



# GARNER

*A Great Place to Be*

*Town of Garner, North Carolina*

# Annual Operating Budget

Fiscal Year 2014-2015



**Government**

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

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

**Public Utilities**

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

**Parks and Recreation**

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

**All-America City**

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

**Demographics**

**Population**

1970 - 4,923	Male - 46%
1980 - 10,073	Female - 54%
1990 - 14,716	White - 57%
2000 - 17,787	Non-white - 43%
2010 - 25,854	
2014 - 26,253	

**Land Area**

15.02 square miles

**Employment Data**

Total Employment -	13,629
Total Unemployment -	1,093
Civilian Labor Force -	14,722
Unemployment Rate -	7.4%

**Economics**

**Major Employers (based on the number of employees)**

Wake County Public School System  
Fowler Contracting  
Sigma Electric Mfg Corp  
Hamlin Co  
Thompson Contracting  
Walmart Supercenter  
Kmart Supercenter  
Lowe's Home Improvement  
Laurels of Forest Glenn  
Home Depot

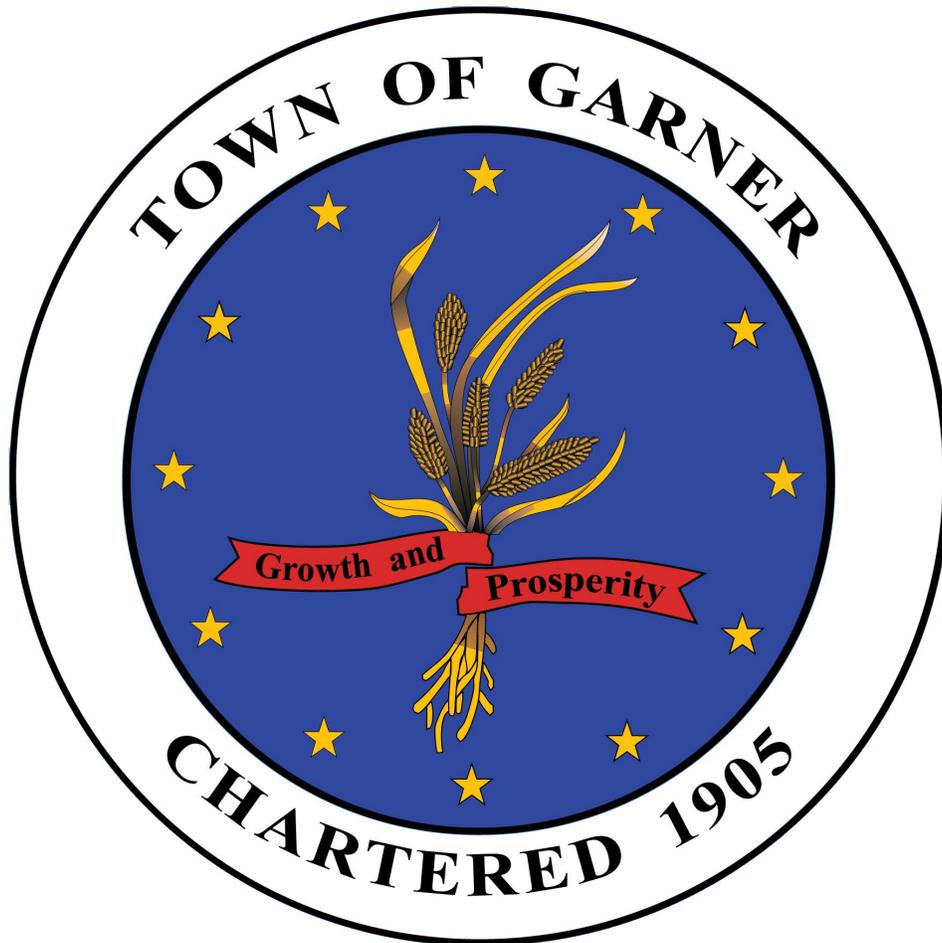
**Climate**

**Normal Temperature**

January	38.9	April	59
July	78.1	October	60.1



**TOWN OF GARNER  
NORTH CAROLINA**



**FISCAL YEAR 2014-2015  
ANNUAL OPERATING BUDGET**

Adopted By:  
Garner 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, 2013**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Garner, North Carolina for its annual budget for the fiscal year beginning July 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year. Fiscal Year 2015 budget will be submitted to GFOA for award consideration.



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# Garner



# 2013

## **INTRODUCTION**

Community Profile  
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Approach  
Budget Development  
Budget Calendar  
Citizen's Budget Guide  
Town Guidance Strategy  
Fiscal & Budgetary Policy Guidelines  
Upcoming Initiatives

## COMMUNITY PROFILE



<b>Population:</b>	<b>26,253</b>
<b>Land Area:</b>	<b>15.02 sq. miles</b>
<b>Total Employment:</b>	<b>13,629</b>
<b>Civilian Labor Force:</b>	<b>14,722</b>
<b>Unemployment Rate:</b>	<b>7.4%</b>
<b>Male:</b>	<b>46%</b>
<b>Female:</b>	<b>54%</b>
<b>White:</b>	<b>57%</b>
<b>Non-white:</b>	<b>43%</b>

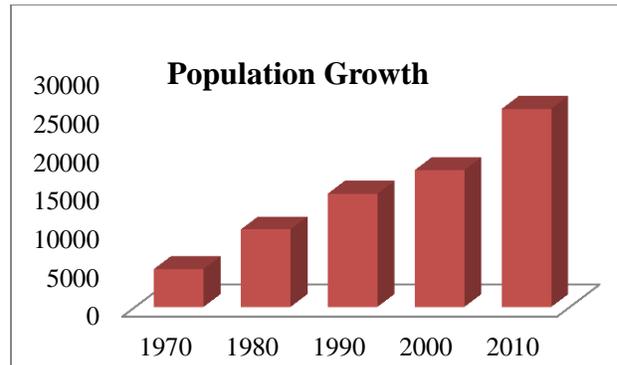
### GOVERNMENT

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### 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.

## HISTORY

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



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

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

There are several legends as to how Garner got its name. One story has it that Thomas

Bingham named the Town. Bingham is said

to have combined a general store with handling the mail. Since Webster defines "garner" as a "granary," hence figuratively, a "store," he named the town "Garner."

The late Parker Rand believed that Garner was named for a family that lived in the area and later moved to Texas. Others believe the Town was named by Henry Fort, a black cabinetmaker and carpenter who owned some land along the railroad after the Civil War. William S. Powell stated that Garner was named for its founder, H.C. Garner, but not much information has been found about the man.

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

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

In 1910, the road became jointly known as Number 10 and US 70 on the popular maps of the day. US Highway 70 was the first paved road to be built in the state and was financed by the first bonds sold by the state to build highways. The Central Highway from the mountains to the sea was started in 1911. The portion of the highway between Garner and Raleigh was paved around 1916 or 1917. Sam Mitchiner recalls going to WWI by way of the muddy dirt road and returning to find it paved. This section of the highway today is known as Garner Road.

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

repair shops, barber shops, livery stables, and boarding houses existed. The first bank was established in Garner in 1910. H.D. Rand was president and J.A. Weathers was the cashier.

In 1912, telephone service came to Garner. In a short while, there were as many as 10 subscribers. The first switchboard was operated

in the home of Vera Jones. The telephone service closed after two years and then returned in 1924. Electricity came to Garner in 1921. Developments and subdivisions began to appear in Garner in 1923 when,



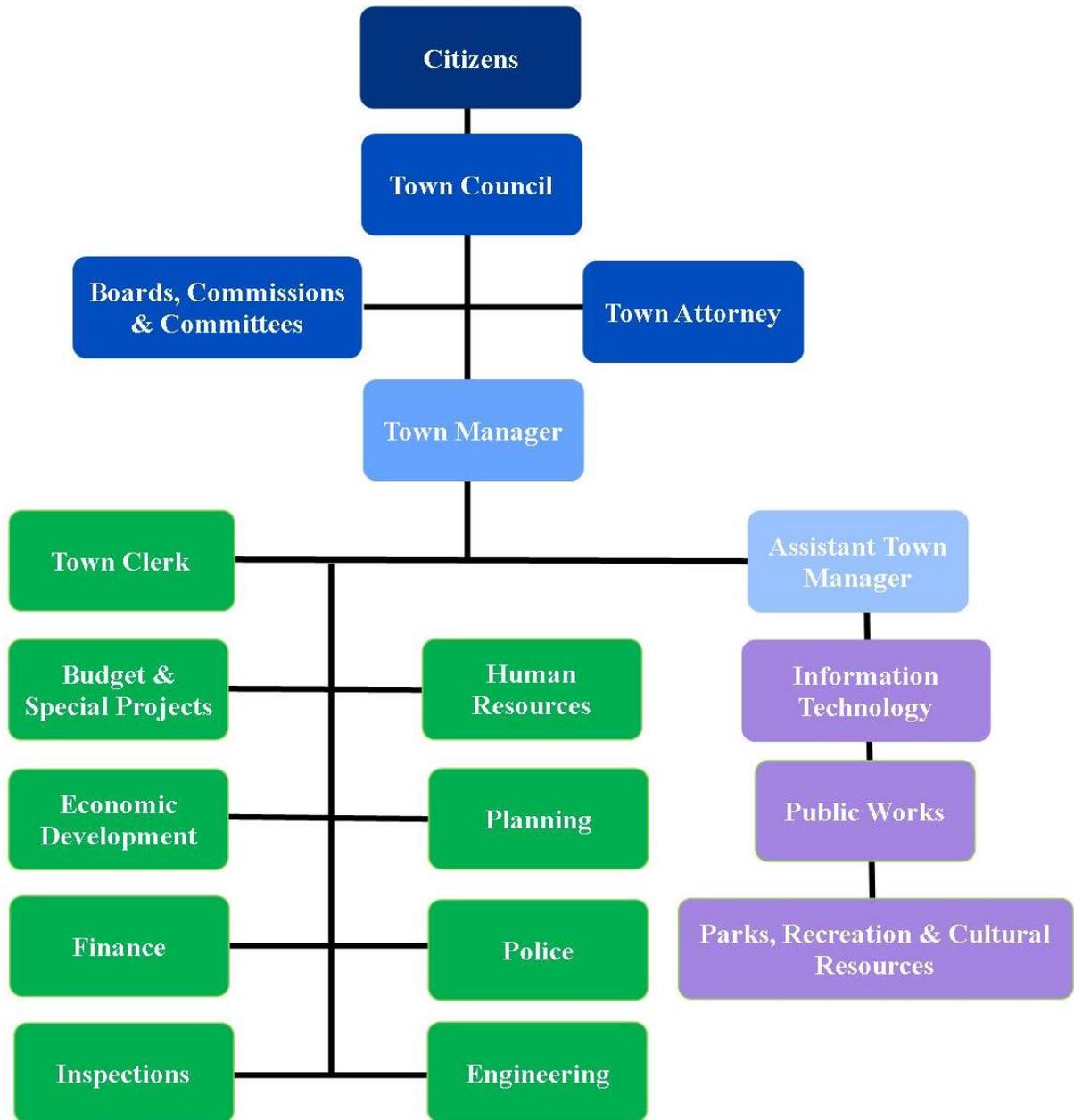
what is today known as Old Garner High School, was constructed. As the Town continued to grow and populate, US Highway 70 was widened and re-routed to bypass the downtown commercial district. Unfortunately this caused the commercial development to shift away from the downtown area as shopping centers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

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

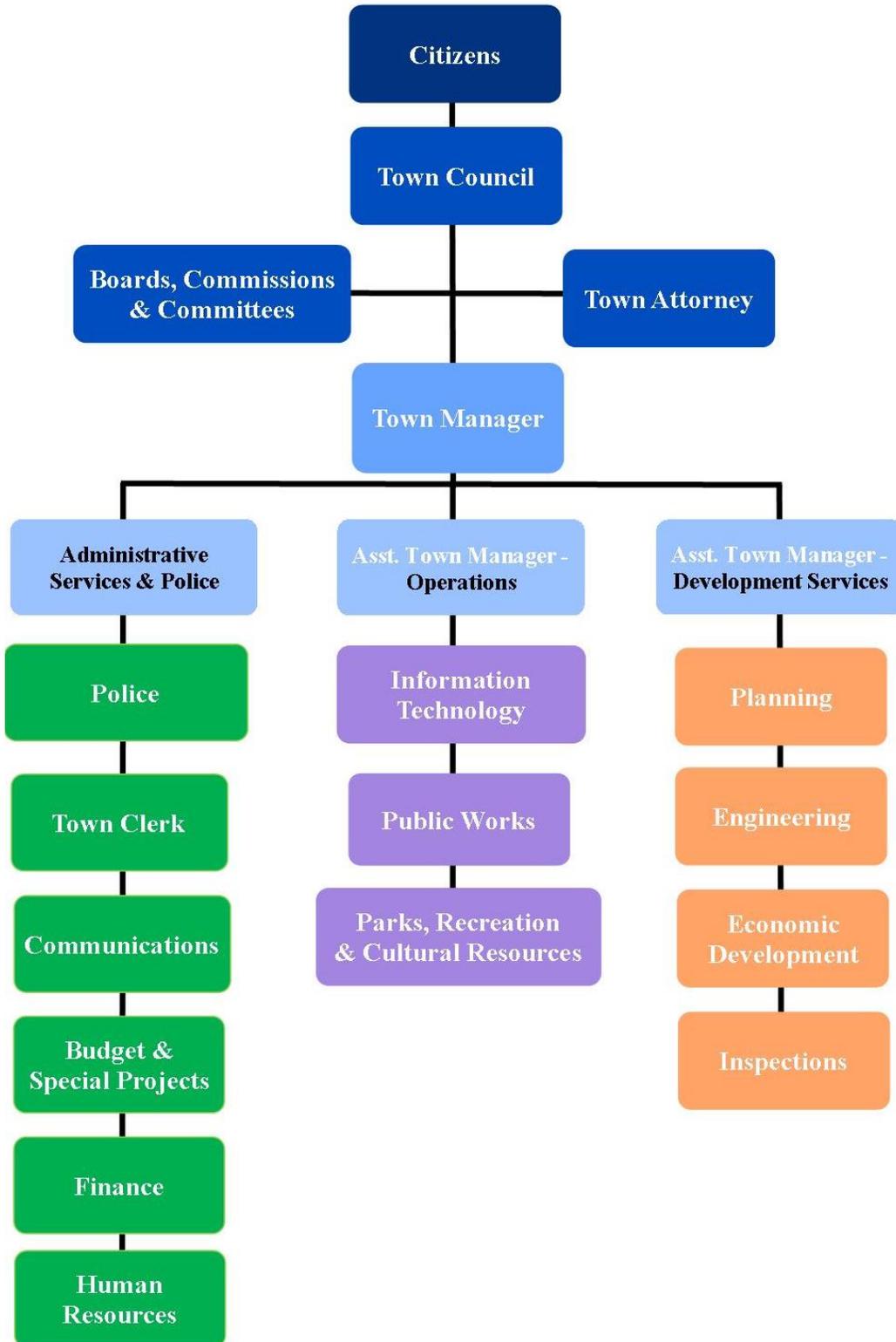
*\*Pictures are courtesy of Kaye Buffaloe Whaley. Much of this historical information was taken from the publication, "History of Garner and Environs," compiled by the Garner Historical Committee in 1971.*

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

# ORGANIZATIONAL CHART – JULY 1, 2014



# ORGANIZATIONAL CHART – EFFECTIVE OCTOBER 1, 2014



## ELECTED & APPOINTED OFFICIALS

### TOWN COUNCIL

#### **Mayor**

Ronnie S. Williams



Jackie Johns Sr.  
Council Member



Ken Marshburn  
Mayor Pro Tem



Kathy Behringer  
Council Member



Arthur "Buck" Kennedy  
Council Member



Gra Singleton  
Council Member



### BOARDS & COMMISSIONS

Board of Adjustment  
*Thomas Teabo, Chair*

Planning Commission  
*Barbara Barat, Vice Chair*

Parks, Recreation, and Cultural Resources  
Committee  
*Amaka Flynn, Chair*

Senior Citizen Advisory Committee  
*Shirley Gray, Chair*

Garner Revitalization Association  
*Sherry Mitchell, Chair*

**ADMINISTRATIVE STAFF**

Hardin Watkins	Town Manager*
Rodney Dickerson	Assistant Town Manager
William E. Anderson	Town Attorney*
Judy Bass	Town Clerk
Brad Bass	Planning Director
Tony Beasley	Economic Development Director
Paul Cox	Public Works Director
Bret Kelly	Information Technology Director
Emily Lucas	Finance Director
Mary Beth Manville	Human Resources Director
Tony Chalk	Town Engineer
Sandy Teal	Inspections Director
Sonya Shaw	Parks, Recreation & Cultural Resources Director
Brandon Zuidema	Chief of Police

\*Appointed by Council

## BUDGETARY APPROACH

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

The Local Government Budget and Fiscal Control Act also requires that North Carolina local governments use the modified accrual basis of accounting for budget preparation and financial presentation. The modified accrual basis stipulates that revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for outstanding principal and interest on general long-term debt, which is recognized when due.

The Town maintains a standard fund structure:

- The General Fund, which is supported largely by local property taxes, 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 that typically span more than one fiscal year. The Town currently has seven active capital project funds, which are described on page 276.

Each year the budget ordinance adopts revenue and expenditure figures for the operating fund, the General Fund. Project ordinances are adopted throughout the fiscal year as needed to support the activities of Capital Project funds.

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

## **BUDGET DEVELOPMENT**

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

Staff from the Town Manager's office reviews the requests and weighs these requests against the available funds and the priorities of the Town. In addition, departments in the Town may submit a Decision Package for review. Decision Packages usually are requests for new programs, projects, or services that generally exceed \$10,000.

In conjunction of the operating budget requests developed by departments, senior management prepares revenue projections, based on changes in local, state, and national trends; changes in policies; and other variables that might affect the Town's funding sources.

Once all budget requests have been reviewed, staff presents its budget recommendations to the Town's senior management, including the Town Manager, and subsequently presents a balanced budget to Town Council. A balanced budget has expenditures equal to revenues, including any proposed use of fund balance. The Town Manager formally presents the budget at a Town Council Meeting for approval, and then again for adoption of the appropriation ordinance.

The Fiscal Year 2013-2014 Budget Schedule is located on page 14.

### **BUDGET AMENDMENTS**

After the budget has been adopted, the approved budget may be changed 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 14-15 Budget Kick-Off Meeting with Department Heads
- Personnel Budget Entered by Budget Team
- Operating Budgets Data Entry by Departments
- Kick-Off Meeting with Non-Departmental Agencies

### January

- Operating Budget Data Entry by Departments Continues
- Operating Budgets, Decision Packages, Grant Applications, Narratives, Capital Requests and Non-Departmental Agency Budgets are Submitted to Budget Team

### February

- Budget Team Reviews Operating Budget Requests, Decision Packages, Capital Requests and Agency Funding Requests
- Budget Team Discusses Budget Priorities with Town Council and Town Council Provides Preliminary Input on Budget Development
- **Public Hearing Conducted to Receive Public Input**
- Budget Reviews Conducted with Departments

### March

- Budget Team Continues Budget Reviews and Preparation of Recommended Budget

### April

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

### May

- Departments Submit Goals, Objectives and Performance Information
- **Public Hearing Conducted to Receive Public Input**
- Town Council Conducts Budget Work Sessions

### June

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

### July/August

- Budget Team Prepares and Publishes Budget Book

## A CITIZEN’S BUDGET GUIDE

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

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

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

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***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.”***

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### MUNICIPAL BUDGETS IN NORTH CAROLINA

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

This act establishes responsibilities in the adoption of the budget and most importantly, requires that the budget be *balanced* (i.e., the estimated revenues must equal the proposed spending).

North Carolina municipalities operate under a July through June fiscal year and therefore a balanced budget must be adopted by June 30 of each year.

The spending for the coming year is authorized through the governing Town Council’s adoption of a *budget ordinance*. This action authorizes the spending, assures 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.

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

Once the budget is developed, a *public hearing* is held by the Town Council, as required by law, to receive comments on the recommended budget. That hearing is usually held in early June. Throughout the budget review period, copies of the recommended budget are kept on file for public review in the Town Clerk’s Office, in the Wake County Southeast Regional Library, and on the Town’s Website at [www.garnernc.gov](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 Town of Garner's annual operating budget consists of the *General Fund*.

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

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

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

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

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

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

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

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

## THE BUDGET FORMAT

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

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

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

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

The *funding history* section is broken

into four major categories: personnel services, professional services, operations and maintenance (departmental supplies, equipment maintenance, utilities, training, etc.) and capital outlay (major equipment, construction or infrastructure projects).

## THE ADOPTION PROCESS



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

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

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

The manager’s recommended budget contains a budget message, which introduces

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

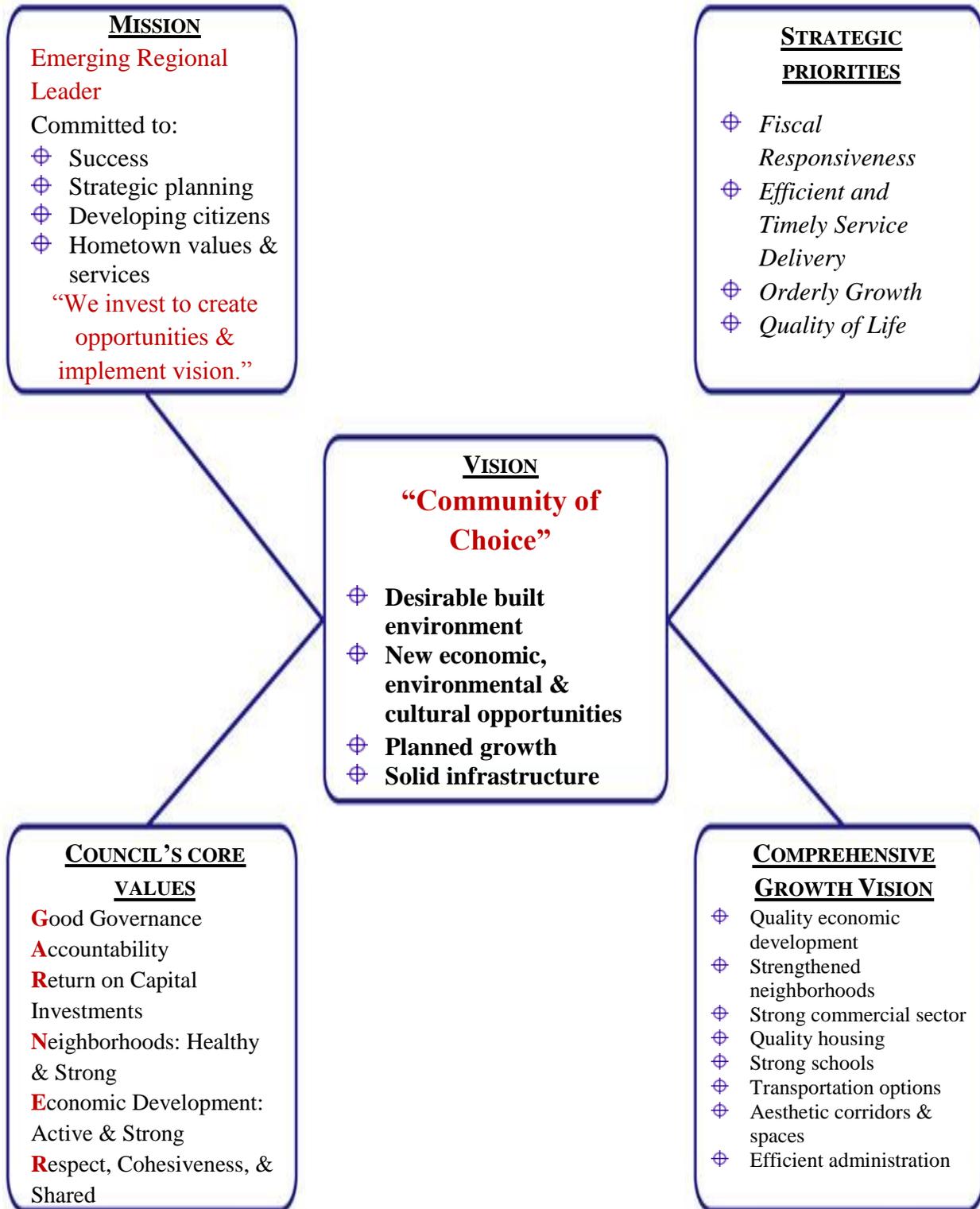
During May and the first of June, the Town Council reviews the proposed budget with the Manager and staff. These meetings are open to the public and citizens are urged to attend. Once established, the meeting

locations and dates of these meetings are published.

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

Coinciding with the development of the program and operating budget, the Town updates its Capital Improvements Plan. This document plans for new construction, infrastructure improvements, and the purchase or replacement of vehicles and equipment. This six-year plan helps the Town budget and prepares for funding these projects, whether included within the General Fund budget or through adoption of capital project funds. Further discussion of the capital improvements plan can be found on page 236 of this document.

# TOWN GUIDANCE STRATEGY



## TOWN GUIDANCE STRATEGY

### VISION STATEMENT

*The Town of Garner is a “Community of Choice” for residents and businesses that maximizes the desirability of its existing built environment while encouraging new economic, environmental, and cultural opportunities through well-planned growth with appropriate infrastructure.*

### MISSION STATEMENT

*The Town of Garner is an emerging regional leader committed to: **success, strategic planning, developing citizens** to become active leaders, and emphasizing and promote **hometown values and services**. We invest to create opportunities and implement the vision.*

### TOWN COUNCIL’S ESTABLISHED CORE VALUES

Good Governance

Accountability

Return on Capital Investments

Neighborhoods that are Healthy & Strong

Economic Development that is Active & Strong

Respect, Cohesiveness, and Shared Mutual Understanding amongst Council & Staff

### STRATEGIC PRIORITIES

- Fiscal Responsiveness*
- Efficient and Timely Service Delivery*
- Orderly Growth*
- Quality of Life*

# STRATEGIC PRIORITY ANALYSIS



## Fiscal Responsiveness

- Maintain low taxes
- Invest in infrastructure & transportation
- Ensure fiscal stability and efficient use of resources.

### 2013 Accomplishments:

- The Certificate of Achievement for Excellence in Financial Reporting has been awarded to the Town's Finance Department for the 24th consecutive year.
- The Town received their 17th Distinguished Budget Award for the FY 2013-14 Budget.
- Refunded the 2006 water and sewer bonds saving \$200,000 over 7 years.
- Began construction of major roadway improvements at Highway 70 and I-40 to foster improved traffic flow and spur future development.



## Efficient & Timely Service Delivery

- Ensure services are provided efficiently and effectively
- Provide quality services that match community needs
- Provide services at a reasonable cost to residents
- Develop personnel

### 2013 Accomplishments:

- The Police Department received meritorious CALEA reaccreditation for the 7<sup>th</sup> time.
- Instituted a system for monitoring and tracking completion of bond projects.
- Completed design and prepared for construction initiation on the Town's new police facility and numerous other capital projects funded through bond sales.
- The Town won three Excellence in Communications Awards.
- Garner Town Manager Hardin Watkins received the credentialed manager designation from the International City/County Management Association.



## Orderly Growth

- Plan for an orderly and stable progression of residential and commercial growth
- Ensure the safety and economic stability of our neighborhoods
- Support efforts to integrate and orient an increasingly diverse community and tax base
- Provide top quality infrastructure
- Encourage development

### 2013 Accomplishments:

- Held first bond sale for infrastructure projects in December.
- Sidewalks were installed in Woodland North.
- Convened Growth Strategies Task Force to engage development community.
- WakeMed healthplex opened with Garner's first 24/7 ED, adding \$17 million in new investment.
- Cabela's began construction on a new 100,000-square-foot store expected to employ 225 workers and open in spring 2015.



## Quality of Life

- Provide a safe community
- Foster and develop Garner's image
- Maintain aesthetically pleasing community
- Promote civic engagement
- Maximize partnership opportunities
- Promote connectivity
- Create sense of place

### 2013 Accomplishments:

- Garner was named an All-America City.
- First-ever Guide to Garner won statewide award and was distributed to every household in Town.
- Garner was named one of five best communities in North Carolina by Movoto, a national real-estate brokerage.
- A downtown Garner pop-up shops project was awarded Best Retail Promotion by the North Carolina Main Street Program.
- The Town launched its Garner 101 citizen academy and graduated two classes of citizens.

## 2014 STRATEGIC ACTION PLAN

### FISCAL RESPONSIVENESS

**Financial management** – *Ensure fiscal responsibility and efficient use of resources*

- Manage bond program to maintain trust of public
  - Optimize bond sales; keep interest rates low
  - Recognize small capital needs
- Institutionalize and formalize the *Bond Project Tracking System* and team
  - Make both enduring and ongoing
- Forecast growth and its financial implications

### EFFICIENT & TIMELY SERVICE DELIVERY

**Services** – *Ensure services are provided efficiently and effectively, Provide services that match community needs, Provide services at a reasonable cost to residents*

- Project expanded operational costs of new facilities, e.g. recreation center, town hall, police station
- Work with new county management on ‘fire service model’, including:
  - Feasibility of municipal department
  - Current model not financially sustainable
  - Focus on partnerships
- Pursue outside partnerships (swimming pool, etc. ) to our advantage
- Dog park
- Potholes – proactive approach

### ORDERLY GROWTH

**Growth management** – *Plan for growth*

- Revise the water-sewer allocation policy
  - Examine analysis of water/sewer needs (the Hazen and Sawyer study)
- 540 impact:
  - Influence route decision
  - Be ready for growth opportunities
  - Plan for infrastructure
  - Small area plans
- Use transit planning to influence growth

**Utilities/infrastructure/transportation** – *Provide top quality infrastructure*

- Determine future areas to be served by utilities and roads with
  - Who pays?
  - Conversations with partners
  - Initiate dialogue with county (septic tanks/subdivisions)
  - Annexation policy
  - ETJ issues

**Economic development** – *Encourage development*

- Marketing and promotions
- Identify and assess sites with unique growth potential (interchanges, etc.)
- Continue downtown revitalization
- Continue work of growth strategies task force
- Obtain another certified site

Obtain professional assistance with above as needed

**QUALITY OF LIFE**

**Appearance/Aesthetics-** *Maintain aesthetically pleasing community, Foster and develop Garner's Image*

- Gateway signage; identify where Garner starts; especially the western boundary
- Plantings; flowers
- Identify key strategic locations in partnership with others such as churches
- Request appropriate town staff to review policies and past efforts
- Ensure all property owners are in compliance with zoning overlay district as well as general upkeep

# **FISCAL & BUDGETARY POLICY GUIDELINES**

## **Town of Garner, North Carolina**

**Adopted:**     **December 6, 2010**

**Amended:**   **January 7, 2013**

**June 17, 2014**

### **OBJECTIVES**

This 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 credit ability by helping to achieve the highest credit and bond ratings possible,
- Promotes long-term financial stability by establishing clear and consistent guidelines,
- Directs attention to the total financial picture of the Town rather than single issue areas,
- Provides a sound basis for and promotes planning of 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.
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, Privilege Licenses, and Heavy Equipment Rental Tax) and [3] beer & wine, utility franchise and cablevision reimbursement revenues under the category of Intergovernmental Revenues.
3. The savings program will reflect the current economy as the percentage of savings each year and will vary depending upon the annual increase in revenues for the given year.
4. A cumulative growth threshold of 1.0% must be realized before the savings plan goes into effect for any given year. The policy is progressive in that the percentage of revenues saved increases as revenues increase up to 4%, at which point the savings rates begins to decline.
5. All revenues generated under this program shall be held in and reported as a Town Council committed fund balance account within the General Fund.
6. Revenues saved will be used to finance major capital facility improvements or infrastructure and may include land acquisition costs associated with those specific major capital improvements.
7. Revenues saved may be used to repair or reconstruct Town-owned facilities and/or infrastructure damaged or destroyed as a result of a natural disaster.
8. Revenues saved may be appropriated to pay for the debt service associated with major capital, facility or infrastructure improvements as noted in Items 6 and 7.
9. Savings shall not be utilized to offset annual operating costs and equipment purchases, which should come from the regular operating budget.

10. The Revenue Savings Program shall not supplant or otherwise negate other approved Fiscal Policy Guidelines. The Revenue Savings Program is intended to compliment and support such Fiscal Policy Guidelines.
11. Savings Rate Schedule: The savings plan shall be on a sliding scale. The more revenues increase in any given year, the higher the percentage of savings. As revenue growth surpasses 4%, the savings rate declines as provided in the following table.

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

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

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

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

## **BUDGET DEVELOPMENT POLICIES**

### **General**

1. The Town Manager shall prepare a proposed balanced budget for each annual operating fund, itemizing revenues and expenditures.
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 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.
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).

## **CASH MANAGEMENT & INVESTMENT POLICIES (continued)**

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 \$5,000 or more and a useful life of two or more years (with the exception of land).
2. The Town shall determine the useful life of each asset and depreciate the value of the asset annually using the straight-line method of depreciation (with the exception of land, non-tangible assets, and construction in progress).
3. The Town will complete an inventory annually of all equipment and vehicles to verify accuracy. The auditor shall review the inventory and asset schedule as part of the annual audit.
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**

### **STRATEGIC PRIORITY ANALYSIS**

The FY 14-15 budget reflects the beginning of the Town's new initiative to better align Council strategic priorities with funding decisions, department goals, and objectives. This year, the Town's Guidance Strategy located on Page 19 was refined and adopted by the Town Council in conjunction with their 2014 Strategic Action Plan found on Page 22. The 2014 Strategic Action Plan was used to make funding allocation decisions in the current budget as outline in Table 7 of the Budget Message on Page 45.

The FY 14-15 budget also reflects a new format for departments including new goals, objectives, and accomplishments that better align with the Council's strategic priorities. Performance measures are also included for the first time since FY 2011 to better measure the results of the division goals and objectives. The Town's strategic priority analysis will be further refined in FY 15-16 to demonstrate the direct links between the Council's priorities and division goals and objectives.

### **LONG RANGE FINANCIAL MODELING**

The Town of Garner recognizes the importance of long-range modeling as a planning tool to visualize and stimulate "big-picture" thinking as the Town prepares for future growth and development. As such, the Town has engaged the Center for Priority Based Budgeting and is currently in the process of completing their Fiscal Health and Diagnostic Tool as a mechanism for more clearly establishing an ongoing long range financial model. The Town's financial model will assess historical ongoing and one-time revenues and expenditures and use this information to build awareness of the probable results of projections with current operating and capital spending levels.

The new model will better diagnose the fiscal needs and challenges of the Town, provide the Town with better information about the impacts of decisions on future financial sustainability, and serve as the foundation for decision making in the FY 15-16 budget process. The financial model will consider and project revenues, the Town's capital improvement program including potential establishment and the costs associated with establishing replacement programs, and the implications of the Town's debt/bond program. For example, the model will assist the Town in demonstrating the future financial implications of the Town's bond program by projecting operational costs associated with construction of a new police station, town hall, and indoor recreation center in future years.

## **BUDGET SUMMARY**

Budget in Brief  
Budget Message  
Adopted Budget Ordinance  
Budget Overview - All Funds  
Summary of Revenues - All Funds  
Summary of Expenditures - All Funds,  
Summary of Changes in Fund Balances  
Debt Service Requirements  
General Fund Staffing Summary  
Authorized Positions  
Town of Garner Pay Plan  
Town of Garner Position Classification Plan  
Awards Chart

# Budget in Brief



## Council Passes FY 2014-15 Annual Operating Budget

On June 17, 2014, the Garner Town Council adopted a \$26,598,679 annual operating budget for fiscal year 2014-15. Important changes in this year's budget include a one-cent property tax increase to be used for emergency services and the use of existing fund balance to pay the first installment of the Town's bond debt approved by voters in 2013.

The property tax increase changes the municipal property tax rate from 49 cents to 50 cents per \$100 of assessed value. This one-cent property tax increase for emergency services is being primarily used to fund Garner Volunteer Fire-Rescue, Inc. for three new firefighter positions and future-year equipment replacement. The tax increase is expected to add \$17.75 to the Town's portion of the average Garner homeowner's property tax bill (see the impact chart to the right for further explanation).

Overall, other Town operational expenditures outside of these areas are decreasing to account for declining revenues in certain areas including privilege licenses, utility franchise fees, and grants. Overall, the Town continues to look for innovative and creative ways to provide services at a low cost to citizens. See the Total Costs for Municipal Service chart at the lower right to see how Garner stacks up against other Wake County communities in providing the same services at a competitive cost.

### Revenue Update

- The Town of Garner property tax rate increased one cent in order to fund additional emergency services, primarily fire services.
- The budget includes a new \$50 fire inspection fee for businesses. Look for additional information coming soon.
- Privilege licenses are no longer allowed to be collected on out-of-town businesses.

### Impact of One-Cent Property Tax Increase on Homeowners

Property Value	Cost Per Year
\$100,000	\$10.00
\$150,000	\$15.00
<b>\$177,516*</b>	<b>\$17.75</b>
\$200,000	\$20.00
\$250,000	\$25.00
\$500,000	\$50.00

*\*Average single-family-home valuation in Garner, according to Wake County Revenue Dept.*

## FY2014-15 Key Initiatives and Investments

- **Garner Police Station** - Construction and renovation of the new police station will begin and be completed during the FY2014-15 budget year.
- **Garner Park Enhancements** - Park enhancements approved by voters in the 2013 bonds will begin this year. Enhancements include new shelters and restrooms at both Garner Recreation Park and South Garner Park.
- **Garner Dog Park** - The town's bond program has also provided funding for construction of a new recreational dog park to be located on Garner Road.
- **Vehicle and Equipment Replacement** - The Town will continue to replace aging vehicles and equipment vital to accomplishing town business and projects.
- **Indoor Recreation Center Design** - Design work will begin on the new indoor recreation center to be located on Main and Montague Streets.
- **Street Sweeper Acquisition** - The Town will replace its existing street sweeper to ensure that streets remain clean and to provide safe roadway conditions for travel.
- **Pothole Repair Program** - The Town will continue to fund the program to help extend the life of streets and improve transportation conditions.
- **Garner Revitalization Association** - The budget includes operational funding to continue downtown promotion and rejuvenation.
- **Gateway Signage Construction** - New Town gateway signage along US 70 West and US 401 North to welcome motorists.

### Total Annual Customer Costs for Municipal Service as of FY2014-15

Zebulon	\$2,388.28
Wendell	\$2,298.94
Knightdale	\$1,916.04
Holly Springs	\$1,780.79
Rolesville	\$1,773.82
Wake Forest	\$1,713.28
<b>Garner</b>	<b>\$1,616.33</b>
Apex	\$1,605.81
Fuquay-Varina	\$1,594.66
Cary	\$1,560.79
Morrisville	\$1,476.79

*This chart assumes total annual cost for residents based on property tax rate on a single-family residential unit valued at \$177,516, an annual water/sewer usage of 4,500 gallons, and includes all other applicable garbage and stormwater fees.*

**General Fund Revenues**

Property Tax	15,137,339	56.9%
Sales Tax & Intergovernmental	7,663,279	28.8%
Permits & Fees	1,466,658	5.5%
Other Revenues	2,331,403	8.8%
<b>Total</b>	<b>\$26,598,679</b>	<b>100%</b>



**General Fund Expenditures**

Public Safety	9,551,022	35.9%
Public Works	6,624,276	24.9%
General Government Services	6,412,867	24.1%
Debt Service	2,264,940	8.5%
Parks, Rec. and Cultural Resources	1,745,574	6.6%
<b>Total</b>	<b>\$26,598,679</b>	<b>100%</b>



*In June 2013, Garner was named an All-America City by the National Civic League. This award recognizes how local citizen involvement spurs grass-roots solutions to meet pressing challenges and critical needs in the community. Garner is the first city in the Triangle to earn this honor since Durham in 1982-83 and the first in Wake County since Raleigh in 1974-75.*

**Quick Facts**

- Town Population - 26,253
- Size of Town - 15.02 square miles
- Streets - 99.02 miles maintained
- Sidewalks - 51.7 miles maintained
- Greenways/Trails - 5.9 miles maintained
- Parks - 11 parks with 350 acres maintained
- Solid Waste/Recycling - 9,122 tons collected

**WHERE TO FIND US**

- [www.instagram.com/TownofGarner](http://www.instagram.com/TownofGarner)
- [www.facebook.com/TownofGarner](http://www.facebook.com/TownofGarner)
- [www.youtube.com/TownofGarner](http://www.youtube.com/TownofGarner)
- [www.twitter.com/TownofGarner](http://www.twitter.com/TownofGarner)

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

**GTV11**

TWC channel 11 and AT&T U-verse channel 99—  
also on demand at [www.garnernc.gov](http://www.garnernc.gov) and YouTube

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**TOWN OF GARNER**  
**FY 14-15 BUDGET MESSAGE**

To: Honorable Mayor and Town Council  
From: Hardin Watkins, Town Manager  
Date: June 17, 2014  
Re: Town Manager’s Budget Message for FY 14-15

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I am pleased to present the Adopted Fiscal Year 14-15 Budget. The Town Budget Team and each of the Town’s department leaders played a major role in achieving a balanced budget this year and have worked for months preparing this document for presentation. While advocating for their individual department needs, they were also able to contribute positively to meaningful and thoughtful adjustments.

We proudly set forth a series of budget objectives and recommendations aimed at enhancing service levels to Garner residents, positioning the Town for robust growth and strengthening the Town’s sustainability in future years. We believe this budget, in its entirety, to be consistent with the priorities and goals of the Town Council and residents of Garner.

**General Fund Overview**

The total recommended budget is \$26.599 million, an increase of approximately \$836,834 or 3.2% (see Table 1) over last year’s adopted budget. Two primary factors are driving this increase:

1. Use of fund balance to pay the first installment on the Town’s voter-approved 2013 bond debt (\$555,705)
2. A tax increase for emergency services (\$297,164)

Other Town expenditures are decreasing to account for an overall increase that is less than these two additions. Additionally, the Town experienced declining revenues in certain areas including privilege licenses, utility franchise fees, grants and other financing sources that offset growth in other revenue categories. The Town continues to look for innovative and creative ways to provide services at a low cost to citizens.

Table 1

	Revenues*	Expenses
FY 11-12 (Actual)	26,949,451	23,860,582
FY 12-13 (Actual)	25,412,588	24,596,897
FY 13-14 Budget	25,761,845	25,761,845
FY 14-15 Adopted Budget	26,598,679	26,598,679

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

The revenue projections are based upon trend analysis, past year collection history, economic projections for the national, state, and local economy, estimates for new state collections, and use of fund balance as outlined for the 2013 bonds. Several new revenue enhancements are included in the adopted budget (see Table 2).

A one-cent property tax increase for emergency services is included as a measure to ensure that Garner residents receive outstanding fire protection services from Garner Volunteer Fire & Rescue, Inc. (GVFR).

Table 2

Revenue Enhancements	
1 cent on property tax rate for emergency services	\$297,164
Fire inspection fee	\$45,000
Sponsorships	\$10,000
Total	\$352,164

\$137,217 of the property tax increase will go toward funding three new firefighters (to start January 2015) and some operational needs of GVFR and the remaining \$159,947 from the property tax increase will be reserved for the FY 15-16 budget, which is slated to include vehicle replacements for GVFR and a full year of funding for the three new firefighters. Part of the need for the increase is in reaction to Wake County being unable to fund its cost-share percentage of GVFR’s requests for additional personnel, which the Town believes to be vital to GVFR’s operations.

This is the first time the Town has increased the tax rate in seven years. Table 3 below shows the impact of the one-cent increase on homeowners.

Table 3

Property Value	Cost Per Year
\$100,000	\$10.00
\$150,000	\$15.00
\$177,516*	\$17.75
\$200,000	\$20.00
\$250,000	\$25.00
\$500,000	\$50.00
<i>*Average single-home valuation in Garner, according to Wake County Revenue Depart.</i>	

The one-cent property tax increase discussed above is consistent with the recommendation from the Law and Finance Committee meeting on April 10, 2014, and consistent with the Town’s priority to support emergency services, as discussed at the February 2014 Town Council Strategic Planning Retreat.

The Town’s document Building Financial Capacity - Ideas for Budgeting, Capital Improvement Financing, & Improved Stewardship of Town Resources, adopted unanimously at the April 20, 2010 Town Council Meeting, has established worthy goals, provided clear direction for staff, and assisted greatly with establishing a wise path through the economic downturn. Despite slower than desired growth and development in Garner, the Town has continued to implement these financial stewardship concepts as we plan for and prepare for future growth.

In addition to this document, staff discussed a series of objectives with Town Council and staff in January to specifically guide this year’s budget development. A comparison of these objectives with those of previous years is provided in Table 4, and each FY 14-15 budget priority is discussed in more detail in the following pages of this message.

Table 4

<b>Budget Objectives Comparison</b>		
<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>
Address loss of \$42 million of tax value from ConAgra plant shutdown and address \$80 million area-wide decline in personal property tax receipts	Address decrease in water and sewer capacity fees	Preserve fund balance and implement the Revenue Savings Plan
Support technology needs	Address capital needs that have been previously unfunded including police vehicles	Implement a strategy to replace vehicles and equipment
	Restore 100% funding to fully fund pay for performance philosophy	Continue 100% funding to fully fund pay for performance philosophy
Implement Building Financial Capacity document	Continue implementation of Building Financial Capacity document	Continue implementation of Building Financial Capacity document
		Support strategic priorities including emergency services

### **Budget Objectives Discussion**

#### **Preserve Fund Balance**

Per the Town’s Comprehensive Annual Financial Report (CAFR), unassigned fund balance stood at just over \$14.1 million at the end of FY 12-13. As we know through the bond discussions, Council has committed up to \$6.9 million of these funds to offset future debt payments, leaving \$7.2 million, or an amount equal to 29% of the Town’s expenditures. At the end of FY 13-14, we are projecting unassigned fund balance to be

\$14.67 million; of this, \$6,344,295 remains committed to offset the debt associated with the 2013 bond program. This leaves approximately \$8.3 million, or an amount equal to 31% of the Town's expenditures. The projected increase in percentage is a combination of an increase in revenues and a decrease in the amount of funds restricted, committed or assigned to other purposes.

Preparation of the FY 14-15 budget includes appropriations from unassigned fund balance by drawing down on the \$6.9 million to make the first bond payment related to the 2013 bond sale, carryover of the certified site project from the FY 13-14 budget, and up to \$100,000 for one-time storm drainage maintenance projects. The budget also includes an appropriation of Powell Bill funds to replace various street maintenance equipment. Even though the unassigned fund balance is improving, we want to make sure the amounts above the policy minimum are not used for ongoing operating expenditures and are carefully considered for one-time expenditures. See page 60 for a detailed fund balance analysis.

### **Implement the Revenue Savings Plan**

The Revenue Savings Plan dedicates a portion of new revenue growth to a capital reserve account and helps mitigate the impacts of the 2013 bond program on the Town's budget. This plan will help keep future property tax increases associated with the 2013 bond program as low as possible. However, the plan also diverts revenue streams that would have been otherwise been spent on operating or capital expenditures. It is another constraint that will limit expenditure growth. As a reminder, the categories of revenues where a portion of the growth could be set aside include current year property taxes, ABC revenues, local sales tax proceeds, privilege license fees, heavy equipment rental taxes, beer and wine taxes and utility franchise taxes.

Based on the initial analysis for Year 1 of the plan (comparing FY 13-14 budget to the FY 14-15 budget), the combined increase in the above-listed revenues is projected to be 1.74%, enough to trigger the plan into action. When an amount above 1% is projected on these revenue categories, 30% of the amount above 1% is to put toward the Plan. Based on the approved Plan, \$46,313 is to be put toward the plan; because the debt service associated with the new bond payments is greater than this (\$602,018), the "set aside" amount is offsetting the debt service payment for FY 14-15. See page 55 for a detailed accounting of the Revenue Savings Plan.

### **Continue Funding Pay-for-Performance Philosophy**

Personnel costs (salaries and benefits) account for approximately 50% of the budget, and increasing personnel costs continue to challenge the Town annually. Funding the Town's pay-for-performance program has been a priority of the Town in order to retain employees, stabilize the workforce and attract the most talented employees. The budget includes the following:

- ◆ For the second straight year, the Town’s performance-based pay system is being fully funded in the FY 14-15 budget. Employees are awarded increases based on the Town’s Pay for Performance Awards Chart and this traditionally translates to an average increase of 3%. The total cost included in the FY 14-15 budget to fully fund the pay for performance (merit) awards chart is approximately \$346,000.
- ◆ Dental premiums will increase 5.6% for the FY 14-15 plan year. Plan benefits will remain the same.
- ◆ The Town received a slight increase in medical insurance premiums for FY 14-15 plan year of 5.5%; however, the Town also received a premium credit from our insurance carrier based on achieving several wellness program goals. Medical plan benefits will remain the same and this increase was below economic expectations.
- ◆ The Town budget team is not recommending any across-the-board cost-of-living adjustment (COLA) for FY 14-15. Any funds available to increase employee compensation are utilized to keep health insurance, 401(k), and performance-based merit pay funded as strongly as possible.

The FY 14-15 budget includes a series of staffing changes and recommendations that seek to address workload demands resulting from growth and development, make Town management more efficient and effective, prepare the Town for future growth and improve communication and responsiveness for residents. The recommended staffing changes are directly related to priorities outlined by Town Council.

The budget includes funding for the addition of three regular full-time employees—an Assistant Planning Director (effective October 1, 2014), a Building Maintenance Technician (effective April 1, 2014) and funding to support a backfill position for the Town Manager’s reorganization (effective November 1, 2014) following the promotion of an internal candidate to Assistant Town Manager-Development Services. The new Assistant Planning Director is designed to assist with some of the Town’s long-range projects and initiatives, create additional capacity for the Planning Director, and assist with a department succession plan. The Building Maintenance Position will assist the Public Works Department in addressing facility maintenance needs throughout the Town and is being funded at the same time that the Town’s new police facility will open. The Town also anticipates workload needs related to transitioning current town hall employees during town hall construction, new town hall construction, a new indoor recreation center, and several new concessions/restroom facilities throughout Town parks.

The FY 14-15 budget also reflects restructuring of Town department reporting structure to three senior managers as reflected in the organizational charts on page 9. An internal candidate will be promoted to Assistant Town Manager – Development Services and funding to support a new “backfill position” is included. This restructuring will allow for an increased focus on getting Council and Town priorities and goals completed for residents of Garner.

Several new part-time positions and pay grade changes are also included in the budget. See page 34 for additional details regarding staffing changes.

Table 5

Personnel Expenses				
Category	FY 13-14 (adopted)	FY 14-15 (adopted)	Increase	%
Regular Salaries	\$9,055,592	\$9,234,726	\$179,134	1.9%
Longevity	\$228,587	\$218,459	(\$10,127)	-4.6%
FICA	\$730,843	\$784,473	\$53,629	6.8%
Group Insurance	\$1,075,233	\$1,143,065	\$67,832	5.9%
Pension	\$1,137,869	\$1,156,273	\$18,404	1.6%
Overtime	\$94,690	\$76,626	(\$18,064)	-23.6%
Part Time Salaries	\$507,737	\$599,543	\$91,806	15.3%
<b>Total</b>	<b>\$12,228,124</b>	<b>\$12,536,996</b>	<b>\$382,615</b>	<b>2.5%</b>

Table 5 above outlines the changes in staffing costs over the FY 13-14 adopted budget. Town regular salaries are increasing only 2.5% despite fully funding the Town’s merit pay program and the addition of the three full-time positions described above. Regular salaries increased only 1.0% and total personnel costs (pay and benefits) increased only 1.5% for previously authorized positions.

This is largely because the Town experienced retirements of several long-tenured employees during FY 13-14 and anticipates several additional retirements during FY 14-15. Although these retirements lower regular salaries, the Town is seeing and projecting larger increases in the Town’s retirement obligations including vacation payouts for retirees (\$25,000 increase) and an increase to retiree health insurance (\$58,000 increase) in FY 14-15.

**Implement a Strategy to Replace Vehicles and Equipment**

In FY 13-14, the Town replaced a large number of vehicles and pieces of equipment and expressed concern that there has been a pent-up demand for replacement of vehicles and equipment during the economic downturn. This year, the Town established a Vehicle and Equipment Replacement Team (VERT) to begin working toward a sustainable solution for ensuring the ongoing replacement of these items in the future.

VERT was established to provide better information to management and elected officials regarding the Town’s vehicle and large equipment fleet. To date, VERT has established an inventory of all Town vehicles and equipment and summarized future vehicle requests and replacement needs of all vehicles and equipment. Moving forward, VERT will look to create internal criteria for vehicle replacements, review future departmental requests and prioritize/align these requests with a sustainable funding strategy.

Replacement vehicles and equipment did not go through the decision package process due to their routine nature as replacements or ongoing items. VERT assisted with the review and recommendation of the vehicles and equipment requested in the current budget. The items listed below carry a price tag over \$10,000 and are recommended for funding by the budget team. Installment financing is being recommended for some of the

vehicles and equipment as noted in Table 6. In addition, Powell Bill funds are recommended to be used for the street sweeper, dump truck, tractor and replacement radios in Public Works.

Table 6

<b>FY 2014-2015 Vehicles &amp; Equipment Replacement Summary</b>		
Economic Development		
	Vehicle Replacement*	\$27,000
Engineering		
	Vehicle Replacement*	\$17,800
Information Technology		
	Replace Microsoft Client Access Licenses and Microsoft Server License	\$10,300
Parks, Recreation & Cultural Resources		
	Vehicle Replacement*	\$18,400
Police		
	Animal Control Vehicle Replacement	\$24,000
	Special Response Team Vests and Helmets Replacement	\$26,500
	Radar Units Replacement	\$25,000
	Interview Room Equipment Replacement	\$15,000
	In-Car Camera Replacements	\$50,000
Public Works		
	Street Sweeper Replacement*	\$230,000
	Dump Truck Replacement*	\$106,000
	Other Vehicle Replacements*	\$104,000
	Tractor Replacement*	\$31,000
	Mower Replacement	\$10,500
	Phase III Radio Replacement	\$12,600
	Avery Street Roof Repairs	\$18,500
	<b>Total</b>	<b>\$726,600</b>
<i>*Installation financing recommended</i>		

Additionally, the recommended budget includes an additional \$40,000 to support the conversion of all Town owned street lights to LED. The future annual savings in utility rates is estimated at \$67,145.

### **Support Strategic Priorities**

As part of the Town's budget process, departments are asked to submit decision packages for any new item in the budget including *new* programs, positions or pieces of equipment valued over \$10,000 that they feel are necessary resources to execute essential programs and services for Garner residents. Details regarding department requests can be found on page 64.

Requests for funding were evaluated against Town priorities. Major items receiving funding are reflected in Table 7. The left hand column represents Town Council established priorities set at the February 2014 Strategic Planning Retreat.

Table 7

2014 Strategic Action Item	Budget Correlation
Revise water-sewer allocation policy	<p><b>\$63,502</b> is included in the budget to hire an Assistant Planning Director (beginning October 1, 2014), <b>\$30,012</b> is included for a part-time Planner II position and <b>\$30,865</b> is included for a part-time Building Inspector to assist with increased planning workload and strategic action items related to growth in the community.</p>
Plan for growth opportunities and infrastructure around I-540; identify and assess sites with unique growth potential	
Continue Growth Strategies Task Force	
Determine future areas to be served by utilities and roads	<p><b>\$51,683</b> is included in the budget to support reorganization in the Town Manager’s Office that includes funding a promotion for a current employee to Assistant Town Manager – Development Services and backfilling the vacated position to facilitate management of Town priorities.</p>
Enforce compliance with zoning overlay district as well as general upkeep	
Enhance marketing & promotions	<p><b>\$25,000</b> is included in the budget to fund development of a new Town Website.</p>
Continue downtown revitalization	<p>Operational funding for the Garner Revitalization Association, Inc. is included in the budget in the amount of \$92,000 (<b>\$7,000</b> increase) to continue downtown initiatives.</p>
Obtain certified site	<p><b>\$50,000</b> is included in the recommended budget to obtain certified site status for the Lonnie Poole Site. 50% of this cost will be reimbursed by Wake County.</p>
Manage bond program, formalize <i>Bond Project Tracking System</i>	<p>These priorities will be completed with current resources and through the implementation of the Revenue Savings Plan.</p>
Forecast growth and financial implications	
Build gateway signage, plantings	<p><b>\$27,000</b> is included in the budget to fund gateway signage at U.S. Highway 70 West and U.S. Highway 401 North.</p>
Project and fund operational costs of new facilities	<p>Three months of operating expenditures are included in the amount of <b>\$11,150</b> for the new police station. <b>\$11,513</b> is included to hire a Building Maintenance Technician in April 2015 for upkeep of new facilities.</p>
Support emergency services  Work with county management on ‘fire service model.’	<p>Funding for the Garner Volunteer Fire and Rescue, Inc. will be increased <b>\$137,217</b> and includes funding to hire three additional firefighters (to start January 2015). \$159,947 will be allocated to an emergency services reserve to support future emergency services needs.</p>
Build dog park	<p>This priority will be addressed using park enhancement dollars associated with the Town’s Bond Program.</p>
Proactive approach to potholes	<p><b>\$75,000</b> is included for the pavement maintenance program. The Town traditionally funds street resurfacing biannually and FY 14-15 does not include funding for this program.</p>

*Agency Funding*

The Town will continue its tradition of providing funds to various agencies with community-oriented missions. The budget includes funding at or above 100% of FY 13-14 levels except for two agencies that reduced their funding request from the Town.

### *Recreation Program Budgets*

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

### *Garner Volunteer Fire-Rescue, Inc.*

The appropriation largely represents 54.7% of shared expenditures with Wake County for GVFR, Inc., for services provided inside and outside the Town limits of Garner. Although the majority of expenses are the Town's responsibility at a 54.7/45.3 split with Wake County, there are also a number of expenses that are split by other formulas: 84.5/15.5 (related to Station #4), 100/0 (Town solely responsible) and 0/100 (County solely responsible).

The dollar amount currently in the budget reflects the recommendation by the Law and Finance Committee and includes an increase of \$137,217 over the FY 13-14 allocation specifically for the addition of three firefighters mid-fiscal year, increasing the administrative assistant from part time to full time, and other operational costs. With uncertainty surrounding fire service revenues from Wake County, the Town has decided to begin funding the newly requested personnel at 100%. This staffing increase serves as a driver for the one-cent property tax increase for emergency services discussed previously. The Town feels that the changes will result in a higher level of fire protection for the residents of Garner.

The budget also includes an allocation to an emergency services reserve account in the amount of \$159,947 for future emergency services needs such as the anticipated increases for FY 15-16 for funding increased fire staffing for the full year and known future vehicle replacements.

Please see the detailed budget information from GVFR, Inc. beginning on page 332.

## **Revenue Discussion**

### **State-Collected Local Revenue**

As consistent with previous budget cycles, ongoing changes in leadership at the state government level have led to changes in the structure and distribution of various state-collected local revenues. These revenues comprise as much as one-fourth of the Town's external revenue sources, and the changes will have an impact on Town revenues in the upcoming and future years. Staff has prepared this budget under the new collection and distribution laws, using assumptions and estimates provided by the legislative budget

offices and the North Carolina League of Municipalities. These revenue sources always seem to be a source of concern as we prepare revenue estimates for budgeting purposes.

### **Detailed Discussion of Revenue**

The **property tax** budget is projected to decrease by \$163,650 (1.1%). However, this decrease is due to the elimination of the one-time overlap of vehicle property taxes from the transition to DMV's Tax & Tag collection system that occurred in FY 13-14. There are four components of this tax: real property, personal property, public service and vehicles. From 2013 to 2014, values of real, personal and public service property increased approximately \$20 million, and the Town was able to increase the projected collection rate from 97.25% to 97.9% for these categories. Vehicle property values have decreased \$18 million, and DMV collection rates have declined as compared to collection rates from Wake County revenue. However, vehicle property collections are projected to trend upward as the new system and process become more refined, and the Wake County Revenue Office has been able to more accurately time DMV's collection process. If you take the overlap of vehicles out of the comparison, year-to-year revenues are projected to increase approximately \$186,000.

**Sales tax receipts** are projected to increase approximately \$309,000 (6.7%) from the FY 2013-14 Budget. Sales tax revenue continues to be a steady source of revenue for the Town since the end of the recession as consumers become more confident and able to make purchases. The increase also reflects changes to the sales tax structure, which will begin (or already has begun) to apply sales taxes to entertainment events and a variety of services.

During the final stages of the Town's budget process, the State legislature passed and the governor signed into law a bill that revoked municipal authority to charge **privilege license fees** to businesses not located within Town limits. This change in law resulted in a \$32,750 (44%) decrease in projected revenues. This same law looks to eliminate this revenue source entirely by July 1, 2015.

**Utility franchise taxes and video programming fees**, which include distributions of taxes on electricity, natural gas, telephone services and cable services, are projected to decrease approximately \$140,000 (9%). Part of this decrease is attributable to the fact that utility franchise taxes for electricity and natural gas will be converted to sales taxes, and any increases or decreases statewide will be shared on the basis of population. These two categories of taxes also are highly subject to weather and could change depending on any significant variations of forecasts.

**Powell Bill fund distribution** is projected to increase \$18,470 (2.7%) from the FY 13-14 budget. This money, distributed by the state from a portion of the state gas tax and federal highway funding, helps offset the cost of local road, sidewalk and right-of-way maintenance. Additional money from the Powell Bill reserve funds will be appropriated in this budget to replace much-needed equipment (including the street sweeper and mowing equipment). The fund has been building up money for some time due to revenues exceeding actual expenditures.

One area where the Town is seeing a reduction in revenue is **grant funding from state and federal agencies**. The Town was fortunate to be the recipient of several grants that funded various parks and recreation, police and transportation projects and programs. Most of these funding sources will have ended for FY 14-15 except for police-related grants.

Another indicator that the economy may be making some gains is the increase in **building permits and other development-related fees**, which are projected to increase \$72,800 (25.4%). The pace and value of building permits continue to move closer to pre-recession levels. Also due to economic growth, the Town is projected to receive sufficient water and sewer capacity fees to pay debt associated with additional capacity purchases made in 2006 and 2011.

As a method to enhance revenue and recover the cost of services related to business development, staff is proposing the implementation of a **Fire Inspection Fee** to cover the cost of the initial and one follow-up inspection by the Inspections Department. This new fee is projected to recover \$45,000 of the expenses incurred for this service, and the fee is comparable to the fees charged by other local municipalities. An organized public information effort to all payees will need to be implemented in advance of this change.

**Car tag fees** are projected to decrease \$96,070 (23.6%); however, most of this decrease is tied to the one-time overlap of the old and new vehicle tax collection system. We hope to continue to see improvement in the collection of tax and tag fees through the DMV system in future years.

No changes are projected to be made to the **parks and recreation rental structure and parks and recreation activity fees**, since many fee changes have been enacted in the past two years. Although fees were increased, we continue to see increased participation in programs and use and rental of parks, and the program budgets for the divisions in the Parks, Recreation and Cultural Resources Department have been adjusted accordingly. As part of the budget, staff is looking to enhance revenues by seeking **sponsorships** for various events (possibly including July 3<sup>rd</sup>). The FY 14-15 budget will be a test run of this revenue enhancement and is currently projected at \$10,000.

Other funding sources that are not considered revenue are included in the budget, including:

- ◆ Proceeds from the issuance of installment debt in the amount of \$534,200 to purchase replacement vehicles and equipment to ensure efficient operations;
- ◆ Transfers from capital reserve funds and appropriations of Powell Bill reserves totaling \$141,481 to fund vehicle and equipment needs and retention pond retrofit projects; and
- ◆ Use of unassigned fund balance totaling \$680,705 to account for the new bond debt service (less the amount generated by the Revenue Savings Plan), continuation of the

Certified Site Project from the Economic Development Department, and complete some storm drainage maintenance projects.

### **Conclusion**

Moving forward, the Town has big and exciting plans for its residents. On March 12, 2013, Town of Garner voters approved four bond referendums authorizing the Town to issue up to \$35.716 million in general obligation bonds for constructing, widening and improving streets and sidewalks; improving and expanding parks, greenways and recreational facilities including the construction of a new indoor recreation center; redeveloping the downtown and renovating/constructing a new police station and new Town Hall. Many of these projects are well under way, and substantial progress is expected in the coming year.

In addition to our 2013 All-America City designation, the Town continues to grow and expects substantial development in the next two to three years. The excitement in and around Garner is very noticeable, and the Town has recently been named one of the five best cities or towns in North Carolina by national real-estate broker Movoto. The recommended budget includes a number of initiatives and investments that we feel will further improve the quality of life in our Town and continue to assist Garner in being an All-America City:

- ◆ Construction of the new police station will be finished during the FY 14-15 budget year, and operational costs affiliated with this facility have been considered in the recommended budget.
- ◆ Major road and sidewalk improvements will be planned and implemented.
- ◆ The Town has increased funding for GVFR, Inc., to hire additional firefighters to further improve fire response for Garner residents.
- ◆ The Town's Pothole Eradication Program will continue to help extend the life of the streets and improve transportation conditions.
- ◆ The Town will replace its existing street sweeper to ensure the Town's high standards for clean streets and safe roadway conditions and to guarantee that the Town complies with its stormwater program.
- ◆ The Town will fund additional planning and inspections personnel to assist with increased development and growth of the community.
- ◆ Development of a new Town website should result in improved communication to residents and offer new information and online services to residents.
- ◆ Design work will begin on the new Indoor Recreation Center to be located on Main Street.

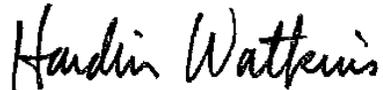
The monitoring of revenues and expenses will continue to be a priority in the Town of Garner. The FY 14-15 Budget represents a concerted effort by Town leadership working with all of the departments to meet service demands, subject to available revenues, both in the current year and the years to come.

The preparation of the budget could not be accomplished without the efficient and dedicated work of Assistant Town Manager Rodney Dickerson, Finance Director Emily Lucas, Budget and Special Projects Manager Jamie Ludovic, Town Department Heads and Finance Department staff including Purchasing and Accounting Officer Marcey Hubbell. I would like to express my sincere appreciation to Mayor Williams and the Town Council, who encourage and insist on the highest standard of excellence in planning and conducting the financial operations of the Town.

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

Great things grow in Garner!

Respectfully submitted,

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

Hardin Watkins  
Town Manager

ORDINANCE NO (2014) 3740

AN ORDINANCE TO APPROPRIATED FUNDS AND TO RAISE REVENUES FOR THE FISCAL YEAR BEGINNING JULY 1, 2014 AND ENDING JUNE 30, 2015

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, 2014 and ending June 30, 2015.

Section I. GENERAL FUND

A. ANTICIPATED REVENUES

AD VALOREM TAXES

Ad Valorem Taxes-Current Year	\$	14,858,164
Ad Valorem Taxes-Prior Year		200,200
Ad Valorem Tax Rental Vehicles		19,100
Payment in Lieu of Taxes		875
Tax Penalty and Interest		59,000

OTHER TAXES

ABC Net Revenue		92,700
Local Government Sales Tax 1%		2,333,200
Local Government Sale Tax 1/2%		2,637,100
Solid Waste Disposal Tax		16,200
Privilege License		37,650
Heavy Equipment Rental Tax		84,500

INTERGOVERNMENTAL REVENUES

Beer and Wine Tax		110,400
Utility Franchise Tax		1,180,100
Video Programming Fees		240,800
Cablevision PEG Reimbursement		63,166
Powell Bill Distribution		705,210
Wake County Certified Site Funds		25,000
USDOJ-BVP Program		2,200
GHSP DDACTS Grant		7,852
GHSP Equipment Grant		8,233
GHSP DWI Officer Grant		83,416
GHSP Crash Construction Software		9,049
GHSP Motorcycle Grant		85,000

Build America Bond Interest Reimbursement	77,855
School Resource Officer	68,298
City of Raleigh - Debt Service	26,400

PERMITS AND FEES

Water Cap Replacement Fee - Non Debt	151,223
Sewer Capacity Replacement Fee	172,406
Sewer Cap Replacement Fee - Non Debt	180,448
Car Tags	311,700
Dog Tags	1,600
Subdivision Fees	2,600
Board of Adjustment Fees	500
Site Plan / Permit Fees	4,500
Rezoning Fees	2,500
Sign Permit Fees	7,900
Annexation and Street Closing	500
Special Event Permit	1,000
Building Permit Fees	362,339
Re-inspection Fees	22,400
Inspection Fees - After Hours	2,402
Fire Inspection Fee	45,000
Rental Prop Owner Register Fee	5,900
DDACTS Partnership	3,140
Police Outside Employment	175,000
False Alarm Charges	13,600

SALES AND SERVICES

Recreation Fees	258,035
Auditorium Concessions	4,000
Parks & Rec Facility Rental	199,500
Special Refuse Collection Fees	1,700
Refuse Cart Fees	7,700
NCDOT Mowing Agreement	19,300
Wake County - Collection Fees	2,800
GVFR - Gasoline Sales	3,700
City of Raleigh - Collection Fees	4,700
City of Raleigh - Gasoline Sales	7,900
City of Raleigh - Street Repairs	37,000

INVESTMENT REVENUES

Interest Earned	10,900
Interest Earned - Powell Bill	600

OTHER REVENUES

Co Landfill Reimbursement	79,385
Grounds Fee - School Commons	9,000
Miscellaneous Revenue	4,917
Sewer Assessments	4,750
Interest on Assessments	2,750
NCLM Vest Grant	2,000
Code Enforcement Fines	10,000
Miscellaneous Land Use Charges	3,900
Officer Fees	12,700
Parking Violations	3,780
Parks & Recreation Event Sponsorships	10,000
Contributions	1,900
Economic Development Contributions	1,250
Scrap Metal Sales	2,800
Sale of Fixed Assets	37,000

OTHER FUNDING SOURCES

Transfer From Regional Retention Capital Reserve	45,000
--	--------

Proceeds from Debt Issuance	534,200
Appropriated Fund Balance - Powell Bill	96,481
Appropriated Fund Balance	680,705

\$ 26,598,679

B. ANTICIPATED EXPENDITURES

GENERAL GOVERNMENT		\$ 2,528,910
Governing Body	\$ 260,475	
Administration	715,945	
Human Resources	313,040	
Finance	684,913	
Information Technology	554,537	

COMMUNITY SERVICE		2,603,649
Economic Development	597,890	
Planning	687,572	
Building Inspections	768,383	
Engineering	549,804	
PUBLIC SAFETY		9,551,022
Police	7,162,521	
Fire	2,388,501	
PUBLIC WORKS		6,624,276
PARKS AND RECREATION		1,745,574
DEBT SERVICE		2,264,940
TRANSFERS		159,947
SPECIAL APPROPRIATIONS		<u>1,120,361</u>
TOTAL		<u>\$ 26,598,679</u>

Section II. LEVY OF TAXES

There is hereby levied, for Fiscal 2014-2015 Ad Valorem Tax Rate of \$0.50 per one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2014, for the purpose of raising funds for the General services under Current Year's Tax, as set forth in the foregoing estimates of revenues in order to finance the foregoing applicable appropriations. This rate of tax is based on an estimated assessed valuation of \$3,067,000,000 and an estimated rate of collection of 96.8 percent. Under authority of NC General Statute 20-97, an annual license tax of \$15.00 is levied on each vehicle in the Town of Garner.

Section III. AUTHORIZATIONS & RESTRICTIONS OF THE BUDGET OFFICER

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

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

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

Section IV. PURCHASE ORDERS.

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

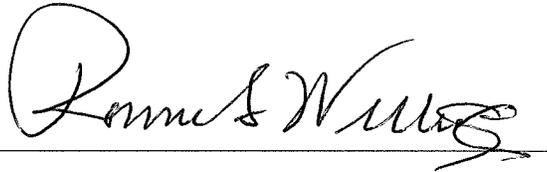
Section V. PAY AND CLASSIFICATION PLAN

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

Section VI. UTILIZATION OF BUDGET ORDINANCE

This ordinance shall be the basis of the financial plan for the Town of Garner during the Fiscal Year 2014-2015. 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 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 17<sup>th</sup> day of June 2014.



MAYOR

ATTEST: Judy Bass  
TOWN CLERK

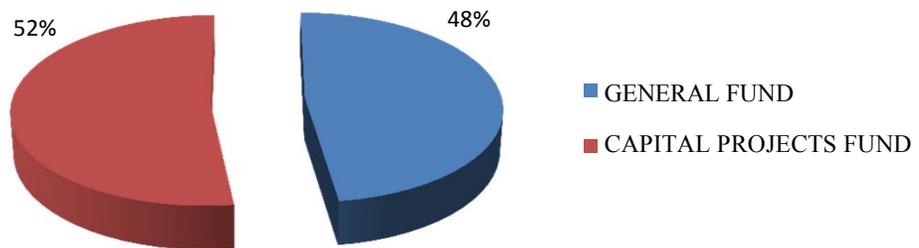
**TOWN OF GARNER**  
**BUDGET OVERVIEW - ALL FUNDS**

<b>REVENUES &amp; SOURCES</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Budget FY 2015</b>
Ad Valorem Taxes	\$ 14,876,541	\$ 14,793,235	\$ 14,805,148	\$ 15,486,348	\$ 15,137,339
Other Taxes & Licenses	4,586,384	4,573,911	4,731,561	5,115,099	5,201,350
Intergovernmental	2,844,452	2,918,028	3,356,940	3,456,109	5,488,981
Permits and Fees	866,912	1,079,702	1,188,185	3,851,542	1,466,658
Sales and Services	453,915	501,335	551,939	514,267	546,335
Investment Earnings	28,324	17,851	11,189	13,228	11,500
Other Revenues	345,416	2,730,840	298,156	335,835	409,178
<b>Total Revenue</b>	<b>24,001,944</b>	<b>26,614,902</b>	<b>24,943,118</b>	<b>28,767,294</b>	<b>28,261,341</b>
Transfers from Other Funds	203,800	541,284	429,676	6,995,254	45,000
Sale of Capital Assets	345,000	35,202	1,045	31,500	37,000
Proceeds from Debt Issuance	9,829,554	-	-	14,391,549	26,445,200
Fund Balance Appropriated	-	-	-	-	777,186
<b>Total Resources</b>	<b>\$ 34,380,298</b>	<b>\$ 27,191,388</b>	<b>\$ 25,373,839</b>	<b>\$ 50,185,596</b>	<b>\$ 55,565,727</b>
<b>EXPENDITURES &amp; USES</b>					
General Fund					
General Government	\$ 6,099,759	\$ 5,414,102	5,868,980	6,292,768	\$ 6,398,561
Public Safety	9,211,365	9,488,605	9,691,794	9,683,077	10,168,405
Transportation	1,870,034	2,241,792	1,930,044	2,003,689	2,404,552
Environmental Protection	1,661,240	1,742,909	1,726,953	1,736,723	1,825,664
Cultural and Recreational	2,548,387	2,425,894	2,540,427	2,463,663	2,668,310
Capital Projects	1,061,827	5,978,797	2,668,161	6,200,045	29,675,348
Debt Service	1,254,015	1,271,794	1,504,453	5,195,203	2,264,940
<b>Total Expenditure</b>	<b>23,706,627</b>	<b>28,563,894</b>	<b>25,930,812</b>	<b>33,575,168</b>	<b>55,405,780</b>
Transfers to Other Funds	203,800	541,284	429,676	6,995,254	159,947
<b>Total Expenditures and Other</b>	<b>23,910,427</b>	<b>29,105,178</b>	<b>26,360,488</b>	<b>40,570,422</b>	<b>55,565,727</b>

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

REVENUES AND SOURCES	TOTAL	GENERAL FUND	CAPITAL PROJECTS FUND
<i>Ad Valorem Taxes</i>			
-- Current Year	\$ 14,878,139	\$ 14,878,139	\$ -
-- Prior Years	200,200	200,200	-
-- Penalties and Interest	59,000	59,000	-
<b>Subtotal: Property Taxes</b>	<b>15,137,339</b>	<b>15,137,339</b>	<b>-</b>
<i>Other Taxes</i>			
-- ABC Mixed Beverage	92,700	92,700	-
-- Local Option Sales Tax	4,970,300	4,970,300	-
-- Privilege License	37,650	37,650	-
-- Heavy Equipment Rental Tax	84,500	84,500	-
-- Solid Waste Disposal Fee	16,200	16,200	-
<b>Subtotal: Other Taxes</b>	<b>5,201,350</b>	<b>5,201,350</b>	<b>-</b>
Assessments to Property	7,500	7,500	-
Intergovernmental Revenues	5,488,981	2,692,979	2,796,002
Permits and Fees	1,466,658	1,466,658	-
Sales and Services	546,335	546,335	-
Investment Revenues	11,500	11,500	-
Other Revenue	438,678	178,632	260,046
<b>Total Revenues</b>	<b>28,298,341</b>	<b>25,242,293</b>	<b>3,056,048</b>
Transfers from Other Funds	45,000	45,000	-
Proceeds of Debt Issuance	26,445,200	534,200	25,911,000
Fund Balance Appropriated	777,186	777,186	-
<b>TOTAL NET RESOURCES</b>	<b>\$ 55,565,727</b>	<b>\$ 26,598,679</b>	<b>\$ 28,967,048</b>

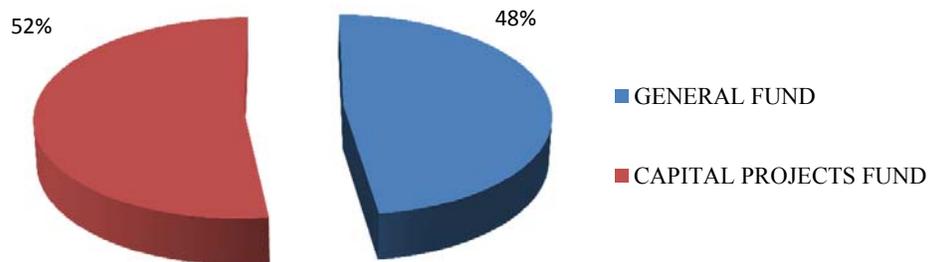
**Revenues by Fund**



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

<b>EXPENDITURES AND USES</b>	<b>TOTAL</b>	<b>GENERAL FUND</b>	<b>CAPITAL PROJECTS FUNDS</b>
General Government	\$ 6,398,561	\$ 6,398,561	\$ -
Public Safety	10,168,405	10,168,405	-
Transportation	2,404,552	2,404,552	-
Environmental Protection	1,825,664	1,825,664	-
Cultural and Recreational	2,668,310	2,668,310	-
Debt Service	2,264,940	2,264,940	-
Capital Projects	29,675,348	708,300	28,967,048
Transfers to Other Funds	159,947	159,947	-
<b>TOTAL NET EXPENDITURES</b>	<b>\$ 55,565,727</b>	<b>\$ 26,598,679</b>	<b>\$ 28,967,048</b>

**Expenditures by Fund**



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

<b>GENERAL FUND</b>	<b>BUDGET YEAR ENDING <u>JUNE 30, 2013</u></b>	<b>BUDGET YEAR ENDING <u>JUNE 30, 2014</u></b>
Total Fund Balance Available Beginning of Year	\$ 23,418,824	\$ 23,764,906
Revenues & Other Financing Sources	24,942,980	32,820,198
Expenditures	24,167,222	29,133,905
Transfers In	-	-
Transfers Out	<u>429,676</u>	<u>6,477,132</u>
Total Fund Balance Available End of Year	\$ 23,764,906	\$ 20,974,067

Composition of Estimated Fund Balance at June 30, 2014:

Nonspendable Fund Balance:	
Inventories	\$ 33,968
Prepays	<u>93,966</u>
Subtotal: Nonspendable Fund Balance	127,934
Restricted Fund Balance:	
State statute	1,940,597
Law enforcement	34,294
Powell Bill	<u>603,104</u>
Subtotal: Restricted Fund Balance	2,577,995
Committed Fund Balance:	
Stormwater infrastructure	387,822
Water/sewer capacity debt	1,624,316
Other projects	<u>705,416</u>
Subtotal: Committed Fund Balance	2,717,554
Assigned Fund Balance:	
Next year's budget	777,186
Encumbrances	<u>295,412</u>
Subtotal: Assigned Fund Balance	1,072,598
Undesignated Fund Balance	<u>14,477,986</u>
Total Estimated Fund Balance at June 30, 2014	<u><u>\$ 20,974,067</u></u>

## TOWN OF GARNER DEBT MANAGEMENT

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

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

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

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

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

**In FY 2013-2014, the Town issued \$9,805,000 in general obligation bonds, with annual installments through 2034. Interest varying from 2.00% to 4.00%. The issue was comprised of the following:**

- |   |  |
|---|--|
| - \$4,500,000 in public safety and service facility bonds | - \$810,000 in redevelopment bonds         |
| - \$100,000 in parks and recreation bonds                 | - \$4,393,000 in street and sidewalk bonds |

On March 1, 2001 the Town transferred ownership of the Enterprise Fund assets and liabilities to the City of Raleigh. The Enterprise Fund debt has been reclassified as General Long Term Debt and debt service payments will be repaid from the General Fund. Debt service cost for Enterprise Fund debt will be reimbursed by the City of Raleigh.

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

**Bonds payable at June 30, 2014 are comprised of the following issues (in addition to the above-mentioned issue):**

- |  |   |
|--|---|
| - \$1,250,000 1996 water serial bonds with annual installments through | - \$6,050,000 2011 taxable public improvement bonds |
|--|---|

**Other long-term debt includes:**



**TOWN OF GARNER  
DEBT SERVICE SUMMARY**

Below is the summary of debt service payments due for FY 2014-15

<b>Purpose</b>	<b>Original Debt</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Payment</b>
<b><u>GENERAL PURPOSE DEBT</u></b>				
Refunding <sup>1</sup>	\$ 3,620,759	\$ 517,093	\$ 63,898	\$ 580,991
Public Improvements 2010 <sup>2</sup>	6,050,000	160,000	244,448	404,448
Capital Projects/Capacity 2011 <sup>3</sup>	3,400,000	226,667	103,384	330,051
Vehicles <sup>4</sup>	712,295	175,016	6,141	181,157
General Obligation 2014 <sup>5</sup>	8,905,000	250,000	352,018	602,018
Vehicles/Equipment (New)	534,200	133,550	6,325	<u>139,875</u>
<b>TOTAL GENERAL PURPOSE DEBT</b>				<b><u>2,238,540</u></b>
<b><u>UTILITY DEBT</u></b>				
Water (1996)	\$ 1,250,000	\$ 25,000	\$ 1,400	<u>\$ 26,400</u>
<b>TOTAL DEBT SERVICE - UTILITY DEBT</b>				<b><u>26,400</u></b>
<b>TOTAL DEBT SERVICE</b>				<b><u><u>\$ 2,264,940</u></u></b>

Notes:

1. Originally issued in 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.
4. Installment financing included 19 Police patrol vehicles and one Parks, Recreation & Cultural Resources vehicle.
5. 2014 Projects included land acquisition for downtown redevelopment, park improvements, streets and sidewalks, and public safety facilities.

**Bonds Authorized and Unissued**

The Town has bonds authorized but unissued in the amount of \$25,911,000 due to four referendums that were approved in March 2013.

On the following page is a schedule of the Town of Garner's long-term debt payments.

**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	
2014-15	\$ 435,000	\$ 597,865	\$ 918,775	\$ 177,421	\$ 1,353,775	\$ 775,286	\$ 2,129,061
2015-16	425,000	562,023	911,761	156,819	1,336,761	718,842	2,055,603
2016-17	425,000	553,084	904,595	136,370	1,329,595	689,454	2,019,049
2017-18	425,000	543,360	716,177	116,077	1,141,177	659,437	1,800,614
2018-19	425,000	533,023	706,542	98,038	1,131,542	631,061	1,762,603
2019-20	425,000	522,073	696,780	80,185	1,121,780	602,258	1,724,038
2020-21	430,000	510,685	686,183	62,525	1,116,183	573,210	1,689,393
2021-22	875,000	498,848	226,667	47,249	1,101,667	546,097	1,647,764
2022-23	875,000	470,075	226,667	38,658	1,101,667	508,733	1,610,400
2023-24	875,000	438,263	226,667	30,067	1,101,667	468,330	1,569,997
2024-25	875,000	406,450	226,667	21,477	1,101,667	427,927	1,529,594
2025-26	875,000	374,575	226,667	12,886	1,101,667	387,461	1,489,128
2026-27	875,000	338,325	226,666	4,295	1,101,666	342,620	1,444,286
2027-28	1,075,000	302,300	-	-	1,075,000	302,300	1,377,300
2028-29	1,070,000	259,275	-	-	1,070,000	259,275	1,329,275
2029-30	1,070,000	215,075	-	-	1,070,000	215,075	1,285,075
2030-31	1,070,000	168,425	-	-	1,070,000	168,425	1,238,425
2031-32	1,000,000	120,000	-	-	1,000,000	120,000	1,120,000
2032-33	1,000,000	80,000	-	-	1,000,000	80,000	1,080,000
2033-34	1,000,000	40,000	-	-	1,000,000	40,000	1,040,000
<b>Total</b>	<b>\$15,525,000</b>	<b>\$ 7,533,724</b>	<b>\$ 6,900,814</b>	<b>\$ 982,067</b>	<b>\$22,425,814</b>	<b>\$ 8,515,791</b>	<b>\$30,941,605</b>

NOTE:

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

## STAFFING SUMMARY FY 2014-2015

### Major Staffing Changes

Regular positions allocated in prior year:	157.00
Positions Eliminated:	(0.00)
Positions Added Mid-Year (Council Approved)	0.5
Positions Added in FY14-15 Budget:	3.00
Total regular positions:	160.50

The total number of positions recommended for FY 2014-2015 is 160.5, compared to 157 in FY 2013-2014. This represents 1 new position in the Planning Department, 1 new position in the Public Works Department and 1 new position currently shown in the Town Manager's Office. It should be noted that the Police Department underwent a departmental reorganization in December of 2013, which resulted in one additional part-time position. This reorganization was approved by Town Council and is the reason for the additional 0.5 reflected for the Police Department in the Staff Summary document.

### Positions Added in FY 2014-2015

#### *Assistant Planning Director – Planning Department*

The current staffing level in the Planning Department is reaching a point where adequate customer service is not possible without additional staff. In order to meet a growing demand for development related services this position is needed to absorb some of the duties currently performed by the Planning Director. In addition, this position would give the Planning Department the ability to begin implementing aspects of a succession plan for the Department.

#### *Building Maintenance Technician – Public Works Department*

This Building Maintenance Technician will assist the Facilities Division performing skilled and semiskilled work in the maintenance, and repair of Town buildings. This position will also perform routine safety inspections at all town facilities as well as conduct preventative maintenance inspections and repairs previously performed by Equipment Operator that has been reassigned to the Streets Division.

#### *Backfill Position / Reorganization Proposal – Town Manager's Office*

The FY14-15 budget includes funding to promote an internal candidate to Assistant Town Manager - Development Services consistent with the Town Manager's proposal for reorganization. After a selection process is completed, the successful candidate's former position will be back-filled with a new position with a lower pay grade in the pay & classification system. It is proposed that each candidate for the Assistant Town Manager – Development Services position will prepare and submit a plan that would propose which tasks they would keep, which ones would be delegated to others, and which ones would be assigned to a new position.

This position is consistent with the Town Manager's reorganization proposal that will relieve the Town Manager from some responsibility and time demands, build the skills, experience base and abilities of senior staff, prepare the Town for future growth and improve communications and responsiveness. The reorganization is designed to facilitate implementation of Town-wide goals and objectives.

## **Annual Position Review Summary in 2013**

As part of the annual review, a consultant comes and reviews a third of the Town's positions. In FY 13-14 the review consisted of the Engineering Department, Information Technology Department, Planning Department, and Public Works Department. For market review purposes, the consultant has chosen to review the Neighborhood Improvements Manager position along with the Planner positions in the Planning Department.

### *Title Changes:*

Public Information Officer to Communications Manager (Reorganization)

### *Pay Grade Changes:*

Information Technology Director from Grade 34 to Grade 35  
Senior IT Specialist from Grade 28 to Grade 29  
IT Specialist from Grade 26 to Grade 27  
Town Engineer from Grade 34 to Grade 35  
Assistant Town Engineer from Grade 30 to Grade 31  
Stormwater Engineer from Grade 27 to Grade 28  
Engineering Technician from Grade 22 to Grade 23  
Planning Director from Grade 34 to Grade 35  
Senior Planner from Grade 26 to Grade 27  
Planner II from Grade 24 to Grade 25  
Neighborhood Improvement Manager from Grade 24 to Grade 25  
Public Works Director from Grade 34 to Grade 35  
Assistant Public Works Director from Grade 28 to Grade 30  
PW Operations Superintendent from Grade 26 to Grade 27  
PW Services Supervisor from Grade 24 to Grade 26  
Streets Supervisor from Grade 21 to Grade 23  
Parks and Grounds Supervisor from Grade 21 to Grade 23  
Lead Building Maintenance Technician from Grade 19 to Grade 21  
Lead Fleet Mechanic from Grade 19 to Grade 21  
Building Maintenance Technician from Grade 17 to Grade 18  
Fleet Mechanic from Grade 17 to Grade 18  
Lead Equipment Operator from Grade 17 to Grade 19  
Maintenance Technician from Grade 17 to Grade 18  
Street Sweeper Operator from Grade 16 to Grade 18  
Lead Parks Maintenance Worker from Grade 15 to Grade 17  
Equipment Operator from Grade 14 to Grade 16  
Parks Maintenance Worker from Grade 11 to Grade 13  
Streets Maintenance Worker from Grade 11 to Grade 13

### *Reclassifications:*

Parks Maintenance Worker, Grade 11 to Maintenance Technician, Grade 18  
Position TBD to Assistant Town Manager – Development Services, Grade 37 (Reorganization)

**TOWN OF GARNER  
AUTHORIZED POSITIONS FY 2014-15**

DEPARTMENT/DIVISION	FY 2011-12 Full- time Equivalent	FY 2012-13 Full- time Equivalent	FY 2013-14 Full- time Equivalent	FY 2014-15 Full- time Equivalent
<b>EXECUTIVE</b>				
Town Manager	3.0	3.0	3.0	4.0
Town Clerk	2.0	2.0	2.0	2.0
<b>EXECUTIVE TOTAL</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>6.0</b>
<b>HUMAN RESOURCES</b>				
Human Resources	2.0	2.0	2.0	2.0
<b>HUMAN RESOURCES TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
<b>FINANCE</b>				
Finance Administration	5.0	5.0	5.0	5.0
Purchasing	1.0	1.0	1.0	1.0
<b>FINANCE TOTAL</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
<b>ECONOMIC DEVELOPMENT</b>				
Economic Development	3.0	3.0	3.0	3.0
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<b>PLANNING</b>				
Planning Administration	2.0	2.0	2.0	3.0
Land Use Permits and Enforcement	2.0	2.0	2.0	2.0
Community Planning and Appearance	1.0	1.0	1.0	1.0
<b>PLANNING TOTAL</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>6.0</b>
<b>BUILDING INSPECTIONS</b>				
Building Inspections	7.0	7.5	7.5	7.5
<b>BUILDING INSPECTIONS TOTAL</b>	<b>7.0</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>
<b>ENGINEERING</b>				
Engineering	4.0	4.5	5.5	5.5
<b>ENGINEERING TOTAL</b>	<b>4.0</b>	<b>4.5</b>	<b>5.5</b>	<b>5.5</b>
<b>INFORMATION TECHNOLOGIES</b>				
Information Technology	4.0	3.0	3.0	3.0
<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<b>POLICE</b>				
Police Administration	9.0	9.0	9.0	3.5
Police Operations	61.0	61.0	61.0	67.0
<b>POLICE TOTAL</b>	<b>70.0</b>	<b>70.0</b>	<b>70.0</b>	<b>70.5</b>
<b>PUBLIC WORKS</b>				
Public Works Administration	5.0	5.0	5.0	5.0
Streets/Powell Bill	12.0	12.0	13.0	13.0

**TOWN OF GARNER  
AUTHORIZED POSITIONS FY 2014-15**

DEPARTMENT/DIVISION	FY 2011-12 Full- time Equivalent	FY 2012-13 Full- time Equivalent	FY 2013-14 Full- time Equivalent	FY 2014-15 Full- time Equivalent
Public Grounds Management	13.0	13.0	13.0	13.0
Building Maintenance	4.0	4.0	3.0	4.0
Fleet Maintenance	4.0	4.0	4.0	4.0
<b>PUBLIC WORKS TOTAL</b>	<b>38.0</b>	<b>38.0</b>	<b>38.0</b>	<b>39.0</b>
<b>PARKS, RECREATION, &amp; CULTURAL RESOURCES</b>				
Parks, Recreation, & Cultural Resources Administration	2.0	2.0	2.0	3.0
Adult & Senior	-	-	-	2.0
Outdoor Adventure	1.0	1.0	1.0	2.0
Marketing and Special Events	2.0	2.0	2.0	-
Arts & Cultural Resources	2.0	2.0	2.0	3.0
Youth & Athletic	5.5	5.0	5.0	2.0
<b>PARKS, RECREATION, &amp; CULTURAL RESOURCES TOTAL</b>	<b>12.5</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>
<b>TOTAL - GENERAL FUND EMPLOYEES</b>	<b>156.5</b>	<b>156.0</b>	<b>157.0</b>	<b>160.5</b>
<b>FTE per 1,000 Population</b>	<b>6.02</b>	<b>6.00</b>	<b>6.04</b>	<b>6.17</b>

Town of Garner  
**PAY PLAN**  
 Effective: 7/1/14

<b>SALARY GRADE</b>	<b>Minimum Rate</b>	<b>Maximum Rate</b>	<b>Full Range Minimum - Maximum</b>	<b>Developmental Segment Hourly/Annually</b>	<b>Market Segment Hourly/Annually</b>	<b>Proficiency Segment Hourly/Annually</b>
3	7.82	12.12	16,266 - 25,210	7.82 - 8.80 16,266 - 18,304	8.81 - 11.01 18,325 - 22,901	11.02 - 12.12 22,922 - 25,210
4	8.22	12.73	17,098 - 26,478	8.22 - 9.24 17,098 - 19,219	9.25 - 11.57 19,240 - 24,066	11.58 - 12.73 24,086 - 26,478
5	8.62	13.39	17,930 - 27,851	8.62 - 9.69 17,930 - 20,155	9.70 - 12.13 20,176 - 25,230	12.14 - 13.39 25,251 - 27,851
6	9.04	14.04	18,803 - 29,203	9.04 - 10.17 18,803 - 21,154	10.18 - 12.74 21,174 - 26,499	12.75 - 14.04 26,520 - 29,203
7	9.52	14.76	19,802 - 30,701	9.52 - 10.70 19,802 - 22,256	10.71 - 13.38 22,277 - 27,830	13.39 - 14.76 27,851 - 30,701
8	9.98	15.49	20,758 - 32,219	9.98 - 11.24 20,758 - 23,379	11.25 - 14.05 23,400 - 29,224	14.06 - 15.49 29,245 - 32,219
9	10.49	16.25	21,819 - 33,800	10.49 - 11.78 21,819 - 24,502	11.79 - 14.74 24,523 - 30,659	14.75 - 16.25 30,680 - 33,800
10	11.01	17.06	22,901 - 35,485	11.01 - 12.39 22,901 - 25,771	12.40 - 15.47 25,792 - 32,178	15.48 - 17.06 32,198 - 35,485
11	11.58	17.93	24,086 - 37,294	11.58 - 13.02 24,086 - 27,082	13.03 - 16.25 27,102 - 33,800	16.26 - 17.93 33,821 - 37,294
12	12.12	18.83	25,210 - 39,166	12.12 - 13.64 25,210 - 28,371	13.65 - 17.06 28,392 - 35,485	17.07 - 18.83 35,506 - 39,166
13	12.73	19.77	26,478 - 41,122	12.73 - 14.31 26,478 - 29,765	14.32 - 17.91 29,786 - 37,253	17.92 - 19.77 37,274 - 41,122
14	13.39	20.76	27,851 - 43,181	13.39 - 15.06	15.07 - 18.81	18.82 - 20.76

Town of Garner  
**PAY PLAN**  
 Effective: 7/1/14

<b>SALARY GRADE</b>	<b>Minimum Rate</b>	<b>Maximum Rate</b>	<b>Full Range Minimum - Maximum</b>	<b>Developmental Segment Hourly/Annually</b> 27,851 - 31,325	<b>Market Segment Hourly/Annually</b> 31,346 - 39,125	<b>Proficiency Segment Hourly/Annually</b> 39,146 - 43,181
15	14.04	21.81	29,203 - 45,365	14.04 - 15.78 29,203 - 32,822	15.79 - 19.75 32,843 - 41,080	19.76 - 21.81 41,101 - 45,365
16	14.76	22.89	30,701 - 47,611	14.76 - 16.59 30,701 - 34,507	16.60 - 20.73 34,528 - 43,118	20.74 - 22.89 43,139 - 47,611
17	15.49	24.03	32,219 - 49,982	15.49 - 17.42 32,219 - 36,234	17.43 - 21.77 36,254 - 45,282	21.78 - 24.03 45,302 - 49,982
18	16.25	25.22	33,800 - 52,458	16.25 - 18.28 33,800 - 38,022	18.29 - 22.87 38,043 - 47,570	22.88 - 25.22 47,590 - 52,458
19	17.08	26.51	35,526 - 55,141	17.08 - 19.21 35,526 - 39,957	19.22 - 24 39,978 - 49,920	24.01 - 26.51 49,941 - 55,141
19** (Police)	17.08	26.51	37,968 - 58,931 **based on 2,223 hrs/yr	17.08 - 19.21 37,969 - 42,704	19.22 - 24 42,726 - 53,352	24.01 - 26.51 53,374 - 58,932
20	17.93	27.82	37,294 - 57,866	17.93 - 20.17 37,294 - 41,954	20.18 - 25.19 41,974 - 52,395	25.2 - 27.82 52,416 - 57,866
20** (Police)	17.93	27.82	39,858 - 61,843 **based on 2,223 hrs/yr	17.93 - 20.17 39,858 - 44,838	20.18 - 25.19 44,860 - 55,997	25.2 - 27.82 56,020 - 61,844
21	18.83	29.21	39,166 - 60,757	18.83 - 21.18 39,166 - 44,054	21.19 - 26.46 44,075 - 55,037	26.47 - 29.21 55,058 - 60,757
21** (Police)	18.83	29.21	41,859 - 64,933 **based on 2,223 hrs/yr	18.83 - 21.18 41,859 - 47,083	21.19 - 26.46 47,105 - 58,821	26.47 - 29.21 58,843 - 64,934
22	19.77	30.67	41,122 - 63,794	19.77 - 22.24 41,122 - 46,259	22.25 - 27.78 46,280 - 57,782	27.79 - 30.67 57,803 - 63,794

Town of Garner  
**PAY PLAN**  
**Effective: 7/1/14**

<b>SALARY GRADE</b>	<b>Minimum Rate</b>	<b>Maximum Rate</b>	<b>Full Range Minimum - Maximum</b>	<b>Developmental Segment Hourly/Annually</b>	<b>Market Segment Hourly/Annually</b>	<b>Proficiency Segment Hourly/Annually</b>
23	20.76	32.20	43,181 - 66,976	20.76 - 23.35 43,181 - 48,568	23.36 - 29.16 48,589 - 60,653	29.17 - 32.2 60,674 - 66,976
24	21.81	33.83	45,365 - 70,366	21.81 - 24.51 45,365 - 50,981	24.52 - 30.63 51,002 - 63,710	30.64 - 33.83 63,731 - 70,366
24** (Police)	21.81	33.83	48,483 - 75,204 **based on 2,223 hrs/yr	21.81 - 24.51 48,483 - 54,485	24.52 - 30.63 54,507 - 68,090	30.64 - 33.83 68,112 - 75,204
25	22.89	35.51	47,611 - 73,861	22.89 - 25.74 47,611 - 53,539	25.75 - 32.16 53,560 - 66,893	32.17 - 35.51 66,914 - 73,861
26	24.03	37.27	49,982 - 77,522	24.03 - 27.03 49,982 - 56,222	27.04 - 33.75 56,243 - 70,200	33.76 - 37.27 70,221 - 77,522
27	25.22	39.14	52,458 - 81,411	25.22 - 28.38 52,458 - 59,030	28.39 - 35.45 59,051 - 73,736	35.46 - 39.14 73,757 - 81,411
28	26.51	41.10	55,141 - 85,488	26.51 - 29.82 55,141 - 62,026	29.83 - 37.22 62,046 - 77,418	37.23 - 41.1 77,438 - 85,488
29	27.82	43.17	57,866 - 89,794	27.82 - 31.30 57,866 - 65,104	31.31 - 39.09 65,125 - 81,307	39.1 - 43.17 81,328 - 89,794
30	29.21	45.31	60,757 - 94,245	29.21 - 32.86 60,757 - 68,349	32.87 - 41.04 68,370 - 85,363	41.05 - 45.31 85,384 - 94,245
31	30.67	47.60	63,794 - 99,008	30.67 - 34.52 63,794 - 71,802	34.53 - 43.1 71,822 - 89,648	43.11 - 47.6 89,669 - 99,008
32	32.20	49.96	66,976 - 103,917	32.2 - 36.21 66,976 - 75,317	36.22 - 45.25 75,338 - 94,120	45.26 - 49.96 94,141 - 103,917
33	33.83	52.46	70,366 - 109,117	33.83 - 38.05 70,366 - 79,144	38.06 - 47.5 79,165 - 98,800	47.51 - 52.46 98,821 - 109,117

Town of Garner  
**PAY PLAN**  
 Effective: 7/1/14

<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>
34	35.49	55.37	73,819 - 115,170	35.49 - 39.94 73,819 - 83,075	39.95 - 49.88 83,096 - 103,750	49.89 - 55.37 103,771 - 115,170
35	37.27	58.13	77,522 - 120,910	37.27 - 41.93 77,522 - 87,214	41.94 - 52.38 87,235 - 108,950	52.39 - 58.13 108,971 - 120,910
36	39.12	61.04	81,370 - 126,963	39.12 - 44.01 81,370 - 91,541	44.02 - 55.02 91,562 - 114,442	55.03 - 61.04 114,462 - 126,963
37	41.08	64.10	85,446 - 133,328	41.08 - 46.21 85,446 - 96,117	46.22 - 57.76 96,138 - 120,141	57.77 - 64.1 120,162 - 133,328

## Position Classification Plan

Effective 07/01/2014

TOG - HR

<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	7.82	12.12	16,266 - 25,210	Scorekeeper	N
4	8.22	12.73	17,098 - 26,478	Recreation Leader I	N
5	8.62	13.39	17,930 - 27,851		
6	9.04	14.04	18,803 - 29,203	Desk Attendant Facility Attendant Recreation Leader II	N N N
7	9.52	14.76	19,802 - 30,701		
8	9.98	15.49	20,758 - 32,219	Boathouse Operator	N
9	10.49	16.25	21,819 - 33,800	Boathouse Supervisor Park Ranger Public Grounds Maintenance Worker	N N N
10	11.01	17.06	22,901 - 35,485	Intern	N
11	11.58	17.93	24,086 - 37,294	Bus Driver School Crossing Guard Services Officer	N N N
12	12.12	18.83	25,210 - 39,166		
13	12.73	19.77	26,478 - 41,122	Receptionist Parks Maintenance Worker Street Maintenance Worker	N N N
14	13.39	20.76	27,851 - 43,181		
15	14.04	21.81	29,203 - 45,365	Office Assistant Recreation Activities Specialist	N N
16	14.76	22.89	30,701 - 47,611	Administrative Support Specialist Animal Control Officer Auditorium Technician Criminal Records Clerk Equipment Operator Finance Specialist Permit Specialist	N N N N N N N
17	15.49	24.03	32,219 - 49,982	Lead Auditorium Technician Lead Parks Maintenance Worker Payroll Specialist	N N N

				Quartermaster	N
				Recreation Program Specialist	N
18	16.25	25.22	33,800 - 52,458	Building Maintenance Technician	N
				Fleet Mechanic	N
				Maintenance Technician	N
				Recreation Administrative Specialist	N
				Street Sweeper Operator	N
19	17.08	26.51	35,526 - 55,141	Deputy Town Clerk	N
				Lead Equipment Operator	N
				Senior Administrative Support Specialist	N
19** (Police)	17.08	26.51	37,968 - 58,931 **based on 2,223 hrs/yr	Police Officer I	N
				Police Officer II	N
20	17.93	27.82	37,294 - 57,866	Events and Box Office Coordinator	N
				Marketing and Events Coordinator	N
				Recreation Specialist - Seniors and Adults	N
				Theatre Services Coordinator	N
20** (Police)	17.93	27.82	39,858 - 61,843 **based on 2,223 hrs/yr	Police Officer - First Class	N
21	18.83	29.21	39,166 - 60,757	Building and Plumbing Inspector	N
				Lead Building Maintenance Technician	N
				Lead Fleet Mechanic	N
21** (Police)	18.83	29.21	41,859 - 64,933 **based on 2,223 hrs/yr	Police Officer - Senior Officer	N
22	19.77	30.67	41,122 - 63,794	Accreditation Specialist	N
				DDACTS Crime Analyst	N
				Human Resources Analyst	N
				Records Manager	N
23	20.76	32.20	43,181 - 66,976	Parks and Grounds Supervisor	N
				Construction Inspector	N
				Engineering Technician	N
				Streets Supervisor	N
24	21.81	33.83	45,365 - 70,366	Senior Fire Inspector	N
				Senior Inspector	N
24** (Police)	21.81	33.83	48,483 - 75,204 **based on 2,223 hrs/yr	Police Sergeant**	N
25	22.89	35.51	47,611 - 73,861	Chief Building Inspector	N
				Cultural Arts and Events Manager	E
				Neighborhood Improvement Manager	N
				Outdoor Education and Parks Manager	N
				Planner II	N
				Purchasing and Accounting Officer	E
				Recreation Center and Programs Manager	E

26	24.03	37.27	49,982 - 77,522	Public Works Services Supervisor	N
27	25.22	39.14	52,458 - 81,411	Budget and Special Projects Manager Information Technology Specialist Communications Manager Public Works Operations Superintendent Senior Planner Town Clerk	E N E N E E
28	26.51	41.10	55,141 - 85,488	Assistant Parks, Recreation, and Cultural Resources Director Police Lieutenant Stormwater Engineer	E E E
29	27.82	43.17	57,866 - 89,794	Assistant Planning Director Senior Information Technology Specialist	E E
30	29.21	45.31	60,757 - 94,245	Assistant Public Works Director	E
31	30.67	47.60	63,794 - 99,008	Assistant Town Engineer Deputy Police Chief	E E
32	32.20	49.96	66,976 - 103,917	Economic Development Director Human Resources Director	E E
33	33.83	52.46	70,366 - 109,117	Inspections Director	E
34	35.49	55.37	73,819 - 115,170	Finance Director Parks, Recreation, and Cultural Resources Director	E E
35	37.27	58.13	77,522 - 120,910	Information Technology Director Planning Director Police Chief Public Works Director Town Engineer	E E E E E
36	39.12	61.04	81,370 - 126,963		
37	41.08	64.10	85,446 - 133,328	Assistant Town Manager - Development Services Assistant Town Manager - Operations	E E

# Current Awards Chart

Effective July 1, 2013

<b>Performance Awards Chart</b> <i>Effective 07/01/2013</i>	<b>DEVELOPMENTAL SEGMENT</b> <b>(12.5% spread)</b> (Six Month Reviews)	<b>MARKET PERFORMANCE SEGMENT</b> <b>(25% spread)</b>	<b>PROFICIENCY SEGMENT</b> <b>(10% spread)</b>
<b>Categories</b>	<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
<b><u>Score: 2.71-3.70</u></b>	1.50% base	2.25% base 0.25% lump	1% base 1.5% lump
<b><u>Score: 3.71-4.50</u></b>	2% base	2.5% base 1.25% lump	2.5% base 1% lump
<b><u>Score: 4.51-5.00</u></b>	2.5% base	4% base	3% base 2% lump

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

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

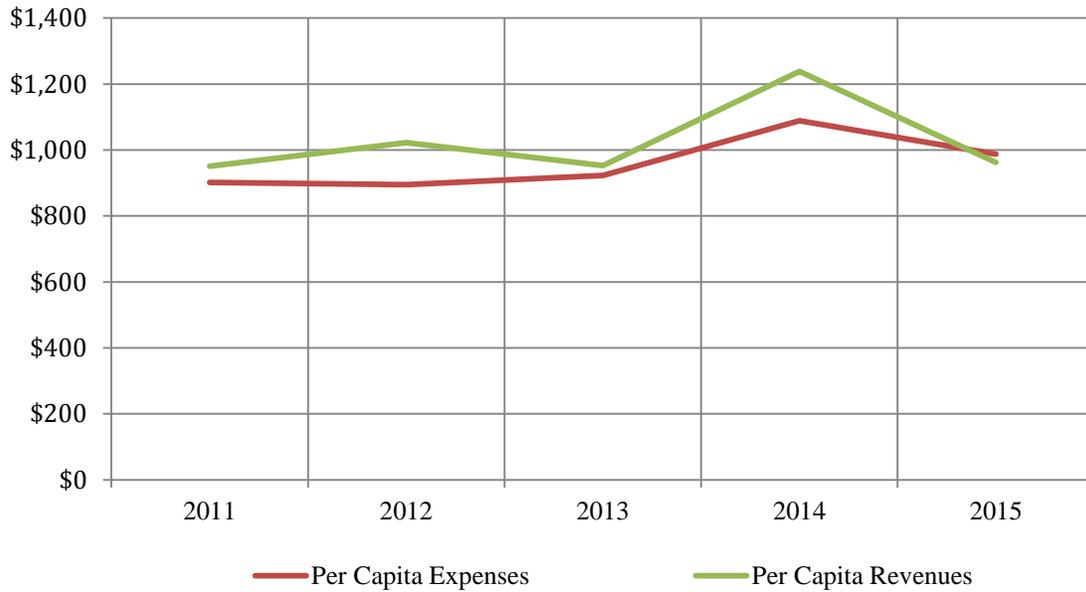
Any Level 3 Final Written Warning	No award
Three Warnings (any Level)	No award
Two Level 2 Warnings	No award
One Level 1 Warning and One Level 2 Warning	No award
One Level 2 Warning	Limited lump sum possible*
Two Level 1 Warnings	Limited lump sum possible*
One Level 1 Warning	Based on departmental practice

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

**GENERAL FUND SUMMARY**

General Fund Revenues and Expenditures per Capita  
General Fund Summary  
General Fund Revenues by Source  
General Fund Expenditures and Transfers by Function and Category  
Descriptions of Major Revenue Sources  
Departmental Budget Detail  
General Fund Approved Capital Outlay

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



\*Amounts do not include transfers.

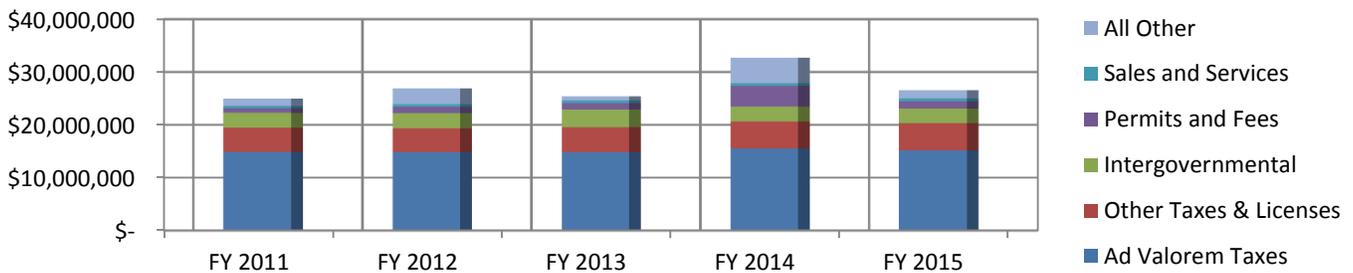
<u>Fiscal Year</u>		<u>Per Capita Revenues</u>		<u>Per Capita Expenses</u>
2011		\$ 925.50		\$ 901.35
2012	(1)	1021.06		894.63
2013		952.68		923.05
2014		1072.09		1088.58
Budget	2015	941.48		987.55

(1) Revenues include a ConAgra contribution of 2.5 million that will be used toward a new indoor recreation facility as approved in the March 2013 PRCR Improvement Bond.

**TOWN OF GARNER  
GENERAL FUND REVENUE BUDGET FY 2014-2015**

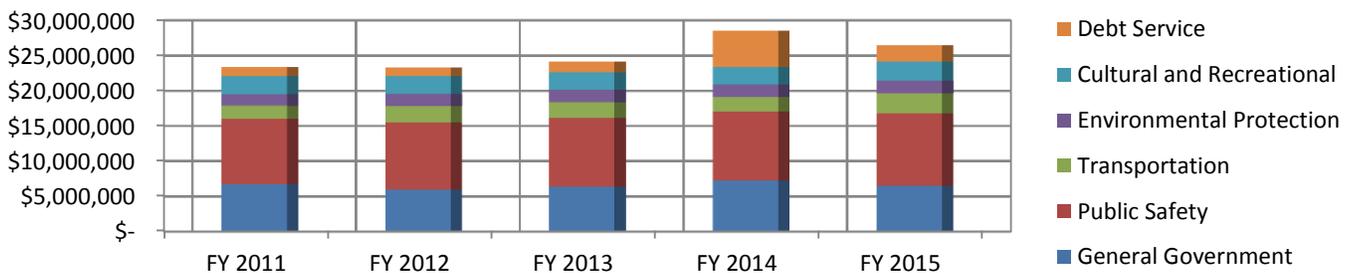
Revenue Type	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Actual
Ad Valorem Taxes	\$ 14,886,908	\$ 14,809,924	\$ 14,823,841	\$ 15,486,348	\$ 15,137,339
Other Taxes & Licenses	4,576,018	4,557,221	4,729,373	5,115,099	5,201,350
Intergovernmental	2,844,452	2,918,029	3,340,435	2,902,111	2,692,979
Permits and Fees	866,913	1,079,702	1,188,184	3,851,542	1,466,658
Sales and Services	453,915	501,335	551,939	514,267	556,335
Investment Revenues	26,241	15,982	10,006	4,862	11,500
Other Revenue	1,014,142	2,766,042	299,197	4,635,882	710,332
Appropriated Fund Balance	-	-	-	-	777,186
Transfers	340,000	301,215	469,613	191,031	45,000
<b>Total</b>	<b>\$ 25,008,589</b>	<b>\$ 26,949,450</b>	<b>\$ 25,412,588</b>	<b>\$ 32,701,142</b>	<b>\$ 26,598,679</b>

**General Fund Revenue History by Source**



Function	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Actual
General Government	\$ 6,712,758	\$ 5,989,614	\$ 6,391,794	\$ 7,239,069	\$ 6,521,361
Public Safety	9,309,560	9,554,080	9,797,725	9,767,271	10,319,405
Transportation	1,870,034	2,289,221	2,205,869	2,128,167	2,784,152
Environmental Protection	1,661,240	1,742,909	1,726,953	1,736,723	1,825,664
Cultural and Recreational	2,567,940	2,471,480	2,540,427	2,511,999	2,723,210
Debt Service	1,254,015	1,271,794	1,504,453	5,195,203	2,264,940
Transfers	203,800	541,284	429,676	6,995,254	159,947
<b>Total</b>	<b>\$ 23,579,347</b>	<b>\$ 23,860,582</b>	<b>\$ 24,596,897</b>	<b>\$ 35,573,686</b>	<b>\$ 26,598,679</b>

**General Fund Expenditure History by Function**

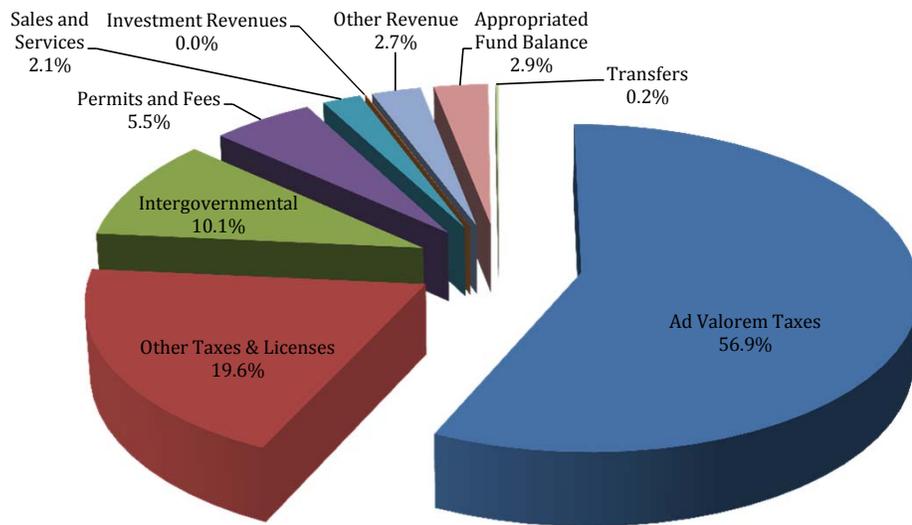


(Charts Exclude Transfers)

**TOWN OF GARNER  
GENERAL FUND REVENUES BY SOURCE**

REVENUE TYPE	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	% Change 2014/2015
Ad Valorem Taxes	\$ 14,886,908	\$ 14,809,924	\$ 14,823,841	\$ 15,486,348	\$ 15,137,339	-2.3%
Other Taxes & Licenses	4,576,018	4,557,221	4,729,373	5,115,099	5,201,350	1.7%
Intergovernmental	2,844,452	2,918,029	3,340,435	2,902,111	2,692,979	-7.2%
Permits and Fees	866,913	1,079,702	1,188,184	3,851,542	1,466,658	-61.9%
Sales and Services	453,915	501,335	551,939	514,267	556,335	8.2%
Investment Revenues	19,488	10,006	6,430	4,862	11,500	136.5%
Other Revenue	1,014,142	2,766,042	299,201	4,635,882	710,332	-84.7%
Appropriated Fund Balance	-	-	-	-	777,186	
Transfers	340,000	301,215	469,613	191,031	45,000	-76.4%
<b>Total</b>	<b>\$ 25,001,835</b>	<b>\$ 26,949,451</b>	<b>\$ 25,409,016</b>	<b>\$ 32,701,142</b>	<b>\$ 26,598,679</b>	<b>-18.7%</b>

**Fiscal Year 2015 General Fund Revenue Sources**



**TOWN OF GARNER**  
**GENERAL FUND REVENUE BUDGET FY 2014-2015**

Revenue Type	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Budget
<b>Property Taxes</b>					
Ad Valorem Taxes-Current Year	\$ 14,581,024	\$ 14,577,247	\$ 14,578,853	\$ 15,179,014	\$ 14,858,164
Ad Valorem Taxes-Prior Year	227,815	162,987	176,228	213,513	200,200
Ad Valorem Tax Rental Vehicles	10,366	16,689	18,692	18,825	19,100
Pay in Lieu of Taxes	1,598	-	847	873	875
Tax Penalty and Interest	66,104	53,001	49,220	74,123	59,000
<b>Total Property Taxes</b>	<b>14,886,908</b>	<b>14,809,924</b>	<b>14,823,841</b>	<b>15,486,348</b>	<b>15,137,339</b>
<b>Permits and Fees</b>					
Fee in Lieu of Parkland	4,100	37,800	25,897	380,295	-
Retention Pond Fees	145	-	145	310	-
Water Cap Replacement Fee - Non Debt	30,262	58,876	93,865	612,667	151,223
Sewer Capacity Replacement Fee	8,269	14,872	54,846	795,546	172,406
Sewer Cap Replacement Fee - Non Debt	40,596	77,546	102,533	774,333	180,448
Motor Vehicle Fees	310,871	316,386	322,618	455,695	311,700
Dog Licenses	2,745	2,685	1,885	749	1,600
Subdivision Fees	6,002	1,575	3,063	2,246	2,600
Board of Adjustment Fees	625	250	575	500	500
Site Plan / Permit Fees	3,250	3,550	2,850	5,995	4,500
Rezoning Fees	2,262	1,288	1,854	2,300	2,500
Sign Permit Fees	5,350	7,350	8,475	7,575	7,900
Annexation and Street Closing	900	275	150	1,000	500
Special Event Permit	620	1,297	420	1,735	1,000
Building Permit Fees	214,429	341,096	297,850	562,060	362,339
Fire Inspection Fees	-	-	-	-	45,000
Reinspection Fees	28,021	28,652	20,810	28,118	22,400
Inspection Fee - After Hours	675	675	231	6,560	2,402
Homeowners Recovery Fees	55	65	54	92	-
Rental Property Owner Registration Fee	11,493	5,895	5,840	6,260	5,900
Police - DDACTS Partnership	-	733	5,990	12,398	3,140
Police Outside Employment	176,185	166,675	224,400	183,835	175,000
Taxi Cab Inspection Fee	(492)	258	280	(177)	-
False Alarm Charges	20,550	11,902	13,554	11,450	13,600
<b>Total Permits and Fees</b>	<b>866,913</b>	<b>1,079,702</b>	<b>1,188,184</b>	<b>3,851,542</b>	<b>1,466,658</b>
<b>Other Taxes and License</b>					
ABC Revenue	71,483	78,348	93,281	94,395	92,700
Local Government Sales Tax 1%	2,004,420	1,987,740	2,080,894	2,242,397	2,333,200
Local Government Sale Tax 1/2%	2,339,590	2,336,709	2,389,767	2,615,871	2,637,100
Solid Waste Disposal Tax	18,315	17,712	16,505	16,788	16,200
Privilege License	74,015	63,632	65,558	67,329	37,650
Heavy Equipment Rental Tax	68,195	73,081	83,368	78,318	84,500
<b>Total Other Taxes and License</b>	<b>4,576,018</b>	<b>4,557,221</b>	<b>4,729,373</b>	<b>5,115,099</b>	<b>5,201,350</b>
<b>Intergovernmental Revenue</b>					
Beer and Wine Tax	119,079	112,395	106,367	117,004	110,400
Utility Franchise Tax	1,312,628	1,267,153	1,529,411	1,319,003	1,180,100
Video Programming Fees	269,192	259,853	311,767	246,642	240,800
Build America Bond Reimbursement	22,994	87,135	86,712	79,335	77,855
PEG Channel Reimbursement	17,641	57,534	79,346	63,691	63,166
Powell Bill Distribution	679,474	675,238	698,174	713,628	705,210
NC Control Substance Tax	2,026	2,422	9,299	3,858	-
Gen Purpose Grant Senior Center	12,244	12,205	11,753	11,680	-
DENR Recreation Grant	-	-	75,000	-	-
Wake County Certified Site Funds	-	-	-	-	25,000
COPS Hiring Grant	54,192	33,486	50,168	-	-
Federal Asset Forfeiture	5,773	8,000	17,415	10,040	-
ARRA Retrofit Lighting Grant	450	21,514	-	-	-
Law Enforcement Block Grant	46,882	17,406	-	-	-
USDOJ Vest Grant	914	-	4,606	1,965	2,200
USDOJ Justice Assistance Grant	-	-	6,393	-	-

**TOWN OF GARNER**  
**GENERAL FUND REVENUE BUDGET FY 2014-2015**

Revenue Type	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Budget
(continued)					
<b>Intergovernmental Revenue (continued)</b>					
FBI Safe Streets Task Force Grant	\$ -	\$ 22,258	\$ 20,320	\$ 5,630	\$ -
GHSP Wake County Task Force Grant	-	1,040	-	-	-
GHSP Accident Reconstruction Grant	-	28,940	-	-	9,049
Law Enforcement 800 MHz Grant	-	-	-	-	-
Recovery Act Ed Byrne JAG Grant	26,280	-	-	-	-
DMV Integration	10,000	-	-	-	-
GHSP DDACTS Grant	-	44,985	47,578	30,072	7,852
GHSP Crime Analyst Grant	-	21,582	-	-	-
NC DOT Transportation Grant	-	10,083	70,865	-	-
GHSP Motorcycle Grant	-	-	-	-	85,000
GHSP Equipment Grant	-	-	-	-	8,233
GHSP Traffic Safety Coord Grant	9,789	(2,905)	3,061	-	-
GHSP Traffic Officer Grant	62,796	42,205	31,302	12,375	-
GHSP DWI Officer Grant	-	-	-	111,856	83,416
School Resource Officer	68,298	68,298	68,298	68,333	68,298
Middle School Resource Officer	-	9,001	-	-	-
City of Raleigh - Debt Service	123,800	118,200	112,600	107,000	26,400
<b>Total Intergovernmental Revenue</b>	<b>2,844,452</b>	<b>2,918,029</b>	<b>3,340,435</b>	<b>2,902,111</b>	<b>2,692,979</b>
<b>Sales and Service</b>					
Recreation Fees	256,615	227,860	256,989	195,059	258,035
PRCR Sponsorships	-	-	-	-	10,000
Auditorium Rental	150	-	-	-	-
Auditorium Concessions	-	2,170	4,137	3,216	4,000
White Deer Park Concessions	718	-	-	-	-
Facility Rental Fees	130,930	165,417	217,337	232,787	199,500
Special Refuse Collection Fees	1,372	723	1,665	2,747	1,700
Refuse Cart Fees	4,435	7,860	8,210	12,445	7,700
Rain Barrel Sales	85	225	-	-	-
City of Raleigh - Collection Fees	4,513	5,312	5,654	4,849	4,700
Wake County - Collection Fees	-	-	-	2,680	2,800
GVFR - Fuel Sales	-	-	3,700	3,700	3,700
NCDOT Mowing Agreement	-	-	-	21,265	19,300
City of Raleigh - Gasoline Sales	13,119	3,500	7,560	3,708	7,900
City of Raleigh - Street Repairs	41,978	88,269	46,688	31,812	37,000
<b>Total Sales and Service</b>	<b>453,915</b>	<b>501,335</b>	<b>551,939</b>	<b>514,267</b>	<b>556,335</b>
<b>Investment Earnings</b>					
Interest Earned	26,241	15,982	10,006	4,862	10,900
Interest Earned-Powell Bill	-	-	-	-	600
<b>Total Investment Earnings</b>	<b>26,241</b>	<b>15,982</b>	<b>10,006</b>	<b>4,862</b>	<b>11,500</b>

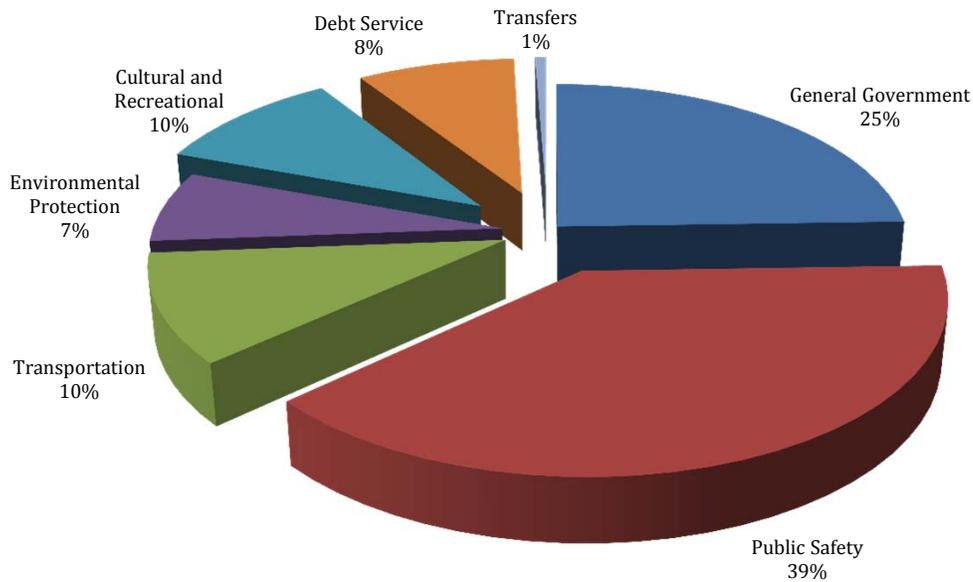
**TOWN OF GARNER**  
**GENERAL FUND REVENUE BUDGET FY 2014-2015**

Revenue Type	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Budget
(continued)					
<b>Other Revenue</b>					
Check Service Charges	\$ 125	\$ 225	\$ 100	\$ 300	\$ -
Wake County Landfill Reimbursement	143,107	78,133	83,120	77,962	79,385
Rental Income	-	-	7,200	700	-
Grounds Fee - School Commons	9,000	9,000	9,000	9,000	9,000
Miscellaneous Revenue	57,998	64,399	111,628	87,040	4,917
CASL Soccer Field	13,621	-	-	-	-
NCLM Vest Grant	-	-	2,500	-	2,000
Code Enforcement Fines	-	-	-	50,265	10,000
Insurance Proceeds	-	-	-	762	-
Scrap Material Sales	-	-	-	3,824	2,800
Econ Development Partnerships	-	-	-	3,500	1,250
Garner Promotional Items	-	30	82	356	-
Miscellaneous Assessments	3,796	62	-	-	-
Sewer Assessments	16,243	36,334	6,879	3,635	4,750
Interest on Assessments	2,631	1,353	4,244	2,462	2,750
Miscellaneous Land Use Charges	4,642	5,514	4,077	5,755	3,900
Officer Fees	13,641	13,515	15,546	13,257	12,700
Animal Control Violation	650	50	200	100	-
Parking Violations	10,284	12,700	5,510	3,430	3,780
Contributions - AAC	-	-	47,243	-	-
Contributions - ConAgra	-	2,500,000	-	-	-
Contributions	13,850	9,500	799	8,957	1,900
Centennial Celebration Books	-	25	24	24	-
<b>Total Other Revenue</b>	<b>289,588</b>	<b>2,730,840</b>	<b>298,152</b>	<b>271,329</b>	<b>139,132</b>
<b>Total General Fund Revenues</b>	<b>23,944,034</b>	<b>26,613,034</b>	<b>24,941,930</b>	<b>28,145,557</b>	<b>25,205,293</b>
<b>Other Financing Sources</b>					
Transfer From Regional Retention Reserve	134,000	143,360	176,803	173,935	45,000
Transfer From Street Improve Cap Reserve	-	-	-	5,711	-
Transfer From Water/Sewer Debt Reserve	206,000	157,855	292,810	-	-
Transfer From Street/Sidewalk Reserve	-	-	-	-	-
Transfer from Future Capital Reserve	-	-	-	11,385	-
Sale of Fixed Assets	345,000	35,202	1,045	31,500	37,000
Appropriated Fund Balance-Powell Bill	-	-	-	-	96,481
Proceeds from Debt Issuance	379,554	-	-	4,333,054	534,200
Appropriated Fund Balance	-	-	-	-	680,705
<b>Total Other Financing Sources</b>	<b>1,064,554</b>	<b>336,417</b>	<b>470,658</b>	<b>4,555,585</b>	<b>1,393,386</b>
<b>Total Revenues &amp; Financing Sources</b>	<b>\$ 25,008,588</b>	<b>\$ 26,949,451</b>	<b>\$ 25,412,588</b>	<b>\$ 32,701,142</b>	<b>\$ 26,598,679</b>

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

<b>EXPENDITURE TYPE</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Budget</b>	<b>% Change 2014/2015</b>
General Government	\$ 6,712,740	\$ 5,989,614	\$ 6,391,794	\$ 7,239,069	\$ 6,521,361	-9.1%
Public Safety	9,309,560	9,554,280	9,797,725	9,767,281	10,319,405	3.8%
Transportation	1,870,034	2,289,221	2,205,869	2,128,167	2,784,152	34.0%
Environmental Protection	1,661,240	1,742,909	1,726,953	1,736,723	1,825,664	5.1%
Cultural and Recreational	2,567,940	2,471,480	2,540,427	2,511,999	2,723,210	8.5%
Debt Service	1,254,015	1,271,794	1,504,453	5,195,203	2,264,940	-54.8%
Transfers	203,800	541,284	431,354	6,995,254	159,947	-97.5%
<b>Total</b>	<b>\$ 23,579,330</b>	<b>\$ 23,860,582</b>	<b>\$ 24,598,574</b>	<b>\$ 35,573,696</b>	<b>\$ 26,598,679</b>	<b>-23.8%</b>

**Fiscal Year 2014 General Fund Expenditures and Transfers**



**TOWN OF GARNER**  
**GENERAL FUND EXPENDITURE BUDGET FY 2014-2015**

<b>Expenditures by Program/Department</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Budget FY 2015</b>
<i>Governing Body</i>					
Town Council	\$ 780,771	\$ 733,548	\$ 629,163	\$ 188,468	\$ 167,558
Legal Services	88,581	86,494	85,214	86,746	92,917
Total Governing Body	869,352	820,042	714,377	275,214	260,475
<i>Administration</i>					
Town Manager	561,204	577,488	631,489	426,149	522,550
Town Clerk	156,312	171,691	163,791	167,148	182,656
Human Resources	622,093	640,791	638,972	252,172	313,040
Safety	8,177	9,485	9,523	9,655	10,739
Total Administration	1,347,786	1,399,455	1,443,776	855,124	1,028,985
<i>Finance</i>					
Administration	561,392	536,303	551,648	620,715	570,711
Purchasing	273,596	231,836	244,751	111,209	114,202
Total Finance	834,988	768,139	796,400	731,924	684,913
<i>Economic Development</i>					
Economic Development	269,103	302,141	299,050	370,989	480,390
Economic Development Incentives	312,351	-	282,476	171,144	25,500
Garner Revitalization Association	75,000	75,000	85,000	85,000	92,000
Total Economic Development	656,454	377,141	666,526	627,134	597,890
<i>Planning</i>					
Administration	271,977	225,731	219,598	214,725	364,225
Land Use Permits and Enforcements	179,040	178,094	160,503	206,586	185,320
Community Planning and Appearance	170,071	90,998	141,359	96,485	138,027
Total Planning	621,088	494,823	521,460	517,796	687,572
<i>Building Inspections</i>	734,605	678,112	678,496	733,125	768,383
<i>Engineering</i>	643,950	608,093	542,915	1,038,775	549,804
<i>Information Technology</i>	838,810	646,974	868,822	604,326	554,537
<i>Police</i>					
Administration	1,728,542	1,013,508	971,816	718,375	576,421
Operations	5,002,344	5,844,240	5,971,188	6,057,725	6,586,100
Total Police	6,730,886	6,857,748	6,943,004	6,776,099	7,162,521

(continued)

**TOWN OF GARNER**  
**GENERAL FUND EXPENDITURE BUDGET FY 2014-2015**

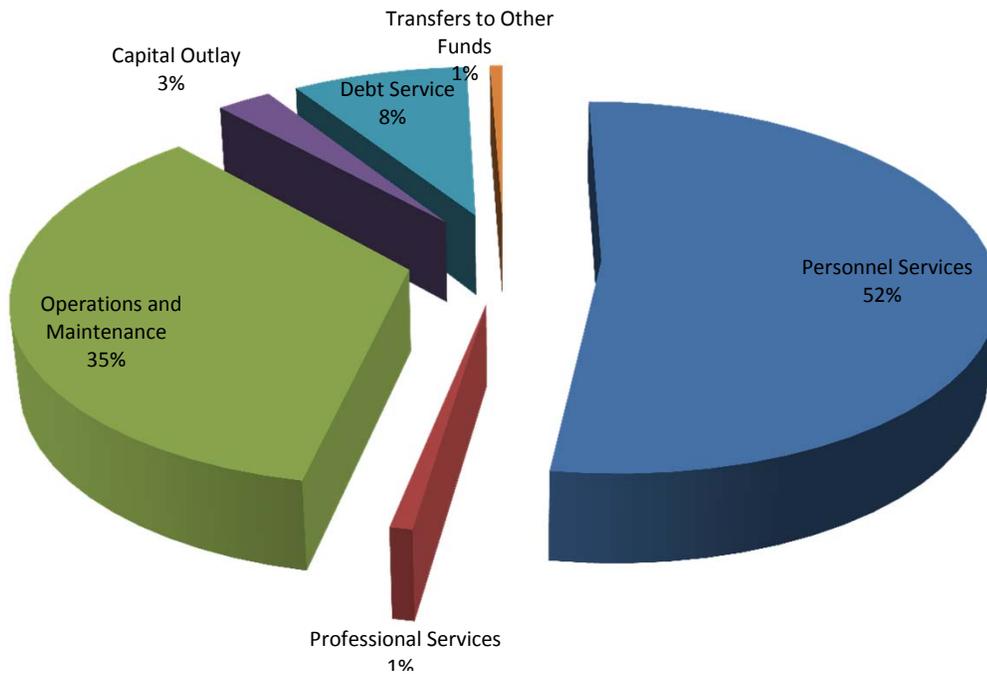
<b>Expenditures by Program/Department</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Budget FY 2015</b>
<i>Fire and Rescue</i>	\$ 1,844,069	\$ 2,018,420	\$ 2,176,225	\$ 2,258,047	\$ 2,388,501
<i>Public Works</i>					
Administration	392,198	406,206	410,024	435,080	441,300
Streets	921,266	1,339,316	1,175,843	1,095,619	1,264,994
Streets - Powell Bill	547,642	527,568	618,971	594,633	1,073,433
Public Grounds Management	866,413	879,863	900,844	902,143	977,636
Snow Removal	8,927	16,130	1,031	2,835	4,425
Solid Waste	1,661,240	1,742,909	1,726,953	1,736,723	1,825,664
Public Facilities Management	612,673	615,983	570,083	536,223	694,113
Fleet Management	287,656	258,964	267,436	305,880	342,711
<b>Total Public Works</b>	<b>5,298,016</b>	<b>5,786,940</b>	<b>5,671,184</b>	<b>5,609,136</b>	<b>6,624,276</b>
<i>Parks, Recreation and Cultural Resources</i>					
Administration	202,957	205,908	186,887	189,041	316,700
Adult & Senior	-	-	-	-	236,435
Cultural Arts & Events	427,624	257,392	231,014	239,702	400,031
Marketing and Special Events	86,184	147,254	263,146	223,879	-
Youth & Athletic	680,003	674,967	650,445	676,159	366,638
Outdoor Adventure	153,793	153,824	153,933	144,416	262,511
Program Partners	150,967	152,272	154,161	136,660	163,259
<b>Total PRCR</b>	<b>1,701,527</b>	<b>1,591,617</b>	<b>1,639,584</b>	<b>1,609,857</b>	<b>1,745,574</b>
<i>Debt Service</i>					
Principal	951,123	729,617	952,021	4,698,122	1,487,326
Interest	302,892	542,177	552,432	497,081	777,614
<b>Total Debt Service</b>	<b>1,254,015</b>	<b>1,271,794</b>	<b>1,504,453</b>	<b>5,195,203</b>	<b>2,264,940</b>
<i>Special Appropriations</i>					
Retirement	-	-	-	323,452	423,315
Town Insurance	-	-	-	510,339	555,400
Subsidized Programs	-	-	-	82,158	70,589
Office Administration	-	-	-	830,724	71,057
<b>Total Special Appropriations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,746,674</b>	<b>1,120,361</b>
<i>Transfers</i>					
Transfers for Emerg Services Reserves	-	-	-	-	159,947
Trasfers to Capital Projects	203,800	541,284	429,676	6,995,254	-
<b>Total Transfers</b>	<b>203,800</b>	<b>541,284</b>	<b>429,676</b>	<b>6,995,254</b>	<b>159,947</b>
<b>Total General Fund Expenditures</b>	<b>\$ 23,579,347</b>	<b>\$ 23,860,582</b>	<b>\$ 24,596,897</b>	<b>\$ 35,573,686</b>	<b>\$ 26,598,679</b>
	23,375,546.80	23,319,298.48	24,167,220.84	28,578,431.50	26,438,732.00

(continued)

**TOWN OF GARNER**  
**GENERAL FUND EXPENDITURE BUDGET FY 2014-2015**

Expenditures by Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Estimated FY 2014	Budget FY 2015
Personnel Services	\$ 12,955,670	\$ 12,642,823	\$ 12,849,466	\$ 12,933,496	\$ 13,933,900
Professional Services	269,208	224,642	193,988	242,353	211,641
Operations and Maintenance	8,165,908	8,445,837	8,714,744	8,982,173	9,319,951
Capital Outlay	730,746	734,201	904,569	1,225,207	708,300
Debt Service	1,254,015	1,271,794	1,504,453	5,195,203	2,264,940
Transfers to Other Funds	203,800	541,284	429,676	6,995,255	159,947
<b>Total General Fund</b>	<b>\$ 23,579,347</b>	<b>\$ 23,860,582</b>	<b>\$ 24,596,897</b>	<b>\$ 35,573,686</b>	<b>\$ 26,598,679</b>

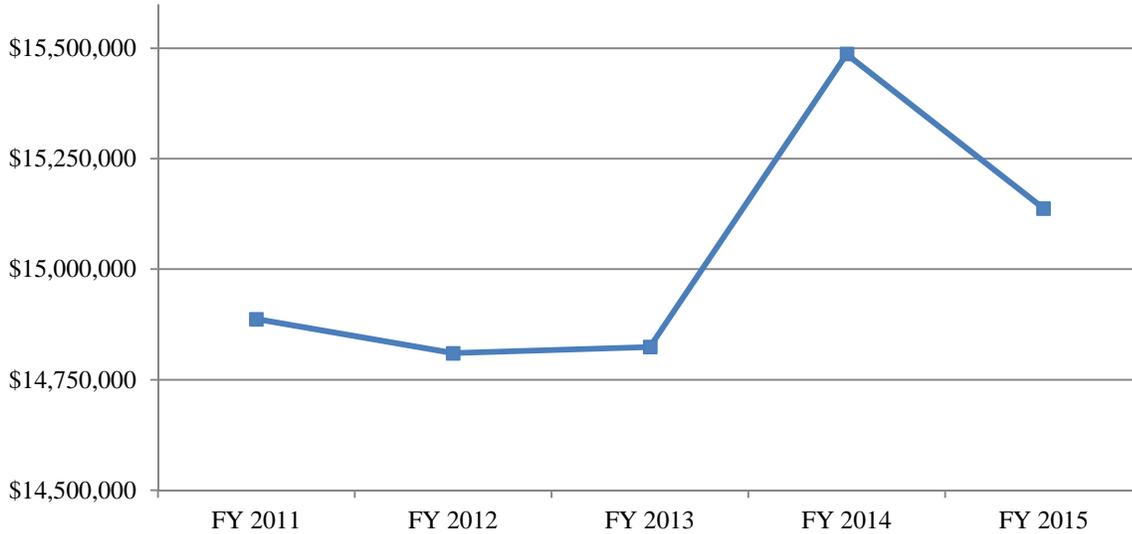
**General Fund Expenditure History by Category - FY 2014-2015**



## 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 2015 appear for each revenue category.

### Property Taxes Budget = \$15,137,339

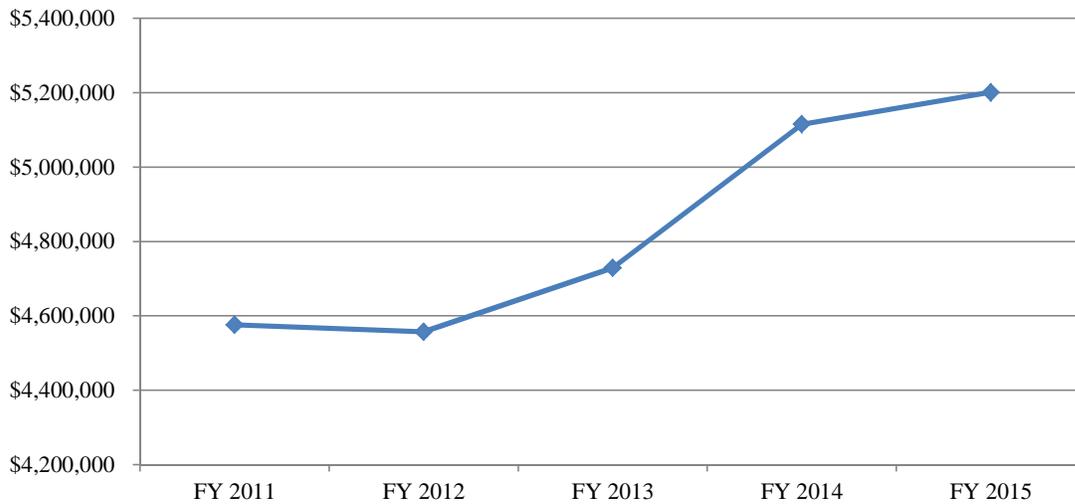


#### Property Taxes Revenue Detail:

- Ad Valorem Taxes - Current Year = \$14,858,164  
The property tax is the Town's major revenue source, representing over 56% of all General Fund revenues. Property taxes are assessed and collected by Wake County and remitted to the Town throughout the year. The property tax rate for Fiscal Year 2015 is \$.50 per \$100 of assessed value, the same rate that has been in place since the last revaluation of property in 2008.
- Ad Valorem Taxes - Prior Year = \$200,200  
This revenue consists of delinquent property tax payments from previous fiscal years received in the current fiscal year.
- Ad Valorem Taxes - Rental Vehicles = \$19,100  
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 = \$875  
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 2015 budget is based on prior year payments from the Wake County Housing Authority.
- Tax Penalty and Interest = \$59,000  
This revenue represents fines and interest applied to overdue property taxes. Fiscal Year 2015 is budgeted based on the historical trend that penalties and interest equate to approximately .4% of current year tax revenue.

## Other Taxes and Licenses

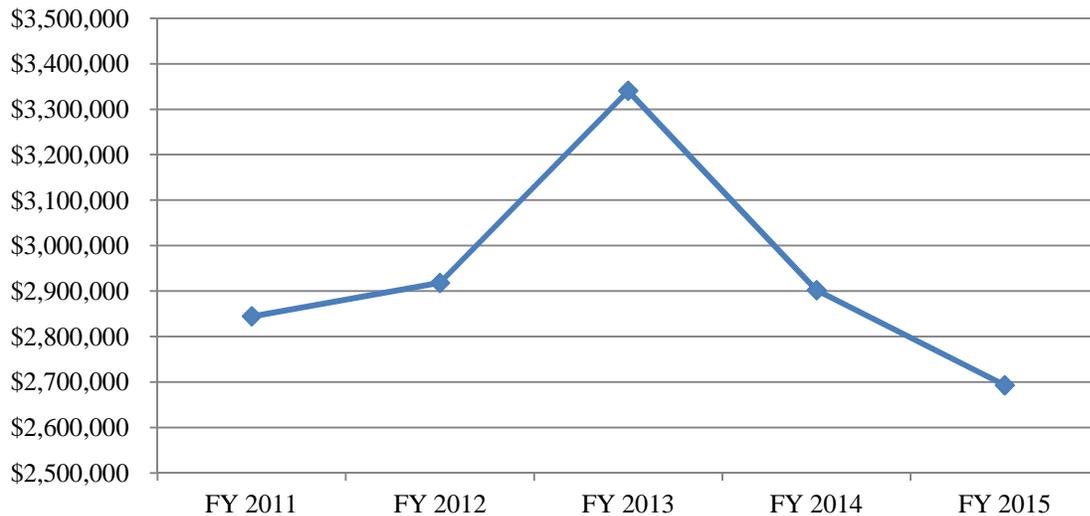
**Budget = \$5,201,350**



### Other Taxes and Licenses Revenue Detail:

- ABC Revenue = \$92,700  
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 = \$4,970,300  
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 2015 is estimated with a 6% increase based on projected growth in the general economy and especially the Triangle region of the state.
- Solid Waste Disposal Tax = \$16,200  
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.
- Privilege License Taxes = \$37,650  
The Town levies a local tax on businesses, trades and professions within the corporate limits, as allowed by North Carolina General Statutes. The Fiscal Year 2015 budget is based on the rates fees adopted by the Town Council that will be applied to the various types of businesses.
- Heavy Equipment Rental Taxes = \$84,500  
In 2009, the state legislature authorized the taxing of gross receipts on the rental of heavy equipment. The tax rate applied is equal to .8% of gross receipts.

## Intergovernmental Revenues Budget = \$2,692,979



### Intergovernmental Revenue Detail:

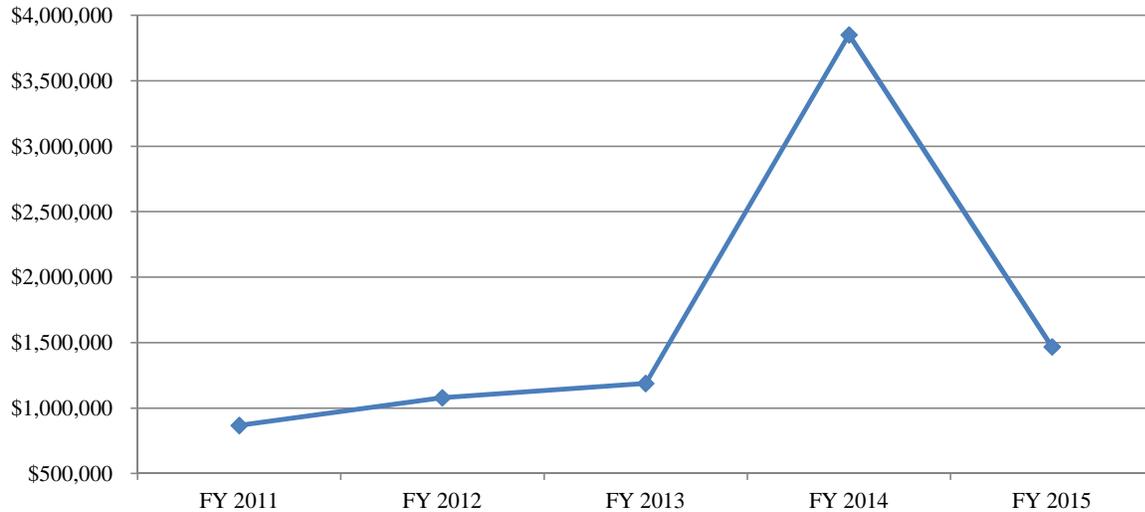
- Beer and Wine Tax = \$110,400  
The State of North Carolina levies this tax on alcoholic beverages and a municipality may share in the revenues if beer and/or wine is sold legally within its jurisdiction. The proceeds are distributed based on the Town's population as recorded by the NC Office of the State Demographer.
- Utility Franchise Tax = \$1,180,100  
The State levies this tax on utility companies (electricity and natural gas) based on either gross receipts or 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 = \$240,800  
Formerly known as Cable Television Franchise Fees, municipalities now receive a portion of the state sales tax collected on video programming services, and is distributed based on a municipality's population. The Fiscal Year 2015 budget includes a decrease to these revenues as more customers move away from cable services.
- Build America Bonds = \$77,885  
Build America Bonds were authorized by the American Recovery and Reinvestment Act of 2009, and allows local governments to finance capital projects with the aid of a Federal subsidy. The US Department of the Treasury pays the issuer of taxable municipal bonds 35% of the interest paid on the bonds.
- PEG Channel Reimbursement = \$63,166  
The State appropriates \$4 million annually to be distributed to local governments that operate a public, educational or governmental television channel for the benefit of its citizens. The amount budgeted represents the Town's share, and is restricted by state law only for use of operating Garner TV.

## Intergovernmental Revenues

### Intergovernmental Revenue Detail (continued):

- Powell Bill Distribution = \$705,210  
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 is based on a formula that accounts for a Town's population as well as the miles of local streets maintained.
- Wake County Certified Site Funds = \$25,000  
The Town is partnering with Wake County and the Wake County Economic Development Corporation to certify a potential development site within the corporate limits. To certify a site means that it is ready for industrial-type development, and the goal is to attract additional non-residential development to the Town. These funds represent a reimbursement of the County's share of the certified site preparation costs.
- USDOJ Vest Program = \$2,200  
This source of revenue represents a reimbursement to the Town by the US Department of Justice for the purchase of bullet-proof vests for the Police Department.
- GHSP DDACTS Grant = \$7,852  
This funding is part of the National Highway Traffic Safety Administration initiative to support the Data Driven Approaches to Crime and Traffic Safety Program, which integrates location-based crime and traffic data to effectively deploy law enforcement resources. The grant is a reimbursement for salary and benefits for a staff person who is shared with the towns of Holly Springs and Knightdale to assist in statistical analysis.
- GHSP DWI Officer = \$83,416  
This funding is part of the Governor's Highway Safety Program which distributes federal funds to municipalities to be used toward DWI prevention and enforcement programs. This grant pays for a staff person to devote responsibilities of increasing DWI enforcement as well as equipment to operate such a program.
- School Resource Officer = \$68,298  
The NC General Assembly allocates funds to county school systems for ensuring a safe environment for students. Wake County Public School System helps agencies offset the cost of local school resource officers, which are placed at the local high school and two middle schools in town.
- City of Raleigh Debt Service = \$26,400  
Responsibility for the operation of the Town's water and sewer systems were transferred to the City of Raleigh in 2002; however, the debt issued prior to this date remained an obligation of the Town. The City of Raleigh, per a merger agreement, provides reimbursement to the Town for debt service due on general obligation bonds issued in 1996.
- All Others = \$102,282  
Also included are the GHSP Motorcycle Grant (\$85,000), the GHSP Accident Reconstruction Grant (\$9,049), and GHSP Equipment Grant (\$8,233).

**Permits and Fees**  
**Budget = \$1,466,658**



**Permits and Fees Revenue Detail:**

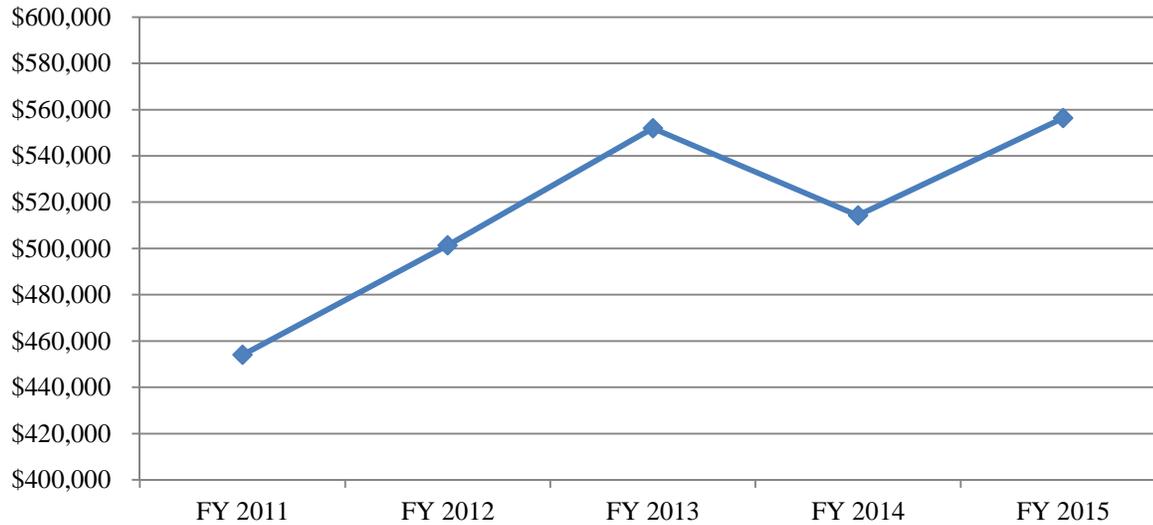
- **Water and Sewer Capacity Fees = \$504,077**  
 Water and sewer capacity fees are used to help pay down debt associated with prior or reserved for future purchases of water and sewer capacity from the City of Raleigh. The fee is based upon the amount of capacity a project is estimated to use and is due at building permit submittal. We are anticipating development will decrease from peak levels experienced in FY 2014.
- **Motor Vehicle Fees = \$311,700**  
 The Town collects an annual fee of \$15 for each motor vehicle registered within the Town as allowed by North Carolina General Statutes. Motor vehicle fees are anticipated to see a one-time increase due to the overlap in billing as a result of the new "Tax and Tag Together" system being implemented by the State.
- **Dog Licenses = \$1,600**  
 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 = \$1,000**  
 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.
- **Rental Property Owner Registration Fee = \$5,900**  
 The Town assesses an annual fee and requires all owners of rental property within the Town's corporate limits be registered annually with the Town's Inspection Department.
- **DDACTS Partner Fees = \$3,140**  
 The partner fees paid by the towns of Knightdale and Holly Springs represent their share of non-grant-funded costs associated with the program, who each pay 20% of those net costs.

## Permits and Fees

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

- Police Outside Employment = \$175,000  
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, with reimbursement to the Town by the private businesses.
- False Alarm Charges = \$13,600  
These fees are charged to businesses for false alarm calls and when a police officer is dispatched.
- Building and Sign Permit Fees = \$370,239  
The Town charges these fees for providing construction and sign installation permits, plan reviews and inspection services to applicants. Applicants must pay these fees prior to permit issuance. Fiscal Year 2015 revenues from these fees are projected to decrease by 35% from the FY 2014 Estimated Totals.
- Special Inspection Fees = \$45,000  
FY 2015 will introduce a new fire inspection fee.
- Special Inspection Fees = \$24,802  
These fees represent charges for reinspection services and conducting inspection after regular business hours.
- Other Planning and Development Fees = \$10,600  
These fees include site plan permits, subdivision review fees, Board of Adjustment applicant fees, and rezoning application fees.

## Sales and Services Budget = \$556,335



### Sales and Services Revenue Detail:

- Recreation Fees = \$258,035  
These revenues are fees collected from participants in Town recreation activities such as classes, camps, athletics, workshops and event programs.
- Facility Rental Fees = \$199,500  
These revenues are fees collected for private rental of recreational facilities such as the auditorium at the Garner Performing Arts Center (GPAC), Garner Senior Center, White Deer Nature Center, and other park fields and shelters.
- Auditorium Concessions = \$4,000  
The GPAC facility offers concessions to patrons of various performances.
- Special Refuse Collection Fees = \$1,700  
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 = \$7,700  
A fee is charged to Garner residents who require a replacement refuse cart due to damage or negligence.
- Contracted Collection Fees = \$7,500  
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.
- NC DOT Mowing Agreement = \$19,300  
North Carolina Department of Transportation contracts the Town to maintain certain median and rights-of-way on State-owned roads. The Department provides the Town a payment based on the number of miles maintained by Garner Public Works Department.

## Sales and Services

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

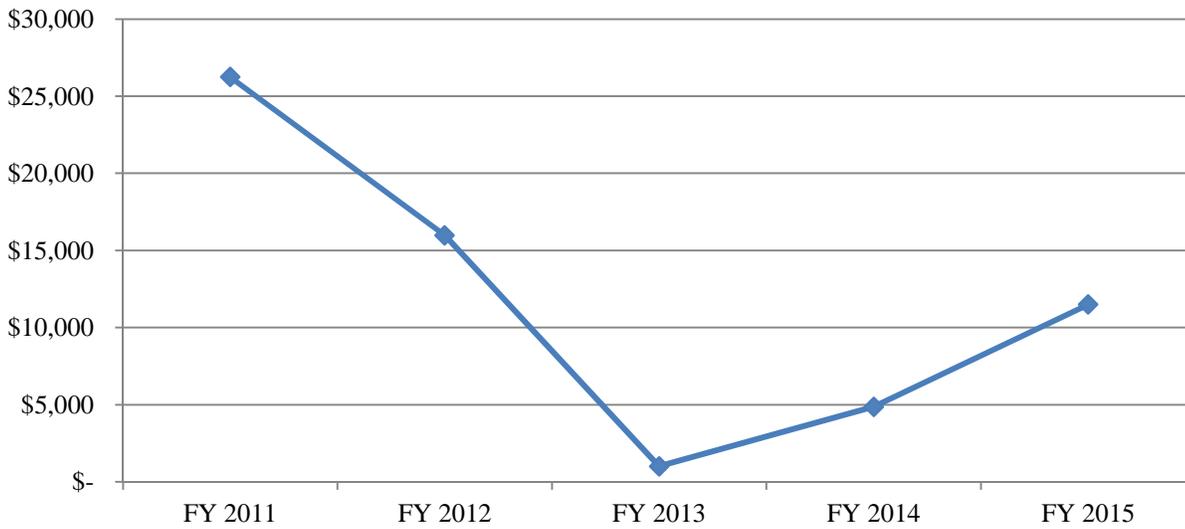
- Fuel Sales = \$11,600

The Town of Garner provides fuel to the City of Raleigh Public Utilities Department and the Garner Volunteer Fire & Rescue, Inc. at a rate discounted from retail providers since the Town is able to purchase and store fuel and bulk.

- City of Raleigh Street Repairs = \$37,000

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.

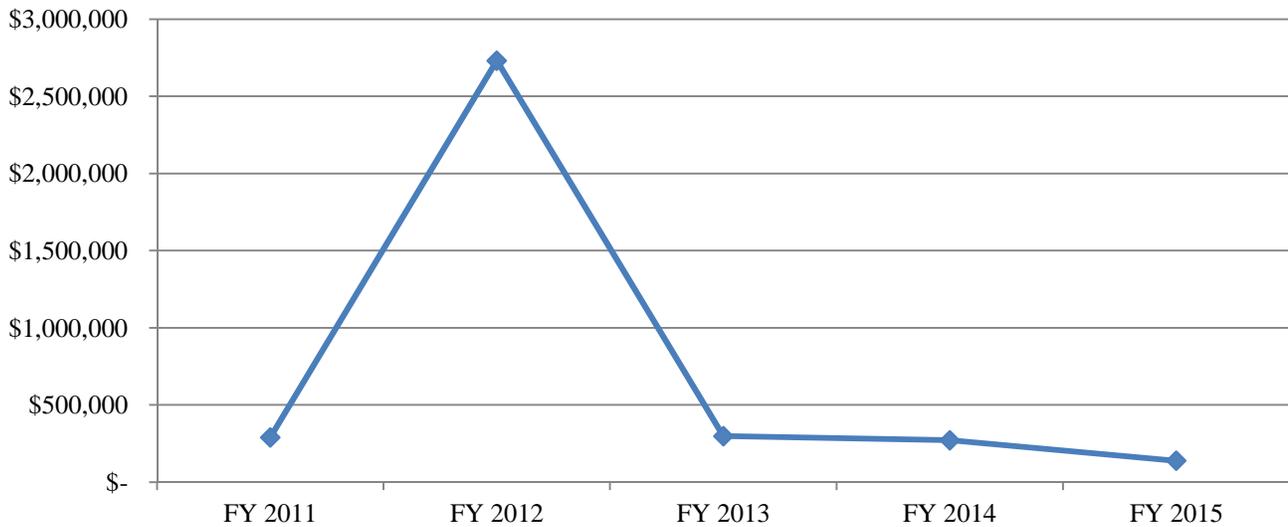
**Investment Revenues**  
**Budget = \$11,500**



**Investment Revenue Detail:**

- Investment Revenues = \$11,500  
Investment revenues are projected to increase as interest rates are projected to rise, and the Town is diversifying some of its investment portfolio as allowed by the North Carolina General Statutes and the Town's Investment Policy. Investment earnings will be allocated between regular General Fund reserves and accumulated Powell Bill earnings accounted for in the General Fund.

## Other Revenues Budget = \$139,132



### Other Revenue Detail:

- Wake County Landfill Reimbursement = \$79,385  
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 = \$7,500  
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 = \$10,000  
This revenues is related to the fines charged and collected to abate nuisances that are in violation of Town code.
- Officer Fees = \$12,700  
Officer fees are paid by county clerk's of court for officers appearing in court.
- Parking Violations = \$3,780  
Fees charged to persons in violation of the Town parking or street ordinances or State handicap or fire lane statutes.
- Other Miscellaneous Revenues = \$25,767  
Other miscellaneous revenues the Town collects includes rental income, fees for maintaining the grounds of the old high school, scrap metal sales, sponsorships of economic development promotions and materials, miscellaneous land use charges, and private contributions.

## **Other Financing Sources**

**Budget = \$1,393,386**

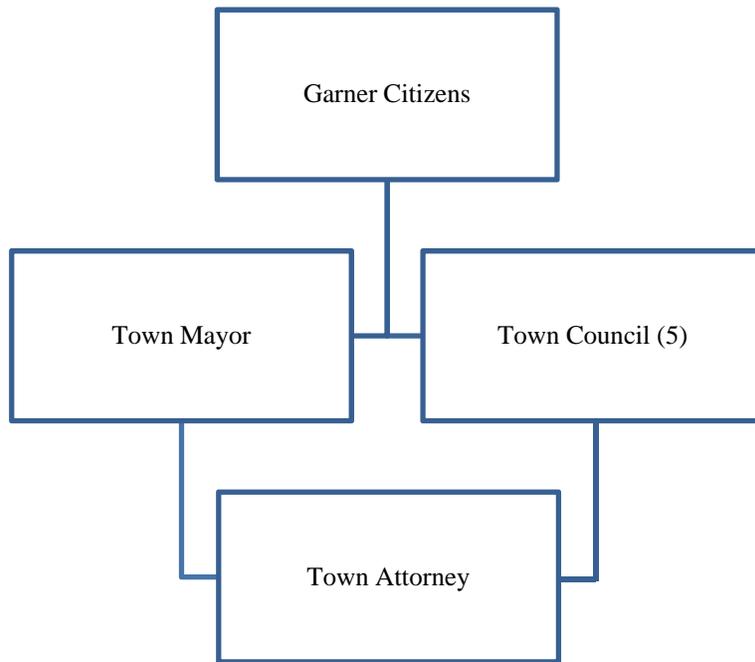
### **Other Financing Sources Detail:**

- Transfers from Reserves = \$45,000  
Transfers are projected to come from funds committed for regional retention pond maintenance and future capital projects.
- Sale of Fixed Assets = \$37,000  
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 = \$534,200  
The Town intends to issue debt in the above amount to purchase new vehicles and equipment to ensure efficient operations.
- Appropriated Fund Balance = \$680,705  
Use of unassigned fund balance totaling \$680,705 to account for the new bond debt service (less the amount generated by the Revenue Savings Plan), continuation of the Certified Site Project from the Economic Development Department, and complete some storm drainage maintenance projects.

# **DEPARTMENTAL BUDGET DETAIL**

## GOVERNING BODY

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



### *Mission*

The Town of Garner is an emerging regional leader committed to: **Success, Strategic Planning, Developing Citizens** to become active leaders, and emphasizing and promoting **Hometown Values and Services**. We invest to create opportunities and implement the vision.

### *Vision*

The Town of Garner is a “**Community of Choice**” for residents and businesses that maximizes the desirability of its existing built environment while encouraging new economic, environmental, and cultural opportunities through well-planned growth with appropriate infrastructure.

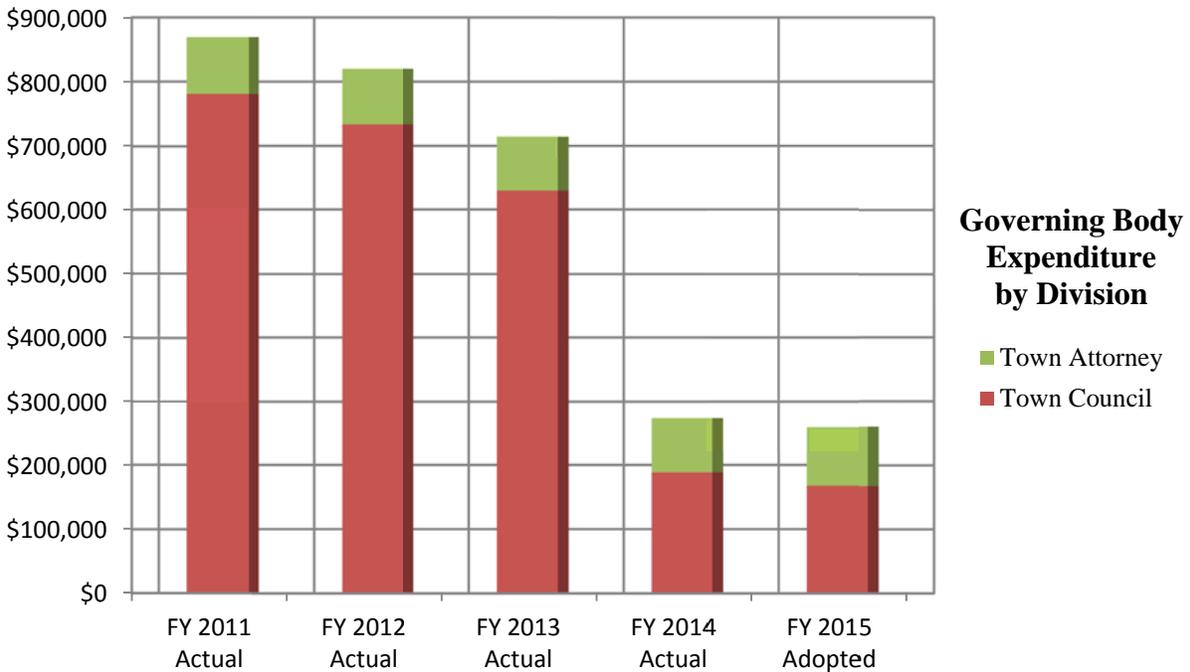
## GOVERNING BODY

### *Fiscal Year 2013-2014 Accomplishments*

- Garner was named an “All-American City”.
- Garner was named one of the “Five Best Communities in North Carolina” by Movoto.
- First bond sale for infrastructure projects was held in December.
- Instituted a system of monitoring and tracking bond improvements.
- Town Attorney was elected as Board Member of the N. C. Municipal Attorneys Association, and as attorney alternate to League of Municipalities Board.
- Town Attorney lectured to N. C. Municipal Attorneys at 2013 Annual Summer Conference on nuisance abatement, minimum housing, demolition and liens.

### *Governing Body Expenditure by Division*

Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Town Council	\$780,771	\$733,548	\$629,163	\$188,468	<b>\$167,558</b>	<b>0.63%</b>
Town Attorney	\$88,581	\$86,494	\$85,214	\$86,746	<b>\$92,917</b>	<b>0.35%</b>
Total	\$869,352	\$820,042	\$714,377	\$275,214	<b>\$260,475</b>	<b>0.88%</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.

### *Goals*

1. Ensure Fiscal Responsiveness
2. Promote Efficient and Timely Service Delivery
3. Maintain Orderly Growth
4. Provide a High Quality of Life

### *Objectives*

1. Maintain low taxes and fees.
2. Invest in top quality infrastructure & transportation
3. Ensure fiscal stability and efficient use of resources and that services are provided efficiently and effectively.
4. Develop personnel and provide quality services that match community needs at a reasonable cost to residents.
5. Plan for orderly and stable progression of residential and commercial growth.
6. Create a sense of place by ensuring the safety and economic stability of our neighborhoods.
7. Support the efforts to integrate and orient an increasingly diverse community and tax base.
8. Foster and develop Garner's image by providing a safe and aesthetically pleasing community.
9. Maximize partnership opportunities.
10. Promote connectivity and civic engagement.



**Fiscal  
Responsiveness**



**Efficient & Timely  
Service Delivery**



**Orderly Growth**

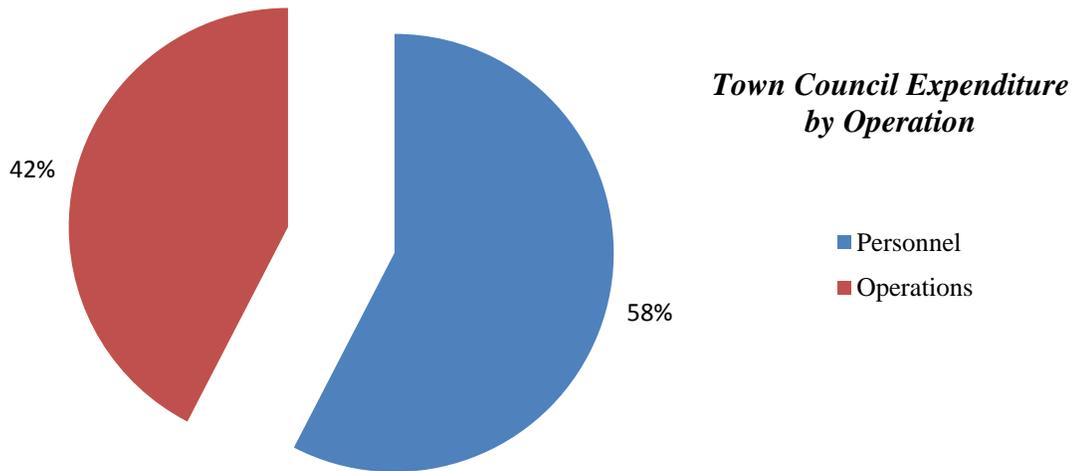


**Quality of Life**

## TOWN COUNCIL

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$94,444	\$96,493	-	<b>\$96,493</b>
Professional Services	-	-	-	-
Operations	\$127,846	\$71,065	-	<b>\$71,065</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$222,290</b>	<b>\$167,558</b>	-	<b>\$167,558</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY2015 Adopted
Mayor	1	-	<b>1</b>
Town Councilmembers	5	-	<b>5</b>
<b>Totals</b>	<b>6</b>	-	<b>6</b>

**GOVERNING BODY**  
**Town Council (4110)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	\$ 115	\$ 199	\$ -	\$ -	\$ -	\$ -	-
510220	Salaries - Temporary	51,898	51,792	49,287	51,991	51,792	<b>51,792</b>	<b>0%</b>
510500	FICA	3,395	3,394	3,190	3,502	3,962	<b>3,962</b>	<b>0%</b>
510600	Group Insurance	36,641	36,639	38,332	38,821	46,075	<b>40,739</b>	<b>5%</b>
521150	Telephone	-	-	-	675	640	<b>640</b>	<b>-5%</b>
521200	Printing	-	-	-	-	225	<b>225</b>	<b>N/A</b>
521100	Postage	-	-	-	-	227	<b>227</b>	<b>N/A</b>
521000	Professional Services	-	43,041	13,372	(777)	-	-	-
521400	Travel and Training	6,181	12,036	6,439	7,607	9,080	<b>8,610</b>	<b>13%</b>
521410	Special Events	8,386	13,503	15,754	14,461	11,975	<b>13,700</b>	<b>-5%</b>
521411	All-America City	-	-	68,936	3,116	-	-	<b>-100%</b>
521445	Town Wide Cleanup	45	1,762	91	30	-	-	<b>-100%</b>
521600	Equipment Maintenance & Repair	-	-	170	-	-	-	-
522100	Equipment Rental	664	684	704	726	910	<b>910</b>	<b>25%</b>
522510	Property Taxes	2,747	99	785	1,081	775	<b>775</b>	<b>-28%</b>
523300	Departmental Supplies	2,225	2,603	4,372	2,416	5,710	<b>1,510</b>	<b>-38%</b>
524300	Contract Services	21,319	40,895	41,228	5,091	13,500	<b>9,800</b>	<b>93%</b>
524350	Election Charges	-	39,699	28,546	26,308	-	-	<b>-100%</b>
524600	Subsidized Programs	61,925	49,786	40,483	-	-	-	-
525300	Dues and Subscriptions	26,355	30,260	31,325	33,422	32,976	<b>34,668</b>	<b>4%</b>
525700	Miscellaneous	-	-	-	-	-	-	-
525800	Contingency	-	-	-	-	-	-	-
526500	Bond Issuance Cost	14,648	-	-	-	-	-	-
537100	Land Acquisition	219,338	407,155	286,148	-	-	-	-
537400	Equipment	324,891	-	-	-	-	-	-
<b>4110 Total</b>		<b>\$ 780,771</b>	<b>\$ 733,548</b>	<b>\$ 629,163</b>	<b>\$ 188,468</b>	<b>\$ 177,847</b>	<b>\$ 167,558</b>	<b>-11%</b>

Notes

Postage:  
Printing:

Postage costs were moved from Office Administration to divisions based on use.  
Costs for printing Town Council business cards moved to this division.

## 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 City or 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.*

### Goals

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

### Objectives

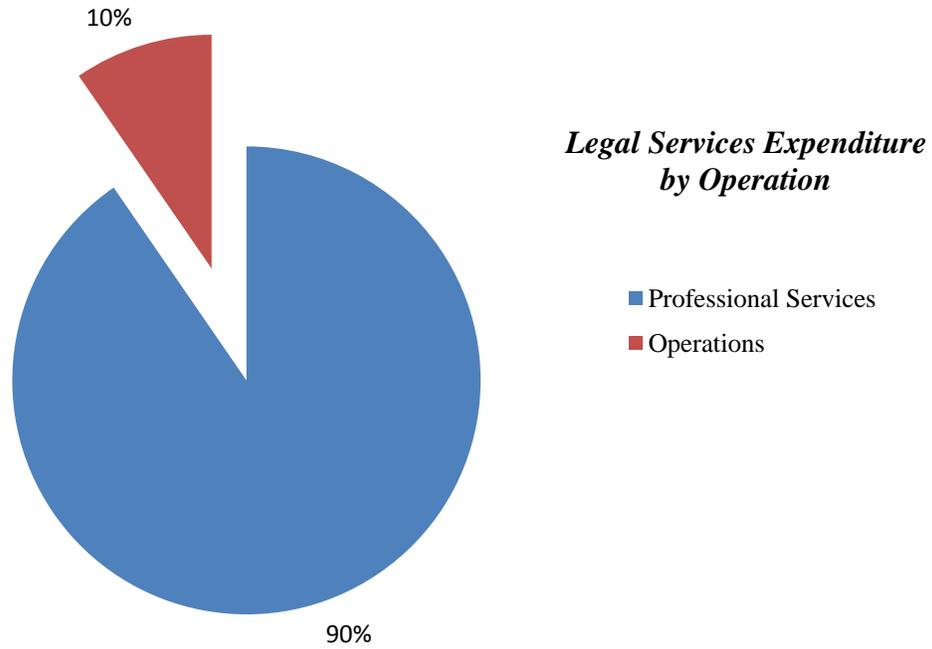
1. Continue to provide the town with responsible and responsive legal services.

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
# of Official Meetings and Staff Discussions Attended	77	77	77
# of Town Real Estate Purchases (Including Historic Downtown Garner)	9	4	4
# of Contracts Reviewed	30	30	30
# of Easements Negotiated	17	17	17
# of Filing and Canceling of Liens	15	15	10
# of Nuisance Abatement Advisements	25	25	25
# of Nuisance Abatement Lawsuits	1	1	1
# of Zoning Enforcement Advisements	15	15	15
# of Zoning Enforcement Lawsuits	2	2	2
# of Lawsuits Defended	1	1	1
# of Title Opinions Issued	10	4	4
# of Misc Staff Inquiries	500	500	500

## LEGAL SERVICES

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	-	-	-	-
Professional Services	\$84,000	\$84,000	-	<b>\$84,000</b>
Operations	\$8,215	\$8,917	-	<b>\$8,917</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$92,215</b>	<b>\$92,917</b>	-	<b>\$92,917</b>



*Authorized Positions* - None.

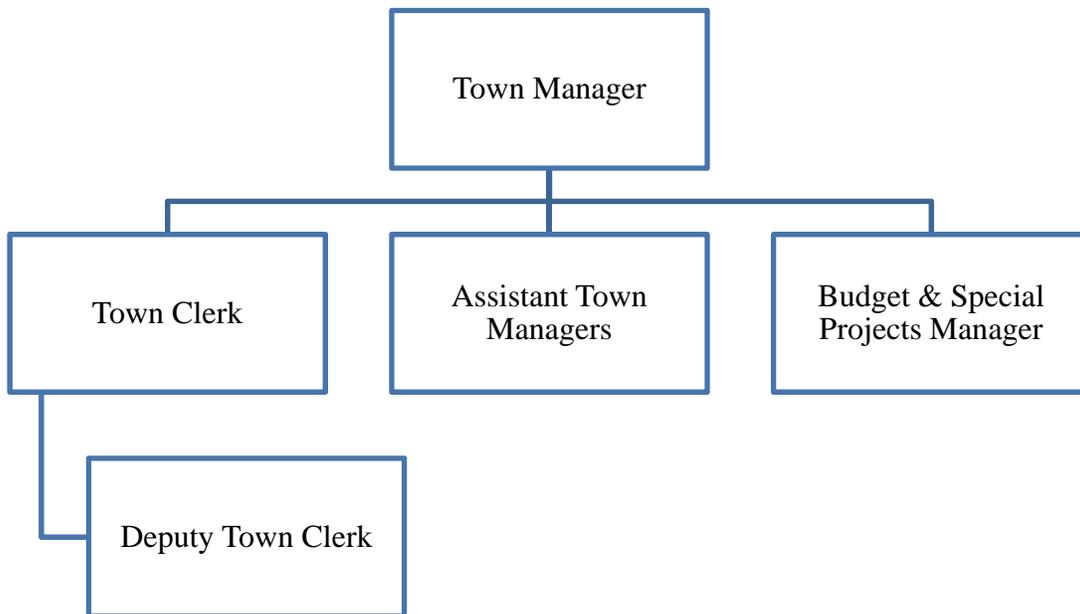
**GOVERNING BODY**  
**Legal Services (4120)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	<b>FY 14-15 Adopted Budget</b>	<b>% Change Budget vs. FY13-14</b>
521000	Professional Services	84,000	84,000	84,000	84,000	84,000	<b>84,000</b>	<b>0%</b>
521100	Postage	-	-	-	-	87	<b>87</b>	<b>N/A</b>
521400	Travel and Training	1,317	1,102	688	1,809	2,130	<b>1,830</b>	<b>1%</b>
522520	Filing Fees	-	-	170	1,496	1,470	<b>1,470</b>	<b>-2%</b>
522530	Recording Fees	792	545	30	(798)	-	-	-
522535	Pending Litigation Expense	70	-	150	-	-	-	-
523300	Departmental Supplies	595	575	136	239	480	<b>480</b>	<b>101%</b>
524300	Contract Services	1,620	233	-	-	5,000	<b>5,000</b>	-
525300	Dues and Subscriptions	187	40	40	-	50	<b>50</b>	-
<b>4120 Total</b>		<b>\$ 88,581</b>	<b>\$ 86,494</b>	<b>\$ 85,214</b>	<b>\$ 86,746</b>	<b>\$ 93,217</b>	<b>\$ 92,917</b>	<b>7%</b>

*Notes* Postage: Postage costs were moved from the Office Administration Division to departments based on use.

## ADMINISTRATION DEPARTMENT

The Administration Department consists of the **Town Manager**, Assistant Town Managers, Budget & Special Projects Manager, **Town Clerk**, and Deputy Town Clerk. This department is responsible for the day-to-day activities of the Town, including advising the Town Council on the financial position and future needs of the Town, ensuring the implementation of policies and activities in each Town department, and representing the Town Council and the Town in business with other agencies. In addition, the Department implements a **Safety and Compliance** program, utilizing personnel from Human Resources and Public Works.



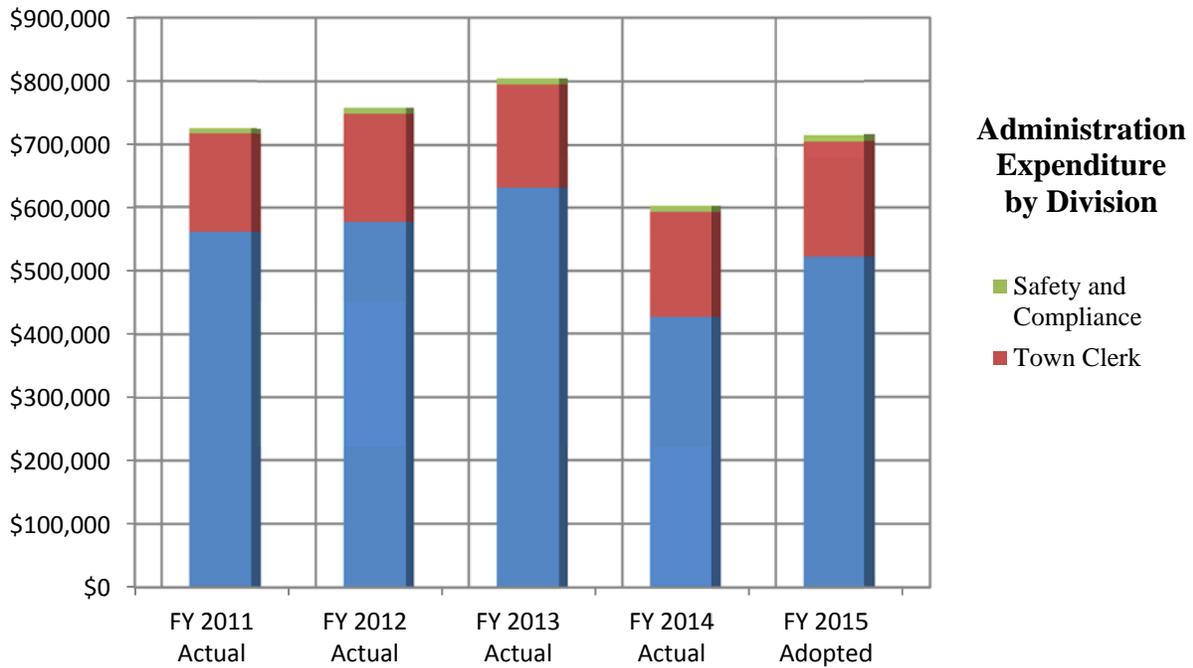
### *Significant Budget and Service Level Changes Beyond Current Levels*

The FY 14-15 budget also reflects restructuring of the Town’s department reporting structure to three senior managers. An internal candidate will be promoted to Assistant Town Manager – Development Services and funding to support a new “backfill position” is included. Following the restructuring, the Town Manager’s Office will include two authorized Assistant Town Manager Positions and the backfill position will be relocated to the appropriate department. This restructuring will allow for an increased focus on getting Council and Town priorities and goals completed for residents of Garner.

## ADMINISTRATION DEPARTMENT

### *Administrative Expenditure by Division*

Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Town Manager	\$561,204	\$577,488	\$631,489	\$426,149	<b>\$522,550</b>	<b>1.96%</b>
Town Clerk	\$156,312	\$171,691	\$163,791	\$167,148	<b>\$182,656</b>	<b>0.69%</b>
Safety and Compliance	\$8,177	\$9,485	\$9,523	\$9,655	<b>\$10,739</b>	<b>0.04%</b>
<b>Total</b>	<b>\$725,693</b>	<b>\$758,664</b>	<b>\$804,803</b>	<b>\$602,952</b>	<b>\$715,945</b>	<b>2.69%</b>



## **TOWN MANAGER**

The **Town Manager** is appointed by the Town Council and is responsible for the performance of all Town departments, responding to Citizen's requests and concerns, and developing the annual budget. In addition, the Town Manager researches and proposes approaches for achieving Council objectives and presents data to assist the Council in policy development and ordinance adoption.

### ***Mission***

To provide respectful, effective, sustainable, and innovative leadership to guide the Town Council, management team, and departments in defining and efficiently achieving their collective goals in order to enhance the quality of life for those who live in, work in, and visit the Garner Community.

### ***Fiscal Year 2013-2014 Accomplishments***

- Town Manager Hardin Watkins received the credentialed manager designation from the International City/County Management Association (ICMA) and completed the UNC School of Government Public Executive Leadership Academy.
- Assistant Town Manager Rodney Dickerson completed the Leadership ICMA Program.
- Hired and trained new Budget and Special Projects Manager, Jamie Ludovic.
- Garner was named an All-America City by the National Civic League which signifies the Town's, non-profits' and faith-based organizations' willingness to work together to solve community issues and achieve community goals.
- The Town's bond rating was upgraded to AA+ by Standards and Poors.
- Garner was designated one of the top five cities or towns in North Carolina by Movoto.
- Provided successful overall management of the implementation of the FY 2013-2014 adopted operating and capital budgets and development of the 2014-2015 budgets.
- Managed ongoing implementation of \$40 million dollar capital program resulting from bond referendum passage in March 2013.
- Planned, prepared, and managed the annual Council/department head retreats and 10 Council work sessions to develop, refine, and clarify policy and program issues including extra work sessions specifically focused on bond implementation.
- Represented Town interests related to the Triangle Expressway (540), SE Regional Library, and regional transit through high level engagement with external entities.
- Completed the Town's first risk assessment of all department divisions.

### ***Goals***

1. Provide focused leadership and implement Council goals and policy directives.
2. Manage operations of all Town departments to ensure delivery of efficient and effective government service.
3. Orchestrate cooperative efforts of Town staff and external partners to promote Garner, attract desirable new businesses, and retain existing businesses.

## TOWN MANAGER

### **Goals (cont.)**

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.
5. Develop employee potential at all levels.
6. Encourage community involvement in Town government, promote civic engagement, respond to concerns, and strengthen communication with all segments of the community.
7. Build citizen pride in the community and enhance the general public's awareness of Garner as a desirable place to live.
8. Maintain a strong intergovernmental relations program to advocate for the Town's interests at the regional, state, and national levels.
9. Augment and improve the image and perception of Garner in Garner, the region, the State of North Carolina, and the nation.

### **Objectives for Fiscal Year 2014-2015**

1. Manage and carry out the Town's 2014 Strategic Action Plan and ensure completion of high priority action items across the organization.
2. Manage the Town's bond program and institutionalize the Bond Project Tracking System.
3. Develop/administer Town-wide internal performance measures in coordination with the annual budget.
4. Strengthen and improve the Town's budget document and Capital Improvement Plan.
5. Successfully implement reorganization of the Town Manager's Office as approved in May 2014.
6. Analyze and recommend management efficiencies across the organization.
7. Manage Google Fiber feasibility analysis and assessment.

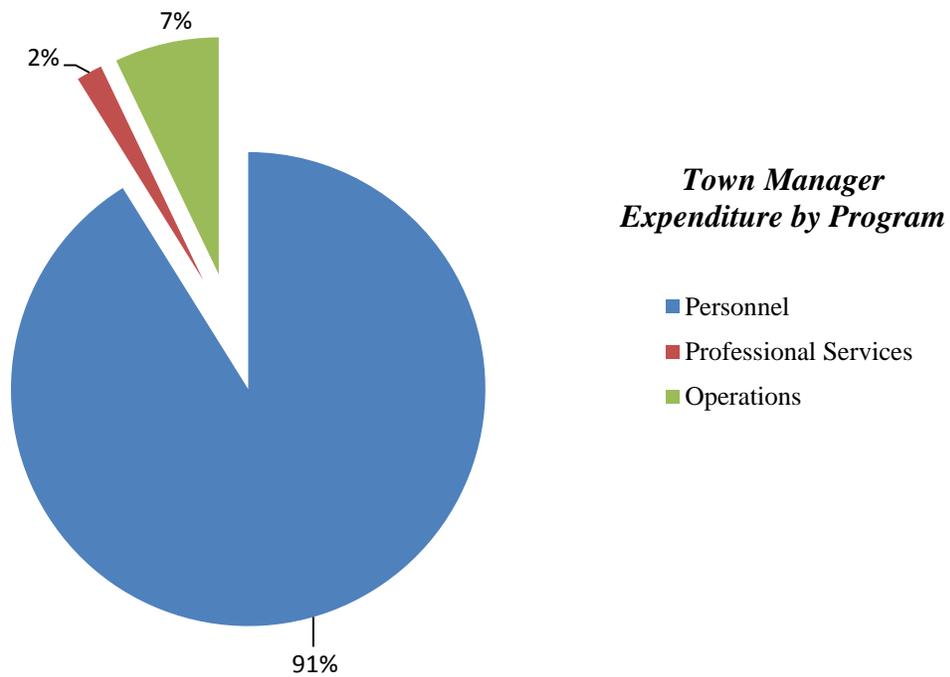
<b>Performance Measures</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Previous Year Council Retreat Strategic Action Items Completed or Underway	-	-	85%
# of Active Bond Projects on Schedule	-	10 out of 13	11 out of 13
Improve or Maintain Credit Rating	AA	AA+	AA+
Citizen Satisfaction Rating from <i>garnerinfo</i> App	-	4.7 / 5.0	4.8 / 5.0

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Number of Meetings Attended with Regional Partners	120	156	150
Council Meetings Attended	147	96	110

## TOWN MANAGER

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$408,423	\$443,277	\$32,933	<b>\$476,210</b>
Professional Services	\$5,000	\$9,200	-	<b>\$9,200</b>
Operations	\$28,245	\$34,390	\$2,750	<b>\$37,140</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$441,668</b>	<b>\$486,867</b>	<b>\$35,683</b>	<b>\$522,550</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Town Manager	1	-	<b>1</b>
Assist Town Manager - Operations	1	-	<b>1</b>
Budget and Special Projects Manager	1	-	<b>1</b>
Reorganization / Backfill Position	-	<i>1</i>	<b>1</b>
<b>Totals</b>	<b>3</b>	<b><i>1</i></b>	<b>4</b>



## TOWN CLERK

The **Town Clerk** 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

### *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 municipal laws.

### *Fiscal Year 2013-14 Accomplishments*

- Deputy Clerk successfully completed and Received Certified Municipal Clerk status.
- Facilitated movement of all Town records to a new and safer environment. Began conversations with other departments to start a town-wide retention program.
- Began a volunteer recognition program utilizing the James R. Stevens Service Award.
- Worked with Council and Veterans Memorial Program to appoint and create the Veterans Advisory Committee meeting process.
- Provided meals, receptions and snacks for numerous events and meetings.
- Facilitated Service Project from local church group working with other Town Departments and setting goals.
- Began compilation of Town Wide Policy Manual; 60% complete.
- Updated Town Code (housekeeping and new legislation).

### *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.
2. Manage permanent records and Town Clerk and Town Council department records.
3. Respond to public records requests in a timely manner with accurate information.
4. Provide administrative support (including travel arrangements) to the Manager, Mayor and Council.
5. Coordinate Town boards/commissions and task forces that are appointed by Council.
6. Serve as a liaison between 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.
7. Coordinate arrangements for related manager and the Council special events.
8. Provide assistance for special initiatives that do not fall under any specific department or manager.

## TOWN CLERK

### *Objectives*

- Ensure that agendas, meeting summaries, minutes, and supporting documents are posted timely on the Town’s website.
- Ensure that all special meeting dates are posted on the Council and Community Calendar on the Town’s Website.
- Process official documents within two business days after the Council Meeting.
- Enter any enforcement/action items reported by Council within 24 hours of the meeting.
- Respond to citizen, Council and staff requests within 24 hours.
- Respond to public record requests for records in our possession within two business days or respond with an action plan in accordance with North Carolina law.
- Establish and maintain retention schedule program for all departments and set administrative retention values with each department.
- Ensure all documents are scanned and indexed in a timely manner for preservation and information.

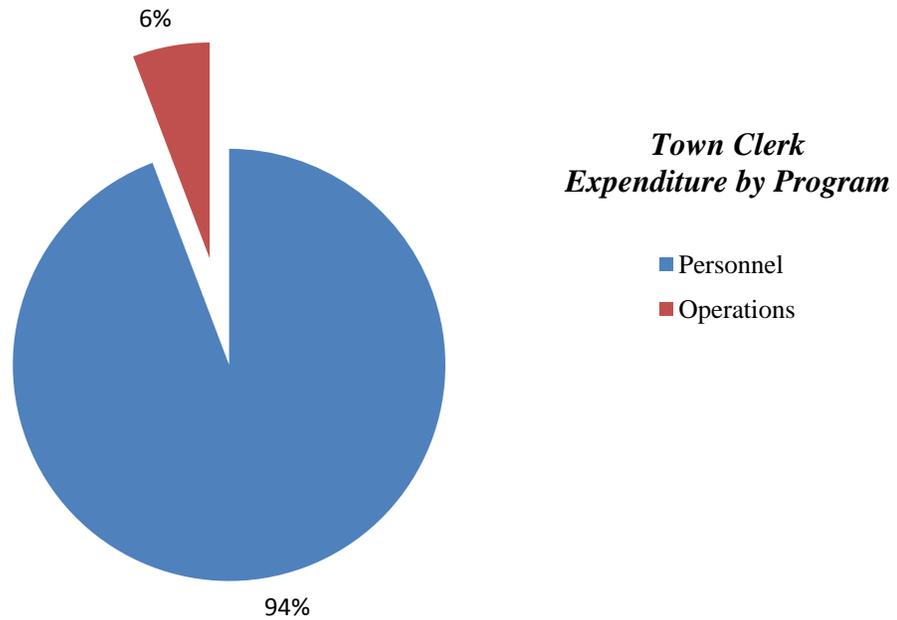
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
95% of Council Meeting Agendas Available on Town Website ≥ 5 Days Prior	100%	100%	100%
95% of All Public Notices for Official Meetings Issued ≥ 5 Days Prior	100%	100%	100%
95% of Meeting Summaries Completed the Day Following	50%	85%	95%
95% of Official Documents Processed Within Two Business Days of Council Meeting	75%	85%	95%
Respond to 90% of All Non-Public Records Requests Within Two Business Days	90%	90%	100%
Respond to 90% of All Public Records Requests Within Two Business Days	80%	90%	100%
% of Unscanned Documents Remaining	50%	85%	100%
% of Records Retention program Complete	0%	50%	100%

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Proclamations/Ceremonial Docs Prepared	63	63	63
Ordinances and Resolutions Prepared	58	96	80
Council Meetings Attended	38	38	38
Committee Meetings Attended	7	7	7
Documents Recorded	20	20	20
Special Events Planned	4	5	5

## TOWN CLERK

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$166,016	\$172,135	-	<b>\$172,135</b>
Professional Services	-	-	-	-
Operations	\$8,240	\$10,521	-	<b>\$10,521</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$174,256</b>	<b>\$182,656</b>	-	<b>\$182,656</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY2015 Adopted
Town Clerk	1	-	<b>1</b>
Deputy Town Clerk	1	-	<b>1</b>
<b>Totals</b>	<b>2</b>	-	<b>2</b>

**ADMINISTRATION DEPARTMENT**  
**Town Clerk (4220)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimates	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY 13-14
510200	Salaries	114,949	116,624	119,417	117,133	125,246	<b>125,246</b>	<b>6%</b>
510210	Salaries - Overtime	101	1,671	2,115	936	1,200	<b>1,200</b>	<b>22%</b>
510220	Salaries - Temporary	-	-	647	1,310	2,500	<b>2,500</b>	<b>48%</b>
510236	Longevity	-	-	-	3,918	4,236	<b>4,236</b>	<b>8%</b>
510500	FICA	8,641	8,388	8,576	9,267	10,266	<b>10,230</b>	<b>9%</b>
510600	Group Insurance	11,405	13,449	12,933	12,536	14,620	<b>12,985</b>	<b>3%</b>
510700	Retirement	12,382	14,172	13,800	15,088	15,924	<b>15,738</b>	<b>4%</b>
521200	Printing	195	-	-	-	-	-	-
521100	Postage	-	-	-	-	135	<b>135</b>	<b>100%</b>
521400	Travel and Training	1,025	6,505	1,545	3,928	4,390	<b>4,390</b>	<b>11%</b>
522530	Recording Fees	485	97	233	364	900	<b>900</b>	<b>60%</b>
522600	Advertising	4,849	7,380	1,232	400	1,000	<b>1,000</b>	<b>60%</b>
523300	Departmental Supplies	1,889	1,630	2,837	1,798	1,600	<b>1,600</b>	<b>-12%</b>
524300	Contract Services	-	1,400	-	-	1,986	<b>1,986</b>	<b>100%</b>
525300	Dues and Subscriptions	390	375	457	471	510	<b>510</b>	<b>8%</b>
<b>4220 Total</b>		<b>\$ 156,312</b>	<b>\$ 171,691</b>	<b>\$ 163,791</b>	<b>\$ 167,148</b>	<b>\$ 184,513</b>	<b>\$ 182,656</b>	<b>8%</b>

Notes      Postage:      Postage costs were moved from Office Administration to divisions based on use.  
              Contract Services:      Copier leases are being moved to the appropriate divisions.

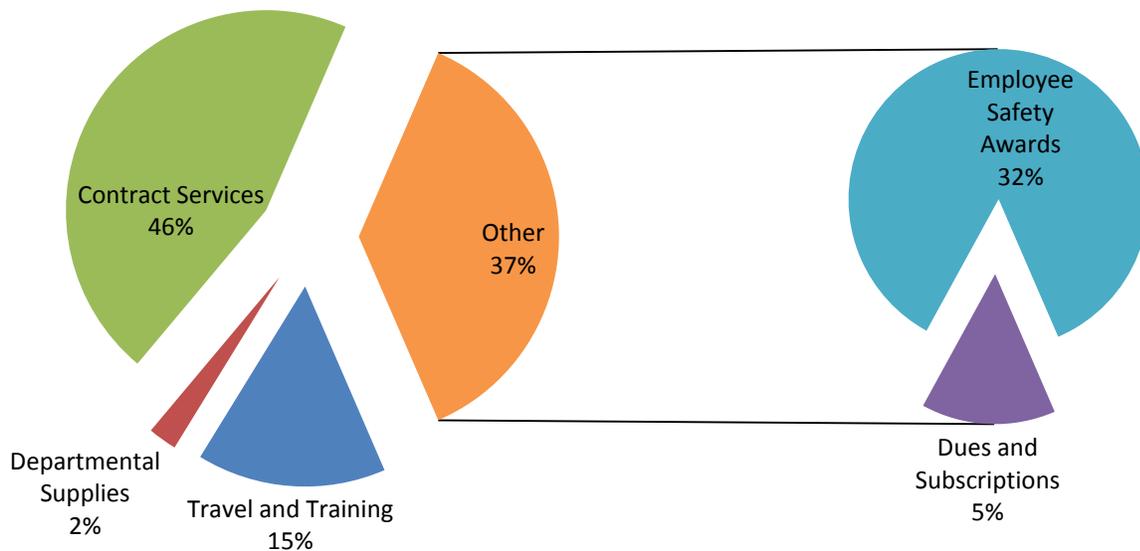
## SAFETY AND COMPLIANCE

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

### *Safety and Compliance Operations History*

Operations	FY2014 Budget	FY2015 Base Budget	Decision Package	FY2015 Adopted
Travel and Training	\$1,640	\$1,640	-	<b>\$1,640</b>
Departmental Supplies	\$500	\$250	-	<b>\$250</b>
Contract Services	\$4,874	\$4,874	-	<b>\$4,874</b>
Dues and Subscriptions	\$575	\$575	-	<b>\$575</b>
Employee Safety Awards	\$3,795	\$3,400	-	<b>\$3,400</b>
	<b>\$11,384</b>	<b>\$10,739</b>	-	<b>\$10,739</b>

### Safety and Compliance Expenditure by Operation



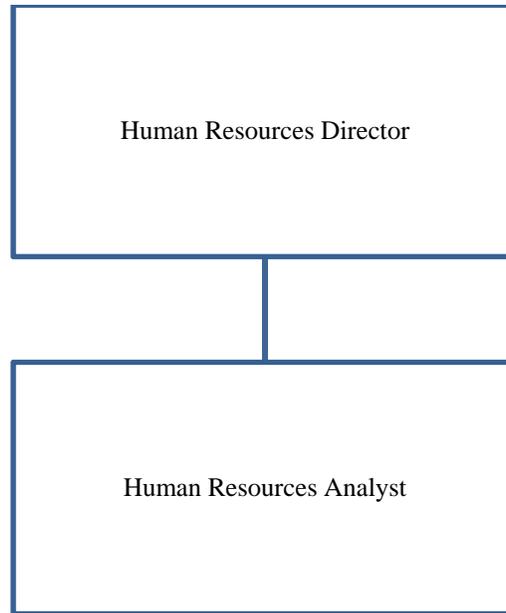
**Authorized Positions** - None Authorized.

**ADMINISTRATION DEPARTMENT**  
**Safety and Compliance (4240)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimates	FY 14-15 Requested Budget	<b>FY 14-15 Adopted Budget</b>	<b>% Change Budget vs. FY 13-14</b>
510200	Salaries	-	-	-	-	-	-	
521400	Travel and Training	220	1,582	1,142	1,743	2,095	<b>1,640</b>	<b>-6%</b>
523300	Departmental Supplies	656	77	377	46	250	<b>250</b>	<b>82%</b>
524300	Contract Services	5,497	3,718	4,307	3,901	4,874	<b>4,874</b>	<b>20%</b>
525300	Dues and Subscriptions	447	447	547	547	575	<b>575</b>	<b>5%</b>
525650	Employee Safety Awards	1,358	3,661	3,150	3,418	3,575	<b>3,400</b>	<b>-1%</b>
4240 Total		\$ 8,177	\$ 9,485	\$ 9,523	\$ 9,655	\$ 11,369	<b>\$ 10,739</b>	<b>10%</b>

## HUMAN RESOURCES

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



### ***Mission***

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

### ***Vision***

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

## HUMAN RESOURCES

### *Fiscal Year 2013-2014 Accomplishments*

- Implemented the Town’s new performance appraisal system, Halogen.
- Developed and implemented the Town’s formal new hire orientation program: *Deploy*.
- Conducted a comprehensive review of the Town’s Personnel Policies Manual. Presented updates to Council for approval and trained all Town employees on the updated policies.
- Received training on an implemented Employee Self Service, a secure, web-based program that allows employees to access their benefit and pay information easily.
- Successfully met the Healthy Outcomes “Achiever A” program goal. Healthy Outcomes is a wellness program designed to educate employees on their health and well-being and provide them with tools to improve their health and well-being.
- Successfully negotiated the Town’s medical insurance renewal from 18.8% to 5.5%.

### *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.
2. Ensure that Town of Garner employees are given the tools, training, and motivation to operate in the most efficient and effective manner.
3. Promote and recruit the best-qualified people, recognizing and encouraging the value of diversity in the work place.
4. Provide a work atmosphere that is safe, healthy and secure.
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.

### *Objectives*

1. Streamline the pay and benefits administration process by utilizing the Town’s financial system’s programs to enter pay and benefits changes.
2. Develop a Supervisor Training Program.
3. Re-establish a Town Wellness Committee
4. Increase engagement by providing surveys to seek feedback on HR programs

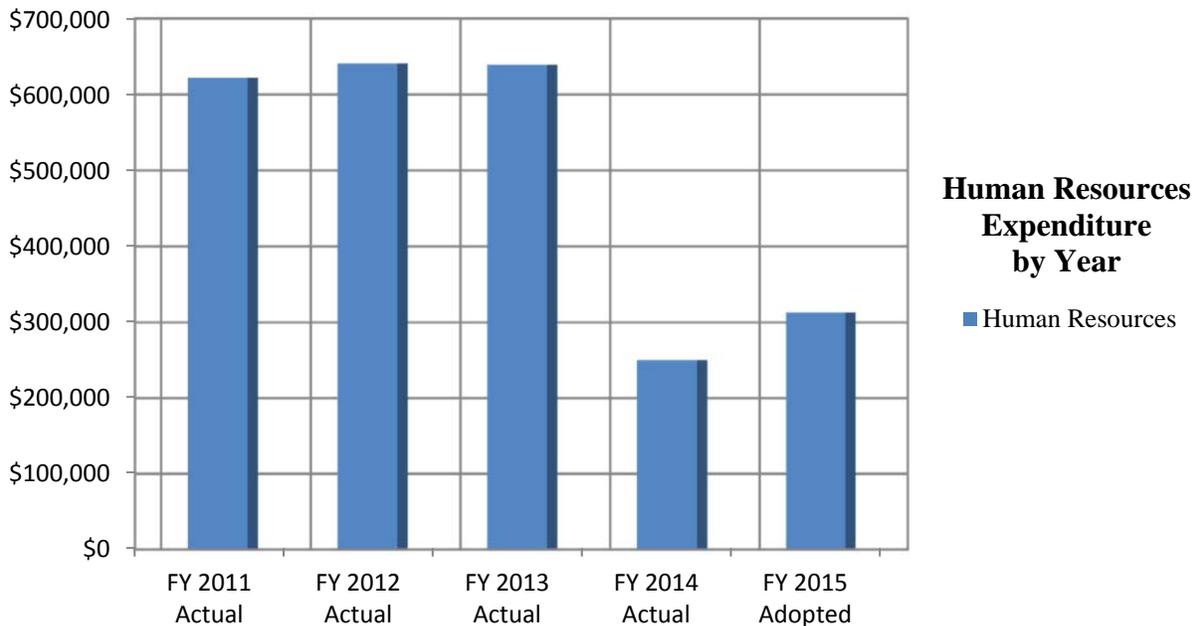
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Employees Completing the Probationary Period Successfully	80%	92%	100%
% of Employees Rating Benefits Better or Greater than Average on Benefits Survey (Survey Every Other Year)	-	-	75%
Full-time Employee Turnover Rate	6%	5%	5%
% of Full-time Employees with Longevity (10 Years or Greater)	46%	45%	43%
% of Positions Requiring Grade Change	35%	100%	30%

## HUMAN RESOURCES

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Job Applications Received	2,241	2,700	2,800
Job Vacancies Advertised	34	45	45
Personnel Actions Processed	411	330	300
New Hires Processed	69	43	55
Separations Processed	45	50	55

### *Human Resources Expenditures by Year*

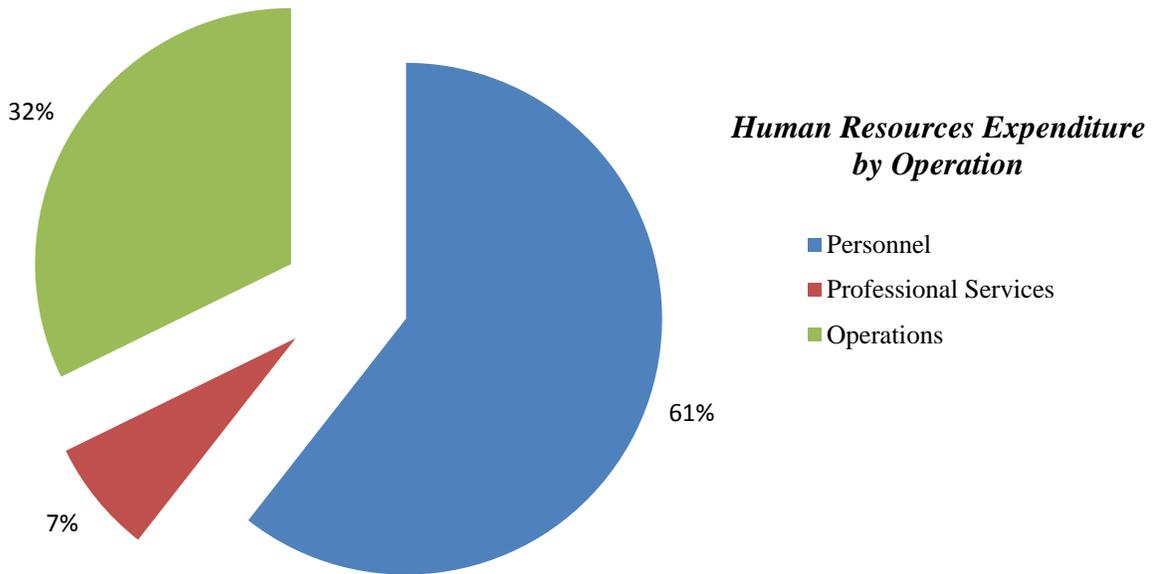
Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Human Resources	\$622,093	\$640,791	\$638,972	\$250,440	<b>\$313,040</b>	<b>1.18%</b>
Total	\$622,093	\$640,791	\$638,972	\$250,440	<b>\$313,040</b>	<b>1.18%</b>



## HUMAN RESOURCES

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$179,446	\$189,578	-	<b>\$189,578</b>
Professional Services	\$22,805	\$22,500	-	<b>\$22,500</b>
Operations	\$95,659	\$100,962	-	<b>\$100,962</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$297,910</b>	<b>\$313,040</b>	<b>-</b>	<b>\$313,040</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY2015 Adopted
Human Resources Director	1	-	<b>1</b>
Human Resources Analyst	1	-	<b>1</b>
<b>Totals</b>	<b>2</b>	<b>-</b>	<b>2</b>

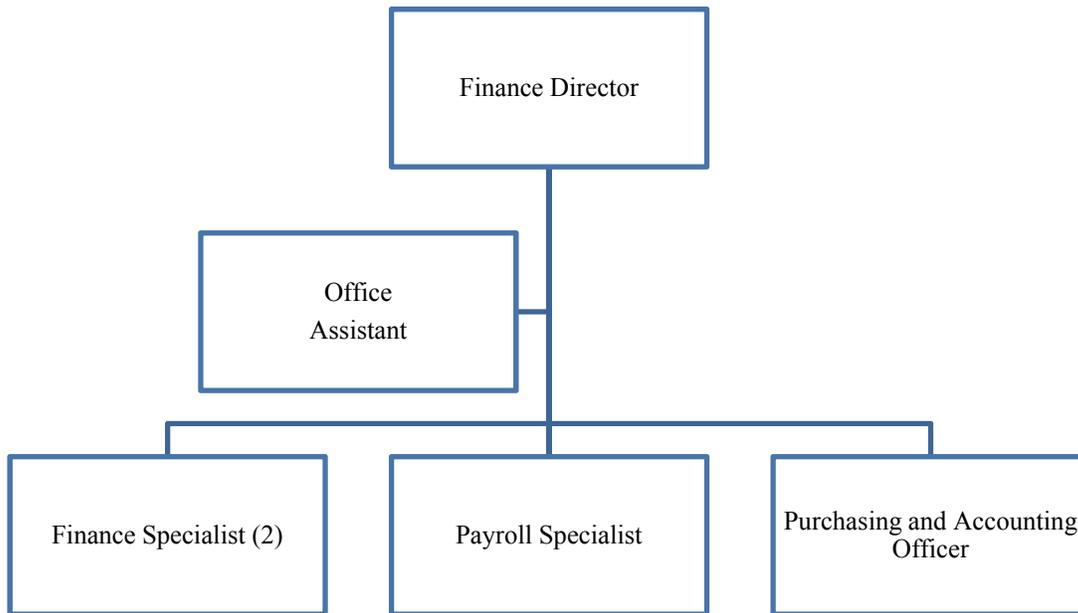
**HUMAN RESOURCES**  
**Human Resources (4230)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	145,779	111,395	132,044	139,958	146,503	<b>146,503</b>	<b>5%</b>
510236	Longevity	-	-	-	-	1,000	<b>1,000</b>	<b>N/A</b>
510500	FICA	10,764	8,280	9,722	10,214	11,284	<b>11,284</b>	<b>10%</b>
510600	Group Insurance	111,784	118,384	11,623	12,429	14,658	<b>13,023</b>	<b>5%</b>
510610	Retiree Health Insurance	-	-	111,871	-	-	-	-
510615	Health Reimbursement	61,305	70,773	58,795	-	-	-	-
510700	Retirement	16,729	13,314	14,800	17,584	17,915	<b>17,768</b>	<b>1%</b>
521000	Professional Services	16,227	20,124	20,220	20,584	22,500	<b>22,500</b>	<b>9%</b>
521100	Postage	-	-	-	-	147	<b>147</b>	<b>N/A</b>
521150	Telephone	-	-	-	636	636	<b>636</b>	<b>0%</b>
521200	Printing	288	237	139	-	-	-	-
521400	Travel and Training	3,872	9,908	5,724	7,208	6,875	<b>4,500</b>	<b>-38%</b>
521401	Organizational Training	-	-	-	6,800	10,750	<b>10,750</b>	<b>58%</b>
521460	Employee Recognition Program	-	-	-	-	5,608	<b>5,260</b>	<b>N/A</b>
522100	Equipment Rental	-	-	-	-	576	<b>576</b>	<b>N/A</b>
522601	Recruitment	937	1,788	3,360	6,848	42,000	<b>39,500</b>	<b>477%</b>
523340	Personnel Supplies	998	484	3,747	338	1,500	<b>1,500</b>	<b>344%</b>
524300	Contract Services	6,795	28,113	59,507	20,008	25,320	<b>22,320</b>	<b>12%</b>
525300	Dues and Subscriptions	764	995	1,278	803	933	<b>943</b>	<b>17%</b>
525610	Workers Compensation	231,793	241,304	157,592	-	-	-	-
525620	Unemployment Insurance	8,877	541	43,205	-	-	-	-
525630	Wellness Program	1,962	8,037	2,044	4,362	7,130	<b>7,130</b>	<b>63%</b>
525660	Educational Assistance	3,222	7,115	3,300	4,400	9,900	<b>7,700</b>	<b>75%</b>
<b>4230 Total</b>		<b>\$ 622,093</b>	<b>\$ 640,791</b>	<b>\$ 638,971</b>	<b>\$ 252,172</b>	<b>\$ 325,235</b>	<b>\$ 313,040</b>	<b>24%</b>

Notes                      Postage:                      Postage costs were moved from Office Administration to divisions based on use.  
Employee Recognition Program:                      This item restores the employee recognition program and covers retirement gifts.  
Equipment Rental:                      Copier leases are being moved to the appropriate divisions.

## **FINANCE DEPARTMENT**

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



### ***Mission***

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

### ***Vision***

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

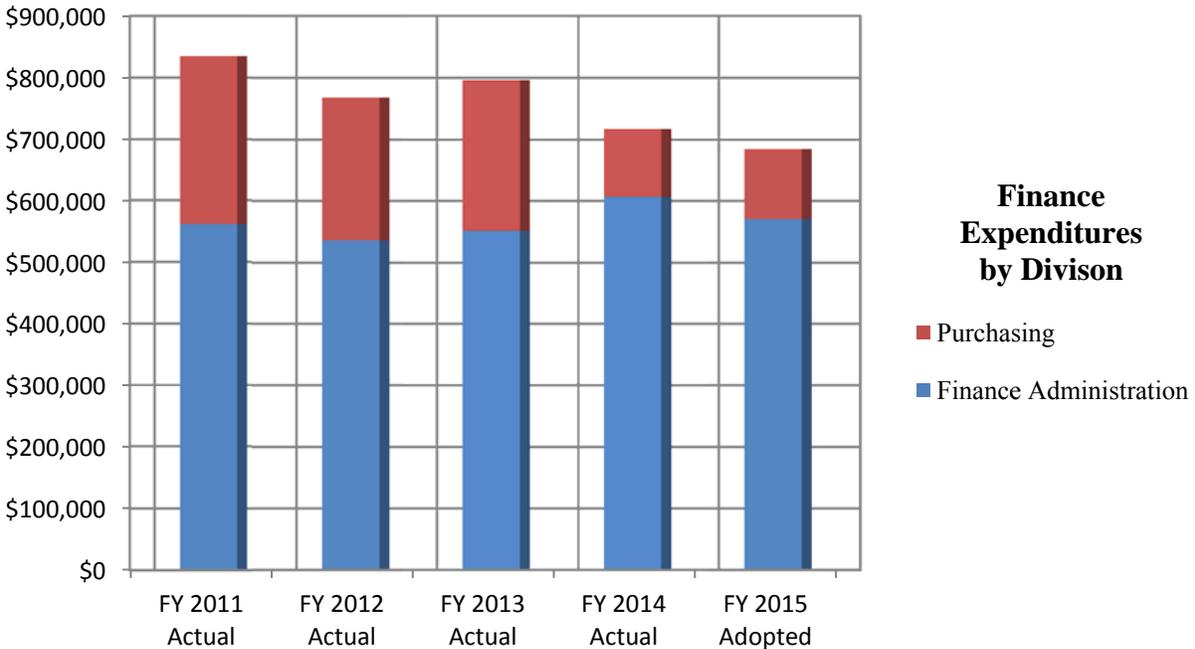
## FINANCE DEPARTMENT

### *Fiscal Year 2013-14 Accomplishments*

- The Certificate of Achievement for Excellence in Financial Reporting has been awarded to the Town for the 24<sup>th</sup> consecutive year.
- The Town received their 17<sup>th</sup> Distinguished Budget Award for the FY 2013-14 budget document.
- The Finance Department initiated a refunding of the 2006 water and sewer bonds, resulting in a savings of over \$200,000 to the Town.
- The Town received an upgrade in rating from Standard & Poor's from AA to AA+.
- Developed and implemented new internal procedures for use of Town credit cards, cell phones, and petty cash.
- Reviewed privilege license accounts to ensure that the correct fees were applied to each active business.
- Completed a RFQ process for audit services.

### *Finance Expenditure by Division*

Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Finance Administration	\$561,392	\$536,303	\$551,648	\$620,715	<b>\$570,711</b>	<b>2.15%</b>
Purchasing	\$273,595	\$152,375	\$244,752	\$111,209	<b>\$114,202</b>	<b>0.43%</b>
<b>Total</b>	<b>\$834,987</b>	<b>\$688,678</b>	<b>\$796,400</b>	<b>\$731,924</b>	<b>\$684,913</b>	<b>2.58%</b>



## FINANCE ADMINISTRATION

**Finance Administration** provides oversight and coordination of the entire finance function, including accounting, payroll, and reporting. Staff of this division retains ultimate responsibility for maintaining Town accounts accordance with generally accepted accounting principles as well as policies established by the Town Board. The division processes all disbursements including accounts payable and payroll, and provides collection services for a variety of Town-generated revenues. This office serves as fiscal agent for both state and federal grant programs. In addition, the division prepares financial statements, manages the investment of Town funds, and maintains records concerning bonded debt and other obligations of the Town.

### *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.
2. Provide accurate and timely invoice processing to vendors for goods and services in order to maximize the Town's cash flow position.
3. Provide complete, accurate and timely data to help Town leadership make effective decisions and support strategic goals.
4. Provide Finance Department staff with the level of tools, resources, and professional development critical to their success in achieving established work plans.
5. Deliver value-added services to citizens in a friendly manner that makes our customers appreciative.
6. Manage cash balances in accordance with financial policies to protect capital, provide liquidity, and maximize investment earnings.
7. License and provide customer service to businesses subject to the Town's privilege license ordinances.
8. Prepare accurate payroll and provide payroll customer service to over 200 employees.

### *Objectives*

1. Complete audit and Comprehensive Annual Financial Report (CAFR) and submit to required agencies by established deadlines and receive the GFOA's excellence for financial reporting award.
2. Complete weekly accounts payable with 100% accuracy and submit payments to vendors by established deadlines.
3. Update the Town's petty cash policy and procedures regarding management and handling of cash funds.
4. Each employee of the division attend at least two classes, seminars, or conferences annually to ensure best practices and legal compliance.
5. Address 100% of customer inquiries within two business days.
6. Reconcile balance sheet accounts, bank statements, and investments by the 15<sup>th</sup> day of the following month.
7. Issue privilege licenses within five business days of completed application or renewal payment.
8. Complete bi-weekly payroll at least 48 hours prior to direct deposit and with 100% accuracy.

## FINANCE ADMINISTRATION

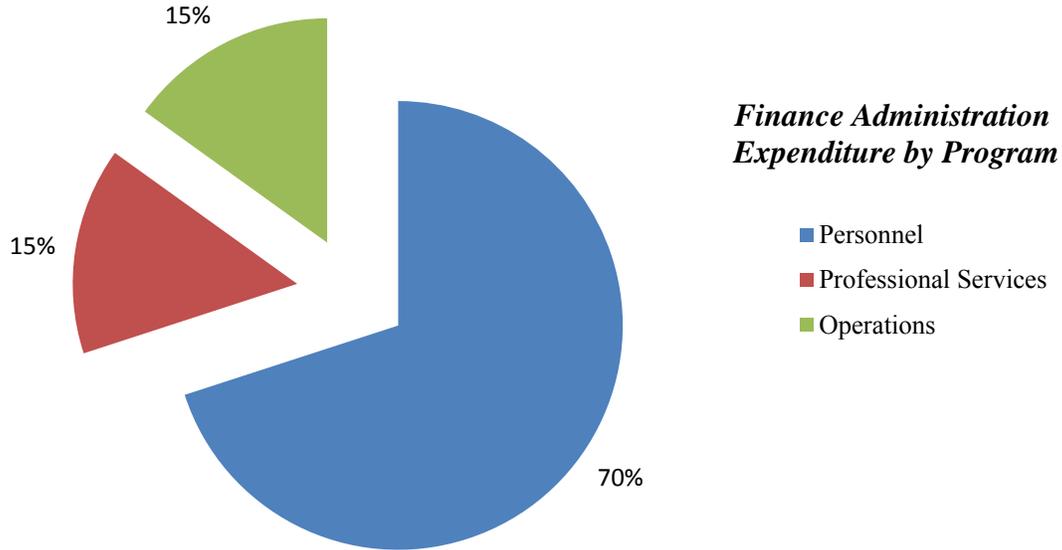
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Audit Submitted on Time	No	Yes	Yes
CAFR Award Received	Yes	Yes	Yes
Number of Trainings Per Employee	2	2	2
Vendor Late Fees (as a percent of non-personnel budget)	N/A	0.00%	<.1% of Budget
Checks Reissued (as a percent of total checks issued)	N/A	0.01%	<.01% of Reissued
Percent of Customer Inquiries Addressed Within Two Business Days	N/A	Not Available	95%
Average Number of Days to Reconcile Accounts and Statements	25	17	15
Percent Privilege Licenses Issued Within Five Business Days	N/A	99%	99%
Average Hours Payroll Submitted to Bank Prior to Direct Deposit	N/A	48	48
Payroll Corrections/Adjustments Post-Processing	N/A	8	6

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Average Number of Employees Paid per Pay Period	235	236	238
Average Number of Checks Issues per Month	345	390	440
Average Monthly Pooled Value of Investments	\$24.708 million	\$29.272 million	\$24.026 million
Number of Privilege Licenses Issued Annually	1,450	1,000	750
Average Number of Raleigh Utility Accounts Processed Monthly	1,685	1,630	1,650
Average Number of Wake County Tax Payments Processed Monthly	1,095	1,002	975

## FINANCE ADMINISTRATION

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted Budget
Personnel	\$386,858	\$399,421	-	<b>\$399,421</b>
Professional Services	\$79,635	\$85,241	-	<b>\$85,241</b>
Operations	\$64,726	\$86,049	-	<b>\$86,049</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$531,219</b>	<b>\$570,711</b>	<b>-</b>	<b>\$570,711</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Finance Director	1	-	<b>1</b>
Finance Specialist	2	-	<b>2</b>
Office Assistant	1	-	<b>1</b>
Payroll Specialist	1	-	<b>1</b>
<b>Totals</b>	<b>5</b>	<b>-</b>	<b>5</b>

**FINANCE DEPARTMENT**  
**Finance Administration (4410)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	320,484	317,770	331,919	289,368	296,770	<b>296,770</b>	<b>3%</b>
510236	Longevity	-	-	-	7,963	8,939	<b>8,939</b>	<b>12%</b>
510500	FICA	22,571	22,287	23,806	22,070	23,387	<b>23,387</b>	<b>6%</b>
510600	Group Insurance	30,445	30,871	30,416	31,999	37,757	<b>33,516</b>	<b>5%</b>
510700	Retirement	36,851	38,103	37,496	37,121	37,114	<b>36,809</b>	<b>-1%</b>
521000	Professional Services	93,861	72,759	76,324	132,212	91,941	<b>85,241</b>	<b>-36%</b>
521100	Postage	-	-	-	-	3,808	<b>3,808</b>	<b>N/A</b>
521150	Telephone	2,124	1,035	-	636	636	<b>636</b>	<b>0%</b>
521200	Printing	3,494	3,660	3,299	3,578	3,535	<b>3,300</b>	<b>-8%</b>
521400	Travel and Training	1,861	1,279	1,148	3,429	4,895	<b>4,370</b>	<b>27%</b>
521600	Equipment Maintenance & Repair	-	-	-	-	-	-	-
522100	Equipment Rental	-	-	-	-	5,952	<b>5,952</b>	<b>N/A</b>
523300	Departmental Supplies	4,611	1,969	1,742	1,904	4,100	<b>2,200</b>	<b>16%</b>
524300	Contract Services	14,179	15,923	15,115	31,410	19,583	<b>19,583</b>	<b>-38%</b>
524310	Contract Services-Tax Coll	29,776	29,609	29,677	58,766	45,805	<b>45,805</b>	<b>-22%</b>
524800	Purchase for Resale	-	64	-	-	-	-	-
525300	Dues and Subscriptions	1,139	1,014	624	290	395	<b>395</b>	<b>36%</b>
525710	Cash Over and Short	(3)	(41)	83	(30)	-	-	-
<b>4410 Total</b>		<b>\$ 561,392</b>	<b>\$ 536,303</b>	<b>\$ 551,648</b>	<b>\$ 620,715</b>	<b>\$ 584,617</b>	<b>\$ 570,711</b>	<b>-8%</b>

Notes                      Postage:                      Postage costs were moved from Office Administration to divisions based on use.  
                                   Equipment Rental:        Copier leases are being moved to the appropriate divisions.

## PURCHASING

The **Purchasing** division is responsible for the procurement of goods and services to meet the needs of Town functions in compliance with the North Carolina Administrative Code and Town purchasing policies. The division administers the Town’s maintenance, service, and rental contracts. The division maintains control over all property, inventory and equipment owned by the Town, maintains asset records, and ensures the proper disposition of surplus property.

### *Goals*

1. Obtain the best value for the commodities and services that the Town needs using the most efficient process and following NC General Statutes.
2. Review Town contracts for compliance with financial policies in a timely manner.
3. Generate broad participation and competition among potential vendors while ensuring equal opportunity to all qualified vendors and contractors wishing to compete for Town business.
4. Maintain an accurate and up-to-date inventory of the Town’s fixed assets.

### *Objectives*

1. Process purchase orders within two business days of receipt from requesting department.
2. Obtain at least three written quotes on the purchases of all goods and services at or above the informal purchasing range (\$30,000).
3. Maintain inventory accuracy of at least 95% during annual audit.

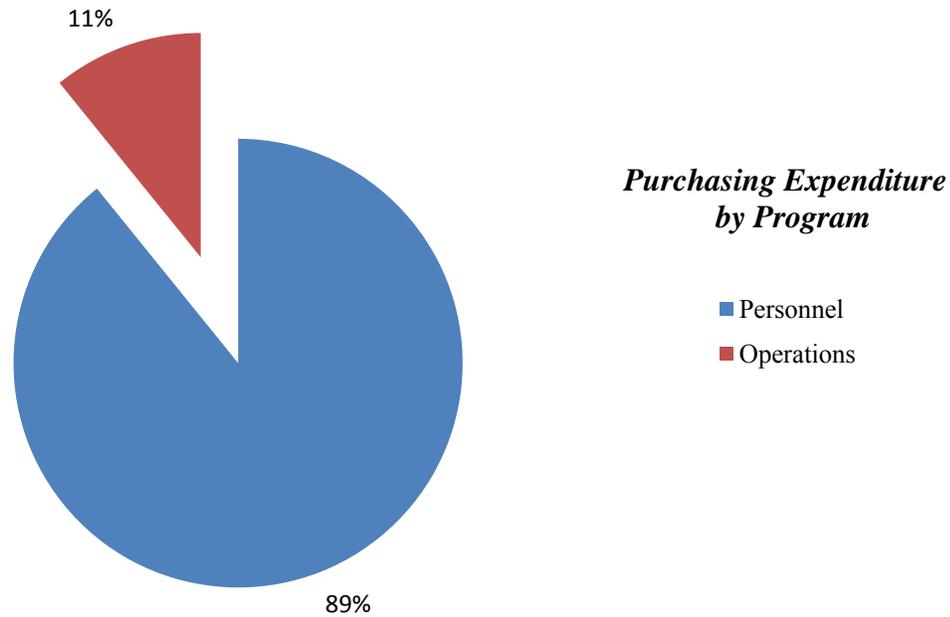
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Percent of Purchase Orders Processed Within Two Business Days of Receipt	N/A	N/A	90%
Average Number of Quotes per Purchase Greater than \$30,000	N/A	3	3
Inventory Accuracy (as a Percentage of Total Dollar Value of Fixed Assets)	N/A	N/A	95%

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Number of Contracts Reviewed Annually	62	70	80
Average Number of Purchase Orders Processed Monthly	37	40	29

## PURCHASING

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted Budget
Personnel	\$101,874	\$101,847	-	<b>\$101,847</b>
Professional Services	-	-	-	-
Operations	\$13,125	\$12,355	-	<b>\$12,355</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$114,999</b>	<b>\$114,202</b>	<b>-</b>	<b>\$114,202</b>



### *Authorized Positions*

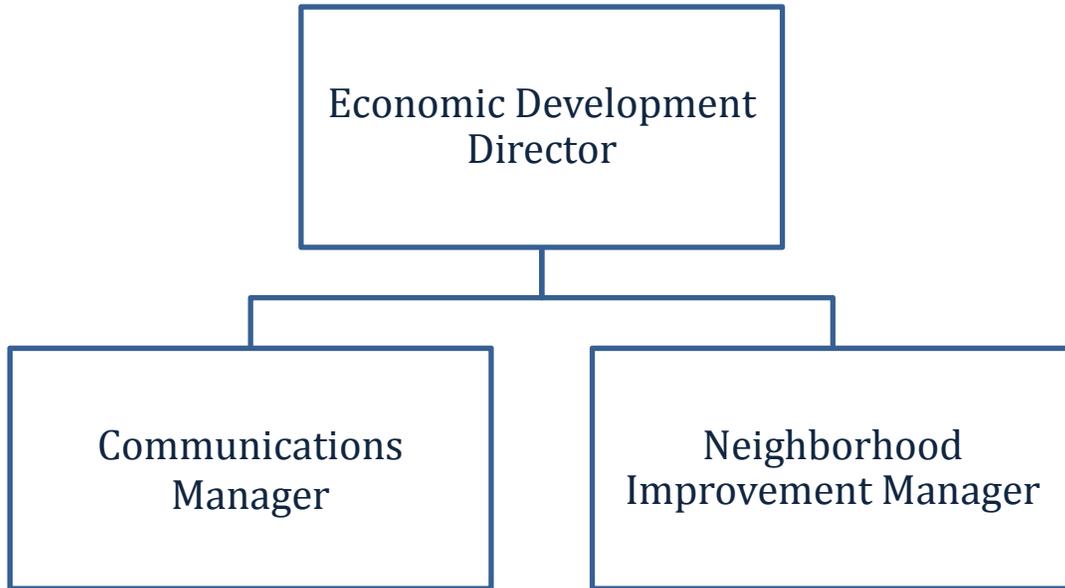
Category	FY 2014	Changes Requested	FY2015 Adopted
Purchasing Director	1	-	<b>1</b>
<b>Totals</b>	<b>1</b>	<b>-</b>	<b>1</b>

**FINANCE DEPARTMENT**  
**Purchasing (4430)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13 -14
510200	Salaries	97,158	79,096	78,996	76,141	75,858	<b>75,858</b>	<b>0%</b>
510210	Salaries - Overtime	-	-	-	-	-	-	-
510236	Longevity	-	-	-	3,693	3,785	<b>3,785</b>	<b>2%</b>
510500	FICA	7,246	5,919	5,853	5,953	6,093	<b>6,093</b>	<b>2%</b>
510600	Group Insurance	8,927	5,904	5,668	6,224	7,334	<b>6,516</b>	<b>5%</b>
510700	Retirement	29,844	9,510	8,965	9,935	9,674	<b>9,595</b>	<b>-3%</b>
521150	Telephone	46,783	41,058	48,720	-	-	-	-
521200	Printing	317	-	422	-	215	<b>215</b>	<b>N/A</b>
521400	Travel and Training	431	548	891	739	2,020	<b>1,990</b>	<b>169%</b>
521600	Equipment Maintenance & Repair	70,024	90	-	-	-	-	-
521700	Auto Maintenance & Repair	781	-	-	-	-	-	-
522100	Equipment Rental	-	79,461	84,947	-	-	-	-
523100	Auto Operating Supplies	1,010	-	-	-	-	-	-
523300	Departmental Supplies	507	79	611	430	500	<b>500</b>	<b>16%</b>
523310	Copier Supplies	10,432	10,072	9,302	8,018	9,505	<b>9,505</b>	<b>19%</b>
523600	Uniforms	100	-	-	-	-	-	-
524300	Contract Services	-	5	291	(20)	-	-	-
525300	Dues and Subscriptions	35	95	85	95	145	<b>145</b>	<b>53%</b>
4430 Total		\$ 273,596	\$ 231,836	\$ 244,751	\$ 111,209	\$ 115,129	<b>\$ 114,202</b>	<b>3%</b>

## ECONOMIC DEVELOPMENT

The Economic Development Department is dedicated to improving the quality of life for the community by promoting Town of Garner assets, improving neighborhoods, and developing partnerships with citizens, other Town departments, boards and commissions, elected officials, State agencies, civic organizations, the Chamber of Commerce, and others. The Economic Development Department also serves as a liaison to the Garner Economic Development Corporation, which is redeveloping the Garner technology Center Site.



### ***Mission***

The Economic Development department is dedicated to fostering a positive environment for recruiting and retaining businesses, communicating openly with the public, and engaging citizenry for neighborhood improvement. The focus of these efforts are on supporting the emerging clusters that create quality, good-paying jobs and promoting prime sites, excellent transportation, and a Quality of Life that distinguishes Garner from other communities in a professional and business-like manner on a daily basis.

### ***Vision***

Garner, a healthy small-town living community who promotes hometown values and services, will be recognized as one of the most desirable and business-friendly places to live and work in the Triangle.

## **ECONOMIC DEVELOPMENT**

### ***Fiscal Year 2013-14 Accomplishments***

- Economic Development staff and efforts played an important part in Garner being named an All-American City by the National Civic League.
- Conducted the first ever Garner 101 program to introduce and educate citizens on Town operations.
- Produced first-ever Guide to Garner and distributed it to every household in Town
- Won awards from the N.C. Association of Government Information Officers for print publications (Guide to Garner) and social media efforts (All-America City campaign)
- Won awards from the N.C. City and County Communicators for printed publications (the bond program informational brochure), electronic external newsletter (Garner Update citizen newsletter, received by over 7,400 citizens) and best use of promotional product (the All-America City video featuring Scotty McCreery).
- The Garner Technology Center received certified status from the North Carolina Department of Commerce as a “shovel ready” site for economic development.

### ***Goals***

1. Gain a second “shovel ready” site in Garner by working to have the Lonnie Poole site named a certified site by the North Carolina Department of Commerce.
2. Select vendor to redesign and launch new Town.
3. Continue to increase visits to industry and businesses within Garner to expand contacts and communication for programs and opportunities.
4. Create a responsive and proactive environment for marketing our assets and recruiting “premier” industries to our community.
5. Continue partnership with the Garner Economic Development Council (GEDC) and develop comprehensive marketing plan.
6. Strengthen partnerships with Neighborhoods and continue to stabilize residential property values through proactive neighborhood development programs.
7. Partner with key stake holders to leverage monies for neighborhood projects.

### ***Objectives***

1. Promote Garner Technology Center site and continue to review Town incentive policies.
2. Have Lonnie Poole site certified by North Carolina Department of Commerce by the end of the FY 2014-15.
3. Increase contacts and community communication by visiting 30% of all non-retail business and 100% of top 10 non-retail employers in Garner.
4. Keep Garner a responsive and proactive business environment by responding to all requests for information prior to their deadline and by responding to all other inquiries within 24 hours.
5. Attend at least 80% off all partner agencies meetings once a year.
6. Continue community outreach by developing and offering new programs to area residents to participate in for the stabilization of neighborhoods.

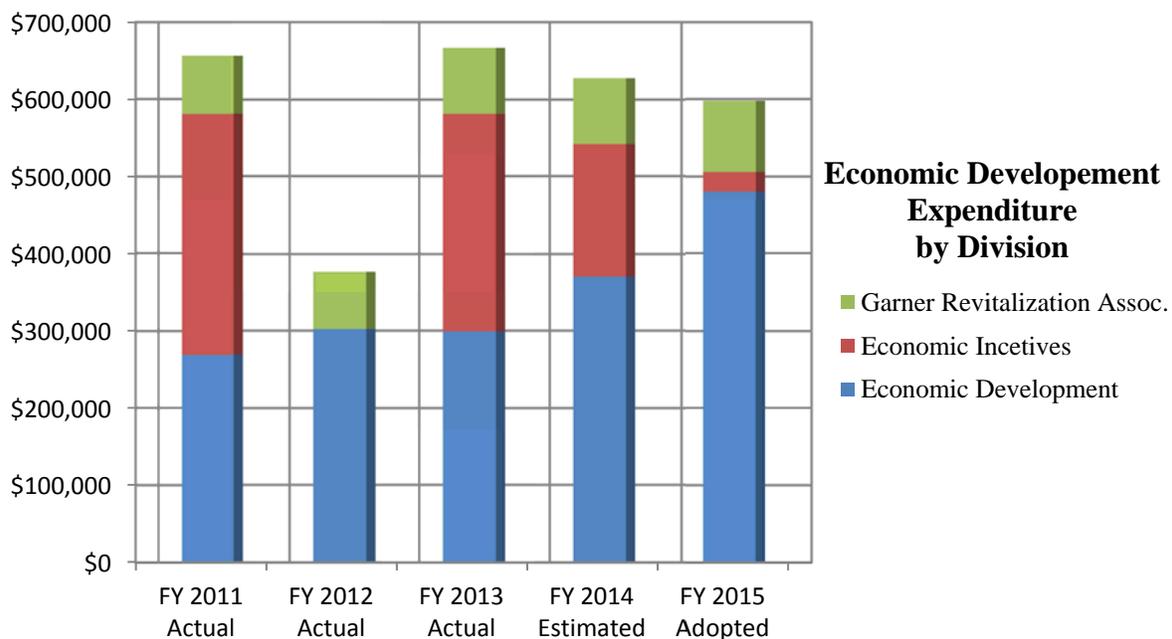
## ECONOMIC DEVELOPMENT

<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Total Business Requests that Garner Submitted Proposals For	60%	55%	60%
% of Submitted Proposals that Resulted in a Site Visit	23%	16%	25%
% of Increase in Social Media Followers/Views	102%	29%	18%
# of Avg Monthly Clicks on Town Newsletter Link	-	6,266	7,000

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Garner 101 Participants	-	48	52
Total Business Requests Received	50	67	74
Newsletters and Press Releases Issued	83	76	84
Television and Video Programs Produced	67	67	69

### *Economic Development Expenditure by Division*

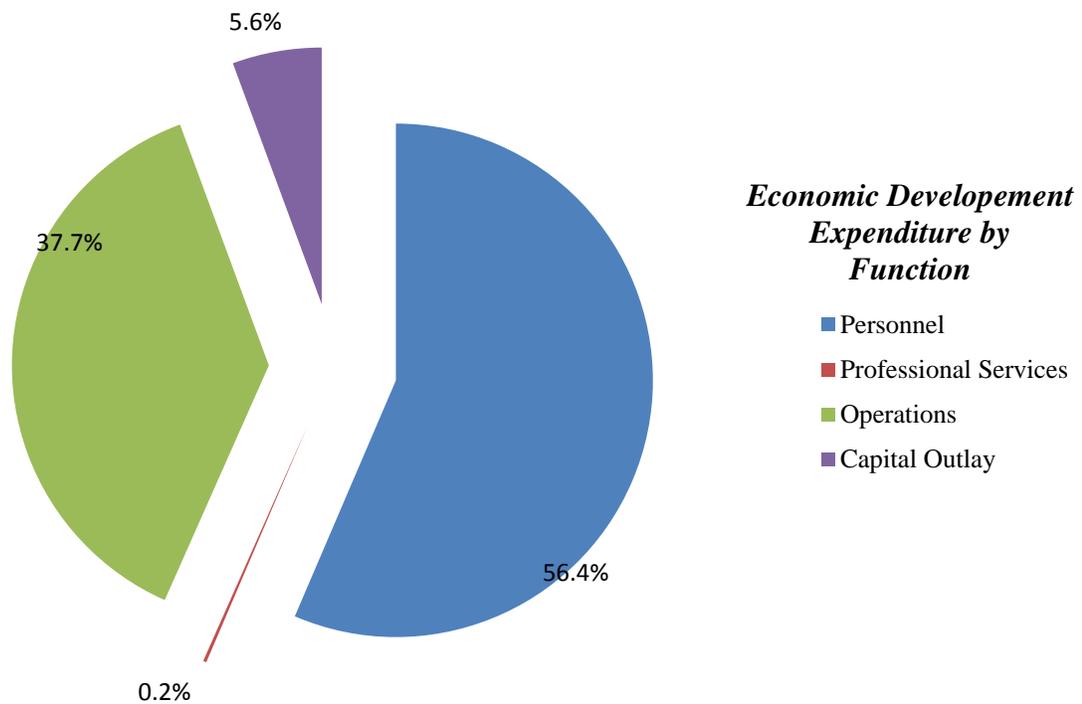
Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Economic Development	\$269,103	\$302,141	\$299,050	\$370,989	<b>\$480,390</b>	<b>1.81%</b>
Economic Incentives	\$312,351	-	\$282,476	\$171,144	<b>\$25,500</b>	<b>0.10%</b>
Garner Revitalization Assoc.	\$75,000	\$75,000	\$85,000	\$85,000	<b>\$92,000</b>	<b>0.35%</b>
<b>Total</b>	<b>\$656,454</b>	<b>\$377,141</b>	<b>\$666,526</b>	<b>\$627,133</b>	<b>\$597,890</b>	<b>2.25%</b>



## **ECONOMIC DEVELOPMENT**

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted Budget
Personnel	\$255,941	\$271,110	-	<b>\$271,110</b>
Professional Services	\$1,000	\$1,000	-	<b>\$1,000</b>
Operations	\$424,886	\$248,780	\$50,000	<b>\$298,780</b>
Capital Outlay	-	\$27,000	-	<b>\$27,000</b>
<b>Totals</b>	<b>\$681,827</b>	<b>\$547,890</b>	<b>\$50,000</b>	<b>\$597,890</b>



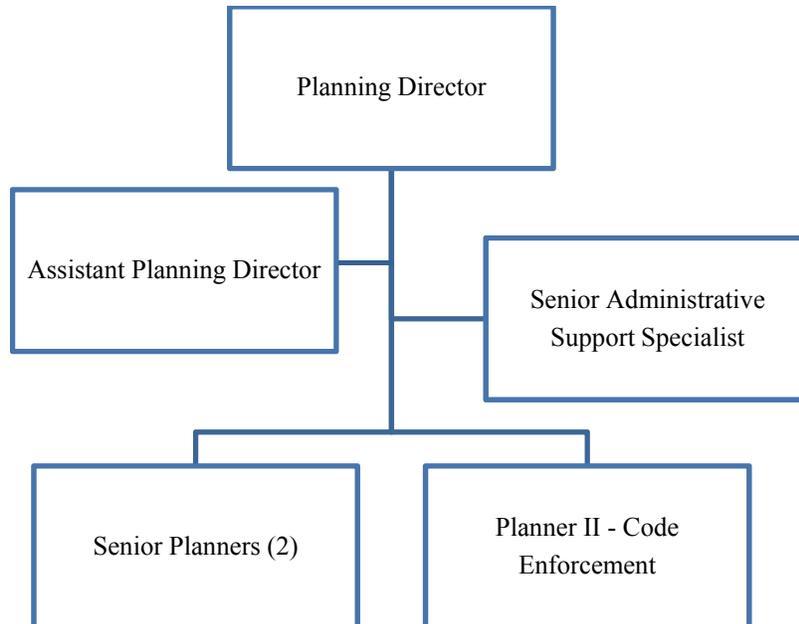
### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Economic Development Director	1	-	<b>1</b>
Neighborhood Improvement Manager	1	-	<b>1</b>
Communications Manager	1	-	<b>1</b>
<b>Totals</b>	<b>3</b>	<b>-</b>	<b>3</b>



## PLANNING DEPARTMENT

The Planning Department serves as a technical advisor to the Town Manager and Town Council on growth and development matters. The Planning Department consists of **Planning Administration, Land Use Permits and Enforcement, and Community Planning and Appearance**. The Department prepares growth management policies, land use, transportation, and housing plans, demographic analysis and maintains GIS data and maps. The Department assists residents and developers with zoning, annexation, development plan reviews, sign permits, temporary use permits and zoning compliance permits. The Department also provides staff support to the Garner Planning Commission and the Garner Board of Adjustment.



### ***Mission***

To promote growth and development that will enhance the quality of life for residential and corporate citizens and to administer development policies consistently, efficiently and effectively.

### ***Vision***

The Planning Department is engaged in making Garner a “community of choice” for residents and businesses through the execution of long-range plans utilizing optimum human and technological resources.

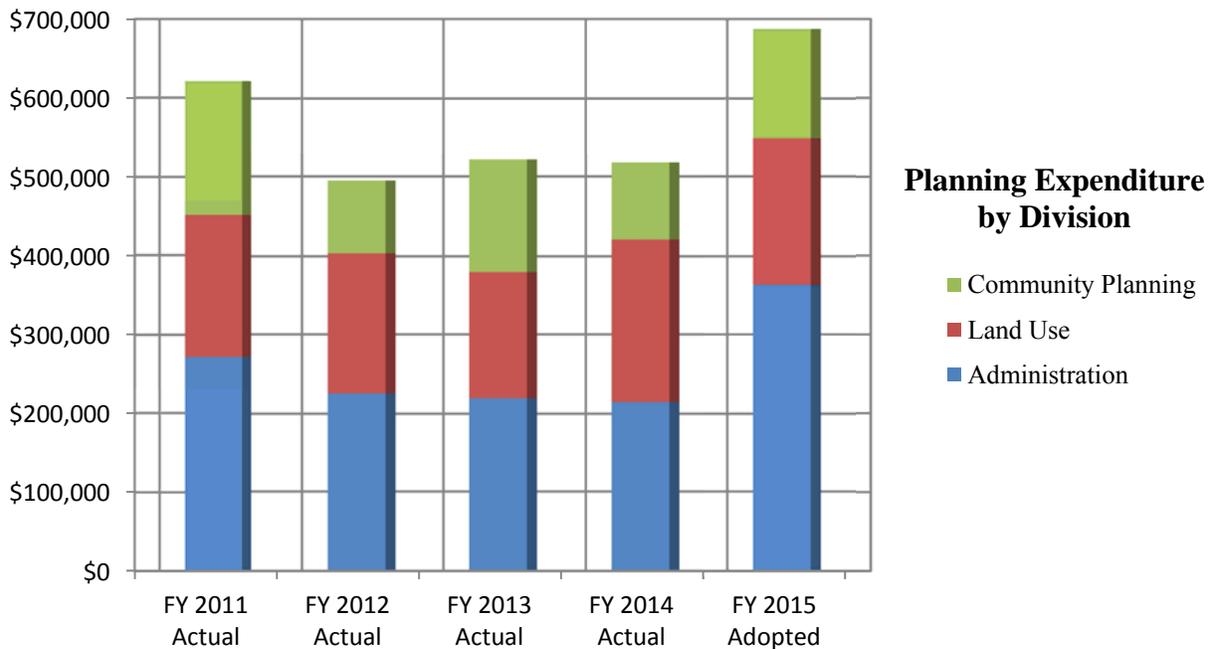
## PLANNING DEPARTMENT

### *Fiscal Year 2013-14 Accomplishments*

- Managed the process to obtain federal authorization of \$2.6 million in funding assistance to start construction of the US 70/White Oak Rd. Highway Project.
- Managed the completion of the Foxwood /Forest Ridge CDBG Sidewalk Project.
- Completed the initial public input meeting regarding the South Garner Greenway Extension (trail alignment feasibility review is continuing).
- Worked with the GRA Executive Director to obtain final design and location approval from NCDOT regarding the Town’s Wayfinding Sign Program.
- Worked with Core Properties for several months to gain approval of two major development projects located at the intersection of US 70 and Jones Sausage Road.
- Worked with the Wake County Public School System for several months to obtain approval of the new South Garner High School.
- Hired and provided training for the Planning Department’s new Senior Administrative Support Specialist.

### *Planning Expenditure by Division*

Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Esitimated	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Planning Administration	\$271,977	\$225,731	\$219,598	\$214,725	<b>\$364,225</b>	<b>1.37%</b>
Land Use	\$179,040	\$178,094	\$160,503	\$206,586	<b>\$185,320</b>	<b>0.70%</b>
Community Planning	\$170,071	\$90,998	\$141,359	\$96,485	<b>\$138,027</b>	<b>0.52%</b>
<b>Total</b>	<b>\$621,088</b>	<b>\$494,823</b>	<b>\$521,460</b>	<b>\$517,796</b>	<b>\$687,572</b>	<b>2.59%</b>



## PLANNING ADMINISTRATION

The **Planning Administration** Division manages the general operations of the department and consists of the Director and Senior Administrative Support Specialist. The Director is responsible for supervising personnel, developing goals, designing work programs and setting priorities regarding work tasks within the department. The Director also provides technical planning assistance to the Town Manager, Town Council and Planning Commission. Administration staff is also responsible for receiving permit applications assuring conformance with all applicable State Statutes and Garner Unified Development Ordinance requirements regarding public notification. Departmental budget preparation is generated within this division, with input from other planning divisions. The budget is administered by the Administration Division.

### **Goals**

1. Effectively manage all activities related to growth management, land use planning, zoning administration and enforcement, transportation planning and development plan review.
2. Manage operations to ensure delivery of efficient and effective government service.
3. Achieve a well-planned community using proactive planning approaches and techniques.
4. Work with external partners regarding regional planning, transportation and public infrastructure needs.
5. Provide prompt and courteous customer service.
6. Manage special projects effectively and efficiently.

### **Objectives**

1. Develop and update UDO regarding design guidelines including transit provisions.
2. Make continuous improvements in customer service.
3. Plan for growth opportunities and infrastructure around I-540.
4. Determine future areas to be served by utilities and roads.
5. Conduct hiring search for Assistant Planning Director.
6. Revise water/sewer allocation policy.
7. Participate in regional meetings regarding growth and transportation planning.
8. Continue Growth Strategies Task Force.

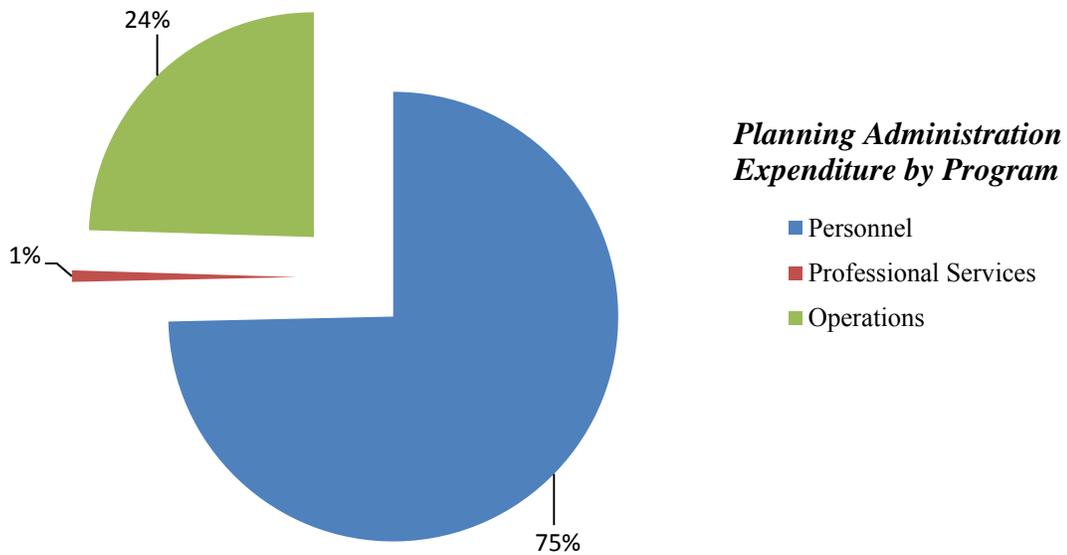
<b>Performance Measures</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of UDO Design Guideline Complete	N/A	75%	100%
# of Regional Meetings Attended Regarding Planning and Transportation	N/A	10	15
% of Messages Returned Within One Business Day	N/A	90%	95%

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Pre-Application Meetings (Director)	15	24	30

## PLANNING ADMINISTRATION

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted Budget
Personnel	\$221,933	\$212,289	\$59,624	<b>\$271,913</b>
Professional Services	\$28,000	\$3,000	-	<b>\$3,000</b>
Operations	\$50,252	\$58,433	\$30,879	<b>\$89,312</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$300,185</b>	<b>\$273,722</b>	<b>\$90,503</b>	<b>\$364,225</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Planning Director	1	-	<b>1</b>
Assistant Planning Director	-	<i>1</i>	<b>1</b>
Senior Admin Support Specialist	1	-	<b>1</b>
<b>Totals</b>	<b>2</b>	<b><i>1</i></b>	<b>3</b>



## LAND USE PERMITS AND ENFORCEMENT

Staff in **Land Use Permits and Enforcement** division review land-use development applications for compliance with the Comprehensive Growth Plan, Unified Development Ordinance (UDO) and other applicable laws and regulations. In this capacity, the staff provides support to the Planning Commission and Town Council. The Senior Planner is assigned to this program function. Enforcement Planning works directly with the public assisting with general information regarding the Unified Development Ordinance. In carrying out these duties, staff investigates complaints from the general public regarding violations of the Ordinance and monitors them for compliance. Staff conducts special projects to improve compliance and enforce penalty provisions of the UDO through cooperation with the Town Attorney. Staff also assist with the interpretation and review of the Ordinance, administer zoning compliance permits, building permits and provide support to the Board of Adjustment. The Enforcement Planner is assigned to this function.

### **Goals**

1. Manage operations to ensure delivery of efficient and effective government service.
2. Achieve a well-planned community using proactive planning approaches and techniques.
3. Provide prompt and courteous customer service.
4. Provide efficient permit and plan review services.
5. Manage special projects effectively and efficiently.

### **Objectives**

1. Conduct accurate and timely development plan reviews.
2. Make continuous improvements in customer service.

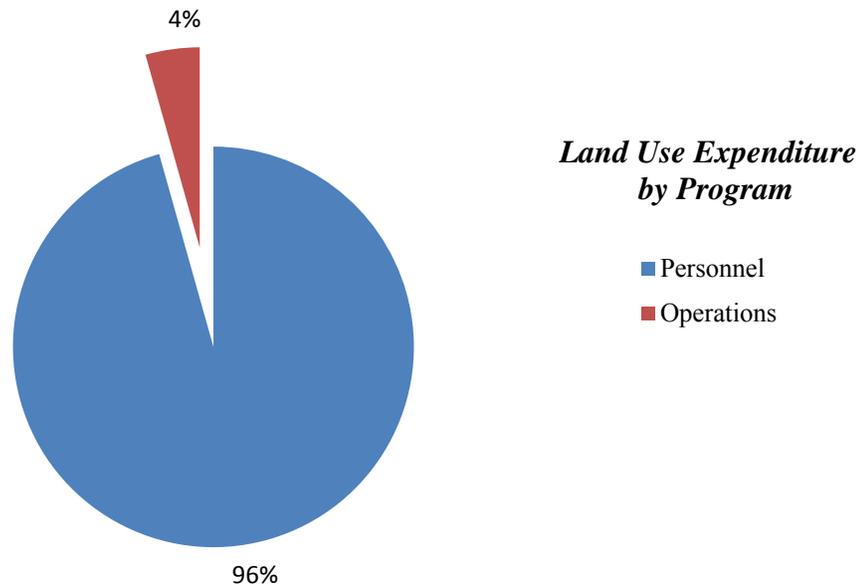
<b>Performance Measures</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of UDO Design Guideline Complete	N/A	75%	100%
# of Regional Meetings Attended Regarding Planning and Transportation	N/A	10	15
% of Messages Returned Within One Business Day	N/A	90%	95%

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Administrative Permits Submitted	145	195	220
Sign Permit Submitted	145	195	220
Staff Approved Plans Submitted	25	40	60
Board Approved Plans Submitted	6	16	25

## LAND USE PERMITS AND ENFORCEMENT

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$168,436	\$177,235	-	<b>\$177,235</b>
Professional Services	-	-	-	-
Operations	\$8,606	\$8,085	-	<b>\$8,085</b>
Capital Outlay	\$10,000	-	-	-
<b>Totals</b>	<b>\$187,042</b>	<b>\$185,320</b>	<b>-</b>	<b>\$185,320</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Planner II (Enforcement)	1	-	<b>1</b>
Senior Planner	1	-	<b>1</b>
<b>Totals</b>	<b>2</b>	<b>-</b>	<b>2</b>

**PLANNING DEPARTMENT**  
**Land Use and Permits and Enforcement (4620)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs FY 13-14
510200	Salaries	132,426	134,586	122,969	126,778	132,484	<b>133,540</b>	<b>5%</b>
510210	Salaries - Overtime	84	-	-	-	-	-	-
510236	Longevity	-	-	-	2,673	2,766	<b>2,766</b>	<b>3%</b>
510500	FICA	10,042	10,002	9,058	9,870	10,347	<b>10,428</b>	<b>6%</b>
510600	Group Insurance	11,786	11,690	11,577	13,441	15,867	<b>14,084</b>	<b>5%</b>
510700	Retirement	15,218	16,112	13,595	17,587	16,424	<b>16,417</b>	<b>-7%</b>
521150	Telephone	-	-	-	942	840	<b>840</b>	<b>-11%</b>
521200	Printing	-	-	10	-	170	<b>170</b>	<b>N/A</b>
521400	Travel and Training	975	995	609	320	3,566	<b>2,865</b>	<b>795%</b>
521700	Auto Maintenance & Repair	1,135	349	167	1,034	500	<b>400</b>	<b>-61%</b>
522530	Recording Fees	91	52	157	156	208	<b>208</b>	<b>33%</b>
522600	Advertising	2,047	1,382	292	674	1,260	<b>1,260</b>	<b>87%</b>
523100	Fuel	864	933	1,239	975	660	<b>975</b>	<b>0%</b>
523300	Departmental Supplies	275	65	-	60	250	<b>250</b>	<b>317%</b>
524300	Contract Services	3,100	-	-	21,792	-	-	-
525300	Dues and Subscriptions	996	1,927	831	815	1,117	<b>1,117</b>	<b>37%</b>
537410	Vehicle	-	-	-	9,470	-	-	-
<b>4620 Total</b>		<b>\$ 179,040</b>	<b>\$ 178,094</b>	<b>\$ 160,503</b>	<b>\$ 206,586</b>	<b>\$ 186,459</b>	<b>\$ 185,320</b>	<b>-10%</b>

## COMMUNITY PLANNING AND APPEARANCE

**Community Planning and Appearance** staff provide support for decision-making on general planning issues. Staff assists with long-range comprehensive planning analysis, special studies and reports, annexation reports, ETJ studies, address assignments, and other special projects. Staff also reviews rezoning petitions for compliance with the Comprehensive Growth Plan and ensures maintenance of all GIS databases, including an accurate and updated GIS Future Growth Map and GIS Zoning Map. The Senior Planner is assigned to this program function. Community Appearance staff is responsible for assisting with decisions regarding the community's appearance. Staff submits grant proposals and oversees their administration, provides design assistance for special Town Projects, and reviews new development requests for compliance with community appearance regulations. The Planner II (Urban Design Specialist) position is assigned to this program function.

### *Goals*

1. Manage operations to ensure delivery of efficient and effective government service.
2. Achieve a well-planned community using proactive planning approaches and techniques.
3. Provide prompt and courteous customer service.
4. Manage special projects effectively and efficiently.
5. Participate in Town-wide efforts to improve the community's appearance.

### *Objectives*

1. Enforce compliance with zoning overlay district as well as general upkeep.
2. Make continuous improvements in customer service.
3. Enforce Town Ordinances that impact community appearance.
4. Identify and assess sites with unique growth potential.

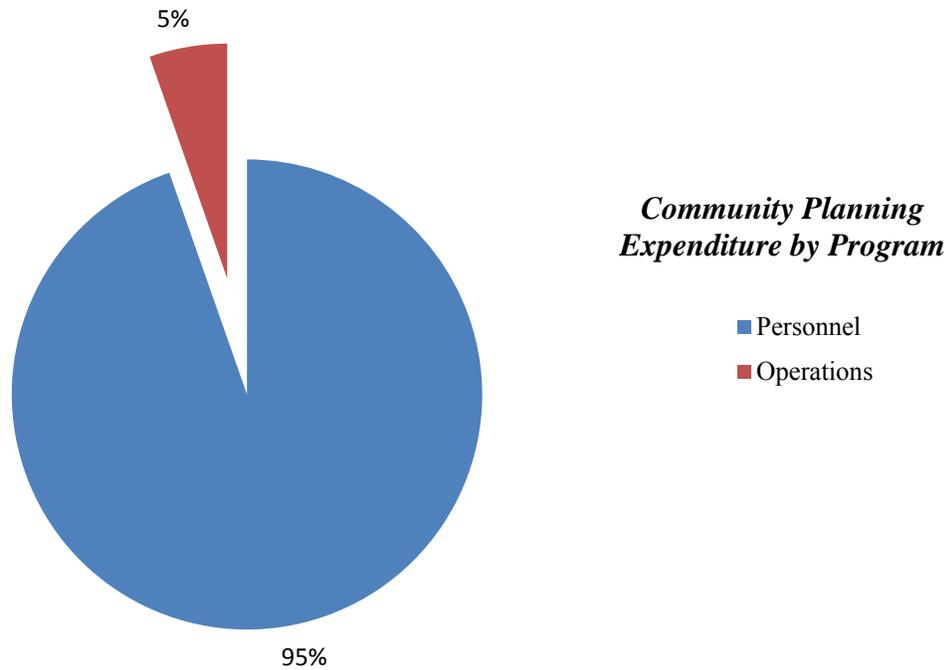
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Plan Reviews Conducted on Schedule	N/A	75%	100%

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Sign Permit Submitted	145	195	220

## COMMUNITY PLANNING AND APPEARANCE

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$93,624	\$100,626	\$30,012	<b>\$130,638</b>
Professional Services	-	-	-	-
Operations	\$3,684	\$7,389	-	<b>\$7,389</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$97,308</b>	<b>\$108,015</b>	<b>-</b>	<b>\$138,027</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Senior Planner	1	-	<b>1</b>
Planner II	-	<i>1</i>	-
<b>Totals</b>	<b>1</b>	<b><i>1</i></b>	<b>1</b>

**PLANNING DEPARTMENT**  
**Community Planning and Appearance (4630)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	<b>FY 14-15 Adopted Budget</b>	<b>% Change Budget vs. FY 13-14</b>
510200	Salaries	68,077	69,460	71,262	71,507	136,118	<b>76,118</b>	<b>6%</b>
510220	Salaries - Temporary	-	-	-	-	-	<b>27,740</b>	<b>N/A</b>
510236	Longevity	-	-	-	2,490	2,654	<b>2,654</b>	<b>7%</b>
510500	FICA	5,214	5,319	5,458	5,667	10,605	<b>8,137</b>	<b>44%</b>
510600	Group Insurance	5,906	5,856	5,660	6,218	16,389	<b>6,517</b>	<b>5%</b>
510700	Retirement	7,803	8,304	8,074	9,254	16,852	<b>9,472</b>	<b>2%</b>
521200	Printing	-	-	-	-	170	<b>170</b>	<b>N/A</b>
521400	Travel and Training	278	484	25	15	1,712	<b>1,712</b>	<b>11313%</b>
523300	Departmental Supplies	346	1,175	307	924	1,586	<b>1,586</b>	<b>72%</b>
523520	Visual Image Program Supplies	105	-	-	-	300	<b>300</b>	<b>N/A</b>
524300	Contract Services	81,947	5	50,163	-	-	-	-
537400	Equipment	-	-	-	-	2,300	<b>2,300</b>	<b>N/A</b>
525300	Dues and Subscriptions	395	395	410	410	1,321	<b>1,321</b>	<b>222%</b>
<b>4630 Total</b>		<b>\$ 170,071</b>	<b>\$ 90,998</b>	<b>\$ 141,359</b>	<b>\$ 96,485</b>	<b>\$ 190,007</b>	<b>\$ 138,027</b>	<b>43%</b>

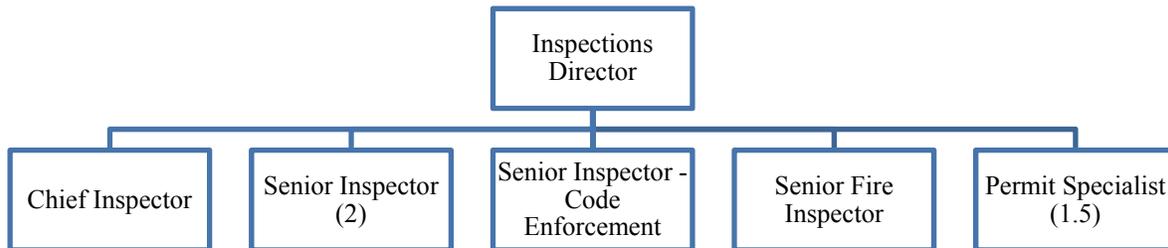
Notes Salaries-Temporary: This includes funding for a new part-time planning position.

Equipment: This line item include: This line item includes IT equipment for an additional part-time planning position.

## INSPECTIONS

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

Under the direction of the Inspections Director, staff members receive permit applications, review building plans and specifications, issue or deny permits, make all necessary inspections, issue or deny Certificates of Compliance (COCs), issue orders to correct violations, keep records, and take other action as necessary to adequately enforce the building codes. In addition to inspecting new buildings and renovations, staff members also enforce the Minimum Housing Code and conduct periodic inspections of existing buildings. The Department enforces and maintains the Rental Registration Program.



### ***Mission***

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

### ***Vision***

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

## INSPECTIONS

### *Fiscal Year 2013-2014 Accomplishments*

- Assisted in first annual Town of Garner 101 Community education class
- Completed Seminar to Electrical Contractors Association
- Building/Plumbing Inspector obtained Level III Plumbing certification

### *Goals*

1. Assist Engineering in managing and observing construction of Town Projects to minimize issues that would increase costs and construction delays.
2. 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.
3. Conduct Garner 101 seminar to inform and educate the public on the Inspections Department's mission and operations.
4. Conduct continuing-education programs with area general contractors to provide updates and changes to code and compliance issues.

### *Objectives*

1. Establish weekly Inspections meetings with the Town Engineer's office on the status and progress of Town Projects.
2. Complete Garner 101 Presentation in Fall
3. Complete Electrical Seminar to Electrical Contractors in June.
4. Make Presentation to Garner Chamber on Fire Inspection Fee during summer.
5. Coordinate with IT by July 30 to develop reports for performance measures.
6. Establish procedures for enforcement of new Fire Inspection Fee.
7. Establish procedures and policy for implementation of performance measures.

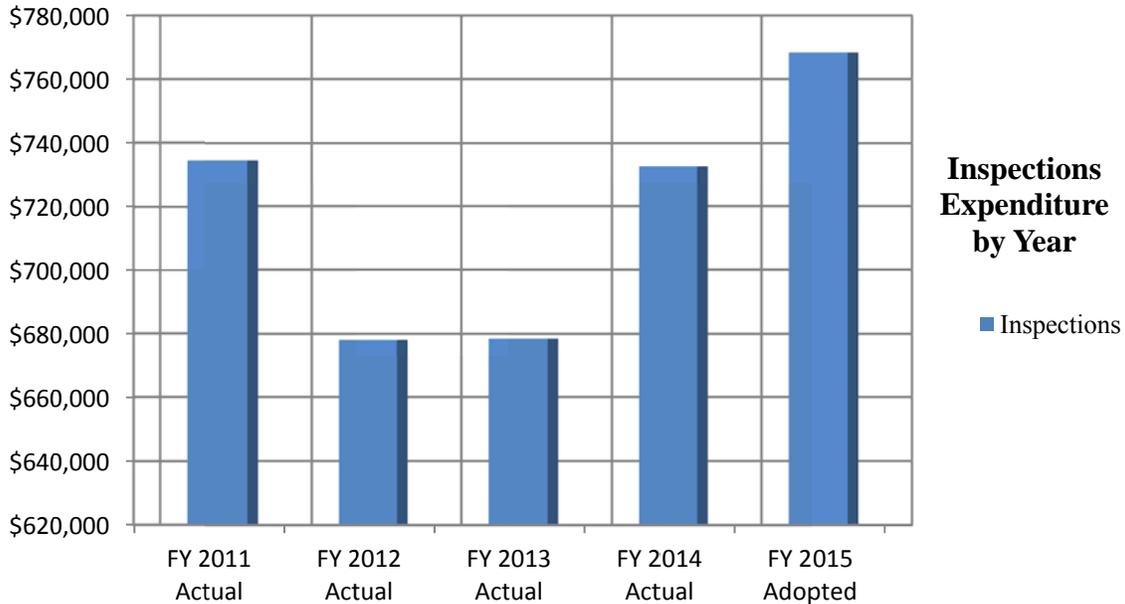
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Percent of complete residential plans completed within 10 days	N/A	95%	90%
Percent of inspections completed within 24 hours	N/A	98%	95%
Percent of complete commercial plans reviewed within 15 days	N/A	95%	90%
Percent of fire inspections completed by State Schedule	N/A	95%	100%
Percentage of nuisance/housing complaints initiated within 48 hours	N/A	100%	100%
Percentage of single trade applications issued in 24 hours	N/A	95%	100%

## INSPECTIONS

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
# of Permits Issued	835	900	930
# of Inspections Performed	3,907	\$4,535	\$4,800
# of Development Plans Reviewed	38	72	60
# of Housing/Nuisance Complaints Reviewed	452	460	500
# of Plan Reviews Completed	N/A	N/A	200

### *Inspections Expenditure by Year*

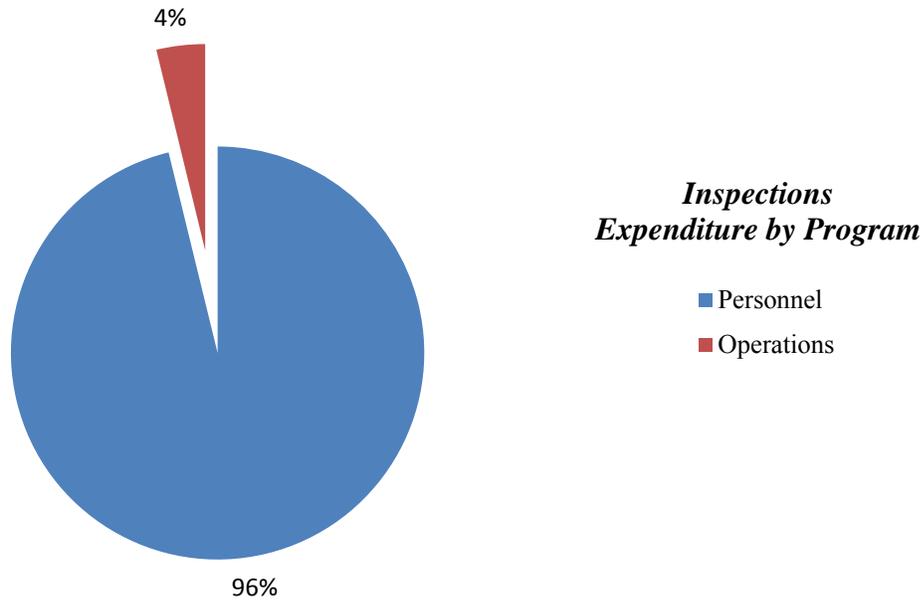
Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Inspections	\$734,605	\$678,112	\$678,496	\$733,125	<b>\$768,383</b>	<b>2.89%</b>
Total	\$734,605	\$678,112	\$678,496	\$733,125	<b>\$768,383</b>	<b>2.89%</b>



## INSPECTIONS

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$705,072	\$710,363	\$28,785	<b>\$739,148</b>
Professional Services	-	-	-	-
Operations	\$26,109	\$27,155	\$2,080	<b>\$29,235</b>
Capital Outlay	\$1,000	-	-	-
<b>Totals</b>	<b>\$741,181</b>	<b>\$737,518</b>	<b>\$30,865</b>	<b>\$768,383</b>



### *Authorized Positions*

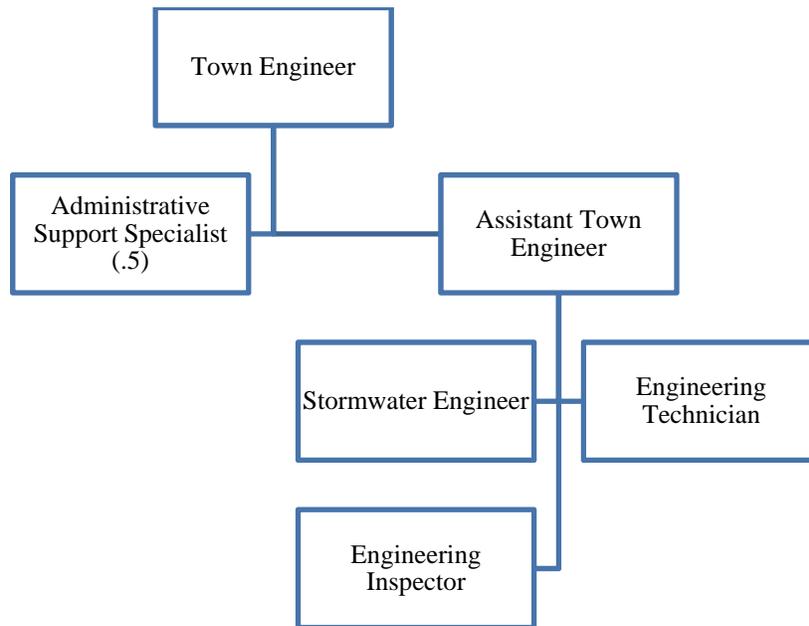
Category	FY 2014	Changes Requested	FY 2015 Adopted
Inspections Director	1	-	<b>1</b>
Chief Inspector	1	-	<b>1</b>
Senior Mech/Elect Inspector	1	-	<b>1</b>
Senior Fire Inspector	1	-	<b>1</b>
Minimum Housing/Code Enforcement	1	-	<b>1</b>
Building & Plumbing Inspector	1	<i>1</i>	<b>1</b>
Permit Specialist	1.5	-	<b>1.5</b>
<b>Totals</b>	<b>7.5</b>	<b>1</b>	<b>7.5</b>



## ENGINEERING

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 EPA NPDES Phase II Program, all associated with storm water quality control.



### ***Mission***

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

### ***Vision***

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

## ENGINEERING

### *Fiscal Year 2013-2014 Accomplishments*

- Start of the Highway 70/Jones Sausage Road Project
- Street Resurfacing program completed in the Spring of 2014
- Completed design for sidewalk bond projects
- Completed design and bidding for new police facility
- Started Claymore Drive sidewalk project in Summer of 2014

### *Goals*

1. Manage all construction projects within the established budget and time constraints, while recognizing opportunities to combine projects in order to maximize efficiency.
2. Increase the cross-training of Engineering Department employees.
3. Provide data and guidance to increase funding for resurfacing of Town streets.
4. Look to increase public involvement in the Litter Sweep and Big Sweep activities by continuing to seek involvement from civic and community organizations.
5. Continue providing direction to the development community and insuring regulatory compliance through the plan review process.

### *Objectives*

1. Manage the number of change orders to below industry standards for particular projects.
2. Timely review of plans and inspections of projects.
3. Expand the areas included in litter sweep programs.
4. Construction inspector to attend BMP inspection class and obtain certification; Assistant Town Engineer obtain BMP reviewer certification.
5. Conduct Pavement Condition Survey.

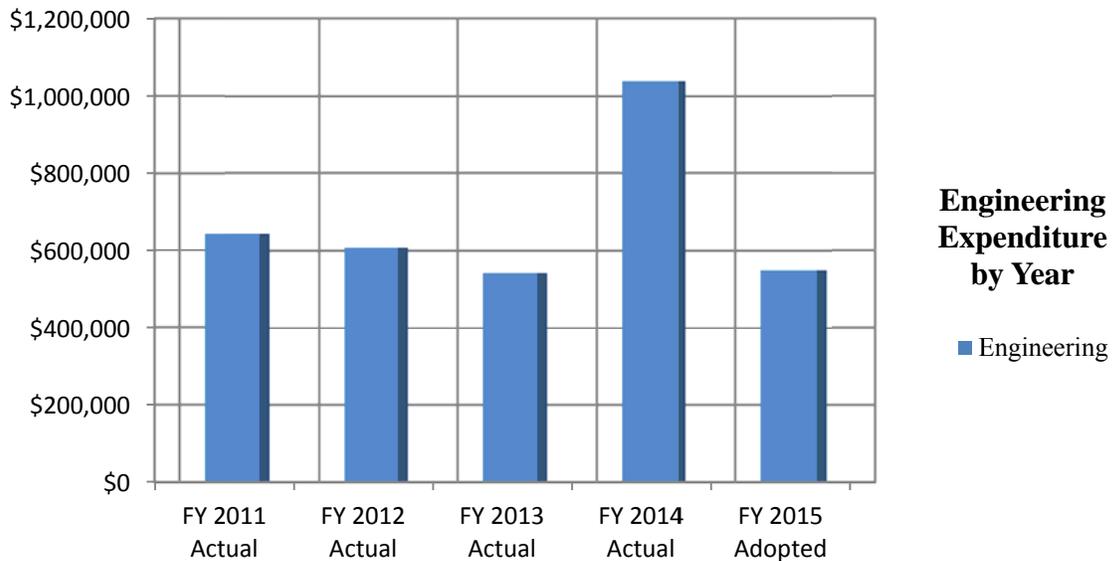
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Projects with change orders on projects <5% of bid	N/A	90%	90.0%
% Projects within 10% of prebid estimate	N/A	90%	90%
% Employees obtaining additional training in areas outside job duties	N/A	75%	75%

## ENGINEERING

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Number of projects bid	3	6	8
Value of public projects constructed	N/A	\$4,000,000	\$10,000,000
Number of development plans reviewed	22	30	35
Number of lots inspected	72	85	100

### *Engineering Expenditure by Year*

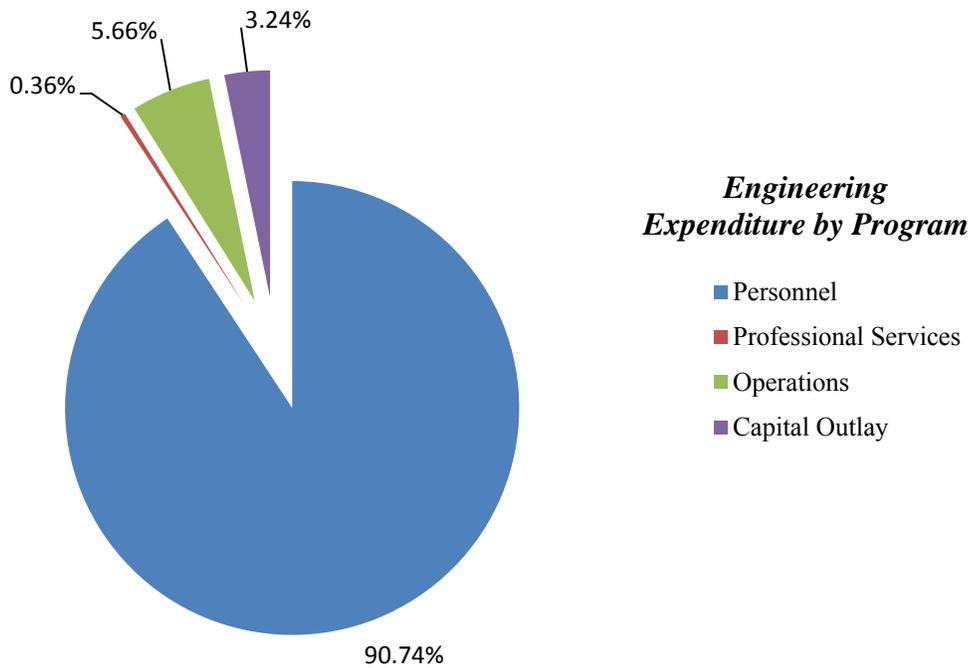
Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Engineering	\$643,950	\$608,093	\$542,915	\$1,038,774	<b>\$549,804</b>	<b>2.07%</b>
Total	\$643,950	\$608,093	\$542,915	\$1,038,774	<b>\$549,804</b>	<b>2.07%</b>



## ENGINEERING

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$513,098	\$498,897	-	<b>\$498,897</b>
Professional Services	\$2,000	\$2,000	-	<b>\$2,000</b>
Operations	\$417,925	\$31,107	-	<b>\$31,107</b>
Capital Outlay	\$10,000	\$17,800	-	<b>\$17,800</b>
<b>Totals</b>	<b>\$943,023</b>	<b>\$549,804</b>	<b>-</b>	<b>\$549,804</b>



### *Authorized Positions*

Category	FY 2014	FY2015	Changes Requested	Adopted
Town Engineer	1	1	-	<b>1</b>
Assistant Town Engineer	1	1	-	<b>1</b>
Administrative Support Specialist	0.5	0.5	-	<b>0.5</b>
Stormwater Engineer	1	1	-	<b>1</b>
Engineer Inspector	-	1	-	<b>1</b>
Engineering Technician	1	1	-	<b>1</b>
<b>Totals</b>	<b>4.5</b>	<b>5.5</b>	<b>-</b>	<b>5.5</b>

**ENGINEERING DEPARTMENT**  
**Community Engineering (4810)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	353,879	356,413	362,407	344,905	379,253	<b>374,844</b>	<b>9%</b>
510236	Longevity	-	-	-	16,233	8,917	<b>8,917</b>	<b>-45%</b>
510500	FICA	24,961	25,177	25,828	26,196	29,695	<b>29,358</b>	<b>12%</b>
510600	Group Insurance	30,878	30,206	28,978	29,752	46,886	<b>39,557</b>	<b>33%</b>
510700	Retirement	40,635	42,675	41,135	40,908	47,118	<b>46,221</b>	<b>13%</b>
521000	Professional Services	27,139	-	-	-	30,000	<b>2,000</b>	<b>N/A</b>
521100	Postage	-	-	-	-	273	<b>273</b>	<b>N/A</b>
521150	Telephone	-	-	-	2,145	2,106	<b>2,106</b>	<b>-2%</b>
521200	Printing	37	463	171	751	750	<b>750</b>	<b>0%</b>
521400	Travel and Training	2,030	1,481	2,339	3,523	3,739	<b>3,739</b>	<b>6%</b>
521700	Auto Maintenance & Repair	918	281	1,200	432	600	<b>600</b>	<b>39%</b>
522100	Equipment Rental	-	-	-	-	9,144	<b>9,144</b>	<b>N/A</b>
523100	Fuel	1,411	1,963	2,166	2,940	3,000	<b>2,665</b>	<b>-9%</b>
523300	Departmental Supplies	539	597	389	850	1,780	<b>1,780</b>	<b>109%</b>
523580	Stormwater Education Program	3,100	3,108	3,063	3,269	4,200	<b>4,200</b>	<b>28%</b>
523600	Uniforms	-	-	-	-	100	<b>100</b>	<b>N/A</b>
524300	Contract Services	87,518	1,059	6,059	1,921	3,800	<b>4,260</b>	<b>122%</b>
524386	Street Resurfacing	-	-	-	371,360	-	-	<b>-100%</b>
525300	Dues and Subscriptions	2,136	1,240	479	459	1,490	<b>1,490</b>	<b>225%</b>
537230	Retention Pond Retrofit	41,700	143,430	27,500	166,185	-	-	<b>-100%</b>
537400	Equipment	27,070	-	-	-	-	-	<b>-</b>
537410	Vehicle	-	-	-	13,381	43,800	<b>17,800</b>	<b>33%</b>
537600	Construction	-	-	41,200	13,564	-	-	<b>-100%</b>
<b>4810 Total</b>		<b>\$ 643,950</b>	<b>\$ 608,093</b>	<b>\$ 542,915</b>	<b>\$ 1,038,775</b>	<b>\$ 616,651</b>	<b>\$ 549,804</b>	<b>-47%</b>

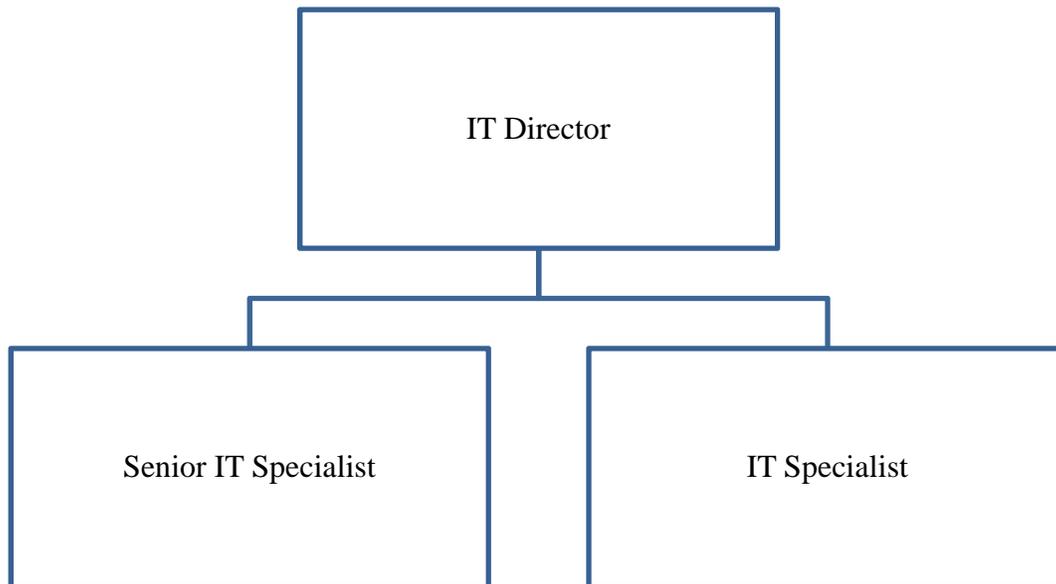
Notes

Postage:  
Equipment Rental:

Postage costs were moved from Office Administration to divisions based on use.  
Copier leases are being moved to the appropriate divisions.

## INFORMATION TECHNOLOGY

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



### ***Mission***

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

### ***Vision***

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

## **INFORMATION TECHNOLOGY**

### ***Fiscal Year 2013-2014 Accomplishments***

- IT Director, Bret Kelly, completed the Certified Government Chief Information Officer (CGCIO) Program.
- IT Specialist, Henry Trombley, completed his Cisco Certified Network Professional (CCNP) certification, the VMware Certified Professional (VCP) certification and received the Toastmasters International Competent Communicator award.
- Upgraded the Cisco ASA Firewall to meet security standards and allow for mobile device VPN connectivity.
- Implemented a Cisco wireless network for use at all Town facilities.
- Upgraded and replaced all Police patrol laptops.
- Deployed second phase of virtual desktop computers.
- Upgraded Cisco Unified Computing Server memory.
- Developed equipment management and monitoring platform.
- Assisted Parks and Recreation with implementing their new registration software.

### ***Goals***

1. Design and implement cost effective and reliable IT solutions in order to meet business goals
2. Meet and exceed the expectations of the Town staff and community members
3. Stay current with existing and emerging technologies
4. Develop a long term strategy for equipment maintenance and replacement
5. Work closely with other departments in order to understand their vision and match those with IT solutions
6. Strengthen the knowledge of our Town staff by providing technology training

### ***Objectives***

1. Continue to deploy phase 3 of virtual desktop technology.
2. Assess current network and locate problem areas.
3. Prepare network for changes associated with the new Police and Town Hall buildings.
4. Organize and remove applicable electronic data in order to fulfill our growing data storage needs.
5. Replace end of life network switches and routers.
6. Upgrade document scanning software.
7. Upgrade all Microsoft Windows Servers.
8. Update additional software, network equipment and computers when necessary.

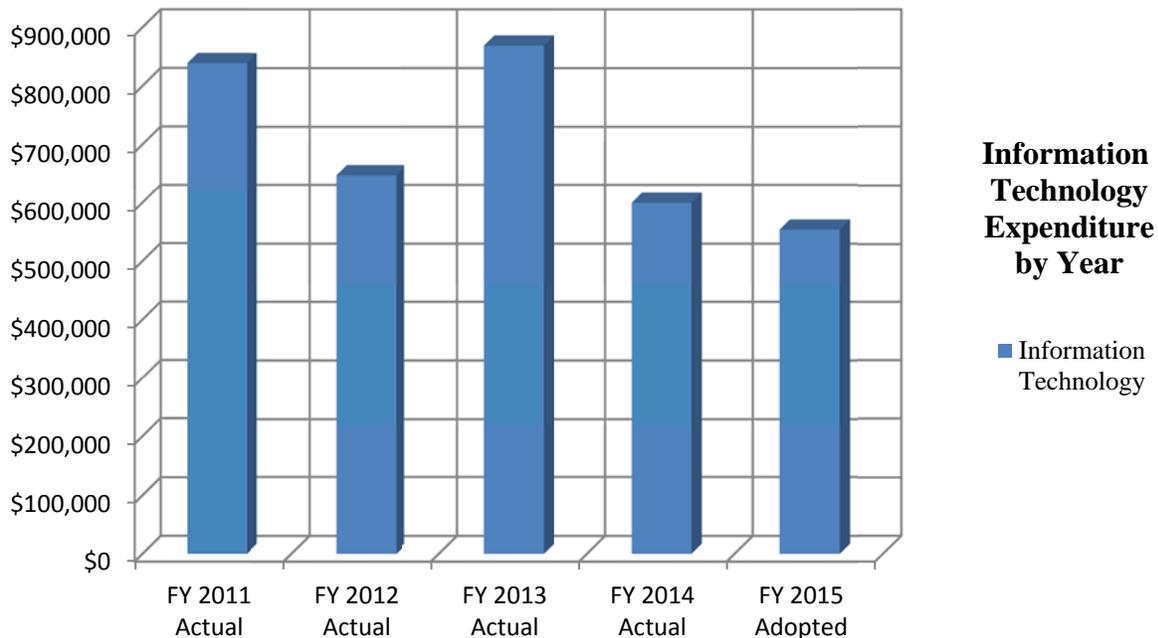
## INFORMATION TECHNOLOGY

<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Project/Ticket Completion Avg. in Days	21.43	21.42	10.44
IT Helpdesk Ticket Timeframe Grade	5 out of 5	5 out of 5	5 out of 5
IT Helpdesk Ticket Overall Satisfaction Grade	5 out of 5	5 out of 5	5 out of 5
# of Major Projects that Met Target Date	2 out of 2	3 out of 3	3 out of 3
% Downtime for Maintenance or Outages	<1%	<1%	<1%

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
# of Helpdesk Tickets Completed	305	300	300
# of Major Projects Completed	2	3	3
# of Equipment Upgrades	37	87	32
# of Software Upgrades	40	50	45

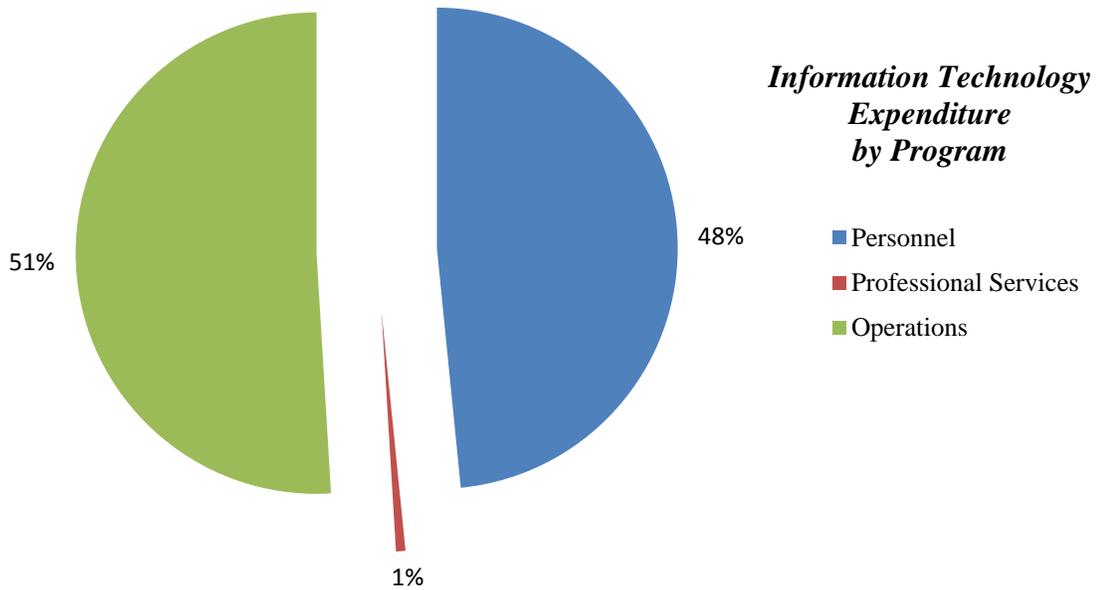
### *Information Technology Expenditure by Year*

Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimates	FY 2015 Adopted	% of General Fund
Information Technology	\$838,810	\$646,974	\$868,822	\$604,326	<b>\$554,537</b>	<b>2.08%</b>
Total	\$838,810	\$646,974	\$868,822	\$604,326	<b>\$554,537</b>	<b>2.08%</b>



## INFORMATION TECHNOLOGY

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$257,622	\$268,469	-	<b>\$268,469</b>
Professional Services	\$3,500	\$3,500	-	<b>\$3,500</b>
Operations	\$380,366	\$257,568	\$25,000	<b>\$282,568</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$641,488</b>	<b>\$529,537</b>	<b>\$25,000</b>	<b>\$554,537</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
IT Director	1	-	<b>1</b>
Senior IT Specialist	1	-	<b>1</b>
IT Specialist	1	<i>1</i>	<b>1</b>
<b>Totals</b>	<b>3</b>	<b><i>1</i></b>	<b>3</b>

**INFORMATION TECHNOLOGY**  
**Information Technology (4910)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimates	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY 13-14
510200	Salaries	316,262	158,434	191,045	197,946	257,827	<b>205,998</b>	<b>4%</b>
510210	Salaries - Overtime	3,229	-	-	-	-	-	-
510500	Longevity	-	-	-	-	2,000	<b>2,000</b>	<b>N/A</b>
510500	FICA	22,821	12,054	14,610	14,900	19,865	<b>15,911</b>	<b>7%</b>
510600	Group Insurance	27,594	14,983	17,274	18,626	31,016	<b>19,509</b>	<b>5%</b>
510700	Retirement	36,629	17,521	21,637	24,609	31,538	<b>25,051</b>	<b>2%</b>
521000	Professional Services	450	386	-	3,325	3,500	<b>3,500</b>	<b>5%</b>
521100	Postage	-	-	-	-	95	<b>95</b>	<b>N/A</b>
521150	Telephone	107,832	100,505	100,369	99,690	111,544	<b>110,908</b>	<b>11%</b>
521200	Printing	150	-	-	-	-	-	-
521400	Travel and Training	3,995	3,757	4,331	1,478	7,344	<b>7,033</b>	<b>376%</b>
521600	Equipment Maintenance & Repair	360	1,495	2,409	-	-	-	-
521700	Auto Maintenance & Repair	10	131	76	-	250	<b>250</b>	<b>N/A</b>
522100	Equipment Rental	51,861	1,105	4,717	-	-	-	-
523100	Fuel	277	359	828	455	455	<b>455</b>	<b>0%</b>
523300	Departmental Supplies	17,925	4,631	98,181	18,994	34,190	<b>30,700</b>	<b>62%</b>
523535	PEG Channel Expenses	9,342	81,665	79,346	-	-	-	-
523399	Non Capital Equipment	-	-	-	106,383	70,152	<b>22,752</b>	<b>-79%</b>
524300	Contract Services	239,669	165,334	165,988	104,994	156,350	<b>110,150</b>	<b>5%</b>
525300	Dues and Subscriptions	405	81	45	184	225	<b>225</b>	<b>22%</b>
537400	Equipment	-	84,531	167,966	12,741	-	-	-
<b>4910 Total</b>		<b>\$ 838,810</b>	<b>\$ 646,974</b>	<b>\$ 868,822</b>	<b>\$ 604,326</b>	<b>\$ 726,351</b>	<b>\$ 554,537</b>	<b>-8%</b>

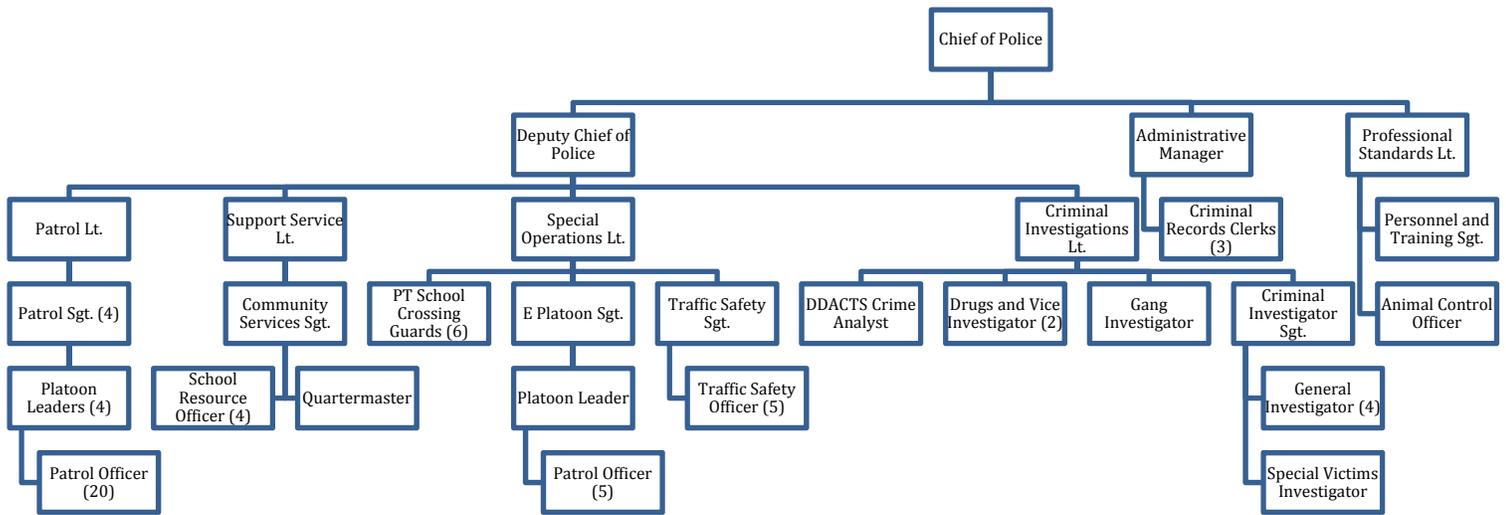
Notes

Longevity:  
Postage:

Two employees now qualify for longevity payments.  
Postage costs were moved from Office Administration to divisions based on use.

## POLICE DEPARTMENT

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



### ***Mission***

To deliver effective, responsive, and professional police services that reduce crime, create a safe environment, build trust, and enhance the quality of life in our community.

### ***Vision***

The Garner Police Department is dedicated to providing quality services that reflect the *Commitment, Integrity, and Professionalism* the community expects and deserves.

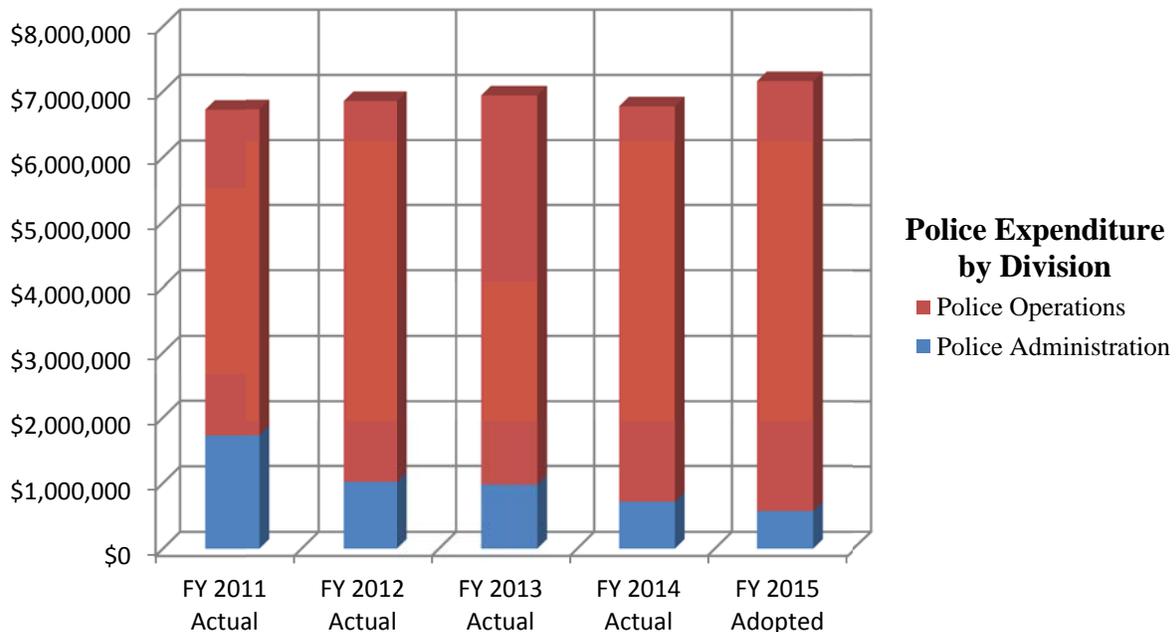
## POLICE DEPARTMENT

### *Fiscal Year 2013-2014 Accomplishments*

- Completed the onsite inspection for our triennial CALEA Re-Accreditation. We will be receiving our formal re-accreditation at the end of March following our hearing with the CALEA board.
- Completed “phase three” of our Departmental re-organization to address civilian staffing needs with the transition to a civilian Quartermaster, the creation of a full-time Records Supervisor, and the creation of a part-time Accreditation Specialist and two part-time Services Officers.
- Completed full implementation of the Department’s mandatory fitness program with only one officer not meeting the fitness standard (but still exceeding the minimum fitness requirement for active duty).
- Expanded the Police Athletics/Activities League program with the addition of a new program at North Garner Middle School for young ladies and a “re-invention” of our program at the Avery Street Recreation Center.

### *Police Expenditure by Division*

Division	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	% of General Fund
Police Administration	\$1,728,542	\$1,013,508	\$971,816	\$718,375	<b>\$576,421</b>	<b>2.17%</b>
Police Operations	\$5,002,344	\$5,844,240	\$5,971,188	\$6,057,725	<b>\$6,586,100</b>	<b>24.76%</b>
Total	\$6,730,886	\$6,857,748	\$6,943,004	\$6,776,100	<b>\$7,162,521</b>	<b>26.93%</b>



## POLICE ADMINISTRATION

The **Police Administration** program is comprised of the Office of the Chief of Police and the Professional Standards Unit. The Professional Standards Unit is staffed by a lieutenant, a sergeant, and a CALEA Accreditation specialist is responsible for auditing, inspection and long range planning for the police department. The Professional Standards Lieutenant also manages the internal affairs function, including the investigation of complaints against officers as well as incidents involving the use of force by officers and vehicle pursuits. The Personnel and Training Sergeant is responsible for coordinating all departmental training & recruiting. The CALEA Accreditation specialist maintains departmental documentation related to policies and procedures and compliance documentation.

### *Goals*

1. Collaborate with Administration and the Finance to develop, implement, and evaluate both operational and capital improvement project budgets and financial procedures to meet the needs of the Department while serving the needs of the community.
2. Rotate all sworn staff through specialized assignments in order to expand individual and collective breadth and diversity of assignment and experience.
3. Maintain the Department's focus on officer safety, professionalism, and wellness through the continued implementation of the mandatory fitness program for all sworn employees.

### *Objective*

1. Increase the quality and quantity of information made available to the public. The information shared will include crime prevention materials, crime and statistical information, safety tips, contact names and numbers and general information on department administration and operations.
2. Work cooperatively with the other Town departments on completing renovations of 912 Seventh Ave and moving to the new Police Department Headquarters building.
3. Research the cost of leadership training courses using an identified curriculum list to identify courses that are most cost effective in meeting employee needs.

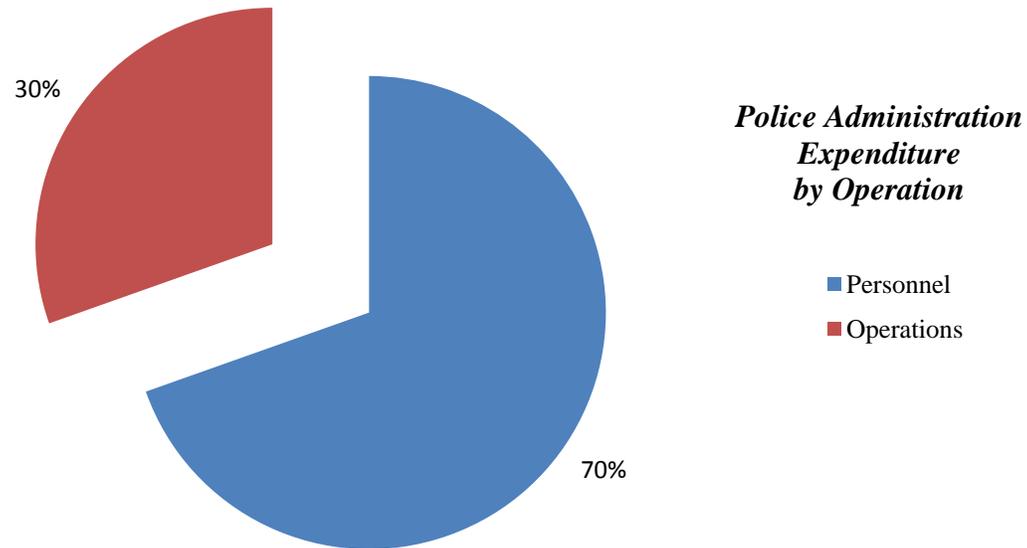
<i>Performance Measures</i>	Actual FY 2013	Estimated FY 2014	Target FY 2015
Average Training Hours per Officer	126	138	145
% of Uses of Force that Result in Complaints	5%	0%	3%
% of Uses of Force Complaints that are Sustained	0%	0%	0%
% of Total Complaints that are Sustained	74%	65%	60%
% Passing Police Officers Physical Agilities Test	100%	100%	100%

<i>Workload Indicators</i>	Actual FY 2013	Estimated FY 2014	Projected FY 2015
# of Officers Participating in Fitness Program	63	64	63
# of Total Uses of Force	41	27	35
# of Complaints Received Against Officers	47	31	25
# of Police Press Releases Issued	18	35	25

## POLICE ADMINISTRATION

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$697,894	\$401,080	-	<b>\$401,080</b>
Professional Services	-	-	-	-
Operations	\$158,548	\$175,341	-	<b>\$175,341</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$856,442</b>	<b>\$576,421</b>	-	<b>\$576,421</b>



### *Authorized Positions*

Category	FY2014	Changes Requested	FY 2015 Adopted
Chief of Police	1	-	<b>1</b>
Professional Standards Lieutenant	1	-	<b>1</b>
Personnel & Training Sergeant	1	-	<b>1</b>
Accreditation Specialist	0.5	-	<b>0.5</b>
<b>Totals</b>	<b>3.5</b>	-	<b>3.5</b>

**POLICE DEPARTMENT**  
**Police Administration (5110)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY 13-14
510200	Salaries	990,198	509,213	525,231	428,488	307,261	<b>306,699</b>	<b>-28%</b>
510210	Salaries - Overtime	16,370	1,096	2,252	1,221	1,803	<b>900</b>	<b>-26%</b>
510220	Salaries - Temporary	6,946	-	-	-	-	-	-
510235	Outside Employment	150,957	-	-	-	-	-	-
510236	Longevity	-	-	-	11,975	8,716	<b>8,716</b>	<b>-27%</b>
510240	Separation Allowance	146,908	128,084	150,982	-	-	-	-
510500	FICA	95,443	46,683	49,783	32,037	24,197	<b>24,184</b>	<b>-25%</b>
510600	Group Insurance	100,754	52,554	49,595	37,015	23,332	<b>20,740</b>	<b>-44%</b>
510700	Retirement	115,104	61,113	57,600	57,835	39,579	<b>39,841</b>	<b>-31%</b>
521000	Professional Services	-	-	-	-	-	-	-
521100	Postage	-	-	-	-	529	<b>529</b>	N/A
521150	Telephone	-	-	-	2,214	1,925	<b>1,925</b>	<b>-13%</b>
521200	Printing	1,569	112	282	75	1,000	<b>1,000</b>	<b>1242%</b>
521400	Travel and Training	22,561	52,445	43,563	58,373	63,361	<b>56,230</b>	<b>-4%</b>
521410	Special Events	6,111	304	1,222	400	1,000	<b>1,000</b>	<b>150%</b>
521430	Parking Fees	64	18	-	7	-	-	-
521600	Equipment Maintenance & Repair	-	395	125	472	500	<b>500</b>	<b>6%</b>
521700	Auto Maintenance & Repair	2,731	414	1,500	2,000	1,000	<b>1,000</b>	<b>-50%</b>
522100	Equipment Rental	-	-	-	-	19,692	<b>19,692</b>	N/A
522200	Building Rental	4,277	-	-	-	-	-	-
523100	Fuel	8,087	17,036	10,865	8,125	6,930	<b>6,825</b>	<b>-16%</b>
523300	Departmental Supplies	14,364	40,915	7,205	7,919	4,575	<b>4,575</b>	<b>-42%</b>
523600	Uniforms	6,342	4,169	3,400	4,549	3,000	<b>3,000</b>	<b>-34%</b>
524300	Contract Services	35,987	70,409	47,248	54,311	85,278	<b>70,340</b>	<b>30%</b>
525300	Dues and Subscriptions	2,170	1,285	839	2,723	3,500	<b>3,500</b>	<b>29%</b>
525640	Phys/Poly/Psych Examinations	1,600	3,515	5,370	1,885	5,225	<b>5,225</b>	<b>177%</b>
537400	Equipment	-	23,747	14,753	6,750	-	-	<b>-100%</b>
<b>5110 Total</b>		<b>\$ 1,728,542</b>	<b>\$ 1,013,508</b>	<b>\$ 971,816</b>	<b>\$ 718,375</b>	<b>\$ 602,403</b>	<b>\$ 576,421</b>	<b>-20%</b>

## POLICE OPERATIONS

The **Police Operations** program is commanded by the Deputy Chief and is comprised of four divisions: Criminal Investigations, Patrol, Special Operations and Support Services. Police Operations are responsible for the day-to-day execution of police activities in the Town of Garner. The Criminal Investigations Division includes detectives and a crime analyst who focus their investigative efforts on felony and violent crimes as well as drug, gang, and vice-related crimes. The Patrol Division is made up of officers who are the first persons to respond to all 911 calls and are responsible for taking a proactive approach to partnerships, and problem solving in the community. The Support Services Division includes the Community Services Sergeant, four School Resources Officers and a Quartermaster responsible for evidence and property. The Special Operations Division includes the “E” Platoon, the Traffic Safety Unit, the part-time Crisis Negotiations Team (CNT), and Special Response Team (SRT).

### *Goals*

1. Continue utilizing community oriented policing strategies to actively engage citizens and stakeholders in problem solving crime prevention initiatives.
2. Expand community programming in cooperation with PAAL and other community groups to research and develop expanded opportunities.
3. Increase the number of non-sworn positions by implementing more Civilian Community Services positions.

### *Objectives*

1. Loss prevention coalition - The Community Services Sergeant will continue to develop the Town-wide loss prevention coalition through regular meetings and the exchange of information between retailers.
2. Proactive Enforcement of Property Crimes – We will continue to work proactively on other property crimes that have a significant impact on the community, including but not limited to metal theft and larceny from motor vehicles.
3. Implement Civilian Community Services positions. We will collaborate with the Parks, Recreation, and Cultural Resources Department, Public Works Department, and other Town staff to develop duties and responsibilities of civilian community services position.

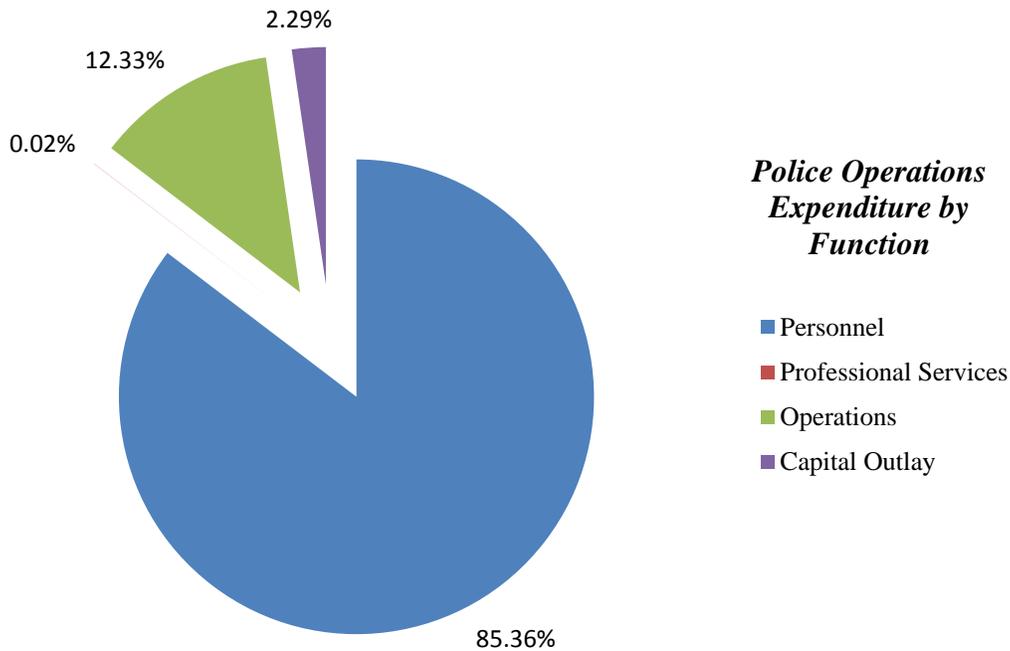
<i>Performance Measures</i>	Actual FY 2013	Estimated FY 2014	Target FY 2015
Clearance Rate for Part I Violent Crimes	70%	82%	78%
Clearance Rate for Part I Property Crimes	48%	55%	52%

<i>Workload Indicators</i>	Actual FY 2013	Estimated FY 2014	Projected FY 2015
# of Total Calls For Service	32,190	31,913	35,964
# of Larceny Reports Taken	995	989	975
#of Alarm Responses	935	860	882
# of Animal Related Calls	1,010	1,064	1,416
# of Custody Arrests	721	854	822
# of Loss Prevention Meetings Held	1	6	12

## POLICE OPERATIONS

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$5,338,455	\$5,622,146	-	<b>\$5,622,146</b>
Professional Services	\$1,200	\$1,200	-	<b>\$1,200</b>
Operations	\$871,654	\$776,689	\$35,065	<b>\$811,754</b>
Capital Outlay	\$83,500	\$89,000	\$62,000	<b>\$151,000</b>
<b>Totals</b>	<b>\$6,294,809</b>	<b>\$6,489,035</b>	<b>\$97,065</b>	<b>\$6,586,100</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Deputy Chief of Police	1	-	<b>1</b>
Lieutenant	4	-	<b>4</b>
Police Officer	30	2	<b>30</b>
Sergeant	8	-	<b>8</b>
Investigator (5 General, 2 Drug, 1 Gang)	8	-	<b>8</b>
Animal Control Officer	1	-	<b>1</b>
Community Services Officer (PT .5)	0.5	-	<b>0.5</b>
Crime Analyst	1	-	<b>1</b>
Quartermaster & Records Manager	2	-	<b>2</b>
School Crossing Guard (PT .5)	1.5	-	<b>1.5</b>
School Resource Officer	4	-	<b>4</b>
Traffic Safety Officer	5	-	<b>5</b>
<b>Totals</b>	<b>66</b>	<b>2</b>	<b>66</b>

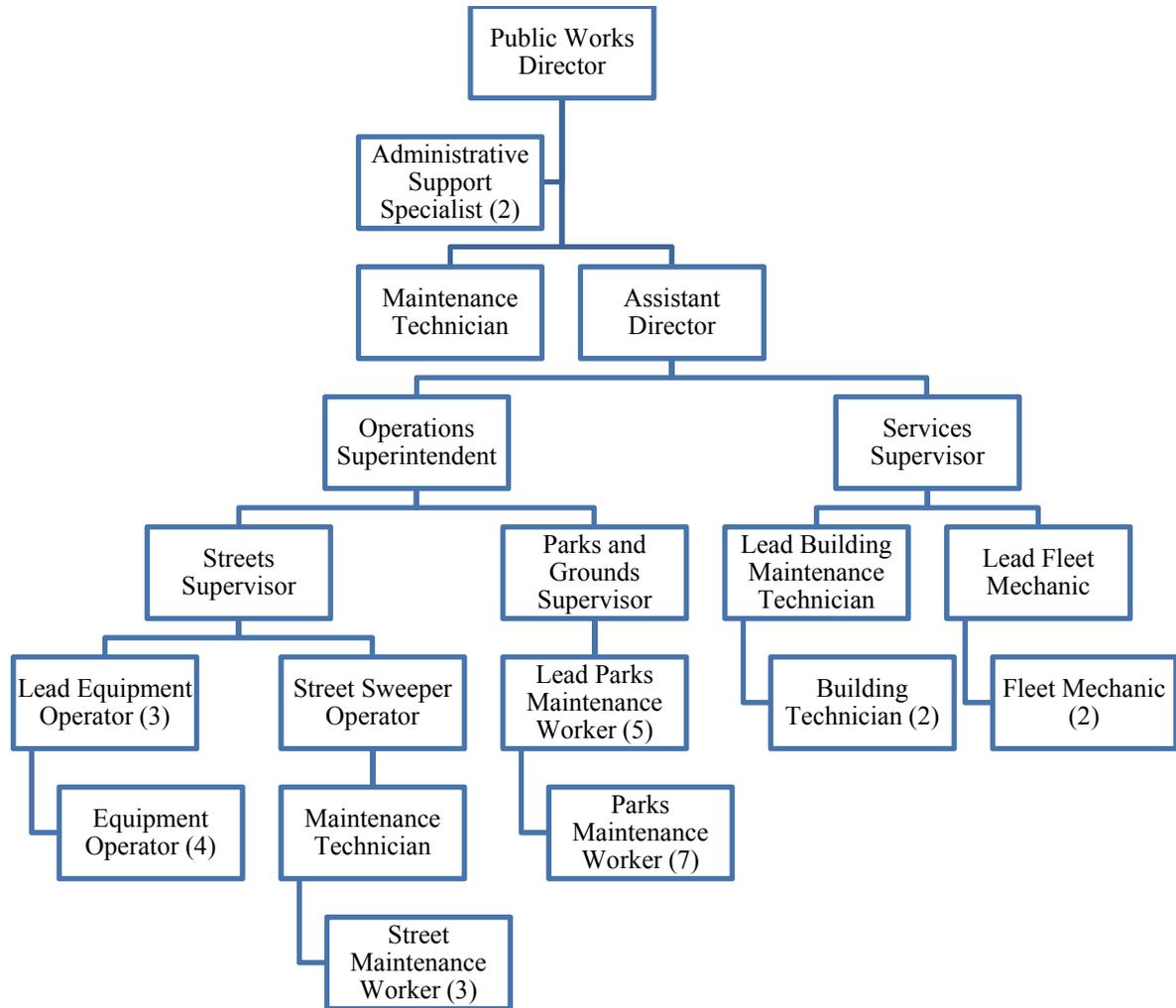
**POLICE DEPARTMENT**  
**Police Operations (5140)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY 13-14
510200	Salaries	3,200,379	3,694,758	3,752,272	3,733,325	4,032,274	<b>3,935,309</b>	<b>5%</b>
510210	Salaries - Overtime	78,606	49,020	56,290	47,310	64,275	<b>47,000</b>	<b>-1%</b>
510220	Salaries - Temporary	29,009	29,161	27,313	33,243	57,868	<b>57,868</b>	<b>74%</b>
510235	Outside Employment	-	188,688	197,963	160,891	175,000	<b>175,000</b>	<b>9%</b>
510236	Longevity	-	-	-	97,351	98,047	<b>98,016</b>	<b>1%</b>
510500	FICA	242,007	289,958	297,467	297,444	338,675	<b>329,959</b>	<b>11%</b>
510600	Group Insurance	349,212	394,413	387,781	431,480	574,940	<b>476,203</b>	<b>10%</b>
510700	Retirement	375,283	455,490	432,497	470,665	521,323	<b>502,791</b>	<b>7%</b>
521000	Professional Services	118	-	-	419	1,200	<b>1,200</b>	<b>186%</b>
521150	Telephone	-	-	-	12,957	12,850	<b>14,100</b>	<b>9%</b>
521200	Printing	295	1,537	549	98	2,000	<b>2,000</b>	<b>1939%</b>
521400	Travel and Training	28,866	11,664	506	-	5,000	<b>5,000</b>	<b>N/A</b>
521410	Special Events	-	7,855	7,905	4,540	7,000	<b>7,000</b>	<b>54%</b>
521430	Parking Fees	295	238	234	128	700	<b>250</b>	<b>96%</b>
521600	Equipment Maintenance & Repair	5,597	9,976	10,122	9,204	11,800	<b>11,600</b>	<b>26%</b>
521700	Auto Maintenance & Repair	68,711	80,198	76,864	83,139	72,000	<b>56,000</b>	<b>-33%</b>
522100	Equipment Rental	-	80	-	154	1,500	<b>1,000</b>	<b>550%</b>
523100	Fuel	133,538	205,098	189,010	184,500	229,200	<b>208,000</b>	<b>13%</b>
523300	Departmental Supplies	60,736	58,071	128,794	85,936	212,375	<b>93,850</b>	<b>9%</b>
523550	Vet Supplies & Food	9,357	5,804	6,641	6,216	8,000	<b>8,000</b>	<b>29%</b>
523560	Drug & Information Purchases	-	4,000	4,000	4,000	4,000	<b>4,000</b>	<b>0%</b>
523600	Uniforms	54,407	32,876	67,558	31,478	87,050	<b>72,900</b>	<b>132%</b>
524300	Contract Services	265,257	238,079	234,111	296,096	364,072	<b>328,054</b>	<b>11%</b>
525610	Workers Comp	-	-	-	-	3,498	-	-
525640	Phys/Poly/Psych Exams	-	-	-	-	1,500	-	-
525300	Dues and Subscriptions	2,478	1,774	2,133	-	-	-	-
537400	Equipment	98,194	85,503	91,177	27,949	73,000	<b>67,000</b>	<b>140%</b>
537410	Vehicle	-	-	-	39,201	235,250	<b>84,000</b>	<b>114%</b>
5140 Total		\$ 5,002,344	\$ 5,844,241	\$ 5,971,187	\$ 6,057,724	\$ 7,194,397	<b>\$ 6,586,100</b>	<b>9%</b>

Notes      Travel and Training:      This line item includes reflects training associated with two police department grants for ARAS 360 Crash Reconstruction software and Bikesafe Motorcycle Grant.

## PUBLIC WORKS DEPARTMENT

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



***Mission***

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

***Vision***

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

## **PUBLIC WORKS DEPARTMENT**

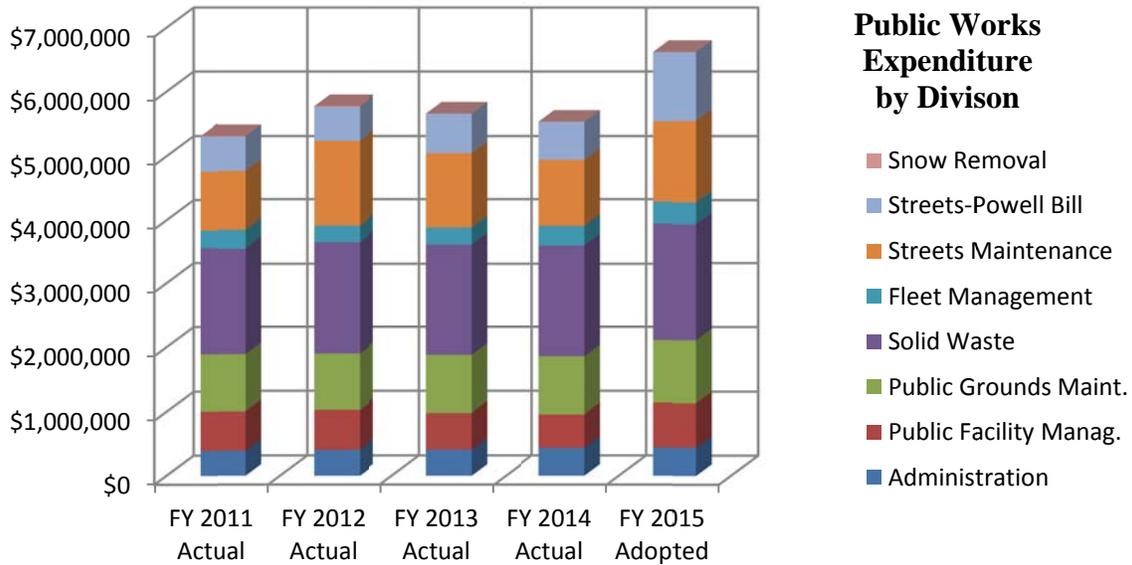
### ***Fiscal Year 2013-2014 Accomplishments***

- Completed bond financing projects at Public Works Facility including repaving, wash pit shelter and fuel system renovations.
- Completed work with Wake County for a storm debris removal joint contract.
- Renovated irrigation systems at two parks and repaired others with in-house resources for fully functioning systems in all locations.
- Performed remodeling projects in 6 locations throughout town.
- Utilized in-house expertise to: install several energy efficient lighting controls, perform maintenance on athletic field lighting, and rework the lights at Creech Road Tennis Courts to prevent undesirable operation.
- Improved condition of athletic turf and ball fields using irrigation systems in order to drain properly and maximize availability
- Completed Documentation for Accreditation Chapter 18 Parks and Grounds
- Planted new material around town welcome signs at Centennial Park, South Garner Park and Garner Performing Arts Center.
- Completed trash collections on schedule with a low complaint per customer rate.
- Collected 47 tons of trash and 177 loads of yard waste during “unprepared” collection program.
- Surplused 26 vehicles and pieces of equipment generating \$31,460.99 in revenue.
- Performed 12 weekend sign sweeps.
- Replaced 42 street name signs to comply with new MUTCD standards.
- Performed 120 street code enforcement requests.
- Completed one unscheduled town-wide storm debris cleanup.
- Successfully responded to 6 storm events.
- Snow removal equipment was kept available and supplies of materials were adequate for effective response.

## PUBLIC WORKS DEPARTMENT

### *Public Works Expenditure by Division*

Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Administration	\$392,198	\$406,207	\$410,024	\$435,080	<b>\$441,300</b>	<b>1.66%</b>
Public Facility Manag.	\$612,673	\$615,983	\$570,083	\$536,223	<b>\$694,113</b>	<b>2.61%</b>
Public Grounds Maint.	\$866,413	\$879,863	\$900,844	\$902,143	<b>\$977,636</b>	<b>3.68%</b>
Solid Waste	\$1,661,240	\$1,742,909	\$1,726,953	\$1,736,723	<b>\$1,825,664</b>	<b>6.86%</b>
Fleet Management	\$287,656	\$258,964	\$267,436	\$305,880	<b>\$342,711</b>	<b>1.29%</b>
Streets Maintenance	\$921,266	\$1,339,316	\$1,175,843	\$1,095,619	<b>\$1,264,994</b>	<b>4.76%</b>
Streets-Powell Bill	\$547,642	\$527,568	\$618,971	\$594,633	<b>\$1,073,433</b>	<b>4.04%</b>
Snow Removal	\$8,927	\$16,130	\$1,031	\$2,835	<b>\$4,425</b>	<b>0.02%</b>
<b>Total</b>	<b>\$5,298,015</b>	<b>\$5,786,940</b>	<b>\$5,671,184</b>	<b>\$5,609,136</b>	<b>\$6,624,276</b>	<b>24.92%</b>



## 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 throughout the day as well as tracks all service requests for reporting purposes. The administration manages the Town’s solid waste contract, registers new residents for solid waste services, performs repairs to the carts used for collection, and performs routine surveys of the Town’s solid waste routes to ensure compliance with Town ordinances as it relates to collection of solid waste services. The Division is also responsible for submitting an operational budget each year for the entire department and maintaining all accreditation files.

### Goals

1. Provide leadership for all department divisions.
2. Increase the use of technology resources within the Department. Implement processes identified as best practices by the American Public Works Association (APWA).

### Objectives

1. Prepare and successfully complete site visit for APWA accreditation.
2. Achieve APWA accreditation.
3. Reduce maintenance technician’s available time for administrative duties by 20% and utilize time savings in the Town’s Street Maintenance Unit.
4. Update the 2012 Strategic Plan.

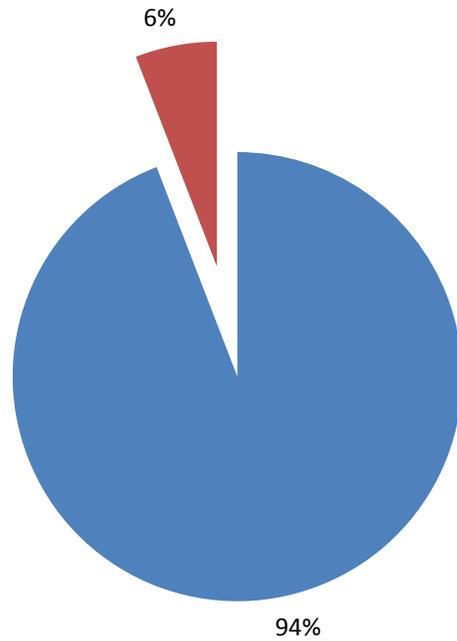
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% Work Orders Initiated by Town Staff	67%	48%	55%
% <i>garnerinfo</i> Requests Completed	100%	95%	95%

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
No. of Event requests supported by Department	135	70	100
No. of Work Orders Processed	3605	2900	3100
No. of Work Orders Initiated by Public Works Staff	1831	950	1200
No. of Work Orders Initiated by other Town Departments	583	450	500
No. of Phone Calls Received	9,227	8,841	9,800
<i>garnerinfo</i> Requests Received	54	190	200
<i>garnerinfo</i> Requests Completed	54	180	190

## PUBLIC WORKS ADMINISTRATION

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$414,642	\$415,448	-	<b>\$415,448</b>
Professional Services	-	-	-	-
Operations	\$17,462	\$25,852	-	<b>\$25,852</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$432,104</b>	<b>\$441,300</b>	<b>-</b>	<b>\$441,300</b>



*Public Works Administration  
Expenditure by Program*

■ Personnel  
■ Operations

### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Public Works Director	1	-	<b>1</b>
Assist. Public Works	1	-	<b>1</b>
Director Maintenance Tech	1	-	<b>1</b>
Admin. Support Specialist	2	-	<b>2</b>
<b>Totals</b>	<b>5</b>	<b>-</b>	<b>5</b>



## PUBLIC FACILITY 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. Continue development of proactive maintenance routines and inspections to provide better coverage of facilities and reduce long-term maintenance costs.
2. Perform contract improvement projects as approved in the annual budget.
3. Support new Town building activities as needed.

### **Objectives**

1. Complete roof repair project at Avery Street Recreation Center.
2. Prepare and complete documentation for accreditation.
3. Support activities associated with bond projects.

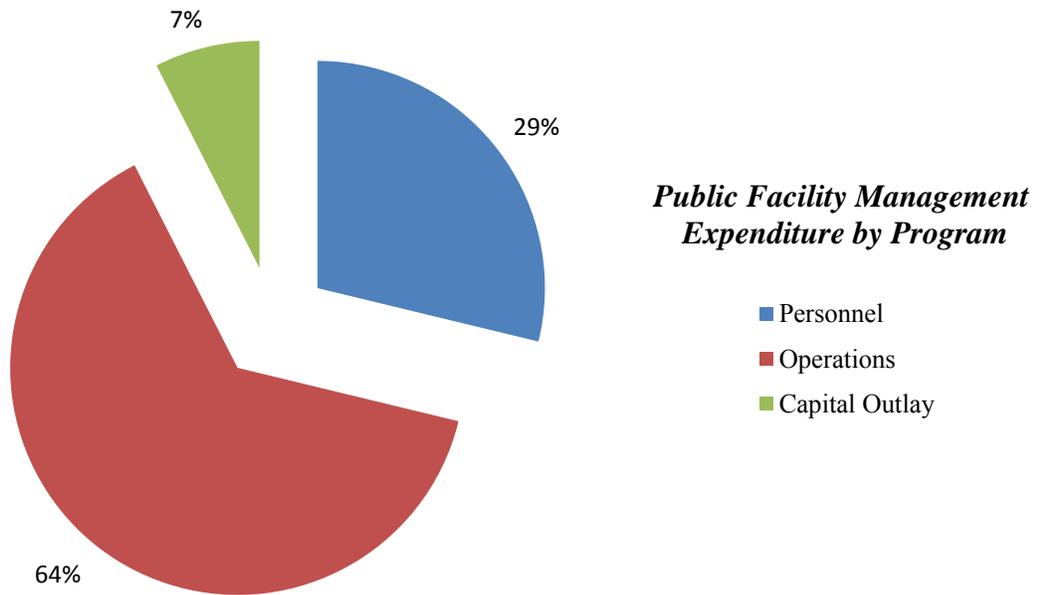
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Electrical consumption per square foot of heated building area	14.66 kwh	14.57 kwh	14.65 kwh
% Of planned maintenance tasks on schedule	75%	80%	90%

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
# of Town Buildings Maintained	55	55	56
Heated Square Footage of Buildings	105,702	105,702	120,322
# of Banners, Flags, Decorations	198	205	205
# of Work Orders Completed	928	675	900
# of HVAC Systems Maintained	50	50	51

## PUBLIC FACILITY MANAGEMENT

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	<b>FY 2015 Adopted</b>
Personnel	\$178,285	\$188,742	\$11,003	<b>\$199,745</b>
Professional Services	-	-	-	-
Operations	\$389,981	\$441,858	\$510	<b>\$442,368</b>
Capital Outlay	-	\$52,000	-	<b>\$52,000</b>
<b>Totals</b>	<b>\$568,266</b>	<b>\$682,600</b>	<b>\$11,513</b>	<b>\$694,113</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	<b>FY 2015 Adopted</b>
Lead Building Maintenance Tech	1	-	<b>1</b>
Building Maintenance Tech	2	1	<b>3</b>
Services Equipment Operator	1	-	<b>1</b>
<b>Totals</b>	<b>4</b>	<b>1</b>	<b>5</b>

## **PUBLIC FACILITY MANAGEMENT**

### ***Significant Budget and Service Level Changes Beyond Current Levels***

The budget includes funding for a Building Maintenance Technician Position beginning April 1, 2014. The new position will further address facility maintenance needs throughout the Town and is being funded at the same time that the Town's new police facility will open. Also as a result of the Town's bond program, the Town also anticipates workload needs related to transitioning current town hall employees during town hall construction, a new indoor recreation center, and several new concessions/restroom facilities throughout Town parks.

**PUBLIC WORKS DEPARTMENT**  
**Public Facilities Management (5640)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	157,495	164,093	147,640	116,317	165,498	<b>140,929</b>	<b>21%</b>
510210	Salaries - Overtime	3,298	130	143	675	2,868	<b>2,868</b>	<b>325%</b>
510220	Salaries - Temporary	-	-	-	-	-	-	-
510230	Salaries Temporary Overtime	-	-	-	-	-	-	-
510236	Longevity	-	-	-	2,000	2,000	<b>2,000</b>	<b>0%</b>
510500	FICA	11,882	12,178	10,448	8,418	13,022	<b>11,154</b>	<b>33%</b>
510600	Group Insurance	23,912	24,214	22,279	18,452	35,675	<b>25,245</b>	<b>37%</b>
510700	Retirement	18,439	19,640	16,656	13,217	20,661	<b>17,549</b>	<b>33%</b>
521150	Telephone	-	-	-	719	636	<b>636</b>	<b>-12%</b>
521300	Utilities	142,134	128,715	145,292	153,857	171,300	<b>171,300</b>	<b>11%</b>
521310	Water & Sewer Charges	25,821	32,722	33,075	39,954	43,177	<b>44,186</b>	<b>11%</b>
521400	Travel and Training	1,952	1,460	1,550	1,354	2,825	<b>2,358</b>	<b>74%</b>
521500	Building and Grounds Maint	14,416	13,915	3,730	11,131	12,000	<b>12,000</b>	<b>8%</b>
521600	Equipment Maintenance & Repair	10,198	15,607	25,976	34,158	25,000	<b>25,000</b>	<b>-27%</b>
521700	Auto Maintenance & Repair	1,816	1,348	705	1,000	1,600	<b>1,600</b>	<b>60%</b>
522100	Equipment Rental	169	-	-	-	-	-	-
523100	Fuel	8,229	10,446	13,000	7,835	9,400	<b>10,105</b>	<b>29%</b>
523300	Departmental Supplies	38,722	32,866	48,303	36,852	45,698	<b>43,998</b>	<b>19%</b>
523345	Lighting Retrofit Supplies	450	22,486	-	-	-	-	-
523600	Uniforms	1,994	2,677	1,949	1,792	3,600	<b>3,240</b>	<b>81%</b>
524300	Contract Services	151,745	108,489	99,336	88,492	163,195	<b>127,945</b>	<b>45%</b>
524550	Roof Improvements	-	-	-	-	-	-	-
537400	Equipment	-	24,997	-	-	-	-	-
537610	Unspecified Improvements	-	-	-	-	-	-	-
537410	Vehicle	-	-	-	-	52,000	<b>52,000</b>	<b>N/A</b>
<b>5640 Total</b>		<b>612,673</b>	<b>615,983</b>	<b>570,083</b>	<b>536,223</b>	<b>770,155</b>	<b>694,113</b>	<b>29%</b>

Notes      Vehicle: Reflects the replacement of two trucks.

## PUBLIC GROUNDS MANTENANCE

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.
2. Continue to improve plant beds on US Highway 70 ROW and add plantings at Timber Drive East to maintenance workload.
3. Support development identified in the park enhancement initiative as directed.
4. Continue to focus on improving quality of athletic turf through best practices.

### *Objectives*

- Prepare and complete documentation for Accreditation.
- Incorporate new Highway 70 West welcome sign and Highway 401 landscaping into maintenance routines.
- Maintained Veterans Memorial in an honorable and respectful manner.

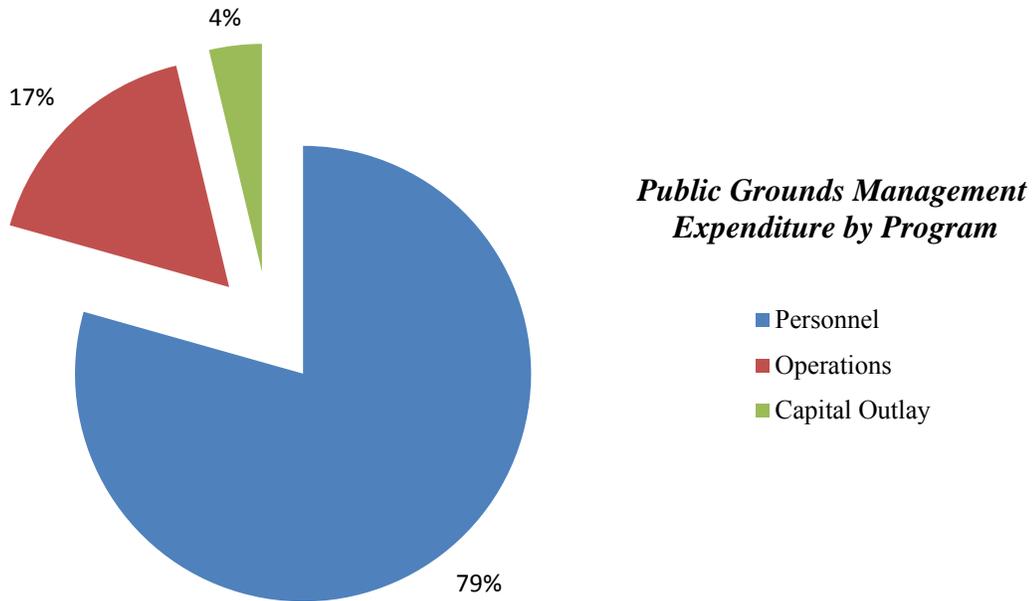
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Developed Acreage Maintained by FTE	28.9	28.9	28.9
Mow All Property At Least Once In Two Week Cycle	Yes	Yes	Yes

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Acres of Turfed Area Maintained	346	347	347
Miles of Greenways and Trails	9	9	9
# of Park Grounds Maintained	14	14	14
# of Building Grounds Maintained	9	11	11
# of Right of Ways Maintained	13	23	26
# of fields prepped for sporting events	17	17	17

## PUBLIC GROUNDS MANAGEMENT

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$758,827	\$776,116	-	<b>\$776,116</b>
Professional Services	-	-	-	-
Operations	\$158,216	\$165,020	-	<b>\$165,020</b>
Capital Outlay	\$41,500	\$36,500	-	<b>\$36,500</b>
<b>Totals</b>	<b>\$958,543</b>	<b>\$977,636</b>	-	<b>\$977,636</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Parks & Grounds Supervisor	1	-	<b>1</b>
Lead Parks Maintenance Worker	5	-	<b>5</b>
Services Equipment Operator	7	-	<b>7</b>
<b>Totals</b>	<b>13</b>	-	<b>13</b>

**PUBLIC WORKS DEPARTMENT**  
**Public Grounds Maintenance (5625)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY 13-14
510200	Salaries	445,164	452,262	460,432	451,629	501,551	<b>470,912</b>	<b>4%</b>
510210	Salaries - Overtime	8,996	14,084	8,983	7,688	13,393	<b>13,000</b>	<b>69%</b>
510220	Salaries - Temporary	53,679	65,744	69,675	52,172	90,382	<b>90,382</b>	<b>73%</b>
510230	Salaries Temporary Overtime	2,164	1,235	1,414	259	1,400	<b>1,400</b>	<b>441%</b>
510236	Longevity	-	-	-	11,286	12,031	<b>12,028</b>	<b>7%</b>
510500	FICA	37,765	39,572	40,285	39,024	46,293	<b>43,856</b>	<b>12%</b>
510600	Group Insurance	76,873	78,327	76,737	77,525	104,714	<b>84,865</b>	<b>9%</b>
510700	Retirement	52,077	55,588	53,193	56,919	64,042	<b>59,673</b>	<b>5%</b>
521150	Telephone	-	-	-	1,401	1,056	<b>1,056</b>	<b>-25%</b>
521400	Travel and Training	1,139	2,569	3,212	2,108	3,895	<b>3,550</b>	<b>68%</b>
521520	Vandalism Repair	468	300	530	-	500	<b>500</b>	<b>N/A</b>
521600	Equipment Maintenance & Repair	24,036	17,702	13,953	20,777	18,885	<b>18,885</b>	<b>-9%</b>
521700	Auto Maintenance & Repair	3,751	2,204	7,528	10,059	4,700	<b>4,700</b>	<b>-53%</b>
522100	Equipment Rental	235	1,637	315	430	300	<b>300</b>	<b>-30%</b>
523100	Fuel	22,973	27,694	29,000	26,385	30,790	<b>30,375</b>	<b>15%</b>
523200	Agricultural Supplies	32,888	38,831	39,737	46,862	42,436	<b>41,200</b>	<b>-12%</b>
523300	Departmental Supplies	36,385	31,575	31,259	30,320	32,156	<b>31,688</b>	<b>5%</b>
523399	Non Capital Equipment	-	-	-	2,960	3,500	<b>3,500</b>	<b>18%</b>
523600	Uniforms	11,177	9,796	7,890	8,769	13,446	<b>12,726</b>	<b>45%</b>
524300	Contract Services	37,091	13,132	56,653	5,084	12,300	<b>12,300</b>	<b>142%</b>
524545	Parks Improvements	-	-	-	2,100	4,000	<b>4,000</b>	<b>90%</b>
525300	Dues and Subscriptions	-	60	50	50	240	<b>240</b>	<b>380%</b>
526115	Principal-Loan Installment	-	-	-	-	-	<b>-</b>	<b>-</b>
537400	Equipment	19,553	27,552	-	48,336	10,500	<b>10,500</b>	<b>-78%</b>
537410	Vehicle	-	-	-	-	52,000	<b>26,000</b>	<b>N/A</b>
5625 Total		\$ 866,413	\$ 879,863	\$ 900,844	\$ 902,143	\$ 1,064,510	\$ <b>977,636</b>	<b>8%</b>

Notes      Vehicle: Reflects the purchase of one truck.

## 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 department. 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.
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.
3. Continue weekly pickup of non-conforming trash piles by Town forces.
4. Ensure Town adherence to the ten-year Solid Waste Management Plan as required by the State of North Carolina.

### Objectives

1. Prepare and complete documentation for accreditation.
2. Continue to 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.
3. Investigate adding trash collection in addition to yard waste to the Fall unprepared collection schedule

<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Complaints per Customer Received at Public Works	0.021	0.018	0.020

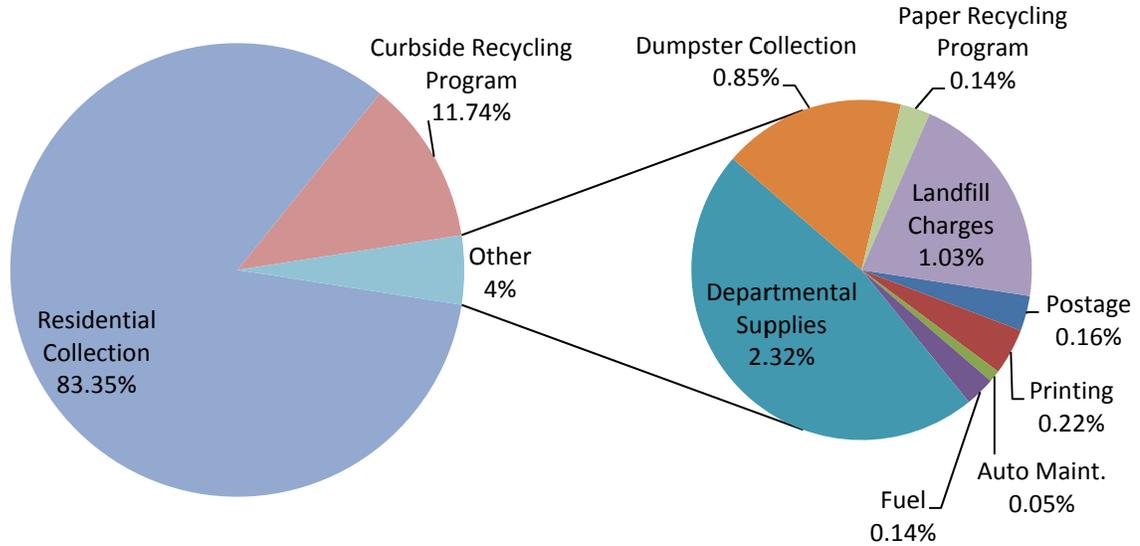
<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
# of Customers	8,802	8,864	8,984
# of Rollout Containers in Use	17,064	17,728	17,968
Tons Collected - Unprepared Cleanups	321	380	410
Tons Collected - Garbage	6,245	6,256	6,265
Tons Collected - Recycling	1,550	1,572	1,595
Tons Collected - Yard Waste (Contracted)	1,336	1,317	1,327

## SOLID WASTE

### *Solid Waste Operations History*

Operations	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Postage	\$3,000	\$3,000	-	<b>\$3,000</b>
Printing	\$3,670	\$3,946	-	<b>\$3,946</b>
Auto Maintenance	\$1,000	\$1,000	-	<b>\$1,000</b>
Fuel	\$2,540	\$2,540	-	<b>\$2,540</b>
Departmental Supplies	\$38,700	\$42,300	-	<b>\$42,300</b>
Commercial Collection	\$18,000	\$15,600	-	<b>\$15,600</b>
Residential Collection	\$1,480,472	\$1,521,706	-	<b>\$1,521,706</b>
Curbside Recycling	\$208,520	\$214,294	-	<b>\$214,294</b>
Paper Recycling	\$1,296	\$2,523	-	<b>\$2,523</b>
Landfill Charges	\$15,680	\$18,755	-	<b>\$18,755</b>
<b>Totals</b>	<b>\$1,772,878</b>	<b>\$1,825,664</b>	<b>-</b>	<b>\$1,825,664</b>

### Solid Waste Expenditures by Operation



*Authorized Positions* - None Authorized.

**PUBLIC WORKS DEPARTMENT**  
**Solid Waste (5630)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510600	Group Insurance	-	-	-	(467)	-	-	N/A
521100	Postage	-	-	-	2,569	3,000	<b>3,000</b>	<b>17%</b>
521200	Printing	2,559	1,704	2,632	2,832	3,946	<b>3,946</b>	<b>39%</b>
521700	Auto Maintenance & Repair	1,513	1,161	2,345	85	1,000	<b>1,000</b>	<b>1076%</b>
523100	Auto Operating Supplies	1,347	1,838	2,540	2,540	2,540	<b>2,540</b>	<b>0%</b>
523300	Departmental Supplies	24,305	35,139	25,387	39,841	42,300	<b>42,300</b>	<b>6%</b>
524410	Commercial Collection Dumpster	27,750	32,300	16,333	15,106	15,600	<b>15,600</b>	<b>3%</b>
524420	Residential Collection	1,396,527	1,451,828	1,449,918	1,451,024	1,521,706	<b>1,521,706</b>	<b>5%</b>
524430	Curbside Recycling Program	194,209	202,613	205,798	207,081	214,294	<b>214,294</b>	<b>3%</b>
524440	Office Paper Recycling Program	1,233	1,275	1,285	1,285	1,323	<b>2,523</b>	<b>96%</b>
524700	Landfill Charges	11,788	15,052	20,715	14,827	18,755	<b>18,755</b>	<b>26%</b>
525300	Dues and Subscriptions	9	-	-	-	-	-	-
<b>5630 Total</b>		<b>\$ 1,661,240</b>	<b>\$ 1,742,909</b>	<b>\$ 1,726,953</b>	<b>\$ 1,736,723</b>	<b>\$ 1,824,464</b>	<b>\$ 1,825,664</b>	<b>5%</b>

## FLEET MANAGEMENT

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

### **Goals**

1. Complete vehicle and equipment repair and maintenance in a timely manner to minimize downtime.
2. Continue providing fuel for Garner Volunteer Fire and Rescue, Inc. and provide the Finance Department with billing data.
3. Support and participate with Vehicle and Equipment Replacement Team (VERT).
4. Incorporate use of new technology and software into fleet activities to improve efficiencies.

### **Objective**

1. Prepare and complete documentation for Accreditation.
2. Develop plan for transition to automated fuel records for improved accountability.
3. Develop plan for improving effective collection of fleet performance data.

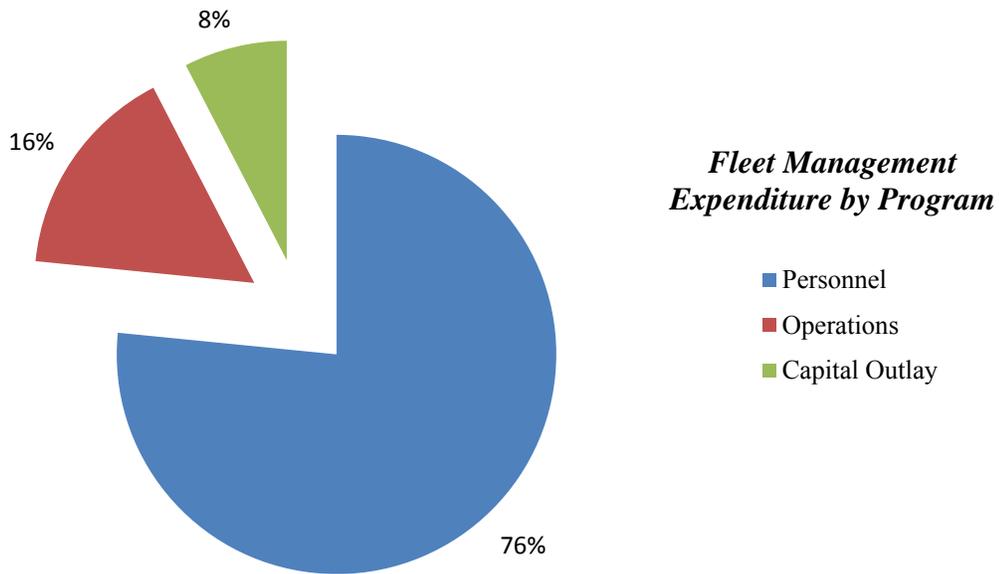
<b>Performance Measures</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% Planned Maintenance	31%	31%	32.5%
Fleet Fuel Efficiency - Licensed Vehicles MPG	11.89 mpg	11.89 mpg	11.70 mpg

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
# of Licensed Vehicles	133	151	135
# of Licensed Trailers	17	17	17
# of Pieces of Heavy Equip.	16	16	16
# of Pieces of Small Equip.	110	116	116
# of Specialized Equip.	51	51	51
# of Work Orders Completed	1,021	1,000	975
# of Vehicles and Equipment Prepped for Auction	3	26	45

## FLEET MANAGEMENT

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	<b>FY 2015 Adopted</b>
Personnel	\$248,922	\$262,445	-	<b>\$262,445</b>
Professional Services	-	-	-	-
Operations	\$42,789	\$54,266	-	<b>\$54,266</b>
Capital Outlay	\$20,000	\$26,000	-	<b>\$26,000</b>
<b>Totals</b>	<b>\$311,711</b>	<b>\$342,711</b>	-	<b>\$342,711</b>



### *Authorized Personnel*

Category	FY 2014	Changes Requested	<b>FY 2015 Adopted</b>
Services Supervisor	1	-	<b>1</b>
Lead Fleet Mechanic	1	-	<b>1</b>
Fleet Mechanics	2	-	<b>2</b>
<b>Totals</b>	<b>4</b>	-	<b>4</b>

**PUBLIC WORKS DEPARTMENT**  
**Fleet Management (5650)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	199,080	173,955	178,436	184,001	190,472	<b>190,472</b>	<b>4%</b>
510210	Salaries - Overtime	1,148	379	-	1,689	980	<b>942</b>	<b>-44%</b>
510236	Longevity	-	-	-	2,685	2,744	<b>2,744</b>	<b>2%</b>
510500	FICA	14,467	12,638	12,650	13,356	14,856	<b>14,856</b>	<b>11%</b>
510600	Group Insurance	25,176	25,895	26,024	28,692	33,921	<b>30,068</b>	<b>5%</b>
510700	Retirement	22,528	19,811	20,205	23,564	23,561	<b>23,363</b>	<b>-1%</b>
521150	Telephone	-	-	-	1,028	1,056	<b>1,056</b>	<b>3%</b>
521200	Printing	648	-	-	-	-	-	-
521400	Travel and Training	887	1,727	1,646	1,342	2,639	<b>2,250</b>	<b>68%</b>
521600	Equipment Maintenance & Repair	6,756	6,107	4,480	5,736	7,000	<b>7,000</b>	<b>22%</b>
521700	Auto Maintenance & Repair	580	661	2,745	4,452	1,500	<b>1,500</b>	<b>-66%</b>
522100	Equipment Rental	-	-	-	-	144	<b>144</b>	<b>N/A</b>
523100	Auto Operating Supplies	1,414	2,076	2,560	2,279	2,145	<b>2,113</b>	<b>-7%</b>
523300	Departmental Supplies	7,513	6,144	9,243	4,805	17,748	<b>15,648</b>	<b>226%</b>
523399	Non Capital Equipment	-	-	-	3,500	28,400	<b>13,825</b>	<b>295%</b>
523600	Uniforms	1,869	1,895	1,886	1,907	2,880	<b>2,880</b>	<b>51%</b>
524300	Contract Services	4,264	6,737	6,620	5,940	6,800	<b>6,800</b>	<b>14%</b>
525300	Dues and Subscriptions	1,325	940	940	940	1,050	<b>1,050</b>	<b>12%</b>
526115	Principal-Installment Loan	-	-	-	-	-	-	-
537400	Equipment	-	-	-	19,963	-	-	<b>-100%</b>
537410	Vehicle	-	-	-	-	26,000	<b>26,000</b>	<b>N/A</b>
<b>5650 Total</b>		<b>\$ 287,656</b>	<b>\$ 258,964</b>	<b>\$ 267,436</b>	<b>\$ 305,880</b>	<b>\$ 363,896</b>	<b>\$ 342,711</b>	<b>12%</b>

Notes      Equipment Rental:                      Copier leases are being moved to the appropriate divisions.  
                  Vehicle:                                      One vehicle in the Fleet Management Division is scheduled for replacement.

## 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. Prepare and complete documentation for Accreditation.
2. Place emphasis on retention pond repair backlog
3. Provide internal support for bond project activities.

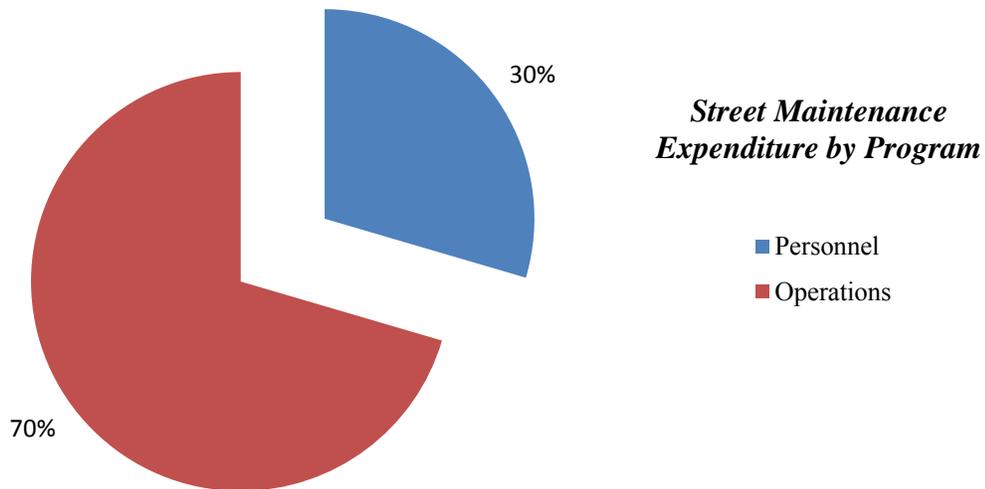
<b>Performance Measures</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% Recommended Retention Pond Maintenance Performed During Inspection Cycle	50%	50%	75%
% Utility Cuts Repaired or Contracted Within 10 Working Days	80%	85%	90%
% Code Enforcement Requests Completed Within 5 Working Days	90%	90%	90%

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
# of Days of Street Sweeping State Roads	24	24	30
# of Retention Pond Sites Maintained	24	24	25
# of Street Name Signs Repaired or Replaced	273	275	275
# of New Street Signs Installed	0	16	10
Tons of Asphalt Used for Utility Cuts	175	150	150
# of Utility Cuts Repaired	44	40	40

## STREET MAINTENANCE

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$359,571	\$373,812	-	<b>\$373,812</b>
Professional Services	-	-	-	-
Operations	\$679,398	\$791,182	\$100,000	<b>\$891,182</b>
Capital Outlay	\$95,000	-	-	-
<b>Totals</b>	<b>\$1,133,969</b>	<b>\$1,164,994</b>	<b>-</b>	<b>\$1,264,994</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
PW Operations Superintendent	1	-	<b>1</b>
Lead Equipment Operator	1	-	<b>1</b>
Equipment Operator	2	<i>1</i>	<b>2</b>
Maintenance Worker	2	-	<b>2</b>
<b>Totals</b>	<b>6</b>	<b><i>1</i></b>	<b>6</b>

**PUBLIC WORKS DEPARTMENT**  
**Street Maintenance (5610)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	185,636	190,697	182,616	214,443	236,057	<b>237,600</b>	<b>11%</b>
510210	Salaries - Overtime	5,888	3,215	2,201	3,561	2,870	<b>2,688</b>	<b>-25%</b>
510220	Salaries - Temporary	22,794	42,506	31,396	22,240	40,281	<b>40,281</b>	<b>81%</b>
510230	Salaries Temporary Overtime	333	2,106	1,275	244	350	<b>350</b>	<b>43%</b>
510236	Longevity	-	-	-	3,009	3,198	<b>3,198</b>	<b>6%</b>
510500	FICA	16,134	17,948	16,412	18,357	21,620	<b>21,709</b>	<b>18%</b>
510600	Group Insurance	23,696	23,704	23,395	28,844	47,173	<b>38,705</b>	<b>34%</b>
510700	Retirement	21,230	23,102	20,877	25,717	29,399	<b>29,281</b>	<b>14%</b>
521150	Telephone	-	-	-	612	636	<b>636</b>	<b>4%</b>
521300	Utilities	554,627	537,098	548,269	642,739	647,326	<b>687,326</b>	<b>7%</b>
521400	Travel and Training	3,085	4,349	3,925	3,008	5,142	<b>4,000</b>	<b>33%</b>
523300	Departmental Supplies	24,676	24,618	31,554	25,434	28,280	<b>28,280</b>	<b>11%</b>
523302	Utility Patch Supplies	14,238	36,219	9,467	6,517	20,000	<b>20,000</b>	<b>207%</b>
523305	Dept Supplies - Utility Repair	-	1,910	-	-	-	-	-
523600	Uniforms	2,980	4,316	4,574	4,187	6,360	<b>5,640</b>	<b>35%</b>
524300	Contract Services	45,648	36,067	23,983	8,060	145,000	<b>145,000</b>	<b>1699%</b>
524386	Street Resurfacing	-	353,658	-	-	-	-	-
525300	Dues and Subscriptions	300	300	75	75	300	<b>300</b>	<b>300%</b>
537220	Sidewalk Construction	-	37,504	267,550	4,271	-	-	<b>-100%</b>
537600	Construction	-	-	8,275	84,302	-	-	<b>-100%</b>
<b>5610 Total</b>		<b>\$ 921,266</b>	<b>\$ 1,339,316</b>	<b>\$ 1,175,843</b>	<b>\$ 1,095,619</b>	<b>\$ 1,233,992</b>	<b>\$ 1,264,994</b>	<b>15%</b>

## 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.
2. Repair areas of deteriorated pavement to reduce repetitive pothole patching.
3. Perform proactive infrastructure maintenance routines for street and drainage maintenance
4. Continue replacing substandard traffic control signs to ensure public safety.
5. Improve stream maintenance at major stream crossing culverts.

### *Objectives*

1. Prepare and complete documentation for Accreditation.
2. Continue Pavement Maintenance Program as resources allow.
3. Focus on increased in-house asphalt patching.
4. Utilize Pavement Management Survey to coordinate maintenance activities.

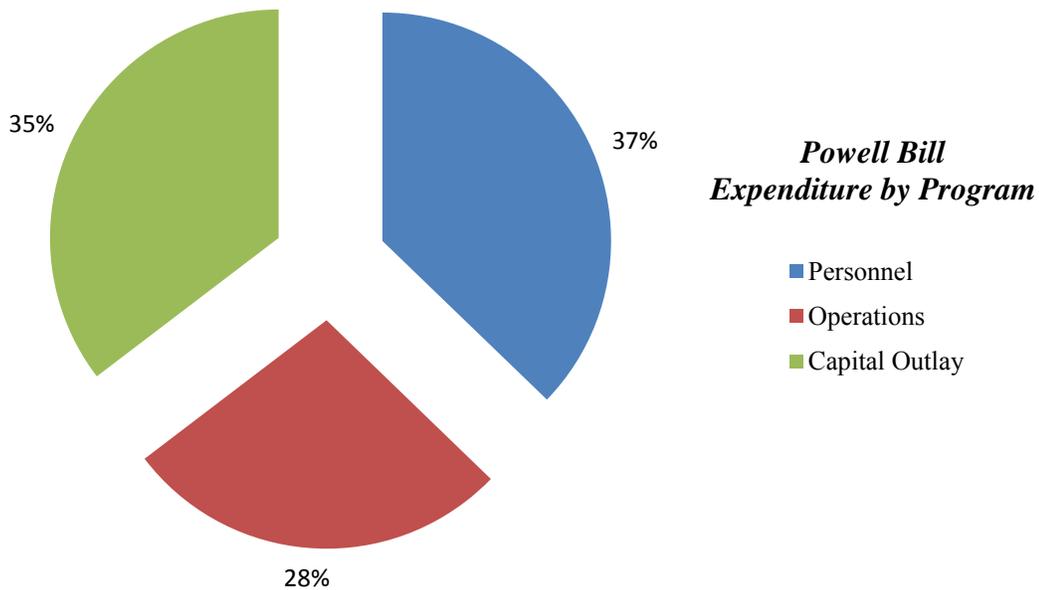
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Sweeper Cycles on Town Streets	11	10	12
% Goal for In-House Asphalt Patching (3.83 tons/miles/a year)	76%	77%	80%

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
# Days Sweeping Town Streets	124	125	140
# Miles of Town Streets Maintained	99	99	100
# Traffic Signs Repaired/Replaced	184	145	160
# New Traffic Signs Installed	0	0	0
Tonnage of Asphalt Used for Potholes and Patches	292	295	295
# Potholes and Patches Repaired	83	85	85

## POWELL BILL

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$375,279	\$399,560	-	<b>\$399,560</b>
Professional Services	-	-	-	-
Operations	\$285,930	\$294,273	-	<b>\$294,273</b>
Capital Outlay	\$46,095	\$379,600	-	<b>\$379,600</b>
<b>Totals</b>	<b>\$707,304</b>	<b>\$1,073,433</b>	-	<b>\$1,073,433</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Streets Supervisor	1	-	<b>1</b>
Lead Equipment Operator	2	-	<b>2</b>
Equipment Operator	2	-	<b>2</b>
Street Sweeper Operator	1	-	<b>1</b>
Streets Maintenance Worker	1	-	<b>1</b>
Maintenance Technician	1	-	<b>1</b>
<b>Totals</b>	<b>8</b>	-	<b>8</b>

**PUBLIC WORKS DEPARTMENT**  
**Powell Bill (5615)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	265,382	244,761	262,105	259,794	308,624	<b>274,714</b>	<b>6%</b>
510210	Salaries - Overtime	6,891	3,640	4,478	4,019	3,710	<b>3,500</b>	<b>-13%</b>
510220	Salaries - Temporary	11,922	9,111	10,097	4,469	13,427	<b>13,427</b>	<b>200%</b>
510230	Salaries Temporary Overtime	725	(171)	-	-	-	-	-
510236	Longevity	-	-	-	3,461	5,850	<b>5,850</b>	<b>69%</b>
510500	FICA	21,211	19,409	20,971	20,455	25,368	<b>22,758</b>	<b>11%</b>
510600	Group Insurance	42,551	39,433	41,947	45,485	58,132	<b>45,151</b>	<b>-1%</b>
510700	Retirement	31,214	28,670	30,248	33,332	38,577	<b>34,160</b>	<b>2%</b>
521150	Telephone	-	-	-	527	636	<b>636</b>	<b>21%</b>
521600	Equipment Maintenance & Repair	20,540	13,508	8,147	15,200	15,000	<b>15,000</b>	<b>-1%</b>
521700	Auto Maintenance & Repair	33,023	29,314	36,665	42,547	34,998	<b>34,998</b>	<b>-18%</b>
523100	Fuel	48,422	68,977	63,568	57,146	66,950	<b>67,491</b>	<b>18%</b>
523300	Departmental Supplies	45,259	52,384	52,631	38,562	60,471	<b>58,710</b>	<b>52%</b>
523600	Non Capital Equipment	-	-	-	9,968	6,767	<b>6,767</b>	<b>N/A</b>
523600	Uniforms	3,445	4,673	3,846	4,721	6,921	<b>6,921</b>	<b>47%</b>
524300	Contract Services	161	165	725	-	150	<b>150</b>	<b>N/A</b>
524380	Contract Services-Powell Bill	-	-	64,864	788	95,000	<b>85,000</b>	<b>10694%</b>
524385	Street Resurfacing Powell Bill	-	-	-	-	-	-	-
524390	Contract Services-Culverts	-	-	-	-	-	-	-
524700	Landfill Charges	16,897	13,696	18,681	18,254	18,600	<b>18,600</b>	<b>2%</b>
537400	Equipment	-	-	-	9,824	273,600	<b>273,600</b>	<b>2685%</b>
537410	Vehicle	-	-	-	26,081	106,000	<b>106,000</b>	<b>306%</b>
5615 Total		\$ 547,642	\$ 527,568	\$ 618,971	\$ 594,633	\$ 1,138,781	<b>\$ 1,073,433</b>	<b>81%</b>

Notes      Non Captial Equipment:      Reflects the replacement of a mower.  
Equipment:      Reflects street sweeper replacement, tractor replacement, and radio replacement.  
Vehicle:      Reflects the replacement of one dump truck.

## SNOW REMOVAL

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

### Goals

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

### Objectives

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

<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Removal Efforts on Schedule	100%	100%	100%

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Snowfalls and Ice Storms Requiring Response	2	6	5
# Miles of Town Streets Plowed per Snowfall	0	99	99
# of Town Facilities Requiring Snow Removal Response	6	16	25

## SNOW REMOVAL

### *Snow Removal Operations History*

Operations	FY2014 Budget	FY2015 Base Budget	Decision Package	<b>FY2015 Adopted</b>
Salaries	-	-	-	-
Salaries - Overtime	-	-	-	-
FICA	-	-	-	-
Group Insurance	-	-	-	-
Retirement	-	-	-	-
Departmental Supplies	\$3,500	\$4,425	-	<b>\$4,425</b>
Equipment	-	-	-	-
	<b>\$3,500</b>	<b>\$4,425</b>	-	<b>\$4,425</b>

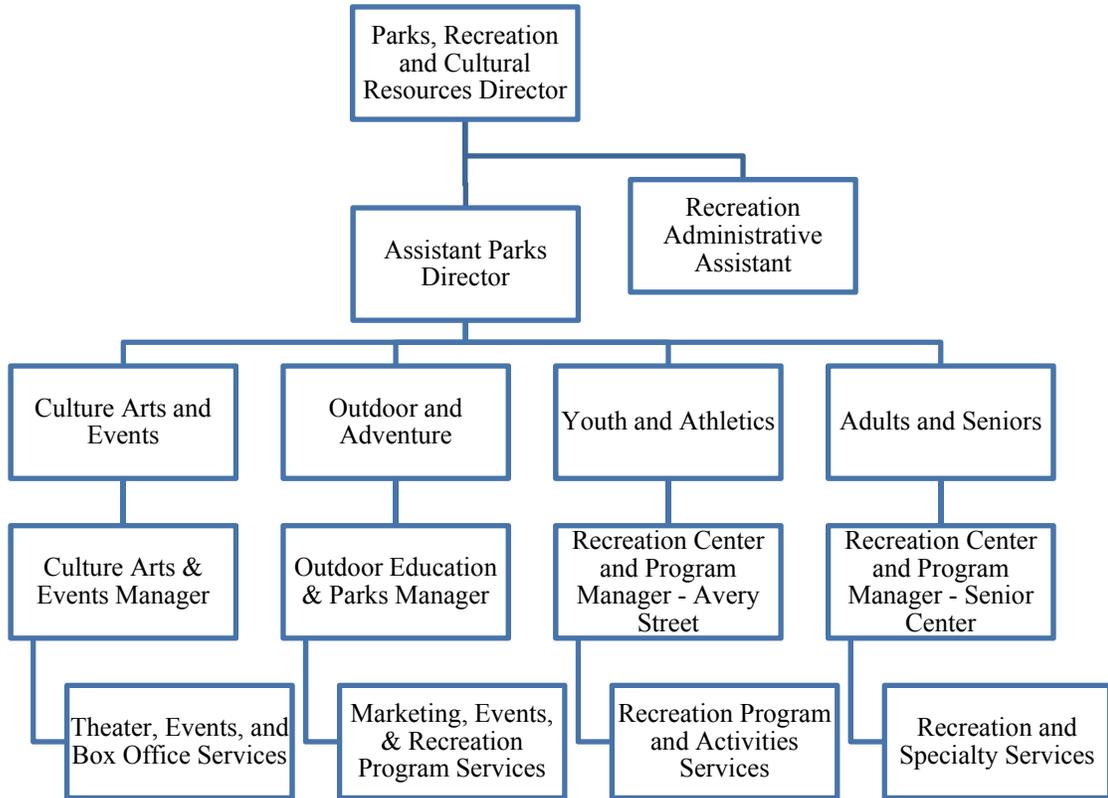
*Authorized Positions* - None Authorized.

**PUBLIC WORKS DEPARTMENT**  
**Snow Removal (5620)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	-	-	-	-	-	-	-
510210	Salaries - Overtime	-	-	-	-	-	-	-
510500	FICA	-	-	-	-	-	-	-
510600	Group Insurance	-	-	-	-	-	-	-
510700	Retirement	-	-	-	-	-	-	-
523300	Departmental Supplies	8,927	6,205	1,031	2,835	4,425	<b>4,425</b>	<b>56%</b>
537400	Equipment	-	9,925	-	-	-	-	-
<b>5620 Total</b>		<b>\$ 8,927</b>	<b>\$ 16,130</b>	<b>\$ 1,031</b>	<b>\$ 2,835</b>	<b>4,425</b>	<b>\$ 4,425</b>	<b>56%</b>

# PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT

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



***Mission***

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

***Vision***

The Parks, Recreation, and Cultural Resources Department seeks to provide residents with quality services that promote healthy lifestyle opportunities and enrich lives through special programs and events.

## **PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT**

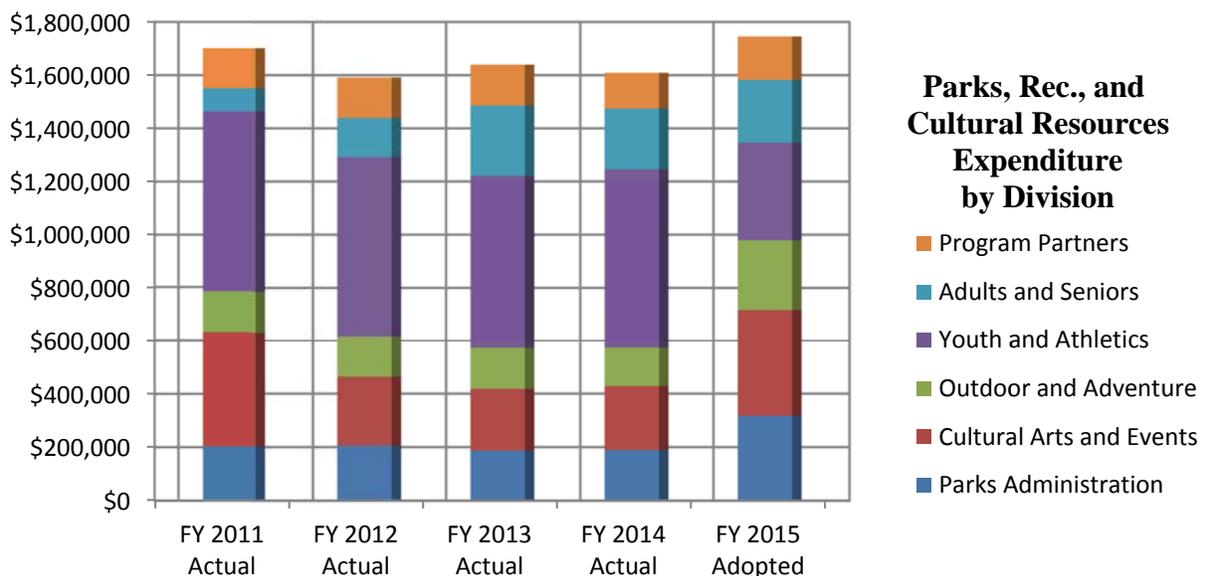
### *Fiscal Year 2013-2014 Accomplishments*

- Trick-or-Treat the Trails received the Innovative Program Award from the North Carolina Recreation and Parks Association at its annual conference in November 2013.
- Lake Benson Park was awarded a grant from the Kids in Parks initiative to be used for the TRACK Trails program.
- The department had three award winning photographs in the National Recreation and Park Association’s July is Parks and Recreation Month Promotion including one featured in the September issue of *Parks & Recreation*, a nationally circulated magazine.
- Implemented departmental reorganization creating four work teams which has improved communication and efficiency.
- Sonya Shaw, Rob Smith and Torrey Blackmar each presented at professional association state conferences.

### *Parks, Recreation, and Cultural Resources Expenditure by Division*

Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	% of General Fund
Parks Administration	\$202,957	\$205,908	\$186,887	\$189,041	<b>\$316,700</b>	<b>1.19%</b>
Cultural Arts and Events*	\$427,624	\$257,392	\$231,014	\$239,702	<b>\$400,031</b>	<b>1.50%</b>
Outdoor and Adventure*	\$153,793	\$153,824	\$153,932	\$144,416	<b>\$262,511</b>	<b>0.99%</b>
Youth and Athletics*	\$680,003	\$674,967	\$650,445	\$676,159	<b>\$366,638</b>	<b>1.38%</b>
Adults and Seniors*	\$86,184	\$147,254	\$263,146	\$229,313	<b>\$236,435</b>	<b>0.89%</b>
Program Partners	\$150,967	\$152,272	\$154,160	\$136,660	<b>\$163,259</b>	<b>0.61%</b>
Total	\$1,701,527	\$1,591,617	\$1,639,583	\$1,615,290	\$1,745,574	<b>6.56%</b>

\* New division created for FY2015. Historical figures adapted from previous divisions.



## 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, set 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.
2. Implement facility upgrades and new construction that improve guest experiences.
3. Develop high quality services and experiences that engage citizens to participate in department programs.

### *Objectives*

1. Ensure oversight of expenditures while seeking ways to generate new revenue streams.
2. Implement new online registration system to improve customer experience.
3. Develop park enhancement plan for implementation of bond projects.
4. Develop plan to pursue CAPRA (Commission for Accreditation of Park and Recreation Agencies) Accreditation.

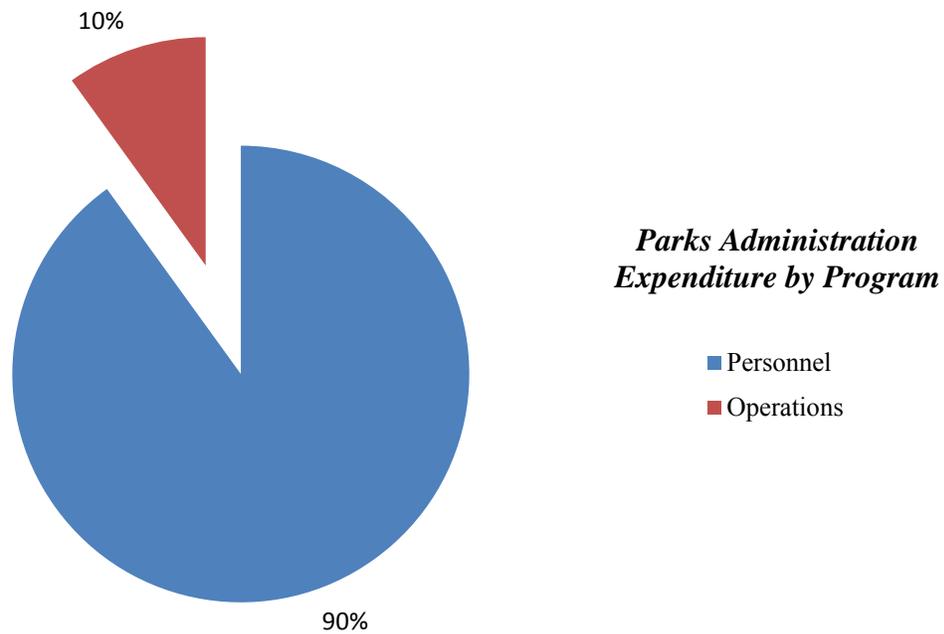
<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Programs Meet Established Cost Recovery Goals	100%	100%	100%
% of Respondant Suveys Receiving Above Average or Excellent Ratings	N/A	N/A	N/A

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Online Program Registrations	4,561	4,600	4,625
Off-line Transactions (Walk-ins)	1,564	1,580	1,600
Shelter Reservations	705	750	800
Event Ticket Sales	2,189	2,200	2,210

## PARKS ADMINISTRATION

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$169,196	\$285,157	-	<b>\$285,157</b>
Professional Services	-	-	-	-
Operations	\$15,871	\$31,543	-	<b>\$31,543</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$185,067</b>	<b>\$316,700</b>	-	<b>\$316,700</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Parks and Recreation Director	1	-	<b>1</b>
Assistant Director	-	<i>1</i>	<b>1</b>
Recreation Administrative Specialist	1	-	<b>1</b>
<b>Totals</b>	<b>2</b>	<i>1</i>	<b>3</b>

**PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT**  
**Parks Administration (5710)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	142,027	142,945	128,626	129,413	218,436	<b>218,254</b>	<b>69%</b>
510210	Salaries - Overtime	1,019	906	26	-	-	-	-
510220	Salaries - Temporary	-	-	-	-	-	-	-
510221	Salaries - Temporary Boathouse	-	-	-	-	-	-	-
510236	Longevity	-	-	-	-	2,757	<b>2,757</b>	<b>N/A</b>
510500	FICA	10,428	10,446	9,724	9,796	16,922	<b>16,908</b>	<b>73%</b>
510600	Group Insurance	13,583	13,469	10,008	11,538	23,221	<b>20,616</b>	<b>79%</b>
510700	Retirement	16,396	17,211	14,502	16,083	26,864	<b>26,622</b>	<b>66%</b>
521100	Postage	-	-	-	-	4,134	<b>4,134</b>	<b>N/A</b>
521150	Telephone	-	-	-	741	636	<b>1,272</b>	<b>72%</b>
521200	Printing	633	570	-	(94)	-	-	-
521400	Travel and Training	8,161	3,391	6,408	4,204	7,120	<b>6,320</b>	<b>50%</b>
521600	Equipment Maintenance & Repair	27	-	-	-	-	-	-
521700	Auto Maintenance & Repair	1,076	738	1,590	555	250	<b>250</b>	<b>-55%</b>
522100	Equipment Rental	-	-	-	-	7,632	<b>7,632</b>	<b>N/A</b>
522101	Equipment Rental - Boathouse	-	-	-	-	-	-	-
523100	Fuel	1,028	1,158	636	1,085	1,085	<b>1,085</b>	<b>0%</b>
523300	Departmental Supplies	1,800	7,703	9,042	4,699	5,000	<b>5,000</b>	<b>6%</b>
523301	Departmental Supply Boathouse	-	-	-	-	-	-	-
524300	Contract Services	4,865	6,638	5,559	10,215	5,000	<b>5,000</b>	<b>-51%</b>
525300	Dues and Subscriptions	1,913	733	768	805	850	<b>850</b>	<b>6%</b>
<b>5710 Total</b>		<b>\$ 202,957</b>	<b>\$ 205,908</b>	<b>\$ 186,887</b>	<b>\$ 189,041</b>	<b>\$ 319,907</b>	<b>\$ 316,700</b>	<b>68%</b>

Notes      General:                      One full-time position and corresponding expenses was moved to this division.  
                  Postage:                              Postage costs were moved from Office Administration to divisions based on use.  
                  Equipment Rental:                      Copier leases are being moved to the appropriate divisions.

## CULTURE 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 exhibits and rentals. The team is also responsible for planning and implementing Town-wide special events such as Independence Day Celebration, Carnaval Latino, the Garner Christmas Parade and Light Up Main. Programming partners include Miss Garner pageant, Towne Players, United Arts Council of Raleigh/Wake County, Garner Chamber of Commerce, and Garner Revitalization Association.

### **Goals**

1. Maintain Garner Performing Arts Center as a community leader in the Town’s arts programming by providing cultural and education benefits to the community.
2. Increase public awareness and attendance at Garner Performing Arts Center performances.
3. Create memorable community wide events.

### **Objectives**

1. Develop sponsorship program for Garner Performing Arts Center and special events.
2. Identify ways to document positive community impact of events and activities at Garner Performing Arts Center.
3. Research, purchase and implement new ticketing software; seek ways to increase marketing for ticket sales.

<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of GPAC Survey Responses Indicating Very or Extremely Satisfied with Events (Programming)	N/A	75%	80%
% of Renter Survey Responses Indicating Likely or Very Likely to Rent the GPAC in the Future	N/A	75%	80%
% of Increase in Annual Attendance			

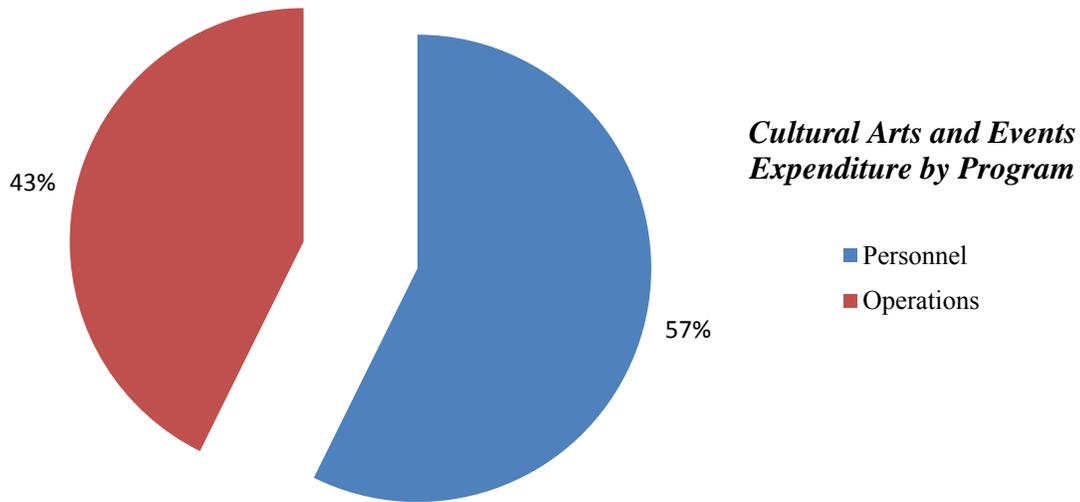
<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
GPAC Events (Town Planned)	120	156	150
GPAC Rentals	147	96*	110
Social Media Likes and Followers	495	785	1,100

\* Decline due to Change of use pattern by Towne Players of Garner.

## CULTURAL ARTS AND EVENTS

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$160,406	\$229,273	-	<b>\$229,273</b>
Professional Services	-	-	-	-
Operations	\$161,432	\$170,758	-	<b>\$170,758</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$321,838</b>	<b>\$400,031</b>	-	<b>\$400,031</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Cultural Arts and Events Manager	1	-	<b>1</b>
Events & Box Office Coordinator	-	<i>1</i>	<b>1</b>
Theatre Service Coordinator	1	-	<b>1</b>
<b>Totals</b>	<b>2</b>	<b><i>1</i></b>	<b>3</b>

**PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT**  
**Cultural Arts and Events (5720)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	99,093	81,952	89,727	102,659	143,646	<b>143,373</b>	<b>40%</b>
510210	Salaries - Overtime	4,393	267	414	296	675	<b>675</b>	<b>128%</b>
510220	Salaries - Temporary	81,772	26,691	36,788	38,881	33,806	<b>33,806</b>	<b>-13%</b>
510500	FICA	14,114	8,242	9,623	10,678	13,627	<b>13,605</b>	<b>27%</b>
510600	Group Insurance	6,389	10,444	11,450	13,574	23,613	<b>20,481</b>	<b>51%</b>
510700	Retirement	14,001	9,854	10,207	12,847	17,509	<b>17,333</b>	<b>35%</b>
521150	Telephone	-	-	-	1,357	1,272	<b>1,908</b>	<b>41%</b>
521200	Printing	13,637	3,240	1,372	195	500	<b>500</b>	<b>156%</b>
521400	Travel and Training	1,336	2,560	1,802	1,559	4,805	<b>2,260</b>	<b>45%</b>
521500	Building and Grounds Maint	-	3,552	-	-	750	<b>750</b>	<b>N/A</b>
521600	Equipment Maintenance & Repair	3,103	922	1,349	1,558	1,500	<b>1,500</b>	<b>-4%</b>
522100	Equipment Rental	29,221	10,716	211	173	32,950	<b>32,950</b>	<b>18946%</b>
523300	Departmental Supplies	22,921	19,655	22,537	27,840	30,175	<b>30,175</b>	<b>8%</b>
523510	Independence Day Celebration	22,058	-	-	-	-	<b>-</b>	<b>-</b>
523600	Uniforms	5,329	758	-	25	2,075	<b>2,075</b>	<b>N/A</b>
524300	Contract Services	108,795	57,690	45,388	27,487	98,000	<b>98,000</b>	<b>257%</b>
524370	Contract Services-Non Athletic	300	-	-	-	-	<b>-</b>	<b>-</b>
525300	Dues and Subscriptions	1,163	468	145	573	550	<b>640</b>	<b>12%</b>
525700	Miscellaneous	-	-	-	-	-	<b>-</b>	<b>-</b>
537400	Equipment	-	20,380	-	-	-	<b>-</b>	<b>-</b>
<b>5720 Total</b>		<b>\$ 427,624</b>	<b>\$ 257,392</b>	<b>\$ 231,014</b>	<b>\$ 239,702</b>	<b>\$ 405,453</b>	<b>\$ 400,031</b>	<b>67%</b>

FY14-15 Represents Division New Realignment from Previous Fiscal Years

Notes General: One additional full-time employee and corresponding position moved to this division with elimination of a former Marketing and Special Events Division.

## YOUTH AND ATHLETICS

The **Youth and Athletics** team is responsible for planning, implementing and supervising team and individual sports for youth and adults at Town-owned and rented facilities. The team manages the Avery Street Recreation Center and Annex, which provides year-round recreational and camp program offerings for preschool and school age children. Programs include the Avery Street Afterschool Program, summer specialty camps, preschool open art and the preschool sports series. 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.
2. Develop and maintain both new and existing athletic sites to ensure the Town is providing top quality infrastructure.
3. Offer diverse youth programs that provide a safe place for children to play, learn, and develop social skills.
4. Evaluate facility schedules and use patterns to ensure efficient and effective delivery of services.

### **Objectives**

1. Maintain and promote after school program participation and seek ways to engage children in additional activities.
2. Develop operating plan and budget for new indoor recreation center.
3. Schedule and monitor athletic field and facility rentals.

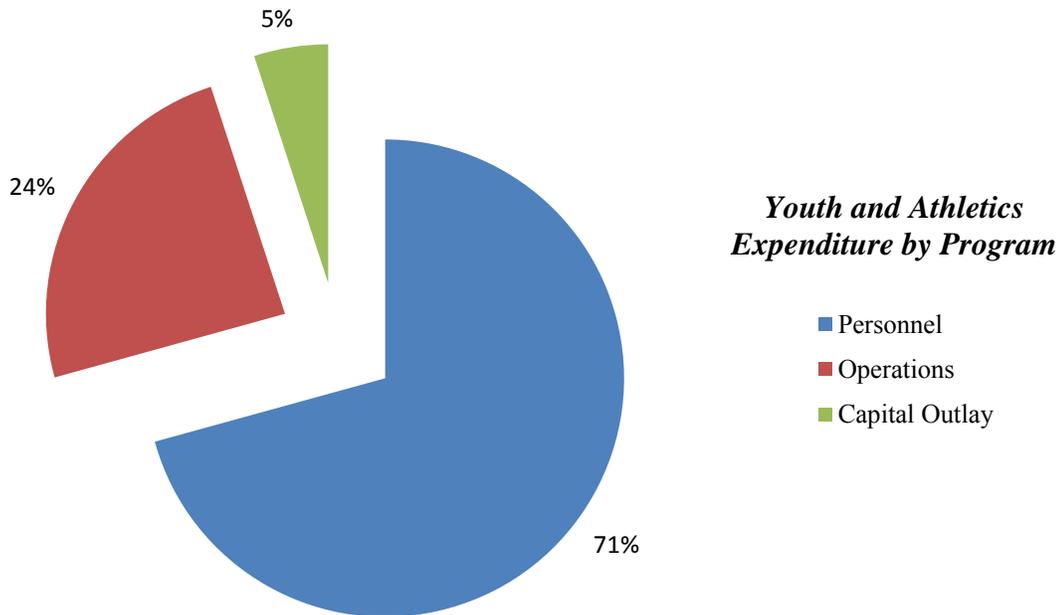
<b>Performance Measures</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Youth League Survey Responses Indicating Very or Extremely Satisfied with Overall Program Experience	N/A	95%	95%
% of Youth Programs Offered that Met Expected Participation	N/A	84%	88%
% of Summer Camp Weeks that Met Expected Participation	N/A	100%	100%

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
After School Program Contacts	6,800	6,900	7,000
Athletic League Participants	1,010	1,100	1,150
Athletic Facility Rentals	130	135	140
Summer Camp Program Contacts	3,620	3,650	3,700

## YOUTH AND ATHLETIC

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$534,065	\$259,244	-	<b>\$259,244</b>
Professional Services	-	-	-	-
Operations	\$93,955	\$88,994	-	<b>\$88,994</b>
Capital Outlay	-	\$18,400	-	<b>\$18,400</b>
<b>Totals</b>	<b>\$628,020</b>	<b>\$366,638</b>	-	<b>\$366,638</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY 2015 Adopted
Recreation Superintendent	1	-1	-
Recreation Center & Program Manager	2	-1	<b>1</b>
Recreations Specialist - Adults and Seniors	1	-1	-
Recreation Program Specialist	0.5	-	<b>0.5</b>
Recreation Activities Specialist	0.5	-	<b>0.5</b>
<b>Totals</b>	<b>5</b>	<b>-3</b>	<b>2</b>

**PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT**  
**Youth and Athletics (5740)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	254,082	234,926	236,253	284,969	97,930	<b>110,628</b>	<b>-61%</b>
510210	Salaries - Overtime	3,968	827	23	-	-	-	-
510220	Salaries - Temporary	212,328	219,324	203,914	171,897	164,287	<b>108,403</b>	<b>-37%</b>
510236	Longevity	-	-	-	6,858	2,158	<b>2,158</b>	<b>-69%</b>
510500	FICA	34,702	33,714	32,659	34,594	20,225	<b>16,921</b>	<b>-51%</b>
510600	Group Insurance	32,023	26,257	25,851	27,887	8,545	<b>7,575</b>	<b>-73%</b>
510700	Retirement	32,725	30,940	29,722	36,210	12,126	<b>13,559</b>	<b>-63%</b>
521150	Telephone	-	-	-	1,559	1,260	<b>636</b>	<b>-59%</b>
521200	Printing	1,376	-	-	-	-	-	-
521300	Utilities	3,600	4,456	4,058	4,287	3,950	<b>3,950</b>	<b>-8%</b>
521400	Travel and Training	2,645	2,458	5,144	4,188	3,945	<b>2,570</b>	<b>-39%</b>
521405	Travel - Senior Citizens	2,360	4,682	1,432	1,140	-	-	<b>-100%</b>
521500	Building and Grounds Maint	2,160	5,097	2,577	4,901	3,500	<b>3,500</b>	<b>-29%</b>
521600	Equipment Maintenance & Repair	9,054	6,909	8,490	4,477	3,550	<b>3,550</b>	<b>-21%</b>
521700	Auto Maintenance & Repair	-	-	176	286	300	<b>300</b>	<b>5%</b>
522100	Equipment Rental	1,319	3,606	4,514	3,686	3,420	<b>3,420</b>	<b>-7%</b>
523100	Fuel	459	1,078	1,023	700	450	<b>450</b>	<b>-36%</b>
523300	Departmental Supplies	28,358	39,568	34,947	27,709	18,705	<b>18,705</b>	<b>-32%</b>
523600	Uniforms	531	1,179	2,720	2,064	2,135	<b>2,135</b>	<b>3%</b>
524300	Contract Services	37,316	32,007	44,262	37,152	31,990	<b>31,370</b>	<b>-16%</b>
524365	School Access Fees	18,250	14,300	11,267	20,473	17,358	<b>17,358</b>	<b>-15%</b>
524370	Contract Services-Non Athletic	1,520	12,244	-	-	-	-	-
525300	Dues and Subscriptions	1,226	1,394	1,413	1,123	1,005	<b>1,050</b>	<b>-6%</b>
537410	Vehicle	-	-	-	-	18,400	<b>18,400</b>	<b>N/A</b>
<b>5740 Total</b>		<b>\$ 680,003</b>	<b>\$ 674,967</b>	<b>\$ 650,445</b>	<b>\$ 676,159</b>	<b>\$ 415,239</b>	<b>\$ 366,638</b>	<b>-46%</b>

FY14-15 Represents New Division Realignment from Previous Fiscal Years

Notes General: Full-time employees and part-time employees and corresponding expenses moved to other divisions.

## ADULT AND SENIOR

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

### **Goals**

1. Maintain Garner Senior Center as a place for senior adults to improve their quality of life by engaging in diverse leisure, fitness and social activities.
2. Cultivate existing and new partnerships to develop a services resource location that ensures efficient and timely services to seniors.
3. Provide a variety of adult fitness opportunities that promote connectivity and promote civic engagement.

### **Objectives**

1. Evaluate current fitness programs and make schedule and class modifications as appropriate to ensure fiscal stability and efficient use of resources.
2. Expand art programs offered in partnership with the Arts League of Garner.

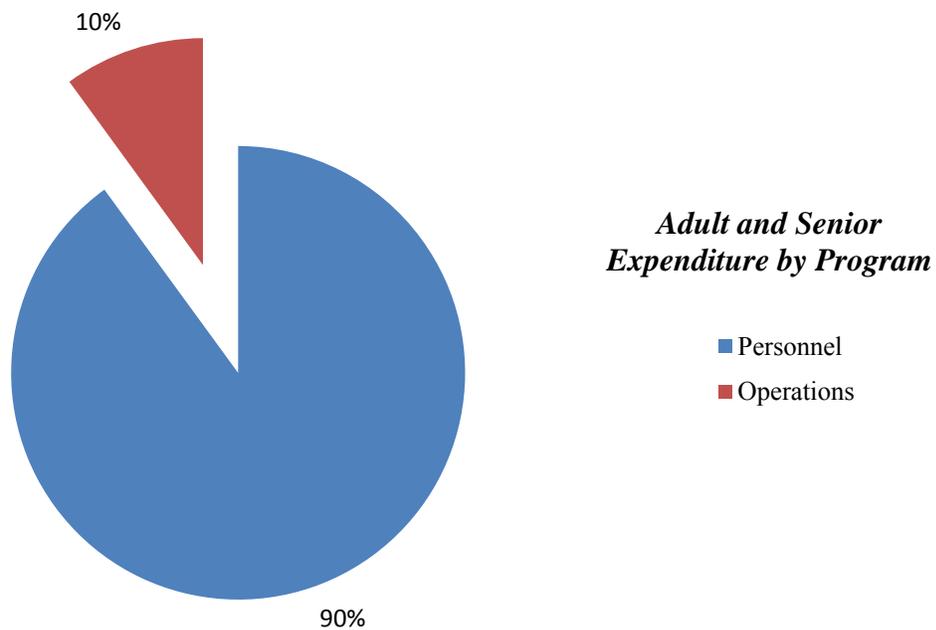
<b>Performance Measures</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Fitness Classes Offered that Met Expected Participation	85%	89%	90%
% of Garner Senior Center Survey Responses Indicating Very or Extremely Satisfied with Overall Program Experience	94%	96%	98%

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Senior Program Participant Contacts	52,424	52,500	53,000
Adult Fitness and Art Program Contacts	7,824	7,900	7,950
Garner Senior Center Rentals	208	212	218

## ADULT AND SENIOR

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$239,308	\$212,736	-	<b>\$212,739</b>
Professional Services	-	-	-	-
Operations	\$26,276	\$23,699	-	<b>\$23,699</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$265,584</b>	<b>\$236,435</b>	-	<b>\$236,435</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY2015 Adopted
Recreation Center & Program Manager	1	-	<b>1</b>
Recreation Specialist - Marketing/Events	1	-	<b>1</b>
<b>Totals</b>	<b>2</b>	-	<b>2</b>

**PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT**  
**Adult and Senior (5741)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimate	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	25,571	86,947	98,399	18,921	106,908	<b>106,908</b>	<b>465%</b>
510210	Salaries - Overtime	1,346	765	107	26	800	<b>800</b>	<b>2936%</b>
510220	Salaries - Temporary	15,526	-	-	2,598	-	<b>64,231</b>	<b>N/A</b>
510500	FICA	3,039	6,321	7,087	1,895	8,405	<b>13,403</b>	<b>607%</b>
510600	Group Insurance	2,659	12,754	14,213	1,902	15,823	<b>14,036</b>	<b>638%</b>
510700	Retirement	1,732	9,147	11,144	(1,277)	13,371	<b>13,358</b>	<b>-1146%</b>
521150	Telephone	-	-	-	1,256	1,272	<b>636</b>	<b>-49%</b>
521200	Printing	19,170	18,099	15,344	23,041	-	-	<b>-100%</b>
521300	Utilities	-	-	-	-	-	-	-
521400	Travel and Training	150	436	1,086	743	2,585	<b>1,435</b>	<b>93%</b>
521405	Senior Citizen's Travel	-	-	-	-	1,600	<b>1,600</b>	<b>N/A</b>
521500	Building & Grounds Maint.	-	-	-	-	2,100	<b>2,100</b>	<b>N/A</b>
521600	Equipment Maintenance & Repair	-	-	-	-	2,115	<b>2,115</b>	<b>N/A</b>
521700	Auto Maintenance & Repair	-	-	421	-	250	<b>250</b>	<b>N/A</b>
522100	Equipment Rental	-	420	19,967	30,132	-	-	<b>-100%</b>
523100	Fuel	195	539	-	-	250	<b>250</b>	<b>N/A</b>
523300	Departmental Supplies	12,412	8,343	18,179	20,654	3,636	<b>3,036</b>	<b>-85%</b>
523399	Non Capital Equipment	-	-	-	-	4,150	<b>4,150</b>	<b>N/A</b>
523600	Uniforms	99	-	1,465	1,297	-	-	<b>-100%</b>
524300	Contract Services	4,285	2,822	75,040	121,418	7,832	<b>7,832</b>	<b>-94%</b>
524365	School Access Fees	-	-	-	-	-	-	-
525300	Dues and Subscriptions	-	660	694	1,273	250	<b>295</b>	<b>-77%</b>
526115	Principal-Installment Loan	-	-	-	5,434	-	-	<b>-100%</b>
<b>5730 Total</b>		<b>\$ 86,184</b>	<b>\$ 147,254</b>	<b>\$ 263,146</b>	<b>\$ 229,313</b>	<b>\$ 171,347</b>	<b>\$ 236,435</b>	<b>3%</b>

FY14-15 Represents New Division Realignment from Previous Fiscal Year

Notes: General: One additional full-time employee and corresponding expenses is budgeted in this division. Additional items were moved from a former Marketing and Special Events Division and budgeted in the Adult & Senior division.  
 Non Capital Equipment: Reflects the purchase of replacing a recumbent bicycle at the Senior Center.

## OUTDOOR AND ADVENTURE

The **Outdoor and Adventure** team operates White Deer Park, which includes a nature center, shelters, restrooms, trail, and greenway. This team also manages Lake Benson Park and the Boathouse. Program offerings include Discovery Days, Summer Nature Camps and park based special events such as Groundhog Day, Spring Eggstravaganza, and Trick-or-Treat the Trails. The team offers group environmental education programs for local school and scouts. The team is responsible for marketing all department classes and programs utilizing brochures, website, and social media outlets. Additionally, staff implements the Special Event Policy of reserving and renting parks and other facilities for non-Town sponsored events. Programming partners include the Garner Chamber of Commerce, local schools, churches, and civic clubs.

### **Goals**

1. Preserve White Deer Park as a community leader in environmental education.
2. Increase quality of life for residents through memorable special events that blend education and entertainment.
3. Create a consistent brand that fosters and develops Garner’s image.

### **Objectives**

1. Provide top quality infrastructure by developing and tracking park enhancement projects.
2. Implement and monitor new registration software; seek ways to increase targeted marketing with software package.
3. Increase the provided environmental education programs and match them to school group needs.
4. Create a marketing plan for the department evaluating current efforts and make modifications as appropriate.

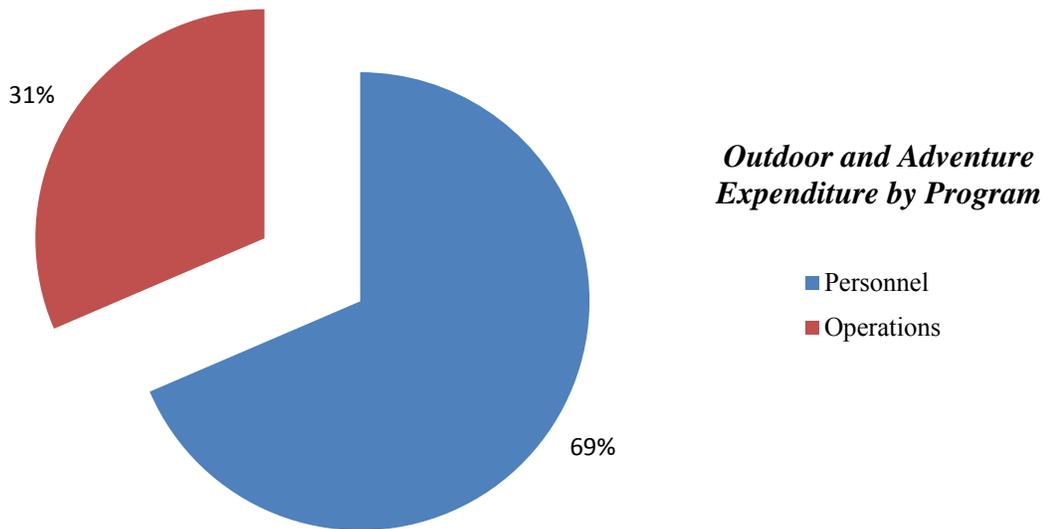
<b>Performance Measures</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Programs Offered that Met Expected Participation	88%	90%	95%
% of Group Program Survey Responses Indicating Very or Extremely Satisfied with Overall Program Experience	98%	100%	100%

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Group Prgrams (School, Scout)	91	100	120
White Deer Park Nature Center Rentals	96	100	115
White Deer Park Nature Center Visitors	14,495	14,500	1,500

## OUTDOOR AND ADVENTURE

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$125,107	\$179,929	-	<b>\$179,929</b>
Professional Services	-	-	-	-
Operations	\$83,456	\$82,582	-	<b>\$82,582</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$208,563</b>	<b>\$262,511</b>	-	<b>\$262,511</b>



### *Authorized Positions*

Category	FY 2014	Changes Requested	FY2015 Adopted
Parks and Outdoor Education Manager	1	-	<b>1</b>
Marketing and Events Coordinator	-	<i>1</i>	<b>1</b>
<b>Totals</b>	<b>1</b>	<b><i>1</i></b>	<b>2</b>

**PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT**  
**Outdoor and Adventure (5742)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimates	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
510200	Salaries	56,138	48,443	50,097	47,395	98,828	<b>99,748</b>	<b>110%</b>
510210	Salaries - Overtime	390	34	-	-	222	<b>100</b>	<b>N/A</b>
510220	Salaries - Temporary	31,222	55,254	50,484	48,712	53,448	<b>42,099</b>	<b>-14%</b>
510221	Salaries - Temporary Boathouse	12,451	9,057	9,947	11,714	-	<b>-</b>	<b>-</b>
510236	Longevity	-	-	-	918	1,000	<b>-</b>	<b>-100%</b>
510500	FICA	7,580	8,572	8,422	8,322	11,743	<b>10,859</b>	<b>30%</b>
510600	Group Insurance	6,987	5,824	5,627	4,616	16,335	<b>15,107</b>	<b>227%</b>
510700	Retirement	6,476	5,795	5,673	5,842	12,140	<b>12,016</b>	<b>106%</b>
521100	Postage	-	-	-	-	-	<b>8,550</b>	<b>N/A</b>
521150	Telephone	-	-	-	654	1,056	<b>1,272</b>	<b>94%</b>
521200	Printing	2,063	2,190	1,536	1,071	24,750	<b>24,750</b>	<b>2211%</b>
521400	Travel and Training	446	1,556	1,101	1,020	3,465	<b>2,315</b>	<b>127%</b>
521600	Equipment Maintenance & Repair	3,249	1,139	1,463	669	750	<b>750</b>	<b>12%</b>
522100	Equipment Rental	125	-	269	749	1,750	<b>1,750</b>	<b>134%</b>
523300	Departmental Supplies	13,680	13,883	17,565	11,186	25,800	<b>17,250</b>	<b>54%</b>
523600	Uniforms	584	1,061	799	642	1,050	<b>1,050</b>	<b>63%</b>
524300	Contract Services	-	800	800	901	23,650	<b>23,050</b>	<b>2458%</b>
524370	Contract Services-Non Athletic	11,934	-	-	-	-	<b>-</b>	<b>-</b>
525300	Dues and Subscriptions	468	216	150	5	1,800	<b>1,845</b>	<b>36800%</b>
537400	Equipment	-	-	-	-	-	<b>-</b>	<b>-</b>
537410	Vehicle	-	-	-	-	27,000	<b>-</b>	<b>-</b>
<b>5742 Total</b>		<b>\$ 153,793</b>	<b>\$ 153,824</b>	<b>\$ 153,932</b>	<b>\$ 144,416</b>	<b>\$ 304,787</b>	<b>\$ 262,511</b>	<b>82%</b>

FY14-15 Represents New Division Realignment from Previous Fiscal Year

Notes      General: One full-time employee and corresponding expenses was moved to this division.  
              Postage: Postage costs were moved from Office Administration to divisions based on use.  
              Printing: Fall and summer brochure printing were moved to this division.

## 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.

### **Objectives**

1. Support partner agencies in order to ensure high quality programs and events are provided.
2. Promote connectivity in order to provide quality services that match the community's needs.

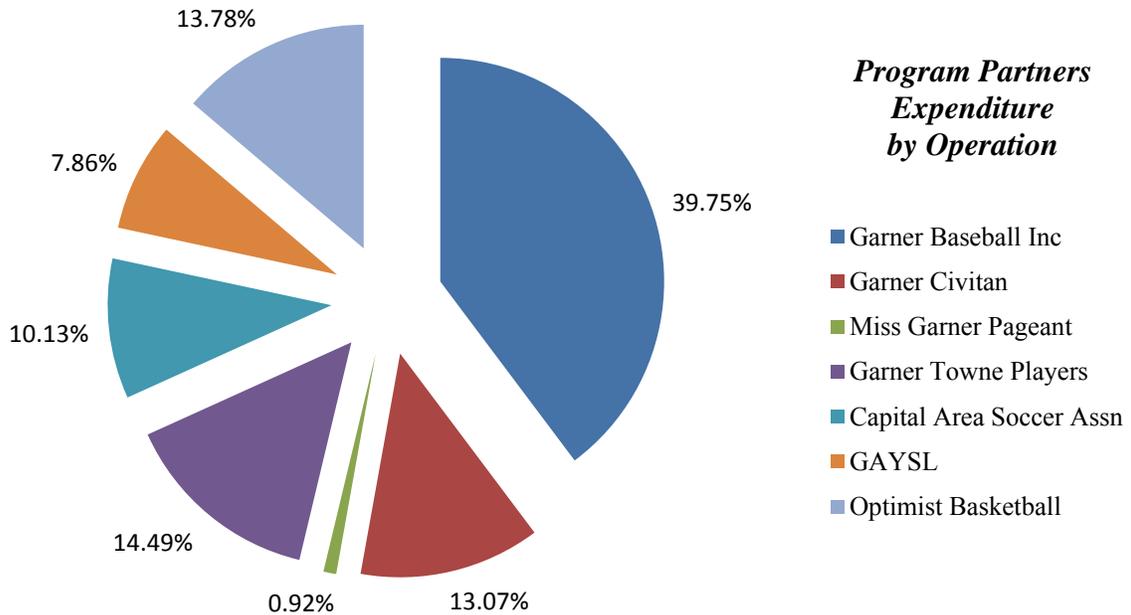
<b>Performance Measures</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
% of Partners Offering Programs	100%	88%	100%
% of Partners Submitting Materials to PRCR on Time	75%	72%	86%

<b>Workload Indicators</b>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Amount (\$) of Funds Allocated to Partners	\$162,049	\$165,299	\$163,259
# of Persons Served per Dollar (\$) Spent	11,028	10,382	11,021
# of People Served by Partners	\$14.69	\$15.92	\$14.81
# of Games/Events Conducted by Partners	6,177	6,151	6,526

## PROGRAM PARTNERS

### *Program Partners Operations History*

Operations	FY2014 Budget	FY2015 Base Budget	Decision Package	FY2015 Adopted
Garner Baseball Inc	\$64,900	\$64,900	-	<b>\$64,900</b>
Garner Civitan	\$21,381	\$21,344	-	<b>\$21,344</b>
Miss Garner Pageant	\$1,500	\$1,500	-	<b>\$1,500</b>
Garner Towne Players	\$23,650	\$23,650	-	<b>\$23,650</b>
Capital Area Soccer Assn	\$17,950	\$16,535	-	<b>\$16,535</b>
GAYSL	\$11,418	\$12,830	-	<b>\$12,830</b>
Optimist Basketball	\$22,500	\$22,500	-	<b>\$22,500</b>
American Legion	\$2,000	-	-	-
<b>Totals</b>	<b>\$165,299</b>	<b>\$163,259</b>	<b>-</b>	<b>\$163,259</b>



***Authorized Positions*** - None Authorized.

**PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT**  
**Program Partners (5744)**

Object Code	Obj Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	<b>FY 14-15 Adopted Budget</b>	<b>% Change Budget vs. FY13-14</b>
524210	Garner Baseball Inc	66,104	64,474	62,202	49,748	66,600	<b>64,900</b>	<b>30%</b>
524215	Garner Civitan	16,884	14,892	16,775	21,410	21,381	<b>21,344</b>	<b>-0.31%</b>
524220	Miss Garner Pageant	1,500	1,500	3,500	1,500	1,500	<b>1,500</b>	<b>0%</b>
524225	Garner Towne Players	23,650	22,010	25,263	23,650	35,000	<b>23,650</b>	<b>0%</b>
524230	Capital Area Soccer Assn	15,104	18,595	16,926	9,876	17,950	<b>16,535</b>	<b>67%</b>
524235	GAYSL	12,854	11,722	8,928	11,343	11,418	<b>12,830</b>	<b>13%</b>
524240	Optimist Basketball	12,270	17,081	18,566	19,134	22,500	<b>22,500</b>	<b>18%</b>
524245	American Legion	2,600	2,000	2,000	-	-		-
<b>5744 Total</b>		<b>\$ 150,967</b>	<b>\$ 152,272</b>	<b>\$ 154,160</b>	<b>\$ 136,660</b>	<b>\$ 176,349</b>	<b>\$ 163,259</b>	<b>19%</b>

## **FIRE SERVICES**

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

### ***Mission***

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

### ***Vision***

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

### ***Fiscal Year 2013-2014 Accomplishments***

- Developed and achieved a staffed Special Operations Company (S.O.C.).
- Answered 100% of all emergency calls to which the department was dispatched.
- Met and completed target goal of 90% of pre-incident emergency surveys of all Town businesses.
- Designed and implemented Command Staff degree program.
- Completed NC Rapid Intervention Team (RIT) Certification by all operational staff.
- Developed and implemented a Customer Service Survey Program (95% excellent rating department wide).
- Executed eight cardiac arrest saves.

### ***Goals***

1. Provide adequate staffing to meet the ever-growing needs of our community.
2. Develop a standard of cover to determine appropriate level of fire protection service for residential and business communities.
3. Increase data collection and employ such data for continual process improvement.

### ***Objectives***

1. Work with all stakeholders to assist in the development of standardization of fire service county wide.
2. Use data collection to analyze historical trends and lay groundwork for future fire service improvements.
3. Continue to bring administrative accounting procedures from outside accountant to departmental business manager.
4. Pursue goal of reducing ISO rating in order to effect property insurance savings.

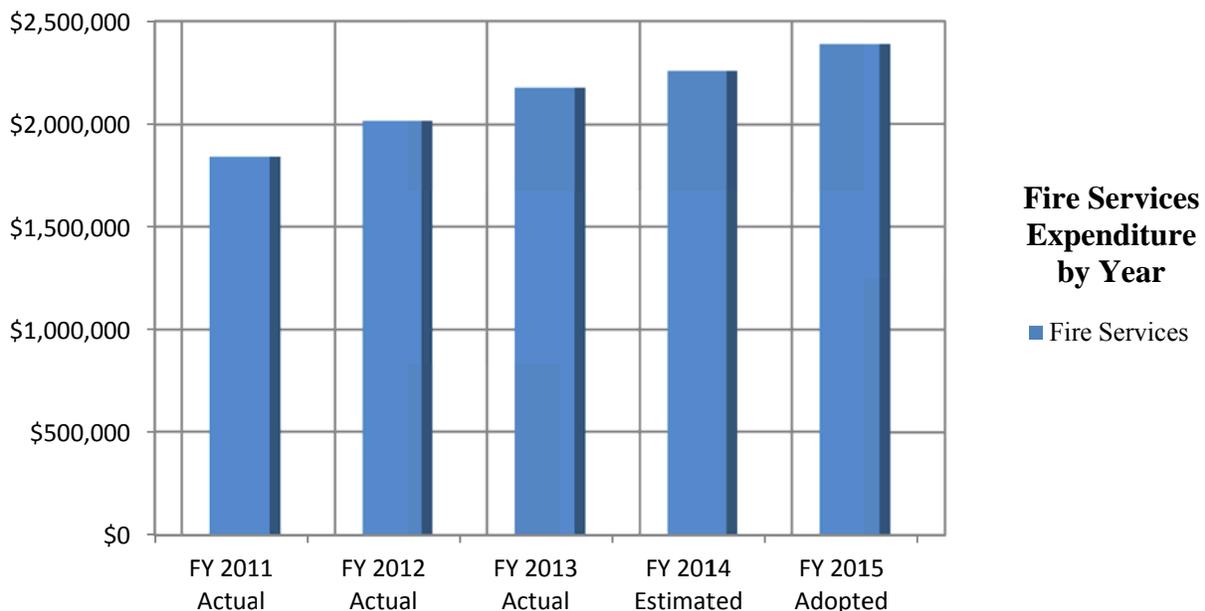
## **FIRE SERVICES**

<i>Performance Measures</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Target FY 2015</b>
Average Response Time - Rural ≤ 6 min.	Yes (5 min. 13 sec.)	No (6 min. 4 sec.)	5 min. 30 sec.
Average Response Time - Garner ≤ 5 min.	Yes (4 min. 35 sec.)	Yes (4 min. 38 sec.)	4 min. 30 sec.

<i>Workload Indicators</i>	<b>Actual FY 2013</b>	<b>Estimated FY 2014</b>	<b>Projected FY 2015</b>
Incident Type - Fire	204 calls	221 calls	231 Calls
Incident Type -Hazardous C ondition	126 calls	156 calls	172 calls
Incident Type - Service/Good Intent	810 calls	837 calls	895 calls
Incident Type - False Alarm	379 calls	365 calls	359 calls
Incident Type - Vehicle/Technical Rescue	394 calls	400 calls	409 calls
Incident Type - Medical	2,694 calls	2805 calls	2790 calls
Location of Incident - Garner	2,862 calls	2870 calls	2890 calls
Location of Incident - Wake County	1,765 calls	1914 calls	1926 calls

### *Fire Services Expenditure by Year*

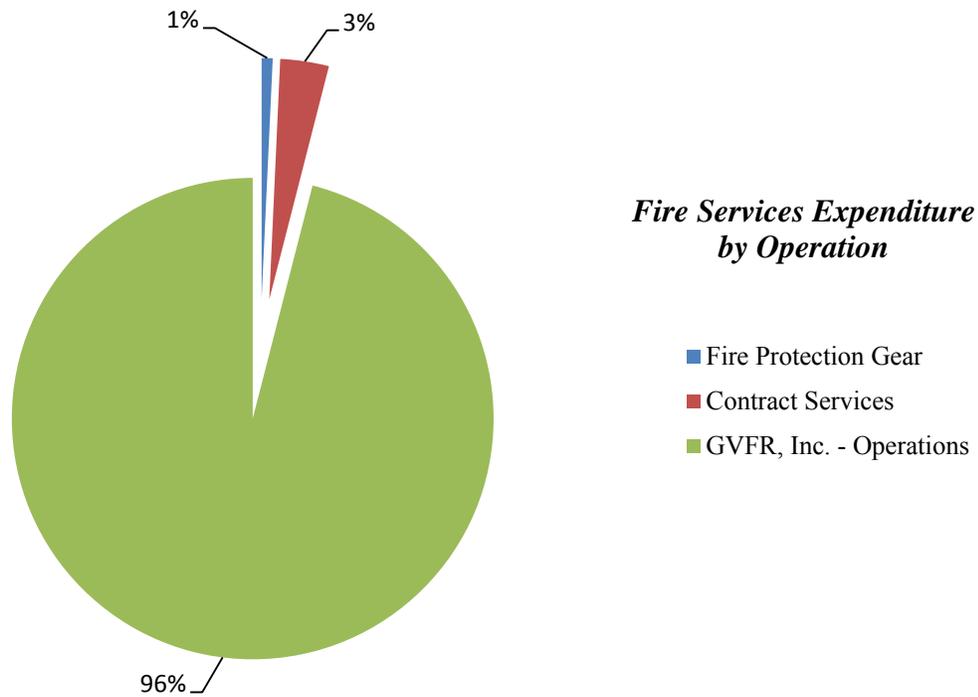
<b>Divison</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Adopted</b>	<b>% of General Fund</b>
Fire Services	\$1,844,069	\$2,018,420	\$2,176,225	\$2,258,047	<b>\$2,388,501</b>	<b>8.98%</b>
Total	\$1,844,069	\$2,018,420	\$2,176,225	\$2,258,047	<b>\$2,388,501</b>	<b>8.98%</b>



## **FIRE SERVICES**

### *Fire Services by Operations History*

Operations	FY2014 Budget	FY2015 Base Budget	Decision Package	FY2015 Adopted
Non-Capital Equipment	\$5,366	-	-	-
Fire Protection Gear	\$37,634	\$17,526	-	<b>\$17,526</b>
Contract Services	\$78,087	\$77,883	-	<b>\$77,883</b>
GVFR, Inc. - Operations	\$2,108,197	\$2,293,092	-	<b>\$2,293,092</b>
Capital Outlay	\$22,000	-	-	-
	<b>\$2,251,284</b>	<b>\$2,388,501</b>	-	<b>\$2,388,501</b>



***Authorized Positions*** - None Authorized.

**FIRE SERVICES**  
**Garner Volunteer Fire/Rescue, Inc. (5310)**

Object Code	Obj Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY13-14
523399	Non Capital Equipment	\$ -	\$ -	\$ -	\$ 10,117	\$ -	\$ -	-100%
523600	Fire Protection Gear	-	-	-	39,329	17,526	<b>17,526</b>	<b>-55%</b>
524300	Contract Services	1,844,069	2,018,420	2,176,225	77,027	77,883	<b>77,883</b>	<b>1%</b>
537410	Vehicle	-	-	-	21,877	-	-	<b>N/A</b>
524343	Contract Services - GVFR, Inc	-	-	-	2,109,697	2,382,582	<b>2,293,092</b>	<b>9%</b>
<b>5310 Total</b>		<b>\$ 1,844,069</b>	<b>\$ 2,018,420</b>	<b>\$ 2,176,225</b>	<b>\$ 2,258,047</b>	<b>\$ 2,477,991</b>	<b>\$ 2,388,501</b>	<b>6%</b>

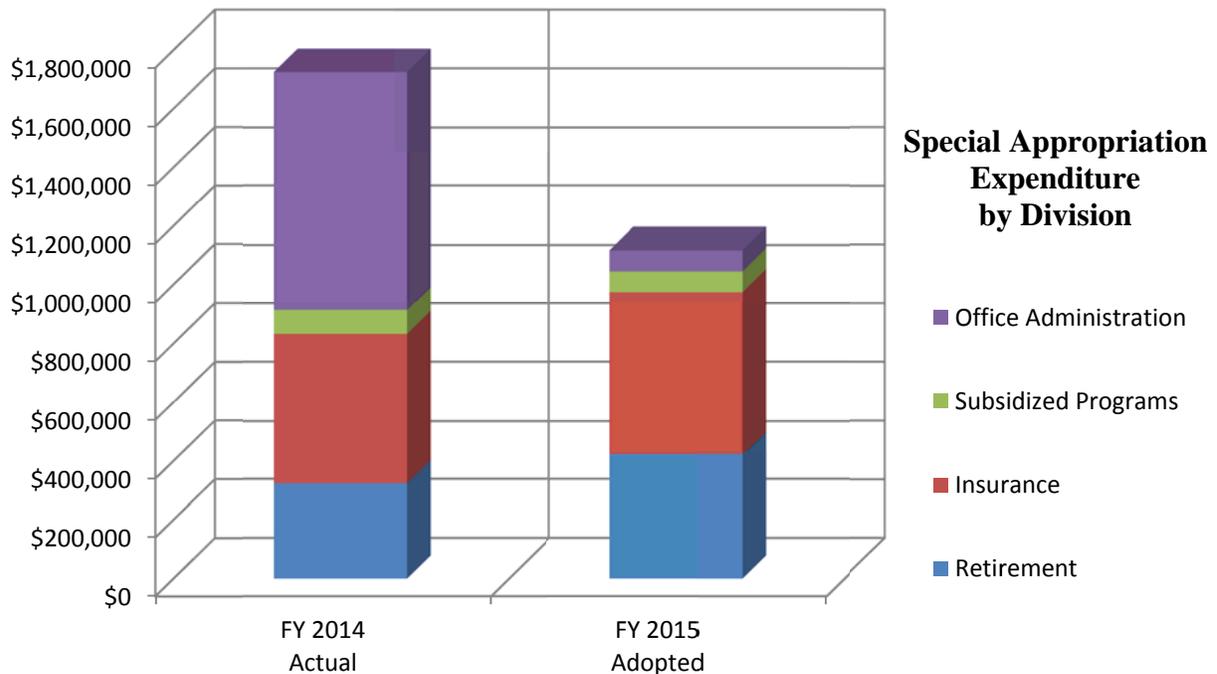
## SPECIAL APPROPRIATION

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.**

This was a newly-created department in the Fiscal Year 13-14 budget, and moves expenditures previously accounted for in other departments or not previously budgeted.

### *Special Appropriation Expenditure by Division*

Divison	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	% of General Fund
Retirement	-	-	-	\$323,452	<b>\$423,315</b>	<b>1.59%</b>
Insurance	-	-	-	\$510,339	<b>\$555,400</b>	<b>2.09%</b>
Subsidized Programs	-	-	-	\$82,158	<b>\$70,589</b>	<b>0.27%</b>
Office Administration	-	-	-	\$810,331	<b>\$71,057</b>	<b>0.27%</b>
<b>Total</b>	-	-	-	<b>\$1,726,280</b>	<b>\$1,120,361</b>	<b>4.22%</b>

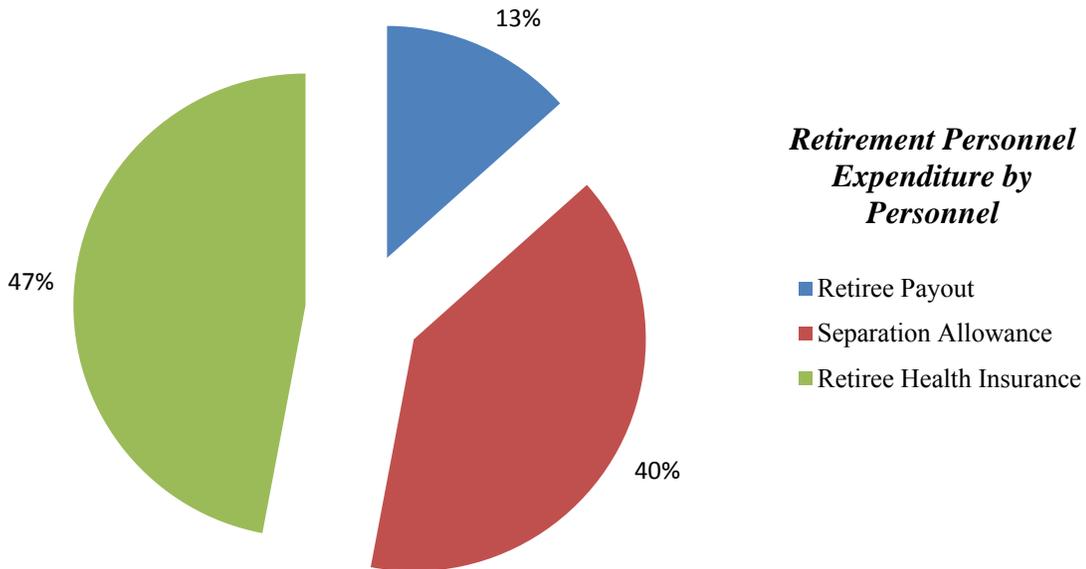


## RETIREMENT

The Retirement Division accounts for expenditures associated with benefits paid to retirees, including payout of accrued vacation time (up to 288 hours), all or a portion of health insurance benefits to eligible retirees, and separation allowance payments to eligible retired law enforcement officers as required by NC General Statutes. Administration of retirement benefits is a coordinated effort by the Human Resources and Finance Departments. *All expenditures are dedicated to personnel.*

### ***Retirement Personnel History***

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Retiree Payout	\$32,095	\$56,722	-	<b>\$56,722</b>
Separation Allowance	\$173,652	\$167,548	-	<b>\$167,548</b>
Retiree Health Insurance	\$141,000	\$199,045	-	<b>\$199,045</b>
Totals	\$346,747	\$423,315	-	<b>\$423,315</b>



***Authorized Positions*** - None Authorized.

**SPECIAL APPROPRIATIONS**  
**Retirement (6010)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY 13-14
510205	Retiree Payout	-	-	-	-	\$ 58,223	\$ 56,722	N/A
510500	FICA	-	-	-	\$ 11,578	-	-	-
510240	Separation Allowance	-	-	-	171,342	181,716	167,548	-2%
510610	Retiree Health Insurance	-	-	-	140,532	236,624	199,045	42%
6010 Total		-	-	-	\$ 323,452	\$ 476,563	\$ 423,315	31%

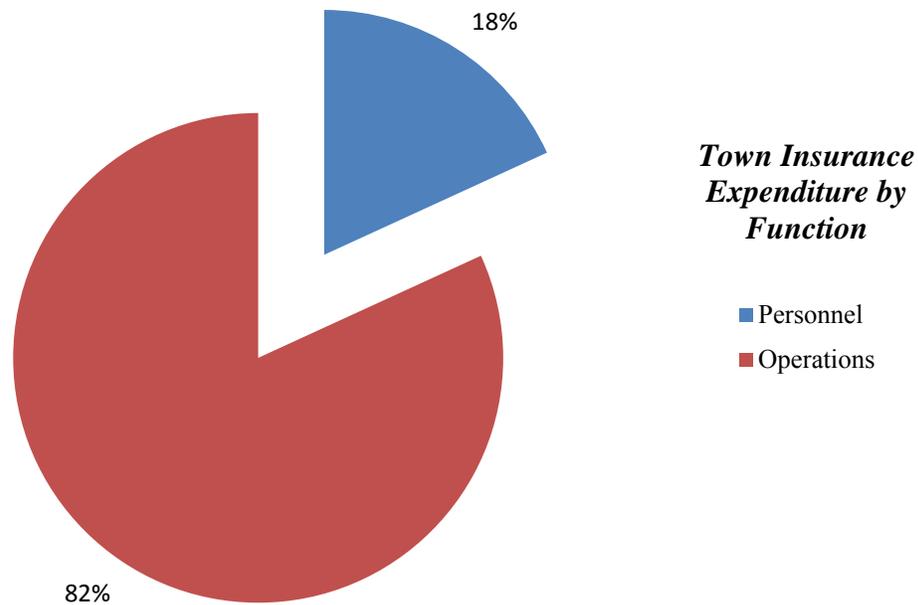
## INSURANCE

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 health reimbursement program funds the Town’s health savings account for employees needing funds to pay their deductible.

The Town’s insurance programs are administered by the office of the Town Manager and the Human Resources and Finance Departments.

### *Program History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Personnel	\$100,800	\$100,800	-	<b>\$100,800</b>
Professional Services	-	-	-	-
Operations	\$442,750	\$454,600	-	<b>\$454,600</b>
Capital Outlay	-	-	-	-
<b>Totals</b>	<b>\$543,550</b>	<b>\$555,400</b>	-	<b>\$555,400</b>



**Authorized Positions** - None Authorized.

**SPECIAL APPROPRIATION**  
**Town Insurance**

<b>Object Code</b>	<b>Description</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Actual</b>	<b>FY 14-15 Requested Budget</b>	<b>FY 14-15 Adopted Budget</b>	<b>% Change Budget vs FY 13-14 Actual</b>
510615	Health Reimbursement	-	-	-	62,611	62,611	<b>62,611</b>	<b>0%</b>
525400	Insurance and Bonds	-	-	-	214,891	203,800	<b>207,600</b>	<b>-3%</b>
525610	Workers Compensation	-	-	-	181,540	192,000	<b>192,000</b>	<b>6%</b>
525620	Unemployment Insurance	-	-	-	51,297	55,000	<b>55,000</b>	<b>7%</b>
6020 Total		-	-	-	\$510,339	\$513,411	<b>\$517,211</b>	<b>1%</b>

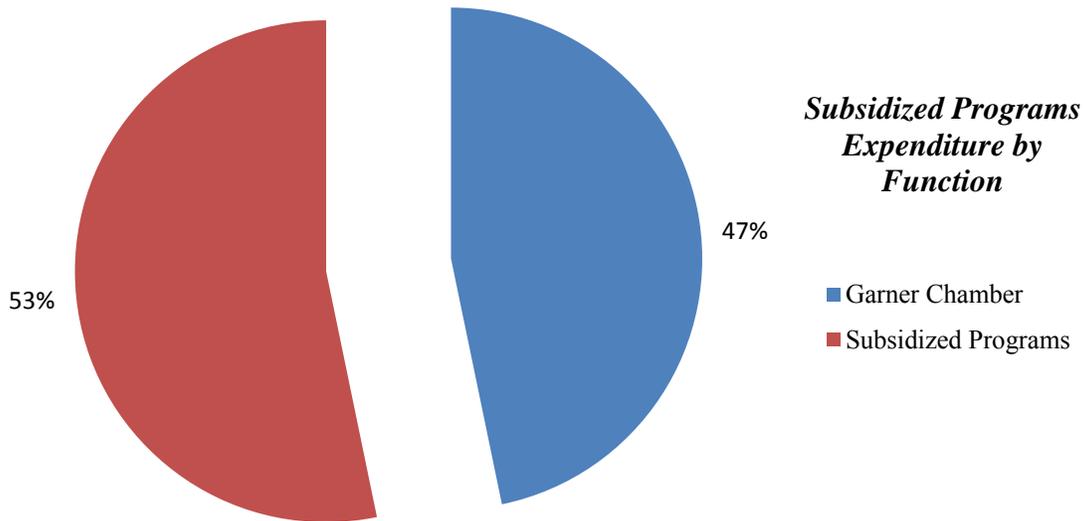
## SUBSIDIZED PROGRAMS

The Town offers support to various local non-profit agencies through the Subsidized Programs fund. These agencies provide programs the Town could not otherwise afford to provide, or they supplement existing Town programs and services. *All expenditures are dedicated to the operations of the program.*

The Town of Garner support the Chamber of Commerce annually, and the decision to fund other agencies is made by the Town Council during the budget process.

### *Subsidized Programs Operations History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Garner Chamber	\$33,375	\$33,000	-	<b>\$33,000</b>
Subsidized Programs	\$41,483	\$77,000	-	<b>\$37,589</b>
Totals	\$74,858	\$112,000	-	<b>\$70,589</b>



***Authorized Positions*** - None Authorized.

**SPECIAL APPROPRIATIONS**  
**Subsidized Programs (6030)**

<b>Object Code</b>	<b>Description</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Actual</b>	<b>FY 14-15 Requested Budget</b>	<b>FY 14-15 Adopted Budget</b>	<b>% Change Budget vs FY 13-14 Actual</b>
524340	Chamber of Commerce	-	-	-	33,375	35,000	<b>33,000</b>	<b>-1%</b>
524600	Subsidized Programs	-	-	-	41,483	77,000	<b>37,589</b>	<b>-9%</b>
6030	Total	-	-	-	\$74,858	\$112,000	<b>\$70,589</b>	<b>-6%</b>

Notes      Chamber of Commerce:      Formerly included in Economic Development Budget until FY13-14  
                  Subsidized Programs:      Formerly included in the Town Council Budget until FY13-14

## OFFICE ADMINISTRATION

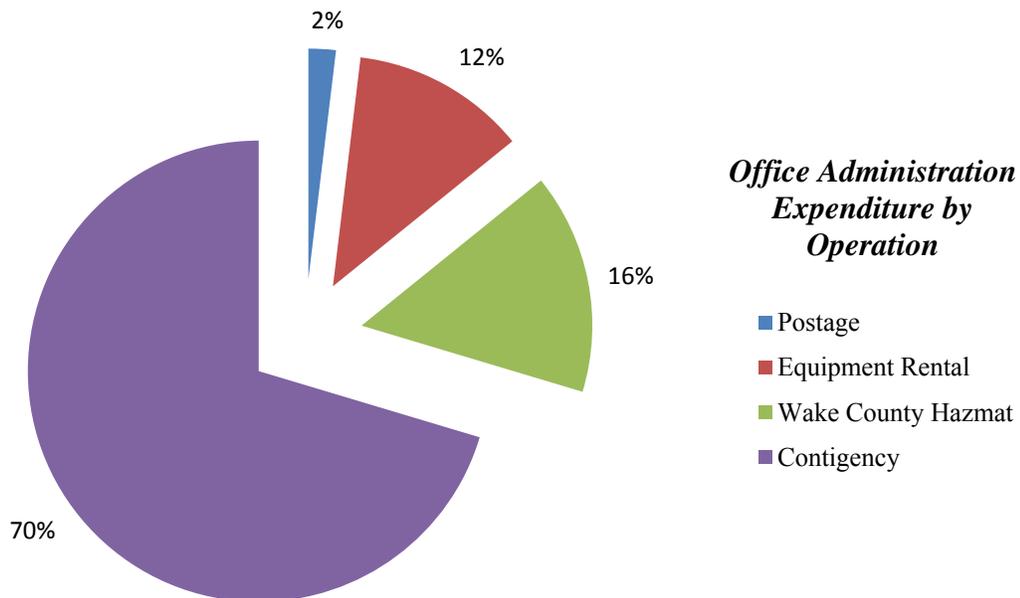
The Office Administration division accounts for expenses that are related to Town-wide services or overhead costs. The ultimate goal for many items accounted for in this division is to determine their costs by program and allocate such costs to the department or division in future budget years. *All expenditures are dedicated to the operations of the program.*

This division also currently accounts for the planned purchase of vehicles through an installment financing agreement in Fiscal Year 13-14.

Finally, this division contains a “contingency fund,” which can be used at the discretion of the Town Council or Town Manager during the year for unplanned expenditures.

### *Office Administration Operations History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Postage	\$17,150	\$1,360	-	<b>\$1,360</b>
Equipment Rental	\$94,213	\$8,712	-	<b>\$8,712</b>
Wake County Hazmat	\$11,232	\$11,232	-	<b>\$10,985</b>
Contingency	\$64,125	\$64,125	-	<b>\$50,000</b>
Equipment	-	-	-	-
Vehicle	\$712,295	-	-	-
<b>Totals</b>	<b>\$899,015</b>	<b>\$85,429</b>	<b>-</b>	<b>\$71,057</b>



**Authorized Positions** - None Authorized.

**SPECIAL APPROPRIATION**  
**Office Administration (6040)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs FY 13-14 Actual
521100	Postage	-	-	-	17,247	1,360	<b>1,360</b>	<b>-92%</b>
522100	Equipment Rental	-	-	-	91,232	8,712	<b>8,712</b>	<b>-90%</b>
524391	Wake County Hazmat	-	-	-	11,231	11,232	<b>10,985</b>	<b>-2%</b>
525800	Contingency	-	-	-	-	64,125	<b>50,000</b>	<b>N/A</b>
537400	Equipment	-	-	-	-	-	-	-
537410	Vehicle	-	-	-	711,015	-	-	-
6040 Total		-	-	-	\$830,724	\$85,429	<b>\$71,057</b>	<b>-91%</b>

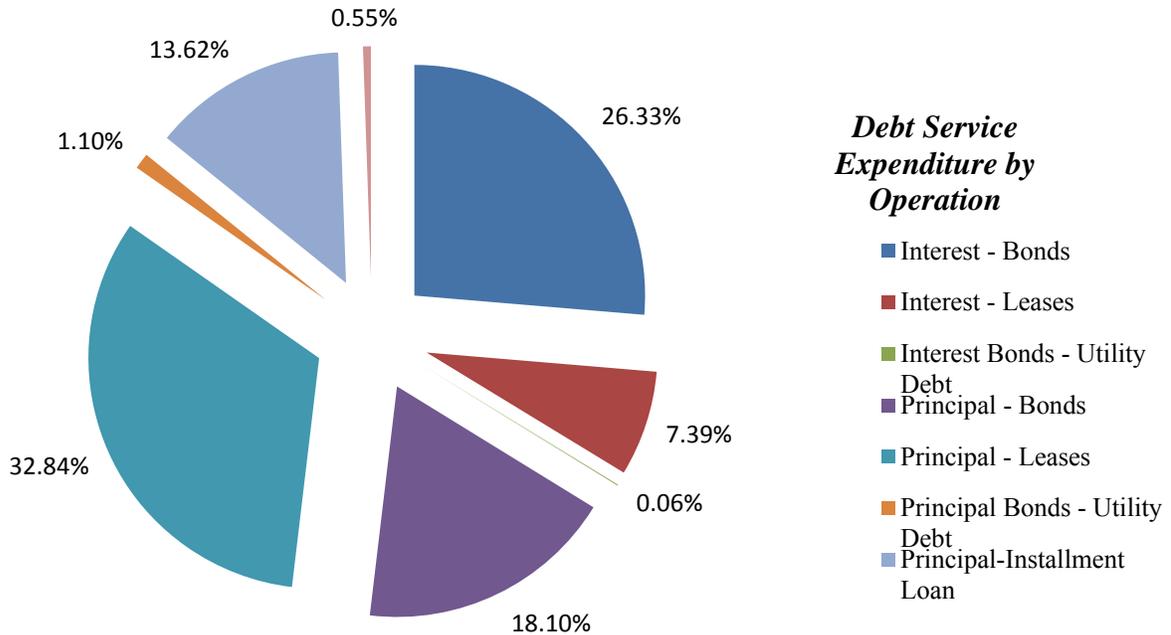
Notes      Postage & Equipment Rental: Postage and copier costs were moved to other divisions based on usage.

## DEBT SERVICE

The Town has several outstanding debt expenditures that it is obligated to pay. The responsibility to make sure the debt payments are made annually rests with the Finance Department. *All expenditures within this program are dedicated to the operations of the program.*

### *Operations History*

Category	FY 2014 Budget	FY 2015 Base Budget	Decision Package	FY 2015 Adopted
Interest - Bonds	\$246,248	\$596,466	-	<b>\$596,466</b>
Interest - Leases	\$263,588	\$167,282	-	<b>\$167,282</b>
Interest Bonds - Utility Debt	\$7,000	\$1,400	-	<b>\$1,400</b>
Principal - Bonds	\$120,000	\$410,000	-	<b>\$410,000</b>
Principal - Leases	\$719,728	\$743,760	-	<b>\$743,760</b>
Principal Bonds - Utility Debt	\$100,000	\$25,000	-	<b>\$25,000</b>
Principal-Installment Loan	-	\$308,566	-	<b>\$308,566</b>
Interest-Installment Loan	-	\$12,466	-	<b>\$12,466</b>
<b>Totals</b>	<b>\$1,456,564</b>	<b>\$2,264,940</b>	<b>-</b>	<b>\$2,264,940</b>



**Authorized Positions** - None Authorized.

**DEBT SERVICE**  
**Debt Service (5800)**

Object Code	Description	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Requested Budget	FY 14-15 Adopted Budget	% Change Budget vs. FY 13-14
526200	Interest - Bonds	65,696	248,955	247,748	246,248	596,466	<b>596,466</b>	<b>142%</b>
526210	Interest - Leases	213,396	275,022	292,084	243,834	231,799	<b>167,282</b>	<b>-31%</b>
526205	Interest Bonds - Utility Debt	23,800	18,200	12,600	7,001	1,400	<b>1,400</b>	<b>-80%</b>
526100	Principal - Bonds	-	115,000	120,000	120,000	410,000	<b>410,000</b>	<b>242%</b>
526110	Principal - Leases	851,123	514,617	732,021	4,478,121	709,521	<b>743,760</b>	<b>-83%</b>
526105	Principal Bonds - Utility Debt	100,000	100,000	100,000	100,000	25,000	<b>25,000</b>	<b>-75%</b>
526115	Principal-Installment Loan	-	-	-	-	175,016	<b>308,566</b>	<b>N/A</b>
526215	Interest-Installment Loan	-	-	-	-	6,141	<b>12,466</b>	<b>N/A</b>
<b>5800 Total</b>		<b>\$ 1,254,015</b>	<b>\$ 1,271,794</b>	<b>\$ 1,504,453</b>	<b>\$ 5,195,203</b>	<b>\$ 2,155,343</b>	<b>\$ 2,264,940</b>	<b>-56%</b>

Notes  
Principal & Interest - Bonds:  
Principal & Interest - Installment Loan:

Reflects the first installment on the Town's voter-approved 2013 bond debt.  
Reflects the first of four principal payments for the purchase of seven vehicles, one tractor, one street sweeper, and one dump truck in various divisions.

**TOWN OF GARNER**  
**APPROVED CAPITAL OUTLAY ITEMS FY 2014-15 GENERAL FUND BUDGET**

DEPARTMENT/PROGRAM	ITEM	REQUESTED	APPROVED
<b>GOVERNING BODY</b>			
Town Council		\$ -	\$ -
Town Attorney		-	-
<i>Total-Governing Body</i>		-	-
<b>ADMINISTRATION</b>			
Town Manager		-	-
Town Clerk		-	-
Safety		-	-
<i>Total-Executive</i>		-	-
<b>HUMAN RESOURCES</b>			
<b>FINANCE</b>			
Administration		-	-
Purchasing		-	-
<i>Total-Finance</i>		-	-
<b>ECONOMIC DEVELOPMENT</b>	Vehicle Replacement	27,000	27,000
<b>PLANNING</b>			
Administration		-	-
Land Use Permits & Enforcement		-	-
Community Planning & Appearance		-	-
<i>Total-Planning</i>		-	-
<b>BUILDING INSPECTIONS</b>	Vehicle Replacement	12,000	-
	Vehicle Replacement	17,800	-
<i>Total-Inspections</i>		29,800	-
<b>ENGINEERING</b>	Vehicle Replacement	26,000	-
	Vehicle Replacement	17,800	17,800
<i>Total-Engineering</i>		43,800	17,800
<b>INFORMATION TECHNOLOGY</b>			
		-	-
<b>POLICE</b>			
Administration		-	-
Operations	Vehicle Replacement	24,000	24,000
	(2) Motorcycles with equipment - GHSP Grant	62,000	62,000
	In-car camera system replacements	50,000	50,000
	Interview Room System Replacement	15,000	15,000
	ID Camera System/Printer	6,000	-
	Vehicle Replacements	151,250	-
<i>Total-Police</i>		308,250	151,000

**TOWN OF GARNER**  
**APPROVED CAPITAL OUTLAY ITEMS FY 2014-15 GENERAL FUND BUDGET**

DEPARTMENT/PROGRAM	ITEM	REQUESTED	APPROVED
<b>PUBLIC WORKS</b>			
Public Works/Administration		\$ -	\$ -
Streets		-	-
Streets-Powell Bill	Replacement Flatbed Truck	106,000	106,000
	Radio Replacement	12,600	12,600
	Tractor Replacement	31,000	31,000
	Street Sweeper Replacement	230,000	230,000
Snow Removal		-	-
Public Grounds Management	Mower Replacement	10,500	10,500
	Truck Replacement	26,000	-
	Truck Replacement	26,000	26,000
Public Facility Management	Truck Replacement	26,000	26,000
	Truck Replacement	26,000	26,000
Solid Waste		-	-
Fleet Maintenance	Truck Replacement	26,000	26,000
		<hr/>	<hr/>
<i>Total-Public Works</i>		520,100	494,100
<b>PARKS, RECREATION AND CULTURAL RESOURCES</b>			
Administration		-	-
Cultural Arts and Events		-	-
Adult and Senior		-	-
Youth and Athletic	Vehicle Replacement	18,400	18,400
Outdoor Adventure	Vehicle Replacement	27,000	-
Program Partners		-	-
		<hr/>	<hr/>
<i>Total-Parks, Recreation and Cultural Resources</i>		45,400	18,400
<b>TOTAL-GENERAL FUND</b>		<b>\$974,350</b>	<b>\$708,300</b>

**CAPITAL IMPROVEMENTS PROGRAM**

Summary of Capital Improvements and Funding Sources Plan

Descriptions of Capital Improvement Projects Planned

Capital Projects Fund Summary

Descriptions of Active Capital Project Funds

## **TOWN OF GARNER CAPITAL IMPROVEMENT PROGRAM**

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

The six-year outlook was developed to outline projects approved in the 2013 Bond Referendum. The following pages provide details of the projects contained in the FY 2015-2020 Capital Improvement Program. Town Council reviewed these projects and appropriated the funds when they approved the FY 14-15 Budget. The Program represents the intent of the Council and Town staff to plan prudently for necessary capital improvements.

Capital expenditures are items that are over \$10,000 in value and that are not a part of daily operational activities. These expenditures on Capital Improvements can impact the budget by increasing or decreasing revenues and expenditures. Revenues could be increased if the improvement attracted new business (i.e., building permits, sales tax, and ad valorem tax).

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

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

### **Impact of the CIP on the Operating Budget**

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

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

details the funding source that each project impacts, as well as identifying and projecting any operational maintenance and/or staff additions that will come as a result of each project.

### **Developing Criteria to Guide Capital Investment Decisions**

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

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

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

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

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

### **Review and Refine Criteria to Guide Capital Investment Decisions**

In March of 2013, Garner residents approved a \$35,716,000 bond program, the largest in Town history. Following this approval, Council met to discuss the projects included in the bond and

prioritized projects based on the above criteria. These projects now create the backbone of the capital improvement program for the next several years. These projects are outlined both in the CIP document, and for those that have already started some phase or planning, design, or land acquisition, a separate capital project fund has been established.

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

Borrow \$9,305,000 in FY 2015-16 to help fund \$13,205,000 in projects. The rest of the project funds will come from general fund dollars designated for specific projects in the bond program and grants.

Borrow \$9,500,000 in FY 2016-17 to fund the same dollar amount in projects.

Borrow \$7,106,000 in FY 2018-19 to fund the same dollar amount in projects.

Town Council approved and hired a Project Administrator in Fiscal Year 2013-14. This will be an ongoing cost for the Town for several years. In addition, one of the projects scheduled to be completed in FY 2014-15 is a new Police Station; a recurring annual maintenance cost, including the hiring of a Building Maintenance technician, will begin late in the fiscal year.

## Town of Garner - Summary of Capital Improvement & Funding Sources

<u>Expenditure Category</u>	<u>FY</u> <u>2015</u>	<u>FY</u> <u>2016</u>	<u>FY</u> <u>2017</u>	<u>FY</u> <u>2018</u>	<u>FY</u> <u>2019</u>	<u>FY</u> <u>2020</u>	<u>Total</u>
Bond Improvements	\$ 10,622,500	\$ 10,537,500	\$ 11,581,000	\$ 100,000	\$ 6,775,000	\$ -	\$ 39,616,000
Non-Bond Improvements	196,700	953,580	730,000	410,000	395,000	445,000	3,130,280
Vehicles	527,200	785,300	523,365	884,750	581,752	114,428	3,416,795
Equipment	41,500	322,500	216,788	58,520	67,925	-	707,233
IT Equipment	-	170,000	166,000	102,500	177,650	62,700	678,850
<b><u>Total</u></b>	<b>\$ 11,387,900</b>	<b>\$ 12,768,880</b>	<b>\$ 13,217,153</b>	<b>\$ 1,555,770</b>	<b>\$ 7,997,327</b>	<b>\$ 622,128</b>	<b>\$ 47,549,158</b>
<u>Funding Category</u>	<u>FY</u> <u>2015</u>	<u>FY</u> <u>2016</u>	<u>FY</u> <u>2017</u>	<u>FY</u> <u>2018</u>	<u>FY</u> <u>2019</u>	<u>FY</u> <u>2020</u>	<u>Total</u>
Bond Proceed Funding	\$ (9,805,000)	\$ (9,495,000)	\$ (9,061,000)	\$ -	\$ (7,355,000)	\$ -	\$ (35,716,000)
PARTF	-	(400,000)	-	-	-	-	400,000
Cap Reserve - ConAgra	-	(2,500,000)	-	-	-	-	2,500,000
Cap Reserve - Community Center	-	(1,000,000)	-	-	-	-	1,000,000
Reserve for Bond Projects	(717,500)	2,758,000	(2,520,500)	(100,000)	580,000	-	-
Powell Bill	(106,358)	(149,858)	(184,858)	(123,058)	(58,000)	-	(622,132)
Installment Financing	(534,200)	-	-	-	-	-	(534,200)
<b><u>Total Funding Sources</u></b>	<b>\$ (11,163,058)</b>	<b>\$ (10,786,858)</b>	<b>\$ (11,766,358)</b>	<b>\$ (223,058)</b>	<b>\$ (6,833,000)</b>	<b>\$ -</b>	<b>\$ (32,972,332)</b>
<u>Debt Services &amp; Pay-Go Requirements</u>	<u>FY</u> <u>2015</u>	<u>FY</u> <u>2016</u>	<u>FY</u> <u>2017</u>	<u>FY</u> <u>2018</u>	<u>FY</u> <u>2019</u>	<u>FY</u> <u>2020</u>	<u>Total</u>
General Fund Revenues	\$ 74,842	\$ 2,029,022	\$ 1,441,295	\$ 1,332,712	\$ 1,164,327	\$ 684,828	\$ 6,727,026
Bonded Debt Service	602,017	570,774	1,264,434	1,259,434	1,921,159	2,457,354	8,075,172
Installment Debt-FY 2014	181,157	181,157	181,157	-	-	-	543,471
Installment Debt-FY 2015	139,875	139,875	139,875	139,875	-	-	559,500
<b><u>Total General Fund Revenues Required</u></b>	<b>\$ 997,891</b>	<b>\$ 2,920,828</b>	<b>\$ 3,026,761</b>	<b>\$ 2,732,021</b>	<b>\$ 3,085,486</b>	<b>\$ 3,142,182</b>	<b>\$ 15,905,169</b>

<b>Town of Garner Bond Improvements Schedule</b>							
<b><i>Public Safety and Service Facilities Bonds</i></b>							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Town Hall	-	\$600,000	\$6,900,000	-	-	-	\$7,500,000
Police Station	\$4,500,000	-	-	-	-	-	\$4,500,000
<b>Total</b>	<b>\$4,500,000</b>	<b>\$600,000</b>	<b>\$6,900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$12,000,000</b>
<b><i>Street &amp; Sidewalk Improvements Bonds</i></b>							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
US 70 Widening, Lighting, & Landscaping	\$375,000	-	-	-	\$4,100,000	-	\$4,475,000
Downtown Garner Access	\$2,180,000	-	\$2,736,000	-	-	-	\$4,916,000
Sidewalk Improvements	\$1,500,000	-	\$1,000,000	-	\$700,000	-	\$3,200,000
Neighborhood Improvements	\$150,000	\$150,000	\$150,000	\$100,000	\$200,000	-	\$750,000
Other Improvement Projects	\$200,000	-	-	-	\$1,025,000	-	\$1,225,000
<b>Total</b>	<b>\$4,405,000</b>	<b>\$150,000</b>	<b>\$3,886,000</b>	<b>\$100,000</b>	<b>\$6,025,000</b>	<b>-</b>	<b>\$14,566,000</b>
<b><i>Parks and Recreation Improvement Bonds</i></b>							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Park Enhancements	\$807,500	\$192,500	-	-	-	-	\$1,000,000
Indoor Recreation Center	-	\$7,800,000	-	-	-	-	\$7,800,000
GPAC Improvements	-	\$750,000	-	-	\$750,000	-	\$1,500,000
Greenway Improvements	\$100,000	\$650,000	-	-	-	-	\$750,000
<b>Total</b>	<b>\$907,500</b>	<b>\$9,392,500</b>	<b>-</b>	<b>-</b>	<b>\$750,000</b>	<b>-</b>	<b>\$11,050,000</b>
<b><i>Historic Downtown Garner Redevelopment Bonds</i></b>							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Downtown Land Acquisition	\$510,000	\$395,000	\$495,000	-	-	-	\$1,400,000
Stormwater Facilities	\$300,000	-	\$300,000	-	-	-	\$600,000
<b>Total</b>	<b>\$810,000</b>	<b>\$395,000</b>	<b>\$795,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,000,000</b>
<b>Overall Totals</b>	<b>\$10,622,500</b>	<b>\$10,537,500</b>	<b>\$11,581,000</b>	<b>\$100,000</b>	<b>\$6,775,000</b>	<b>-</b>	<b>\$39,616,000</b>

Project: Public Safety and Service Facilities Bonds - Police Station							
<p><b>Project Description:</b> The Town is relocating the Police Department from three separate buildings to a single facility located at 912 Seventh Avenue. In July 2012, the Town purchased properties at 912 and 914 Seventh Avenue (formerly the Rex building and Fidelity Bank building) for a total price of \$891,292. At the time, the combined value of the properties was \$3.5 million.</p>							
<p><b>Project Justification:</b> Police department relocation has been proposed as the department is currently spread across three buildings. The current primary Police Headquarters is part of the current Town Hall site constructed in 1973. The Police department is in need of a larger, modern, and more efficient use of meeting, office and storage spaces.</p>							
Link to Strategic Priorities							
Fiscal Responsiveness		<ul style="list-style-type: none"> <li>- Invest in infrastructure &amp; transportation;</li> <li>- Ensure fiscal stability and efficient use of resources</li> </ul>					
Efficient & Timely Service		<ul style="list-style-type: none"> <li>- Ensure services are provided efficiently and effectively;</li> <li>- Provide quality services that match community needs;</li> <li>- Provide services at a reasonable cost to residents;</li> <li>- Develop personnel</li> </ul>					
Orderly Growth		<ul style="list-style-type: none"> <li>- Provide top quality infrastructure</li> </ul>					
Quality of Life		<ul style="list-style-type: none"> <li>- Provide a safe community; - Foster and develop Garner's image; - Maintain aesthetically pleasing community;</li> <li>- Promote civic engagement; - Create sense of place</li> </ul>					
Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds			Additional Staffing Required:	Yes
\$4,500,000	\$4,500,000	\$0	Links to other projects: Town Hall			Number of Positions Required:	1
Town of Garner Departments Involved: Engineering and Planning							
Expenditures							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Construction	\$3,700,000	-	-	-	-	-	\$3,700,000
Site Preparation	\$305,000	-	-	-	-	-	\$305,000
Planning/Design	\$360,000	-	-	-	-	-	\$360,000
Contingency	\$135,000	-	-	-	-	-	\$135,000
<b>Total</b>	<b>\$4,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,500,000</b>
Revenues							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Bond Proceeds	\$4,500,000	-	-	-	-	-	\$4,500,000
<b>Total</b>	<b>\$4,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,500,000</b>
Operating Expenses							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Maintenance	\$22,737	\$96,750	\$99,170	\$101,650	\$104,190	\$106,800	\$531,297
<b>Total</b>	<b>\$22,737</b>	<b>\$96,750</b>	<b>\$99,170</b>	<b>\$101,650</b>	<b>\$104,190</b>	<b>\$106,800</b>	<b>\$531,297</b>

Project: Public Safety and Service Facilities Bonds - Town Hall							
<p><b>Project Description:</b> Garner Town Hall, currently located at 900 Seventh Avenue, will be replaced (on the current site) in this plan. The new design would have approximately 20,000 more square feet of space to meet current needs and allow for future expansion.</p>							
<p><b>Project Justification:</b> The Town Hall is currently 40 years old (constructed in 1973). According to the most recent space study conducted, the Town staff currently occupies 23,810 square feet of office space spread over five buildings. According to BJAC, the architectural firm contracted to conduct the study, the Town has maximized its use of available space and currently has needs for additional and more efficient meeting, office, and storage space.</p>							
Link to Strategic Priorities							
<p><u>Fiscal Responsiveness</u></p>		<ul style="list-style-type: none"> <li>- Invest in infrastructure &amp; transportation;</li> <li>- Ensure fiscal stability and efficient use of resources</li> </ul>					
<p><u>Efficient &amp; Timely Service</u></p>		<ul style="list-style-type: none"> <li>- Ensure services are provided efficiently and effectively;</li> <li>- Provide quality services that match community needs;</li> <li>- Provide services at a reasonable cost to residents;</li> <li>- Develop personnel</li> </ul>					
<p><u>Orderly Growth</u></p>		<ul style="list-style-type: none"> <li>- Provide top quality infrastructure</li> </ul>					
<p><u>Quality of Life</u></p>		<ul style="list-style-type: none"> <li>- Foster and develop Garner's image;</li> <li>- Maintain aesthetically pleasing community;</li> <li>- Promote civic engagement;</li> <li>- Create sense of place</li> </ul>					
Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds			Additional Staffing Required:	
\$7,500,000	\$0	\$7,500,000	Links to other projects: Police Station			Number of Positions Required: 0	
Town of Garner Departments Involved: Engineering and Planning							
Expenditures							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Construction	-	-	\$6,165,000	-	-	-	\$6,165,000
Site Preparation	-	-	\$510,000	-	-	-	\$510,000
Planning/Design	-	\$600,000	-	-	-	-	\$600,000
Contingency	-	-	\$225,000	-	-	-	\$225,000
<b>Total</b>	-	\$600,000	\$6,900,000	-	-	-	\$7,500,000
Revenues							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Bond Proceeds	-	\$5,000,000	-	\$2,500,000	-	-	\$7,500,000
<b>Total</b>	-	\$5,000,000	-	\$2,500,000	-	-	\$7,500,000
Operating Expenses - To Be Determined							
Operations Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Maintenance	-	\$9,000	\$12,000	\$12,300	\$12,608	\$12,923	\$58,830
<b>Total</b>	-	\$9,000	\$12,000	\$12,300	\$12,608	\$12,923	\$58,830

Project: Street and Sidewalk Improvement Bonds - US 70 Widening/Lighting Landscaping								
<p><b>Project Description:</b> The funds will be used to widen, light and landscape US 70 at various locations from Morris Drive to New Rand Road, as well as improving traffic flow and safety at Jessup Drive.</p>								
<p><b>Project Justification:</b> To increase safety and accessibility to the surrounding businesses as well as ease traffic flow and install lighting and landscaping along those areas.</p>								
Link to Strategic Priorities								
<p><u>Fiscal Responsiveness</u></p>		<ul style="list-style-type: none"> <li>- Invest in infrastructure &amp; transportation</li> <li>- Ensure fiscal stability and efficient use of resources</li> </ul>						
<p><u>Efficient &amp; Timely Service</u></p>		<ul style="list-style-type: none"> <li>- Ensure services are provided efficiently and effectively;</li> <li>- Provide quality services that match community needs;</li> <li>- Provide services at a reasonable cost to residents;</li> </ul>						
<p><u>Orderly Growth</u></p>		<ul style="list-style-type: none"> <li>- Provide top quality infrastructure</li> </ul>						
<p><u>Quality of Life</u></p>		<ul style="list-style-type: none"> <li>- Provide a safe community;</li> <li>- Maintain aesthetically pleasing community;</li> <li>- Promote connectivity</li> </ul>						
Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds				Additional Staffing Required:	No
\$4,475,000	\$375,000	\$4,100,000	Links to other projects: Other Street and Sidewalk Bond related projects				Number of Positions Required:	0
Town of Garner Departments Involved: Engineering and Planning								
Expenditures								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
US 70 Widening	-	-	-	-	\$3,200,000	-	\$3,200,000	
US 70 Lighting & Landscaping	-	-	-	-	\$900,000	-	\$900,000	
Jessup Dr. Sidewalks	\$375,000	-	-	-	-	-	\$375,000	
<b>Total</b>	<b>\$375,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,100,000</b>	<b>-</b>	<b>\$4,475,000</b>	
Revenues								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
Bond Proceeds	\$375,000	-	-	-	\$4,100,000	-	\$4,475,000	
<b>Total</b>	<b>\$375,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,100,000</b>	<b>-</b>	<b>\$4,475,000</b>	
Operating Expenses								
Operations Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
Maintenance	-	-	-	-	-	-	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Project: Street and Sidewalk Improvement Bonds - Downtown Garner Access**

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

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



**Link to Strategic Priorities**

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

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> Bond Proceeds	<b>Additional Staffing Required:</b>	No
\$4,916,000	\$2,180,000	\$2,736,000	<b>Links to other projects:</b> Indoor Recreation Center; Redevelopment Bonds	<b>Number of Positions Required:</b>	0

**Town of Garner Departments Involved:** Engineering and Planning

**Expenditures**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Montague Street Improve.</u>	\$1,900,000	-	-	-	-	-	\$1,900,000
<u>Purvis/New Rand Street Improve.</u>	-	-	\$1,900,000	-	-	-	\$1,900,000
<u>Land Acquisition</u>	\$280,000	-	\$836,000	-	-	-	\$1,116,000
<b>Total</b>	<b>\$2,180,000</b>	<b>-</b>	<b>\$2,736,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,916,000</b>

**Revenues**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Bond Proceeds</u>	\$2,180,000	-	\$2,736,000	-	-	-	\$4,916,000
<b>Total</b>	<b>\$2,180,000</b>	<b>-</b>	<b>\$2,736,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,916,000</b>

**Operating Expenses**

<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Project: Street and Sidewalk Improvement Bonds - Sidewalk Improvements**

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

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



**Link to Strategic Priorities**

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

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> Bond Proceeds	<b>Additional Staffing Required:</b>	No
\$3,200,000	\$1,500,000	\$1,700,000	<b>Links to other projects:</b> Other Street and Sidewalk Bond projects; Redevelopment Bonds	<b>Number of Positions Required:</b>	0

**Town of Garner Departments Involved:** Engineering and Planning

**Expenditures**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Claymore/Buckingham</u>	\$315,000	-	-	-	-	-	\$315,000
<u>Buffaloe Road</u>	\$685,000	-	-	-	-	-	\$685,000
<u>Benson &amp; Main Street</u>	\$500,000	-	-	-	-	-	\$500,000
<u>Thompson/Spring/Vandora Springs</u>	-	-	\$1,000,000	-	-	-	\$1,000,000
	-	-	-	-	\$700,000	-	\$700,000
<b>Total</b>	<b>\$1,500,000</b>	<b>-</b>	<b>\$1,000,000</b>	<b>-</b>	<b>\$700,000</b>	<b>-</b>	<b>\$3,200,000</b>

**Revenues**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Bond Proceeds</u>	\$1,440,000	-	\$805,000	-	\$955,000	-	\$3,200,000
<b>Total</b>	<b>\$1,440,000</b>	<b>-</b>	<b>\$805,000</b>	<b>-</b>	<b>\$955,000</b>	<b>-</b>	<b>\$3,200,000</b>

**Operating Expenses**

<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Project: Street and Sidewalk Improvement Bonds - Neighborhood Improvements**

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

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



**Link to Strategic Priorities**

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

Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
				Number of Positions Required:	0
\$750,000	\$150,000	\$600,000	<u>Links to other projects:</u> Other Street and Sidewalk Bond projects; Redevelopment Bonds		

**Town of Garner Departments Involved:** Engineering and Planning

**Expenditures**

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
<u>Woodland North Lighting</u>	\$150,000	-	-	-	-	-	\$150,000
<u>Woodland North Sidewalks</u>	-	\$150,000	-	-	-	-	\$150,000
<u>New Rand Road Lighting</u>	-	-	\$150,000	-	-	-	\$150,000
<u>Bainbridge Subdivision Lighting</u>	-	-	-	\$100,000	-	-	\$100,000
<u>Van Story Hills &amp; Malibu Valley Lighting</u>	-	-	-	-	\$200,000	-	\$200,000
<b>Total</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$100,000</b>	<b>\$200,000</b>	<b>-</b>	<b>\$750,000</b>

**Revenues**

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
<u>Bond Proceeds</u>	\$200,000	\$200,000	\$200,000	-	\$150,000	-	\$750,000
<b>Total</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>-</b>	<b>\$150,000</b>	<b>-</b>	<b>\$750,000</b>

**Operating Expenses**

Operations Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>						

Project: Street and Sidewalk Improvement Bonds - Other Initiatives							
<p><b>Project Description:</b> The Street and Sidewalk Improvement Bonds have identified these particular projects for special attention and prioritization: improvements to the Benson Road and Garner Road Intersection, Main Street streetscape improvements, and underground power conversions.</p>							
<p><b>Project Justification:</b> These projects have been identified because access to parks, schools, downtown Garner, and general connectivity within Town has been prioritized. These projects will increase that connectivity and also add to the aesthetics of the community.</p>							
Link to Strategic Priorities							
<p><u>Fiscal Responsiveness</u></p>		<p>- Invest in infrastructure &amp; transportation; - Ensure fiscal stability and efficient use of resources</p>					
<p><u>Efficient &amp; Timely Service</u></p>		<p>- Ensure services are provided efficiently and effectively; -Provide quality services that match community needs; - Provide services at a reasonable cost to residents</p>					
<p><u>Orderly Growth</u></p>		<p>- Plan for an orderly and stable progression of residential and commercial growth; - Ensure the safety and economic stability of our neighborhoods; - Support efforts to integrate and orient an increasingly diverse community and tax base; - Provide top quality infrastructure; - Encourage development</p>					
<p><u>Quality of Life</u></p>		<p>- Provide a safe community; - Foster and develop Garner's Image; - Maintain aesthetically pleasing community; - Promote connectivity; - Create sense of place</p>					
Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds		Additional Staffing Required:		No
\$1,225,000	\$200,000	\$1,025,000	Links to other projects: Other Street and Sidewalk Bond projects; Redevelopment Bonds		Number of Positions Required:		0
<p><b>Town of Garner Departments Involved:</b> Engineering and Planning</p>							
Expenditures							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Benson/Garner Intersection	-	-	-	-	\$500,000	-	\$500,000
Main Street Streetscape	-	-	-	-	\$325,000	-	\$325,000
Underground Power	\$200,000	-	-	-	\$200,000	-	\$400,000
<b>Total</b>	<b>\$200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,025,000</b>	<b>-</b>	<b>\$1,225,000</b>
Revenues							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Bond Proceeds	\$200,000	-	-	-	\$1,025,000	-	\$1,225,000
<b>Total</b>	<b>\$200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,025,000</b>	<b>-</b>	<b>\$1,225,000</b>
Operating Expenses							
Operations Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Maintenance	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Project: Parks and Recreation Improvement Bond - Park Enhancements**

**Project Description:** The current capital improvement plan calls for over \$1 million in improvements to the current park and greenway facilities. The \$1 million will be used on the highest priority needs identified in the Town of Garner Parks and Recreation, Open Space and Greenways Master Plan. This list will be revisited and reprioritized to determine which park improvements will be funded. Currently scheduled are: Restroom and Concession Replacement at both Garner Recreation Park (GRP) and South Garner Park (SGP), Dugout Covers for all baseball and softball fields, a Town Mobile Stage, two Town Dog Parks, and other various amenities (Fencing for areas of the soccer field at South Garner Park, repair/paint various park entry signs, and replace/add directional signage through Heather Hills for South Garner Park).



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

**Link to Strategic Priorities**

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

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> Bond Proceeds	<b>Additional Staffing Required:</b>	No
\$1,000,000	\$707,500	\$292,500	<b>Links to other projects:</b> Other Parks and Recreation Bond Related Projects	<b>Number of Positions Required:</b>	0

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

**Expenditures**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Restrooms - GRP</u>	\$250,000	-	-	-	-	-	\$250,000
<u>Restrooms - SGP</u>	\$260,000	-	-	-	-	-	\$260,000
<u>Dugout Covers</u>	\$107,500	-	-	-	-	-	\$107,500
<u>Mobile Stage</u>	\$90,000	-	-	-	-	-	\$90,000
<u>Dog Parks</u>	\$100,000	\$100,000	-	-	-	-	\$200,000
<u>Other Amenities</u>	-	\$92,500	-	-	-	-	\$92,500
<b>Total</b>	<b>\$807,500</b>	<b>\$192,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,000,000</b>

**Revenues**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Bond Proceeds</u>	-	\$500,000	\$500,000	-	-	-	\$1,000,000
<b>Total</b>	<b>-</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,000,000</b>

**Operating Expenses**

<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Project: Parks and Recreation Improvement Bond - Garner Indoor Recreation Center								
<p><b>Project Description:</b> The current capital improvement plan calls for \$7.8 million for construction of a new Indoor Recreation Center. A new Indoor Recreation Center will be built at the corner of Montague Street and Main Street that would include three gymnasiums, programming space, locker rooms, and an indoor walking track. The total cost for the facility is estimated at \$7.8 million. The town has already secured half of the cost through a donation made by ConAgra, Parks and Recreation capital reserve funds, and anticipated grant money.</p>								
<p><b>Project Justification:</b> As part of the voter approved 2013 bond package, construction of the Indoor Recreation Center has been approved. The facility would provide expanded space for sports and recreation, and track-out and after school programming currently housed in the Avery Street Recreation Center, Avery Street Annex and rented spaces at several area schools.</p>								
Link to Strategic Priorities								
Fiscal Responsiveness		- Invest in infrastructure & transportation						
Efficient & Timely Service		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs;- Provide services at a reasonable cost to residents						
Orderly Growth		- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure						
Quality of Life		- Foster and develop Garner's image; - Maintain aesthetically pleasing community; Create sense of place						
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> Bond Proceeds, ConAgra Donation, Capital Reserve, Grant Funding			<b>Additional Staffing Required:</b>		No
\$7,800,000	\$0	\$7,800,000	<b>Links to other projects:</b> Other Parks and Recreation Bond Related Projects			<b>Number of Positions Required:</b>		0
<b>Town of Garner Departments Involved:</b> Parks and Recreation, Engineering, and Planning								
Expenditures								
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>	
Construction	-	\$5,700,000	-	-	-	-	\$5,700,000	
Site Preparation	-	\$1,100,000	-	-	-	-	\$1,100,000	
Planning/Design	-	\$600,000	-	-	-	-	\$600,000	
Contingency	-	\$400,000	-	-	-	-	\$400,000	
<b>Total</b>	-	<b>\$7,800,000</b>	-	-	-	-	<b>\$7,800,000</b>	
Revenues								
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>	
Grant Funding	-	\$400,000	-	-	-	-	\$400,000	
ConAgra Donation	\$2,500,000	-	-	-	-	-	\$2,500,000	
Capital Reserve	\$900,000	\$100,000	-	-	-	-	\$1,000,000	
Bond Proceeds	-	\$3,100,000	\$800,000	-	-	-	\$3,900,000	
<b>Total</b>	<b>\$3,400,000</b>	<b>\$3,600,000</b>	<b>\$800,000</b>	-	-	-	<b>\$7,800,000</b>	
Operating Expenses - To Be Determined								
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>	
Maintenance	-	\$91,334	\$137,000	\$140,425	\$143,936	\$147,534	\$660,229	
<b>Total</b>	-	<b>\$91,334</b>	<b>\$137,000</b>	<b>\$140,425</b>	<b>\$143,936</b>	<b>\$147,534</b>	<b>\$660,229</b>	

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

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



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

**Link to Strategic Priorities**

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

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> Bond Proceeds	<b>Additional Staffing Required:</b>	No
\$1,500,000	\$0	\$1,500,000	<b>Links to other projects:</b> None	<b>Number of Positions Required:</b>	0

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

**Expenditures**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Parking Lot</u>	-	\$250,000	-	-	-	-	\$250,000
<u>Sidewalks</u>	-	\$500,000	-	-	-	-	\$500,000
<u>Land Acquisition</u>	-	-	-	-	\$750,000	-	\$750,000
<b>Total</b>	-	\$750,000	-	-	\$750,000	-	\$1,500,000

**Revenues**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Bond Proceeds</u>	-	-	\$375,000	-	\$1,125,000	-	\$1,500,000
<b>Total</b>	-	-	\$375,000	-	\$1,125,000	-	\$1,500,000

**Operating Expenses**

<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

Project: Parks and Recreation Improvement Bond - Greenways							
<p><b>Project Description:</b> The current capital improvement plan calls for \$750,000 in total improvements to the Town's greenways. There is high demand for greenways and other pedestrian-related infrastructure in Garner. These funds would be used to construct greenways that would link to parks, schools, and key community features as identified in the Town of Garner Parks and Recreation, Open Space and Greenways Master Plan. Last year, \$100,000 was allocated towards greenway construction in the town, leaving \$650,000 for use on future greenway projects.</p>							
<p><b>Project Justification:</b> As part of the voter approved 2013 bond package, necessary improvements to Town greenways have been approved by the Town for completion.</p>							
Link to Strategic Priorities							
Fiscal Responsiveness		- Invest in infrastructure & transportation					
Efficient & Timely Service		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents					
Orderly Growth		- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure					
Quality of Life		- Foster and develop Garner's image; - Maintain aesthetically pleasing community; - Create sense of place					
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> Bond Proceeds			<b>Additional Staffing Required:</b>	No
\$750,000	\$100,000	\$650,000	<b>Links to other projects:</b> None			<b>Number of Positions Required:</b>	0
<b>Town of Garner Departments Involved:</b> Parks and Recreation, Engineering, and Planning							
Expenditures							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Construction	-	\$650,000	-	-	-	-	\$650,000
Planning/Design	\$100,000	-	-	-	-	-	\$100,000
<b>Total</b>	<b>\$100,000</b>	<b>\$650,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$750,000</b>
Revenues							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Bond Proceeds	\$100,000	-	\$650,000	-	-	-	\$750,000
<b>Total</b>	<b>\$100,000</b>	<b>-</b>	<b>\$650,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$750,000</b>
Operating Expenses							
<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Project: Historic Downtown Garner Redevelopment Bonds								
<p><b>Project Description:</b> Redevelopment Bonds are to be used to continue to revitalize Historic Downtown Garner. Current planning has identified over \$35 million in possible retail, restaurant, office, and residential opportunities that could be developed if adequate transportation and utility infrastructure are available. Funds would be used to acquire land for anchor projects such as the Indoor Recreation Center and possible future transit oriented development. Funds would also be used for the development of stormwater facilities and other utilities to support new public and private development.</p>								
<p><b>Project Justification:</b> Redevelopment Bonds are to be used to continue implementation of the Historic Downtown Garner Plan which was approved by the Garner Town Council in 2010.</p>								
Link to Strategic Priorities								
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation; - Ensure fiscal stability and efficient use of resources						
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents						
<u>Orderly Growth</u>		- Plan for an orderly and stable progression of residential and commercial growth; - Ensure safety and economic stability of our neighborhoods; - Support efforts to integrate and orient an increasingly diverse community and tax base; - Provide top quality infrastructure						
<u>Quality of Life</u>		- Foster and develop Garner's image; - Maintain aesthetically pleasing community; - Maximize partnership opportunities; - Create sense of place						
Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds				Additional Staffing Required:	No
\$2,000,000	\$810,000	\$1,190,000	Links to other projects: Indoor Recreation Center				Number of Positions Required:	0
<b>Town of Garner Departments Involved:</b> Planning, Engineering, Parks and Recreation								
Expenditures								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
Land Acq.	\$510,000	\$395,000	\$495,000	-	-	-	\$1,400,000	
Stormwater Improve.	\$300,000	-	\$300,000	-	-	-	\$600,000	
<b>Total</b>	<b>\$810,000</b>	<b>\$395,000</b>	<b>\$795,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,000,000</b>	
Revenues								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
Bond Proceeds	\$810,000	\$695,000	\$495,000	-	-	-	\$2,000,000	
<b>Total</b>	<b>\$810,000</b>	<b>\$695,000</b>	<b>\$495,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,000,000</b>	
Operating Expenses								
<u>Operations Type</u>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
Maintenance	-	-	-	-	-	-	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Town of Garner Non-Bond Improvements Schedule**

***Public Safety Expenditures***

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Police In-Car Camera Replacement	\$50,000	\$53,000	-	-	-	-	\$103,000
Police Radio Replacement	-	\$290,000	\$290,000	-	-	-	\$580,000
Emergency Operations Center	-	-	\$50,000	-	-	-	\$50,000
eCrash & eData Data Interface	-	\$40,000	-	-	-	-	\$40,000
Lynx Security Notification System (All Buildings)	-	-	-	\$30,000	-	-	\$30,000
Police Body Worn Cameras	-	\$30,000	-	-	-	-	\$30,000
Police Ballistic Helmets (All Officers)	-	\$20,000	-	-	-	-	\$20,000
SRT Ballistic Gear Replacement	\$28,500	-	-	-	-	\$30,000	\$58,500
OSSI Parking Ticket Module	-	\$20,000	-	-	-	-	\$20,000
Police Pre-Engineered Metal Parking Canopy	-	\$75,000	-	-	-	-	\$75,000
Surveillance Program Upgrades	-	-	\$20,000	-	-	-	\$20,000
Police Pole Camera	-	-	\$10,000	-	-	-	\$10,000
<b>Total</b>	<b>\$78,500</b>	<b>\$528,000</b>	<b>\$370,000</b>	<b>\$30,000</b>	<b>-</b>	<b>\$30,000</b>	<b>\$1,036,500</b>

***Sewer Project Expenditures***

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Forest & Francis Drive Drain Extension	\$22,500	-	-	-	-	-	\$22,500
Meadowbrook Drive at Cason Street Storm Drain	-	\$60,750	-	-	-	-	\$60,750
305 Coachman Drive Storm Drive	\$77,500	-	-	-	-	-	\$77,500
<b>Total</b>	<b>\$100,000</b>	<b>\$60,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$160,750</b>

***Facilities & Street Repair Expenditures***

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
Senior Center Folding Wall	-	\$14,830	-	-	-	-	\$14,830
Street Resurfacing	-	\$350,000	\$360,000	\$380,000	\$395,000	\$415,000	\$1,900,000
Avery Street Roof Repair	\$18,500	-	-	-	-	-	\$18,500
<b>Total</b>	<b>\$18,500</b>	<b>\$364,830</b>	<b>\$360,000</b>	<b>\$380,000</b>	<b>\$395,000</b>	<b>\$415,000</b>	<b>\$1,933,330</b>

<b><i>Overall Totals</i></b>	<b>\$197,000</b>	<b>\$953,580</b>	<b>\$730,000</b>	<b>\$410,000</b>	<b>\$395,000</b>	<b>\$445,000</b>	<b>\$3,130,580</b>
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Project: Police Department - In-Car Camera Replacement							
<b>Project Description:</b> This package includes installing a wireless server based system for video download to support new cameras in police vehicles as they are being purchased.							
<b>Project Justification:</b> It is projected that the current in-car camera systems will have approximately 10 years of use before needing replacement. Their replacement is needed to ensure that this valuable tool remains available. The replacement system will utilize wireless download of DVD video to an in-house server based system.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation					
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents;					
<u>Orderly Growth</u>		- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure					
<u>Quality of Life</u>		- Provide a safe community					
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund			<b>Additional Staffing Required:</b>	No
\$100,000	\$50,000	\$50,000	<b>Links to other projects:</b> Other Public Safety projects/initiatives			<b>Number of Positions Required:</b>	0
<b>Town of Garner Departments Involved:</b> Police							
Expenditures							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Equipment</u>	\$50,000	\$53,000	-	-	-	-	\$103,000
<b>Total</b>	<b>\$50,000</b>	<b>\$53,000</b>	-	-	-	-	<b>\$103,000</b>
Revenues							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	\$50,000	\$53,000	-	-	-	-	\$103,000
<b>Total</b>	<b>\$50,000</b>	<b>\$53,000</b>	-	-	-	-	<b>\$103,000</b>
Operating Expenses							
<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

Project: Police Department - Radio Replacement							
<p><b>Project Description:</b> Motorola has announced their cancellation of the XTS/XTL platform in October 2013. This is the platform that the Police Department currently utilizes and replacing these as they are phased out is important to ensure continued operations and interoperability with other County departments.</p>							
<p><b>Project Justification:</b> Motorola will stop all accessories and part support for the XTS/XTL platform ending in October 2018. Aside from the cancellation of this platform, we are also experiencing a greater rate of repair on units averaging \$400 to \$500 each. Since 2012, we have had to have nine radios repaired at a cost of \$3,825.</p>							
Link to Strategic Priorities							
<p><u>Fiscal Responsiveness</u></p>		<p>- Invest in infrastructure &amp; transportation</p>					
<p><u>Efficient &amp; Timely Service</u></p>		<p>- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents;</p>					
<p><u>Orderly Growth</u></p>		<p>- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure</p>					
<p><u>Quality of Life</u></p>		<p>- Provide a safe community</p>					
<p><b>Total Project Cost</b></p>	<p><b>FY2015 Budgeted Cost</b></p>	<p><b>Unappropriated Future Year Costs</b></p>	<p><b>Potential Funding Source(s):</b> General Fund</p>			<p><b>Additional Staffing Required:</b></p>	<p>No</p>
<p>\$580,000</p>	<p>\$0</p>	<p>\$580,000</p>	<p><b>Links to other projects:</b> Other Public Safety projects/initiatives</p>			<p><b>Number of Positions Required:</b></p>	<p>0</p>
<p><b>Town of Garner Departments Involved:</b> Police</p>							
Expenditures							
	<p><u>FY 2015</u></p>	<p><u>FY 2016</u></p>	<p><u>FY 2017</u></p>	<p><u>FY 2018</u></p>	<p><u>FY 2019</u></p>	<p><u>FY 2020</u></p>	<p><u>Total</u></p>
<p><u>Equipment</u></p>	<p>-</p>	<p>\$290,000</p>	<p>\$290,000</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>\$580,000</p>
<p><b>Total</b></p>	<p>-</p>	<p>\$290,000</p>	<p>\$290,000</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>\$580,000</p>
Revenues							
	<p><u>FY 2015</u></p>	<p><u>FY 2016</u></p>	<p><u>FY 2017</u></p>	<p><u>FY 2018</u></p>	<p><u>FY 2019</u></p>	<p><u>FY 2020</u></p>	<p><u>Total</u></p>
<p><u>General Fund</u></p>	<p>-</p>	<p>\$290,000</p>	<p>\$290,000</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>\$580,000</p>
<p><b>Total</b></p>	<p>-</p>	<p>\$290,000</p>	<p>\$290,000</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>\$580,000</p>
Operating Expenses							
<p><u>Operations Type</u></p>	<p><u>FY 2015</u></p>	<p><u>FY 2016</u></p>	<p><u>FY 2017</u></p>	<p><u>FY 2018</u></p>	<p><u>FY 2019</u></p>	<p><u>FY 2020</u></p>	<p><u>Total</u></p>
<p><u>Maintenance</u></p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>
<p><b>Total</b></p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>

**Project: Police Department - Town Emergency Operations Center**

**Project Description:** This package includes purchasing and installing necessary computer and phone equipment to establish an Emergency Operations Center in the Board Room or other Town Facility.

**Project Justification:** Currently, the Town has no capability to establish an emergency operations center, where multiple departments and agencies can gather to coordinate a major emergency incident (i.e.- hurricane, tornado, hazardous material incident, ect.). This equipment would allow the Town to operate under the federally mandated National Incident Management System (NIMS) during critical incidents.



**Link to Strategic Priorities**

<u>Fiscal Responsiveness</u>	- Invest in infrastructure & transportation; - Ensure fiscal stability and efficient use of resources
<u>Efficient &amp; Timely Service</u>	- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents; - Develop Personnel
<u>Orderly Growth</u>	- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure
<u>Quality of Life</u>	- Provide a safe community

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund	<b>Additional Staffing Required:</b>	No
\$50,000	\$0	\$50,000	<b>Links to other projects:</b> Other Public Safety projects/initiatives	<b>Number of Positions Required:</b>	0

**Town of Garner Departments Involved:** Police

**Expenditures**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Equipment</u>	-	-	\$50,000	-	-	-	\$50,000
<b>Total</b>	-	-	\$50,000	-	-	-	\$50,000

**Revenues**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	-	-	\$50,000	-	-	-	\$50,000
<b>Total</b>	-	-	\$50,000	-	-	-	\$50,000

**Operating Expenses**

<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

**Project: Police Department - eCrash & eCitation Data Interface**

**Project Description:** This project is aimed at contracting with OSSI to import eCrash and eCitation data.

**Project Justification:** Officers in the field currently spend time completing data entry for almost all crashes and citations. Subsequently, the Police records staff duplicate this effort to enter this information into PISTOL (RMS System). This purchase would allow the data to be imported directly without needing to enter it again, creating a large time savings for staff and office operations.



**Link to Strategic Priorities**

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

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund	<b>Additional Staffing Required:</b>	No
\$40,000	\$0	\$40,000	<b>Links to other projects:</b> Other Public Safety projects/initiatives	<b>Number of Positions Required:</b>	0

**Town of Garner Departments Involved:** Police

**Expenditures**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Equipment</u>	-	\$40,000	-	-	-	-	\$40,000
<b>Total</b>	-	\$40,000	-	-	-	-	\$40,000

**Revenues**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	-	\$40,000	-	-	-	-	\$40,000
<b>Total</b>	-	\$40,000	-	-	-	-	\$40,000

**Operating Expenses**

<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

**Project: Police Department - Lynx Security Notification System for all Town Buildings**

**Project Description:** The Lynx System is a Town-wide, Network based, Duress and Emergency Notification System. Emergency alarms can instantly alert PCs with "PopUps", text messages to cell phones, police 800 MHz radios, and email. Lynx supports desktop panic buttons, USB panic button, network panic buttons and wireless panic buttons.

Designed and Manufactured by  
**Micro Technology Services, Inc.**

**Facility wide Duress and Emergency Notification**

**LynxGuide System Overview**

**INPUTS**

- LynxGuide Software Inputs
- Optional Hardware Inputs
- LynxGuide Software Outputs
- Optional Hardware Outputs

**OUTPUTS**

- HSPD-12 Access Control
- Lock Down
- Emergency Door Release
- LOCKDOWN Code 51 Over

LynxGuide Server

**Project Justification:** This project will increase the safety and security of all town buildings and departments.

**Link to Strategic Priorities**

<u>Fiscal Responsiveness</u>	- Invest in infrastructure & transportation
<u>Efficient &amp; Timely Service</u>	- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	- Ensure safety and economic stability of our neighborhoods
<u>Quality of Life</u>	- Provide a safe community

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund	<b>Additional Staffing Required:</b>	No
\$30,000	\$0	\$30,000	<b>Links to other projects:</b> Other Public Safety projects/initiatives	<b>Number of Positions Required:</b>	0

**Town of Garner Departments Involved:** Police

**Expenditures**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Equipment</u>	-	-	-	\$30,000	-	-	\$30,000
<b>Total</b>	-	-	-	\$30,000	-	-	\$30,000

**Revenues**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	-	-	-	\$30,000	-	-	\$30,000
<b>Total</b>	-	-	-	\$30,000	-	-	\$30,000

**Operating Expenses**

<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

Project: Police Department - Body Worn Cameras							
<b>Project Description:</b> This package will provide funding for a body worn camera (BWC) for all first responder staff.							
<b>Project Justification:</b> BWCs can document interactions with victims, witnesses, and others during police-citizen encounters, at crime and incident scenes, and during traffic stops. In many instances police agencies have found the BWC useful for officers in the favorable resolution of both administrative and criminal complaints and as a defense resource in cases of civil liability. Officers using these recorders have a clearly documented, firsthand, completely objective account of what was said during an incident in question.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation					
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents					
<u>Orderly Growth</u>		- Ensure safety and economic stability of our neighborhoods					
<u>Quality of Life</u>		- Provide a safe community					
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund			<b>Additional Staffing Required:</b>	No
\$30,000	\$0	\$30,000	<b>Links to other projects:</b> Other Public Safety projects/initiatives			<b>Number of Positions Required:</b>	0
<b>Town of Garner Departments Involved:</b> Police							
Expenditures							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Equipment</u>	-	\$30,000	-	-	-	-	\$30,000
<b>Total</b>	-	\$30,000	-	-	-	-	\$30,000
Revenues							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	-	\$30,000	-	-	-	-	\$30,000
<b>Total</b>	-	\$30,000	-	-	-	-	\$30,000
Operating Expenses							
<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

Project: Police Department - Police Ballistic Helmets								
<b>Project Description:</b> The project seeks to equip all sworn personnel with a ballistic helmet that will provide law enforcement with the additional protection required to respond to situations involving armed and active shooters.								
<b>Project Justification:</b> With the nationwide increase in incidents involving armed and active shooters, police are finding the need to protect all sworn staff just like we do for SRT members. This package will provide a ballistic helmet to all sworn personnel so that they can be easily deployed to those active shooter situations with additional protection.								
Link to Strategic Priorities								
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation						
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents						
<u>Orderly Growth</u>		- Ensure safety and economic stability of our neighborhoods						
<u>Quality of Life</u>		- Provide a safe community						
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund				<b>Additional Staffing Required:</b>	No
\$20,000	\$0	\$20,000	<b>Links to other projects:</b> Other Public Safety projects/initiatives				<b>Number of Positions Required:</b>	0
<b>Town of Garner Departments Involved:</b> Police								
Expenditures								
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>	
<u>Equipment</u>	-	\$20,000	-	-	-	-	\$20,000	
<b>Total</b>	-	\$20,000	-	-	-	-	\$20,000	
Revenues								
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>	
<u>General Fund</u>	-	\$20,000	-	-	-	-	\$20,000	
<b>Total</b>	-	\$20,000	-	-	-	-	\$20,000	
Operating Expenses								
<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>	
<u>Maintenance</u>	-	-	-	-	-	-	-	
<b>Total</b>	-	-	-	-	-	-	-	

Project: Police Department - SRT Replacement Ballistic Gear							
<b>Project Description:</b> This project will replace the current Special Response Team (SRT) ballistic gear.							
<b>Project Justification:</b> The current manufacturer's replacement cycle for all ballistic vests, panels, shields, and helmets is 5 years. We will be replacing the current equipment in 2015, requiring it to be replaced again in 2020.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation					
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents					
<u>Orderly Growth</u>		- Ensure safety and economic stability of our neighborhoods					
<u>Quality of Life</u>		- Provide a safe community					
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund			<b>Additional Staffing Required:</b>	No
\$58,500	\$28,500	\$30,000	<b>Links to other projects:</b> Other Public Safety projects/initiatives			<b>Number of Positions Required:</b>	0
<b>Town of Garner Departments Involved:</b> Police							
Expenditures							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Equipment</u>	\$28,500	-	-	-	-	\$30,000	\$58,500
<b>Total</b>	<b>\$28,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$30,000</b>	<b>\$58,500</b>
Revenues							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	\$28,500	-	-	-	-	\$30,000	\$58,500
<b>Total</b>	<b>\$28,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$30,000</b>	<b>\$58,500</b>
Operating Expenses							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Project: Police Department - OSSI Parking Ticket Module							
<b>Project Description:</b> The parking ticket module contracts with OSSI to upgrade the current records management system to allow the issuance of electronic parking tickets.							
<b>Project Justification:</b> When changes are made to the current parking ticket format, new books must be printed which involves significant time and cost. This system allows changes to be made immediately without any additional time or cost. This system also allows direct entry and tracking that provides additional oversight for both Police and Finance for fines and late notices.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>	- Invest in infrastructure & transportation; - Ensure fiscal stability and efficient use of resources						
<u>Efficient &amp; Timely Service</u>	- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents						
<u>Orderly Growth</u>	- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure						
<u>Quality of Life</u>	- Provide a safe community						
<u>Total Project Cost</u>	<u>FY2015 Budgeted Cost</u>	<u>Unappropriated Future Year Costs</u>	<u>Potential Funding Source(s):</u> General Fund		<u>Additional Staffing Required:</u>	No	
\$20,000	\$0	\$20,000	<u>Links to other projects:</u> Other Public Safety projects/initiatives		<u>Number of Positions Required:</u>	0	
<b>Town of Garner Departments Involved:</b> Police							
Expenditures							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Equipment</u>	-	\$20,000	-	-	-	-	\$20,000
<b><u>Total</u></b>	-	<b>\$20,000</b>	-	-	-	-	<b>\$20,000</b>
Revenues							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	-	\$20,000	-	-	-	-	\$20,000
<b><u>Total</u></b>	-	<b>\$20,000</b>	-	-	-	-	<b>\$20,000</b>
Operating Expenses							
<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b><u>Total</u></b>	-	-	-	-	-	-	-

<b>Project: Police Department - Pre-Engineered Metal Parking Canopy</b>							
<b>Project Description:</b> This will provide a pre-engineered parking canopy for the rear parking area to cover on-duty patrol parking spaces.							
<b>Project Justification:</b> This project was originally envisioned to be part of the new police department facility, however it was removed due to cost considerations. This project will protect police vehicles and the parking area from exposure to the weather elements, providing value in greater accessibility to the department and increased operational capacity.							
<b>Link to Strategic Priorities</b>							
<u>Fiscal Responsiveness</u>	- Invest in infrastructure & transportation						
<u>Efficient &amp; Timely Service</u>	- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents						
<u>Orderly Growth</u>	- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure						
<u>Quality of Life</u>	- Provide a safe community						
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund			<b>Additional Staffing Required:</b>	No
\$75,000	\$0	\$75,000	<b>Links to other projects:</b> Other Public Safety projects/initiatives			<b>Number of Positions Required:</b>	0
<b>Town of Garner Departments Involved:</b> Police							
<b>Expenditures</b>							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Equipment</u>	-	\$75,000	-	-	-	-	\$75,000
<b>Total</b>	-	\$75,000	-	-	-	-	\$75,000
<b>Revenues</b>							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	-	\$75,000	-	-	-	-	\$75,000
<b>Total</b>	-	\$75,000	-	-	-	-	\$75,000
<b>Operating Expenses</b>							
<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

Project: Police Department - Surveillance Platform Upgrades								
<b>Project Description:</b> This project aims to replace the approx. 14 year old analog/VHS based surveillance system that still exists within the department's mobile surveillance platform. This package updates this equipment with digital/DVR technology.								
<b>Project Justification:</b> This project will allow police surveillance operations to record and store information digitally, allowing the data to be shared and analyzed with greater ease and versatility.								
Link to Strategic Priorities								
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation						
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents						
<u>Orderly Growth</u>		- Ensure safety and economic stability of our neighborhoods						
<u>Quality of Life</u>		- Provide a safe community						
Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund				Additional Staffing Required:	No
				Number of Positions Required:				0
\$20,000	\$0	\$20,000	Links to other projects: Other Public Safety projects/initiatives					
Town of Garner Departments Involved: Police								
Expenditures								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
<u>Equipment</u>	-	-	\$20,000	-	-	-	\$20,000	
<b>Total</b>	-	-	\$20,000	-	-	-	\$20,000	
Revenues								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
<u>General Fund</u>	-	-	\$20,000	-	-	-	\$20,000	
<b>Total</b>	-	-	\$20,000	-	-	-	\$20,000	
Operating Expenses								
<u>Operations Type</u>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
<u>Maintenance</u>	-	-	-	-	-	-	-	
<b>Total</b>	-	-	-	-	-	-	-	

Project: Police Department - Pole Camera							
<b>Project Description:</b> This pole camera system project allows for remote recording of locations and attaches to utility poles as needed.							
<b>Project Justification:</b> This system allows for a remote camera to be setup and used to view criminal activity. There are times when the Police require covert video surveillance of locations and suspects. These cameras provide the Police with that capability.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>	- Invest in infrastructure & transportation						
<u>Efficient &amp; Timely Service</u>	- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents						
<u>Orderly Growth</u>	- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure						
<u>Quality of Life</u>	- Provide a safe community						
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund		<b>Additional Staffing Required:</b>	No	
\$10,000	\$0	\$10,000	<b>Links to other projects:</b> Other Public Safety projects/initiatives		<b>Number of Positions Required:</b>	0	
<b>Town of Garner Departments Involved:</b> Police							
Expenditures							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Equipment</u>	-	-	\$10,000	-	-	-	\$10,000
<b>Total</b>	-	-	\$10,000	-	-	-	\$10,000
Revenues							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	-	-	\$10,000	-	-	-	\$10,000
<b>Total</b>	-	-	\$10,000	-	-	-	\$10,000
Operating Expenses							
<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

Project: Town Drain Piping Extension - Forest and Frances Drive Intersection							
<b>Project Description:</b> The Town of Garner will be providing drainage to the intersection of Forest and Frances Drive by providing a catch basin and approximately 325 feet of piping to the Brooks Avenue intersection.							
<b>Project Justification:</b> Water ponds in the southeast corner of the intersection during and after rain events. Pavement resurfacing over the years has raised the pavement elevation in the intersection and will not allow the rainwater to drain as originally designed.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation					
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents					
<u>Orderly Growth</u>		- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure					
<u>Quality of Life</u>		- Provide a safe community; - Foster and develop Garner's image; - Maintain aesthetically pleasing community					
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> Stormwater Capital Reserve Fund; Powell Bill			<b>Additional Staffing Required:</b>	No
\$22,500	\$22,500	-	<b>Links to other projects:</b> Meadowbrook Drive and 305 Coachman Stormwater Projects			<b>Number of Positions Required:</b>	0
<b>Town of Garner Departments Involved:</b> Public Works							
Expenditures							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Planning/Design</u>	\$4,000	-	-	-	-	-	\$4,000
<u>Construction</u>	\$18,500	-	-	-	-	-	\$18,500
<b>Total</b>	<b>\$22,500</b>	-	-	-	-	-	<b>\$22,500</b>
Revenues							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	\$22,500	-	-	-	-	-	\$22,500
<b>Total</b>	<b>\$22,500</b>	-	-	-	-	-	<b>\$22,500</b>
Operating Expenses							
<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

**Project: Storm Drain Replacement-Meadowbrook Drive at Cason Street**

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

**Project Justification:** The underground storm drainage system that drains the roadway on Meadowbrook Road at the intersection with Cason Street is currently undersized. As currently designed, heavy rain events are often too large for the current system to handle and runoff often floods the streets. This project is eligible for consideration as provided for in section 4.4 of the Storm Drain Policy.



**Link to Strategic Priorities**

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

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> Stormwater Capital Reserve Fund; Powell Bill	<b>Additional Staffing Required:</b>	No
				<b>Number of Positions Required:</b>	0
\$60,750	-	\$60,750	<b>Links to other projects:</b> Forest and Frances Drive; 305 Coachman Stormwater Projects		

**Town of Garner Departments Involved:** Public Works

**Expenditures**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Planning/Design</u>	-	\$10,000	-	-	-	-	\$10,000
<u>Land Acq.</u>	-	\$3,500	-	-	-	-	\$3,500
<u>Construction</u>	-	\$47,250	-	-	-	-	\$47,250
<b>Total</b>	-	\$60,750	-	-	-	-	\$60,750

**Revenues**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	-	\$60,750	-	-	-	-	\$60,750
<b>Total</b>	-	\$60,750	-	-	-	-	\$60,750

**Operating Expenses**

<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

**Project: Storm Drain Replacement-305 Coachman Drive**

**Project Description:** Replace and upsize the two inlet storm drains and install a yard drain at 305 Coachman Drive. The projects consists of the replacement of approximately 700 feet of existing 15 inch pipe with properly sized 24, 30, and 36 inch pipes to prevent structural flooding at 305 Coachman Drive and nuisance flooding in the yards in the upstream of the street culvert at Coachman Drive. Replacement of the pipe under Coachman Drive is also included to decrease area street flooding.

**Project Justification:** The underground storm drainage system that drains the roadway on Coachman Drive is currently undersized. During heavy rains, the drainage system cannot handle the amount of runoff and is causing the street to flood. This project is eligible for construction as provided for in section 4.4 of the Storm Drain Policy. The project would also alleviate garage flooding of the residence at 305 Coachman Drive.



**Link to Strategic Priorities**

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

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> Stormwater Capital Reserve Fund; Powell Bill	<b>Additional Staffing Required:</b>	No
\$77,500	\$77,500	-	<b>Links to other projects:</b> Meadowbrook Drive and Forest/Francis Drive Projects	<b>Number of Positions Required:</b>	0

**Town of Garner Departments Involved:** Public Works

**Expenditures**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Planning/Design</u>	\$15,000	-	-	-	-	-	\$15,000
<u>Land Acq.</u>	-	-	-	-	-	-	-
<u>Construction</u>	\$62,500	-	-	-	-	-	\$62,500
<b>Total</b>	<b>\$77,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$77,500</b>

**Revenues**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	\$77,500	-	-	-	-	-	\$77,500
<b>Total</b>	<b>\$77,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$77,500</b>

**Operating Expenses**

<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Project: Senior Center Folding Wall Replacement							
<b>Project Description:</b> This project encompasses replacing the folding wall that is used in the Senior Center to divide up program areas for more effective use.							
<b>Project Justification:</b> Since Summer 2012, the maintenance staff has experience issues with this folding wall. Upon investigation with the manufacturer, the wall is now considered obsolete and replacement parts are now unavailable. Public Works has kept the wall as functional as possible with in-house repairs, however, the wall will need to be replaced in order to continue the space's functionality.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>	- Invest in infrastructure & transportation; - Ensure fiscal stability and efficient use of resources						
<u>Efficient &amp; Timely Service</u>	- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents						
<u>Orderly Growth</u>	- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure						
<u>Quality of Life</u>	- Foster and develop Garner's image; - Maintain aesthetically pleasing community; - Promote civic engagement; - Promote connectivity						
Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund		Additional Staffing Required:		No
\$14,830	-	\$14,830	Links to other projects: Avery Street Roof Repairs		Number of Positions Required:		0
<b>Town of Garner Departments Involved:</b> Public Works, Parks and Recreation							
Expenditures							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
<u>Equipment</u>	-	\$14,830	-	-	-	-	\$14,830
<b>Total</b>	-	\$14,830	-	-	-	-	\$14,830
Revenues							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
<u>General Fund</u>	-	\$14,830	-	-	-	-	\$14,830
<b>Total</b>	-	\$14,830	-	-	-	-	\$14,830
Operating Expenses							
<u>Operations Type</u>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-

Project: Street Resurfacing								
<p><b>Project Description:</b> This project consists of the ongoing street resurfacing program based upon the Engineering department's Street Condition Survey. The amounts listed for this project below assume the start of an annual resurfacing program by Fiscal Year 2016, where 3.5% of all streets in Town (estimated at approx. 99 miles) will be resurfaced, and then assumes a 2.75% increase every fiscal year to provide for inflationary increases and additional lane miles of streets. Please note that this does not include funding for patching, which would be considered an ongoing operational cost for minor repairs of safety hazards.</p>								
<p><b>Project Justification:</b> As part of routine maintenance, streets need to be resurfaced every 10-20 years. This resurfacing restores the surface of the street pavement, improving driving conditions and eliminating large-scale deterioration.</p>								
Link to Strategic Priorities								
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation						
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents						
<u>Orderly Growth</u>		- Plan for an orderly and stable progression of residential and commercial growth - Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure						
<u>Quality of Life</u>		- Provide a safe community; - Foster and develop Garner's image; - Maintain aesthetically pleasing community - Promote connectivity						
Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Stormwater Capital Reserve Fund; Powell Bill				Additional Staffing Required:	No
\$1,900,000	-	\$1,900,000	Links to other projects: None.				Number of Positions Required:	0
Town of Garner Departments Involved: Engineering & Public Works								
Expenditures								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
<u>Construction</u>	-	\$350,000	\$360,000	\$380,000	\$395,000	\$415,000	\$1,900,000	
<b>Total</b>	-	\$350,000	\$360,000	\$380,000	\$395,000	\$415,000	\$1,900,000	
Revenues								
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
<u>General Fund</u>	-	\$350,000	\$360,000	\$380,000	\$395,000	\$415,000	\$1,900,000	
<b>Total</b>	-	\$350,000	\$360,000	\$380,000	\$395,000	\$415,000	\$1,900,000	
Operating Expenses								
<u>Operations Type</u>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	
<u>Maintenance</u>	-	-	-	-	-	-	-	
<b>Total</b>	-	-	-	-	-	-	-	

Project: Avery Street Annex Roof Repair							
<b>Project Description:</b> This project will fund a patching project of the current roof on the Avery Street Annex. This patching project should extend the service life of the roof for 3-5years.							
<b>Project Justification:</b> In the roof's current condition, there are leaks during each major rainfall event. This project would patch these leaks and extend the life of the roof.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation					
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents					
<u>Orderly Growth</u>		- Ensure safety and economic stability of our neighborhoods; - Provide top quality infrastructure					
<u>Quality of Life</u>		- Provide a safe community; - Foster and develop Garner's image; - Maintain aesthetically pleasing community					
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund		<b>Additional Staffing Required:</b>		No
\$18,500	\$18,500	-	<b>Links to other projects:</b> None		<b>Number of Positions Required:</b>		0
<b>Town of Garner Departments Involved:</b> Public Works							
Expenditures							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Construction</u>	\$18,500	-	-	-	-	-	\$18,500
<b>Total</b>	<b>\$18,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$18,500</b>
Revenues							
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>General Fund</u>	\$18,500	-	-	-	-	-	\$18,500
<b>Total</b>	<b>\$18,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$18,500</b>
Operating Expenses							
<u>Operations Type</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Town of Garner Vehicle and Equipment Improvements Schedule</b>							
<b><u>Vehicle Replacement Expenditures</u></b>							
	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>Total</u></b>
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
Police	\$24,000	\$454,800	\$326,400	\$486,950	\$255,200	\$60,000	\$1,607,350
Public Works	\$440,000	\$269,000	\$89,000	\$359,700	\$301,500	-	\$1,459,200
Parks, Recreation and Cultural Resources	\$18,400	-	\$95,200	-	-	\$30,000	\$143,600
Inspections	-	\$39,000	-	-	-	\$19,500	\$58,500
Engineering	\$17,800	\$22,500	-	-	-	-	\$40,300
Economic Development	\$27,000	-	-	-	-	-	\$27,000
<u>Inflation</u>			2.5%	4.5%	4.5%	4.5%	
<u>Inflation Amount</u>			\$12,765	\$38,100	\$25,052	\$4,928	\$80,845
<b><u>Total</u></b>	<b>\$527,200</b>	<b>\$785,300</b>	<b>\$523,365</b>	<b>\$884,750</b>	<b>\$581,752</b>	<b>\$114,428</b>	<b>\$3,416,795</b>
<b><u>Equipment Replacement Expenditures</u></b>							
	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>FY</u></b>	<b><u>Total</u></b>
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
Public Works	\$41,500	\$322,500	\$211,500	\$56,000	\$65,000	-	\$696,500
Information Technology	-	\$170,000	\$166,000	\$100,000	\$170,000	\$60,000	\$666,000
<u>Inflation</u>			2.5%	4.5%	4.5%	4.5%	
<u>Inflation Amount</u>			\$9,438	\$7,020	\$10,575	\$2,700	\$29,733
<b><u>Total</u></b>	<b>\$41,500</b>	<b>\$492,500</b>	<b>\$386,938</b>	<b>\$163,020</b>	<b>\$245,575</b>	<b>\$62,700</b>	<b>\$1,392,233</b>
<b><u>Overall Totals</u></b>	<b>\$568,700</b>	<b>\$1,277,800</b>	<b>\$910,303</b>	<b>\$1,047,770</b>	<b>\$827,327</b>	<b>\$177,128</b>	<b>\$4,809,028</b>

<b>Project: Town Vehicle Replacements</b>														
<b>Project Description:</b> The Town of Garner will be replacing 74 vehicles over the next six years through the Capital Improvement Plan. Currently, there are 10 vehicles identified for replacement in FY2015, 19 in FY2016, 12 in FY2017, 19 in FY2018, 10 in FY2019, and 4 in FY2020.														
<b>Project Justification:</b> These requests represent replacements for aged equipment within the existing fleet that have been identified by the Town's VERT (Vehicle & Equipment Replacement Team) as having ongoing operational costs that outweigh equipment value.														
<b>Link to Strategic Priorities</b>														
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation; - Ensure fiscal stability and efficient use of resources												
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs												
<u>Orderly Growth</u>		- Provide top quality infrastructure												
<u>Quality of Life</u>		- Provide a safe community; - Foster and develop Garner's image; - Maintain aesthetically pleasing community												
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund, Powell Bill						<b>Additional Staffing Required:</b>		No			
									<b>Number of Positions Required:</b>		0			
\$3,416,795	\$527,200	\$2,889,595	<b>Links to other projects:</b> VERT team Town equipment replacement project											
<b>Town of Garner Departments Involved:</b> Police, Public Works, Parks and Recreation, Inspections, Engineering, Economic Development														
<b>Expenditure</b>														
	<b>FY 2015</b>	<b>#</b>	<b>FY 2016</b>	<b>#</b>	<b>FY 2017</b>	<b>#</b>	<b>FY 2018</b>	<b>#</b>	<b>FY 2019</b>	<b>#</b>	<b>FY 2020</b>	<b>#</b>	<b>Total</b>	<b>#</b>
<b>Police</b>														
Truck	\$24,000	1	-	-	-	-	-	-	-	-	\$30,000	1	\$54,000	2
Patrol Car	-	-	\$334,800	8	\$83,700	2	\$292,950	7	\$125,550	3	-	-	\$837,000	20
SGT Patrol	-	-	-	-	\$196,750	5	\$118,050	3	-	-	-	-	\$314,800	8
Unmarked	-	-	\$120,000	4	-	-	-	-	\$83,700	2	\$30,000	1	\$233,700	7
SUV	-	-	-	-	\$45,950	1	\$75,950	2	\$45,950	1	-	-	\$167,850	4
<b>Public Works</b>														
Truck	\$104,000	4	\$54,000	2	\$89,000	3	\$117,500	4	\$58,000	2	-	-	\$422,500	15
Dump Truck	\$106,000	1	\$215,000	2	-	-	\$215,000	2	\$243,500	2	-	-	\$779,500	7
Street Sweeper	\$230,000	1	-	-	-	-	-	-	-	-	-	-	\$230,000	1
SUV	-	-	-	-	-	-	\$27,200	1	-	-	-	-	\$27,200	1
<b>Parks</b>														
Sedan	\$18,400	1	-	-	-	-	-	-	-	-	-	-	\$18,400	1
Mini-Bus	-	-	-	-	\$95,200	1	-	-	-	-	-	-	\$95,200	1
Van	-	-	-	-	-	-	-	-	-	-	\$30,000	1	\$30,000	1
<b>Inspections</b>														
Truck	-	-	\$39,000	2	-	-	-	-	-	-	\$19,500	1	\$58,500	3
<b>Engineering</b>														
Truck	\$17,800	1	\$22,500	1	-	-	-	-	-	-	-	-	\$40,300	2
<b>Economic Devel.</b>														
SUV	\$27,000	1	-	-	-	-	-	-	-	-	-	-	\$27,000	1
<b>Inflation</b>														
Inflation Amount					2.5%		4.5%		4.5%		4.5%		\$80,845	
					\$12,765		\$38,100		\$25,052		\$4,928			
<b>Expenditure Total</b>	<b>\$527,200</b>	<b>10</b>	<b>\$785,300</b>	<b>19</b>	<b>\$523,365</b>	<b>12</b>	<b>\$884,750</b>	<b>19</b>	<b>\$581,752</b>	<b>10</b>	<b>\$114,428</b>	<b>4</b>	<b>\$3,416,795</b>	<b>74</b>
<b>Revenues</b>														
<b>Revenue Source</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Total</b>							
Powell Bill	-	\$54,000	\$89,000	\$27,200	\$58,000	-	\$228,200							
General Fund	-	\$731,300	\$434,365	\$857,550	\$523,752	\$114,428	\$2,661,395							
Installment Loan	\$527,200	-	-	-	-	-	\$527,200							
<b>Revenue Total</b>	<b>\$527,200</b>	<b>\$785,300</b>	<b>\$523,365</b>	<b>\$884,750</b>	<b>\$581,752</b>	<b>\$114,428</b>	<b>\$3,416,795</b>							

**Project: Town Equipment Replacements**

**Project Description:** The Town of Garner will be replacing 25 pieces of Public Works Equipment over the next six years through the Capital Improvement Plan. Currently, there are 2 vehicles identified for replacement in FY2015, 11 in FY2016, 6 in FY2017, 2 in FY2018, 4 in FY2019, and 0 in FY2020.

**Project Justification:** These requests represent replacements for aged equipment within the existing fleet that have been identified by the Town's VERT (Vehicle & Equipment Replacement Team) as having ongoing operational costs that outweigh equipment value.

**Link to Strategic Priorities**

<u>Fiscal Responsiveness</u>	- Invest in infrastructure & transportation; - Ensure fiscal stability and efficient use of resources
<u>Efficient &amp; Timely Service</u>	- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs
<u>Orderly Growth</u>	- Provide top quality infrastructure
<u>Quality of Life</u>	- Provide a safe community; - Foster and develop Garner's image; - Maintain aesthetically pleasing community

<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund, Powell Bill	<b>Additional Staffing Required:</b>	No
\$707,233	\$41,500	\$665,733	<b>Links to other projects:</b> VERT team Town vehicle replacement project	<b>Number of Positions Required:</b>	0

**Town of Garner Departments Involved:** Public Works

**Expenditures**

Public Works	FY 2015	#	FY 2016	#	FY 2017	#	FY 2018	#	FY 2019	#	FY 2020	#	Total	#
<u>Mower</u>	\$10,500	1	\$66,500	4	\$34,500	3	\$25,000	1	\$21,000	2	-	-	\$157,500	11
<u>Tractor</u>	\$31,000	1	\$114,000	3	\$31,000	1	\$31,000	1	-	-	-	-	\$207,000	6
<u>Utility Vehicles</u>	-	-	\$27,000	2	-	-	-	-	\$12,000	1	-	-	\$39,000	3
<u>Wheel Loader</u>	-	-	-	-	\$130,000	1	-	-	-	-	-	-	\$130,000	1
<u>Backhoe</u>	-	-	\$95,000	1	-	-	-	-	-	-	-	-	\$95,000	1
<u>Roller</u>	-	-	-	-	-	-	-	-	\$32,000	1	-	-	\$32,000	1
<u>Salt Spreader</u>	-	-	\$20,000	1	-	-	-	-	-	-	-	-	\$20,000	1
<u>Air Compressor</u>	-	-	-	-	\$16,000	1	-	-	-	-	-	-	\$16,000	1

<u>Inflation</u>				2.5%			4.5%		4.5%		4.5%			
<u>Inflation Amount</u>					\$5,288		\$2,520		\$2,925		-		\$10,733	
<b>Total</b>	<b>\$41,500</b>	<b>2</b>	<b>\$322,500</b>	<b>11</b>	<b>\$216,788</b>	<b>6</b>	<b>\$58,520</b>	<b>2</b>	<b>\$67,925</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>\$707,233</b>	<b>25</b>

**Revenues**

Revenue Source	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
<u>General Fund</u>	-	\$322,500	\$216,788	\$58,520	\$67,925	-	\$665,733
<u>Powell Bill</u>	\$10,500	-	-	-	-	-	\$10,500
<u>Installment Loan</u>	\$31,000	-	-	-	-	-	\$31,000
<b>Total</b>	<b>\$41,500</b>	<b>\$322,500</b>	<b>\$216,788</b>	<b>\$58,520</b>	<b>\$67,925</b>	<b>-</b>	<b>\$707,233</b>

<b>Project: Information Technology Equipment</b>														
<b>Project Description:</b> The Information Technology equipment listed below has been identified as essential in aiding the Town accomplish its mission and vision. This equipment plays an essential role in aiding the town in 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. This equipment also provides support for the functionality of the GIS system, the telephone system, the computer network, computer programs, voice mail, electronic mail, and the Town's Website: www.garnernc.gov.														
<b>Project Justification:</b> The planned replacement of ineffective equipment and acquisition of new and upgraded assets within the Town's Information Technology apparatus are essential to running and managing the operations and communications of the town.														
<b>Link to Strategic Priorities</b>														
<u>Fiscal Responsiveness</u>		- Invest in infrastructure & transportation; - Ensure fiscal stability and efficient use of resources												
<u>Efficient &amp; Timely Service</u>		- Ensure services are provided efficiently and effectively; - Provide quality services that match community needs; - Provide services at a reasonable cost to residents; - Develop personnel												
<u>Orderly Growth</u>		- Provide top quality infrastructure												
<u>Quality of Life</u>		- Promote civic engagement; - Maximize partnership opportunities; - Promote connectivity												
<b>Total Project Cost</b>	<b>FY2015 Budgeted Cost</b>	<b>Unappropriated Future Year Costs</b>	<b>Potential Funding Source(s):</b> General Fund									<b>Additional Staffing Required:</b>	No	
\$678,850	\$0	\$678,850	<b>Links to other projects:</b> none.									<b>Number of Positions Required:</b>	0	
<b>Town of Garner Departments Involved:</b> Information Technology														
<b>Expenditures</b>														
	<b>FY 2015</b>	<b>#</b>	<b>FY 2016</b>	<b>#</b>	<b>FY 2017</b>	<b>#</b>	<b>FY 2018</b>	<b>#</b>	<b>FY 2019</b>	<b>#</b>	<b>FY 2020</b>	<b>#</b>	<b>Total</b>	<b>#</b>
<u>Phone System</u>	-	-	\$80,000	5	-	-	-	-	-	-	-	-	\$80,000	5
<u>Security Firewall</u>	-	-	\$20,000	1	-	-	-	-	-	-	-	-	\$20,000	1
<u>Digital Storage</u>	-	-	\$70,000	1	-	-	-	-	-	-	-	-	\$70,000	1
<u>Network Switches</u>	-	-	-	-	\$26,000	6	-	-	-	-	\$60,000	5	\$86,000	11
<u>Police laptops</u>	-	-	-	-	\$84,000	60	-	-	-	-	-	-	\$84,000	60
<u>Microsoft Office</u>	-	-	-	-	\$56,000	160	-	-	-	-	-	-	\$56,000	160
<u>Backup and Recov.</u>	-	-	-	-	-	-	\$100,000	4	-	-	-	-	\$100,000	4
<u>Wireless System</u>	-	-	-	-	-	-	-	-	\$20,000	16	-	-	\$20,000	16
<u>Virtualization</u>	-	-	-	-	-	-	-	-	\$150,000	82	-	-	\$150,000	82
<u>Inflation</u>							2.5%		4.5%		4.5%			
<u>Inflation Amount</u>							\$2,500		\$7,650		\$2,700		\$12,850	
<b>Total</b>	-	-	\$170,000	7	\$166,000	226	\$102,500	4	\$177,650	98	\$62,700	5	\$678,850	340
<b>Revenues</b>														
<b>Revenue Source</b>	<b>FY 2015</b>		<b>FY 2016</b>		<b>FY 2017</b>		<b>FY 2018</b>		<b>FY 2019</b>		<b>FY 2020</b>		<b>Total</b>	
<u>General Fund</u>	-		\$170,000		\$166,000		\$102,500		\$177,650		\$62,700		\$678,850	
<b>Total</b>	-		\$170,000		\$166,000		\$102,500		\$177,650		\$62,700		\$678,850	

**TOWN OF GARNER  
CAPITAL PROJECTS FUNDS SUMMARY**

<b>CAPITAL PROJECTS</b>	<b>Authorized as of July 1, 2013</b>	<b>Changes In Authorization</b>	<b>Authorized as of July 1, 2013</b>
<b>NOTE: PROJECTS BELOW ARE BUDGETED BY PROJECT ORDINANCE</b>			
PRCR Bond Projects	\$3,250,000	\$0	\$3,250,000
Town Hall/Police Station	\$2,216,000	\$11,000,000	\$13,216,000
Timber Drive	\$2,523,068	\$0	\$2,523,068
Vandora/Buffalo Roundabout	\$353,232	\$0	\$353,232
Public Works Facility Improvements	\$293,472	\$0	\$293,472
Hwy 70/White Oak Improvements	\$500,000	\$6,187,927	\$6,687,927
Indoor Recreation Center	\$0	\$7,800,000	\$7,800,000
Downtown Redevelopment Bond Projects	\$2,000,000	\$0	\$2,000,000
Street & Sidewalk Bond Projects	\$0	\$14,566,000	\$14,566,000
<b>TOTAL AUTHORIZATIONS</b>	<b>\$11,135,772</b>	<b>\$39,553,927</b>	<b>\$50,689,699</b>

## **TOWN OF GARNER CAPITAL PROJECT FUNDS**

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

Capital Project Funds as of July 1, 2014:

### **PRCR (Parks, Recreation and Cultural Resources) Bond Improvements**

Status: Continued Planning and Design; Begin Construction of Improvements in Fall 2014

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

### **Police Station/Town Hall Addition**

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

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

### **Timber Drive**

Status: Completed in Spring 2014

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

### **Vandora/Buffalo Roundabout**

Status: Completed in Fall 2013

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

### **Public Works Facility Improvements**

Status: Improvements Underway, Projected Completion in Fall 2014

Impact on Operating Budget: This project consists of construction of a vehicle and equipment wash station, improvements to the fleet fueling station, replacement HVAC systems, and general improvements. This project is being completed using installment loan proceeds. This project has minimal impact on the budget, as the fuel system and HVAC system will run more efficiently and the conservation measures improve the efficiency over the previous wash station. The repayment of the installment loan is budgeted in the Debt Service Department of the General Fund.

### **Highway 70/White Oak Improvements**

Status: Begin Construction in Spring 2014, Anticipate Project Completion in Fall 2014

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

### **Indoor Recreation Center**

Status: Continued Engineering and Design, Begin Construction Fall 2015

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

### **Downtown Redevelopment Bond Projects**

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

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

### **Street & Sidewalk Bond Projects**

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

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

**ADDITIONAL INFORMATION**  
Building Financial Capacity  
Town of Garner Fees and Charges  
Glossary of Budget Terminology

# TOWN OF GARNER BUILDING FINANCIAL CAPACITY

Ideas for Budgeting, Capital Improvement Financing, & Improved Stewardship of Town Resources

April 15, 2010

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

*Updated with achievements as of May 23, 2011*  
*Updated with achievements as of January 12, 2012*  
*Updated with achievements as of April 15, 2013*  
*Updated with achievements as of January 31, 2014*  
*Updated with achievements as of April 29, 2014*

## 1. Short Term Budget and Management Initiatives

### a. Identify and engage outside resources: \*\*\*\*

#### i. Become proactive and aggressive in pursuing grants to offset capital costs.

- *Police expect several sources of grant funding for new initiatives.*
- *Partnered with GRA on several grant opportunities for potential Town center and road improvement projects.*
- *Applied for federal Tiger 3 grant for White Oak/Highway 70 improvements (Town was not awarded funds in our second attempt).*
- *Applied for CAMPO funds for White Oak/Highway 70 improvements (tentative positive recommendation from CAMPO staff for \$2.6M).*
- *Received \$250,000 for White Oak/Highway 70 improvements in Small Project Funds from NCDOT via Board Member Chuck Watt's discretionary allocation.*
- *Received a Senior Center grant for \$23,958 being spent on equipment. Received DENR Recreational grant for \$75,000 for recreational trails. Received a COPS 2011 grant for \$65,666. Received Lighting and Retrofit grant (ARRA funds) for \$21,514. Received a DDACTS grant to offset Crime Analyst position. DOT Surface Transportation program for \$80,948 for sidewalks. GHSP traffic safety officer for \$57,182 to offset the cost of an officer.*
- *For FY 2013-2014, police received grant funding totaling \$182,306 from various sources to offset existing salary and equipment purchases. The FY 2014-2015 budget includes additional grant revenue of \$102,282 for replacement interview room equipment, motorcycles and crash construction software.*
- *Applied for PARTF grant for Indoor Recreation Center.*

#### ii. Hire temporary personnel of consultant (or both) to help accomplish the fiscal initiatives listed herein, particularly the grant items.

- *Town enlisted the services of an intern to assist with initial steps of the Public Works accreditation process.*
- *Town hired a management analyst/internal auditor.*

### b. Complete an efficiency/optimization study that includes multiple elements: \*\*\*

#### i. Review all positions and eliminate non-essential personnel/positions.

- Town Courier position is a luxury, especially in difficult economic times, in which services can be provided more efficiently by other means. Fleet Service Technician position eliminated. These roles were eliminated via RIF policy effective May 2011.
  - Eliminated Receptionist and two Building Inspectors in FY 10-11.
  - Two positions – Urban Design Specialist (Planning) and Equipment Operator (Public Works) have been frozen indefinitely.
  - Town Manager has proposed the elimination of the IT Director position and replacement with a Management Analyst/Internal Auditor for net cost savings of \$24,500.
  - The Fiscal Year 13-14 budget process included a discussion with all Department Heads to identify needed staffing resources over the next three years. Having a consolidated, Town-wide, long range plan will enable management to identify efficiencies and shared services between and within departments.
- ii. Reorganize within or across departmental lines as practical to consolidate tasks and eliminate positions.
- The three largest Town departments (Parks and Recreation, Police, and Public Works) have reorganized over the last few months to increase efficiency – savings = \$158,000 for FY 11-12.
  - The Town continues to evaluate all vacancies on a case by case basis.
  - A part-time Administrative Assistant in the Town Clerk’s budget was eliminated in FY 11-12 Budget.
  - In October, the Parks, Recreation & Cultural Resources Department proposed classification changes thereby consolidating and enhancing programming responsibilities of staff. This restructuring increases efficiency, increases grant writing opportunities and better leverages resources.
  - With the retirement of the Town quartermaster and an opportunity with the current administrative manager, the Police Department was able to make the quartermaster a civilian position, hire a full time records manager, a part time accreditation specialist and two part time services officer positions for the same cost.
  - The Fiscal Year 14-15 budget includes a proposed reorganization and restructuring of the department head reporting structure to maximize efficiencies and seek opportunities for departmental cooperation.
- iii. Consider providing incentives for early retirements.
- The Town temporarily removed the age requirement for the Town’s Retiree Health Insurance Policy. This offer allowed the Town’s Finance Director to voluntarily retire without reduced benefits, saving the Town money.
- c. Use bond capacity wisely and judiciously. \*\*\*
- Hired Davenport and Company as financial advisor.
  - Town staff is in the process of seeking bond approval to fund major capital projects.

- Successfully passed four bond referendum questions on March 12, 2013 totaling \$35.7M. Staff is in the process of beginning high priority projects.
  - The first bond sale occurred in December 2013 and the Town borrowed as much as possible (\$9,805,000) in order to take advantage of low interest rates. We received premium to pay issuance costs without having to use the principal of the bond to pay for these costs meaning more money was available for the bond projects.
- d. Create the Expense/Revenue business model to help guide future decisions based on budgetary impact. An MPA/MBA graduate intern would be great at this and that tool would help us years down the road. \*\*\*
- Parks and Recreation Department in the fourth year of program based budgeting with cost recovery as the basis for providing programs and activities.
  - Hiring of Management Analyst/Internal Auditor will enable meaningful progress on this task in FY 11-12.
  - The Town is working with the Center for Priority Based Budgeting to create a financial model that will align ongoing revenues with ongoing expenditures.
- e. Evaluate the use of reserve funds to pay a part of the debt service in the first five years of the project life until the intended development produces the tax based to support the original investment (LGC may not allow this strategy). \*\*
- Davenport and Company have assisted with the debt capacity model which includes use of reserves to fund debt service in initial years.
  - Refunded the Town's 2006 loan (with a balance of approximately \$3.64 million) to save approximately \$200,000 over the next 7 years. These funds can be diverted to pay for new debt service associated with the first bond sale and reduce the need to use reserve funds.
- f. Looks for ways to further trim operational expenses Town-wide (consider a rewards system to encourage suggestions). \*\*
- Human Resources initiated and coordinated an employee suggestion program that has generated some good ideas and small changes.
- g. Increase certain fees to generate additional income. \*
- Parks, Recreation, and Cultural Resources recommended fee increases for the FY 12-13 Budget and are based on costs related to the operation of programs, mainly part-time staff salaries, equipment, and supplies. Most of the program fees increases are in the \$2-\$7 range for residents and \$5-\$20 range for non-residents. Other fee increases are based on the average market price for shelters and facilities. Overall, the Town should see revenue increase \$97,000.
  - Parks, Recreation, and Cultural Resources updated their rental costs in summer/early fall 2013.
  - The FY 14-15 budget includes a new fire inspection fee and additional sponsorship revenue.
- h. Maintain the code enforcement initiative in School Acres to improve/stabilize property values. Implement similar program in other areas as necessary. \*

- Neighborhood Initiatives in various parts of Town continue to bring favorable results that aid in the revitalization and stabilization of older neighborhoods (School Acres, Central Garner, Woodland North, etc.).
  - The bond referendum dedicates \$750,000 to the Neighborhood Initiative to complete identified needs (sidewalks and lighting). A process for prioritizing neighborhood projects to be funded with these dollars is currently underway.
  - Sidewalks installed in Woodland North partially as a result of conversation generated from Neighborhood Initiative. Majority of costs funded by CDBG grant.
- i. Consider Tax Increment Financing (TIF) for a defined, contiguous development boundary/corridor. Perhaps a zone for Highway 70 and WOSC and a separate one for the Main Street area. \*
  - j. Complete an analysis to determine if it is more economical to purchase computers and software than to lease. The telephone system may also qualify but is less likely.
    - The FY 12-13 budget moves away for such leases except for police laptops. The IT department is beginning a virtualization project, which will decrease the replacement schedule and save the Town money.
  - k. Shop our benefits and insurance packages.
    - Efforts of a new insurance broker (IBA) has resulted in no increase in Town health insurance premiums with an increase in benefits to the employee – savings of \$248,000 compared to last year’s increase.
    - Town initiated a self-funded dental plan as a means to reduce costs and promote dental health as a determinant of overall health.
    - Broker fees for the upcoming year remain flat and the Town will experience a 5.5% increase in health insurance premiums.
  - l. Front end initial costs from cash reserves and repay through bond proceeds.
    - Funding of White Deer Park with reimbursement by October 2010 bond issue.
    - The bond referendum passed in March 2013 proposes to use all excess fund balance to help offset any potential tax increase.
  - m. Explore feasibility of bulk fuel purchase via Wake County, City of Raleigh, or State of North Carolina.
    - The Town has been purchasing by tanker load/bulk for years and the cost is calculated on the spot with the default vendor being the state contract.
  - n. Study feasibility, work load implications, revenue potential, and costs/benefits of switching to a gross receipts based privilege license. △
    - The former Finance Director has completed an initial analysis of gross receipts tax on businesses.
    - The State is currently reviewing privilege license fee authority and limits across the state. Gross receipts seem to be out of favor with legislators. They may make changes in 2015 and staff will review this item following changes from the legislature.
  - o. Evaluate temporary freeze on all vacant Town positions. △

- All vacant positions are evaluated by the Town Manager and Human Resources prior to re-filling. Positions that have reduced workload or that can be provided through other means remain frozen.

## 2. Longer Term and External Initiatives

- Make it a stated goal to move the residential/commercial tax base ratio from 60/40 to 50/50 or better. Follow through with appropriate code and policy refinements to encourage development and redevelopment, thereby increasing ad valorem as well as sales tax revenue. \*
  - Town will be in a better position to influence this mix with the purchase of additional water/sewer capacity.
  - Completed break even analysis using Warren and Associates to obtain hard data for decision making.
  - Economic development staff with the assistance of a summer intern completed an analysis and recommendations related to this goal.
- Maximize benefits of Main Street designation to actively seek grants to improve Downtown Garner. \*
  - Partnered with GRA on several grant opportunities.
  - GRA achieved National Main Street certification.
  - GRA achieved National Main Street certification for the second time.
  - With the passage of the bond, GRA will be looking for opportunities to receive matching funds for the projects that have action plans (Montague Street improvements, indoor recreation center, etc.).
  - Applied for \$75,000 from the Main Streets Solutions Fund to renovate the historic 1910 Bank of Garner building at 141 West Main Street.
- Actively seek donations, gifts, or discounted sale of property to offset our land costs for the Town's various capital initiative needs. \*
  - The Town has been successful at acquiring properties at reasonable prices in order to further Town goals of revitalizing areas near existing Town facilities or expanding future services.
  - The Town was able to purchase property for the Town Hall expansion right before it foreclosed. The property was valued at \$3.5M and the Town purchased it for just under \$900,000.
  - The Town has been purchasing property as it becomes available in furtherance of the Historic Downtown Garner Plan and the indoor recreation site.
  - The Town received a donation from Mr. Sherman Yeagan for land in downtown adjacent to the future Indoor Recreation Center.
- Create an Overlay District (may be the TIF District) and rezone to promote and allow a higher level of development.
- Create an Incentive Development Plan for the Overlay District.
- As the law will allow, act as a developer to purchase and re-sell property at a later date and at the increased market value. Evaluate creation of special authorities to accomplish this tactic.
  - Garner Economic Development Corporation (GEDC) formed to market and to provide the best use scenario for the redevelopment of

- ConAgra and to put the property back on the tax roll at the highest value possible.
    - GEDC engaged consultant to develop strategy for ConAgra property.
  - g. Effectively utilize GRA as an extra person (or key hire) to help achieve some of the tasks cited above.
    - GRA Director took the lead and worked hand in hand with Town staff to apply for several grant opportunities for Downtown Garner and adjacent areas.
    - The GRA Director was a key leader in helping with the development of the Bond Educational Campaign and devoted much of his time doing public presentations.
    - The GRA Director was an integral team member for the All-American City Effort.
  - h. Encourage (push) White Oak Shopping Center to advance its development agenda in sync with Garner’s major capital initiative and to produce a development plan from which Garner can project a cash flow model.
    - Town Attorney and two Council Members met periodically with landowner and other affected persons to review and consider options. Many ideas were discussed.
    - Formal agreement reached on White Oak/70 improvements to speed up development in corridor.
    - The White Oak/70 improvements have been formally bid and construction is slated to begin soon.
    - Cabela’s announced that a new 100,000 square foot store will be constructed at the intersection of US 70 and Jones Sausage Road. The store is expected to employ 225 workers and open in Spring of 2015.
    - A seven-story, 180 room Drury Inn hotel is also expected to be built at the northeast quadrant of the intersection.
  - i. Leverage possible Town road investments in Highway 70/White Oak area to stretch capital dollars further (eg. 50/50 or 75/25 match).
  - j. Evaluate and study “sports” as an economic development generator. Complete a study that examines feasibility and determines reasonableness and achievability.
    - Pony brought regional youth softball tournament to Garner with thousands of visitors to town.
    - Tournament renewed for 2012 and beyond.
    - Exploring regional/national youth football tournament (Pop Warner).

### 3. External Partnering Initiatives

- a. Find opportunities to access Wake County parks matching funds.
  - The Town applied for Wake County greenway funds. The program was halted after applications were accepted.
- b. Develop Public/Private Partnerships: Industry; Developers; Medical; GRA; NCDOT; Wake County. (ConAgra Foods gift was a great beginning).
- c. Identify, quantify and recognize the “investor’s investment” as a means to entice the revenues by advertising the source.
- d. Gain Wake County’s commitment/pledge for partnership funds for selected portions of Town’s capital needs.

- Serious and productive discussions underway with Wake County officials regarding partnership for a new South East Regional Library in Downtown Garner.
  - Discussions continue about the relocation of the South East Regional Library. Since the passage of the bond, the Town can now market the downtown site as an attractive anchor.
- e. Leverage ConAgra's \$3 million pledge to community center. Consider and evaluate merits of a capital campaign of other corporate entities in Garner to follow ConAgra's lead and donate funds towards community center.
- Part of the indoor recreation center funding will be leveraged by the donation from ConAgra (\$2.5M).

**Town of Garner  
FY 2014-2015  
Approved Fee Schedule**

Department & Fee Description	FY 2014-2015 Approved Fees
<b>Section 1. Executive, Finance and Administrative Charges</b>	
<u>Miscellaneous</u>	
Return Check Fee	\$25.00
<u>Other Fees &amp; Charges</u>	
Vehicle Decal Fee	\$15.00
<i>Annual fee charged with vehicle taxes billed by NC Division of Motor Vehicles.</i>	
<u>Privilege License</u>	
Motor Advertising (per vehicle)	\$10.00
Amusements Not Otherwise Taxed	\$25.00
Used Car Dealers (temporary)	\$300.00
Brokers and Commission Merchants	\$100.00
Express Companies	\$50.00
Gas, Oil or Oil Products (one truck operated by owner)	\$20.00
Itenerant Merchant (mobile vendor or solicitor)	\$100.00
Monuments--Retail or Solicitor	\$10.00
Musical Instrument Sales	\$5.00
Flea Market Operator	\$200.00
Peddlers	
On foot	\$10.00
With vehicle	\$25.00
Farm products only	\$25.00
Security Dealer	\$50.00
Trading Stamp Dealer	\$200.00
Day Care/Pre-School/Adult Day Care	
Less than 50 enrollees	\$50.00
50-99 enrollees	\$100.00
100-149 enrollees	\$200.00
150-200 enrollees	\$300.00
greater than \$200 enrollees	\$400.00
Precious Metal Dealer	\$180.00
Precious Metal Dealer (renewal)	\$3.00
Advertising-Outdoor	\$35.00
Amusements-Rides, Games	\$25.00
Amusements/Dances-Admission Charged (schools and non-profit organizations exempt)	\$25.00
Automobile Dealership	\$25.00
Automotive Equipment-Retail	\$12.50
Automotive Equipment-Wholesale	\$37.50
Barber Shop (per operator)	\$2.50
Beauty Shop (per operator)	\$2.50
Bicycle-Sales, Accessories	\$25.00
Bowling Alley (per alley)	\$10.00
Camp Ground or Trailer Park	\$12.50
Car Wash	\$12.50
Chain Store (per store and in addition to other charges)	\$50.00
Check Cashing Business	\$100.00
Circuses/Carnivals (per day)	\$25.00
Collection Agency	\$50.00
Contractor-General, Paving, Insulation, or Landscape	\$10.00
Dry Cleaner	\$50.00
Electrician	\$50.00
Electronic Video Game (per machine, including pinball machines)	\$5.00
Elevator Installation	\$100.00
Elevator Repair	\$12.50
Employment Agency	\$100.00
Fire Arms Dealer	\$50.00
Funeral Home/Coffin Dealer	\$50.00
Fortune Teller	\$100.00
Hazardous Waste Facility	\$50.00
Heating/Mechanical Contractor	\$50.00
Heating/Illuminating Oil Distribution	\$50.00
Hotel/Motel (per room)	\$1.00, minimum \$25.00
Junk/Scrap Metal Dealer & Processor	\$62.50
Ice Cream-Retail Sales	\$2.50
Ice Cream-Manufacturer	\$12.50
Knives, Daggers, Slingshots, etc.	\$200.00
Laundries & Linen Supplies	\$50.00
Loan Agency or Broker	\$100.00
Manicurist (per operator)	\$2.50
Motorcycles-Sales and Accessories	\$12.50
Movie Theaters (per screen)	\$200.00
Music Machines (per machine)	\$5.00
Music Machine Repair	\$5.00
Outdoor Theater	\$100.00
Pawnbroker	\$275.00
Plumbing Contractor	\$50.00
Pool Tables (per location, not table)	\$25.00
Radios & TVs-Retail and Repair	\$5.00
Restaurants-less than 5 seats	\$25.00
Restaurants-5+ seats	\$42.50
Service Station	\$12.50

**Section 1. Executive, Finance and Administrative Charges (continued)**

Privilege License (continued)

Sign Installation	\$25.00
Specialty Market Operator	\$200.00
Sprinkler System Installation	\$100.00
Sundries	\$4.00
Swimming Pools & Skating Rinks-- Admission or Fee Charged	\$25.00
Taxicabs (per cab)	\$15.00
Tobacco Warehouse	\$50.00
Undertaker	\$50.00
Videos-Rental and Sales	\$25.00
All Business Not Otherwise Taxed	\$35.00

Business Activities Exempt by the State of NC from Privilege License Fee

Accountants	Alarm System Installation	Dentists	Distributing Motor Fuel at Wholesale
Architects	Appliances-Retail and Rental	Art Festivals	Office Equipment-Retail and Rental
Attorneys	Auctioneers	Coop Markets	Motion Picture Making
Bondsmen	Chiropractors	Breweries	Merchandising Machines
Chiroprpodists	Installment Paper Dealer	Optometrists	Railway Companies
Embalmers	Computer Hardware-Retail and Rental	Photographer	Real Estate Agent
Osteopaths	Savings and Loan Associations	Physicians	Real Estate Loan Broker
Winery	Soft Drink Manufacturer	Surgeons	Vending Machine Corporation
Opticians	Ophthalmologist	Newspapers	Land Surveyors
Morticians	Bus Companies	Healers	Veterinarian
Banks	Alarm System Monitoring	Engineers	Flea Market Vendors
	Insurance Companies		Landscape Architects
	Pest Control Applicators		Private Investigator/Detective
	Real Estate Appraisers		Telephone Companies
	Non-Profit Organizations		

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

Beer on Premises	\$15.00
Beer off Premises	\$5.00
Wine on Premises	\$15.00
Wine off Premises	\$10.00
Wholesale Dealer-Beer Only	\$37.50
Wholesale Dealer-Wine Only	\$37.50
Wholesale-Beer and Wine Under Same License	\$62.50

**Section 2. Community Services Charges**

Land Use Application Permit Fees

Voluntary Annexation Petition	\$150.00
Board of Adjustment Application	\$125.00
Rezoning Application (Zoning Amendment)	\$250.00 + \$10.00 per acre
Zoning Ordinance Amendment	\$150.00
Zoning Interpretation Amendment	\$50.00
Variance	\$125.00
Petition to Close Street	\$125.00
Change of Use Permit	Fee of such initial application
Conditional Use Permit (site plan)	\$251.00
Conditional Use Permit (subdivision)	\$250.00 + \$10.00 per lot
Final Subdivision Plat	\$125.00
Long Range Plan Amendment	\$100.00
Special Use Permit (site plan)	\$250.00
Special Use Permit (subdivision)	\$250.00 + \$10.00 per lot
Temporary Use Permit	\$26.00
Final Plat Petitions	
Major Subdivision	\$250.00 + \$5.00/lot
Minor Subdivision	\$101.00
Planned Development (must file a rezoning application and CUP Master Plan)	See above for specific fee
Reapplication	Actual cost, not to exceed original fee charged
Sign Permit	\$50.00
Political Sign Permit (refundable)	\$200.00
Temporary Sign Permit	\$25.00
Temporary Off-Premise Subdivision Sign Permit	\$100.00
Temporary On-Premise Construction Identification Signs	\$100.00
Master Site Plan Review	\$100.00
Administrative Site Plan Review	\$150.00
Administrative Site Plan Modification	\$50.00
Subdivision Exemption, Recombination or Easement	\$50.00
Zoning Compliance Permit (fence or storage building less than 12' in any dimension)	\$25.00
Miscellaneous Land Use Permit (fences or storage buildings with dimensions under 12sq.ft.)	\$25.00

**Section 2. Community Services Charges (continued)**

Construction Fees

<u>Residential</u>		
New Single Family Detached		
Up to 1,200 sq.ft.		\$604.00
Over 1,200 sq.ft.	\$604.00 + \$.25 per SF over 1,200 sq.ft.	
<u>Residential Addition</u>		
Up to 400 sq.ft.		\$330.00
Over 400 sq.ft.		Same as new dwelling
Multi-Family	See Non-Residential Comprehensive Fees	
Manufactured Home		\$330.00
Construction Office (when not part of a building permit)		\$80.00
Modular Homes/Dwellings	Per Trade Inspection When Moved to Another Lot	
Residential Accessory Structures (with dimensions greater than 12' on any side)	Trade Inspections + \$.18 per square foot	
Temporary Service Poles		\$80.00

Non-Residential Comprehensive (includes plan review and fire inspections).

Based on project cost.

Up to \$25,000	Trade Fees as Noted in Trade Inspections	
\$2,501 - \$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	\$8,438.00 for first \$1,000,000 + .30% of each additional \$1,000,000 or portion thereof	

Trade Inspections

Building	\$80.00
Electrical	\$80.00
Mechanical	\$80.00
Plumbing	\$80.00
Fire Inspection (new construction)	\$80.00

Fire Inspection Fees (for periodic inspections)

Initial and One-Time Followup Inspection	\$50.00
Each Additional Inspection	\$80.00

Trade Reinspection Fees

Initial Reinspection	No charge, unless "not ready," then \$80.01
Second Reinspection and Each Thereafter (per trip)	\$80.00
Weekend or After Hours Inspection (per hour)	\$80.00, minimum 3 hours
Commencement of Work Before Permit is Obtained	Double Fee

*Note: Per NCGS 153-354 and 160A-414, if the valuation of a building or service system appears to be under estimated on the application, the Inspections Department shall determine the project cost based on the most recent edition of the ICC "Building Valuation Data," or the applicant can show detailed estimates to meet the approval of the Inspections Department. Permit valuations shall include total cost, such as electrical, gas mechanical, plumbing equipment, fire protection, other systems, material and labor.*

Miscellaneous

Sign Return Fee	\$5.00
Homeowner Recovery Fund Fee (per permit)	\$10.00

*Homeowner Recovery Fund Fees are collected on behalf of and remitted to the NC Licensing Board for General Contractors.*

Nuisance Abatements

Initial Inspection plus One Followup	\$20.00
Each Additional Inspection Over Two	\$10.00
Inspections Department Administrative Fee	\$75.00
Public Works Department Administrative Fee	\$50.00
Finance Department Administrative Fee	\$25.00

*The above fees will be charged to the property owner in addition to the actual cost of the nuisance abatement.*

Rental Registration Fees

<u>Annual Rental Registration (per unit)</u>	
Up to Three Units	\$15.00
Three to 20 Units	\$25.00
Over 20 Units	\$50.00
Penalty for Failure to Register by the Due Date	\$250.00
Penalty for Failure to Register within 90 Days of the Due Date	\$1,000.00

Engineering Inspection Fees

Street Inspections	\$1.25 per linear foot
Sidewalk Inspections	\$.50 per linear foot
Water Supply Watershed Inspection	\$157.00
Weekend or After Hours Inspections (per hour)	\$80.00, minimum 3 hours

Public Utility Fees-Capacity Replacement Fees\*

Water (Residential & Non-Residential)	\$4.64 per gallon for new construction reserved or projected
Sewer (Residential & Non-Residential)	\$6.04 per gallon for new construction reserved or projected

*The above Fees are due when Building Permit Application is filed.*

Public Utility Fees-Utility Development Fees\*

Water (Residential & Non-Residential)	\$3.25 per gallon for new construction reserved or projected
Sewer (Residential & Non-Residential)	\$3.80 per gallon for new construction reserved or projected

*The above Fees are due for entire development upon initial approval.*

\* Amount of usage for non-residential uses shall be determined by Town Engineer.

**Section 2. Community Services Charges (continued)**

Maps and Reports

Unified Development Ordinance	Hardcopy purchased through American Legal Purchasing	
Code of Ordinances Supplement	Hardcopy purchased through American Legal Purchasing	
Engineering Standards (water, sewer, streets, sidewalks, and drainage)		\$5.00
Comprehensive Growth Plan		\$40.00
Comprehensive Plan Roster		\$10.00
Growth and Development Report		\$10.00
Capital Improvements Plan		\$10.00
Monthly Building Permit Report		\$5.00
Standard Maps (3' x 4')		\$20.00
Standard Maps (2' x 3')		\$10.00
Standard Maps (11" x 17")		\$5.00
Standard Maps 8 1/2" x 11" or 8 1/2" x 14"		\$1.00
Electronic Media		\$2.00
Copies (Black and White), more than 20		\$.10 per page
Copies (Color), more than 20		\$.25 per page
Copies (Black and White or Color), less than 20		No Charge

Fee in Lieu of Sidewalks

*Fees are due at plat recording.* \$25.00 per linear foot

Fee in Lieu of Parkland Dedication

Single Family Detached	\$1,126.00 per Unit
Mult-Family (townhomes, apartments)	\$878.00 per Unit

*Fees are due at building permit submittal.*

**Section 3. Public Works**

Containers

Mobile Refuse Containers*	\$85.00
Mobile Recycling Containers*	\$40.00

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

Special Collection Charges

Trash in Excess of Six Cubic Yards Per Week	\$37.56 per six cubic yards
Yard Waste in Excess of Six Cubic Yards Per Week	\$16.10 per six cubic yards
Bulky Waste in Excess of 60 Pounds	\$37.56 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	\$40.00
Medium Load	\$80.00
Large Load	\$120.00 per load

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

**Section 4. Public Utility Fee Charges - City of Raleigh**

A list of all fees and charges related to deposits, monthly rates, late charges, delinquent fee, reconnection fees, meter tampering, etc., can be found on the City of Raleigh's Website at: <http://www.raleighnc.gov/services/content/FinUtilityBilling/Articles/UtilityBillingDepositFees.html>

Tap Fees

3/4" Water	\$2,578.00
1" Water	\$2,834.00
3/4" Split Water (with new service)	\$516.00
3/4" Split Water (with existing service)	\$1,062.00
1" Split Water (with new service)	\$878.00
1" Split Water (with existing service)	\$1,423.00
4" Sewer	\$3,224.00

*Service Taps may also be installed by a licensed utility contractor (requires stub fee). Water taps greater than 1" and sewer taps greater than 4" must be installed by a licensed utility contractor (requires stub fee).*

*The City of Raleigh does not install taps across divided roadways or across roadways/streets measuring 45 feet or longer as measured from back of curb to back of curb. When no curb exists, the measurement shall be made from the edge of pavement.*

Meter Installation Fee

5/8" Meter	\$218.00
3/4" Meter	\$218.00
1" Meter	\$279.00
1 1/2" Meter	\$689.00
2" Meter	\$819.00
4" Meter	\$2,431.00
6" Meter	\$4,546.00
6" Meter with Fire Protection	\$14,214.00
8" Meter	\$6,400.00
8" Meter with Fire Protection	\$19,419.00
10" Meter or Greater	Requires quote from City of Raleigh
Not Ready Fee	\$50.00

*A Not Ready Fee is charged when the City of Raleigh has attempted to initially install the water meter and determined that the water service stub was not installed to the property or was not installed in accordance with City of Raleigh standards.*

Outside City Limits Sewer Connection Fee

\$200.00

**Section 4. Public Utility Fee Charges - City of Raleigh (continued)**

Capital Facility Fees

Water Capital Facilities Fee	
5/8" Connection	\$1,492.00
3/4" Connection	\$2,238.00
1" Connection	\$3,730.00
1 1/2" Connection	\$7,459.00
2" Connection	\$11,935.00
4" Connection	\$37,296.00
6" Connection	\$74,592.00
8" Connection	\$119,348.00
10" Connection	\$171,563.00
12" Connection or Greater	Quoted by the City of Raleigh

Capital Facility Fees (continued)

Sewer Capital Facilities Fee	
5/8" Connection	\$1,567.00
3/4" Connection	\$2,350.00
1" Connection	\$3,916.00
1 1/2" Connection	\$7,833.00
2" Connection	\$12,533.00
4" Connection	\$39,165.00
6" Connection	\$78,329.00
8" Connection	\$125,327.00
10" Connection	\$180,157.00
12" Connection or Greater	Quoted by the City of Raleigh
Sewer Only Connection (4")	\$1,568.00

*For redevelopment projects, the amount of the capital facilities fee shall take into account and provide credit for the number of units and meter sizes on the property that were connected to the utility system prior to the redevelopment of the property. In no case shall the credit for the existing connections exceed the amount of the new capital facilities fee.*

Capital Facility Fee-Mobile Restroom Unit \$50.00 per plumbing fixture  
*Per plumbing fixture within the unit for each water and sewer connection.*

*All other Utility Connection Fees billed directly by and paid directly to the City of Raleigh, can be found on the City of Raleigh's Website at: <http://www.raleighnc.gov/content/extra/Books/PlanDev/DevelopmentFeeSchedule/#17>*

**Section 5. Parks, Recreation & Cultural Resources Charges**

Activity Fees

Fee Reductions for Underprivileged Youth

Variable Cost Activities

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

Adult Open Basketball	\$450.00 per team plus \$32.00 per non-resident
Adult Individual-Resident	\$68.00
Adult Individual-NonResident	\$90.00
Adult Softball	\$450.00 per team plus \$32.00 per non-resident
Youth Baseketball (12 and Under)-Resident	\$58.00
Youth Baseketball (12 and Under)-NonResident	\$80.00
Youth Basketball (13-17)-Resident	\$65.00
Youth Basketball (13-17)-NonResident	\$84.00
Day Camps-Resident	\$82.00 per week
Day Camps-NonResident	\$108.00 per week

Activities with Fixed Costs

*Activities whose costs to the Town are fixed regardless of participation levels shall have fees set according to the following guidelines:*

Adult Activities	Fee shall recover 100% of direct costs
Youth Activities, ages 13-18	Fee shall recover 85% of direct costs
Youth Activities, ages 12 and under	Fee shall recover 60% of direct costs
Preschool Activities	Fee shall recover 75% of direct costs
Family Activities	Fee shall recover 100% of direct costs
NonResident	Resident fee plus 30%, maximum \$25.00 additional (rounded to nearest dollar)

*Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.*

Activities Not Requiring Pre-Registration

Adult Activities	Fee shall recover 110% of direct costs
Youth Activities, ages 13-18	Fee shall recover 85% of direct costs
Youth Activities, ages 12 and under	Fee shall recover 60% of direct costs
Preschool Activities	Fee shall recover 75% of direct costs
Family Activities	Fee shall recover 75% of direct costs
Preschool Open Art or Open Gym-Resident	\$2.00
Preschool Open Art or Open Gym-NonResident	\$3.00
NonResident	Resident fee plus 30%, maximum \$25.00 additional (rounded to nearest dollar)

*Direct costs may be waived at the discretion of the Parks, Recreation & Cultural Resources director for first-time programs.*

Open Gym

Adult-Resident	\$2.00 for length of activity
Adult-NonResident	\$3.00 for length of activity
Youth or Family	No Charge

**Section 5. Parks, Recreation & Cultural Resources Charges (continued)**

Garner Senior Center Activities

Annual Fitness Pass-Resident (January 1-December 31)	\$20.00
Fitness Pass-Resident (July 1-December 31)	\$10.00
Annual Fitness Pass-NonResident (January 1-December 31)	\$35.00
Fitness Pass-NonResident (July 1-December31)	\$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
NonResident Instructional Classes, Events & Trips	Resident fee plus 30%, maximum \$25.00 additional (rounded to nearest dollar)

Senior Center Fitness Room

Adults (ages 18-54)-Resident	\$13.00 per month
Adults (ages 18-54)-NonResident	\$16.00 per month
<i>The above allows for access Monday-Thursday, 5:00pm to 8:00pm</i>	
Senior Adults (ages 55 or older)-Resident	\$11.00 per month
Senior Adults (ages 55 or older)-NonResident	\$13.00 per month
<i>The above allows for access Monday-Thursday, 8:00am-8:00pm and Friday, 8:00am-5:00pm</i>	

Bus Use Charges

Transportation costs are included with all appropriate registration fees.

Shelter and Facility Fees

<u>Lake Benson Park-Resident</u>	
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 (requires Special Event Application)	\$20.00 per hour
Gazebo with Lawn Space (requires Special Event Application)	\$35.00 per hour
Ampitheater	\$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

<u>Lake Benson Park-NonResident</u>	
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 (requires Special Event Application)	\$30.00 per hour
Gazebo with Lawn Space (requires Special Event Application)	\$53.00 per hour
Ampitheater	\$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

<u>Lake Benson-Lawn Space in Addition to Shelters</u>	
Shelter 1	\$20.00 per hour
Shelter 2	\$10.00 per hour
Shelter 4	\$10.00 per hour

<u>White Deer Park-Resident</u>	
All Shelters	\$20.00 per hour
Front Lawn Adjacent to Aversboro Road	\$40.00 per hour
Nature Center Lawn	\$40.00 per hour

<u>White Deer Park-NonResident</u>	
All Shelters	\$30.00 per hour
Front Lawn Adjacent to Aversboro Road	\$60.00 per hour
Nature Center Lawn	\$60.00 per hour

<u>Centennial Park-Resident</u>	
All Shelters	\$20.00 per hour

<u>Centennial Park-NonResident</u>	
All Shelters	\$30.00 per hour

<u>Creech Road Elementary School Park-Resident</u>	
All Shelters	\$20.00 per hour

<u>Creech Road Elementary School Park-NonResident</u>	
All Shelters	\$30.00 per hour

<u>White Deer Nature Center-Resident</u>	
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

<u>White Deer Nature Center-NonResident</u>	
Indoor Classroom	\$50.00 per hour, 2 hour minimum
Indoor Classroom with Learning Deck	\$70.00 per hour, 2 hour minimum
After Hours-Indoor Classroom	\$60.00 per hour, 2 hour minimum
After Hours-Indoor Classroom with Learning Deck	\$80.00 per hour, 2 hour minimum

\$150.00 refundable security deposit applies to all rentals of White Deer Nature Center.

**Section 5. Parks, Recreation & Cultural Resources Charges (continued)**

Shelter and Facility Fees (continued)

Garner Senior Center	
Multipurpose Room (max 150 people)	\$65.00 per hour, 3 hour minimum
Fitness Annex (max 214 people)	\$70.00 per hour, 3 hour minimum
Food Fee (includes use of Warming Kitchen)	\$50.00 per event
<i>\$150.00 refundable security deposit applies to all rentals of the Garner Senior Center</i>	

Avery Street Recreation Center	
Gymnasium	\$70.00 per hour, 2 hour minimum
Gym Floor Cover Fee	\$200.00 per event
Single Multi-purpose Room	\$40.00 per hour, 2 hour minimum
Both Multi-Purpose Rooms	\$60.00 per hour, 2 hour minimum
Meeting Room	\$30.00 per hour, 2 hour minimum
Entire Facility	\$150.00 per hour, 2 hour minimum

Avery Street Annex	
Classroom	\$40.00 per hour, 2 hour minimum

*\$150.00 refundable security deposit applies to all rentals of Avery Street Recreation Center and Annex.*

Athletic Rental Facility

Baseball Field	\$30.00 per hour
Baseball Field with Lights	\$55.00 per hour
Soccer Field-Youth	\$35.00 per hour
Soccer Field-Adult	\$45.00 per hour
Soccer Field with Lights-Youth	\$70.00 per hour
Soccer Field with Lights-Adult	\$80.00 per hour

*Facility supervision is included in the rental price.*

*\$150.00 refundable security deposit applies to all field rentals.*

Thompson Road Park

Multipurpose Field	\$30.00 per hour
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Lake Benson Boathouse Rentals

Jonboats without Motors	\$4.00 per hour, \$20.00 per day
Jonboats with Motors	\$8.00 per hour, \$40.00 per day
Canoes	\$5.00 per hour

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

Garner Performing Arts Center Auditorium and Lobby-Regular Rates

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

Garner Performing Arts Center Auditorium and Lobby-NonProfit Group Rates

Auditorium	\$100.00 per hour
Rehearsal Fees (Monday-Thursday)	\$50.00 per hour
Rehearsal Fees (Friday-Sunday)	\$100.00 per hour
Back Lobby (max 30 people)	\$40.00 per hour
Front Lobby (max 60 people)	\$50.00 per hour
Auditorium Hold Day with Dressing Rooms (Monday-Thursday)	\$90.00 per day
Auditorium Hold Day with Dressing Rooms (Friday-Sunday)	\$240.00 per day

*Non-profit groups are defined as follows: all IRS tax exempt and non-profit groups, or non-tax exempt group activities such as private parties, family activities, family reunions, weddings and receptions, etc., for which no money is collected for participation.*

*All rentals of the Garner Performing Arts Center requires a \$200.00 per day refundable security deposit.*

Garner Performing Arts Center 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

Parade Floats	10% above Town cost
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**Section 5. Parks, Recreation & Cultural Resources Charges (continued)**

Special Events & Facility Rentals Policy

Application Fee	\$25.00 non-refundable fee
Police Officer	\$35.00 per hour
Police Vehicle	\$20.00 per hour
Staff Assistance	\$15.00 per hour, 3 hour minimum
Parking Attendants (2 attendants)	\$30.00 per hour, 3 hour minimum
Street Closure-Resident	\$80.00 per event
Street Closure-NonResident	\$120.00 per event
Use of Park Trails-Resident	\$40.00 per day
Use of Park Trails-NonResident	\$60.00 per day
Event with Admission Fees or Ticket Sales-Resident	\$270.00 per day
Event with Admission Fees or Ticket Sales-NonResident	\$405.00 per day
Event with Sales of Food or Merchandise-Resident	\$200.00 per day
Event with Sales of Food or Merchandise-NonResident	\$300.00 per day
Photo and Video Shoot-Resident	\$50.00 per day
Photo and Video Shoot-NonResident	\$75.00 per day
Sanitation Deposit-Class A or B Special Events	\$1,000.00 per event
Sanitation Deposit-Class C Special Events	\$500.00 per event
Sanitation Deposit-Class D Special Events	No Charge

**Section 6. Public Safety Charges**

Accident/Criminal Investigation Report

First 20 Copies	No Charge
Above 20 Copies	\$.10 per page
Custom Report	\$50.00 per hour, 4 hour minimum plus copy fees noted above
CD/DVD Production	\$21.00

Off-Duty Officer

Officer Only	\$35.00 per hour
Officer with Patrol Vehicle	\$55.00 per hour
Storage of Seized Vehicle	\$5.00 per day

Removal of Recreational Devices

First Violation	\$25.00
Second Violation	\$50.00
Third Violation	\$100.00

Parking Violation Fee

No Parking Zone	\$30.00
Parking Too Close to Intersection	\$30.00
Parking on Sidewalk	\$30.00
Parking Too Far Away from Curb or Street Edge	\$30.00
Double Parking	\$30.00
Parking in a Loading Zone	\$30.00
Parking in a Restricted Time Zone	\$30.00
Residential Parking Permit Zone	\$30.00
Parking on Wrong Side of Street Facing Traffic	\$30.00
Emergency Zone Parking	\$50.00
Parking in Fire Lane	\$50.00
Parking in Front of Fire Hydrant	\$50.00
Obstructing Traffic	\$50.00
Parking in a Handicapped Zone	\$100.00
All Other Parking Violations Not Noted Above	\$30.00

*Parking fines must be paid within 30 days from issuance to avoid additional penalty. Fines not paid within 30 days will be subject to the violator to double the amount of the original fine.*

Animal Control Charges

Licensing (one-time fee)	
Not Spayed or Neutered	\$25.00
Spayed or Neutered	\$10.00

*Animal control charges are applied to dogs and cats.*

Animals at Large and Animals Creating a Nuisance

First Violation	\$50.00
Second Violation	\$100.00
Third or Subsequent Violation	\$150.00

Number of Dogs Above Limit \$100.00 per dog

Dangerous Animal Toward Human Being

First Violation	\$500.00
Second or Subsequent Violation	\$1,500.00

Dangerous Animal Toward Domestic Pet

First Violation	\$250.00
Second or Subsequent Violation	\$500.00

Other General Penalties Not Specified Above \$100.00

*Fines and penalties listed above do not include shelter reclaim fees, which also must be paid by owner.*

**Section 6. Public Safety Charges (continued)**

False Alarm Penalties

First Three False Alarms	No Charge
Fourth and Fifth False Alarms	\$50.00 per alarm
Sixth, Seventh, and Eighth False Alarms	\$100.00 per alarm
Ninth and Tenth False Alarms	\$150.00 per alarm
All False Alarms in Excess of 10	\$250.00 per alarm
Taxicab Permit Application Fee	\$10.00

**Section 7. Penalty Fee**

Penalty Fee--The fee or penalty to be paid to the Town for any one violation of an ordinance as above set out is hereby fixed as noted. Offenses denominated a misdemeanor pursuant to NCGS 14-4 shall be punishable as infractions; offenses not denominated as misdemeanors under the State's penal laws are not punishable as misdemeanors under the Town Code, but are subject to fines collected only as civil penalties. Any such fees or penalties received by the Town shall be applied toward the cost of enforcing and administering ordinances within the Town.

## **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.