | 14,100           |
| Equip M&R                          | 1,349            | 5,900            | 5,900            | 2,750            | 2,750            |
| Auto M&R                           | 181              | 0                | 0                | 0                | 0                |
| Equip Rent                         | 3,396            | 3,601            | 3,601            | 5,500            | 5,500            |
| Fuel                               | 0                | 580              | 580              | 580              | 580              |
| Dept Supp                          | 37,543           | 36,893           | 42,893           | 73,911           | 73,911           |
| Software                           | 1,275            | 0                | 0                | 0                | 0                |
| Equip NC                           | 1,659            | 0                | 0                | 0                | 0                |
| Uniforms                           | 3,530            | 5,825            | 5,825            | 6,300            | 6,300            |
| Cont Serv                          | 32,891           | 62,850           | 62,850           | 66,973           | 66,973           |
| School Fee                         | 13,858           | 7,650            | 7,650            | 0                | 0                |
| Dues & Sub                         | 0                | 480              | 480              | 160              | 160              |
| <b>Total Youth &amp; Athletics</b> | <b>\$590,339</b> | <b>\$807,276</b> | <b>\$813,276</b> | <b>\$809,921</b> | <b>\$809,921</b> |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$2,645 is primarily associated with personnel and operating requirements associated with the new Recreation Center.



## Parks, Recreation and Cultural Resources Department

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### Performance Measures / Regional Benchmarking

| <b>Measure</b>  | <b>Actual<br/>FY 2018-19</b> | <b>Actual<br/>FY 2019-20</b> | <b>Target<br/>FY 2020-21</b> |
|---|------------------------------|------------------------------|------------------------------|
| % of Programs offered that met expected participation Level | 90.00%                       | 90.00%                       | 92.00%                       |

## Parks, Recreation and Cultural Resources Department

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### **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**

| Positions                                | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Recommended |
|--|-----------------------|------------------------|---------------------------|
| Recreation Center & Program Manager      | 1                     | -                      | 1                         |
| Recreation Specialist - Seniors & Adults | 1                     | -                      | 1                         |
| <b>Total</b>                             | 2                     | -                      | 2                         |

## Parks, Recreation and Cultural Resources Department

### Budget Summary

|  | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|--|------------------|------------------|------------------|------------------|------------------|
|  | Actual           | Adopted          | Revised          | Manager          | Council          |
| Adult & Senior Programs                  |                  |                  |                  | Recommended      | Approved         |
| Salaries                                 | \$129,132        | \$131,636        | \$131,636        | \$133,751        | \$133,751        |
| Salary OT                                | 0                | 0                | 0                | 0                | 0                |
| Sal Temp                                 | 56,908           | 78,555           | 78,555           | 70,680           | 70,680           |
| Longevity                                | 3,684            | 4,144            | 4,144            | 4,226            | 4,226            |
| FICA                                     | 14,098           | 16,835           | 16,835           | 17,024           | 17,024           |
| Group Ins                                | 26,276           | 26,031           | 26,031           | 24,902           | 24,902           |
| Retirement                               | 16,976           | 19,004           | 19,004           | 21,015           | 21,015           |
| Telephone                                | 1,219            | 1,272            | 1,272            | 1,272            | 1,272            |
| Printing                                 | 0                | 0                | 0                | 0                | 0                |
| Trav & Trn                               | 1,598            | 2,590            | 2,590            | 4,340            | 4,340            |
| Trv Sen Cz                               | -35              | 2,400            | 2,400            | 2,800            | 2,800            |
| B&G Maint                                | 3,234            | 3,700            | 3,700            | 2,800            | 2,800            |
| Equip M&R                                | 1,309            | 1,515            | 1,515            | 600              | 600              |
| Equip M&R                                | 336              | 1,200            | 1,200            | 1,200            | 1,200            |
| Auto M&R                                 | 50               | 0                | 0                | 0                | 0                |
| Equip Rent                               | 196              | 1,176            | 1,176            | 0                | 0                |
| Fuel                                     | 0                | 300              | 300              | 300              | 300              |
| Dept Supp                                | 6,296            | 4,600            | 10,600           | 6,060            | 6,060            |
| Uniforms                                 | 583              | 400              | 400              | 400              | 400              |
| Cont Serv                                | 11,893           | 12,374           | 16,948           | 8,807            | 8,807            |
| Dues & Sub                               | 0                | 120              | 120              | 120              | 120              |
| <b>Total Adult &amp; Senior Programs</b> | <b>\$273,753</b> | <b>\$307,852</b> | <b>\$318,426</b> | <b>\$300,297</b> | <b>\$300,297</b> |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- A decrease of \$7,555 is primarily associated with reductions required to balance the FY 2021 budget.

### Performance Measures / Regional Benchmarking

| Measure   | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|---|----------------------|----------------------|----------------------|
| Participation (attendance) in adult and senior programs offered | \$88,270             | \$89,000             | \$90,000             |

## 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

| Positions                                   | FY 2019-20<br>Adopted | Positions<br>Requested | FY 2020-21<br>Recommended |
|---|-----------------------|------------------------|---------------------------|
| Parks and Outdoor Education Program Manager | 1                     | -                      | 1                         |
| <b>Total</b>                                | 1                     | -                      | 1                         |

## Parks, Recreation and Cultural Resources Department

### Budget Summary

|                                | FY 2018 - 2019<br>Actual | FY 2019 - 2020<br>Adopted | FY 2019 - 2020<br>Revised | FY 2020 - 2021<br>Manager<br>Recommended | FY 2020 - 2021<br>Council<br>Approved |
|--------------------------------|--------------------------|---------------------------|---------------------------|--|---------------------------------------|
| <b>Outdoor Adventure</b>       |                          |                           |                           |  |                                       |
| Salaries                       | \$56,764                 | \$56,991                  | \$56,991                  | \$56,991                                 | \$56,991                              |
| Sal Temp                       | 51,226                   | 48,000                    | 48,000                    | 52,696                                   | 52,696                                |
| FICA                           | 8,212                    | 7,765                     | 7,765                     | 7,765                                    | 7,765                                 |
| Group Ins                      | 11,737                   | 11,582                    | 11,582                    | 11,809                                   | 11,809                                |
| Retirement                     | 7,231                    | 7,926                     | 7,926                     | 7,926                                    | 7,926                                 |
| Telephone                      | 643                      | 636                       | 636                       | 636                                      | 636                                   |
| Printing                       | 1,971                    | 2,475                     | 2,475                     | 2,475                                    | 2,475                                 |
| Trav & Trn                     | 935                      | 980                       | 980                       | 950                                      | 950                                   |
| Equip M&R                      | 0                        | 750                       | 750                       | 750                                      | 750                                   |
| Equip Rent                     | 1,421                    | 1,409                     | 1,409                     | 1,199                                    | 1,199                                 |
| Dept Supp                      | 8,187                    | 9,010                     | 12,585                    | 11,070                                   | 11,070                                |
| Uniforms                       | 364                      | 545                       | 545                       | 545                                      | 545                                   |
| Cont Serv                      | 3,656                    | 4,650                     | 4,650                     | 4,650                                    | 4,650                                 |
| Dues & Sub                     | 330                      | 405                       | 405                       | 650                                      | 650                                   |
| <b>Total Outdoor Adventure</b> | <b>\$152,676</b>         | <b>\$153,124</b>          | <b>\$156,699</b>          | <b>\$160,112</b>                         | <b>\$160,112</b>                      |

### FY 2021 Major Funding Changes

The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:

- An increase of \$6,988 is primarily associated with compensation related increases.

### Performance Measures / Regional Benchmarking

| Measure   | Actual<br>FY 2018-19 | Actual<br>FY 2019-20 | Target<br>FY 2020-21 |
|---|----------------------|----------------------|----------------------|
| % of Programs offered that met expected participation Level | 76.00%               | 88.00%               | 90.00%               |

## 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 2018 -- 2019  | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021   | FY 2020 - 2021   |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|
|                               | Actual           | Adopted          | Revised          | Manager          | Council          |
|                               |                  |                  |                  | Recommended      | Adopted          |
| <b>Program Partners</b>       |                  |                  |                  |                  |                  |
| Garner Baseball               | \$70,087         | \$65,573         | \$65,573         | \$66,600         | \$66,600         |
| Civitan                       | 21,323           | 21,569           | 21,569           | 23,094           | 23,094           |
| Miss Garner                   | 4,000            | 3,500            | 3,500            | 3,500            | 3,500            |
| Town Players                  | 23,650           | 23,650           | 23,650           | 23,650           | 23,650           |
| CASL                          | 53,532           | 26,460           | 26,460           | 30,000           | 30,000           |
| GAYSL                         | 13,592           | 16,032           | 16,032           | 16,750           | 16,750           |
| Optimist Club                 | 21,406           | 0                | 0                | 0                | 0                |
| <b>Total Program Partners</b> |                  |                  |                  |                  |                  |
|                               | <b>\$207,589</b> | <b>\$156,785</b> | <b>\$156,785</b> | <b>\$163,594</b> | <b>\$163,594</b> |

### **FY 2021 Major Funding Changes**

*The following summarizes major funding adjustments from the FY 2019 – 2020 Adopted Budget to the FY 2020 – 2021 Recommended Budget:*

- A decrease of \$6,809 is primarily associated with miscellaneous funding adjustments.

## Debt Service

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

### Budget Summary

|                           | FY 2018 - 2019     | FY 2019 - 2020     | FY 2019 - 2020     | FY 2020 - 2020         | FY 2020 - 2021      |
|---------------------------|--------------------|--------------------|--------------------|------------------------|---------------------|
|                           | Actual             | Adopted            | Revised            | Manager<br>Recommended | Council<br>Approved |
| <b>Debt Service</b>       |                    |                    |                    |                        |                     |
| Principal                 | \$1,005,000        | \$1,135,000        | \$1,135,000        | \$1,330,000            | \$1,330,000         |
| Prin Lease                | 1,047,875          | 1,034,113          | 1,034,113          | 1,019,516              | 1,019,516           |
| Inst Loan                 | 495,626            | 342,000            | 342,000            | 347,000                | 347,000             |
| REFUNDING                 | 0                  | 0                  | 4,660,000          | 0                      | 0                   |
| interest                  | 1,096,050          | 1,143,835          | 1,228,698          | 1,320,185              | 1,320,185           |
| Int Lease                 | 110,527            | 91,287             | 91,287             | 71,877                 | 71,877              |
| Intr Inst                 | 18,027             | 12,120             | 12,120             | 7,280                  | 7,280               |
| Issue Cost                | 0                  | 0                  | 80,000             | 0                      | 0                   |
| <b>Total Debt Service</b> | <b>\$3,773,106</b> | <b>\$3,758,355</b> | <b>\$8,583,218</b> | <b>\$4,095,858</b>     | <b>\$4,095,858</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

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| Divisions                 | FY 2018-19<br>Actual | FY 2019-20<br>Adopted | FY 2019-20<br>Revised | FY 2020-21<br>Manager<br>Recommended | FY 2020-21<br>Council<br>Adopted |
|---------------------------|----------------------|-----------------------|-----------------------|--------------------------------------|----------------------------------|
| Retirement                | \$620,194            | \$617,756             | \$617,756             | \$580,968                            | <b>\$580,968</b>                 |
| Town Insurance            | \$644,377            | \$594,376             | \$739,376             | \$645,000                            | <b>\$610,000</b>                 |
| Subsidized Programs       | \$52,132             | \$68,004              | \$68,004              | \$68,004                             | <b>\$68,004</b>                  |
| Office Administration     | 18,151               | 166,014               | 315,946               | 66,014                               | <b>66,014</b>                    |
| <b>Total Expenditures</b> | <b>\$1,334,854</b>   | <b>\$1,446,150</b>    | <b>\$1,741,082</b>    | <b>\$1,359,986</b>                   | <b>\$1,324,986</b>               |



## Special Appropriations

### **RETIREMENT**

The Retirement Division accounts for expenditures associated with benefits paid to retirees, all or a portion of health insurance benefits to eligible retirees, and separation allowance payments to eligible retired law enforcement officers as required by NC General Statutes.

|                         | FY 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021         | FY 2020 - 2021      |
|-------------------------|------------------|------------------|------------------|------------------------|---------------------|
| Retirement              | Actual           | Adopted          | Revised          | Manager<br>Recommended | Council<br>Approved |
| Sep Allow               | \$257,275        | \$249,242        | \$249,242        | \$233,798              | \$233,798           |
| FICA                    | 18,995           | 19,640           | 19,640           | 17,886                 | 17,886              |
| Ret Ins                 | 343,924          | 348,874          | 348,874          | 329,284                | 329,284             |
| <b>Total Retirement</b> | <b>\$620,194</b> | <b>\$617,756</b> | <b>\$617,756</b> | <b>\$580,968</b>       | <b>\$580,968</b>    |

## Special Appropriations

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### 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 2018 - 2019   | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021         | FY 2020 - 2021      |
|-----------------------------|------------------|------------------|------------------|------------------------|---------------------|
|                             | Actual           | Adopted          | Revised          | Manager<br>Recommended | Council<br>Approved |
| <b>Town Insurance</b>       |                  |                  |                  |                        |                     |
| DENTAL COS                  | \$93,875         | \$0              | \$100,000        | \$0                    | \$0                 |
| Insurance                   | 234,179          | 241,068          | 286,068          | 280,000                | 280,000             |
| Work Comp                   | 316,084          | 338,308          | 338,308          | 350,000                | 315,000             |
| Unemp Ins                   | 239              | 15,000           | 15,000           | 15,000                 | 15,000              |
| <b>Total Town Insurance</b> | <b>\$644,377</b> | <b>\$594,376</b> | <b>\$739,376</b> | <b>\$645,000</b>       | <b>\$610,000</b>    |

## Special Appropriations

### Non-Profit Contributions

The Town offers support to various local non-profit agencies through Subsidized Program funds. These agencies provide programs the Town could not otherwise afford to provide, or they supplement existing Town programs and services.

|  | FY 2018 - 2019  | FY 2019 - 2020  | FY 2019 - 2020  | FY 2020 - 2020     | FY 2020 - 2021  |
|--|-----------------|-----------------|-----------------|--------------------|-----------------|
|  | Actual          | Adopted         | Revised         | Manager            | Council         |
| <b>Non-Profit Contributions</b>                  |                 |                 |                 | <b>Recommended</b> | <b>Approved</b> |
| American Legion                                  | \$1,000         | \$1,000         | \$1,000         | \$1,000            | \$1,000         |
| City of Raleigh Utility Bill Assistance          | 0               | 14,173          | 14,173          | 14,173             | 14,173          |
| Community of Hope                                | 7,295           | 7,295           | 7,295           | 7,295              | 7,295           |
| Garner Area Ministries                           | 3,898           | 3,898           | 3,898           | 3,898              | 3,898           |
| Garner Educational Foundation                    | 10,000          | 10,000          | 10,000          | 10,000             | 10,000          |
| Garner Magnet High Marching Band                 | 0               | 1,699           | 1,699           | 1,699              | 1,699           |
| Garner Police Athletic Activities League         | 3,000           | 3,000           | 3,000           | 3,000              | 3,000           |
| INTERACT – Family Violence and Prevention Center | 3,000           | 3,000           | 3,000           | 3,000              | 3,000           |
| Resources for Seniors                            | 3,939           | 3,939           | 3,939           | 3,939              | 3,939           |
| YMCA Capital Campaign Pledge                     | 20,000          | 20,000          | 20,000          | 20,000             | 20,000          |
| <b>Total Non-Profit Funding</b>                  | <b>\$52,132</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 2018 - 2019  | FY 2019 - 2020   | FY 2019 - 2020   | FY 2020 - 2021  | FY 2020 - 2021  |
|------------------------------------|-----------------|------------------|------------------|-----------------|-----------------|
|                                    | Actual          | Adopted          | Revised          | Manager         | Council         |
| Office Administration              |                 |                  |                  | Recommended     | Approved        |
| PSN TRN                            | \$0             | -\$50,000        | -\$50,000        | -\$150,000      | -\$150,000      |
| Prof Serv                          | 0               | 0                | 99,800           | 0               | 0               |
| Postage                            | 1,559           | 0                | 0                | 0               | 0               |
| ESN                                | 0               | -7,500           | -7,500           | -7,500          | -7,500          |
| Auto M&R                           | 280             | 184,501          | 219,633          | 184,501         | 184,501         |
| Diaster Equipment                  | 280             | 0                | 15,000           | 0               | 0               |
| Equip Rent                         | 3,846           | 5,000            | 5,000            | 5,000           | 5,000           |
| HAZMAT                             | 12,467          | 14,013           | 14,013           | 14,013          | 14,013          |
| Contingcy                          | 0               | 20,000           | 20,000           | 20,000          | 20,000          |
| <b>Total Office Administration</b> | <b>\$18,431</b> | <b>\$166,014</b> | <b>\$315,946</b> | <b>\$66,014</b> | <b>\$66,014</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 2020 – 2021 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:

#### TOWN OF GARNER CAPITAL PROJECT FUND BUDGET FISCAL YEAR 2020-2021

|                               | FY 2018 - 2019       | FY 2019 - 2020      | FY 2019 - 2020       | FY 2020 - 2021         | FY 2020 - 2021      |
|-------------------------------|----------------------|---------------------|----------------------|------------------------|---------------------|
|                               | Actual               | Adopted             | Revised              | Manager<br>Recommended | Council<br>Approved |
| <b>Beginning Fund Balance</b> | \$ 9,810,514         | \$ -                | \$ 5,709,670         | \$ 5,709,670           | \$ 5,709,670        |
| Revenue:                      |                      |                     |                      |                        |                     |
| Intergovernmental             | \$ 330,567           | \$ -                | \$ -                 | \$ -                   | \$ -                |
| Investment Earnings           | 120,488              | -                   | -                    | -                      | -                   |
| Other Revenues                | -                    | -                   | -                    | -                      | -                   |
| Issuance of Debt              | -                    | 7,190,000           | 7,190,000            | -                      | -                   |
| Premium on Bonds              | -                    | -                   | -                    | -                      | -                   |
| <b>Total Revenue</b>          | <b>\$ 451,055</b>    | <b>\$ 7,190,000</b> | <b>\$ 7,190,000</b>  | <b>\$ -</b>            | <b>\$ -</b>         |
| Transfers In:                 |                      |                     |                      |                        |                     |
| General Fund                  | \$ -                 | \$ -                | \$ -                 | \$ -                   | \$ -                |
| <b>Total Transfers In</b>     | <b>\$ -</b>          | <b>\$ -</b>         | <b>\$ -</b>          | <b>\$ -</b>            | <b>\$ -</b>         |
| <b>Total Available</b>        | <b>\$ 10,261,569</b> | <b>\$ 7,190,000</b> | <b>\$ 12,899,670</b> | <b>\$ 5,709,670</b>    | <b>\$ 5,709,670</b> |
| Expenditures:                 |                      |                     |                      |                        |                     |
| Capital Projects              | \$ 4,551,899         | \$ 7,190,000        | \$ 7,190,000         | \$ 5,709,670           | \$ 5,709,670        |
| <b>Total Expenditures</b>     | <b>\$ 4,551,899</b>  | <b>\$ 7,190,000</b> | <b>\$ 7,190,000</b>  | <b>\$ 5,709,670</b>    | <b>\$ 5,709,670</b> |
| <b>Total Disbursements</b>    | <b>\$ 4,551,899</b>  | <b>\$ 7,190,000</b> | <b>\$ 7,190,000</b>  | <b>\$ 5,709,670</b>    | <b>\$ 5,709,670</b> |
| <b>Ending Fund Balance</b>    | <b>\$ 5,709,670</b>  | <b>\$ -</b>         | <b>\$ 5,709,670</b>  | <b>\$ -</b>            | <b>\$ -</b>         |

## **FY 2021 – 2025 Capital Improvement Plan**

The FY 2021 – 2025 Adopted Capital Improvement Plan (CIP) builds on prior year efforts to enhance the Town’s long-term capital planning capabilities. The Town continued to utilize the revised CIP process designed to allow staff from multiple departments to collaborate and provide input on their requirements and how decisions impact their operations. This input allows 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 transitions 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

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

**ANNUAL CIP PLAN**



**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 draft 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
- **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
- **Unknown Funding** – Funding options are still being evaluated

## Summary of Projects

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The FY 2021 – 2025 Adopted Capital Improvement Plan (CIP) includes funding requirements totaling \$96,151,683. The plan assumes a General Fund contribution of \$310,000. Other funding sources include \$44,187,600 in Future Bond Proceeds, \$31,480,400 in Partner Agency contributions, \$6,282,277 in Bond Proceeds, \$3,760,527 in Other, \$3,142,729 in Powell Bill, \$2,400,000 in Impact Fees and \$431,954 in Appropriated Fund Balance. It is important to note that there are requirements without a dedicated revenue source totaling \$4,156,197.

| Category           | FY 2021            | FY 2022            | FY 2023             | FY 2024             | FY 2025             | 5 Year Total        |
|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Parks              | 0                  | 1,000,000          | 7,466,667           | 7,466,667           | 7,466,666           | \$23,400,000        |
| Transportation     | 7,517,631          | 5,336,934          | 7,947,270           | 21,561,076          | 20,374,574          | \$62,737,486        |
| General Government | 0                  | 500,000            | 3,850,000           | 2,968,000           | 0                   | \$7,318,000         |
| Stormwater         | 0                  | 0                  | 645,000             | 0                   | 504,000             | \$1,149,000         |
| Capital Renewal    | 310,000            | 285,835            | 349,671             | 261,416             | 340,275             | \$1,547,197         |
| <b>Total</b>       | <b>\$7,827,631</b> | <b>\$7,122,769</b> | <b>\$20,258,608</b> | <b>\$32,257,160</b> | <b>\$28,685,515</b> | <b>\$96,151,683</b> |

| Revenue Source             | FY 2021            | FY 2022            | FY 2023             | FY 2024             | FY 2025             | 5 Year Total        |
|----------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Transfer from General Fund | 310,000            | 0                  | 0                   | 0                   | 0                   | \$310,000           |
| Bond Proceeds              | 5,732,277          | 550,000            | 0                   | 0                   | 0                   | \$6,282,277         |
| Future Bond Proceeds       | 0                  | 4,050,000          | 13,193,334          | 14,910,934          | 12,033,332          | \$44,187,600        |
| Impact Fees                | 0                  | 0                  | 800,000             | 800,000             | 800,000             | \$2,400,000         |
| Powell Bill                | 616,100            | 622,261            | 628,484             | 634,768             | 641,116             | \$3,142,729         |
| Appropriated Fund Balance  | 431,954            | 0                  | 0                   | 0                   | 0                   | \$431,954           |
| Partner Agency Funding     | 0                  | 150,000            | 2,840,000           | 14,890,400          | 13,600,000          | \$31,480,400        |
| Other                      | 737,300            | 744,673            | 752,120             | 759,641             | 766,792             | \$3,760,527         |
| Unknown Funding Source     | 0                  | 1,005,835          | 2,044,671           | 261,417             | 844,275             | \$4,156,197         |
| <b>Total</b>               | <b>\$7,827,631</b> | <b>\$7,122,769</b> | <b>\$20,258,608</b> | <b>\$32,257,160</b> | <b>\$28,685,515</b> | <b>\$96,151,683</b> |

## Park Projects

| Category                                | FY 2021    | FY 2022            | FY 2023            | FY 2024            | FY 2025            | 5 Year Total        |
|---|------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Master Plan Implementation <sup>1</sup> | -          | 1,000,000          | 7,284,134          | 7,284,133          | 7,284,133          | \$22,852,400        |
| <b>Total</b>                            | <b>\$0</b> | <b>\$1,000,000</b> | <b>\$7,284,134</b> | <b>\$7,284,133</b> | <b>\$7,284,133</b> | <b>\$22,852,400</b> |

| Revenue Source             | FY 2021    | FY 2022            | FY 2023            | FY 2024            | FY 2025            | 5 Year Total        |
|----------------------------|------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Transfer from General Fund | -          | -                  | -                  | -                  | -                  | \$0                 |
| Bond Proceeds              | -          | -                  | -                  | -                  | -                  | \$0                 |
| Future Bond Proceeds       | -          | 1,000,000          | 6,484,134          | 6,484,133          | 6,484,133          | \$20,452,400        |
| Impact Fees                | -          | -                  | 800,000            | 800,000            | 800,000            | \$2,400,000         |
| Powell Bill                | -          | -                  | -                  | -                  | -                  | \$0                 |
| Appropriated Fund Balance  | -          | -                  | -                  | -                  | -                  | \$0                 |
| Partner Agency Funding     | -          | -                  | -                  | -                  | -                  | \$0                 |
| Other                      | -          | -                  | -                  | -                  | -                  | \$0                 |
| Unknown Funding Source     | -          | -                  | -                  | -                  | -                  | \$0                 |
| <b>Total</b>               | <b>\$0</b> | <b>\$1,000,000</b> | <b>\$7,284,134</b> | <b>\$7,284,133</b> | <b>\$7,284,133</b> | <b>\$22,852,400</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 Master Plan Implementation efforts.

### 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.



**Project Summaries****Master Plan Implementation****\$22,852,400**

Funding would cover the costs associated with implementing the results of the Parks Comprehensive Master Plan and the Meadowbrook and Yeargan Property master plans. The Town is in the process of finalizing a Comprehensive Master Plan which will result in 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. In addition, a master plan is being developed for the Meadowbrook and Yeargan properties that the town purchased for future park development. This work will be completed in advance of an anticipated bond referendum and will allow for final decisions to be made regarding the mix of projects and the exact allocation of funding.

Once complete, several Parks and Public Works full time staff members, significant funding for maintenance and programing costs, and intermittent capital requirements will likely be required to operate the Meadowbrook and/or Yeargan property. Additional operating and capital funding will likely be required to maintain and operate other items approved as part of the master plan's implementation. Staff will be able to provide a detailed operating impact after final design decisions have been made regarding the properties, and additional amenities, have been selected.

**Horizon Issues**

Additional funding may be required to cover costs associated with implementing the results of the Parks Comprehensive Master Plan. Staff will work with council to determine a funding strategy for fully implementing the results of the plan.

## Transportation Projects

| Category            | FY 2021            | FY 2022            | FY 2023            | FY 2024             | FY 2025             | 5 Year Total        |
|---------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| Street Improvements | 7,417,631          | 4,616,934          | 6,280,603          | 19,894,409          | 18,707,908          | \$56,917,486        |
| Sidewalks           | 100,000            | -                  | 1,666,667          | 1,666,667           | 1,666,666           | \$5,100,000         |
| Transit             | -                  | 720,000            | -                  | -                   | -                   | \$720,000           |
| <b>Total</b>        | <b>\$7,517,631</b> | <b>\$5,336,934</b> | <b>\$7,947,270</b> | <b>\$21,561,076</b> | <b>\$20,374,574</b> | <b>\$62,737,486</b> |

| Revenue Source                      | FY 2021            | FY 2022            | FY 2023            | FY 2024             | FY 2025             | 5 Year Total        |
|-------------------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| Transfer from General Fund          | -                  | -                  | -                  | -                   | -                   | \$0                 |
| Bond Proceeds                       | 5,732,277          | 550,000            | -                  | -                   | -                   | \$6,282,277         |
| Future Bond Proceeds                | -                  | 2,700,000          | 4,566,667          | 6,166,667           | 5,366,666           | \$18,800,000        |
| Impact Fees                         | -                  | -                  | -                  | -                   | -                   | \$0                 |
| Powell Bill                         | 616,100            | 622,261            | 628,484            | 634,768             | 641,116             | \$3,142,729         |
| Appropriated Fund Balance           | 431,954            | -                  | -                  | -                   | -                   | \$431,954           |
| Partner Agency Funding <sup>1</sup> | -                  | -                  | 2,000,000          | 14,000,000          | 13,600,000          | \$29,600,000        |
| Other <sup>2</sup>                  | 737,300            | 744,673            | 752,120            | 759,641             | 766,792             | \$3,760,526         |
| Unknown Funding Source              | -                  | 720,000            | -                  | -                   | -                   | \$720,000           |
| <b>Total</b>                        | <b>\$7,517,631</b> | <b>\$5,336,934</b> | <b>\$7,947,270</b> | <b>\$21,561,076</b> | <b>\$20,374,574</b> | <b>\$62,737,486</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 2021            | FY 2022            | FY 2023            | FY 2024             | FY 2025             | 5 Year Total        |
|---|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| Pavement Condition Improvements                 | 1,353,400          | 1,366,934          | 1,380,603          | 1,394,409           | 1,407,908           | \$6,903,255         |
| Rand Mill and Main Street Improvements          | 600,000            | -                  | -                  | -                   | -                   | \$600,000           |
| Ackerman Rd / Hebron Church Rd at White Oak Rd  | 523,123            | -                  | -                  | -                   | -                   | \$523,123           |
| New Rand Road & Garner Road Sidewalks           | 4,509,154          | -                  | -                  | -                   | -                   | \$4,509,154         |
| Betterments to NCDOT Projects                   | 431,954            | 600,000            | -                  | -                   | 300,000             | \$1,331,954         |
| Lake Drive (Hwy 50 Bridge Project) <sup>1</sup> | -                  | 250,000            | -                  | -                   | -                   | \$250,000           |
| Ackerman Road Extension <sup>1</sup>            | -                  | 2,400,000          | -                  | 12,000,000          | -                   | \$14,400,000        |
| Jones Sausage Road Improvements <sup>1</sup>    | -                  | -                  | 2,500,000          | 5,500,000           | -                   | \$8,000,000         |
| Wilmington Road Extension <sup>1</sup>          | -                  | -                  | 2,400,000          | -                   | 12,000,000          | \$14,400,000        |
| Grovemont Road Extension <sup>1</sup>           | -                  | -                  | -                  | 1,000,000           | 5,000,000           | \$6,000,000         |
| <b>Total</b>                                    | <b>\$7,417,631</b> | <b>\$4,616,934</b> | <b>\$6,280,603</b> | <b>\$19,894,409</b> | <b>\$18,707,908</b> | <b>\$56,917,486</b> |

| Revenue Source             | FY 2021            | FY 2022            | FY 2023            | FY 2024             | FY 2025             | 5 Year Total        |
|----------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| Transfer from General Fund | -                  | -                  | -                  | -                   | -                   | \$0                 |
| Bond Proceeds              | 5,632,277          | 550,000            | -                  | -                   | -                   | \$6,182,277         |
| Future Bond Proceeds       | -                  | 2,700,000          | 2,900,000          | 4,500,000           | 3,700,000           | \$13,800,000        |
| Impact Fees                | -                  | -                  | -                  | -                   | -                   | \$0                 |
| Powell Bill                | 616,100            | 622,261            | 628,484            | 634,768             | 641,116             | \$3,142,729         |
| Appropriated Fund Balance  | 431,954            | -                  | -                  | -                   | -                   | \$431,954           |
| Partner Agency Funding     | -                  | -                  | 2,000,000          | 14,000,000          | 13,600,000          | \$29,600,000        |
| Other                      | 737,300            | 744,673            | 752,120            | 759,641             | 766,792             | \$3,760,526         |
| Unknown Funding Source     | -                  | -                  | -                  | -                   | -                   | \$0                 |
| <b>Total</b>               | <b>\$7,417,631</b> | <b>\$4,616,934</b> | <b>\$6,280,603</b> | <b>\$19,894,409</b> | <b>\$18,707,908</b> | <b>\$56,917,486</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 completing these projects.

**Project Summaries**

**Pavement Condition Improvements**

**\$6,903,255**

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.

**Rand Mill and Main Street Improvements** **\$600,000**

Funding would cover the costs associated with enhancements at the intersection of Rand Mill Road and Main Street. Curb and gutter will be added along Rand Mill Road and sidewalk along the west side for pedestrian connectivity. Curb and gutter will be modified on Main Street to provide bump outs that will improve pedestrian crosswalks and visibility at the intersection, and includes stormwater rock garden features at each corner for improved aesthetics.

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

**Ackerman Road / Hebron Church Road at White Oak Road** **\$523,123**

Funding would cover the costs associated with the construction of a new partial dual lane roundabout to enhance the intersection, improve safety, and increase capacity at the intersection of these three corridors that are currently seeing increased development activity. It’s important to note that funding totals reflect the Town’s share of this project as CAMPO LAPP will provide 75 percent of the 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.

**New Rand Road & Garner Road Sidewalks** **\$4,509,154**

Funding would cover the costs associated with roadway improvements and sidewalk along the west side of New Rand Road from just south of US 70 to Garner Road, and along the north side of Garner Road from New Rand Road to the Garner Senior Center.

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.



**Betterments to NCDOT Projects****\$1,331,954**

Funding would cover the costs associated with multiple projects managed by NCDOT where Town funds will allow for enhancements to be made. These projects are summarized below:

- Funding of \$277,337 in FY 2021 is associated the construction of a sidewalk from south of Old Stage Road to south of Mechanical Boulevard. This work would be completed in conjunction with the US 401 Widening project (NCDOT TIP# U-5302). It's important to note that funding totals reflect the Town's share of this project as NCDOT will provide 70 percent of the funding. A cost estimate for installation of street lighting along the corridor is being developed separate of the NCDOT project and is being administered by Town staff.

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.

- Funding of \$154,617 in FY 2021 is associated with the construction of bicycle and pedestrian betterments on overpasses over 540. This would facilitate future connections identified in the Town's Transportation Plan. It's important to note that funding totals reflect the Town's share of this project as NCDOT will provide 70 percent of the funding.

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

- Funding of \$300,000 in FY 2022 would cover the Town's share of costs for aesthetic improvements to Hwy 50 bridge as part of its replacement.

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

- Funding of \$300,000 in FY 2022 would cover the Town’s share of costs for pedestrian improvements at the intersection of Timber, Hammond and Hwy 70.

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

- Funding of \$300,000 in FY 2025 would cover the Town’s share of costs for aesthetic improvements to Vandora Spring bridge as part of its replacement.

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

**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 the addition of curb and gutter along Lake Drive between Benson Highway and Hilltop Avenue, as well as sidewalk along the north side of 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.

**Ackerman Road Extension**

**\$14,400,000**

Funding would cover the planning and construction costs associated with extending Ackerman Road to Hwy 50. 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.

**Jones Sausage Road Improvements**

**\$8,000,000**

Funding has already been included to cover the cost of design work for roadway improvements to Jones Sausage Road, which will include upgrading from a 2-lane street to a 4-lane divided with sidewalks on both sides. The conceptual design will also include the analysis of a grade separation at the NC Railroad crossing between Garner Road and US 70. 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.

**Wilmington Road Extension**

**\$14,400,000**

Funding would cover the planning and construction costs associated with extending Wilmington to the Garner Station area. 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.

**Grovemont Road Extension**

**\$6,000,000**

Funding would cover the planning and construction costs associated with extending Grovemont Road to US 401. 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.

**Horizon Issues**

The 6 to 10-year section of the CIP includes the realignment and grade crossing of Jones Sausage Road in FY 2026. The funding associated with this project will primarily be covered by partner agencies. 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 2021</b>   | <b>FY 2022</b> | <b>FY 2023</b>     | <b>FY 2024</b>     | <b>FY 2025</b>     | <b>5 Year Total</b> |
|---------------------|------------------|----------------|--------------------|--------------------|--------------------|---------------------|
| Sidewalk Connectors | 100,000          | -              | -                  | -                  | -                  | \$100,000           |
| Future Sidewalks    | -                | -              | 1,666,667          | 1,666,667          | 1,666,666          | \$5,000,000         |
| <b>Total</b>        | <b>\$100,000</b> | <b>\$0</b>     | <b>\$1,666,667</b> | <b>\$1,666,667</b> | <b>\$1,666,666</b> | <b>\$5,100,000</b>  |

| <b>Revenue Source</b>      | <b>FY 2021</b>   | <b>FY 2022</b> | <b>FY 2023</b>     | <b>FY 2024</b>     | <b>FY 2025</b>     | <b>5 Year Total</b> |
|----------------------------|------------------|----------------|--------------------|--------------------|--------------------|---------------------|
| Transfer from General Fund | -                | -              | -                  | -                  | -                  | \$0                 |
| Bond Proceeds              | 100,000          | -              | -                  | -                  | -                  | \$100,000           |
| Future Bond Proceeds       | -                | -              | 1,666,667          | 1,666,667          | 1,666,666          | \$5,000,000         |
| Impact Fees                | -                | -              | -                  | -                  | -                  | \$0                 |
| Powell Bill                | -                | -              | -                  | -                  | -                  | \$0                 |
| Appropriated Fund Balance  | -                | -              | -                  | -                  | -                  | \$0                 |
| Partner Agency Funding     | -                | -              | -                  | -                  | -                  | \$0                 |
| Other                      | -                | -              | -                  | -                  | -                  | \$0                 |
| Unknown Funding Source     | -                | -              | -                  | -                  | -                  | \$0                 |
| <b>Total</b>               | <b>\$100,000</b> | <b>\$0</b>     | <b>\$1,666,667</b> | <b>\$1,666,667</b> | <b>\$1,666,666</b> | <b>\$5,100,000</b>  |

**Project Summaries**

**Sidewalk Connectors**

**\$100,000**

Funding would cover the costs associated with constructing various sidewalks that will allow for connections to be made to the Town’s existing sidewalk infrastructure. Specifically, this funding will cover the cost of constructing sidewalks on Averboro Road at the YMCA, on Garner Road at Vandora West, and on Bryan Road at Ackerman.



The current scope of these projects would not have a significant impact on the Town’s operating budget.

**Future Sidewalks**

**\$5,000,000**

Funding would allow for various projects identified in the Town’s Transportation Plan. Prior to the future bond referendum, staff will be required to reprioritize these projects to ensure the highest priority projects are selected.

Staff is unable to determine the impact these projects may have on the operating budget based on the uncertainty regarding which projects will be selected.

**Horizon Issues**

As the Town’s sidewalk infrastructure changes, it will be imperative for staff to regularly reprioritize the sidewalk projects identified in the Transportation Plan. As development continues, it’s likely that new projects will be identified and that the ability to make critical connections may alter the importance of existing projects. As a result, staff will be required to review projects on a semiannual basis to evaluate their strategic importance. As part of this effort, it will likely be necessary to establish a committee to review projects to ensure multiple perspectives are being considered.

**Transit**

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

| <b>Project</b>                | <b>FY 2021</b> | <b>FY 2022</b>   | <b>FY 2023</b> | <b>FY 2024</b> | <b>FY 2025</b> | <b>5 Year Total</b> |
|-------------------------------|----------------|------------------|----------------|----------------|----------------|---------------------|
| Public Transit Infrastructure | -              | 720,000          | -              | -              | -              | \$720,000           |
| <b>Total</b>                  | <b>\$0</b>     | <b>\$720,000</b> | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$720,000</b>    |

| <b>Revenue Source</b>      | <b>FY 2021</b> | <b>FY 2022</b>   | <b>FY 2023</b> | <b>FY 2024</b> | <b>FY 2025</b> | <b>5 Year Total</b> |
|----------------------------|----------------|------------------|----------------|----------------|----------------|---------------------|
| Transfer from General Fund | -              | -                | -              | -              | -              | \$0                 |
| Bond Proceeds              | -              | -                | -              | -              | -              | \$0                 |
| Future Bond Proceeds       | -              | -                | -              | -              | -              | \$0                 |
| Impact Fees                | -              | -                | -              | -              | -              | \$0                 |
| Powell Bill                | -              | -                | -              | -              | -              | \$0                 |
| Appropriated Fund Balance  | -              | -                | -              | -              | -              | \$0                 |
| Partner Agency Funding     | -              | -                | -              | -              | -              | \$0                 |
| Other                      | -              | -                | -              | -              | -              | \$0                 |
| Unknown Funding Source     | -              | 720,000          | -              | -              | -              | \$720,000           |
| <b>Total</b>               | <b>\$0</b>     | <b>\$720,000</b> | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$720,000</b>    |

**Investment Summary**

**Public Transit** **\$720,000**

Funding would cover the capital costs associated with building the infrastructure associated with 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.



This project will not directly impact the Town’s operating budget; however, the Town will incur operating costs when the circulator loop has been fully implemented. The full

impact of operating the circulator loop has not been determined. Staff will update Council as additional information is obtained for other communities implementing a similar service.

**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 2021    | FY 2022          | FY 2023            | FY 2024            | FY 2025          | 5 Year Total       |
|----------------------|------------|------------------|--------------------|--------------------|------------------|--------------------|
| Facility Development | -          | 500,000          | 3,050,000          | 2,968,000          | -                | \$6,518,000        |
| IT Projects          | -          | -                | 250,000            | 250,000            | 250,000          | \$750,000          |
| <b>Total</b>         | <b>\$0</b> | <b>\$500,000</b> | <b>\$3,300,000</b> | <b>\$3,218,000</b> | <b>\$250,000</b> | <b>\$7,268,000</b> |

| Revenue Source             | FY 2021    | FY 2022          | FY 2023            | FY 2024            | FY 2025          | 5 Year Total       |
|----------------------------|------------|------------------|--------------------|--------------------|------------------|--------------------|
| Transfer from General Fund | -          | -                | -                  | -                  | -                | \$0                |
| Bond Proceeds              | -          | -                | -                  | -                  | -                | \$0                |
| Future Bond Proceeds       | -          | 350,000          | 1,960,000          | 2,077,600          | -                | \$4,387,600        |
| Impact Fees                | -          | -                | -                  | -                  | -                | \$0                |
| Powell Bill                | -          | -                | -                  | -                  | -                | \$0                |
| Appropriated Fund Balance  | -          | -                | -                  | -                  | -                | \$0                |
| Partner Agency Funding     | -          | 150,000          | 840,000            | 890,400            | -                | \$1,880,400        |
| Other                      | -          | -                | -                  | -                  | -                | \$0                |
| Unknown Funding Source     | -          | -                | 500,000            | 250,000            | 250,000          | \$1,000,000        |
| <b>Total</b>               | <b>\$0</b> | <b>\$500,000</b> | <b>\$3,300,000</b> | <b>\$3,218,000</b> | <b>\$250,000</b> | <b>\$7,268,000</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 2021    | FY 2022          | FY 2023            | FY 2024            | FY 2025    | 5 Year Total       |
|-----------------------------|------------|------------------|--------------------|--------------------|------------|--------------------|
| Fire Station 5 <sup>1</sup> | -          | 500,000          | 2,800,000          | 2,968,000          | -          | \$6,268,000        |
| Shooting Range <sup>1</sup> | -          | -                | 250,000            | -                  | -          | \$250,000          |
| <b>Total</b>                | <b>\$0</b> | <b>\$500,000</b> | <b>\$3,050,000</b> | <b>\$2,968,000</b> | <b>\$0</b> | <b>\$6,518,000</b> |

| Revenue Source             | FY 2021    | FY 2022          | FY 2023            | FY 2024            | FY 2025    | 5 Year Total       |
|----------------------------|------------|------------------|--------------------|--------------------|------------|--------------------|
| Transfer from General Fund | -          | -                | -                  | -                  | -          | \$0                |
| Bond Proceeds              | -          | -                | -                  | -                  | -          | \$0                |
| Future Bond Proceeds       | -          | 350,000          | 1,960,000          | 2,077,600          | -          | \$4,387,600        |
| Impact Fees                | -          | -                | -                  | -                  | -          | \$0                |
| Powell Bill                | -          | -                | -                  | -                  | -          | \$0                |
| Appropriated Fund Balance  | -          | -                | -                  | -                  | -          | \$0                |
| Partner Agency Funding     | -          | 150,000          | 840,000            | 890,400            | -          | \$1,880,400        |
| Other                      | -          | -                | -                  | -                  | -          | \$0                |
| Unknown Funding Source     | -          | -                | 250,000            | -                  | -          | \$250,000          |
| <b>Total</b>               | <b>\$0</b> | <b>\$500,000</b> | <b>\$3,050,000</b> | <b>\$2,968,000</b> | <b>\$0</b> | <b>\$6,518,000</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**

**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 cost estimates assume that Wake County Emergency Medical Services will provide 30 percent of the funding for this project as part of a partnership with the Town. Additional partnerships with



Wake County or Fuquay-Varina have not been factored in as the details regarding 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.

### **Shooting Range**

**\$250,000**

Funding would cover the costs associated with constructing a shooting range for the Police Department. The Department is currently exploring potential site locations and/or partnerships. Additional professional analysis would likely be required prior to construction taking place.

The operating costs associated with this facility are anticipated to be minimal. There would be some replacement costs as items reached their end of life. These costs would be somewhat offset by reduced overtime and travel costs as the Department currently has limited access to a range. As a result, staff are often required to work extra hours, and travel large distances, when a range is available.

### **Horizon Issues**

The Town recently funded a space needs assessment to review future requirements associated with Public Works expansion, Police large evidence storage and the Town's records storage requirements. The impact of this study 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 2021    | FY 2022    | FY 2023          | FY 2024          | FY 2025          | 5 Year Total     |
|-------------------------|------------|------------|------------------|------------------|------------------|------------------|
| Fiber Ring <sup>1</sup> | -          | -          | 250,000          | 250,000          | 250,000          | \$750,000        |
| <b>Total</b>            | <b>\$0</b> | <b>\$0</b> | <b>\$250,000</b> | <b>\$250,000</b> | <b>\$250,000</b> | <b>\$750,000</b> |

| Revenue Source             | FY 2021    | FY 2022    | FY 2023          | FY 2024          | FY 2025          | 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              |
| Partner Agency Funding     | -          | -          | -                | -                | -                | \$0              |
| Other                      | -          | -          | -                | -                | -                | \$0              |
| Unknown Funding Source     | -          | -          | 250,000          | 250,000          | 250,000          | \$750,000        |
| <b>Total</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$250,000</b> | <b>\$250,000</b> | <b>\$250,000</b> | <b>\$750,000</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 this project.

**Project Summary**

**Fiber Ring**

\$750,000

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. It is important to note, that funding in FY 2023 would allow for the fiber ring to be laid in the downtown area. This would result in the connection of several town



facilities and would allow for the development of free wi-fi in the downtown area. Future year funding would allow for additional connections to be made.

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 | -          | -          | 645,000          | -          | 504,000          | 1,149,000          |
| <b>Total</b>           | <b>\$0</b> | <b>\$0</b> | <b>\$645,000</b> | <b>\$0</b> | <b>\$504,000</b> | <b>\$1,149,000</b> |

| Revenue Source             | FY 2020    | FY 2021    | FY 2022          | FY 2023    | FY 2024          | 5 Year Total       |
|----------------------------|------------|------------|------------------|------------|------------------|--------------------|
| Transfer from General Fund | -          | -          | -                | -          | -                | -                  |
| Bond Proceeds              | -          | -          | -                | -          | -                | -                  |
| Future Bond Proceeds       | -          | -          | -                | -          | -                | -                  |
| Impact Fees                | -          | -          | -                | -          | -                | -                  |
| Powell Bill                | -          | -          | -                | -          | -                | -                  |
| Appropriated Fund Balance  | -          | -          | -                | -          | -                | -                  |
| Unknown Funding Source     | -          | -          | 645,000          | -          | 504,000          | 1,149,000          |
| Partner Agency Funding     | -          | -          | -                | -          | -                | -                  |
| Other                      | -          | -          | -                | -          | -                | -                  |
| <b>Total</b>               | <b>\$0</b> | <b>\$0</b> | <b>\$645,000</b> | <b>\$0</b> | <b>\$504,000</b> | <b>\$1,149,000</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.



**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 2021</b> | <b>FY 2022</b> | <b>FY 2023</b>   | <b>FY 2024</b> | <b>FY 2025</b>   | <b>5 Year Total</b> |
|---------------------------------|----------------|----------------|------------------|----------------|------------------|---------------------|
| Forest Ridge Road <sup>1</sup>  | -              | -              | 645,000          | -              | -                | \$645,000           |
| Junction Boulevard <sup>1</sup> | -              | -              | -                | -              | 504,000          | \$504,000           |
| <b>Total</b>                    | <b>\$0</b>     | <b>\$0</b>     | <b>\$645,000</b> | <b>\$0</b>     | <b>\$504,000</b> | <b>\$1,149,000</b>  |

| <b>Revenue Source</b>      | <b>FY 2021</b> | <b>FY 2022</b> | <b>FY 2023</b>   | <b>FY 2024</b> | <b>FY 2025</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     | -              | -              | 645,000          | -              | 504,000          | 1,149,000           |
| Partner Agency Funding     | -              | -              | -                | -              | -                | -                   |
| Other                      | -              | -              | -                | -              | -                | -                   |
| <b>Total</b>               | <b>\$0</b>     | <b>\$0</b>     | <b>\$645,000</b> | <b>\$0</b>     | <b>\$504,000</b> | <b>\$1,149,000</b>  |

<sup>1</sup> Funding estimates based on preliminary engineering report conducted by McAdams in August 2019.

**Project Summaries**

**Forest Ridge Road** **\$645,000**

This project would focus on a single 60”x 48” CMP arch culvert at Forest Ridge Drive, between Spring Drive and Buck Branch Drive. This pipe is over capacity and it is recommended for replacement with a 6’x17’ Reinforced Box Culvert (RCBC), with new headwalls/wingwalls. However, due to current flooding downstream of this culvert near Spring Drive and Woodland Drive, a more detailed



analysis of those crossings is necessary to determine whether improvements to those crossings should be completed in advance of the new box culvert at Forest 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.

**Junction Boulevard**

**\$504,000**

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.

**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 2021          | FY 2022          | FY 2023          | FY 2024          | FY 2025          | 5 Year Total       |
|--|------------------|------------------|------------------|------------------|------------------|--------------------|
| <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>                             |                  |                  |                  |                  |                  |                    |
| Resurfacing of tennis courts at SGP and CRP                  | 34,032           | -                | -                | -                | -                | 34,032             |
| Natural Play Ground Play Elements                            | -                | 250,000          | -                | -                | -                | 250,000            |
| Renovation of Restrooms at Garner Senior Center              | -                | -                | 39,845           | -                | -                | 39,845             |
| Public Work Building B Fleet Garage Exterior Roll Up Doors   | -                | -                | -                | 16,000           | -                | 16,000             |
| Replacement of Rand Mill Park Basketball Court               | -                | -                | -                | 30,000           | -                | 30,000             |
| Replacement of Playground Equipment at South Garner Park     | -                | -                | -                | 45,000           | -                | 45,000             |
| Paint Interior of the Garner Performing Arts Center          | -                | -                | -                | 24,291           | -                | 24,291             |
| Replacement of Playground Equipment at Greenbriar Park       | -                | -                | -                | 28,000           | -                | 28,000             |
| Waterproofing Foundation at GPAC                             | -                | -                | -                | 18,500           | -                | 18,500             |
| Painting of Avery Street Recreatin Center                    | -                | -                | -                | 24,273           | -                | 24,273             |
| Public Work Building B Workshop Exterior Roll Up Doors       | -                | -                | -                | -                | 6,000            | 6,000              |
| Replacement of Slate Coping Caps with Concrete               | -                | -                | -                | -                | 13,805           | 13,805             |
| Window and Wall Leak Repairs at Public Works Buildings A & B | -                | -                | -                | -                | 76,315           | 76,315             |
| Refurbishing of Shelter at Jaycee Park                       | -                | -                | -                | -                | 6,000            | 6,000              |
| Exterior Washing or all Town Buildings                       | -                | -                | -                | -                | 32,917           | 32,917             |
| <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>Fire Department Requirements</b>                          |                  |                  |                  |                  |                  |                    |
| Facilities Study Recommendations <sup>1</sup>                | 70,859           | 35,835           | 44,057           | 1,453            | 2,759            | 154,962            |
| <b>Total</b>   | <b>\$310,000</b> | <b>\$285,835</b> | <b>\$349,671</b> | <b>\$261,417</b> | <b>\$340,275</b> | <b>\$1,547,197</b> |
| <b>Revenue Source</b>  |                  |                  |                  |                  |                  |                    |
| Transfer from General Fund                                   | 310,000          | -                | -                | -                | -                | \$310,000          |
| Bond Proceeds  | -                | -                | -                | -                | -                | \$0                |
| Future Bond Proceeds   | -                | -                | -                | -                | -                | \$0                |
| Impact Fees  | -                | -                | -                | -                | -                | \$0                |
| Powell Bill  | -                | -                | -                | -                | -                | \$0                |
| Appropriated Fund Balance                                    | -                | -                | -                | -                | -                | \$0                |
| Partner Agency Funding                                       | -                | -                | -                | -                | -                | \$0                |
| Other  | -                | -                | -                | -                | -                | \$0                |
| Unknown Funding Source                                       | -                | \$285,835        | \$349,671        | \$261,417        | \$340,275        | \$1,237,197        |
| <b>Total</b>   | <b>\$310,000</b> | <b>\$285,835</b> | <b>\$349,671</b> | <b>\$261,417</b> | <b>\$340,275</b> | <b>\$1,547,197</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**

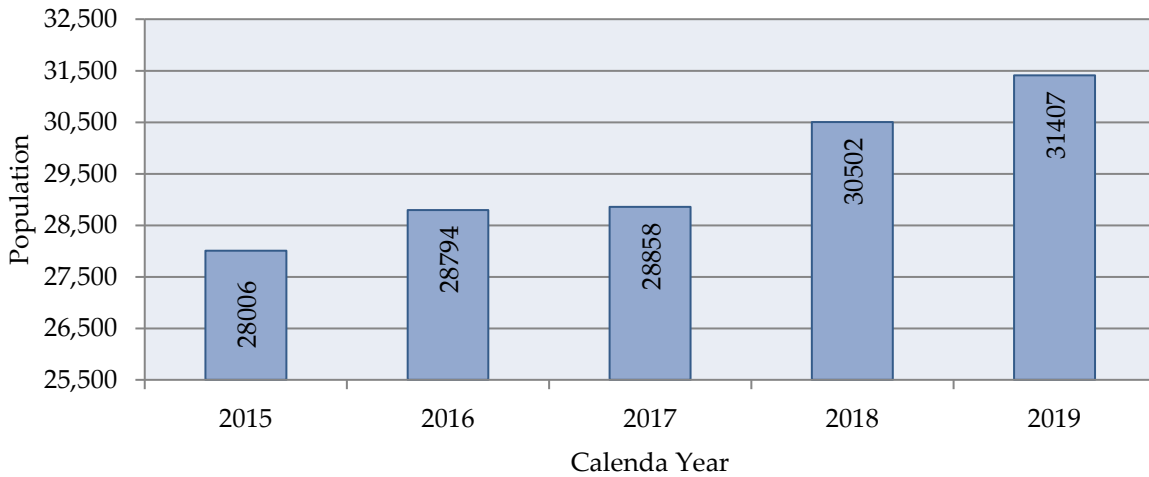
Staff anticipates several additional Capital Renewal projects to require funding as part of future CIPs. Developing a long-term funding strategy for these projects will be critical as it is unlikely that sufficient funding will exist in the Town's operating budget to cover the cost of these projects. 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.

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              | 474,069       |
| 2        | Cary                 | 170,282       |
| 3        | Apex                 | 59,300        |
| 4        | Wake Forest          | 45,629        |
| 5        | Holly Springs        | 37,812        |
| <b>6</b> | <b><i>Garner</i></b> | <b>31,407</b> |
| 7        | Fuquay-Varina        | 30,324        |
| 8        | Morrisville          | 28,846        |
| 9        | Knightdale           | 17,843        |
| 10       | Rolesville           | 8,501         |
| 11       | Wendell              | 8,577         |
| 12       | Zebulon              | 5,917         |

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

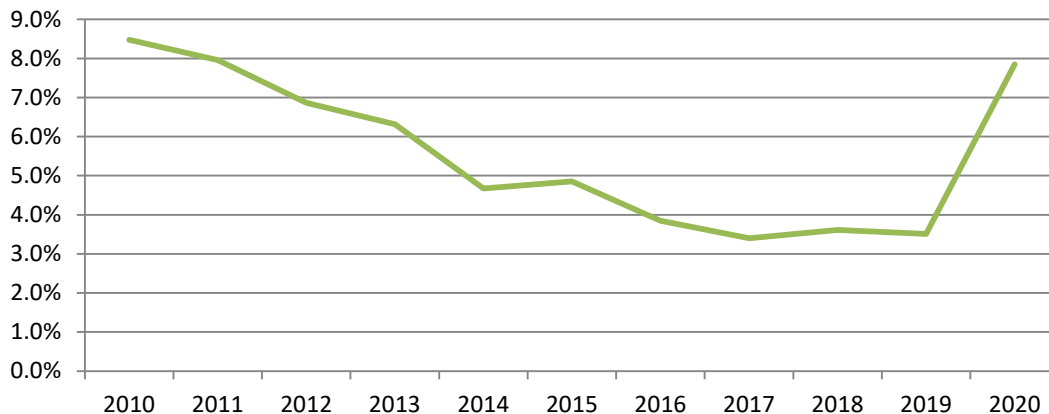
**Principal Property Tax Payers (2018)**

| <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> |
|-------------|--------------------|-----------------|-------------------|------------------------------|
| 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        | 16,449             | 15,871          | 578               | 3.5%                         |
| 2020        | 16,883             | 15,508          | 1,325             | 7.8%                         |

**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 2020 - 2021 budget includes recurring funding of \$310,000 to cover maintenance related items primarily in the Parks Department. This funding will allow the Town to maintain current Parks and Recreation assets as new facilities are being constructed.

Town of Garner  
Fiscal Year 2020 – 2021  
Adopted Fee Schedule

Department & Fee Description

FY 2020 – 2021 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 \$ 600.00 + \$ 10.00 per lot

Major Subdivision, Preliminary Plat – Special Use Permit \$ 600.00 + \$ 10.00 per lot

Major Subdivision, Preliminary Plat \$ 300.00 + \$ 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>  |  |
| Initial Construction Drawing Fee   | \$ 500 + \$10 per/lot                                |
| <i>**Includes 2 reviews &amp; 1 signature submittal</i>  |  |
| Subsequent Construction Drawing Fee  | \$ 300   |
| <i>**Per each additional review</i>  |  |
| 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  |
| <b>Garner Senior Center Activities</b>  |  |
| 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 |
| <b>Senior Center Fitness Room*</b>  |  |
| 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  |

**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                  |

**Lake Benson Boathouse Rentals \***

|                          |                                    |
|--------------------------|------------------------------------|
| Jon-boats without Motors | \$ 4.00 per hour, \$ 20.00 per day |
| Jon-boats with Motors    | \$ 8.00 per hour, \$ 40.00 per day |
| Canoes                   | \$ 5.00 per hour                   |
| Kayaks                   | \$ 5.00 per hour                   |

\* Senior citizens age 55 or over will be charged 50% of the above rates for full day rentals only.

**Garner Performing Arts Center Auditorium and Lobby**

## Regular Rates

|   |                    |
|---|--------------------|
| Auditorium  | \$ 125.00 per hour |
| Rehearsal Fees (Monday-Thursday)                          | \$ 55.00 per hour  |
| Rehearsal Fees (Friday-Sunday)                            | \$ 125.00 per hour |
| Back Lobby (max 30 people)                                | \$ 40.00 per hour  |
| Front Lobby (max 60 people)                               | \$ 50.00 per hour  |
| Auditorium Hold Day with Dressing Rooms (Monday-Thursday) | \$ 140.00 per day  |
| Auditorium Hold Day with Dressing Rooms (Friday-Sunday)   | \$ 300.00 per day  |

## Non-Profit Group Rates\* (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  |

\* 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.

## 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        |

**Lake Benson Trails\***

|                                |                                   |
|--------------------------------|-----------------------------------|
| Dual Meets (Two teams)         | \$ 7.00 per hour, 2-hour minimum  |
| Meets with Three to Five Teams | \$ 11.00 per hour, 2-hour minimum |
| Meets with Six to Nine Teams   | \$ 16.00 per hour, 2-hour minimum |
| Meets with 10 or More Teams    | \$ 21.00 per hour, 2-hour minimum |

\* The above fees would be assessed in addition to reimbursement of any additional Town expenses arising from the event above normal operations.

**Christmas Parade**

|  |                          |
|--|--------------------------|
| Float Rentals  | 10% above Town cost      |
| Parade Entry Fees  |                          |
| Business / Individual                                    |                          |
| Walkers & Bicycles                                       | \$ 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                |

**Special Events & Facility Rentals Policy Fees**

|  |                                   |
|--|-----------------------------------|
| 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 <i>(excludes Independence Day Celebration)</i> |                       |
| 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 |
|---------------------------|-----------------|

**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>Parking</b>                               | <b>\$ 50.00</b> |
| 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.