



Town of Garner, North Carolina

Annual Operating Budget

Fiscal Year 2015-2016



Government

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

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

Public Utilities

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

Parks and Recreation

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

All-America City

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

Demographics

Population

1970 - 4,923	Male - 47.5%
1980 - 10,073	Female - 52.5%
1990 - 14,716	White - 57.8%
2000 - 17,787	Non-white - 42.2%
2010 - 25,745	
2015 - 27,060	

Land Area

15.22 square miles

Employment Data

Total Employment - 15,191
Total Unemployment - 737
Civilian Labor Force - 14,454
Unemployment Rate - 4.9%

Economics

Major Employers (based on the number of employees)

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

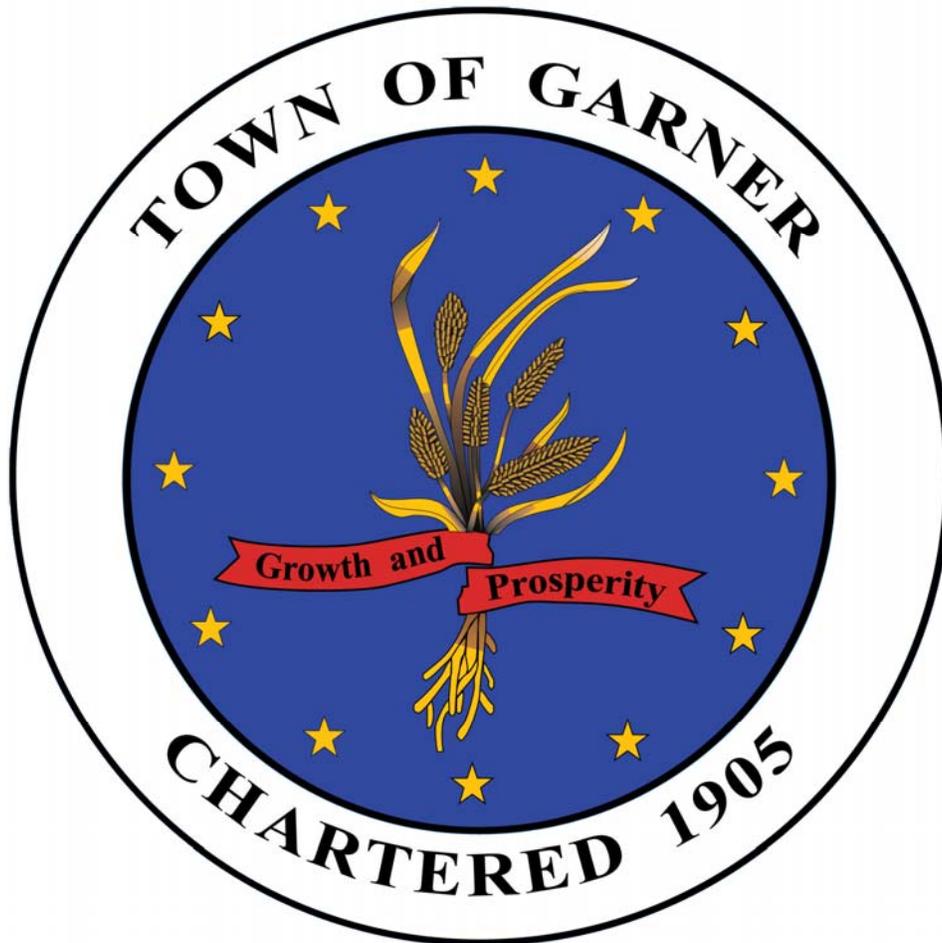
Climate

Average Daily Temperature

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



**TOWN OF GARNER
NORTH CAROLINA**



**FISCAL YEAR 2015-2016
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, 2014

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, 2014. 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 2016 budget will be submitted to GFOA for award consideration.



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INTRODUCTION

Community Profile
Town of Garner Organizational Structure
Elected & Appointed Officials
Budgetary Approach
Budget Development
Budget Calendar
Citizen's Budget Guide
Town Guidance Strategy
Fiscal & Budgetary Policy Guidelines
Current Initiatives

COMMUNITY PROFILE



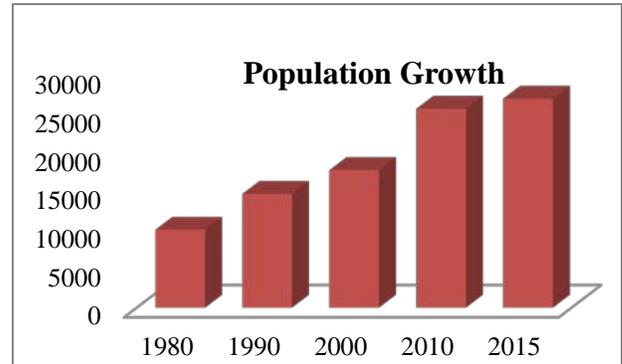
Population:	27,060
Land Area:	15.22 sq. miles
Total Employment:	14,454
Civilian Labor Force:	15,191
Unemployment Rate:	4.9%
Male:	47.5%
Female:	52.5%
White:	57.8%
Non-white:	42.2%

GOVERNMENT

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ALL-AMERICA CITY

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HISTORY

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

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

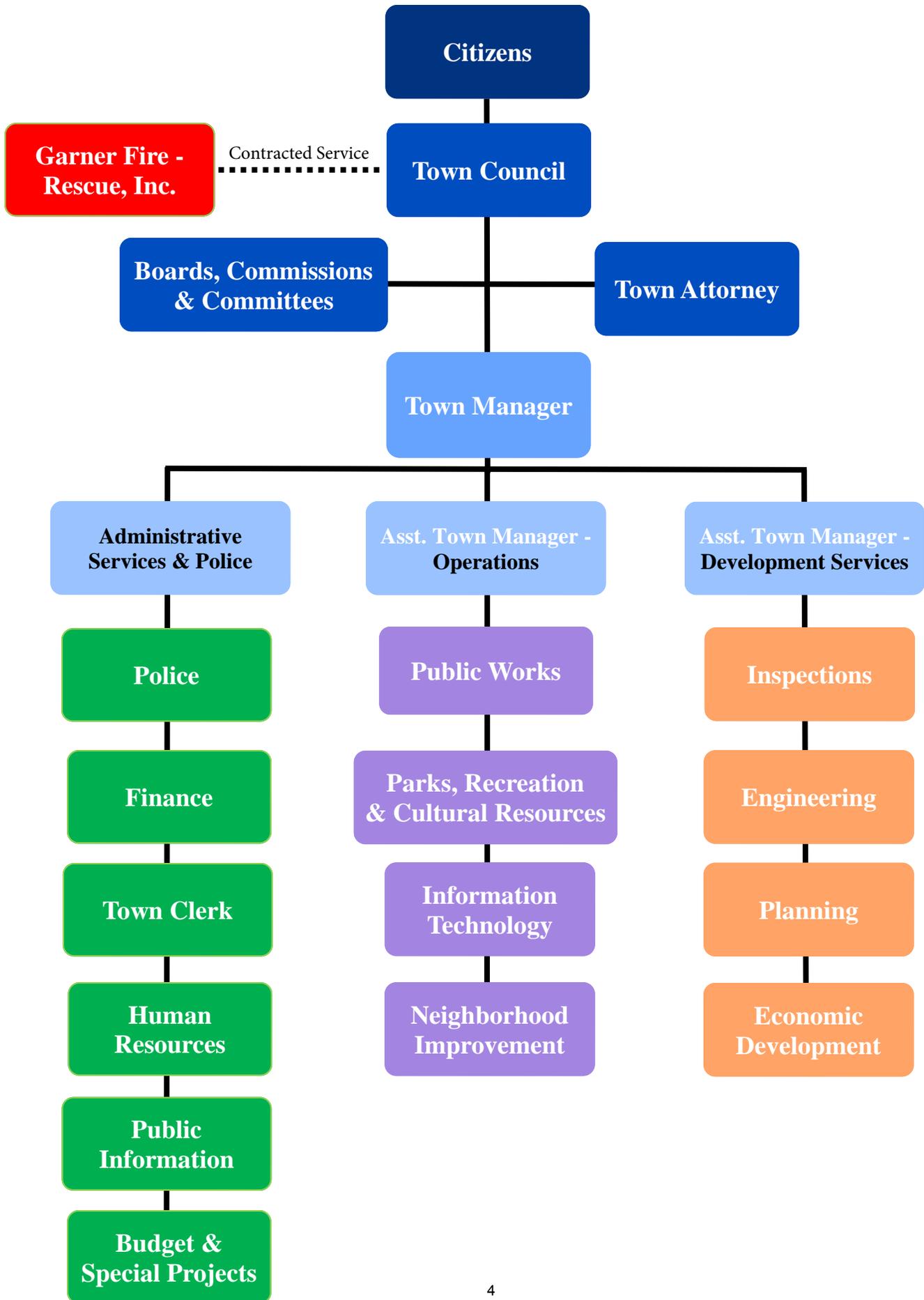
closed after two years and then returned in 1924. Electricity came to Garner in 1921. Developments and subdivisions began to appear in Garner in 1923 when, what is today known as Old Garner High School, was constructed. As the Town continued to grow and populate, US Highway 70 was widened and re-routed 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 Buffalo Whaley. Much of this historical information was taken from the publication, "History of Garner and Environs," compiled by the Garner Historical Committee in 1971.*

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

ORGANIZATIONAL CHART



ELECTED & APPOINTED OFFICIALS

TOWN COUNCIL

Mayor

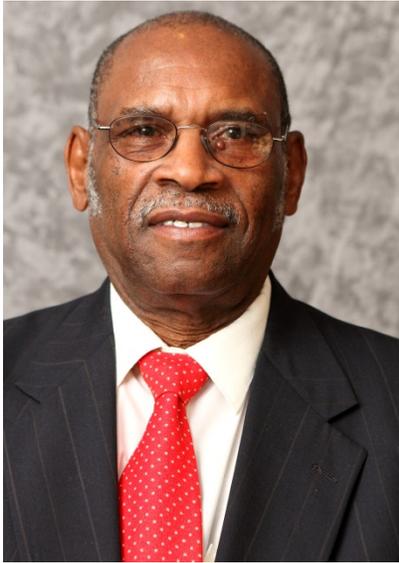
Ronnie S. Williams



Ken Marshburn
Mayor Pro Tem



Jackie Johns Sr.
Council Member



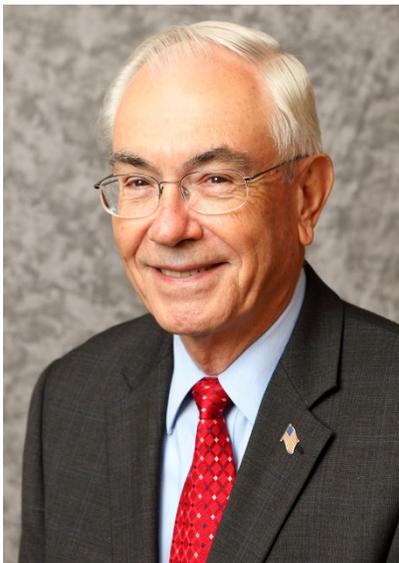
Kathy Behringer
Council Member



Gra Singleton
Council Member



Arthur "Buck" Kennedy
Council Member



BOARDS & COMMISSIONS

Board of Adjustment
Thomas Teabo, Chair

Planning Commission
Barbara Barat, Chair

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

Senior Citizen Advisory Committee
Shirley Gray, Chair

Garner Revitalization Association
Patrick Byrd, Chair

Garner Veterans' Advisory Committee
Jeffery Hicks, Chair

ADMINISTRATIVE STAFF

Hardin Watkins	Town Manager*
Rodney Dickerson	Asst. Town Manager - Operations
John Hodges	Asst. Town Manager - Development Services
William E. Anderson	Town Attorney*
Judy Bass	Town Clerk
Brad Bass	Planning Director
Tony Beasley	Inspections Director
Tony Chalk	Town Engineer
Paul Cox	Public Works Director
Bret Kelly	Information Technology Director
Emily Lucas	Finance Director
BD Sechler	Human Resources Director
Sonya Shaw	Parks, Recreation & Cultural Resources Director
Joseph Stallings	Economic Development Director
Brandon Zuidema	Chief of Police
Reggie Buie	Neighborhood Improvement Manager
Michael Gammon	Budget and Special Projects Manager
Rick Mercier	Communications Manager

*Appointed by Council

BASIS OF BUDGETING AND ACCOUNTING

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

The Town develops its budget as required by the North Carolina Local Government Budget & Fiscal Control Act. The Town's budget is prepared and adopted using the modified accrual basis, whereby revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for outstanding principal and interest on general long-term debt, which is recognized when due. During the year, the Town's accounting system is maintained on the same basis as the adopted budget, as are the Town's annually audited financial statements. For a more expansive discussion of the Town's system of budgeting and accounting, see the Council Adopted Fiscal & Budgetary Policy Guidelines on starting on Page 18.

The Town maintains a standard fund structure:

- The General Fund, which is supported largely by local property taxes, State-shared revenues, and fees for service. This fund includes the majority of the Town's ongoing operations: general government services, public safety, transportation, environmental protection, parks and recreation, and debt service.
- Capital Projects Funds, which track the financial resources used for the acquisition and construction of major facilities and infrastructure that typically span more than one fiscal year. The Town currently has seven active capital project funds, which are described on page 187.

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 at their annual retreat. With general direction given by Town Council, each department submits their operating budget request to the Town Budget Team.

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

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

Once all budget requests have been reviewed, the Budget Team 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 2015-2016 Budget Calendar is located on page 9.

BUDGET AMENDMENTS

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

BUDGET CALENDAR

January

- FY 2015-16 Budget Kick-Off Meeting with Department Heads
- Personnel Budget Entered by Budget Team
- Kick-Off Meeting with Non-Departmental Agencies
- Operating Budget Data Entry by Departments

February

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

March

- Budget Team Continues Budget Reviews and Preparation of Recommended Budget

April

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

May

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

June

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

July/August

- Budget Team Prepares and Publishes Budget Book

A CITIZEN'S BUDGET GUIDE

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

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

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

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MUNICIPAL BUDGETS IN NORTH CAROLINA

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

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

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

CITIZEN INPUT

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

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

YOUR MUNICIPAL BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

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

THE BUDGET FORMAT

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

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

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

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

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

THE ADOPTION PROCESS

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

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

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

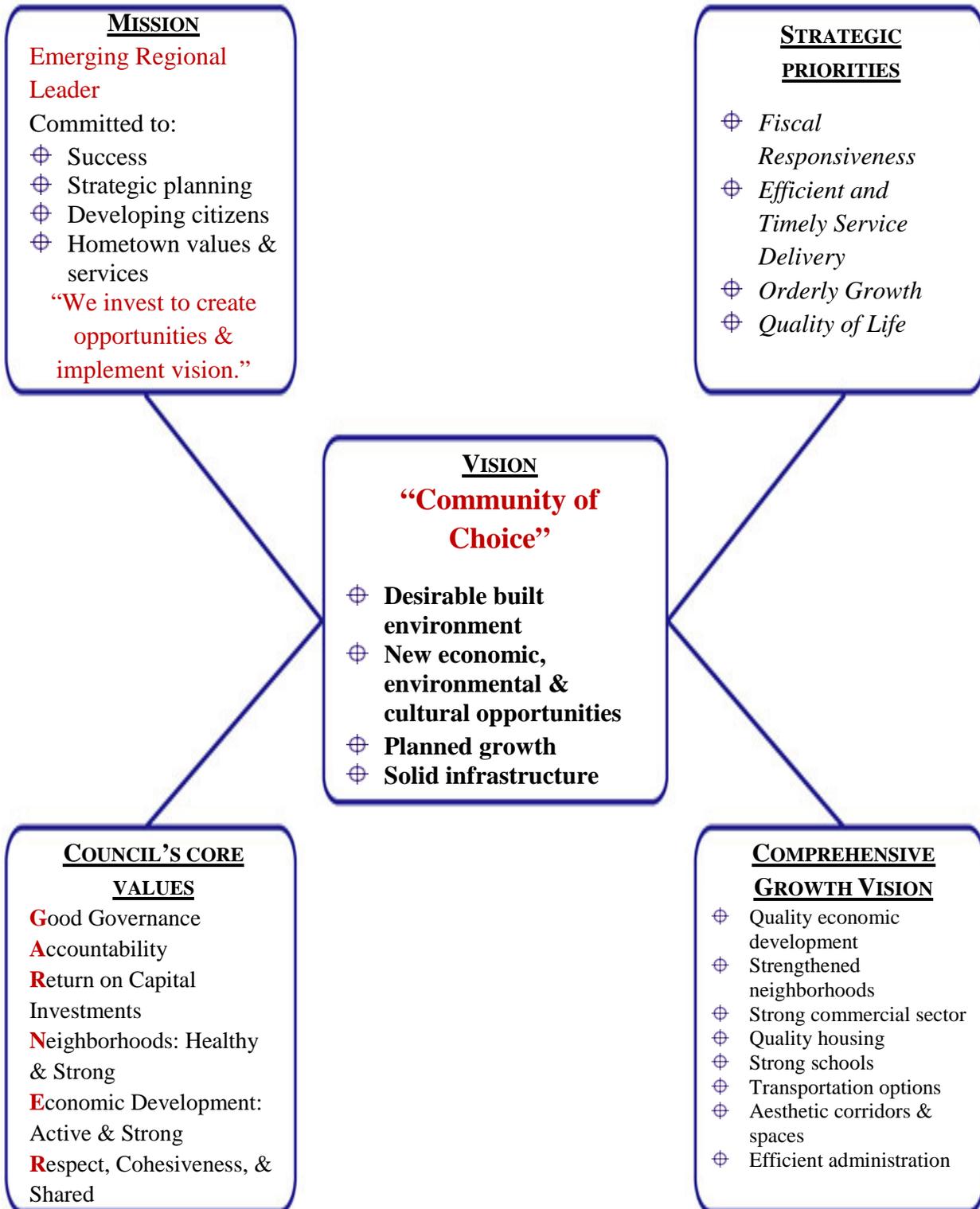
The manager's recommended budget contains a budget message, which introduces the major components of the budget to the Town Council and citizens who wish to study it. The budget message also summarizes the budget for those who have not had time to study it themselves or are perhaps intimidated by its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

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

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

Coinciding with the development of the program and operating budget, the Town updates its Capital Improvements Program. This document plans for new construction, infrastructure improvements, and the purchase or replacement of vehicles and equipment. This six-year plan helps the Town budget and prepares for funding these projects, whether included within the General Fund budget or through adoption of capital project funds. Further discussion of the capital improvements program can be found on page 189 of this document.

TOWN GUIDANCE STRATEGY



TOWN GUIDANCE STRATEGY

VISION STATEMENT

The Town of Garner strives to be 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 promoting **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 (FR)

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

2014 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 work on several projects related to the approved 2013 bond referendums, including a new police station, road improvements on U.S. 70, the Town's first indoor recreation center, and several new sidewalks.
- Received grants totaling \$275,000 for parks and recreation and public safety.



Efficient & Timely Service Delivery (SD)

1. Ensure services are provided efficiently and effectively
2. Provide quality services that match community needs
3. Provide services at a reasonable cost to residents
4. Develop personnel

2014 Accomplishments:

- Instituted a system for monitoring and tracking completion of bond projects.
- The Town funded new firefighter personnel for Garner Volunteer Fire & Rescue, Inc.
- The Town updated its Parks, Recreation and Cultural Resources online registration program to improve efficiency for citizens registering for programs, renting facilities and attending events.
- Garner's Public Works Department became the first such agency in North Carolina-and only the 95th in North America-to earn accreditation from the American Public Works Association.



Orderly Growth (OD)

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

2014 Accomplishments:

- Cabela's completed construction on a new 100,000-square-foot store expected to employ 225 workers and opened in Spring 2015.
- Overland Contracting, Inc., will open its headquarters in Garner.
- Construction of Timber Spring Apartments was completed in December 2014.
- Work of the Town's Growth Strategy Taskforce continues and includes revisions to the Water and Sewer Allocation Policy.



Quality of Life (QL)

1. Provide a safe community
2. Foster and develop Garner's image
3. Maintain aesthetically pleasing community
4. Promote civic engagement
5. Maximize partnership opportunities
6. Promote connectivity
7. Create sense of place

2014 Accomplishments:

- The Police Department received meritorious CALEA reaccreditation for the 7th time.
- The Town continued to promote its designation as an All-America City, which was awarded in June 2013. Promotional items have been displayed throughout Town, and entrance and roadway signage placed throughout Garner.
- The Town earned four statewide Communications awards.
- The Town continued its Garner 101 citizen academy.
- Began work on a new Town website to further advance Garner's image.
- Built gateway signage at U.S. Highway 70.

2015 STRATEGIC ACTION PLAN

FISCAL RESPONSIVENESS

Financial management

- Manage bond program to maintain public trust
 - Optimize bond sales; keep interest rates low
- Continue “Bond Project Tracking System”
 - Ensure that it is enduring and ongoing
- Recognize small capital needs (vehicles and equipment)
- Forecast growth projections and related costs
- Project operational costs of new facilities, e.g. recreation center, town hall, police station
- Seek funding equity for School Resource Officers (SRO) from Wake County

EFFICIENT & TIMELY SERVICE DELIVERY

Services

- 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, community development, etc.) to our advantage
- Open first dog park and design second dog park
- Continue proactive approach to potholes and street resurfacing

ORDERLY GROWTH

Growth management

- Adopt revised water-sewer allocation policy
- Update comprehensive plan / transportation plan in a combined exercise
 - Include transit overlay district
- 540 impact:
 - Influence route decision
 - Be ready for growth opportunities by planning for infrastructure
 - Consider small area plans
- Use transit planning to influence growth

Utilities / Infrastructure / Transportation

- Determine future areas to be served by utilities and roads
 - Who pays?
 - Initiate dialogue with Wake County and Raleigh Utilities (septic tanks/subdivisions)
 - Annexation policy
 - ETJ issues
- Develop strategic plan for bulls eye area – White Oak to Swift Creek
- Examine and analyze water/sewer needs and limitations
 - Develop technical action plan
 - Partner with Raleigh on strategic infrastructure plan (2017)
- Undertake transit plan update as part of comprehensive plan update process
- Seek expansion of bus service and implementation of commuter rail in Garner

Economic development

- Adopt revised economic development incentives policy
- Continue diligent marketing and promotions
- Identify and secure user for Garner Technology Center site
- Identify and assess sites with unique growth potential
- Continue downtown revitalization
- Continue progress on Growth Strategies Task Force initiatives
- Obtain another certified site / participate in Duke Energy Site Readiness Program

QUALITY OF LIFE

Appearance / Aesthetics

- Gateway signage; identify where Garner starts; especially the western boundary
- Plantings; flowers
- Identify key strategic beautification 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
- Develop a lighting plan for the 401 corridor
- Develop strategies to help reduce number of empty storefronts

Relationships

- Value the relationships that have been cultivated and nurtured with our many strategic partners
- Continue the proactive work; take the first step; and constantly exercise
- Elected officials to attend regular meetings of Wake County and WCPSS & encourage them to attend our meetings
 - Speak, Share news, Offer thanks

Core Principles

- **Good governance**
- **Accountability**
- **Return of capital investments**
- **Neighborhoods that are healthy and strong**
- **Economic development that is active and strong**
- **Respect, cohesiveness, and shared mutual understanding amongst Council and staff**

FISCAL & BUDGETARY POLICY GUIDELINES

Town of Garner, North Carolina

Adopted: **December 6, 2010**
Amended: **January 7, 2013**
June 17, 2014
June 16, 2015
July 24, 2015

OBJECTIVES

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

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

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

CAPITAL IMPROVEMENT PROGRAM POLICIES

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

CAPITAL IMPROVEMENT PROGRAM POLICIES (cont.)

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

DEBT POLICIES

General

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

Tax Supported Debt

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

FUND BALANCE POLICIES

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

REVENUE SAVINGS PROGRAM

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

REVENUE SAVINGS PROGRAM (cont.)

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

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

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

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

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

BUDGET DEVELOPMENT POLICIES

General

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

BUDGET DEVELOPMENT POLICIES (cont.)

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

Revenues

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

Expenditures

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

CASH MANAGEMENT & INVESTMENT POLICIES

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

CASH MANAGEMENT & INVESTMENT POLICIES (cont.)

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

ACCOUNTING

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

ACCOUNTING (cont.)

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

PURCHASING

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

FIXED ASSETS

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

RISK MANAGEMENT

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

ECONOMIC DEVELOPMENT

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

CURRENT INITIATIVES

STRATEGIC PRIORITY ANALYSIS

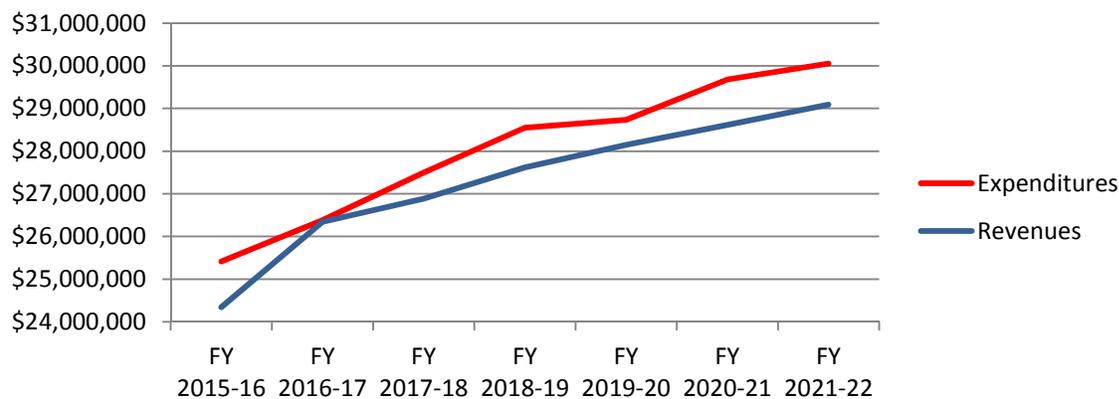
The FY 2015-16 budget reflects the second year of the Town’s initiative to align strategic priorities with funding decisions, department goals, and objectives. This year, the Town’s Guidance Strategy on Pages 13-15 was refined and adopted by the Town Council in conjunction with their 2015 Strategic Action Plan starting on Page 16. The 2015 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 39.

The FY 2015-16 budget also reflects the second year of new format for department’s narratives in the General Fund section. The inclusion of new goals, objectives, and accomplishments have the distinct purpose of emphasizing each department’s efforts and contributions to achieving the actions detailed within the Council’s strategic priorities. This budget also includes divisional performance measures that were re-introduced to the document in FY 2014-15. The Town’s strategic priority analysis, communicative formatting, and performance measures will be further refined in FY 2016-17 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 engaged the Center for Priority Based Budgeting and is currently utilizing their Fiscal Health and Diagnostic Tool as a mechanism to more clearly establishing an ongoing long range financial model. The Town’s financial model assesses historical ongoing and one-time revenues and expenditures and uses this information to build awareness of the probable results of projections with current operating and capital spending levels.

Ongoing Revenues and Expenditures

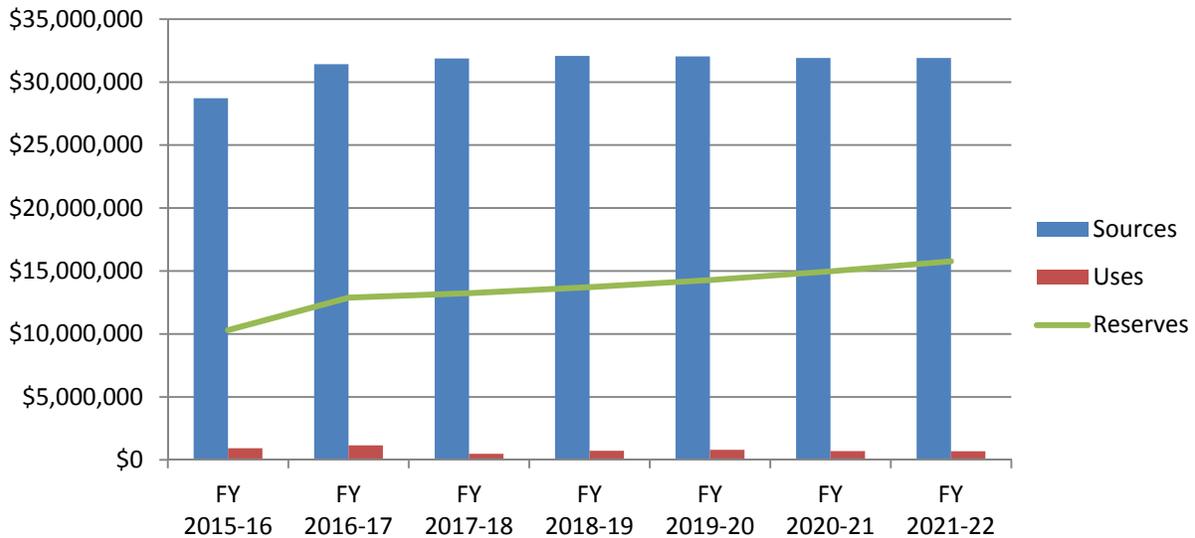


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LONG RANGE FINANCIAL MODELING (cont.)

This new model better diagnoses the fiscal needs and challenges of the Town, provides the Town with better information about the impacts of decisions on future financial sustainability, and serves as the foundation for decision making in the FY 2015-16 and future year budget processes.

One-Time Revenues and Expenditures (with Reserves)



The financial model considers and projects 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. The model has proved effective in assisting the Town with demonstrating the future financial implications of the Town’s bond program by projecting the associated debt, capital, and operational costs associated with the completed construction of a new police station to occur within this fiscal year, and the impacts of constructing a new town hall and new indoor recreation center in the future.

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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

Town of Garner Budget in Brief



Town Council Approves Annual Operating Budget for FY 2015-16

ON JUNE 16, 2015, the Garner Town Council adopted a \$28,467,600 annual operating budget for FY 2015-16. This is an increase of \$1,868,921 (7.3%) over FY 2014-15. Important changes included in this year's budget include a 1.75-cent property tax increase to be used for the current and future debt associated with the general obligation bonds overwhelmingly approved by Garner voters in March 2013.

The property tax increase changes the municipal property tax rate from 50 cents to 51.75 cents per \$100 of assessed value. This fiscal year's 1.75-cent property tax increase, in conjunction with last fiscal year's one-cent increase, completes the increases required for the Garner Bond Program. This 2.75 cents will be dedicated to pay the principal and interest of the bond program throughout the life of the debt service. The increase is expected to add \$31.85 to the Town's levy of the average Garner homeowner's property tax bill.

The adopted budget allows for increases to the services that are experiencing the highest level of demand and growth, providing direct tangible benefits to Garner residents in the areas of infrastructure investment, economic development, town planning and public safety.

FY 2015-16 Initiatives and Investments

Street Resurfacing Program – The Town is undertaking what will be the first year of an annual commitment to directly invest in the improvement of the Town's transportation infrastructure.

Garner Police Station – Construction of the new police station is expected to be complete in October 2015. We'll be announcing details about a public ribbon cutting and open house event.

Garner Park Enhancements – Park enhancements approved by voters in the 2013 bond referendum have begun, with many projects already completed. FY 2014-15 saw the acquisition of a new mobile stage, the opening of North Garner Dog Park, the construction of dugout covers at five different Town ball fields and installation of fencing at South Garner Park. FY 2015-16 will bring the completion of new concession and restroom facilities at South Garner Park and Garner Recreational Park. This fiscal year will also see the start of construction on Garner's second dog park at Lake Benson Park.

New Town Hall and Indoor Recreation Center Construction – The 2013 voter-approved bond referendums also included funding for a new Town Hall at 900 7th Ave. and an Indoor Recreation Center at the corner of Main and Montague streets in historic downtown Garner. Construction of both projects will commence this fiscal

Please see Initiatives on back

Garner: A Great Value

This fiscal year's 1.75-cent property tax increase, combined with last fiscal year's 1-cent rise, completes the increases needed to support the \$35.7 million Garner Bond Program, which voters overwhelmingly supported in a March 2013 election. The first chart below shows the impact of the 1.75-cent tax hike on a range of property valuations.

The second chart illustrates Garner's cost competitiveness in the area of municipal services compared to other municipalities in Wake County.

Impact of 1.75-Cent Property Tax Increase on Homeowners

Property Value	Cost per Year
\$100,000	\$17.50
\$150,000	\$26.25
\$181,982*	\$31.85
\$200,000	\$35.00
\$250,000	\$43.75
\$500,000	\$87.50

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

Total Annual Customer Costs for Municipal Services as of FY 2015-16

Zebulon	\$2,424.09
Wendell	\$2,037.11
Knightdale	\$1,884.48
Holly Springs	\$1,706.96
Rolesville	\$1,694.25
Raleigh	\$1,613.62
Fuquay-Varina	\$1,579.65
Wake Forest	\$1,575.84
Cary	\$1,548.93
Apex	\$1,539.09
Garner	\$1,532.29
Morrisville	\$1,454.69

Chart assumes total annual cost for residents based on property tax rate on a single-family residential unit valued at \$181,982, an annual water/sewer usage of 3,740 gallons and includes all other applicable trash and stormwater fees.

Town of Garner Budget in Brief – FY 2015-16

Initiatives

continued from front

year, with the demolition process for the new Town Hall requiring departments, services and Town employees to relocate to one of three different sites. More information can be found at garnernc.gov or garnerbonds.com.

Vehicle and Equipment Replacement – The Town has continued the process of assessing, prioritizing and replacing the aging vehicles and equipment vital to accomplishing Town business and projects.

Garner Comprehensive Growth and Transportation Plan Updates – The FY 2015-16 budget includes funding for the first half of what will be a two-fiscal-year process of updating the Town’s Comprehensive Growth and Transportation plans. The Comprehensive Growth Plan is a long-range planning document that sets the Town’s vision for land use and community image, while the Transportation Plan will identify and recommend both short- and long-range actionable items to improve the safety and efficiency of travel options to, from and through Garner.

General Fund Revenues

Property tax	\$16,186,000	56.9%
Sales tax and intergovernmental	\$8,746,959	30.7%
Permits/fees	\$1,596,310	5.6%
Other	\$1,938,331	6.8%
Total	\$28,467,600	100%



General Fund Expenditures

Public safety	\$11,002,466	38.6%
General government	\$7,137,376	25.1%
Cultural and recreational	\$2,870,492	10.1%
Debt service	\$2,795,422	9.8%
Transportation	\$2,616,174	9.2%
Environmental protection	\$1,879,965	6.6%
Transfers	\$165,705	0.6%
Total	\$28,467,600	100%



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**TOWN OF GARNER
FY 2015-16 BUDGET MESSAGE**

To: Honorable Mayor and Town Council
 From: Hardin Watkins, Town Manager
 Date: July 1, 2015
 Re: Town Manager’s Budget Message for FY 2015-16

I am pleased to present the Adopted Fiscal Year 2015-16 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 prospective needs, Town leaders were also able to contribute meaningful and thoughtful adjustments to their requests in order to ensure the overall budget was balanced and in agreement with strategic priorities.

Each of the enclosed budget goals and objectives are dedicated to directing the Town’s growing resources towards the services experiencing the highest levels of demand and growth, without re-directing any of the additional resources required across all departments to sustain the services that Garner residents have come to expect and rely upon. We believe this budget to be consistent with the priorities and goals of the Town Council and residents of Garner. The Council’s Strategic Action Plan has been very helpful in reminding all of us of your priorities as the Town continues to strive for inventive and resourceful ways to provide exceptional services at a reasonable cost to citizens.

BUDGET OVERVIEW

The total FY 2015-16 Town of Garner Adopted Budget is \$ 28,467,600, an increase of approximately \$1,868,921 or 7.03% (see Table 1) over the FY 2014-15 originally adopted budget.

Table 1.

Budget Year	Revenues*	Expenses
FY 2012-13 Actual	\$25,412,588	\$24,596,897
FY 2013-14 Actual	\$29,080,385	\$35,055,586
FY 2014-15 Adopted Budget	\$26,598,679	\$26,598,679
FY 2015-16 Adopted Budget	\$28,467,600	\$28,467,600

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

The FY 2015-16 budget contains a planned 1.75-cent property tax increase that has been implemented in accordance with the debt structuring associated with the 2013 Bond Referendums. This increase is projected to bring in \$539,430 in additional property tax revenue that will be solely dedicated to servicing the \$1,011,398 in 2013 General Obligation Bond related debt expenses for FY 2015-16.

As in previous years, the Building Financial Capacity - Ideas for Budgeting, Capital Improvement Financing, & Improved Stewardship of Town Resources document, 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. As Garner continues to emerge from the economic downturn, and the pace of development continues to increase, the Town has continued to implement these concepts of financial stewardship as we plan to sustain and expand upon the great things that are growing here in Garner.

The Council's Strategic Action Plan provides a very informative and worthwhile guide for what's important to the Town Council & Mayor. Central to the creation of the FY 2015-16 budget was the input received from both Town Council and staff regarding the Town's priorities for the upcoming fiscal year. These discussions allowed the Budget Team to develop the following Budget Objectives for FY 2015-16:

- 1) Meeting Bond Debt Commitments
- 2) Preserving Fund Balance
- 3) Continuing the Revenue Savings Plan
- 4) Continue Funding Pay for Performance Philosophy
- 5) Annualizing Street Resurfacing and Vehicle & Equipment Replacement Programs
- 6) Promoting the Town's Fiscal Health
- 7) Supporting Council Priorities

These Budget Objectives are individually addressed in the following section.

BUDGET OBJECTIVES DISCUSSION

Meeting Bond Debt Commitments

Providing adequate funding for bond debt commitments was the top priority for the budget team during the FY 2015-16 budget development.

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 already complete or well under way, and substantial progress is expected in the coming year.

As part of this bond process, a 1.75-cent property tax increase (combined with last fiscal year’s increase of one cent) is being implemented to offset related current and future debt service. This increase, which brings the total property tax rate to 51.75 cents per \$100 of assessed valuation, completes the property tax increases needed for the 2013 bond program.

Table 2 below shows the impact of this fiscal year’s 1.75-cent increase on homeowners:

Table 2.

Property Value	Cost Per Year
\$100,000	\$17.50
\$150,000	\$26.25
\$181,982*	\$31.85
\$200,000	\$35.00
\$250,000	\$43.75
\$500,000	\$87.50
<i>*Average single-home valuation in Garner, according to Wake County Revenue Depart.</i>	

Preserving Fund Balance

Per the Town’s Comprehensive Annual Financial Report (CAFR), the total amount of unassigned fund balance stood at \$14.6 million at the end of FY 2013-14. Of this total amount, Council had committed up to \$6.9 million to offset future bond related debt payments, leaving \$7.7 million (equal to 31.8% of the Town’s expenditures) in unassigned fund balance. At the end of FY 2014-15, staff is projecting unassigned fund balance to be approximately \$15.74 million. Of this, \$6,344,295 remains committed to offset the debt associated with the 2013 bond program. This leaves approximately \$9.4 million (equal to 33% of the Town’s budgeted expenditures) in unassigned fund balance. This increase in percentage is attributable to increased revenues in the areas of sales tax distributions, utility franchise taxes, and careful monitoring of expenditure budgets in FY 2014-15 by our department leaders.

The FY 2015-16 budget includes \$271,044 in appropriations from unassigned general fund balance for the following one-time or capital purposes:

- Public Facility and Park improvements, including: replacement of the GPAC roof, replacement of the Senior Center’s kitchen grease trap, improvements to the Avery Street Annex, and improvements to the shelter at Centennial Park (\$87,394);
- Phase 1 of updates to the Comprehensive Plan coordinated by the Planning Department (\$75,000);
- Upgrades and replacements to Storage, Backup, Firewall, and Web Filter maintained by the IT Department (\$70,000);
- Replacement of two K-9s in the Police Department (\$17,150);
- Replacement of a Mower for the Public Works Department (\$11,500); and
- Replacement of a Plotter used by the Planning, Inspections, and Engineering Departments (\$10,000).

Although there are a number of items proposed to be funded utilizing various forms of fund balance, the total dollar amount of fund balance proposed to be used is less than the FY 2014-15 approved amount. We also will note that although fund balance was proposed for some items in

last year's budget beyond the debt service for the new bond debt, no fund balance was actually required to be used (total revenues were greater than total expenditures).

Staff continues to monitor fund balance in relation to compliance with our fund balance policy minimum, and ensures that any requests for use of fund balance are carefully considered for only one-time expenditures. See page 54 for a detailed fund balance analysis.

In addition to the Town's unassigned general fund balance, this budget also includes appropriations from the Powell Bill's established fund balance (\$148,510), the Public Safety reserve fund created from the remaining unappropriated one-cent property tax increase instituted in FY 2014-15 (\$124,970), and asset forfeiture funds (\$15,300). These disbursements will be used to fund many important acquisitions and projects, including:

- Powell Bill fund balance will be used to finance a new dump truck & full-sized truck, and acquire a new mower & salt spreader;
- Public Safety reserve money will be used to fund the Town's share of a new vehicle & a new Engine for GVFR, Inc.;
- Asset forfeiture funds, coinciding with the opening of the new Police Station, will be used to up-fit the building with some critical new technology assets.

Continuing the Revenue Savings Plan

The Revenue Savings Plan dedicates a portion of new revenue growth to a capital reserve and helps mitigate the impacts of the 2013 bond program on the Town's budget. This plan helps us keep the previously discussed property tax rate increases (one cent in FY 2014-15, and 1.75 cents in this budget year) associated with the 2013 bond program to a total of just 2.75 cents. 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 distributions, heavy equipment rental taxes, beer and wine taxes, and utility franchise taxes.

Based on the initial analysis for Year 2 of the plan (comparing the FY 2014-15 budget to the proposed FY 2015-16 budget), the combined increase for qualifying revenues is projected to be 7.05%, enough to trigger the plan into action for a second year. Based on the approved plan, a total of \$337,046 is to put toward the plan, plus the \$46,313 from Year 1, for a total of \$383,359 going toward the plan. Because the debt service for FY 2015-16 is less than the revenues associated with the tax increase and "set aside" amount for the Revenue Savings Plan, there actually will be money added to the capital reserve for FY 2015-16.

Continue Funding Pay-for-Performance Philosophy and Develop Personnel

The Town currently has an established Pay-for-Performance program in place that rewards employees for their dedication and performance and also provides for a stable workforce. Funding this Pay-for-Performance program has been, and continues to be, a budget priority of the Town. The commitment to this philosophy plays an important role in ensuring that the Town attracts and retains our most talented personnel.

Total personnel costs (salaries and benefits) account for 47.8% of the FY 2015-16 budget. While this percentage is in line with the trends of the last four fiscal years, each new fiscal year presents a changing and dynamic personnel costs picture that continues to challenge the Town (see Table 5.).

Table 5.

Personnel Expenses				
Category	FY 2014-15 (Budget)	FY 2015-16 (Budget)	Increase	%
Regular Salaries	\$9,253,854	\$9,539,882	\$286,028	3.09%
Longevity	\$215,196	\$210,194	(\$5,002)	-2.32%
Overtime	\$76,133	\$76,983	\$850	1.12%
FICA	\$784,438	\$826,717	\$42,279	5.39%
Group Insurance	\$1,142,720	\$1,221,063	\$78,343	6.86%
Retirement	\$1,157,981	\$1,172,245	\$14,264	1.23%
Temp/Supp Salaries	\$604,463	\$567,817	(\$36,646)	-6.06%
Total	\$13,234,785	\$13,614,901	\$380,116	2.87%

Table 5 above outlines the changes in budgeted personnel costs over the FY 2014-15 adopted budget. While the Town’s total personnel expenses are increasing, it is important to note that they are only increasing 2.87% despite fully funding the Town’s pay-for-performance merit program, the addition of 2.5 new full-time positions, the inclusion of a new career ladder program for the Inspections Department, the restoration of the full Police Department career ladder program, and one-time Police Department over-hire funding.

One of the major factors minimizing the impact of existing personnel cost increases were the retirements of several long-tenured employees during FY 2014-15 and the anticipated additional retirements the Town will experience during FY 2015-16. Although these retirements do lower personnel costs, the Town is projecting larger increases in the Town’s retirement obligations including vacation payouts for retirees (\$19,272 increase), an increase to retiree health insurance (\$27,841 increase), and a significant increase in separation allowance payments to retired Town sworn law enforcement officers (\$101,114) in FY 2015-16. As the Town continues to experience additional retirements in the coming years (a trend that is expected across the local government sector), the budget team is intent on keeping a close eye on the increasing impact that retirements will have as a cost driver in future budgets.

The FY 2015-16 budget also includes the following important personnel considerations:

- The Town’s performance-based pay (pay-for-performance) system is being fully funded once again in the FY 2015-16 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 2015-16 budget to fully fund the pay for performance (merit) awards chart is approximately \$303,739.

- Dental premiums will increase .003% for the FY 2015-16 plan year. Plan benefits will remain the same.
- Medical insurance premiums for the FY 2015-16 plan year will experience an increase in cost of 5.8% (equal to \$61,697); however, due to the fact that several wellness program goals were achieved, the Town received a premium credit that kept the overall premium increase well below economic expectations with no changes to the plan or benefits.
- The Town budget team is not recommending any across-the-board cost-of-living adjustment (COLA) for FY 2015-16. 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.
- In accordance with the Town's policy to have a compensation consultant review 1/3 of all Town positions each year, the consultant also recommended this budget include a pay plan increase of 2.5% for all Town pay grades. It is important to note that this increase to the pay plan does not increase all Town staff salaries. The only staff who will receive an increase are those staff members who are currently making the minimum salary for their position or are within 2.5% of the minimum. This pay plan adjustment will increase the salary for all supplemental and temporary Town staff. The total estimated budget impact for FY 2015-16 from these adjustments is \$20,738.

The FY 2015-16 budget includes a series of staffing changes and recommendations that seek to address workload demands resulting from growth and development, prepare the Town for future growth, and improve service and responsiveness for residents.

The budget includes funding for the addition of two new regular full-time employees, as well as turning one part-time position into a full-time position (2.5 total new employees). The positions proposed in the FY 2015-16 recommended budget are: an Equipment Operator I in the Public Works Street Maintenance division (effective January 2016), a Senior Administrative Assistant for the Engineering Department (effective January 2016), and funding for turning a current part-time Recreation Program Specialist (effective July 2015) into a full-time position for the Youth & Athletic programs of the Parks, Recreation, and Cultural Resources Department (this position's full cost is being offset with funding from the John Rex Grant).

Facing an ever increasing workload from bond projects and demands for service, the new Equipment Operator I position is designated to provide direct service to Town residents by supporting infrastructure improvements and maintenance across the Town's many drainage, pavement, sidewalk, and retention ponds needs.

The new Senior Administrative Assistant for Engineering will be dedicated to providing the needed clerical and administrative support to offset the growing demands of the Engineering Department as it manages the many bond related projects across Town. Currently, there is part-time administrative support available to Engineering on a shared basis with the Inspections Department (a full-time employee is split 50/50 between the two departments). The addition of this position has the added importance of allowing the current split employee to transition to the Inspections Department on a full-time basis providing an even greater level of service to the public across the Development Services workgroup.

Partially grant-funded for three years, a new full-time Recreation Program Specialist will be critical in allowing the Youth & Athletic programs of the Parks, Recreation, and Cultural Resources Department the opportunity to capitalize and restore vital youth and preschool programming. Developing and sustaining this key market will be important as we move closer to constructing the new recreation center.

The FY 2015-16 budget also includes some restructuring of personnel in the Inspections and Planning Departments for efficiency and improved service delivery.

An unfilled part-time Planner II position from the Planning Department will be reclassified and transitioned over to the Inspections Department as a part-time Code Compliance Officer. As it is structured now, code enforcement activities are divided between the Planning and Inspection Departments. This proposed reorganization will allow the code enforcement responsibilities of the Planner II position in the Planning Department to merge with the code compliance responsibilities that already exist in the Inspections Department. Removing this responsibility from the Planner II position will allow the Planning Department to focus more personnel resources on the site and subdivision plan review responsibilities that are extremely important to impacting future growth of our community.

Several new part-time positions and pay grade changes are also included in the budget. See pages 59-62 for additional details regarding staffing changes.

Annualized Street Resurfacing and Vehicle & Equipment Replacement Programs

The FY 2014-15 budget process and completion of a new pavement condition survey revealed 1) a declining Town-wide street condition and 2) staff and Council desire to put more funding toward the Town's street infrastructure, and 3) the commitment to do so on an annual basis. The FY 2015-16 recommended budget contains \$400,000 to be used towards what will be an annual street resurfacing program. The Town leadership believes that this amount of yearly funding will provide the needed road surface improvements that will strengthen and keep this key Town infrastructure from deteriorating. The Engineering Department has advised that at least \$325,000 per year is needed in order to gain maximum vendor interest due to economies of scale.

Also during the FY 2014-15 budget process, the Town established a Vehicle and Equipment Replacement Team (VERT) to begin working toward a sustainable solution for ensuring the ongoing replacement of these capital 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. Formalizing an annual replacement program is a budget team priority as the Town continues to "catch up" from the economic downturn.

New to this budget cycle, vehicles and equipment *replacement* requests were entirely reviewed, prioritized, and recommend to the budget team by VERT (*new* requests for vehicles and equipment were reviewed and recommended by the budget team). The items listed below represent the replacement vehicles and equipment that the VERT process recommended for funding. Installment financing is being recommended for many vehicles and equipment as noted by an asterisk in Table 6. In addition, the dump truck, one Public Works vehicle, one mower, and the salt spreader all qualify for Powell Bill funding.

Table 6.

FY 2015-16 Vehicles & Equipment Replacement Summary	
<u>Engineering</u>	
Vehicle Replacement*	\$27,000
<u>Information Technology</u>	
Three Network Switches	\$10,500
<u>Police</u>	
Vehicle Replacements*	\$300,000
<u>Inspections</u>	
Vehicle Replacement*	\$23,000
<u>Public Works</u>	
Dump Truck Replacement*	\$108,000
Vehicle Replacements*	\$53,748
Mower Replacements	\$25,000
Salt Spreader Replacement*	\$25,000
Backhoe Replacement*	\$95,000
Total	\$667,248

* Installment financing recommended

Promoting the Town’s Fiscal Health - Aligning Ongoing and One-time Revenues and Expenses

In FY 2014-15, the Town developed a fiscal health tool to better depict future financial costs and has spent time projecting the future financial picture of the Town. To do this, the budget team has broken down revenues and expenses into “ongoing” and “one-time” categories. From this exercise, the budget team now possesses information regarding future operating increases related to the Town’s bond program and potential future increases of all other expense line items. Preliminary results have demonstrated the need for action in future years aligning “ongoing expenses” with “ongoing revenues.”

Examples of some of the proposed initiatives from Town staff contained in the FY 2015-16 recommended budget are:

- By purchasing a Bulk Oil Fuel System to be used by the Public Works Fleet Maintenance division, the initial cost (\$4,000) will save \$1,000 per year in future years in supply costs and improve staff efficiency.
- Upgrading the part-time Parks & Recreation Program Specialist to a full-time position should increase the number of programs offered by the department (thereby increasing revenue) and the position is funded partially for three years by the John Rex Foundation Grant.
- Purchasing tablets for the Inspections Department staff will improve efficiency in reviewing plans, reduce time needed to complete and approve inspections, and respond to developer and citizens inquiries.

Support Strategic Priorities

As part of the Town’s budget process, departments were asked to submit decision packages for any item in the budget including *new* programs, *new* positions, or *new* pieces of equipment valued over \$5,000.

Decision package requests for funding are then evaluated against Town priorities and how necessary each new resource would be to executing essential programs and services to Garner residents. Major items receiving funding are reflected in Table 7. The left hand column represents the Town Council’s established priorities set at the January 2015 Strategic Planning Retreat.

Table 7.

2015 Strategic Action Item	Budget Correlation
Update comprehensive plan / transportation plan in a combined exercise	\$75,900 included for Phase I of 2-year planning process to include new comprehensive plan, transportation plan revisions, and transit overlay district. Restructuring of enforcement personnel allows more time and focus on traditional planning activities.
Use transit planning to influence growth	
Develop strategic plan for bulls eye area – White Oak to Swift Creek	
Undertake transit plan update as part of comprehensive plan update process	
Continue progress on Growth Strategies Task Force initiatives	\$44,966 for additional administrative support for the Engineering Department to provide more project management assistance.
Manage bond program & formalize Bond Project Tracking System	
Forecast growth and financial implications	This will be accomplished by use of ongoing wise fiscal practices and continued implementation of the Revenue Savings Plan and Fiscal Health Tool.
Project and fund operational costs of new facilities	Calculated and included for new police station. Costs for Indoor Recreation Center & Town Hall operation are captured in the CIP and Fiscal Health Tool. Design choices are being made for optimum efficiency and effectiveness.
Continue downtown revitalization	Garner Revitalization Association Director now fulfilled by Town employee. Downtown Development Manager to provide additional resources for cooperative economic development work.
Obtain another certified site / participate in Duke Energy Site Readiness Program	FY 14-15 work will continue in FY 15-16 to achieve designation.
Build gateway signage, install and maintain plantings	Gateway signage at US Highway 401 North will be completed. \$30,000 is allocated for additional plantings along high visibility corridors (US Highways 70 & 401).

Develop strategies to help reduce number of empty storefronts	Economic Development Director will attend International Shopping Centers Council conference in Spring 2016 to market specific properties/locations and learn innovative approaches. Additionally, \$1,000 set aside for creative retail recruitment tactics.
Neighborhoods that are healthy and strong	Refine and develop partnership with Rebuilding Together and other partners to achieve 16 home improvements in Cloverdale subdivision and other areas (\$20,000 in FY 2014-15 and \$1,400 in FY 2015-16).
Value relationships that have been cultivated/nurtured with strategic partners	\$7,139 is included to join the Metropolitan Mayors Coalition to have a more high profile statewide presence.
Work with county management on 'fire service model.'	Wake County's cost-share study was completed by consultant and accepted by Fire Commission and County Commissioners. No direct fiscal impact (formula changes) for FY 2015-16. Schedule for implementation will be developed by Wake County in FY 2016-17.
Pursue outside partnerships to our advantage	Relationships with Rebuilding Together, YMCA, and John Rex Endowment provide new opportunities for our citizens.
Build second dog park	This priority will be addressed using park enhancement dollars associated with the Town's Bond Program.
Proactive approach to potholes and street resurfacing	\$50,000 is included for the pavement maintenance program (potholes). \$400,000 allocated for an annual street resurfacing program.

Additional Budget Considerations

The FY 2015-16 Budget also includes other additional budget topics that address important considerations in the areas of outside agency funding, recreation program budgets, and the Town's share of funding provided to Garner Volunteer Fire-Rescue, Inc.

Agency Funding

The Town will continue its tradition of providing funds to various agencies with community-oriented missions. The budget includes funding at 100% of FY 2014-15 levels.

Recreation Program Budgets

This is year six 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. (GVFR)

The FY 2015-16 Town appropriations of \$2,513,471 represent 56.37% of the total shared expenditures with Wake County for fire protection services provided by Garner Volunteer Fire-Rescue, Inc. (GVFR).

This year's Town appropriations to GVFR include an increase of \$124,970 over the FY 2014-15 allocation. This additional funding has been provided to allow GVFR to add vital and needed additional resources including:

- An Assistant Fire Chief position (effective January 2016) to oversee the department's training and accreditation programs.
- \$15,300 in additional funding for vehicle maintenance.
- \$10,090 in additional funding for fuel costs.
- \$5,000 in additional resources for training and professional development.

Please see the detailed budget information from GVFR, Inc. beginning on page 148.

REVENUE DISCUSSION

The revenue projections contained in this budget 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.

State-Collected Local Revenue

As consistent with previous budget cycles, changes in leadership at the state government level have left potential changes in the structure and distribution of various state-collected local revenues uncertain. These revenues comprise as much as one-fourth of the Town's external revenue sources. Although no potential changes are anticipated to take place with the FY 2015-16 budget, the potential changes will have an impact on Town revenues in future years. Staff has prepared this budget using estimates provided by the legislative budget offices and the North Carolina League of Municipalities. Privilege License taxes have been eliminated and there is a great deal of discussion about changing the sales tax distribution formula in FY 2016-17. If and when changes are approved, staff will carefully review their future budgetary impacts.

Detailed Discussion of Revenue

Property tax revenues are projected to increase by approximately \$1,068,000 (7.2%) from the FY 2014-15 budget. Part of the increase is related to a 2.7% increase in the real property tax base from residential growth and additions such as Direct Distributors, Adeline Apartments, Burlington Coat Factory and partial completion of Cabela's at January 1 (the time of valuation). The remainder of the increase is the second phase of implementation of the tax increase tied to the approval of the 2013 bond referendums. The Town continues to progress on projects in all four areas of improvements (Parks & Recreation, Streets & Sidewalks, Downtown

Redevelopment, and Public Safety & Service Facilities). The additional 1.75 cents of tax rate will allow for completion of the projects and provide sufficient funding to pay for debt service.

Sales tax receipts are projected to increase approximately \$533,000 (9.6%) from the FY 2014-15 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 is reflective of changes the state legislature made to the sales tax structure in the 2014 session, which applied sales taxes to entertainment events and a variety of services. Sales tax receipts should grow at a more historical pace in future years beyond FY 2015-16 unless the state legislature approves changes that redistribute all sales tax collections back to counties on a different formula. If such changes were approved, they would be effective as early as the FY 2016-17 fiscal year.

With the elimination of **privilege license fee** authority effective July 1, 2015, the Town will no longer charge a privilege license fee to businesses. In lieu of a privilege license fee, a Business Registration System will be implemented to continue to collect vital information related to business activities, economic development, and public safety contacts. It is proposed that a flat \$25 per business fee be charged to all in town businesses to remain registered. This fee would produce less revenue than the privilege license system (40% or \$15,000), but allow for a centralized collection system of business information.

With the FY 2014-15 budget year, **utility franchise taxes** were eliminated and replaced with a sales tax on natural gas, electricity, and telecommunication services. However, they are still collected and distributed by the state on the same basis as the utility franchise taxes (and we still categorize them as such). These taxes are actually distributed back to the cities in which they are generated. The Town recognized a gain with the conversion, and is anticipating “utility franchise taxes” to increase 35.6% (\$421,900) from the FY 2014-15 budget. This category of taxes is subject to weather and could change depending on any significant variations of forecasts. **Video programming fees**, which include distributions of taxes on cable services, are projected to increase 3.2%.

Powell Bill fund distribution is projected to essentially remain flat this budget cycle. 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. Lower fuel prices for much of the FY 2014-15 cycle and the new calculation of the gas tax enacted by the state are keeping this revenue source flat in the FY 2015-16 budget; however, the gas tax changes should result in more stability and predictable growth in future years. Additional money from the Powell Bill reserve funds will be appropriated in this proposed budget to continue to replace much-needed equipment (including a dump truck, salt spreader, and mowing equipment).

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. As the Town enters the final year(s) of those grant programs, funding sources are reduced. The Town continues to receive funding for the Build America Bonds, government access TV channel, and various police programs and equipment.

The Town continues to see gains in development services through projected increases **building permits and other development-related fees**, which are projected to increase approximately \$98,000 (7.6%). The pace and value of building permits continues to grow with new retail, office, single-family residential, and multi-family residential developments. 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.

Car tag fees are projected to increase approximately \$9,000 (3%). We continue to see improvement in the collection of tax and tag fees through the North Carolina Department of Motor Vehicles “Tax and Tag Together” program. Some of the improved collections are offset on the expenditure side by increased collection costs, which are higher through NC DMV than the Wake County Revenue Department.

No changes are projected to be made to the **parks and recreation rental structure and parks and recreation activity fees**. A technical change in the accounting now nets performance series revenue for certain shows out of the gross revenue picture for this program area, which looks like a decrease in revenue. In prior years, when a contract was based on ticket sales or revenue, the expense was categorized on the expenditure side of the budget. Staff will continue to seek **sponsorships** for various events to offset the costs of these free programs.

Other funding sources that are not considered revenue are being proposed for this budget, including:

- Proceeds from the issuance of installment debt in the amount of \$632,000 to purchase replacement vehicles and equipment to ensure continued efficient operations;
- As mentioned earlier (bottom of page 33), use of unassigned fund balance totaling \$271,044 to fund one-time or capital expenditures recommended in the budget.
- And as also mentioned earlier (top of page 34), transfers from various reserve funds and appropriations of Powell Bill reserves totaling \$288,780 to fund the needs of Public Works, GVFR, Inc., and the Police Department.

CONCLUSION

It is a very exciting and dynamic time in the Town of Garner. As a follow-up to the community’s 2013 designation as an All-America City, more great things continue to happen. The Garner Public Works Department recently became the first nationally-accredited Public Works agency in the State of North Carolina. During April 2015, the first Cabela’s retail store in North Carolina opened in the Town’s White Oak shopping area.

The Town’s bond projects are moving forward at a steady pace. The new police station is under construction and expected to open in the fall of 2015. The Town has approved architectural concept plans for the new Town Hall and Indoor Recreation Center. A number of smaller bond projects are now complete and being enjoyed by our citizens. The enthusiasm and excitement generated from our new capital facilities is energizing for all Town officials. We are getting the

chance to be part of projects that are once in a lifetime opportunities to shape our Town for decades to come.

Growth continues to increase all around the Town. Multiple new retail facilities are under construction in the White Oak shopping area, including numerous national chain restaurants. New apartment units are under construction with even more following soon as they finish up their final development process approvals. Single-family residential growth is picking up the pace significantly after a slow period during the national economic downturn. Many units are underway and hundreds more are in the developmental approval pipeline.

The Town of Garner has emerged from the nationwide economic downturn. There is plenty of evidence to support this assertion. The figures shared in this proposed budget document are an indication of the improved economic conditions. Economy-based revenue growth is evident in multiple categories and that has allowed staff to propose a number of expenditure opportunities that will help “catch up” many of the Town’s operational areas and vehicle and equipment needs from the postponements and constraints over the past four to five years.

The proposed FY 2015-16 budget includes funding for a number of important initiatives and investments that allow us to provide better services to our citizens and improve the quality of life in Garner. Here are a few highlights:

- Opening of the Town’s new police station at 912 Seventh Avenue and provision of funds for first-year operational needs;
- Meeting the obligations of the Town to begin to repay capital project bonds authorized in March 2013;
- Initiation of an updated comprehensive plan, transportation plan, and creation of a transit overlay district to help the community prepare for the growth coming to our region;
- Adding some additional staff (2.5 Full Time Equivalent) to provide more and better direct service to citizens from the Engineering, Public Works, and Parks, Recreation & Cultural Resources Departments as a reaction to growth needs;
- Improved information technology infrastructure and services to keep all of our Town departments operating at maximum efficiency and effectiveness;
- Initiation of an annual street resurfacing program (instead of every two years) to remedy the declining conditions of our Town streets;
- Economic development initiatives for achieving certified site status for the Lonnie Poole Development Site located in the Greenfield Business Park, providing neighborhood housing support via partnership, and marketing initiatives suggested by the Growth Strategies Task Force; and
- Full funding for career progression/ladder programs for Police and Inspections departments to assist with employee retention and career development.

As always, staff will work diligently through the year to closely monitor revenues and expenses. Town staff has worked very hard to put together a proposed budget plan for FY 2015-16 that meets service demands and anticipates the needs of growth that will be experienced here in Garner. As mentioned earlier, Town officials are always concerned about factors outside of our control regarding revenue sources that are negatively impacted by possible future legislative action.

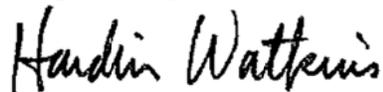
I would like to formally acknowledge and express my appreciation to our outstanding budget team that worked very hard to complete this year's proposed budget: Assistant Town Manager – Operations Rodney Dickerson, Assistant Town Manager – Development Services John Hodges, Finance Director Emily Lucas, and Budget & Special Projects Manager Michael Gammon. The team received valuable support and assistance from Purchasing & Accounting Manager Marcey Hubbell and Interim Human Resources Director Kimberly Storey. Former Budget & Special Projects Manager Jamie Ludovic is also acknowledged for getting the process started for us this year and laying the groundwork for our work before her return to Wisconsin. The Town's department heads are also deserving of praise for their cooperativeness, understanding, willingness to compromise, and focus on efficiency and effectiveness. They make great things happen in Garner on a daily basis and deserve our gratitude.

The Town of Garner has an outstanding group of elected officials. I appreciate your leadership, guidance, insistence on quality services, and willingness to take bold action to make Garner a leading community in the Triangle region. Your focus on wise planning and fiscal decision-making enables our success. Thank you!

The Town's entire leadership team is extremely proud of all the outstanding achievements and accomplishments. The future is even brighter. We will continue to work together as a team to implement the vision and carry out the Strategic Action Plan.

Garner is an excellent and exciting place to be!

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. (2015) 3775

AN ORDINANCE TO APPROPRIATED FUNDS AND TO RAISE REVENUES FOR THE FISCAL YEAR BEGINNING JULY 1, 2015 AND ENDING JUNE 30, 2016

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, 2015 and ending June 30, 2016.

Section I. GENERAL FUND

A. ANTICIPATED REVENUES

AD VALOREM TAXES

Ad Valorem Taxes-Current Year	\$	15,951,700
Ad Valorem Taxes-Prior Year		148,700
Ad Valorem Tax Rental Vehicles		19,500
Payment in Lieu of Taxes		800
Tax Penalty and Interest		65,300

OTHER TAXES

ABC Net Revenue		97,000
Local Government Sales Tax 1%		2,571,300
Local Government Sale Tax 1/2%		2,952,500
Solid Waste Disposal Tax		16,800
Heavy Equipment Rental Tax		81,900

INTERGOVERNMENTAL REVENUES

Beer and Wine Tax		119,200
Utility Franchise Tax		1,602,000
Video Programming Fees		248,600
Cablevision PEG Reimbursement		63,166
Powell Bill Distribution		703,500
USDOJ-BVP Program		8,400
GHSP Equipment Grant		23,285
GHSP DWI Officer Grant		52,700
GHSP Motorcycle Grant		38,250
Build America Bond Interest Reimbursement		77,600
School Resource Officer		68,298

PERMITS AND FEES

Water Cap Replacement Fee - Non Debt	49,100
Sewer Capacity Replacement Fee	294,400
Sewer Cap Replacement Fee - Non Debt	147,200
Car Tags	321,000
Dog Tags	1,100
Subdivision Fees	3,900
Board of Adjustment Fees	500
Site Plan / Permit Fees	5,900
Rezoning Fees	3,800
Sign Permit Fees	8,900
Annexation and Street Closing	500
Special Event Permit	1,300
Building Permit Fees	474,000
Re-inspection Fees	24,200
Inspection Fees - After Hours	2,310
Fire Inspection Fee	45,000
Rental Prop Owner Register Fee	6,000
Police Outside Employment	195,000
Business Registration Fee	22,460
False Alarm Charges	12,200

SALES AND SERVICES

Recreation Fees	191,716
Auditorium Concessions	3,250
Parks & Rec Facility Rental	223,000
Special Refuse Collection Fees	2,000
Refuse Cart Fees	9,300
NCDOT Mowing Agreement	21,700
Wake County - Collection Fees	1,500
GVFR - Gasoline Sales	3,700
City of Raleigh - Collection Fees	4,800
City of Raleigh - Street Repairs	20,000

INVESTMENT REVENUES

Interest Earned	11,100
Interest Earned - Powell Bill	1,600

OTHER REVENUES

Co Landfill Reimbursement	79,800
Grounds Fee - School Commons	9,000
Miscellaneous Revenue	15,041
Sewer Assessments	3,700
Interest on Assessments	2,500
NCLM Vest Grant	2,500
Code Enforcement Fines	13,000
Miscellaneous Land Use Charges	4,800
Officer Fees	14,000
Parking Violations	6,000
Parks & Recreation Event Sponsorships	10,000
Economic Development Contributions	5,000
John Rex Foundation Grant	15,000
Scrap Metal Sales	2,500
Sale of Fixed Assets	25,000

OTHER FUNDING SOURCES

Appropriated Fund Balance – Regional Retention Reserve	45,000
Appropriated Fund Balance – Law Enforcement	15,300
Appropriated Fund Balance – Reserve for Public Safety	124,970
Proceeds from Debt Issuance	632,000
Appropriated Fund Balance - Powell Bill	148,510
Appropriated Fund Balance	271,044

\$ 28,467,600

B. ANTICIPATED EXPENDITURES

GENERAL GOVERNMENT		\$ 2,883,488
Governing Body	\$ 324,909	
Administration	942,806	
Human Resources	289,062	
Finance	718,541	
Information Technology	608,170	

COMMUNITY SERVICE		3,035,320
Economic Development	374,348	
Planning	789,442	
Building Inspections	907,775	
Engineering	963,755	
PUBLIC SAFETY		9,815,321
Police	7,301,850	
Fire	2,513,471	
PUBLIC WORKS		6,758,964
Administration	443,868	
Street Maintenance	2,172,306	
Parks Maintenance	1,094,026	
Solid Waste	1,879,965	
Facility Maintenance	847,368	
Fleet Management	321,431	
PARKS AND RECREATION		1,776,466
Administration	338,614	
Cultural Arts & Events	402,755	
Adult & Senior Programs	236,784	
Youth Programs & Athletics	386,577	
Outdoor Adventure	246,477	
Program Partners	165,259	
DEBT SERVICE		2,795,422
TRANSFERS		165,705
SPECIAL APPROPRIATIONS		<u>1,236,914</u>
TOTAL		<u>\$ 28,467,600</u>

Section II. LEVY OF TAXES

There is hereby levied, for Fiscal 2015-2016 Ad Valorem Tax Rate of \$0.5175 per one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2015, for the purpose of raising funds for the General services under Current Year's Tax, as set forth in the forgoing estimates of revenues in order to finance the foregoing applicable appropriations. This rate of tax is based on an estimated assessed valuation of \$3,165,400,000 and an estimated rate of collection of 97.38 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 2015-2016. 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 16th day of June, 2015.



MAYOR

ATTEST: 

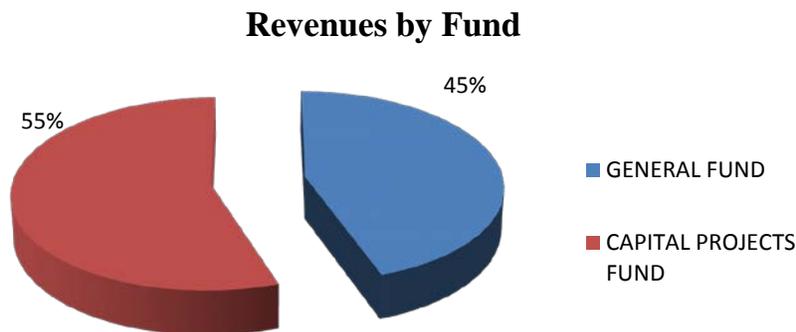
TOWN CLERK

TOWN OF GARNER
BUDGET OVERVIEW - ALL FUNDS

REVENUES & SOURCES	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Estimated FY 2014-15	Budget FY 2015-16
Ad Valorem Taxes	\$ 14,809,924	\$ 14,823,841	\$ 15,486,348	\$ 15,490,395	\$ 16,186,000
Other Taxes & Licenses	4,557,221	4,729,374	5,115,098	5,526,949	5,725,160
Intergovernmental	2,918,028	3,340,435	4,391,405	4,708,101	3,021,799
Permits and Fees	1,079,702	1,188,185	3,851,543	1,816,363	1,596,310
Sales and Services	501,335	551,939	514,268	490,652	490,966
Investment Earnings	17,851	11,189	8,092	15,047	12,700
Other Revenues	2,730,840	298,156	335,835	460,594	172,841
Total Revenue	26,614,901	24,943,119	29,702,589	28,508,101	27,205,776
Transfers from Other Funds	541,284	429,676	6,477,132	250,360	169,970
Sale of Capital Assets	35,202	1,045	31,500	39,262	25,000
Proceeds from Debt Issuance	-	-	4,996,762	5,389,132	35,921,491
Fund Balance Appropriated	-	-	-	-	434,854
Total Resources	\$ 27,191,388	\$ 25,373,840	\$ 41,207,983	\$ 34,186,855	\$ 63,757,091
EXPENDITURES & USES	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Estimated FY 2014-15	Budget FY 2015-16
General Fund					
General Government	\$ 5,989,612	6,391,794	6,330,924	\$ 5,690,607	\$ 7,137,376
Public Safety	9,554,279	9,797,725	10,646,438	10,339,614	11,002,466
Transportation	2,289,221	2,205,869	2,128,167	2,350,138	2,616,174
Environmental Protection	1,742,909	1,726,953	1,736,723	1,768,301	1,879,965
Cultural and Recreational	2,471,480	2,540,428	2,540,999	2,620,695	2,870,492
Capital Projects	5,244,596	1,763,592	4,996,717	7,183,884	35,289,491
Debt Service	1,271,794	1,504,453	5,195,203	2,270,815	2,795,422
Total Expenditure	28,563,891	25,930,814	33,575,171	32,224,054	63,591,386
Transfers to Other Funds	541,284	429,676	6,477,132	250,360	165,705
Total Expenditures and Other	29,105,178	26,360,488	40,052,303	32,474,414	63,757,091

TOWN OF GARNER
SUMMARY OF REVENUES - ALL FUNDS

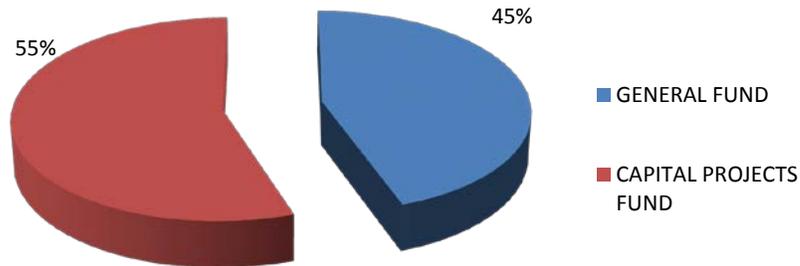
REVENUES AND SOURCES	TOTAL	GENERAL FUND	CAPITAL PROJECTS FUND
<i>Ad Valorem Taxes</i>			
-- Current Year	\$ 15,973,800	\$ 15,973,800	\$ -
-- Prior Years	148,700	148,700	-
-- Penalties and Interest	63,500	63,500	-
Subtotal: Property Taxes	16,186,000	16,186,000	-
<i>Other Taxes</i>			
-- ABC Mixed Beverage	97,000	97,000	-
-- Local Option Sales Tax	5,523,800	5,523,800	-
-- Business Registration Fee	22,460	22,460	-
-- Heavy Equipment Rental Tax	81,900	81,900	-
Subtotal: Other Taxes	5,725,160	5,725,160	-
Assessments to Property	6,200	6,200	-
Intergovernmental Revenues	3,021,799	3,021,799	-
Permits and Fees	1,596,310	1,596,310	-
Sales and Services	490,966	490,966	-
Investment Revenues	12,700	12,700	-
Other Revenue	166,641	166,641	-
Total Revenues	27,205,776	27,205,776	-
Transfers from Other Funds	169,970	169,970	-
Sale of Assets	25,000	25,000	-
Proceeds of Debt Issuance	35,921,491	632,000	35,289,491
Fund Balance Appropriated	434,854	434,854	-
TOTAL NET RESOURCES	\$ 63,757,091	\$ 28,467,600	\$ 35,289,491



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

EXPENDITURES AND USES	TOTAL	GENERAL FUND	CAPITAL PROJECTS FUNDS
General Government	\$ 7,137,376	\$ 7,137,376	\$ -
Public Safety	11,002,466	11,002,466	-
Transportation	2,616,174	2,616,174	-
Environmental Protection	1,879,965	1,879,965	-
Cultural and Recreational	2,870,492	2,870,492	-
Debt Service	2,795,422	2,795,422	-
Capital Projects	35,289,491	-	35,289,491
Transfers to Other Funds	165,705	165,705	-
TOTAL NET EXPENDITURES	\$ 63,757,091	\$ 28,467,600	\$ 35,289,491

Expenditures by Fund



TOWN OF GARNER
SUMMARY OF CHANGES IN FUND BALANCES

GENERAL FUND	BUDGET YEAR ENDING <u>JUNE 30, 2014</u>	BUDGET YEAR ENDING <u>JUNE 30, 2015</u>
Total Fund Balance Available Beginning of Year	\$ 23,764,906	\$ 21,219,874
Revenues & Other Financing Sources	32,510,554	27,814,129
Expenditures	28,578,454	25,190,530
Transfers In	-	-
Transfers Out	<u>6,477,132</u>	<u>150,360</u>
Total Fund Balance Available End of Year	\$ 21,219,874	\$ 23,693,113
<hr/>		
Composition of Fund Balance:		
Nonspendable Fund Balance:		
Inventories	\$ 33,968	\$ 37,677
Prepays	<u>93,966</u>	<u>42,771</u>
Subtotal: Nonspendable Fund Balance	127,934	80,448
Restricted Fund Balance:		
State statute	2,208,139	2,500,000
Law enforcement	34,932	95,480
Powell Bill	<u>615,932</u>	<u>662,812</u>
Subtotal: Restricted Fund Balance	2,859,003	3,258,292
Committed Fund Balance:		
Stormwater infrastructure	387,823	383,548
Public safety	-	162,921
Future insurance obligations	-	25,600
Water/sewer capacity debt	1,624,316	1,553,869
Parks and recreation projects	<u>704,778</u>	<u>665,096</u>
Subtotal: Committed Fund Balance	2,716,917	2,791,034
Assigned Fund Balance:		
Next year's budget	680,705	604,824
Encumbrances	<u>232,940</u>	<u>374,041</u>
Subtotal: Assigned Fund Balance	913,645	978,865
Undesignated Fund Balance	<u>14,602,375</u>	<u>16,584,474</u>
Total Estimated Fund Balance at June 30, 2013	<u>\$ 21,219,874</u>	<u>\$ 23,693,113</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 2014-15, the Town issued \$14,670,000 in general obligation bonds, with annual installments through 2036. The interest rate varies from 2.00% to 5.00%. The issue was comprised of the following:

- | | |
|-----------------------------------------------------------|--------------------------------------------|
| - \$7,500,000 in public safety and service facility bonds | - \$436,000 in redevelopment bonds |
| - \$5,459,000 in parks and recreation bonds | - \$1,275,000 in street and sidewalk bonds |

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, 2015 are comprised of the following issues (in addition to the above-mentioned issue):

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

Other long-term debt includes:

- \$712,295 installment loan for vehicles with annual installments through August 2016. Interest rate of 1.15%
- \$3,620,759 refunding agreement with semi-annual installments through September 2021. Interest rate of 1.94%.
- \$534,200 installment loan for vehicles with annual installments through January 2018. Interest rate of 1.034%
- \$3,400,000 installment loan for various projects with semi-annual installments through September 2026. Interest rate of 3.79%.

**TOWN OF GARNER
DEBT SERVICE SUMMARY**

Below is the summary of debt service payments due for FY 2015-2016

Purpose	Original Debt	Principal Due	Interest Due	Total Payment
<u>GENERAL PURPOSE DEBT</u>				
Refunding ¹	\$ 3,620,759	\$ 508,056	\$ 53,910	\$ 561,965
Public Improvements 2010 ²	6,050,000	175,000	241,248	416,248
Capital Projects/Capacity 2011 ³	3,400,000	226,667	98,783	325,450
Vehicles ⁴	712,295	177,039	4,118	181,157
General Obligation 2014 ⁵	9,805,000	250,000	320,775	570,775
General Obligation 2015 ⁶	14,670,000	-	440,622	440,622
Vehicles/Equipment ⁷	534,200	131,521	3,872	135,393
Vehicles/Equipment(new, estimate	630,000	158,000	5,813	163,813
TOTAL GENERAL PURPOSE DEBT				<u>2,795,422</u>
TOTAL DEBT SERVICE				<u>\$ 2,795,422</u>

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.
6. 2015 Projects included park improvements, streets and sidewalks, a town hall facility, and stormwater improvements in the downtown area.
7. Installment financing include three administration vehicles, and five trucks, a tractor, and a street sweeper for Public Works.

Bonds Authorized and Unissued

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

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	
2015-16	\$ 425,000	\$ 1,002,645	\$ 1,043,282	\$ 160,961	\$ 1,468,282	\$ 1,163,606	\$ 2,631,888
2016-17	990,000	1,106,972	1,037,482	139,146	2,027,482	1,246,118	3,273,600
2017-18	1,000,000	1,062,973	850,385	117,472	1,850,385	1,180,445	3,030,830
2018-19	1,005,000	1,032,410	706,542	98,038	1,711,542	1,130,448	2,841,990
2019-20	1,015,000	995,110	696,780	80,185	1,711,780	1,075,295	2,787,075
2020-21	1,025,000	954,097	686,183	62,525	1,711,183	1,016,622	2,727,805
2021-22	1,485,000	912,136	226,667	47,249	1,711,667	959,385	2,671,052
2022-23	1,485,000	852,863	226,667	38,658	1,711,667	891,521	2,603,188
2023-24	1,485,000	790,551	226,667	30,067	1,711,667	820,618	2,532,285
2024-25	1,485,000	728,237	226,667	21,477	1,711,667	749,714	2,461,381
2025-26	1,485,000	665,862	226,667	12,886	1,711,667	678,748	2,390,415
2026-27	1,485,000	602,162	226,667	4,295	1,711,667	606,457	2,318,124
2027-28	1,710,000	541,238	-	-	1,710,000	541,238	2,251,238
2028-29	1,710,000	475,913	-	-	1,710,000	475,913	2,185,913
2029-30	1,710,000	412,513	-	-	1,710,000	412,513	2,122,513
2030-31	1,710,000	346,662	-	-	1,710,000	346,662	2,056,662
2031-32	1,710,000	277,987	-	-	1,710,000	277,987	1,987,987
2032-33	1,710,000	216,687	-	-	1,710,000	216,687	1,926,687
2033-34	1,710,000	155,388	-	-	1,710,000	155,388	1,865,388
2034-35	1,710,000	79,088	-	-	1,710,000	79,088	1,789,088
2035-36	1,710,000	26,719	-	-	1,710,000	26,719	1,736,719
Total	\$ 29,760,000	\$ 13,238,213	\$ 6,380,656	\$ 812,959	\$ 36,140,656	\$ 14,051,172	\$ 30,941,605

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 FISCAL YEAR 2015-2016

Major Staffing Changes

Regular positions allocated in prior year:	160.50
Positions Eliminated:	(0.00)
Positions Added Mid-Year (Council Approved)	1.00
Positions Added in FY 2015-16 Budget:	2.50
Total regular positions:	164.00

The total number of positions recommended for FY 2015-16 is 164.00, compared to 160.50 in FY 2014-15. This represents one new position for Engineering, one new position in the Public Works Department, and .5 a new position (taking a current part-time position to full-time) for Parks, Recreation, and Cultural Resources. It should be noted that as part of the Town Manager's Office Reorganization that took place during FY 2014-15, one additional new position (Downtown Development Manager) was approved mid-year by Town Council.

Positions Added in Fiscal Year 2015-2016

Senior Administrative Support Specialist- Engineering

The Senior Administrative Assistant will support the Town Engineer, Assistant Town Engineer and Engineering Department staff with all administrative functions including clerical support, reception duties, preparing and responding to communications and tracking construction projects. A secondary purpose of the position would be to support Inspections and Economic Development on an as-needed and as-available basis. Engineering currently has a part-time administrative position that is shared with Inspections. Due to workload and skill set, this shared resource is utilized more in the Inspections Department. The addition of the full-time Senior Administrative Assistant position in Engineering will result in the aforementioned current shared position being dedicated full-time to the Inspections Department.

Equipment Operator I - Public Works

As workload continues to expand as bond projects enhancement projects are completed, the demand for maintenance in new locations continues to grow. This Equipment Operator position will provide increased maintenance resources in the near future that are critical to begin addressing backlogs in infrastructure maintenance due to unanswered surges in street mileage, sidewalk construction, retention ponds, and aging of development which occurred over the past 50 years.

Recreation Program Specialist – Parks, Recreation, and Cultural Resources Department

The current part-time Recreation Program Specialist position will be upgraded to full-time. The Recreation Program Specialist position has been a vital position for the Athletic, Youth, and Teen programming team. By funding this position full-time, Parks staff will have the vital resources required to be more proactive in administering new programs and more focused on fostering the important relationships with program participants. By offering a full-time position, the Department would also be able to attract a more qualified and experienced candidate helping to prevent turnover that can directly impact the performance of Town programming. The John Rex Endowment Grant will offset part of the costs for the first two years (\$10,000 per year) with the inclusion of their healthy choices programming.

Annual Position Review Summary in 2015

As part of the annual review, a pay and classification consultant reviews a third of the Town's positions. The 2015 review consisted of the Administration Department, Finance Department, Human Resources Department, Inspections Department and administrative support positions in the Planning Department, Parks, Recreation and Cultural Resources Department, Police Department, and Public Works Department.

Pay Grade Changes:

Assistant Town Manager – Operations from Grade 37 to Grade 38
Assistant Town Manager - Development Services from Grade 37 to Grade 38
Budget and Special Projects Manager from Grade 27 to Grade 28
Communications Manager from Grade 27 to Grade 28
Town Clerk from Grade 27 to Grade 28
Deputy Town Clerk from Grade 19 to Grade 20
Finance Director from Grade 34 to Grade 35
Purchasing and Accounting Officer from Grade 25 to Grade 26
Payroll Specialist from Grade 17 to Grade 19
Finance Specialist from Grade 16 to Grade 17
Human Resources Director from Grade 32 to Grade 34 (approved by Town Council on March 3, 2015)
Human Resources Analyst from Grade 22 to Grade 23
Recreation Administrative Specialist from Grade 18 to Grade 19
Senior Administrative Support Specialist from Grade 19 to Grade 20 (approved by Town Council on March 3, 2015)
Administrative Support Specialist from Grade 16 to Grade 17

Reclassifications:

Chief Building Inspector, Grade 25 to Chief Codes Enforcement Officer, Grade 26
Senior Inspector – Minimum Housing, Grade 24 to Chief Code Compliance Officer, Grade 25 (Reorganization)
Part-Time Urban Design Specialist, Grade 21 to Part-Time Code Compliance Officer, Grade 21 (Reorganization)
Senior Fire Inspector, Grade 24 to Chief Fire Inspector, Grade 25
Permit Specialist, Grade 16 to Senior Development and Permitting Specialist, Grade 19
Permit Specialist, Grade 16 to Development and Permitting Specialist, Grade 17
Code Enforcement Officer III, Grade 25 (New due to proposed career ladder)
Code Enforcement Officer II, Grade 23 (New due to proposed career ladder)
Code Enforcement Officer I, Grade 22 (New due to proposed career ladder)

**TOWN OF GARNER
ADOPTED POSITIONS FY 2015-16**

DEPARTMENT/DIVISION	FY 2012-13 Full-time Equivalent	FY 2013-14 Full-time Equivalent	FY 2014-15 Full-time Equivalent	FY 2015-16 Full-time Equivalent
EXECUTIVE				
Town Manager	3.0	3.0	4.0	5.0
Town Clerk	2.0	2.0	2.0	2.0
EXECUTIVE TOTAL	5.0	5.0	6.0	7.0
HUMAN RESOURCES				
Human Resources	2.0	2.0	2.0	2.0
HUMAN RESOURCES TOTAL	2.0	2.0	2.0	2.0
FINANCE				
Finance Administration	5.0	5.0	5.0	5.0
Purchasing	1.0	1.0	1.0	1.0
FINANCE TOTAL	6.0	6.0	6.0	6.0
ECONOMIC DEVELOPMENT				
Economic Development	3.0	3.0	3.0	3.0
ECONOMIC DEVELOPMENT TOTAL	3.0	3.0	3.0	3.0
PLANNING				
Planning Administration	2.0	2.0	3.0	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
PLANNING TOTAL	5.0	5.0	6.0	6.0
BUILDING INSPECTIONS				
Building Inspections	7.5	7.5	7.5	8.0
BUILDING INSPECTIONS TOTAL	7.5	7.5	7.5	8.0
ENGINEERING				
Engineering	4.5	5.5	5.5	6.0
ENGINEERING TOTAL	4.5	5.5	5.5	6.0
INFORMATION TECHNOLOGIES				
Information Technology	3.0	3.0	3.0	3.0
INFORMATION TECHNOLOGY TOTAL	3.0	3.0	3.0	3.0
POLICE				
Police Administration	9.0	9.0	3.5	3.5
Police Operations	61.0	61.0	67.0	67.0
POLICE TOTAL	70.0	70.0	70.5	70.5
PUBLIC WORKS				
Public Works Administration	5.0	5.0	5.0	5.0
Streets/Powell Bill	12.0	13.0	13.0	14.0
Public Grounds Management	13.0	13.0	13.0	13.0
Building Maintenance	4.0	3.0	4.0	4.0
Fleet Maintenance	4.0	4.0	4.0	4.0
PUBLIC WORKS TOTAL	38.0	38.0	39.0	40.0

(Continued on next page.)

**TOWN OF GARNER
ADOPTED POSITIONS FY 2015-16**

DEPARTMENT/DIVISION	FY 2012-13 Full-time Equivalent	FY 2013-14 Full-time Equivalent	FY 2014-15 Full-time Equivalent	FY 2015-16 Full-time Equivalent
PARKS, RECREATION, & CULTURAL RESOURCES				
Parks, Recreation, & Cultural Resources Administration	2.0	2.0	3.0	3.0
Adult & Senior	-	-	2.0	2.0
Outdoor Adventure	1.0	1.0	2.0	2.0
Marketing and Special Events	2.0	2.0	-	-
Arts & Cultural Resources	2.0	2.0	3.0	3.0
Youth & Athletic	5.0	5.0	2.0	2.5
PARKS, RECREATION, & CULTURAL RESOURCES TOTAL	12.0	12.0	12.0	12.5
TOTAL - GENERAL FUND EMPLOYEES	156.0	157.0	160.5	164.0
FTE per 1,000 Population	6.00	6.01	6.11	6.06

**Town of Garner
PAY PLAN
Effective: 7/1/15**

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

**Town of Garner
PAY PLAN
Effective: 7/1/15**

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
14	13.72	21.28	28,538 - 44,262	13.72 - 15.44 28,538 - 32,115	15.45 - 19.28 32,136 - 40,102	19.29 - 21.28 40,123 - 44,262
15	14.39	22.36	29,931 - 46,509	14.39 - 16.17 29,931 - 33,634	16.18 - 20.24 33,654 - 42,099	20.25 - 22.36 42,120 - 46,509
16	15.13	23.46	31,470 - 48,797	15.13 - 17.00 31,470 - 35,360	17.01 - 21.25 35,381 - 44,200	21.26 - 23.46 44,221 - 48,797
17	15.88	24.63	33,030 - 51,230	15.88 - 17.86 33,030 - 37,148	17.87 - 22.31 37,170 - 46,405	22.32 - 24.63 46,426 - 51,230
18	16.66	25.85	34,653 - 53,768	16.66 - 18.74 34,653 - 38,979	18.75 - 23.44 39,000 - 48,755	23.45 - 25.85 48,776 - 53,768
19	17.51	27.17	36,421 - 56,514	17.51 - 19.69 36,421 - 40,955	19.70 - 24.60 40,976 - 51,168	24.61 - 27.17 51,189 - 56,514
19** (Police)	17.51	27.17	38,925 - 60,399 **based on 2,223 hrs/yr	17.51 - 19.69 38,925 - 43,771	19.70 - 24.60 73,793 - 54,686	24.61 - 27.17 54,708 - 60,399
20	18.38	28.52	38,230 - 59,322	18.38 - 20.67 38,230 - 42,994	20.68 - 25.82 43,014 - 53,706	25.83 - 28.52 53,726 - 59,322
20** (Police)	18.38	28.52	40,859 - 63,400 **based on 2,223 hrs/yr	18.38 - 20.67 40,859 - 45,949	20.68 - 25.82 45,972 - 57,396	25.83 - 28.52 57,420 - 63,400
21	19.30	29.94	40,144 - 62,275	19.30 - 21.71 40,144 - 45,157	21.72 - 27.12 45,178 - 56,410	27.13 - 29.94 56,430 - 62,275
21** (Police)	19.30	29.94	42,904 - 66,557 **based on 2,223 hrs/yr	19.30 - 21.71 42,904 - 48,261	21.72 - 27.12 48,284 - 60,288	27.13 - 29.94 60,310 - 66,557
22	20.26	31.44	42,141 - 65,395	20.26 - 22.80 42,141 - 47,242	22.81 - 28.47 47,445 - 59,218	28.48 - 31.44 59,238 - 65,395

**Town of Garner
PAY PLAN
Effective: 7/1/15**

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
23	21.28	33.01	44,262 - 68,661	21.28 - 23.93 44,262 - 49,774	23.94 - 29.89 49,795 - 62,171	29.90 - 33.01 62,192 - 68,661
24	22.36	34.68	46,509 - 72,134	22.36 - 25.12 46,509 - 52,250	25.13 - 31.40 52,270 - 65,312	31.41 - 34.68 65,333 - 72,134
24** (Police)	22.36	34.68	49,706 - 77,094 **based on 2,223 hrs/yr	22.36 - 25.12 49,706 - 55,842	25.13 - 31.40 55,864 - 69,802	31.41 - 34.68 69,824 - 77,094
25	23.46	36.40	48,797 - 75,712	23.46 - 26.38 48,797 - 54,870	26.39 - 32.96 54,891 - 68,557	32.97 - 36.40 68,578 - 75,712
26	24.63	38.20	51,230 - 76,456	24.63 - 27.71 51,230 - 57,367	27.72 - 34.59 57,658 - 71,947	34.60 - 38.20 71,968 - 79,456
27	25.85	40.12	53,768 - 83,450	25.85 - 29.09 53,768 - 60,507	29.10 - 36.34 60,528 - 75,587	36.35 - 40.12 75,608 - 83,450
28	27.17	42.13	56,514 - 87,630	27.17 - 30.57 56,514 - 63,586	30.58 - 38.15 63,606 - 79,352	38.16 - 42.13 79,373 - 87,630
29	28.52	44.25	59,322 - 92,040	28.52 - 32.08 59,322 - 66,726	32.09 - 40.07 66,747 - 83,346	40.08 - 44.25 83,366 - 92,040
30	29.94	46.44	62,275 - 96,595	29.94 - 33.68 62,275 - 70,054	33.69 - 42.07 70,075 - 87,506	42.08 - 46.44 87,526 - 96,595
31	31.44	48.79	65,395 - 101,483	31.44 - 35.38 65,395 - 73,590	35.39 - 44.18 73,611 - 91,894	44.19 - 48.79 91,915 - 101,483
32	33.01	51.21	68,661 - 106,517	33.01 - 37.12 68,661 - 77,210	37.13 - 46.38 77,230 - 96,470	46.39 - 51.21 96,491 - 106,517

Town of Garner
PAY PLAN
Effective: 7/1/15

SALARY GRADE	Minimum Rate	Maximum Rate	Full Range Minimum - Maximum	Developmental Segment Hourly/Annually	Market Segment Hourly/Annually	Proficiency Segment Hourly/Annually
33	34.68	53.77	72,134 - 111,842	34.68 - 39.00 72,134 - 81,120	39.01 - 48.69 81,141 - 101,275	48.70 - 53.77 101,296 - 111,842
34	36.38	56.75	75,670 - 118,040	36.38 - 40.94 75,670 - 85,155	40.95 - 51.13 85,176 - 106,350	51.14 - 56.75 106,371 - 118,040
35	38.20	59.58	79,456 - 123,926	38.20 - 42.98 79,456 - 89,398	42.99 - 53.69 89,419 - 111,675	53.70 - 59.58 111,696 - 123,926
36	40.10	62.57	83,408 - 130,146	40.10 - 45.11 83,408 - 93,829	45.12 - 56.40 93,850 - 117,312	56.41 - 62.57 117,333 - 130,146
37	42.11	65.70	87,589 - 136,656	42.11 - 47.37 87,589 - 98,530	47.38 - 59.20 98,550 - 123,136	59.21 - 65.70 123,157 - 136,656
38	44.22	68.99	91,977 - 143,499	44.22 - 49.74 91,977 - 103459	49.75 - 62.16 103,480 - 129,292	62.17 - 68.99 129,313 - 143,499

Town of Garner
POSITION CLASSIFICATION PLAN
 Effective: 7/1/15

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

Town of Garner
POSITION CLASSIFICATION PLAN
 Effective: 7/1/15

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

Town of Garner
POSITION CLASSIFICATION PLAN
Effective: 7/1/15

<u>SALARY GRADE</u>	<u>MIN HIRE RATE</u>	<u>MAX RATE</u>	<u>MINIMUM - MAXIMUM</u>	<u>CLASSIFICATION TITLE</u>	<u>FLSA STATUS</u>
23	21.28	33.01	44,262 - 68,661	Parks and Grounds Supervisor Code Enforcement Officer II Construction Inspector Engineering Technician Human Resources Analyst Streets Supervisor	N N N N N N
24	22.36	34.68	46,509 - 72,134		
24** (Police)	22.36	34.68	49,706 - 77,094 **based on 2,223 hrs/yr	Police Sergeant**	N
25	23.46	36.40	48,797 - 75,712	Chief Code Compliance Officer Chief Fire Inspector Code Enforcement Officer III Cultural Arts and Events Manager Downtown Development Manager Neighborhood Improvement Manager Outdoor Education and Parks Manager Planner II Recreation Center and Programs Manager	N N N E E N E N E
26	24.63	38.20	51,230 - 76,456	Chief Codes Enforcement Officer Public Works Services Supervisor Purchasing and Accounting Officer	N N E
27	25.85	40.12	53,768 - 83,450	Information Technology Specialist Public Works Operations Superintendent Senior Planner	N N E
28	27.17	42.13	56,514 - 87,630	Assistant Parks, Recreation, and Cultural Resources Director Budget and Special Projects Manager Communications Manager Police Lieutenant Stormwater Engineer Town Clerk	E E E E E E
29	28.52	44.25	59,322 - 92,040	Assistant Planning Director Senior Information Technology Specialist	E E
30	29.94	46.44	62,275 - 96,595	Assistant Public Works Director	E
31	31.44	48.79	65,395 - 101,483	Assistant Town Engineer Deputy Police Chief	E E

Town of Garner
POSITION CLASSIFICATION PLAN
 Effective: 7/1/15

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

Current Awards Chart

Effective July 1, 2013

Performance Awards Chart <i>Effective 07/01/2013</i>	DEVELOPMENTAL SEGMENT (12.5% spread) (Six Month Reviews)	MARKET PERFORMANCE SEGMENT (25% spread)	PROFICIENCY SEGMENT (10% spread)
Categories	<i>Below Standard Pay</i>	<i>Standard Pay</i>	<i>Exceeds Standard Pay</i>
<u>Score: 1.00-2.70</u>	No Increase	No Increase	No Increase
<u>Score: 2.71-3.70</u>	1.50% base	2.25% base 0.25% lump	1% base 1.5% lump
<u>Score: 3.71-4.50</u>	2% base	2.5% base 1.25% lump	2.5% base 1% lump
<u>Score: 4.51-5.00</u>	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

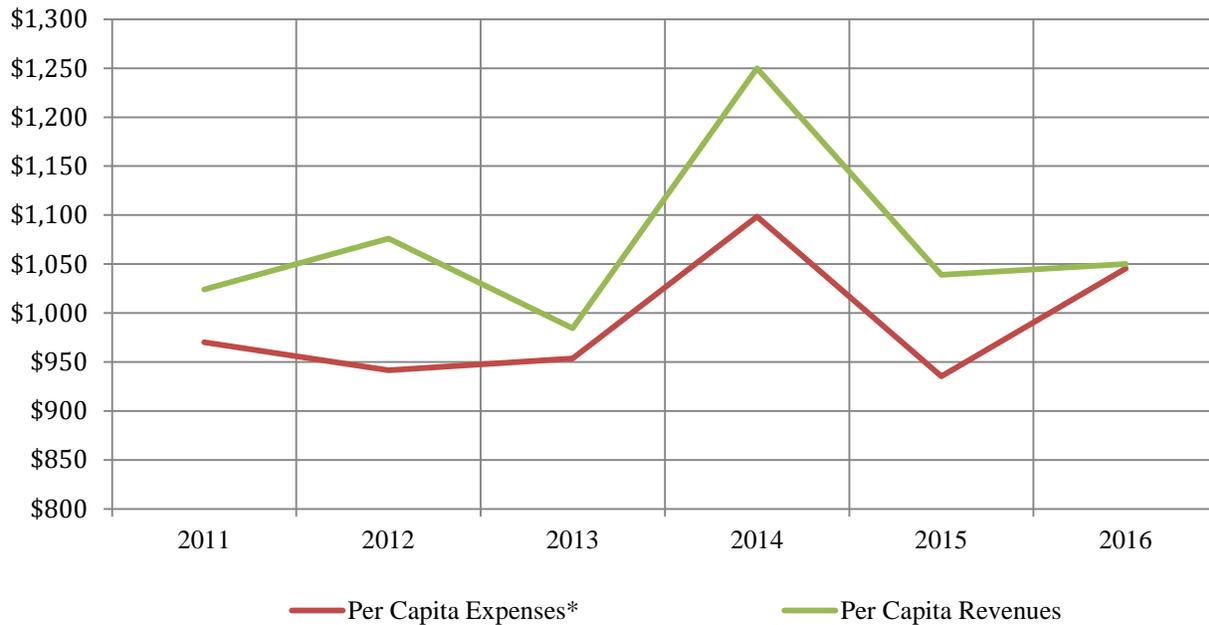
*Lump sum awards in these situations are limited to a maximum of up to 2% of salary and are to be reviewed by Human Resources for fairness and consistency of administration.

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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
General Fund Approved Capital Outlay
Departmental Budget Detail

TOWN OF GARNER
GENERAL FUND REVENUES AND EXPENDITURES PER CAPITA*
INFLATION ADJUSTED IN 2015 DOLLARS



Fiscal Year	Per Capita Revenues*		Per Capita Expenses*	
2011	\$	1,023.92	\$	970.24
2012 ⁽¹⁾		1,076.01		941.60
2013		984.30		953.69
2014		1,249.72		1,098.62
2015 (Estimated)		1,038.93		935.32
2016 (Budget)		1,049.93		1,045.47

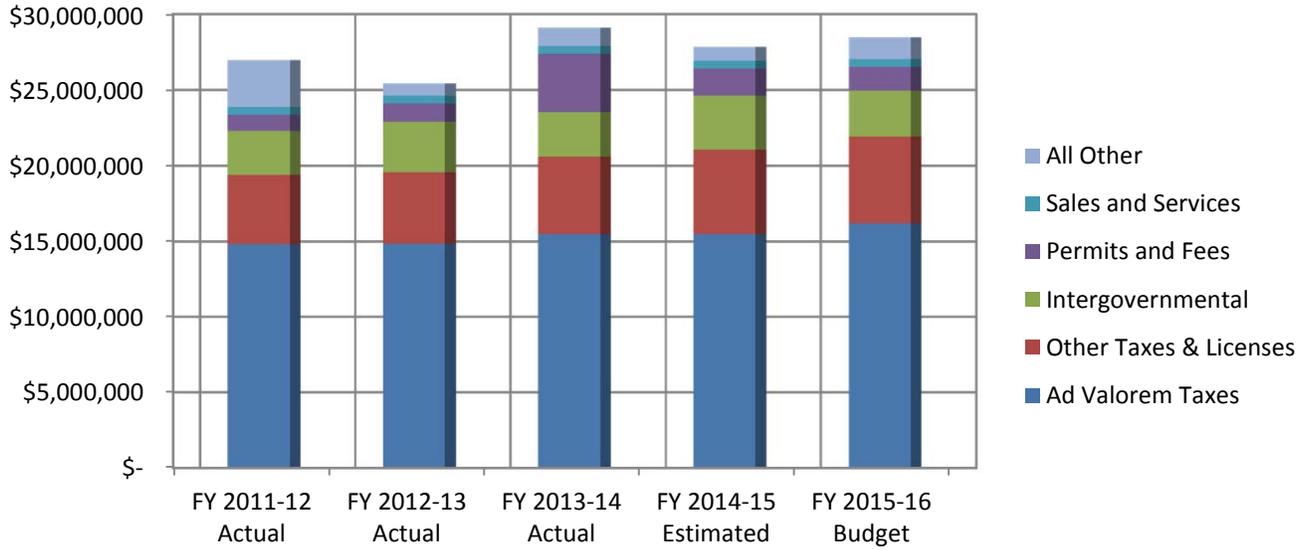
(1) Revenues include a ConAgra contribution of \$2.5 million that will be used toward a new indoor recreation facility as approved in the March 2013 PRCR Improvement Bond.

*Amounts do not include transfers.

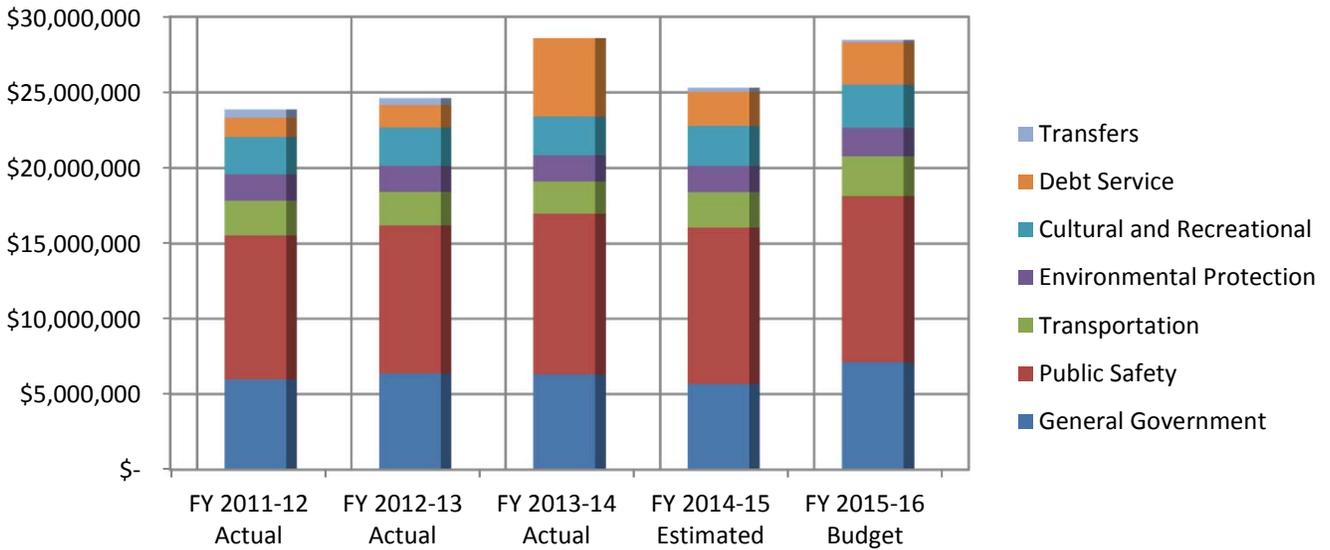
**TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FY 2015-2016**

General Fund Summary

General Fund Revenue History by Source



General Fund Expenditure History by Function



TOWN OF GARNER
GENERAL FUND BUDGET FISCAL YEAR 2015-2016

Revenues

Revenue Type	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Budget
Ad Valorem Taxes	\$ 14,809,924	\$ 14,823,841	\$ 15,486,348	\$ 15,490,395	\$ 16,186,000
Other Taxes & Licenses	4,557,221	4,729,374	5,115,098	5,544,082	5,725,160
Intergovernmental	2,918,029	3,340,435	2,902,112	3,563,772	3,021,799
Permits and Fees	1,079,702	1,188,184	3,851,543	1,816,363	1,596,310
Sales and Services	501,335	551,939	514,268	486,157	490,966
Investment Revenues	15,982	10,006	5,302	8,218	12,700
Other Revenue	2,766,042	299,201	1,015,124	905,142	829,841
Appropriated Fund Balance	-	-	-	-	559,824
Transfers	301,215	469,613	191,031	-	45,000
Total	\$ 26,949,451	\$ 25,412,593	\$ 29,080,826	\$ 27,814,129	\$ 28,467,600

Expenditures

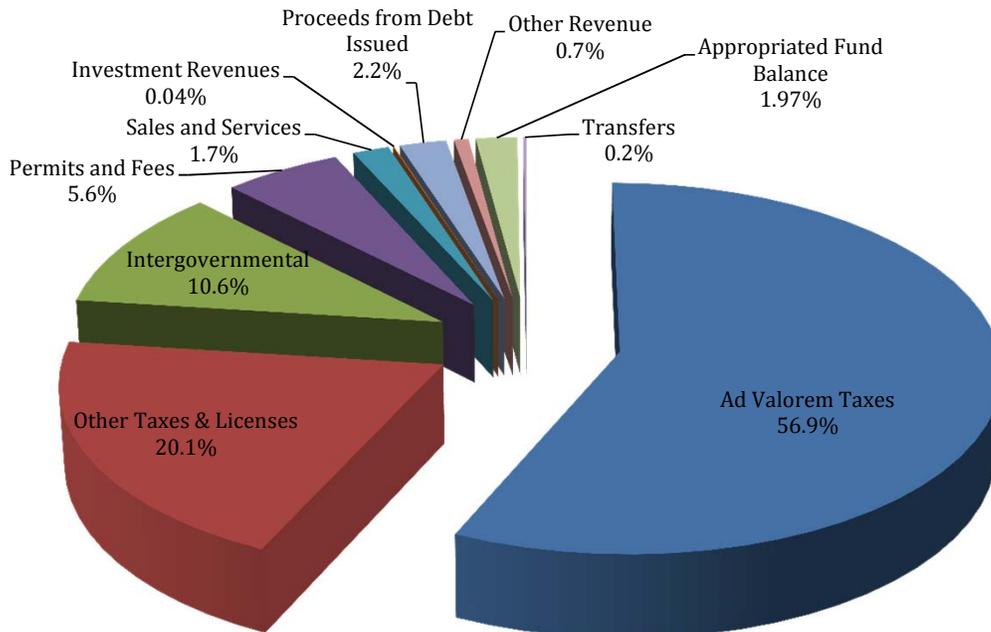
Function	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Budget
General Government	\$ 5,989,612	\$ 6,391,794	\$ 6,330,924	\$ 5,690,607	\$ 7,137,376
Public Safety	9,554,279	9,797,725	10,646,438	10,339,614	11,002,466
Transportation	2,289,221	2,205,869	2,128,167	2,350,138	2,616,174
Environmental Protection	1,742,909	1,726,953	1,736,723	1,768,301	1,879,965
Cultural and Recreational	2,471,480	2,540,428	2,540,999	2,620,695	2,870,492
Debt Service	1,271,794	1,504,453	5,195,203	2,270,815	2,795,422
Transfers	541,284	429,676	\$6,477,132*	250,360	165,705
Total	\$ 23,860,579	\$ 24,596,898	\$35,055,586*	\$ 25,290,530	\$ 28,467,600

* FY 2014-15 expenditures include the transfer of capital reserves created in previous years to the Capital Project Fund. Also see the All Funds on pages 51-53 and the Capital Project Fund pages 185-186 for further reference.

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

REVENUE TYPE	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Budget	% Change from FY 14-15
Ad Valorem Taxes	\$ 14,809,924	\$ 14,823,841	\$ 15,486,348	\$ 15,490,395	\$ 16,186,000	4.5%
Other Taxes & Licenses	4,557,221	4,729,374	5,115,098	5,544,083	5,725,160	3.3%
Intergovernmental	2,918,029	3,340,435	2,902,112	3,563,771	3,021,799	-15.2%
Permits and Fees	1,079,702	1,188,184	3,851,543	1,816,363	1,596,310	-12.1%
Sales and Services	501,335	551,939	514,268	486,157	490,966	1.0%
Investment Revenues	15,982	10,006	5,302	8,218	12,700	54.5%
Proceeds from Debt Issued	-	-	712,295	534,200	632,000	18.3%
Other Revenue	2,766,042	299,201	302,829	370,942	197,841	-46.7%
Appropriated Fund Balance	-	-	-	-	559,824	-
Transfers	301,215	469,613	191,031	-	45,000	-
Total	\$ 26,949,451	\$ 25,412,593	\$ 29,080,826	\$ 27,814,129	\$ 28,467,600	2.3%

Fiscal Year 2015-2016 General Fund Revenue Sources



TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FISCAL YEAR 2015-2016

Revenue Type	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Budget
Property Taxes					
Ad Valorem Taxes-Current Year	\$ 14,577,247	\$ 14,578,853	\$ 15,179,014	\$ 15,324,492	\$ 15,951,700
Ad Valorem Taxes-Prior Year	162,987	176,228	213,513	96,847	148,700
Ad Valorem Tax Rental Vehicles	16,689	18,692	18,825	20,602	19,500
Pay in Lieu of Taxes	-	847	873	831	800
Tax Penalty and Interest	53,001	49,220	74,123	47,623	65,300
Total Property Taxes	14,809,924	14,823,841	15,486,348	15,490,395	16,186,000
Permits and Fees					
Fee in Lieu of Parkland	37,800	25,897	380,295	4,504	-
Retention Pond Fees	-	145	310	155	-
Water Cap Replacement Fee - Non Debt	58,876	93,865	612,667	209,191	49,100
Sewer Capacity Replacement Fee	14,872	54,846	795,546	193,957	294,400
Sewer Cap Replacement Fee - Non Debt	77,546	102,533	774,333	320,336	147,200
Motor Vehicle Fees	316,386	322,618	455,695	363,552	321,000
Dog Licenses	2,685	1,885	749	685	1,100
Subdivision Fees	1,575	3,063	2,246	9,075	3,900
Board of Adjustment Fees	250	575	500	250	500
Site Plan / Permit Fees	3,550	2,850	5,995	5,500	5,900
Rezoning Fees	1,288	1,854	2,300	6,815	3,800
Sign Permit Fees	7,350	8,475	7,575	7,825	8,900
Annexation and Street Closing	275	150	1,000	450	500
Special Event Permit	1,297	420	1,735	1,845	1,300
Building Permit Fees	341,096	297,850	562,060	448,945	474,000
Fire Inspection Fees	-	-	-	3,940	45,000
Reinspection Fees	28,652	20,810	28,118	18,000	24,200
Inspection Fee - After Hours	675	231	6,560	960	2,310
Homeowners Recovery Fees	65	54	92	71	-
Rental Property Owner Registration Fee	5,895	5,840	6,260	6,150	6,000
Police - DDACTS Partnership	733	5,990	12,398	3,064	-
Police Outside Employment	166,675	224,400	183,835	205,229	195,000
Taxi Cab Inspection Fee	258	280	(177)	214	-
False Alarm Charges	11,902	13,554	11,450	5,650	12,200
Total Permits and Fees	1,079,702	1,188,184	3,851,543	1,816,363	1,596,310
Other Taxes and License					
ABC Revenue	78,348	93,280	94,395	107,766	97,000
Local Government Sales Tax 1%	1,987,740	2,080,894	2,242,397	2,449,380	2,571,300
Local Government Sale Tax 1/2%	2,336,709	2,389,767	2,615,871	2,835,463	2,952,500
Solid Waste Disposal Tax	17,712	16,505	16,788	17,133	16,800
Privilege License	63,632	65,558	67,329	51,220	-
Business Registration Fee	-	-	-	-	22,460
Heavy Equipment Rental Tax	73,081	83,368	78,318	83,121	81,900
Total Other Taxes and License	\$ 4,557,221	\$ 4,729,374	\$ 5,115,098	\$ 5,544,083	\$ 5,741,960

(continued)

TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FISCAL YEAR 2015-2016

Revenue Type	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Budget
Intergovernmental Revenue					
Beer and Wine Tax	\$ 112,395	\$ 106,367	\$ 117,004	\$ 128,940	\$ 119,200
Utility Franchise Tax	1,267,153	1,529,411	1,319,003	1,940,771	1,602,000
Video Programming Fees	259,853	311,767	246,642	237,794	248,600
Build America Bond Reimbursement	87,135	86,712	79,335	79,354	77,600
PEG Channel Reimbursement	57,534	79,346	63,691	56,839	63,166
Powell Bill Distribution	675,238	698,174	713,628	719,885	703,500
Main Street Solutions Grant	-	-	-	75,000	-
NC Control Substance Tax	2,422	9,299	3,858	10,960	-
Gen Purpose Grant Senior Center	12,205	11,753	11,680	11,680	-
DENR Recreation Grant	-	75,000	-	-	-
Wake County Certified Site Funds	-	-	-	-	-
COPS Hiring Grant	33,486	50,168	-	-	-
Federal Asset Forfeiture	8,000	17,415	10,040	50,226	-
ARRA Retrofit Lighting Grant	21,514	-	-	-	-
Law Enforcement Block Grant	17,406	-	-	-	-
USDOJ Vest Grant	-	4,606	1,965	10,364	8,400
USDOJ Justice Assistance Grant	-	6,393	-	-	-
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	-	-	4,012	-
GHSP DDACTS Grant	44,985	47,578	30,072	7,661	-
GHSP Crime Analyst Grant	21,582	-	-	-	-
GHSP Radar Units Grant	-	-	-	-	18,750
GHSP Body Camera Grant	-	-	-	-	4,535
NC DOT Transportation Grant	10,083	70,865	-	-	-
GHSP Motorcycle Grant	-	-	-	34,448	38,250
GHSP Equipment Grant	-	-	-	11,250	-
GHSP Traffic Safety Coord Grant	(2,905)	3,061	-	-	-
GHSP Traffic Officer Grant	42,205	31,302	12,375	-	-
GHSP DWI Officer Grant	-	-	111,856	89,889	52,700
School Resource Officer	68,298	68,298	68,333	68,298	68,298
Middle School Resource Officer	9,001	-	-	-	-
City of Raleigh - Debt Service	118,200	112,600	107,000	26,400	-
Total Intergovernmental Revenue	2,918,029	3,340,435	2,902,112	3,563,771	3,004,999
Sales and Service					
Recreation Fees	227,860	256,989	195,059	187,373	191,716
PRCR Sponsorships	-	-	-	250	10,000
Auditorium Concessions	2,170	4,137	3,216	2,958	3,250
Facility Rental Fees	165,417	217,337	232,787	224,347	223,000
Special Refuse Collection Fees	723	1,665	2,747	1,702	2,000
Refuse Cart Fees	7,860	8,210	12,445	9,765	9,300
Rain Barrel Sales	225	-	-	-	-
City of Raleigh - Collection Fees	5,312	5,654	4,849	4,801	4,800
Wake County - Collection Fees	-	-	2,680	1,210	1,500
GVFR - Fuel Sales	-	3,700	3,700	3,700	3,700
NC DOT Mowing Agreement	-	-	21,265	21,797	21,700
City of Raleigh - Gasoline Sales	3,500	7,560	3,708	-	-
City of Raleigh - Street Repairs	88,269	46,688	31,812	28,254	20,000
Total Sales and Service	\$ 501,335	\$ 551,939	\$ 514,268	\$ 486,157	\$ 490,966

(continued)

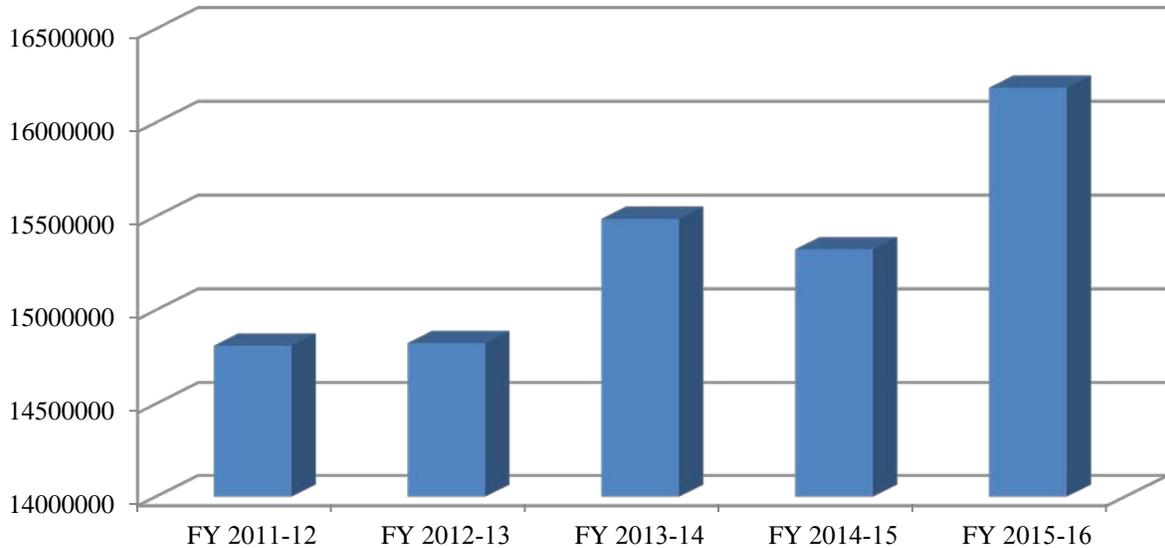
TOWN OF GARNER
GENERAL FUND REVENUE BUDGET FISCAL YEAR 2015-2016

Revenue Type	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Budget
Investment Earnings					
Interest Earned	\$ 15,982	\$ 10,006	\$ 5,302	\$ 8,218	\$ 12,700
Total Investment Earnings	15,982	10,006	5,302	8,218	12,700
Other Revenue					
Check Service Charges	225	100	300	254	-
Wake County Landfill Reimbursement	78,133	83,120	77,962	98,421	79,800
Rental Income	-	7,200	700	-	-
Grounds Fee - School Commons	9,000	9,000	9,000	9,000	9,000
Miscellaneous Revenue	64,399	111,630	87,040	48,062	15,041
Veterans Memorial Bricks	-	-	-	70,304	-
NCLM Vest Grant	-	2,500	-	2,500	2,500
Code Enforcement Fines	-	-	50,265	10,521	13,000
Insurance Proceeds	-	-	762	-	-
Scrap Material Sales	-	-	3,824	1,676	2,500
Econ Development Partnerships	-	-	3,500	-	3,500
Back Yard Hen Permits	-	-	-	125	-
Small Business Development Series (WTCC)	-	-	-	-	1,500
Garner Promotional Items	30	82	356	95	-
Miscellaneous Assessments	62	-	-	5,151	-
Sewer Assessments	36,334	6,880	3,635	(33)	3,700
Interest on Assessments	1,353	4,245	2,462	1,624	2,500
Miscellaneous Land Use Charges	5,514	4,077	5,755	4,400	4,800
Officer Fees	13,515	15,546	13,257	13,391	14,000
Animal Control Violation	50	200	100	-	-
Parking Violations	12,700	5,510	3,430	7,075	6,000
Contributions - AAC	-	47,243	-	-	-
Contributions - ConAgra	2,500,000	-	-	-	-
Contributions - Parks & Rec.	-	-	-	55,351	-
John Rex Grant	-	-	-	-	15,000
Contributions	9,500	799	8,957	3,763	-
Centennial Celebration Books	25	24	24	-	-
Total Other Revenue	2,730,840	298,156	271,330	331,680	172,841
Total General Fund Revenues	26,613,034	24,941,935	28,146,000	27,240,667	27,205,776
Other Financing Sources					
Transfer From Regional Retention Reserve	143,360	176,803	173,935	-	45,000
Transfer From Street Improve Cap Reserve	-	-	5,711	-	-
Transfer From Water/Sewer Debt Reserve	157,855	292,810	-	-	-
Transfer from Future Capital Reserve	-	-	11,385	-	-
Sale of Fixed Assets	35,202	1,045	31,500	39,262	25,000
Appropriated Fund Balance-Powell Bill	-	-	-	-	148,510
Appropriated Fund Balance-Public Safety	-	-	-	-	124,970
Appropriated Fund Balance-Asset Forfeiture	-	-	-	-	15,300
Proceeds from Debt Issuance	-	-	712,295	534,200	632,000
Appropriated Fund Balance	-	-	-	-	271,044
Total Other Financing Sources	336,417	470,658	934,826	573,462	1,261,824
Total Revenues & Financing Sources	\$ 26,949,451	\$ 25,412,593	\$ 29,080,826	\$ 27,814,129	\$ 28,467,600

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 2015-16 appear for each revenue category.

Ad Valorem Taxes (Property Taxes)
Budget = \$16,186,000



Property Taxes Revenue Detail:

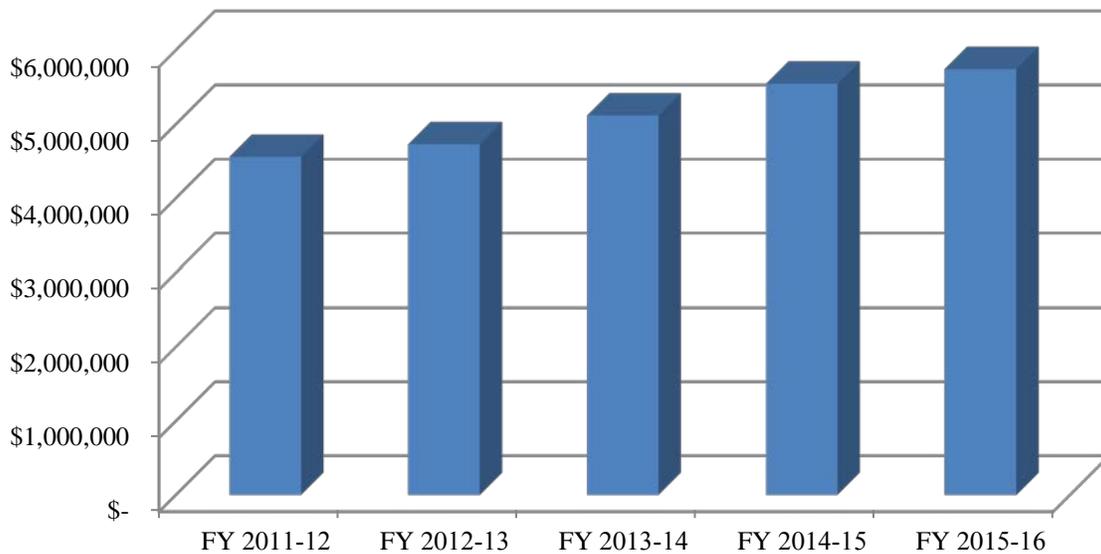
- **Ad Valorem Taxes - Current Year = \$15,951,700**
 The property tax is the Town's major revenue source, representing over 56% of all General Fund revenues. Property taxes are assessed and collected by Wake County and remitted to the Town throughout the year. The property tax rate for FY 2015-16 is \$.5175 per \$100 of assessed value.
- **Ad Valorem Taxes - Prior Year = \$148,700**
 This revenue consists of delinquent property tax payments from previous fiscal years received in the current fiscal year.
- **Ad Valorem Taxes - Rental Vehicles = \$19,500**
 In 2000, the North Carolina legislature revised certain laws which then allowed that a gross receipts tax be applied to and collected from the renting of vehicles within a locality.
- **Payment in Lieu of Taxes = \$800**
 Housing authorities are exempt from paying property taxes, but must provide a payment in lieu of property taxes to the municipality in which they are located. The Fiscal Year 2016 budget is based on prior year payments from the Wake County Housing Authority.

Property Taxes Revenue Detail (continued):

- Tax Penalty and Interest = \$65,300

This revenue represents fines and interest applied to overdue property taxes. FY2015-16 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 = \$5,725,160**



Other Taxes and Licenses Revenue Detail:

- ABC Revenue = \$97,000

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

- Local Option Sales Taxes = \$5,523,800

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. FY 2015-16 is estimated with a 9.6% increase based on projected growth in the general economy and especially the Triangle region of the state.

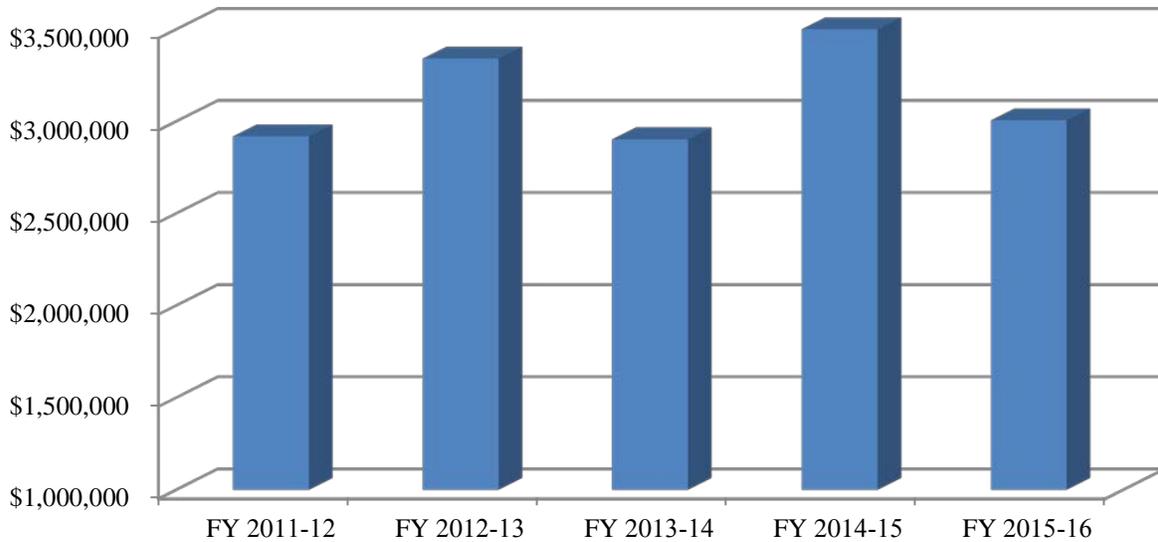
- Business Registration Fee = \$22,460

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

Other Taxes and Licenses Revenue Detail (continue):

- Heavy Equipment Rental Taxes = \$81,900
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 = \$3,021,799**



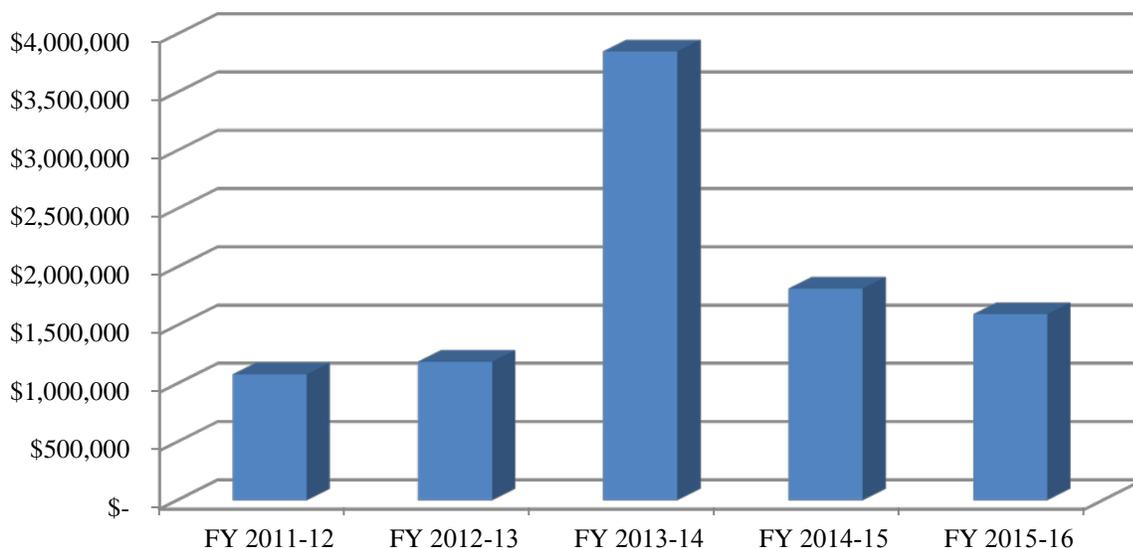
Intergovernmental Revenue Detail:

- Beer and Wine Tax = \$119,200
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 = \$1,602,000
Effective in 2015, the State levies their State Sales Tax rate on utility bills (electricity and natural gas) based on usage. The state shares a portion of these taxes with local governments based on usage within their jurisdiction. The State also levies a tax on telecommunications gross receipts, and then distributes a portion of these taxes per capita to each municipality.
- Video Programming Fees = \$248,600
This is a portion of the state sales tax collected on video programming services and is distributed to municipalities based on population. The FY 2015-16 budget anticipates a 3.2% increase.

Intergovernmental Revenue Detail (continued):

- **Build America Bonds = \$77,600**
Build America Bonds were authorized by the American Recovery and Reinvestment Act of 2009, and allows local governments to finance capital projects with the aid of a Federal subsidy. The US Department of the Treasury pays the issuer of taxable municipal bonds 35% of the interest paid on the bonds.
- **PEG Channel Reimbursement = \$63,166**
The State appropriates \$4 million annually to be distributed to local governments that operate a public, educational or governmental television channel for the benefit of its citizens. The amount budgeted represents the Town's share, and is restricted by state law only for use of operating the Town's government channel.
- **Powell Bill Distribution = \$703,500**
Annually, street aid allocations are made to eligible municipalities as provided by State law. These allocations come from a portion of the tax on motor fuels and State highway funds. Powell Bill funds are restricted in their use for maintaining and constructing local streets. The distribution of funds are based on a formula that accounts for a Town's population as well as the miles of local streets maintained.
- **USDOJ Vest Program = \$8,400**
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 DWI Officer = \$52,700**
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.
- **GHSP Body Camera Grant = \$4,535**
This funding is part of new program within the Governor's Highway Safety Program which distributes federal funds to municipalities to be used toward the acquisition of body camera units. The Town will be acquiring their first body cameras and this grant is expected to offset half of the costs.
- **All Others = \$57,000**
GHSP Motorcycle Grant (\$38,250) and a GHSP Radar Unit Grant (\$18,750).
- **Solid Waste Disposal Tax = \$16,800**
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.

Permits and Fees Budget = \$1,596,310



Permits and Fees Revenue Detail:

- Water and Sewer Capacity Fees = \$490,700
Water and sewer capacity fees are used to help pay down debt associated with prior or reserved for future purchases of water and sewer capacity from the City of Raleigh. The fee is based upon the amount of capacity a project is estimated to use and is due at building permit submittal. We are anticipating development will continue to decrease from peak levels experienced in FY 2014-15.
- Motor Vehicle Fees = \$321,000
The Town collects an annual fee of \$15 for each motor vehicle registered within the Town as allowed by North Carolina General Statutes.
- Dog Licenses = \$1,100
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 = \$1,300
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 = \$6,000
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.

Permits and Fees Revenue Detail (continued):

- Police Outside Employment = \$195,000

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

- False Alarm Charges = \$12,200

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

- Building and Sign Permit Fees = \$482,900

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 2016 revenues from these fees are projected to increase by approximately 8% from the FY 2014-15 estimated totals.

Fire Inspection Fees = \$45,000

FY 2015-16 will be the second year of implementing the new fire inspection fee.

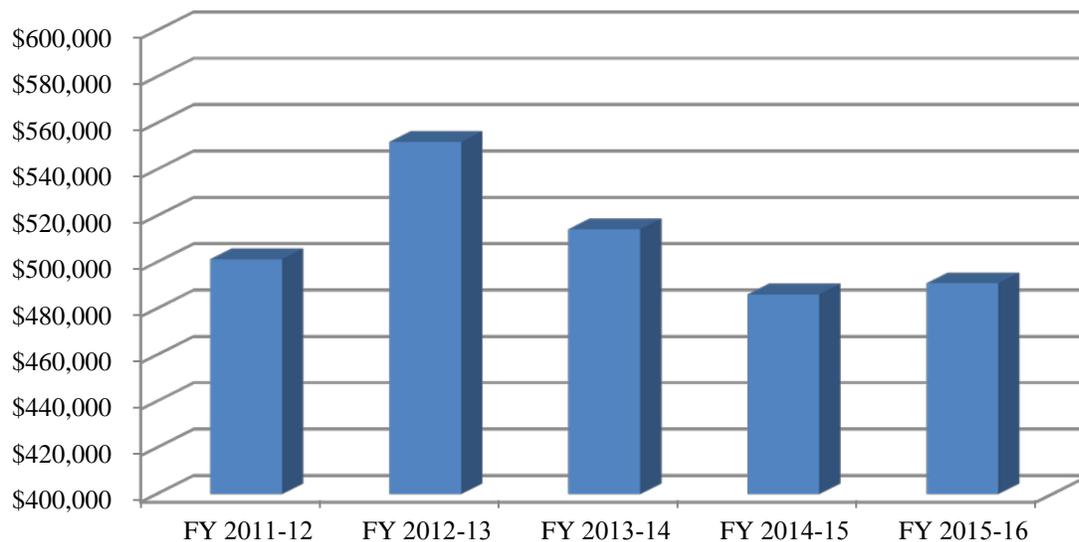
- Special Inspection Fees = \$26,510

These fees represent charges for reinspection services and conducting inspections after regular business hours.

- Other Planning and Development Fees = \$17,600

These fees include site plan permits, subdivision review fees, Board of Adjustment applicant fees, and rezoning application fees.

Sales and Services Budget = \$490,966



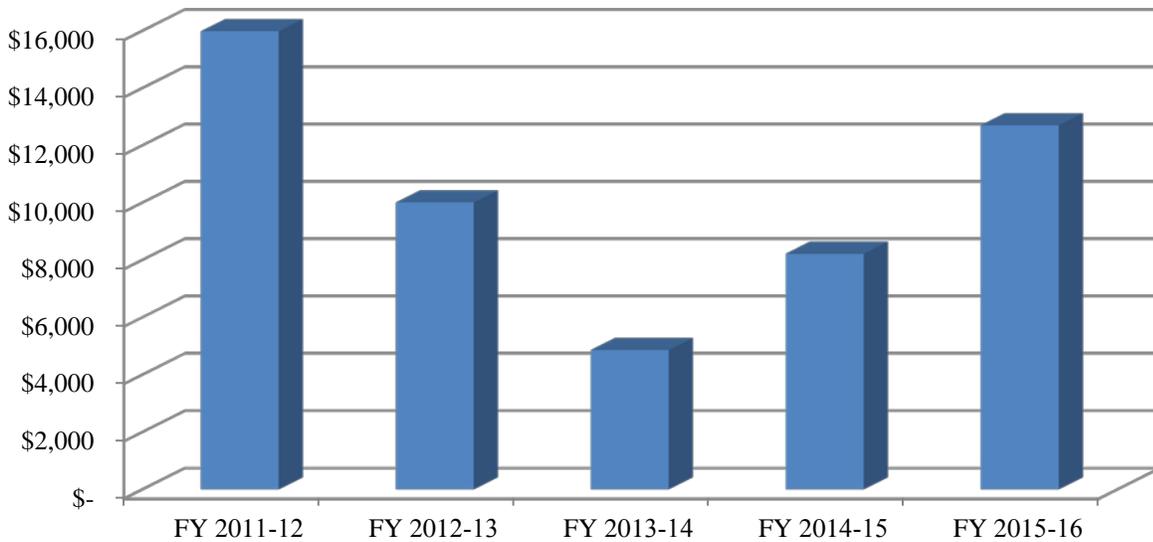
Sales and Services Revenue Detail:

- Recreation Fees = \$191,716
These revenues are fees collected from participants in Town recreation activities such as classes, camps, athletics, workshops and event programs.
- Facility Rental Fees = \$223,000
These revenues are fees collected for private rental of recreational facilities such as the auditorium at the Garner Performing Arts Center (GPAC), Garner Senior Center, White Deer Nature Center, and other park fields and shelters.
- Auditorium Concessions = \$3,250
The GPAC facility offers concessions to patrons of various performances.
- Special Refuse Collection Fees = \$2,000
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 = \$9,300
A fee is charged to Garner residents who require a replacement refuse cart due to damage or negligence.
- Contracted Collection Fees = \$6,300
The City of Raleigh contracts the Town to collect utility bills on their behalf, and Wake County contracts with the Town to collect property tax bills on their behalf. Each unit provides the Town a payment based on the number of bills paid at Garner Town Hall.

Sales and Services Revenue Detail (Continued):

- **NC DOT Mowing Agreement = \$21,700**
North Carolina Department of Transportation contracts with the Town to maintain certain medians and rights-of-way on State-owned roads. The Department provides the Town a payment based on the number of miles maintained by Town forces.
- **Fuel Sales = \$3,700**
The Town of Garner provides fuel to the City of Raleigh Public Utilities Department and the Garner Volunteer Fire & Rescue, Inc. at a rate discounted from retail providers since the Town is able to purchase and store fuel and bulk.
- **City of Raleigh Street Repairs = \$20,000**
The City of Raleigh contracts the Town to perform street repairs necessary as a result of utility repairs. The City provides the Town a payment based on the labor and materials necessary to make such repairs.
- **Parks, Recreational, and Cultural Resources Sponsorships = \$10,000**
PRCR Departmental sponsorships of different civic, youth, and athletic events.

Investment Revenues
Budget = \$12,700



Investment Revenue Detail:

- **Investment Revenues = \$12,700**
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 = \$172,841

Other Revenue Detail:

- Wake County Landfill Reimbursement = \$79,800
In 2006, Garner entered into a partnership with Wake County and other municipalities to establish a long-term solid waste disposal solution. As part of the agreement, the partners agree to direct municipal solid waste to the South Wake Landfill, and in return, share the economic benefits and responsibilities.
- Assessments = \$6,200
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 = \$13,000
This revenues is related to the fines charged and collected to abate nuisances that are in violation of Town code.
- Officer Fees = \$14,000
Officer fees are paid by county clerk of court for officers appearing in court.
- Miscellaneous Revenues = \$59,841

Other Financing Sources

Budget = \$1,261,824

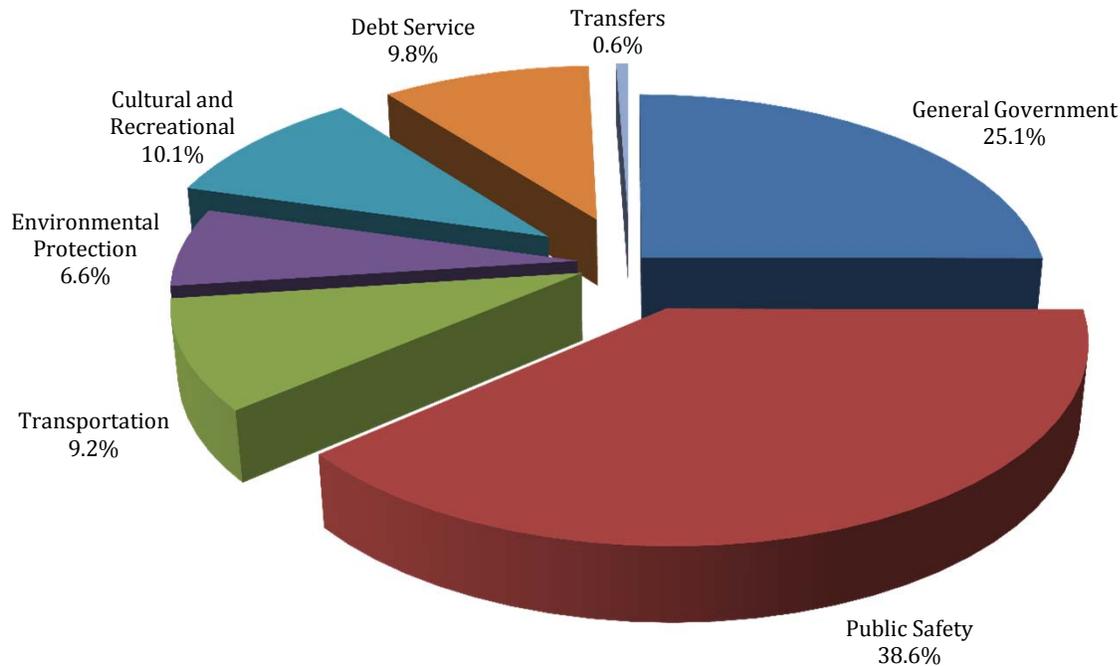
Other Financing Sources Detail:

- Transfers from Reserves = \$169,970
Transfers are projected to come from funds committed for regional retention pond maintenance and the Public Safety fund reserve created from the remaining unappropriated one-cent property tax increase instituted in FY 2014-15 (\$124,970).
- Sale of Fixed Assets = \$25,000
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 = \$632,000
The Town intends to issue debt in the above amount to purchase new vehicles and equipment to ensure efficient operations.
- Appropriated Fund Balance = \$434,854
In addition to the Town's unassigned general fund balance (\$271,044), this budget also includes appropriations from the Powell Bill's established fund balance (\$148,510), and asset forfeiture funds (\$15,300).

TOWN OF GARNER
GENERAL FUND EXPENDITURES AND TRANSFERS BY FUNCTION

EXPENDITURE	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	% Change
	Actual	Actual	Actual	Estimated	Budget	from FY 14-15
General Government	\$ 5,989,612	\$ 6,391,794	\$ 6,330,924	\$ 5,690,607	\$ 7,137,376	25.4%
Public Safety	9,554,279	9,797,725	10,646,438	10,339,614	11,002,466	6.4%
Transportation	2,289,221	2,205,869	2,128,167	2,350,138	2,616,174	11.3%
Environmental Protection	1,742,909	1,726,953	1,736,723	1,768,301	1,879,965	6.3%
Cultural and Recreational	2,471,480	2,540,428	2,540,999	2,620,695	2,870,492	9.5%
Debt Service	1,271,794	1,504,453	5,195,203	2,270,815	2,795,422	23.1%
Transfers	541,284	429,676	6,477,132	250,360	165,705	-33.8%
Total General Fund	\$ 23,860,579	\$ 24,596,898	\$ 35,055,586	\$ 25,290,530	\$ 28,467,600	12.6%

Fiscal Year 2015-2016 General Fund Expenditures and Transfers



TOWN OF GARNER
FIVE YEAR GENERAL FUND EXPENDITURES BY DEPARTMENT

Expenditures by Program/Department	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Estimated FY 2014-15	Budget FY 2015-16
<i>Governing Body</i>					
Town Council	\$ 733,548	\$ 629,163	\$ 188,468	\$ 164,544	\$ 232,292
Legal Services	86,494	85,214	86,746	86,115	92,617
Total Governing Body	820,042	714,377	275,214	250,659	324,909
<i>Administration</i>					
Town Manager	577,488	631,488	426,149	534,736	747,659
Town Clerk	171,691	163,791	167,148	164,472	184,323
Human Resources	640,791	638,972	252,172	253,454	289,062
Safety	9,485	9,523	9,655	8,682	10,824
Total Administration	1,399,455	1,443,775	855,124	961,344	1,231,868
<i>Finance</i>					
Administration	536,303	551,648	620,715	597,638	604,077
Purchasing	231,836	244,751	111,209	110,838	114,464
Total Finance	768,139	796,399	731,924	708,476	718,541
<i>Economic Development</i>					
Economic Development	302,141	299,050	370,989	370,095	332,524
Economic Development Incentives	-	282,476	171,144	25,771	26,674
Garnier Revitalization Association	75,000	85,000	85,000	40,697	15,150
Total Economic Development	377,141	666,526	627,134	436,563	374,348
<i>Planning</i>					
Administration	225,731	219,598	214,725	295,443	462,954
Land Use Permits and Enforcements	178,094	160,503	206,586	177,236	186,785
Community Planning and Appearance	90,998	141,359	96,485	116,831	139,703
Total Planning	494,822	521,460	517,796	589,510	789,442
<i>Building Inspections</i>	678,112	678,496	733,125	770,231	907,775
<i>Engineering</i>	608,093	542,915	1,038,775	520,656	963,755
<i>Information Technology</i>	646,974	868,822	604,326	483,160	608,170
<i>Police</i>					
Administration	1,013,508	971,816	718,375	572,291	585,326
Operations	5,844,240	5,971,188	6,057,724	6,416,691	6,716,524
Total Police	6,857,747	6,943,004	6,776,099	6,988,982	7,301,850

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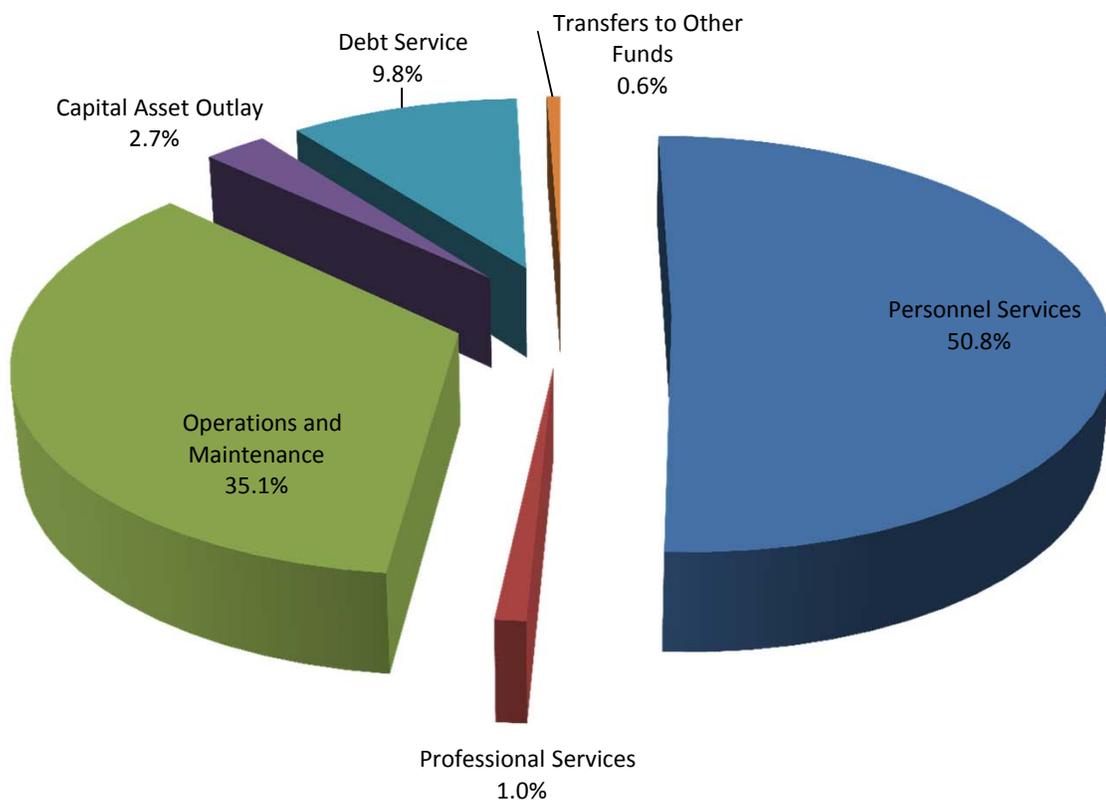
TOWN OF GARNER
FIVE YEAR GENERAL FUND EXPENDITURES BY DEPARTMENT

Expenditures by Program/Department	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Estimated FY 2014-15	Budget FY 2015-16
<i>Fire and Rescue</i>	\$ 2,018,420	\$ 2,176,225	\$ 2,258,047	\$ 2,391,113	\$ 2,513,471
<i>Public Works</i>					
Administration	406,206	410,024	435,080	436,044	443,868
Streets	1,339,316	1,175,843	1,095,619	955,679	1,294,819
Streets - Powell Bill	527,568	618,971	594,633	946,613	856,537
Public Grounds Management	879,863	900,844	902,142	916,606	1,094,026
Snow Removal	16,130	1,031	2,835	11,802	20,950
Solid Waste	1,742,909	1,726,953	1,736,723	1,768,301	1,879,965
Public Facilities Management	615,983	570,084	536,242	689,345	847,368
Fleet Management	258,964	267,436	305,880	338,576	321,431
Total Public Works	5,786,939	5,671,185	5,609,155	6,062,966	6,758,964
<i>Parks, Recreation and Cultural Resources</i>					
Administration	205,908	186,887	189,041	339,564	338,614
Adult & Senior	-	-	-	242,096	236,784
Cultural Arts & Events	257,392	231,014	239,702	383,470	402,755
Marketing and Special Events	147,254	263,146	223,878	2,850	-
Youth & Athletic	674,967	650,445	676,159	323,362	386,577
Outdoor Adventure	153,824	153,933	144,416	248,764	246,477
Program Partners	152,272	154,161	136,660	163,983	165,259
Total PRCR	1,591,617	1,639,585	1,609,857	1,704,089	1,776,466
<i>Debt Service</i>					
Principal	729,617	952,021	4,698,123	1,495,424	1,626,283
Interest	542,177	552,432	497,080	775,391	1,169,139
Total Debt Service	1,271,794	1,504,453	5,195,203	2,270,815	2,795,422
<i>Special Appropriations</i>					
Retirement	-	-	323,452	343,636	571,542
Town Insurance	-	-	510,339	459,596	532,900
Subsidized Programs	-	-	82,158	71,089	70,589
Office Administration	-	-	830,725	27,285	61,883
Total Special Appropriations	-	-	1,746,675	901,606	1,236,914
<i>Transfers</i>					
Transfers for Emerg Services Reserves	-	-	-	-	-
Transfers to Capital Projects	541,284	429,676	6,477,132	250,360	165,705
Total Transfers	541,284	429,676	6,477,132	250,360	165,705
Total General Fund Expenditures	\$ 23,860,579	\$ 24,596,898	\$ 35,055,586	\$ 25,290,530	\$ 28,467,600

TOWN OF GARNER
GENERAL FUND EXPENDITURES AND TRANSFERS BY CATEGORY

CATEGORY	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Estimated FY 2014-15	Budget FY 2015-16
Personnel Services	\$ 12,642,822	\$ 12,849,466	\$ 12,918,875	\$ 13,594,557	\$ 14,452,651
Professional Services	84,000	193,988	242,352	203,769	278,418
Operations & Maintenance	8,586,478	8,714,744	8,987,297	8,400,276	10,00,656 ¹
Capital Asset Outlay	734,201	904,569	1,234,727	570,752	773,748 ²
Debt Service	1,271,794	1,504,453	5,195,203	2,270,816	2,795,422
Transfers to Other Funds	541,284	429,676	6,477,132	250,360	165,705
Total General Fund	\$ 23,860,579	\$ 24,596,898	\$ 35,055,586	\$ 25,290,530	\$ 28,467,600

General Fund Expenditure History by Category - FY 2015-16



¹ Includes \$697,350 of Operating Capital. See Page 93 for further explanation of Operating Capital.

² See Page 93 for further explanation of Capital Assets.

TOWN OF GARNER
APPROVED CAPITAL OUTLAY ITEMS FY 2015-16 GENERAL FUND BUDGET

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

Capital Assets

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

DEPARTMENT/PROGRAM	ITEM	REQUESTED	APPROVED
Planning - Administration	Large Format Plotter/Scanner	\$ 10,000	\$ 10,000
Inspections	Vehicle Replacement	23,000	23,000
Engineering	Vehicle Replacement	22,500	27,000
Information Technology	Virtual Desktop Storage and Backup Solution - Hardware*	60,000	60,000
Information Technology	Town Internet Connection - Hardware*	10,000	10,000
Police - Operations	Vehicle Replacement	463,963	300,000
Police - Operations	Motorcycles with equipment - GHSP Grant	37,000	37,000
Police - Operations	Netmotion VPN and Digital Persona - Hardware*	25,600	-
Public Works - Powell Bill	Replacement Dump Truck	108,000	108,000
Public Works - Powell Bill	Vehicle Replacement	27,000	26,748
Public Works - Powell Bill	Tractor Replacement	31,000	-
Public Works - Powell Bill	Mower Replacement	13,500	13,500
Public Works - Powell Bill	Salt Spreader	25,000	25,000
Public Works - Public Grounds	Mower Replacement	11,500	11,500
Public Works - Public Grounds	Vehicle Replacement	27,000	27,000
Public Works - Public Grounds	Backhoe Replacement	95,000	95,000
Public Works - Fleet	Shop Lift Replacement	21,500	-
TOTAL		\$ 1,011,563	\$ 773,748

Operating Capital

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

DEPARTMENT/PROGRAM	ITEM	REQUESTED	APPROVED
Inspections	Permitting and Inspections Software	\$ 50,000	\$ -
Inspections	Inspector Modernization Technology Package	18,990	15,750
Engineering	Street Resurfacing	400,000	400,000
Information Technology	Network Switches Replacements	10,500	10,500

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TOWN OF GARNER
APPROVED CAPITAL OUTLAY ITEMS FY 2015-16 GENERAL FUND BUDGET

Operating Capital

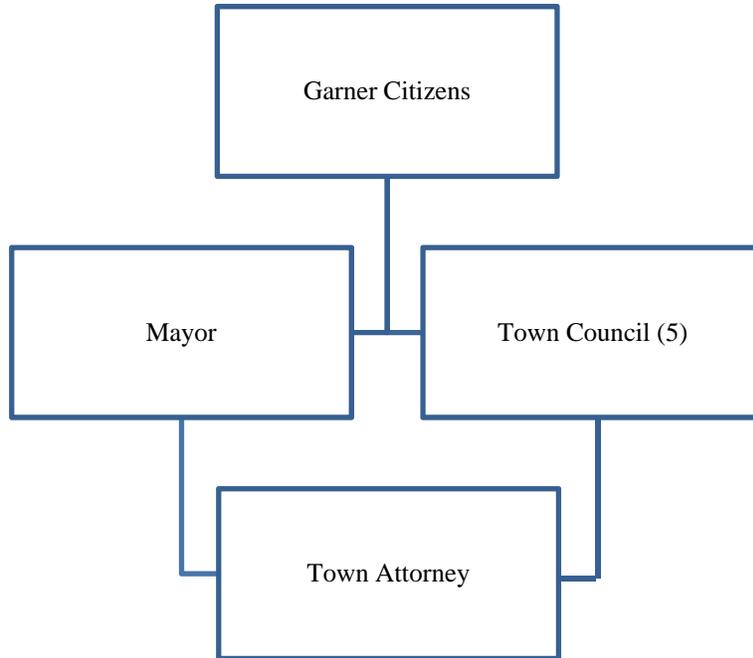
DEPARTMENT/PROGRAM	ITEM	REQUESTED	APPROVED
Information Technology	Police Technology for New Building	27,000	15,900
Information Technology	Virtual Desktop Storage and Backup Solution - Software*	5,000	5,000
Information Technology	Town Internet Connection - Internet Circuit Cost*	6,000	6,000
Police - Operations	Netmotion VPN and Digital Persona - Software*	5,315	-
Police - Operations	Body Cameras - GHSP Grant (partial)	9,000	9,000
Police - Operations	In-Car Camera Replacements	30,600	30,600
Police - Operations	Radar Unit Replacement - GHSP Grant (partial)	25,000	25,000
Police - Operations	Ballistic Vest Replacement	16,800	16,800
Police - Operations	Radio Replacements	335,000	-
Public Works - Powell Bill	Radio Replacements	15,400	15,400
Public Works - Snow Removal	Snow Plow	9,000	9,000
Public Works - Facilities	GPAC Roof Replacement	35,480	35,480
Public Works - Facilities	GPAC Interior Painting	15,489	-
Public Works - Facilities	Senior Center Wall Replacement	14,125	-
Public Works - Facilities	Senior Center Grease Trap Replacement	17,300	17,300
Public Works - Facilities	Avery Street Annex Exterior Improvements	21,540	21,540
Public Works - Facilities	Centennial Park Shelter Improvements	13,074	13,074
Public Works - Facilities	Parks Shingle Repairs	5,446	5,446
Public Works - Facilities	Town-Wide HVAC Replacement	96,601	45,560
TOTAL		\$ 1,182,660	\$ 697,350

DEPARTMENTAL BUDGET DETAIL

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GOVERNING BODY

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



Mission

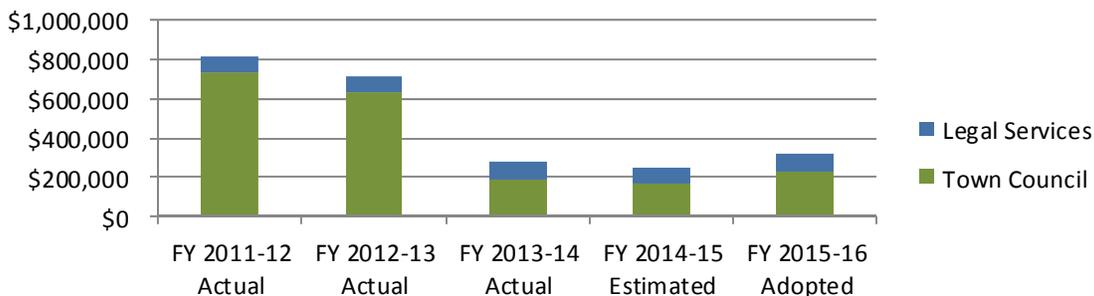
The Town of Garner is an emerging regional leader committed to: **Success, Strategic Planning, and Developing Citizens** to become active leaders, and emphasizing and promoting **Hometown Values and Services**. We invest to create opportunities and implement the vision.

Vision

The Town of Garner strives to be 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.

Expenditure by Division

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Town Council	\$733,548	\$629,163	\$188,468	\$164,544	\$232,292	0.82%
Legal Services	\$86,494	\$85,214	\$86,746	\$86,115	\$92,617	0.33%
Total	\$820,042	\$714,377	\$275,214	\$250,659	\$324,909	1.14%



TOWN COUNCIL

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

Fiscal Year 2014-2015 Accomplishments

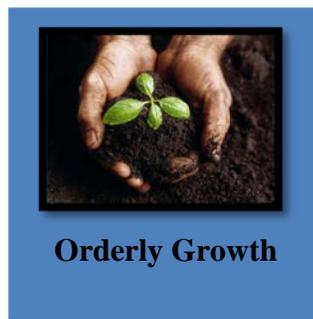
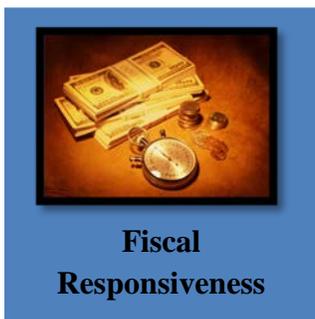
- Second bond sale for 2013 Bond Referendum infrastructure projects was completed in April.
- Continued the system of monitoring, tracking, and communicating bond improvements.
- FY 2014-15 saw 7 bond projects completed.
- Initiated construction on the new police station at 912 Seventh Ave.
- Opened the Town's first dog park: North Garner Dog Park.
- Partnered with *Rebuilding Together of the Triangle* to fund home repairs for at risk homeowners.
- Implemented first year of Revenue Savings Plan to establish and reserve a portion of the annual revenue stream to assist in meeting annual debt service for future capital.
- Garner was selected to be one of only 18 communities nationwide to receive Google Fiber's one-gigabit-per-second Internet service

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.

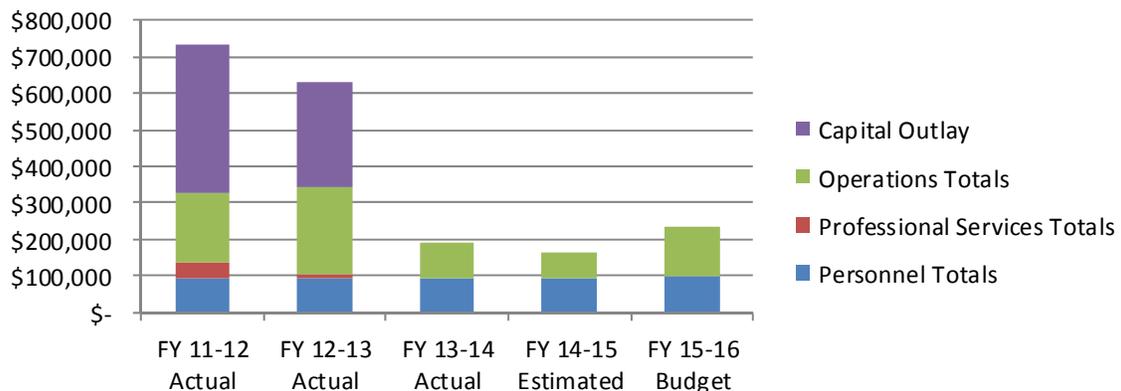


Program Changes for Fiscal Year 2015-2016

The FY 2015-16 Town Council budget includes two important program changes from the previous year. 1) As 2015 is a municipal election year, the budget includes funding for holding elections in Town; and 2) since the Town's population reached the 26,000 resident threshold for membership, the Town of Garner has now joined the North Carolina Metro Mayors Association.

TOWN COUNCIL

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 199	-	-	-	-	-	
510220	Salaries - Temporary	51,792	\$ 49,287	\$ 51,991	\$ 50,757	\$ 51,792	\$ 51,792	
510500	FICA	3,394	3,190	3,502	3,528	3,962	3,962	
510600	Group Insurance	36,639	38,332	38,821	40,602	42,905	42,905	
	Personnel Totals	\$ 92,025	\$ 90,809	\$ 94,313	\$ 94,887	\$ 98,659	\$ 98,659	42.5%
Professional Services								
521000	Professional Services	\$ 43,041	\$ 13,372	-	-	-	-	0.0%
Operations								
521150	Telephone	-	-	\$ 675	\$ 706	\$ 756	\$ 756	
521200	Printing	-	-	-	-	165	165	
521100	Postage	-	-	-	352	227	227	
521400	Travel and Training	\$ 12,036	\$ 6,439	7,607	7,689	9,025	9,025	
521410	Special Events	13,503	15,754	14,461	12,908	16,075	16,075	
521411	All-America City	-	68,936	3,116	-	-	-	
521445	Town Wide Cleanup	1,762	91	30	-	-	-	
521600	Equipment Maintenance & Repair	-	170	-	-	-	-	
522100	Equipment Rental	684	704	726	747	910	910	
522510	Property Taxes	99	785	1,081	2,422	1,250	1,250	
523300	Departmental Supplies	2,603	4,372	2,416	1,702	6,310	2,200	
524300	Contract Services	40,895	41,228	5,091	8,004	9,300	9,300	
524350	Election Charges	39,699	28,546	26,308	-	53,610	53,610	
524600	Subsidized Programs	49,786	40,483	-	-	-	-	
525300	Dues and Subscriptions	30,260	31,325	33,422	35,126	40,115	40,115	
	Operations Totals	\$ 191,327	\$ 238,835	\$ 94,931	\$ 69,656	\$ 137,743	\$ 133,633	57.5%
Capital Outlay								
537100	Land Acquisition	\$ 407,155	\$ 286,148	\$ (777)	-	-	-	0.0%
Overall Totals		\$ 733,548	\$ 629,164	\$ 188,468	\$ 164,543	\$ 236,402	\$ 232,292	100%



LEGAL SERVICES

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

Fiscal Year 2014-2015 Accomplishments

- 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 2014 Annual Summer Conference on nuisance abatement, minimum housing, demolition and liens.
- Assisted with numerous real estate closings in furtherance of the Town’s bond program goals.

Goals

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

Objectives

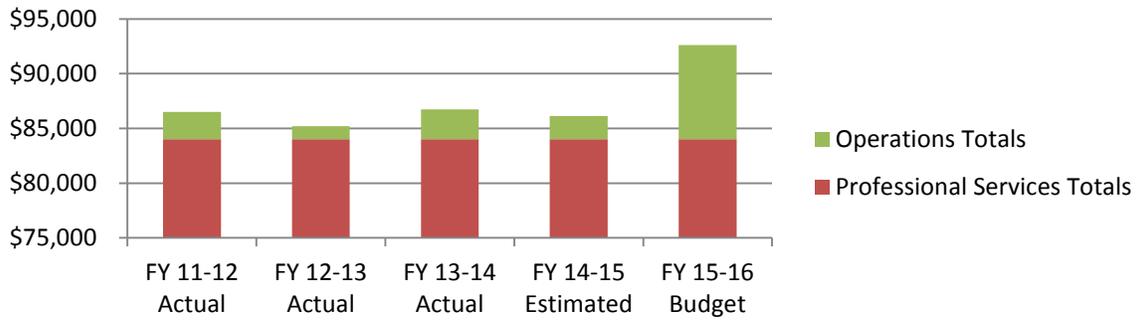
1. Continue to provide the Town with responsible and responsive legal services.

Workload Indicators

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
# of Official Meetings and Staff Discussions Attended	77	77	77
# of Town Real Estate Purchases (Including Historic Downtown Garner)	4	2	4
# of Contracts Reviewed	30	30	30
# of Easements Negotiated	17	17	17
# of Filings and Cancelations of Liens	15	15	10
# 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	0	1
# of Title Opinions Issued	4	3	4
# of Misc. Staff Inquires	400	500	500

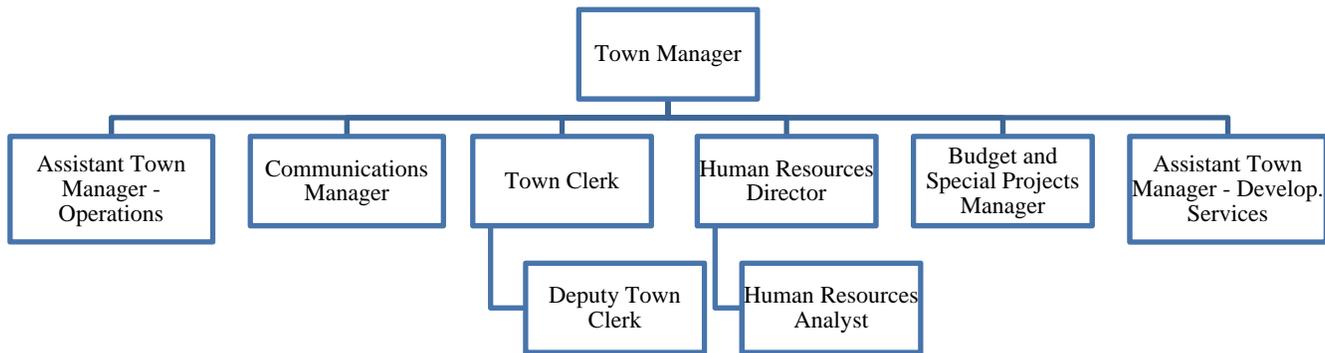
LEGAL SERVICES

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Professional Services								
521000	Professional Services	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000	\$ 84,000	90.7%
Operations								
521100	Postage	-	-	-	-	\$ 42	\$ 42	
521400	Travel and Training	\$ 1,102	\$ 688	\$ 1,809	\$ 1,420	1,845	1,845	
522520	Filing Fees	-	170	1,496	428	1,470	1,200	
522530	Recording Fees	545	30	(798)	-	-	-	
522535	Pending Litigation Expense	-	150	-	-	-	-	
523300	Departmental Supplies	575	136	239	268	480	480	
524300	Contract Services	233	-	-	-	5,000	5,000	
525300	Dues and Subscriptions	40	40	-	-	50	50	
Operations Totals		2,494	1,214	2,746	2,116	8,887	8,617	9.3%
Overall Totals		\$ 86,494	\$ 85,214	\$ 86,746	\$ 86,116	\$ 92,887	\$ 92,617	100%



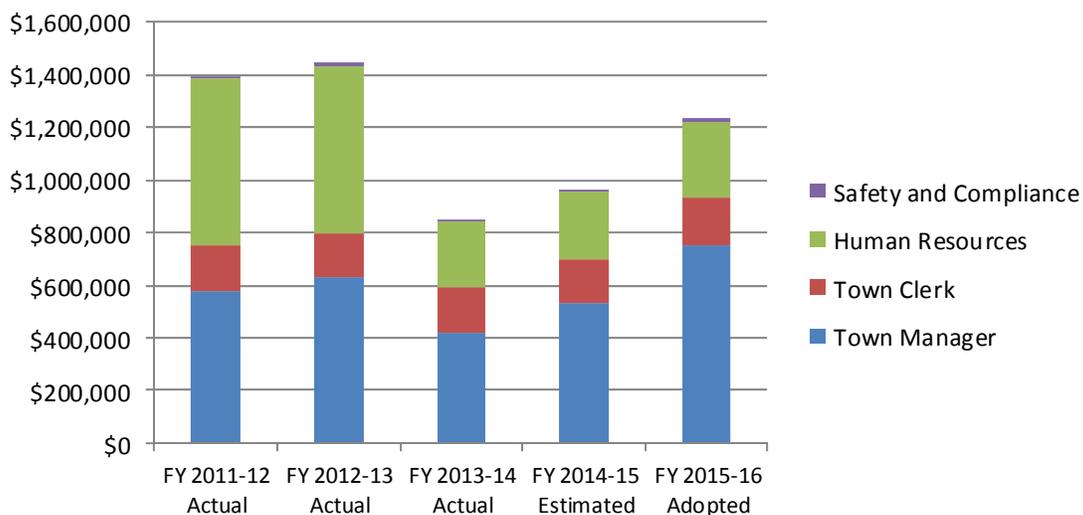
ADMINISTRATION DEPARTMENT

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



Expenditure by Division

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Town Manager	\$577,488	\$631,489	\$426,149	\$534,736	\$747,659	2.63%
Town Clerk	\$171,691	\$163,791	\$167,148	\$164,472	\$184,323	0.65%
Human Resources	\$640,791	\$638,972	\$252,172	\$253,454	\$289,062	1.02%
Safety and Compliance	\$8,177	\$9,485	\$9,655	\$8,682	\$10,824	0.04%
Total	\$1,398,147	\$1,443,737	\$855,124	\$961,344	\$1,231,868	4.33%



TOWN MANAGER

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

Mission

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

Fiscal Year 2014-2015 Accomplishments

- Managed completion of high priority action items across the organization from the Town's 2014 Strategic Action Plan.
- Managed the Town's bond program and Bond Project Tracking System as several projects (Police Station, Town Hall, Indoor Recreation Center, Park Enhancement, and sidewalks) are underway.
- Strengthened and improved the Town's budget document and Capital Improvement Plan.
- Successfully implemented the approved Town Manager's Office reorganization by adding an Assistant Town Manager-Development Services and reorganizing the Economic Development Department.
- Managed Google Fiber feasibility analysis and assessment that led to Google's plan to install fiber in Garner.
- Assistant Town Manager Rodney Dickerson elected to NC City & County Management Assoc.'s Executive Board.
- Provided successful overall management of the implementation of the FY 2014-2015 adopted operating and capital budgets and development of the 2015-2016 budgets.
- Managed \$40 million dollar capital bond program resulting from bond referendum passage in March 2013.
- Won first-place Excellence in Communications Award from N.C. Association of Government Information Officers for broadcast program ("Great People in Garner").
- Grew social media dramatically for Town's main social accounts.
- Vastly increased reach of Town newsletter (16,000 clicks per month).

Goals

1. Provide focused leadership and implement Council goals and policy directives. (FR3, SD1, SD2)
2. Manage operations of all Town departments to ensure delivery of efficient and effective services. (FR3, SD1, SD2)
3. Orchestrate cooperative efforts of Town staff and external partners to promote Garner, attract desirable new businesses, and retain existing businesses. (SD2, OD1, OD3, OD5)
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. (FR3)
5. Develop employee potential at all levels. (FR3, SD4)
6. Encourage community involvement in Town government, promote civic engagement, respond to concerns, and strengthen communication with all segments of the community. (SD3, QL4, QL5)
7. Build citizen pride in the community and enhance the general public's awareness of Garner as a desirable place to live. (QL2, QL7)
8. Maintain strong intergovernmental relations at the regional, state, and national levels. (FR2, SD1, OD4, QL5)
9. Launch the new Town website and publicize it. (SD1, QL2, QL4, QL7)
10. Continue to increase the Town's social media followings. (SD1, QL1, QL2, QL4, QL7)
11. Continue to increase the number of citizens who read the Town newsletter. (SD1, SD2, QL4, QL7)
12. Continue to improve the quality of the Town's television and video productions. (SD1, QL2, QL4, QL7)
13. Augment and improve the image and perception of Garner in Garner, the region, the State of North Carolina, and the nation. (OD2, QL1, QL2, QL3, QL7)

Objectives for Fiscal Year 2015-2016

1. Implement the Town's 2015 Strategic Action Plan and coordinate its completion across Town departments.
2. Manage the Town's bond program and construction projects.
3. Analyze and recommend management efficiencies across the organization.
4. Manage Google Fiber implementation and integration into Garner communities.
5. Undertake campaign to better define and enhance Garner's brand.
6. Increase social media following across all platforms.
7. Work with vendor to redesign website and launch new site.

TOWN MANAGER

Program Changes for Fiscal Year 2015-2016

The FY 2015-16 budget reflects the restructuring of the Town Manager's Office reporting structure to three senior managers. An internal candidate was selected as Assistant Town Manager – Development Services and oversees Economic Development, Engineering, Inspections, Planning, and Downtown Development. The Assistant Town Manager- Operations oversees Neighborhood Improvement, Parks Recreation and Cultural Resources, Information Technology and Public Works. FY 2015-16 also now reflects increased costs in this department due to the transfer of the Communications Manager from the Economic Development Department.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Town Manager	1	-	1
Assistant Town Manager - Operations	1	-	1
Assistant Town Manager - Develop. Services	1	-	1
Communications Manager*	0	-	1
Budget and Special Projects Manager	1	-	1
Total	4	-	5

* Transferred from Economic Development Department

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Strategic Action Items Completed	-	85%	85%
# of Active Bond Projects on Schedule	-	90%	95%
Improve or Maintain Credit Rating	AA+	AA+	AA+
Citizen Satisfaction Rating from <i>garnerinfo</i> App	4.9/5.0	4.9/5.0	4.8/5.0
# of newsletter link clicks (monthly average)	6,266	13,000	16,000
Annual % increase in social media followers	29.2%	32.2%	28.0%
# of nationally accredited Town Departments	2	3	4
"Outstanding" Budget Review Comments from GFOA	5 of 31	5 of 31	7 of 31

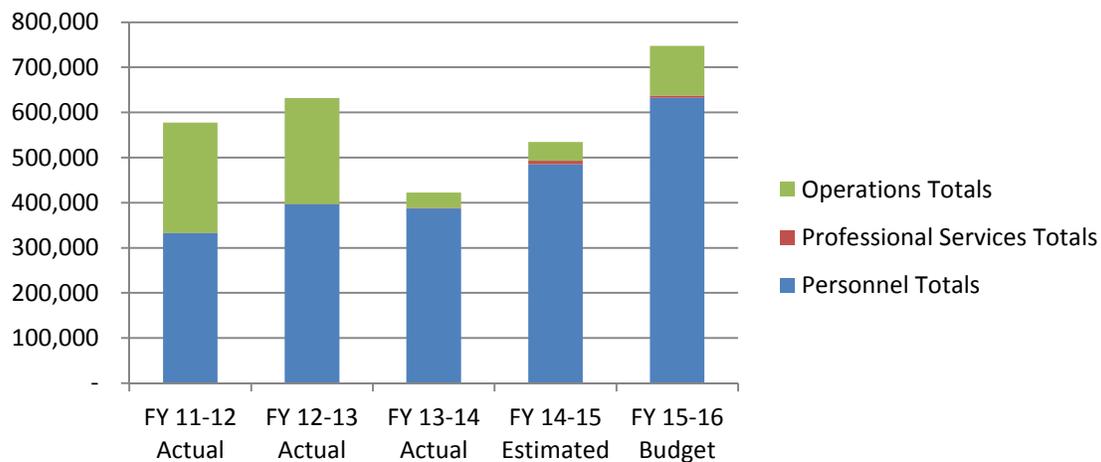
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Number of Meetings Attended with Regional Partners	120	156	150
Bond Project Updates Completed	-	6	6
# of television programs and videos produced (excluding Council meetings)	67	69	69
# of news releases distributed	64	61	64
# of newsletters	12	12	12
Council Meetings Attended	147	96*	110

TOWN MANAGER

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$266,805	\$314,243	\$305,974	\$372,325	\$ 492,604	\$ 492,604	
510220	Salaries - Temporary	2,688	7,432	1,408	12,112	-	-	
510236	Longevity	-	-	4,992	5,092	5,535	5,535	
510500	FICA	18,300	22,213	21,408	27,086	35,345	35,345	
510600	Group Insurance	14,083	17,783	19,171	25,202	40,043	40,043	
510700	Retirement	30,674	35,558	36,411	43,184	58,031	58,876	
	Personnel Totals	\$332,551	\$397,230	\$389,364	\$485,001	\$ 631,558	\$ 632,403	84.6%
Professional Services								
521000	Professional Services	\$ 500	\$ 71	\$ 1,774	\$ 7,800	\$ 5,200	\$ 5,200	0.7%
Operations								
521100	Postage	\$ 13,068	\$ 16,457	\$ (13)	\$ 565	\$ 1,245	\$ 1,000	
521150	Telephone	-	-	1,364	1,844	1,908	3,300	
521200	Printing	978	75	55	680	2,400	2,400	
521400	Travel and Training	23,072	22,443	23,287	21,772	30,078	27,403	
522100	Equipment Rental	4,042	4,753	-	5,801	4,995	4,388	
523300	Departmental Supplies	438	1,286	4,566	2,450	1,150	1,150	
523350	Supplies - United Way	34	-	499	579	609	609	
524300	Contract Services	-	-	513	456	63,622	63,622	
525300	Dues and Subscriptions	4,388	3,050	4,740	7,788	6,184	6,184	
525400	Insurance and Bonds	184,319	186,123	-	-	-	-	
537400	Equipment	14,099	-	-	-	-	-	
	Operations Totals	\$244,437	\$234,188	\$ 35,010	\$ 41,935	\$ 112,191	\$ 110,056	14.7%
Overall Totals		\$ 577,488	\$ 631,489	\$ 426,149	\$ 534,736	\$ 748,949	\$ 747,659	100%

Note: FY 15-16 reflects first year of personnel and operations expenses related to a full year of the Assistant Town Manager - Development Services and transfer of the Communications Manager from another Department.



TOWN CLERK

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

Mission

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

Vision

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

Fiscal Year 2014-2015 Accomplishments

- Implemented the first volunteer recognition program using the James R. Stevens Service Award.
- Assisted in the appointment and the development of the Garner Veterans Advisory Committee. The Committee is now under the Parks, Recreation and Cultural Resource Department.
- Coordinated with the appropriate Town departments in order to implement a smooth transition to turn over responsibilities of the soon to be dissolved Garner Veterans Memorial Committee.
- Planned, 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.
- Achieved 60% completion of Town-wide Policy Manual
- Completed recruiting process to hire new Deputy Town Clerk and provided training.
- Facilitated replacement panels for the Garner Veterans Memorial, which contained incorrect historical information.

Goals

1. Provide public notice of all official meetings, and prepare agenda and minutes for all Town Council regular meetings, special meetings, emergency meetings, work sessions and committee meetings. (SD1, QL4, QL6)
2. Develop and manage a system to provide an ongoing pending list of upcoming agenda items to management and all department heads. (SD1, QL4, QL6)
3. Manage permanent records and Town Clerk and Town Council department records. (SD1)
4. Respond to public records requests in a timely manner with accurate information. (SD1, SD2, SD3, QL4)
5. Provide administrative support (including travel arrangements) to the Administrative Department Staff, Mayor and Council. (SD1, SD3)
6. Manage Town boards, commissions, and task forces that are appointed by Council. (QL4, QL5, QL6)
7. Serve as a liaison with the citizens and the Town Council, helping those citizens that we can help and for others ensuring that correspondence and phone messages are routed to the appropriate persons for prompt response. (SD2, SD3)
8. Make arrangements for special events related to the manager and the council's office. (SD1)
9. Take responsibility for various special projects that do not fall under any specific department or department manager. (SD1)

Objectives for Fiscal Year 2015-2016

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

TOWN CLERK

Program Changes for Fiscal Year 2015-2016

The FY 2015-16 Town Clerk's budget provides additional training funding specifically for the Deputy Town Clerk position (Municipal Clerk Certification).

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Town Clerk	1	-	1
Deputy Town Clerk	1	-	1
Total	2	-	2

Performance Measures

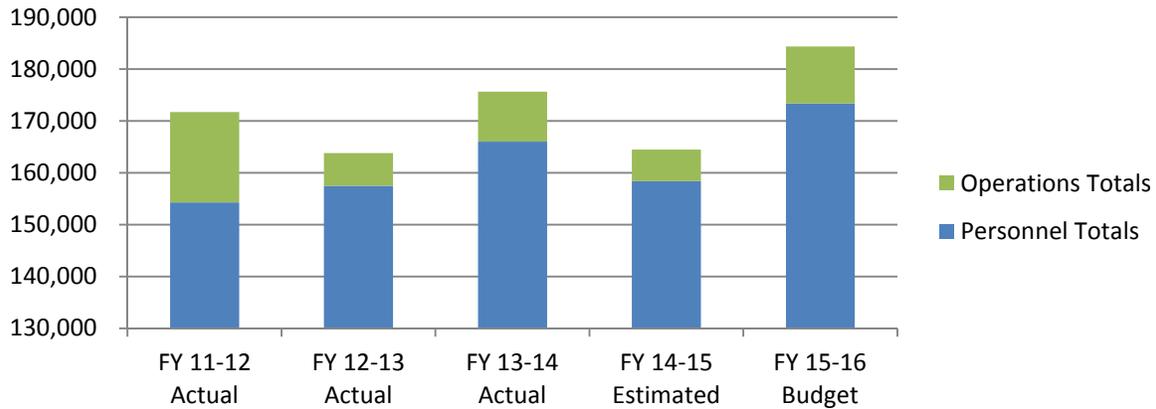
Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
95% of Council Meeting Agendas Available on Town Website ≥ 5 Days Prior	100%	100%	100%
95% of All Public Notices for Official Meetings Issued ≥ 5 Days Prior	100%	100%	100%
95% of Meeting Summaries Completed Within Two Business Days of Council Meeting	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%

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Proclamations/Ceremonial Docs Prepared	63	63	50
Ordinances and Resolutions Prepared	58	96	100
Council Meetings Attended	38	38	38
Committee Meetings Attended	7	7	15
Documents Recorded	20	20	30
Special Events Planned	4	5	6

TOWN CLERK

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 116,624	\$ 119,417	\$ 117,133	\$ 115,168	\$ 129,595	\$ 125,952	
510210	Salaries - Overtime	1,671	2,114	936	525	1,200	1,200	
510220	Salaries - Temporary	-	647	1,310	2,764	2,500	2,500	
510236	Longevity	-	-	3,918	4,113	4,260	4,260	
510500	FICA	8,388	8,576	9,267	8,887	10,523	10,245	
510600	Group Insurance	13,449	12,933	12,536	12,605	14,211	13,647	
510700	Retirement	14,172	13,800	15,088	14,333	15,721	15,518	
Personnel Totals		\$ 154,305	\$ 157,487	\$ 160,188	\$ 158,395	\$ 178,010	\$ 173,322	94%
Operations								
521100	Postage	-	-	-	\$ 161	\$ 242	\$ 141	
521400	Travel and Training	\$ 6,505	\$ 1,545	\$ 3,928	2,130	6,840	6,840	
522530	Recording Fees	97	233	364	365	900	900	
522600	Advertising	7,380	1,232	400	1,072	1,000	1,000	
523300	Departmental Supplies	1,630	2,837	1,798	1,962	1,600	1,600	
524300	Contract Services	1,400	-	-	-	-	-	
525300	Dues and Subscriptions	375	457	471	387	520	520	
Operations Totals		\$ 17,387	\$ 6,303	\$ 6,961	\$ 6,077	\$ 11,102	\$ 11,001	6%
Overall Totals		\$ 171,691	\$ 163,790	\$ 167,149	\$ 164,472	\$ 189,112	\$ 184,323	100%



HUMAN RESOURCES

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

Mission

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

Vision

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

Fiscal Year 2014-2015 Accomplishments

- Successfully implemented the Town's first online benefits Open Enrollment using Employee Self Service.
- Conducted supervisor training for the Garner Police Department.
- The Wellness Committee hosted an employee health fair in November 2014.
- 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 down from 18% to 5%.
- Prepared to meet the employer mandate provisions of the Affordable Care Act, specifically the measurement and reporting requirements.

Goals

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

Objectives for Fiscal Year 2015-2016

1. Continue to streamline the pay and benefits administration process by utilizing the Town's financial programs to enter pays and benefits changes.
2. Continue to develop a Supervisor Training Program.
3. Increase engagement by providing surveys to seek feedback on HR programs.

HUMAN RESOURCES

Program Changes for Fiscal Year 2015-2016

None.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Human Resources Director	1	-	1
Human Resources Analyst	1	-	1
Total	2	-	2

Performance Measures

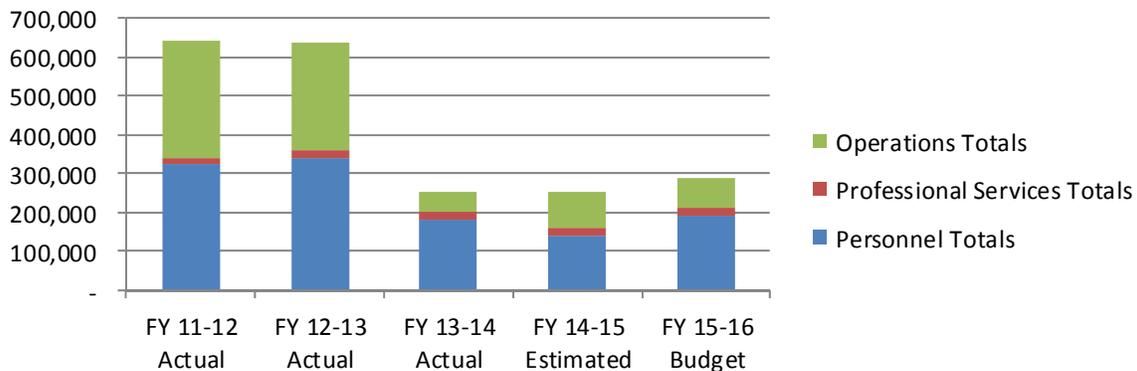
Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Employees Completing the Probationary Period Successfully	80%	92%	100%
% of Employees Rating Benefits Better of Greater than Average on Benefits Survey (Survey Performed Every Other Year)	-	-	75%
Full-time Employee Turnover Rate	9%	6%	5%
% of Full-time Employees with Longevity (10 Years or Greater)	46%	45%	43%
% of Positions Requiring Grade Change	100%	91%	30%

Workload Indicator

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
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

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 111,395	\$ 132,044	\$ 139,958	\$ 108,235	\$ 147,658	\$145,616	
510236	Longevity	-	-	-	1,000	1,000	1,000	
510500	FICA	8,280	9,722	10,214	8,159	11,372	11,217	
510600	Group Insurance	118,384	11,623	12,429	8,975	14,243	13,681	
510610	Retiree Health Insurance	-	111,871	-	-	-	-	
510615	Health Reimbursement	70,773	58,795	-	-	-	-	
510700	Retirement	13,314	14,800	17,584	13,042	17,308	17,319	
Personnel Totals		\$ 322,145	\$ 338,855	\$ 180,185	\$ 139,411	\$ 191,581	\$188,833	65.3%
Professional Services								
521000	Professional Services	\$ 20,124	\$ 20,220	\$ 20,584	\$ 21,223	\$ 22,500	\$ 22,500	7.8%
Operations								
521100	Postage	-	-	-	\$ 61	\$ 197	\$ 59	
521150	Telephone	-	-	\$ 636	747	636	636	
521200	Printing	\$ 237	\$ 139	-	-	-	-	
521400	Travel and Training	9,908	5,724	7,208	2,899	8,700	6,536	
521401	Organizational Training	-	-	6,800	9,528	13,740	9,600	
521460	Employee Recognition Program	-	-	-	2,678	5,260	3,100	
522100	Equipment Rental	-	-	-	129	122	137	
522601	Recruitment	1,788	3,360	6,847	48,893	39,500	25,000	
523300	Department Supplies	-	-	-	24	-	-	
523340	Personnel Supplies	484	3,747	338	393	1,500	1,000	
524300	Contract Services	28,113	59,507	20,008	21,504	22,488	22,488	
525300	Dues and Subscriptions	995	1,278	803	807	943	943	
525610	Workers Compensation	241,304	157,592	-	-	-	-	
525620	Unemployment Insurance	541	43,205	-	-	-	-	
525630	Wellness Program	8,037	2,044	4,362	1,856	7,130	7,130	
525660	Educational Assistance	7,115	3,300	4,400	3,300	7,700	1,100	
Operations Totals		\$ 298,522	\$ 279,896	\$ 51,402	\$ 92,819	\$ 107,916	\$ 77,729	26.9%
Overall Totals		\$ 640,791	\$ 638,971	\$ 252,171	\$ 253,453	\$ 321,997	\$ 289,062	100%



SAFETY AND COMPLIANCE

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

Safety and Compliance Operations History

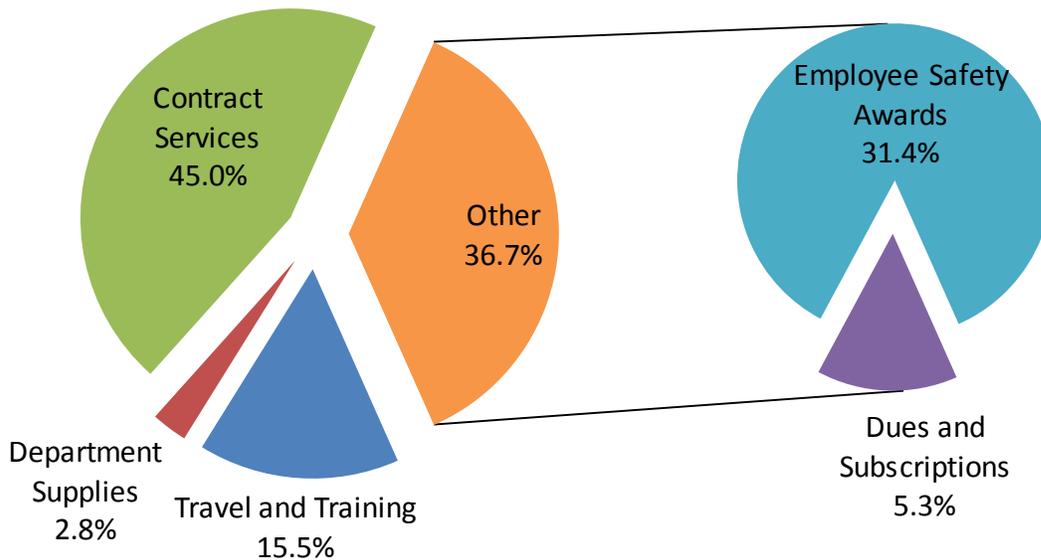
Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	% of Total FY 15-16 Budget
521400	Travel and Training	\$ 1,582	\$ 1,142	\$ 1,743	\$ 1,137	\$ 1,675	\$ 1,675	15%
523300	Departmental Supplies	77	376	46	7	300	300	3%
524300	Contract Services	3,718	4,307	3,901	3,573	4,874	4,874	45%
525300	Dues and Subscriptions	447	547	547	682	575	575	5%
525650	Employee Safety Awards	3,661	3,150	3,418	3,284	3,575	3,400	31%
4240	Total	\$ 9,485	\$ 9,522	\$ 9,655	\$ 8,683	\$ 10,999	\$ 10,824	100%

Program Changes for FY 2015-2016

None.

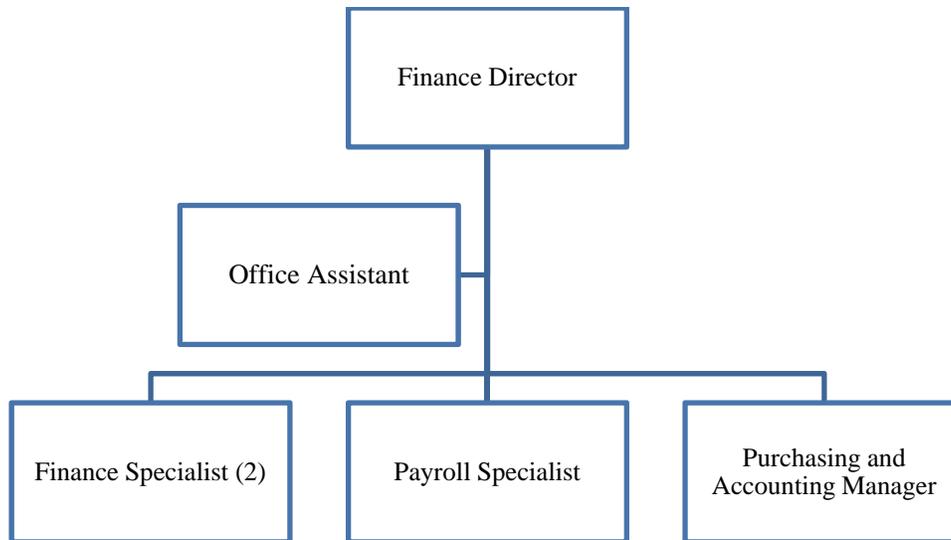
Authorized Positions - None Authorized.

Safety and Compliance FY 15-16 Expenditure by Operations



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

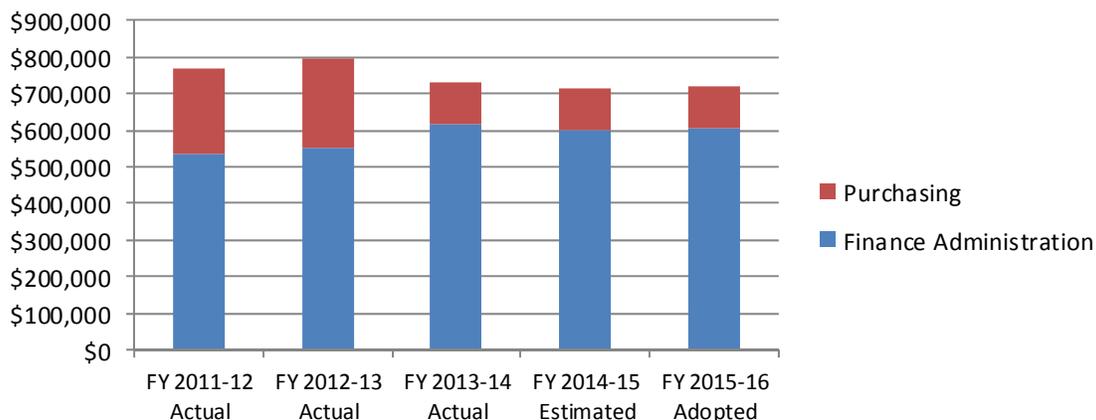
To provide sound and innovative financial management in accordance with North Carolina General Statutes, applicable state and federal regulations, and principles of accounting, purchasing, and cash management.

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.

Expenditure by Division

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Finance Administration	\$536,303	\$551,648	\$620,715	\$597,638	\$604,077	2.12%
Purchasing	\$231,836	\$244,751	\$111,209	\$110,838	\$114,464	0.40%
Total	\$768,139	\$796,399	\$731,924	\$708,476	\$718,541	2.52%



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.

Fiscal Year 2014-15 Finance Administration and Purchasing Accomplishments

- The Certificate of Achievement for Excellence in Financial Reporting has been awarded to the Town for the 25th consecutive year.
- The Town received their 18th Distinguished Budget Award for the FY 2014-15 budget document.
- The Town maintained its rating from Standard & Poor's of AA+ and from Moody's of Aa2.
- Developed and implemented procedures for the acquisition and maintenance of capital assets, investment of Town funds, and handling of cash receipts.
- Implemented procedures for collection of delinquent fees through NC Debt Setoff Program.
- Issued \$14.67 million in general obligation bonds.

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. (FR3)
2. Provide accurate and timely invoice processing to vendors for goods and services in order to maximize the Town's cash flow position. (FR3, SD3, FR1)
3. Provide complete, accurate and timely data to help Town leadership make effective decisions and support strategic goals. (All 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. (SD4)
5. Deliver value-added services to citizens in a friendly manner that makes our customers appreciative. (SD1, SD2, SD3)
6. Manage cash balances in accordance with financial policies to protect capital, provide liquidity, and maximize investment earnings. (FR1, FR3)
7. Prepare accurate payroll and provide payroll customer service to over 200 employees. (FR3)

Objectives for Fiscal Year 2015-2016

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 15th day of the following month.
7. Complete bi-weekly payroll at least 48 hours prior to direct deposit and with 100% accuracy.

Program Changes for Fiscal Year 2015-2016

None.

FINANCE ADMINISTRATION

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Finance Director	1	-	1
Finance Specialist	2	-	2
Office Assistant	1	-	1
Payroll Specialist	1	-	1
Total	5	-	5

Performance Measures

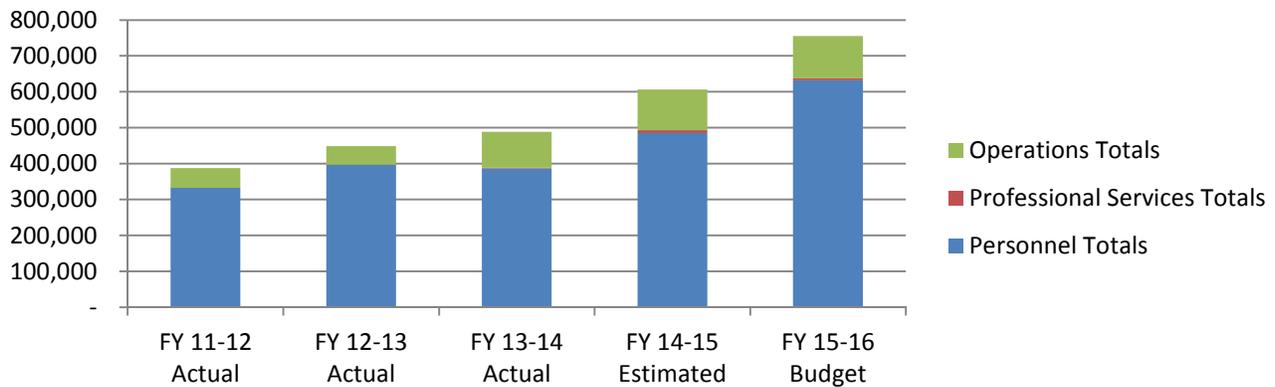
Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
Audit Submitted on Time	Yes	Yes	Yes
CAFR Award Received	Yes	Yes	Yes
PAFR Award Received	N/A	Yes	Yes
Number of Trainings Per Employee	2	1	2
Vendor Late Fees (as a % of non-personnel budget)	0.00%	0.00%	<.1% of Budget
Checks Reissued (as a % of total checks reissued)	0.01%	0.01%	<.01% of Reissued
% of Customer Inquires Addressed Within Two Business Days	N/A	95%	95%
Avg. # of Days to Reconcile Accounts and Statements	17	15	15
% Business Registrations Issued Within Five Business Days	99%	99%	99%
Avg. Hours Payroll Submitted to Bank Prior to Direct Deposit	48	48	48
Payroll Corrections/Adjustments Post-Processing	8	7	6

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Avg. # of Employees Paid per Pay Period	236	238	241
Avg. # of Check Issued per Month	390	291	372
Avg. Monthly Pooled Value of Investments	\$29.272 million	\$35.433 million	\$26.775 million
# of Privilege Licenses/Business Registrations Issued Annually	1,000	828	850
Avg. # of Raleigh Utility Accounts Processed Monthly	1,630	1,410	1,305
Avg. # of Wake County Tax Payments Processed Monthly	1,002	509	500

FINANCE ADMINISTRATION

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$317,770	\$331,919	\$289,368	\$292,964	\$ 302,307	\$ 300,202	
510236	Longevity	-	-	7,963	8,794	9,014	9,014	
510500	FICA	22,287	23,806	22,070	22,377	23,816	23,656	
510600	Group Insurance	30,871	30,416	31,999	33,823	36,681	35,236	
510700	Retirement	38,103	37,496	37,121	36,117	36,230	36,509	
	Personnel Totals	\$409,031	\$423,636	\$388,520	\$394,075	\$ 408,048	\$ 404,617	67.0%
Professional Services								
521000	Professional Services	\$ 72,759	\$ 76,324	\$132,212	\$ 89,600	\$ 82,118	\$ 82,118	13.6%
Operations								
521100	Postage	-	-	-	\$ 2,636	\$ 3,044	\$ 2,903	
521150	Telephone	\$ 1,035	-	\$ 636	636	636	636	
521200	Printing	3,660	\$ 3,299	3,578	3,462	4,240	4,240	
521400	Travel and Training	1,279	1,148	3,429	3,652	4,592	4,592	
521600	Equipment Maintenance & Repair	-	-	-	-	-	-	
522100	Equipment Rental	-	-	-	6,463	5,952	6,143	
523300	Departmental Supplies	1,969	1,742	1,904	1,790	2,200	2,200	
524300	Contract Services	15,923	15,115	31,410	29,807	20,950	20,950	
524310	Contract Services-Tax Coll	29,609	29,677	58,766	64,962	75,079	75,079	
524800	Purchase for Resale	64	-	-	-	-	-	
525300	Dues and Subscriptions	1,014	624	290	548	599	599	
525710	Cash Over and Short	(41)	83	(30)	7	-	-	
	Operations Totals	\$ 54,513	\$ 51,688	\$ 99,983	\$113,963	\$ 117,292	\$ 117,342	19.4%
4410 Total		\$536,303	\$551,648	\$620,715	\$597,638	\$ 607,458	\$ 604,077	100%



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. (FR1, FR3, SD3)
2. Review Town contracts for compliance with financial policies in a timely manner. (FR3)
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. (FR3, SD3)
4. Maintain an accurate and up-to-date inventory of the Town's fixed assets. (FR2)

Objectives for Fiscal Year 2015-2016

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.

Program Changes for Fiscal Year 2015-2016

None.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Purchasing & Accounting Manager	1	-	1
Total	1	-	1

Performance Measures

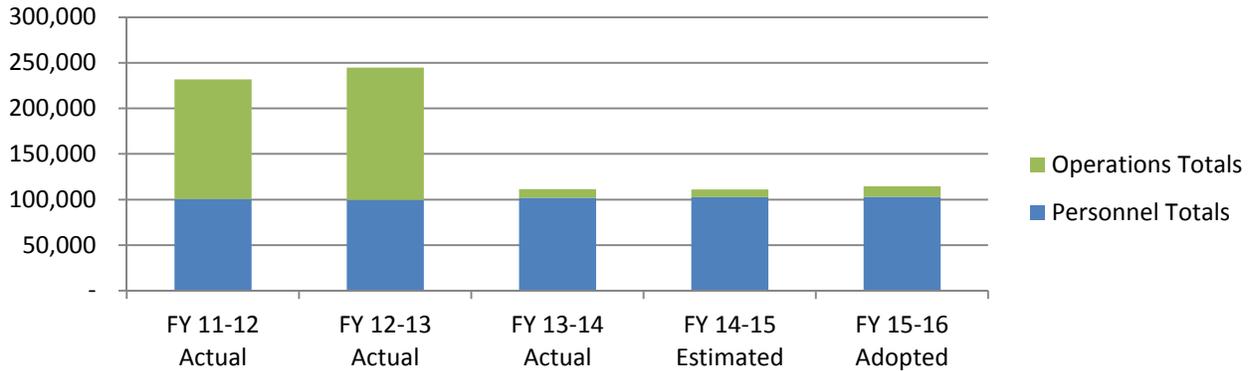
Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Purchase Orders Processed Within Two Business Days	N/A	90%	90%
Avg. # of Quotes per Purchase Greater than \$30,000	3	3	3
Inventory Accuracy (as a % of Total Dollar Value of Fixed Assets)	N/A	89%	93%

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of Contracts Reviewed	70	100	100
Avg. # of Purchase Orders Processed Monthly	40	35	40

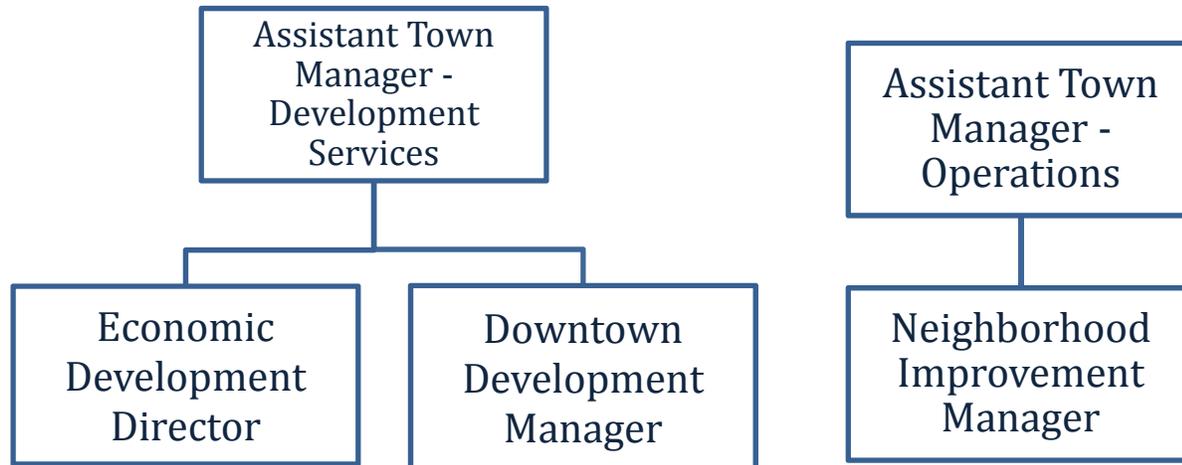
PURCHASING

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 79,096	\$ 78,996	\$ 76,141	\$ 76,880	\$ 76,618	\$ 76,620	
510236	Longevity	-	-	3,693	3,693	3,822	3,823	
510500	FICA	5,919	5,853	5,953	6,024	6,153	6,154	
510600	Group Insurance	5,904	5,668	6,224	6,540	7,126	6,848	
510700	Retirement	9,510	8,965	9,935	9,648	9,367	9,504	
Personnel Totals		\$100,428	\$ 99,483	\$101,946	\$102,785	\$ 103,086	\$ 102,949	89.9%
Operations								
521150	Telephone	\$ 41,058	\$ 48,720	-	-	-	-	
521200	Printing	-	422	-	-	\$ 215	\$ 215	
521400	Travel and Training	548	891	\$ 739	\$ 408	1,755	1,755	
521600	Equipment Maintenance & Repair	90	-	-	-	-	-	
522100	Equipment Rental	79,461	84,947	-	-	-	-	
523300	Departmental Supplies	79	611	430	73	500	500	
523310	Copier Supplies	10,072	9,302	8,018	7,446	9,082	8,900	
524300	Contract Services	5	291	(20)	-	-	-	
525300	Dues and Subscriptions	95	85	95	127	145	145	
Operations Totals		\$131,408	\$145,268	\$ 9,263	\$ 8,054	\$ 11,697	\$ 11,515	10.1%
Overall Totals		\$231,836	\$244,751	\$111,209	\$110,839	\$ 114,783	\$ 114,464	100%



ECONOMIC DEVELOPMENT

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



Mission

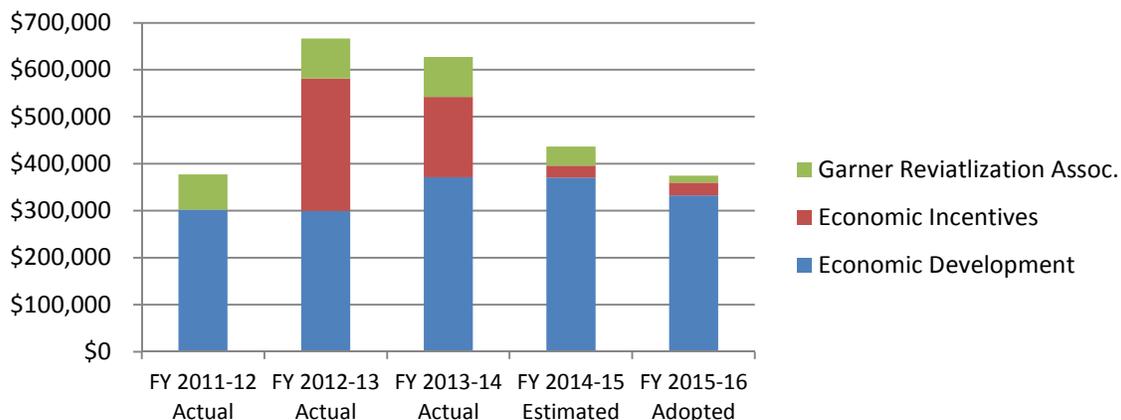
The Garner Economic Development Department is dedicated to fostering a positive environment for recruiting and retaining businesses, encouraging entrepreneurship, promoting Garner as the ideal place to locate a business and improving the quality of life for all of Garner. The focus of these efforts are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

Vision

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

Expenditure by Division

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Economic Development	\$302,141	\$299,050	\$370,989	\$370,095	\$332,524	1.17%
Economic Incentives	-	\$282,476	\$171,144	\$25,771	\$26,674	0.09%
Garner Reviatlization Assoc.	\$75,000	\$85,000	\$85,000	\$40,697	\$15,150	0.05%
Total	\$377,141	\$666,526	\$627,133	\$436,563	\$374,348	1.31%



ECONOMIC DEVELOPMENT

Fiscal Year 2014-2015 Accomplishments

- Overland Contracting selected Garner for its new headquarters and will create 89 jobs.
- Cabela's opened its first North Carolina store at White Oak Shopping Center and several restaurants began construction at the center.
- The Garner Industrial Site at Greenfield Park South was accepted into the Duke Site Readiness Program.
- Hired a new Economic Development Director and began development of a new Economic Development Strategic Plan.
- Partnered with the North Carolina Housing Finance Agency to co-sponsor a Foreclosure Prevention and Job Search Boot camp that served over 100 Garner area residents.
- Researched and recommended plan for the acquisition and rehabilitation of abandoned/foreclosed residential properties for transitional and homeless households in partnership with Habitat for Humanity.
- Partnered with Rebuilding Together of the Triangle to install new playground equipment in Greenbrier Subdivision as well as provide home repairs for five families surrounding the playground.
- Continued the successful Garner 101 Citizens Academy hosting two sessions during the year.
- Achieved National Main Street Accreditation for the fifth consecutive year.

Goals

1. Foster a business friendly environment that promotes commercial and industrial growth in a responsible manner.(OD5) (FR1) (OD1)
2. Improve existing retail assets and continue to grow Garner as a destination for shopping and entertainment. (OD5) (FR1) (OD1)
3. Foster an environment that recognizes innovation, creativity and makes Garner an attractive place for startup businesses to locate. (OD5) (FR1) (OD1) (OD3)
4. Promote Garner as the ideal place to build and own a home. (QL2)(OD1)(OD5)
5. Strengthen neighborhoods and stabilize residential property values through neighborhood development programs. (QL3)
6. Research and implement new programs to minimize/eliminate blight in the Town of Garner. (QL1, QL2, QL3 and QL5)
7. Partner with stake holders to leverage monies for neighborhood projects. (QL3)
8. Manage the Garner Main Street Program to meet the North Carolina and National Main Street Center Accreditation goals. (SD1, SD2, SD4, OD2, OD3, QL 2, QL 3, QL4, QL5, QL7)
9. Continue implementation of the Historic Downtown Garner Plan. (FR2, OD1, OD3, OD4, OD5, QL5, QL6, QL7)
10. Develop and nurture public/private partnerships to facilitate a comprehensive approach to downtown revitalization. (OD3, OD5, QL2, QL3, QL4, QL5, QL 6, QL7)

Objectives for Fiscal Year 2015-2016

1. Continue to work with the Garner Economic Development Corporation and market the Garner Technology Site.
2. Have the Garner Industrial Site (Poole Site) certified by the NC Department of Commerce.
3. Continue to work with the Growth Strategies Task Force and implement their recommendations.
4. Implement an active retention and expansion program and conduct existing industry surveys.
5. Facilitate ongoing discussions with local builders and realtors.
6. Partner with Rebuilding Together of the Triangle to fund repairs for a minimum of eight low/moderate income families.
7. Increase number of officially recognized neighborhood organizations.
8. Promote Town of Garner neighborhood improvement program by attending partner agency meetings.
9. Continue community outreach by offering by developing and offering new programs to area residents.
10. Update and follow the Garner Main Street Plan of Work to ensure all National Main Street Accreditation goals are met.
11. Review and update the Historic Downtown Garner Plan to reflect recent changes and identify new opportunities.
12. Work with the GRA Board of Directors, committees and volunteers to foster active citizen leadership and participation in downtown revitalization efforts.

Program Changes for Fiscal Year 2015-2016

The FY 2015-16 Budget represents a change in funding and structure for the Economic Development Department as a result of the Town Manager's Office reorganization that occurred last fiscal year.

First, during FY 2014-15, the Town added a Downtown Development Manager. This new position assumes the responsibilities of the former Director of the Garner Revitalization Association as a full Town employee. The Economic Development Department's salary line items reflect the addition of this position to the department. By the same token, the Garner Revitalization Association's line item shows a reduction in funding to reflect the former Director's position move to a Town Staff Position.

Next, the FY 2015-16 budget has the Economic Development Department seeing a structural change in its make-up and reporting structure. With the addition of the Assistant Town Manager-Development Services, the Economic Development Director and
(next page)

ECONOMIC DEVELOPMENT

Program Changes for Fiscal Year 2015-2016 (cont.)

(from previous page) the Downtown Development Manager now report to this person. The Neighborhood Improvement Manager now directly reports to the Assistant Town Manager- Operations.

Finally, the last change that occurred to the Economic Development Department was the transfer of the Communications Manager to the Town Manager's Office.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Economic Development Director	1	-	1
Neighborhood Improvement Manager	1	-	1
Downtown Development Manager*	0	-	1
Communications Manager**	1	-	0
Total	3	-	3

*Position added mid-FY 2014-2015

** Transferred to Town Manager's Office

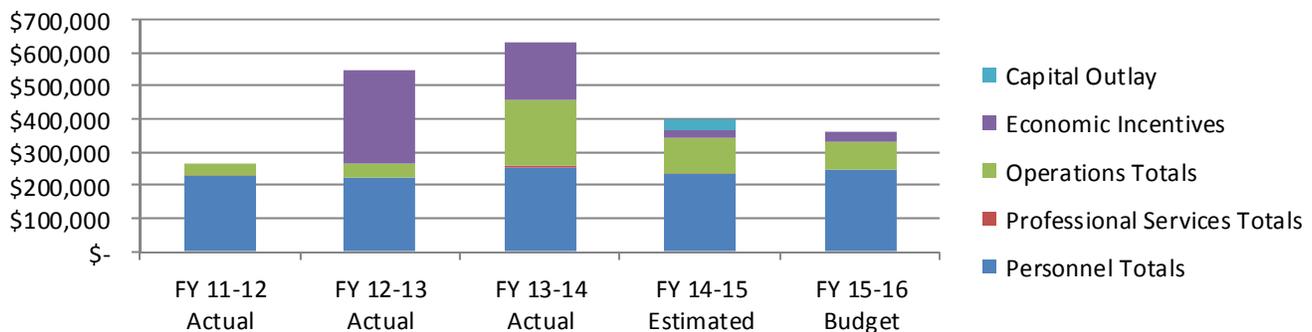
Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% 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 Local Businesses Visited	12	5	20
National Main Street Accreditation Achieved	Yes	Yes	Yes

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Garner 101 Participants	46	48	35
Total Business Requests Received	67	63	65
Partner Meetings, Trade Shows, and Conferences	12	12	15
Main Street Board and Committee Meetings	16	19	20
Main Street Manager Meetings and Conferences	4	4	4

Economic Development Spending



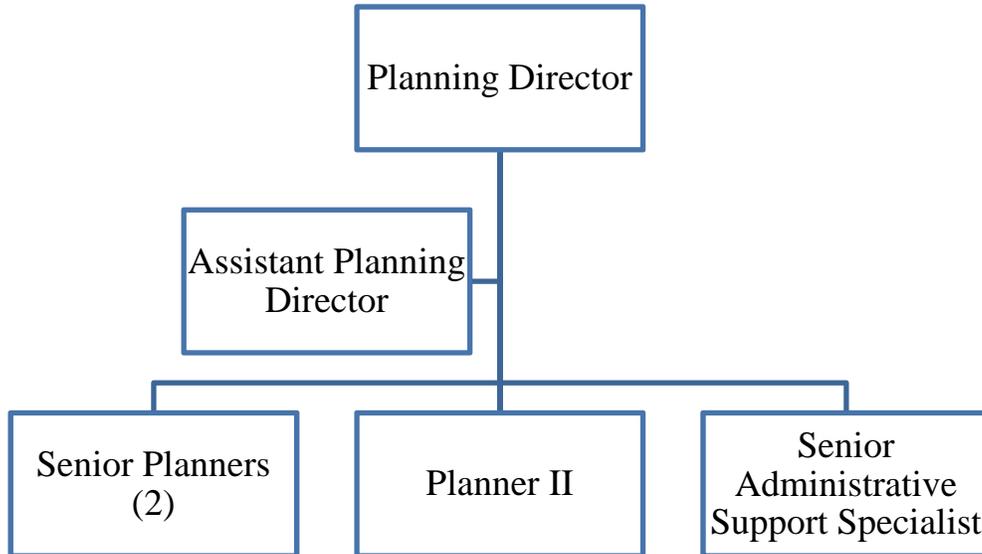
ECONOMIC DEVELOPMENT

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 175,626	\$ 174,887	\$ 192,835	\$ 176,932	\$ 190,042	\$ 189,332	
510236	Longevity	-	-	3,058	1,000	2,194	2,194	
510500	FICA	12,626	12,578	13,982	12,424	14,666	14,666	
510600	Group Insurance	19,943	18,878	22,476	22,176	21,617	21,617	
510700	Retirement	21,006	19,809	23,590	21,219	22,571	22,613	
	Personnel Totals	\$ 229,201	\$ 226,152	\$ 255,941	\$ 233,751	\$ 251,090	\$ 250,422	66.9%
Professional Services								
521000	Professional Services	\$ 585	-	\$ 1,000	\$ 101	-	-	0.0%
Operations								
521100	Postage	-	-	-	\$ 141	\$ 1,867	\$ 1,275	
521150	Telephone	-	-	\$ 1,908	2,129	1,272	2,028	
521200	Printing	\$ 1,598	\$ 940	12,000	1,692	16,800	14,700	
521400	Travel and Training	16,609	11,652	12,100	10,602	10,625	9,975	
521440	Business Recruitment	3,528	3,364	6,348	2,128	20,450	16,450	
521455	Development Assistance	3,783	4,959	3,800	81	25,000	5,000	
521700	Auto Maintenance & Repair	448	247	450	412	300	300	
522100	Equipment Rental	-	-	-	144	144	169	
522600	Advertising	6,500	5,000	43,000	17,894	13,000	13,000	
523100	Fuel	267	712	800	394	677	677	
523300	Departmental Supplies	3,589	3,830	3,500	7,542	6,500	6,500	
523540	Promotional Supplies	293	5,557	2,000	31	1,600	1,600	
524300	Contract Services	525	525	115,680	62,188	33,980	7,980	
525300	Dues and Subscriptions	1,597	2,737	1,300	3,016	2,448	2,448	
	Operations Totals	\$ 38,737	\$ 39,523	\$ 202,886	\$ 108,394	\$ 134,663	\$ 82,102	21.9%
Economic Incentives								
521450	Economic Incentives	-	282,476	171,144	25,771	26,674	26,674	7.1%
Chamber of Commerce								
524340	Chamber of Commerce	\$ 33,618	\$ 33,375	-	-	-	-	0.0%
Garner Revitalization Association								
524345	Garner Revitalization Assn	\$ 75,000	\$ 85,000	\$ 85,000	\$ 40,697	\$ 15,150	\$ 15,150	4.0%
Capital Outlay								
537410	Vehicle	-	-	-	\$ 27,848	-	-	0.0%
Overall Totals		\$ 377,141	\$ 666,526	\$ 715,971	\$ 436,562	\$ 427,577	\$ 374,348	100%

Please refer to the Economic Development Department's Program Changes for FY 2015-2016 section beginning on Page 120 and continuing on Page 121 for a full overview of the structural and budgetary changes occurring in the department. Also please note that the Town's contribution to the Chamber of Commerce used to be listed in Economic Development. The Town's Chamber of Commerce contribution is now listed in the Special Appropriations section under Subsidized Programs.

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

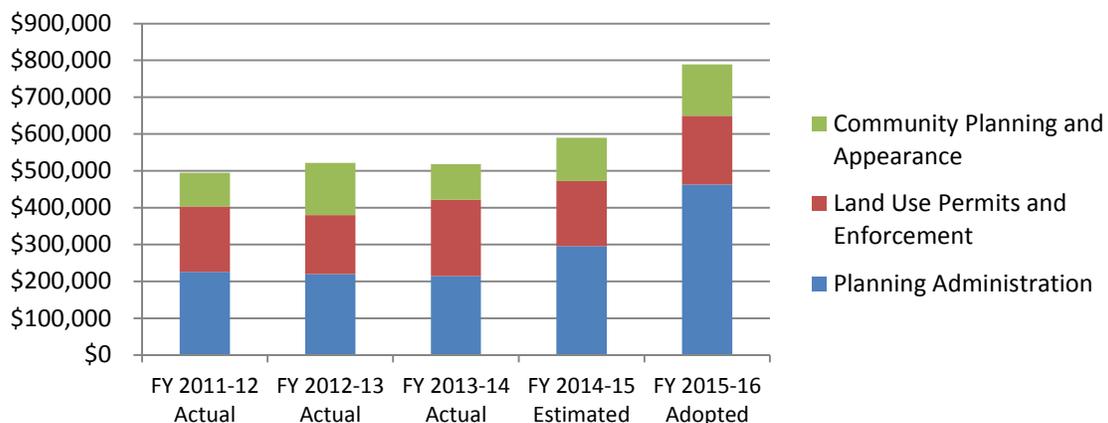
Design. Connect. Sustain: To promote quality growth and development that lasts and positively impacts community health, aesthetics and economic stability; and to administer development policies consistently, efficiently and effectively.

Vision

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

Expenditures by Division

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Planning Administration	\$225,731	\$219,598	\$214,725	\$295,443	\$462,954	1.63%
Land Use Permits and Enforcement	\$178,094	\$160,503	\$206,586	\$177,236	\$186,785	0.66%
Community Planning and Appearance	\$90,998	\$141,359	\$96,485	\$116,831	\$139,703	0.49%
Total	\$494,823	\$521,460	\$517,796	\$589,510	\$789,442	2.77%



PLANNING ADMINISTRATION

The **Planning Administration** Division manages the general operations of the department and consists of the Director, Assistant Director and Senior Administrative Support Specialist. The Director, with the assistance of the Assistant 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 responsible for receiving permit applications assuring conformance with all applicable State Statutes and Garner Unified Development Ordinance requirements regarding public notification. The Administration Division also manages consultant contracts for the Department as assigned; and manages the annexation, subdivision review and text amendment processes for the Department. Departmental budget preparation and administration is generated within this division, with input from other divisions.

Fiscal Year 2014-15 Planning Department Accomplishments

- Managed the completion of the Foxwood /Forest Ridge CDBG Sidewalk Project.
- Completed the public input meetings 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.
- Hired the Assistant Planning Director (new position).
- Hired the Senior Administrative Support Specialist.
- Completed UDO amendments regarding lot widths for townhomes and the addition of nursing homes.
- Worked with Core Properties and completed the approval process for two major development projects (one being Cabela's) located at the intersection of US 70 and Jones Sausage Road.
- Managed the revision of the Town's adopted Sewer Allocation Policy to reflect current Town Council goals and objectives.

Goals

1. Manage all growth management, land use planning, zoning administration and enforcement, transportation planning and development plan review activities in an orderly manner that provides for the stable progression of residential and commercial growth. (OD-1, OD-5)
2. Effectively manage the Department's customer service operations. (SD-1, SD-4)
3. Maintain an aesthetically pleasing, safe and connected community by staying abreast of proactive planning approaches and techniques. (QL-2, QL-3, QL-6, QL-7)
4. Maximize opportunities within existing and new external partnerships regarding regional planning, transportation, housing and public infrastructure needs. (QL-4, QL-5)
5. Manage consultant contracts and special projects to ensure fiscal stability and efficient use of Town resources. (FR-3)

Objectives for Fiscal Year 2015-2016

1. Update Comprehensive Plan to achieve the following:
 - a. coordination of small area and service master plan recommendations and action plans across departments;
 - b. inclusion of sound urban design and form-based principles related to centers of activity, including, but not limited to: employment centers, commercial centers, traditional neighborhoods and transit-oriented development; and
 - c. Identification of growth opportunities, service demands and infrastructure needs around the future 540 corridor.
2. Annually evaluate water/sewer allocation policy for possible revisions.
3. Provide efficient, prompt and courteous customer service.
4. Identify and attend timely seminars, webinars, workshops and conferences.
5. Participate in regional meetings regarding growth and transportation planning.
6. Conduct RFQ process to contract with consulting firm for revision of the Comprehensive Plan.

Program Changes for Fiscal Year 2015-2016

The major adopted decision packages for the Planning Department were the inclusion of funding for a new Town Comprehensive and Transportation Plan (\$75,500). The funding for the new Comprehensive and Transportation Plan is the first year's allocation in what will be a two fiscal year process. The other half of funding will be adopted in FY 2016-17. The Planning Department is also receiving a new capital asset, a Large Format Plotter/Scanner (\$10,000).

PLANNING ADMINISTRATION

Authorized Positons

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Planning Director	1	-	1
Assistant Planning Director	1	-	1
Senior Administrative Support Specialist	1	-	1
Total	3	-	3

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% Comprehensive Plan Consultant Selection Process Completed	New for FY 2015-16	New for FY 2015-16	100%
% of Regional Membership Meetings Attended Regarding Planning and Transportation	90%	95%	90%
# of Training Events Attended	10	8	10
% of Comprehensive Planning Process Completed	New for FY 2015-16	New for FY 2015-16	50%
% of Annual Sewer Allocation Policy Review Completed	No Review Directed	100%	100%
% of Messages Returned Within One Business Day	90%	90%	95%

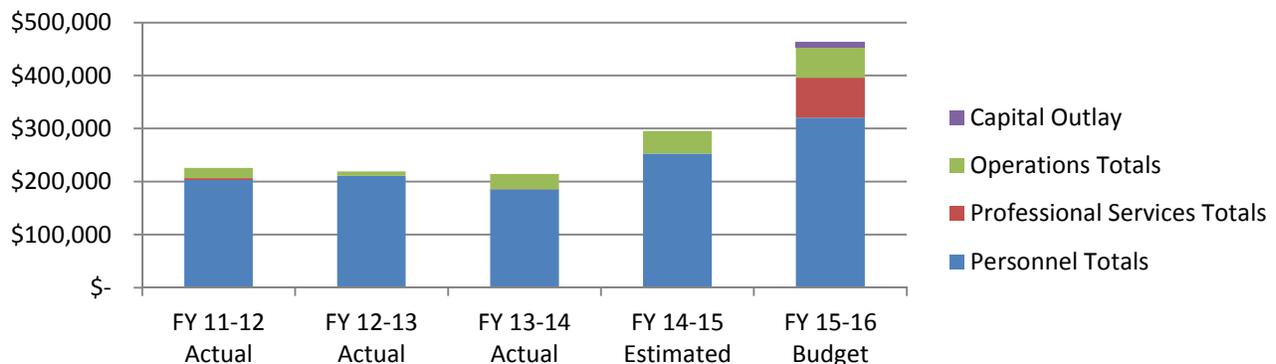
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Pre-Application Meetings (Director)	20	25	25

PLANNING ADMINISTRATION

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 160,922	\$ 168,454	\$ 145,634	\$ 187,902	\$ 241,245	\$ 245,242	
510220	Salaries - Temporary	-	-	525	6,976	1,600	-	
510236	Longevity	-	-	6,330	5,758	5,902	5,902	
510500	FICA	11,202	12,041	10,257	15,062	18,598	18,905	
510600	Group Insurance	11,766	11,575	9,299	14,251	21,400	20,564	
510700	Retirement	19,290	19,132	13,585	23,123	28,782	30,019	
	Personnel Totals	\$ 203,180	\$ 211,202	\$ 185,631	\$ 253,072	\$ 317,527	\$ 320,632	69.3%
Professional Services								
521000	Professional Services	\$ 3,247	-	\$ 265	-	\$ 78,000	\$ 75,500	16.3%
Operations								
521100	Postage	-	-	-	\$ 895	\$ 6,296	\$ 3,616	
521150	Telephone	-	-	\$ 597	650	1,272	1,272	
521200	Printing	\$ 150	-	-	55	665	665	
521400	Travel and Training	4,668	\$ 2,343	677	1,566	8,096	8,098	
521700	Auto Maintenance & Repair	449	100	248	700	760	680	
522100	Equipment Rental	-	-	-	16,082	15,555	14,918	
523100	Fuel	1,168	1,254	1,490	536	1,512	1,512	
523300	Departmental Supplies	433	781	362	427	1,200	1,000	
523399	Non Capital Equipment	-	-	-	1,842	-	-	
524205	Downtown Façade Grants	-	-	1,366	-	5,000	5,000	
524300	Contract Services	11,385	2,189	23,050	18,491	16,876	16,876	
525300	Dues and Subscriptions	1,051	1,728	1,038	1,127	3,185	3,185	
	Operations Totals	\$ 19,303	\$ 8,396	\$ 28,829	\$ 42,371	\$ 60,417	\$ 56,822	12.3%
Capital Outlay								
537400	Equipment	-	-	-	-	\$ 10,000	\$ 10,000	2.2%
Overall Totals		\$ 225,731	\$ 219,598	\$ 214,725	\$ 295,443	\$ 465,944	\$ 462,954	100%

Please note the inclusion of the Comprehensive and Transportation Plan Decision Package in the Professional Services (521000) line item. The new Large Format Plotter/Scanner is included in the Capital Equipment (537400) line item.



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. The Planner II works directly with the public assisting with general information regarding the Unified Development Ordinance and minor permit reviews. In carrying out these duties, staff investigates complaints from the general public regarding violations of the UDO and monitors them for compliance. With the cooperation of the Town Attorney, staff initiates proactive enforcement projects to improve compliance and enforce penalty provisions of the UDO, and also participates in the Neighborhood Improvement initiative. Staff also assist with the interpretation and review of the UDO, administer zoning compliance permits, review commercial building permits for site plan compliance and provide support to the Board of Adjustment.

Goals

1. Manage the Division's operations to ensure delivery of prompt, courteous, efficient and effective services. (SD1, SD4)
2. Maintain an aesthetically pleasing, safe and connected community by staying abreast of proactive urban design and enforcement approaches and techniques. (QL2, QL3, QL7)
3. Encourage development through the efficient provision of quality permit and plan review services. (SD1, SD2, OD5)
4. Foster and develop Garner's image by maintaining an aesthetically pleasing community through effective enforcement of the regulations within the Town's UDO. (OD2, QL2, QL3)

Objectives for Fiscal Year 2015-2016

1. Provide efficient, prompt and courteous customer service.
2. Identify and attend timely seminars, webinars, workshops and conferences.
3. Conduct accurate and timely development plan reviews.
4. Achieve UDO compliance via enforcement activities.

Program Changes for Fiscal Year 2015-2016

None.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Senior Planner	1	-	1
Planner II	1	-	1
Total	2	-	2

Performance Measures

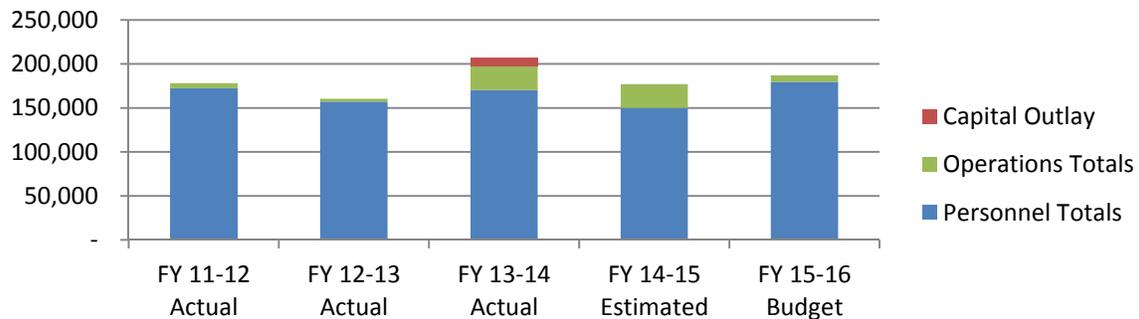
Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Regional Membership Meetings Attended Regarding Planning and Enforcement	75%	80%	90%
# of Training Events Attended	8	5	10
Avg. # of Business Days for Plan Review	10	10	10
Avg. # of Business Days for Minor Permit Processing	4	4	5
% of Messages Returned Within One Business Day	90%	90%	95%

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Administrative Permits Submitted	163	160	170
Code Enforcement Complaints Submitted	38	40	45
Staff Approved Plans Submitted	38	30	40
Board Approved Plans Submitted	13	15	20

LAND USE PERMITS AND ENFORCEMENT

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 134,586	\$ 122,969	\$ 126,778	\$ 114,105	\$ 135,718	\$ 136,134	
510236	Longevity	-	-	2,673	2,673	3,835	2,836	
510500	FICA	10,002	9,058	9,870	8,450	10,675	10,632	
510600	Group Insurance	11,690	11,577	13,441	10,864	14,222	13,664	
510700	Retirement	16,112	13,595	17,587	14,015	16,246	16,414	
	Personnel Totals	\$ 172,390	\$ 157,199	\$ 170,348	\$ 150,107	\$ 180,696	\$ 179,680	96.2%
Operations								
521150	Telephone	-	-	\$ 942	\$ 1,020	\$ 840	\$ 840	
521200	Printing	-	\$ 10	-	-	110	110	
521400	Travel and Training	\$ 995	609	320	15	3,230	2,530	
521700	Auto Maintenance & Repair	349	167	1,034	399	380	380	
522530	Recording Fees	52	157	156	52	208	208	
522600	Advertising	1,382	292	674	61	1,800	1,200	
523100	Fuel	933	1,239	975	409	687	687	
523300	Departmental Supplies	65	-	60	34	250	250	
524300	Contract Services	-	-	21,792	23,899	-	-	
525300	Dues and Subscriptions	1,927	831	815	1,240	900	900	
	Operations Totals	\$ 5,704	\$ 3,304	\$ 26,768	\$ 27,129	\$ 8,405	\$ 7,105	3.8%
Capital Outlay								
537410	Vehicle	-	-	\$ 9,470	-	-	-	0.0%
Overall Totals		\$ 178,094	\$ 160,503	\$ 206,586	\$ 177,236	\$ 189,101	\$ 186,785	100%



COMMUNITY PLANNING AND APPEARANCE

Community Planning and Appearance staff provide professional and technical support for decision-making on comprehensive planning, small area planning, general zoning and community appearance issues. Staff assists with long-range comprehensive planning analysis, special studies and reports, annexation reports, ETJ studies, address assignments, and other special projects. Staff also review rezoning petitions for compliance with the Comprehensive Growth Plan and ensures maintenance of all GIS databases, including an accurate and updated GIS Future Growth Map and GIS Zoning Map. Other duties include being responsible for assisting with decisions regarding the community's appearance, researching form-based regulations and urban design principles, submitting grant proposals, providing design assistance for special Town projects, and reviewing new development requests for compliance with community appearance regulations.

Goals

1. Manage the Division's operations to ensure delivery of prompt, courteous, efficient and effective services (SD-1, SD-4).
2. Maintain an aesthetically pleasing, safe, and connected community by staying abreast of proactive planning approaches and techniques (QL-1, QL-3, QL-6).
3. Partner in Town-wide efforts to foster and develop Garner's image and create a sense of place (QL-2, QL-3, QL-7).
4. Provide professional and technical assistance with consultant contracts and special projects that promotes orderly growth and efficient use of Town resources. (FR-3, OD-1, OD-4)

Objectives for Fiscal Year 2015-2016

1. Provide efficient, prompt and courteous customer service.
2. Identify and attend timely seminars, webinars, workshops and conferences.
3. Achieve continuous compliance with zoning overlay districts regulations and other community appearance ordinances.
4. Assist in the update of the Comprehensive Plan to achieve the following:
 - a. Coordination of small area and service master plan recommendations and action plans across departments;
 - b. Inclusion of sound urban design and form-based principles related to centers of activity, including, but not limited to: employment centers, commercial centers, traditional neighborhoods and transit-oriented development; and
 - c. Identification of growth opportunities, service demands and infrastructure needs around the future I-540 corridor.

Program Changes for Fiscal Year 2015-16

The FY 2015-16 budget includes a Beautification Project Decision Package for landscaping improvements (\$30,000). This funding will be used for planning, installing, and maintaining flowers and other plantings along the US Hwy 70 & 401 corridors.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Senior Planner	1	-	1
Total	1	-	1

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Plan Reviews Conducted on Schedule	75%	75%	90%
# of Training Events Attended	4	5	10
Avg. # of Business Days for Sign Permit Processing	10	10	10
% Comprehensive Planning Process Completed	New for FY 2015-16	New for FY 2015-16	50%
% Completion of Corridor Overlay District Monitoring Database/Program	New for FY 2015-16	New for FY 2015-16	20%
% of Messages Returned Within One Business Day	90%	90%	95%

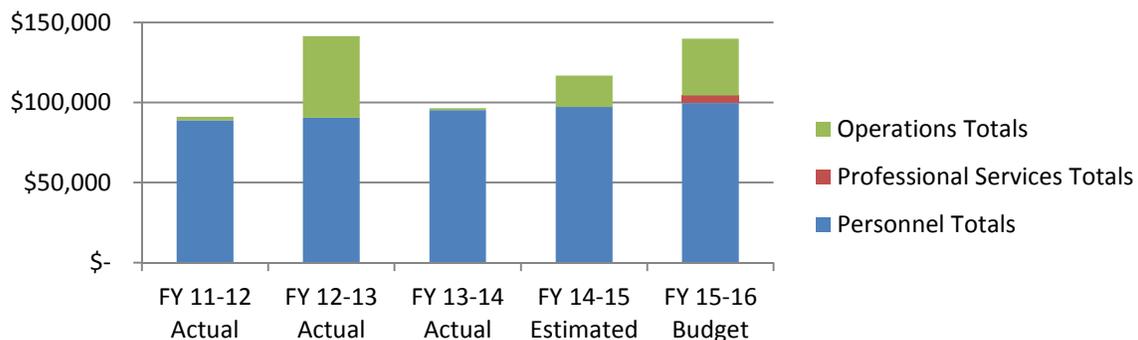
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Sign Permits Submitted	162	200	220
Map/Data Requests Submitted (External & Other Departments)	45	50	60

COMMUNITY PLANNING AND APPEARANCE

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 69,460	\$ 71,262	\$ 71,507	\$ 73,298	\$ 74,996	\$ 74,996	
510220	Salaries - Temporary	-	-	-	-	27,740	-	
510236	Longevity	-	-	2,490	2,553	2,648	2,648	
510500	FICA	5,319	5,458	5,667	5,810	8,126	5,940	
510600	Group Insurance	5,856	5,660	6,218	6,537	6,845	6,845	
510700	Retirement	8,304	8,074	9,254	9,078	9,041	9,173	
	Personnel Totals	\$ 88,939	\$ 90,454	\$ 95,136	\$ 97,276	\$ 129,396	\$ 99,602	71.3%
Professional Services								
521000	Professional Services	-	-	-	-	\$ 4,800	\$ 4,800	3.4%
Operations								
521150	Telephone	-	-	-	-	\$ 840	\$ 636	
521200	Printing	-	-	-	-	110	55	
521400	Travel and Training	\$ 484	\$ 25	\$ 15	\$ 15	1,420	1,420	
523300	Departmental Supplies	1,175	307	924	316	1,540	1,540	
523520	Visual Image Program Supplies	-	-	-	-	300	300	
524300	Contract Services	5	50,163	-	19,224	80,000	30,000	
523399	Non-Capital Equipment	-	-	-	-	2,300	-	
525300	Dues and Subscriptions	395	410	410	-	1,350	1,350	
	Operations Totals	\$ 2,059	\$ 50,905	\$ 1,349	\$ 19,555	\$ 87,860	\$ 35,301	25.3%
Overall Totals		\$ 90,998	\$ 141,359	\$ 96,485	\$ 116,831	\$ 222,056	\$ 139,703	100%

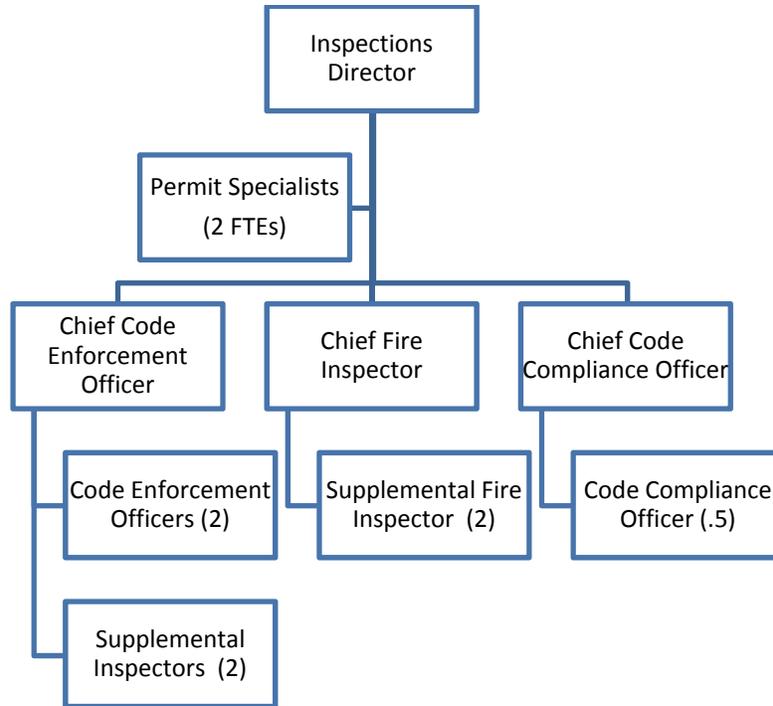
Please note the inclusion of the US Hwy 70 & 401 Beautification Decision Package in the Contract Services (524300) line item.



INSPECTIONS DEPARTMENT

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

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



Mission

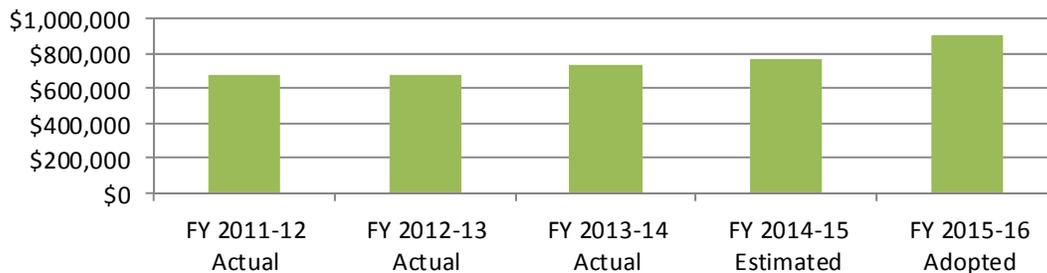
To make Garner the best place to live, work, and visit by providing for the health, safety, and welfare of residents through enforcement of Federal law, the North Carolina state building codes, and local ordinances.

Vision

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

Expenditure History

Department	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Inspections	\$678,112	\$678,496	\$733,125	\$770,231	\$907,775	3.19%
Total	\$678,112	\$678,496	\$733,125	\$770,231	\$907,775	3.19%



INSPECTIONS DEPARTMENT

Fiscal Year 2014-2015 Accomplishments

- Assisted Town of Garner 101 community education class.
- Completed over 200 hours of continuing education.
- Inspector Obtained Level III certification.
- Inspector received Bachelor's Degree in Public Leadership.
- Inspector Graduated from Community Development Academy at UNCSOG.
- Permit Specialist certified as Administrative Specialist.
- Co-sponsored Greater Wake County Building Officials Association continuing education conference for electrical contractors.

Goals

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

Objectives for Fiscal Year 2015-2016

1. Establish weekly department meetings on the status and progress of both Town and commercial projects.
2. Establish a tracking method for plan review and code compliance.
3. Complete Garner 101 presentations
4. Complete Seminar to Electrical Contractors in partnership with Greater Wake County Building Officials Association.
5. Coordinate with IT Department to develop interface for field inspection input and reports for performance measures.
6. Establish procedures and policies for implementation of performance measures.
7. Implement career ladder program.

Program Changes For Fiscal Year 2015-2016

This fiscal year will provide more funding resources to the Inspections Department in several different areas. The Inspector Modernization Technology decision package provides the department with mobile tablet devices for field inspections (\$15,750). The Career Ladder decision package creates an employee achievement incentives program to promote employee education and development (\$29,891). The department also received funding for one replacement vehicle (\$23,000), and the department received 1,882 additional hours of temporary employee compensation to respond to the department's increased demand and workload (\$58,270).

INSPECTIONS DEPARTMENT

Authorized Positions

Category	FY 2015 Adopted	Positions Requested	FY2016 Adopted
Inspections Director	1	-	1
Chief Codes Enforcement Officer	1	-	1
Chief Fire Inspector	1	-	1
Chief Code Compliance Officer	1	-	1
Code Enforcement Officer III	2	-	2
Development & Permitting Specialists	1.5	0.5	2
Total	7.5	0.5	8

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Complete Residential Plans Completed within 10 Days	90%	92%	95%
% of Inspections Completed within 24 Hours	90%	95%	95%
% of Complete Commercial Plans Reviewed within 30 Days	90%	95%	98%
% of Fire Inspections Completed by State Schedule	80%	90%	98%
% of Nuisance/Housing Complaints Initiated within 48 Hours	95%	95%	95%
% of Single Trade Applications Issued in 24 Hours (Non-Building)	90%	95%	100%

Workload Indicators

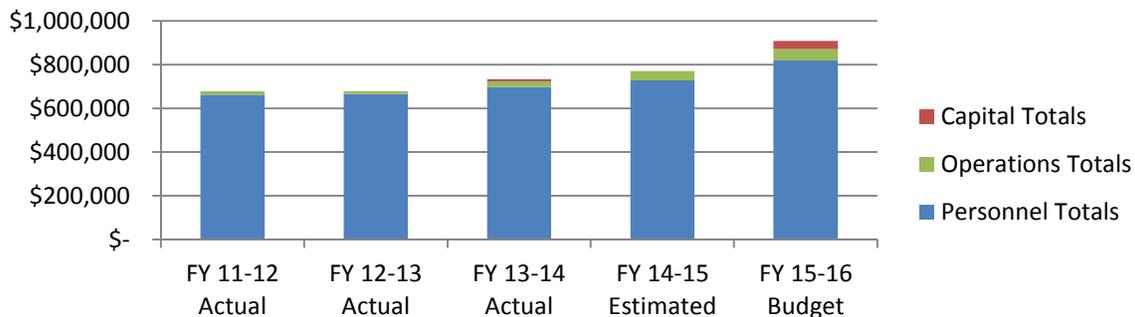
Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of Permits Issued	1,064	1,000	1,000
# of Inspections Performed	5,606*	5,000*	5,000*
# of Development Plans Reviewed	38	72	60
# of Housing/Nuisance Cases Reviewed	293	450	500

* Does not include multiple apartments.

INSPECTIONS DEPARTMENT

Object Code	Object Code	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 490,008	\$ 487,756	\$ 495,349	\$ 489,077	\$ 539,510	\$ 542,982	
510210	Salaries - Overtime	421	1,127	2,278	967	9,310	2,310	
510220	Salaries - Temporary	22,981	32,362	25,027	64,310	80,174	85,613	
510236	Longevity	-	-	18,171	18,578	11,087	11,787	
510500	FICA	36,631	37,421	39,806	42,154	45,224	49,160	
510600	Group Insurance	52,896	51,033	51,558	51,442	59,172	60,299	
510700	Retirement	58,778	55,475	64,600	60,855	61,970	65,578	
	Personnel Totals	\$ 661,715	\$ 665,174	\$ 696,789	\$ 727,383	\$ 806,447	\$ 817,729	90.1%
Operations								
521100	Postage	-	-	-	\$ 958	\$ 1,650	\$ 1,045	
521150	Telephone	\$ 17	-	\$ 3,153	3,828	8,016	5,970	
521200	Printing	295	\$ 129	110	481	750	750	
521400	Travel and Training	5,830	2,079	3,314	8,299	22,068	19,168	
521600	Equipment Maintenance & Repair	-	-	-	-	100	100	
521700	Auto Maintenance & Repair	660	1,790	1,000	2,100	6,700	5,357	
522100	Equipment Rental	-	-	-	356	288	416	
523100	Fuel	4,992	5,190	5,052	3,973	5,500	5,500	
523300	Departmental Supplies	3,732	2,721	2,718	5,267	7,100	8,090	
523600	Uniforms	150	317	260	-	5,600	2,650	
524300	Contract Services	-	-	9,768	16,770	600	600	
525300	Dues and Subscriptions	721	1,095	665	818	1,950	1,650	
	Operations Totals	\$ 16,397	\$ 13,321	\$ 26,040	\$ 42,850	\$ 60,322	\$ 51,296	5.7%
Capital Outlay								
523399	Operating Capital	-	-	-	-	\$ 15,750	\$ 15,750	
537410	Vehicle	-	-	\$ 10,295	-	39,000	23,000	
	Capital Totals	-	-	10,295	-	54,750	38,750	4.3%
Overall Totals		\$ 678,112	\$ 678,496	\$ 733,125	\$ 770,231	\$ 921,519	\$ 907,775	100%

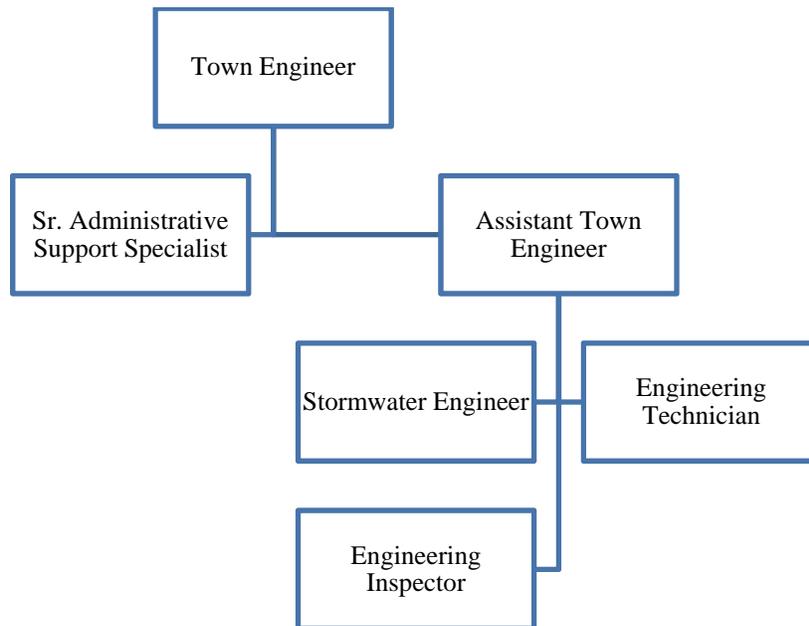
See Approved Capital Outlay Items - Capital Assets on Page 93 or Capital Improvement Project Pages 221-223 for the list of approved capital vehicles and equipment included in the Equipment (537400) and Vehicle (537410) line items. The Career Ladder and additional Temporary Employee hours are reflected in the Personnel Totals.



ENGINEERING DEPARTMENT

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

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



Mission

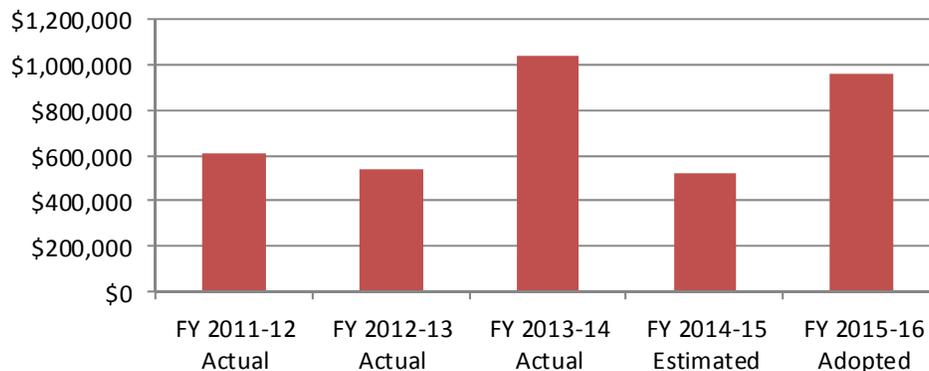
To provide for the efficient and reliable design, construction and inspection of public infrastructure that meets the needs of our community.

Vision

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

Expenditure History

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Engineering Department	\$608,093	\$542,915	\$1,038,775	\$520,656	\$963,755	3.39%
Total	\$608,093	\$542,915	\$1,038,775	\$520,656	\$963,755	3.39%



ENGINEERING DEPARTMENT

Fiscal Year 2014-2015 Accomplishments

- US Highway 70 improvement projects completed at Jones Sausage Road and Jessup Drive.
- Pavement condition survey completed by Engineering Department staff.
- Buffalo Road sidewalk design complete.
- Main Street/NC Highway 50 sidewalk project began construction in Spring 2015.
- Police Building construction underway.
- Claymore Drive sidewalk project completed.
- Town Hall and Indoor Recreation Center design process underway.

Goals

1. Manage all construction projects within the established budget and time constraints, while recognizing opportunities to combine projects in order to maximize efficiency. (FR3,SD3)
2. Increase the cross-training of Engineering Department employees. (SD2,SD4)
3. Provide data and guidance to increase funding for resurfacing of Town streets. (OD2,OD4)
4. Continue sharing the status of the bond projects to the public as they move towards completion. (QL4, QL7)
5. Continue providing direction to the development community and insuring regulatory compliance through the plan review process. (QL3,OD1,SD1)

Objectives for Fiscal Year 2015-2016

1. Institute annualized street resurfacing program to maximize the level of investment in Town infrastructure.
2. Timely review of plans and inspections of projects.
3. Expand the areas included in litter sweep programs.

Program Changes for FY 2015-2016

The FY 2015-2016 budget includes the initial funding (\$400,000) for the Town's new annualized commitment to street resurfacing. This budget also includes funding for a new Full-Time Senior Administrative Assistant position with a mid-January start date.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Town Engineer	1	-	1
Assistant Town Engineer	1	-	1
Senior Administrative Support Specialist	0.5	0.5	1
Stormwater Engineer	1	-	1
Engineering Inspector	1	-	1
Engineering Technician	1	-	1
Total	5.5	0.5	6

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Projects Completed On-Time and Within Budget	66%	75%	100%
% of Projects Within 10% of Pre-Bid Estimate	100%	66%	75%
% of Plans Reviewed Within 7 Days	100%	100%	100%
% of Employees Obtaining Additional Training in Areas Outside Job Duties	60%	80%	100%

Workload Indicators

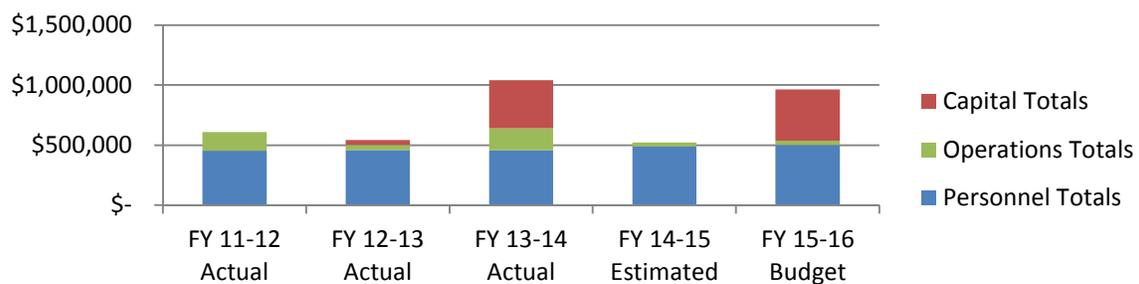
Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of Projects Bid	4	7	6
Value of Public Properties Constructed	\$8.5 million	\$16.5 million	\$3 million
# of Development Plans Reviewed	22	30	35
# of Lots Inspected	81	125	150

ENGINEERING DEPARTMENT

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 356,413	\$ 362,407	\$ 344,905	\$ 367,925	\$ 414,936	\$ 377,375	
510236	Longevity	-	-	16,233	8,566	9,325	8,626	
510500	FICA	25,177	25,828	26,196	27,602	32,444	29,536	
510600	Group Insurance	30,206	28,978	29,752	39,474	48,334	40,764	
510700	Retirement	42,675	41,135	40,908	45,050	49,625	45,646	
	Personnel Totals	\$ 454,471	\$ 458,349	\$ 457,995	\$ 488,617	\$ 554,664	\$ 501,947	52.1%
Professional Services								
521000	Professional Services	-	-	-	-	\$ 2,000	-	0.0%
Operations								
521100	Postage	-	-	-	\$ 239	\$ 273	\$ 227	
521150	Telephone	-	-	\$ 2,145	2,108	2,106	2,106	
521200	Printing	\$ 463	\$ 171	751	253	750	750	
521400	Travel and Training	1,481	2,339	3,523	2,486	6,039	6,039	
521700	Auto Maintenance & Repair	281	1,200	432	1,893	600	600	
522100	Equipment Rental	-	-	-	9,150	9,144	10,791	
523100	Fuel	1,963	2,166	2,940	1,619	2,255	2,255	
523300	Departmental Supplies	597	389	850	1,990	1,390	1,390	
523580	Stormwater Education Program	3,108	3,063	3,269	4,105	4,732	4,732	
523600	Uniforms	-	-	-	-	100	100	
524300	Contract Services	1,059	6,059	1,921	2,233	4,260	4,260	
525300	Dues and Subscriptions	1,240	479	459	1,463	1,558	1,558	
537230	Retention Pond Retrofit	143,430	27,500	166,185	4,500	-	-	
	Operations Totals	\$ 153,622	\$ 43,366	\$ 182,475	\$ 32,039	\$ 33,207	\$ 34,808	3.6%
Capital Outlay								
524386	Street Resurfacing	-	-	\$ 371,360	-	\$ 400,000	\$ 400,000	
537410	Vehicle	-	-	13,381	-	22,500	27,000	
537600	Construction	-	\$ 41,200	13,564	-	-	-	
	Capital Totals	-	\$ 41,200	\$ 398,305	-	\$ 422,500	\$ 427,000	44.3%

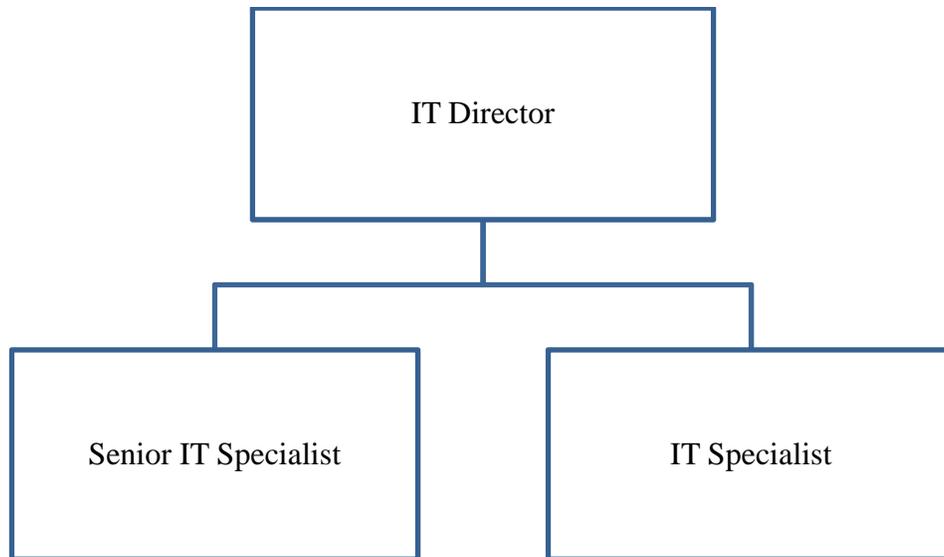
Overall Totals \$ 608,093 \$ 542,915 \$ 1,038,775 \$ 520,656 \$ 1,010,371 \$ 963,755 100%

Personnel Totals include \$24,222 for a mid-January 2016 start of a new Senior Administrative Assistant. See Approved Capital Outlay Items - Capital Assets on Page 93 or Capital Improvement Project Pages 208 & 223 for the list of approved capital items included in the Street Resurfacing (524386) and Vehicle (537410) line items.



INFORMATION TECHNOLOGY

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



Mission

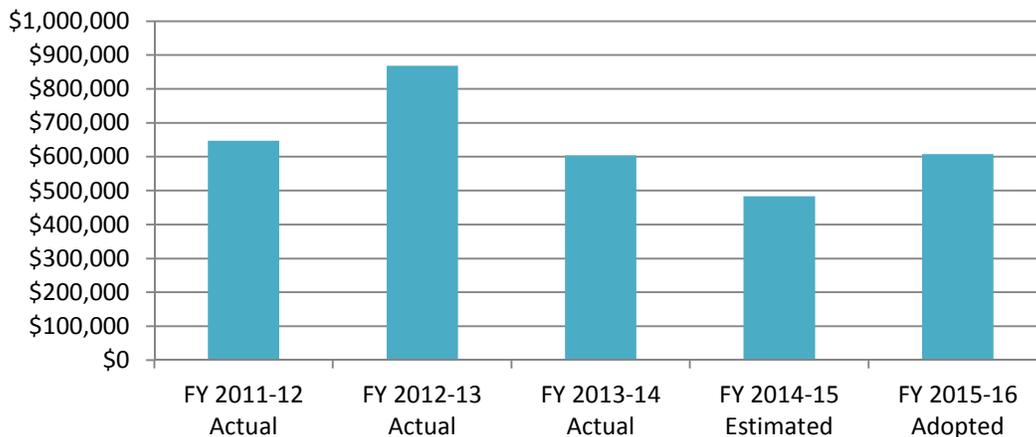
To support and promote the logical development of an integrated computer network while effectively providing access to shared resources and data.

Vision

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

Department Expenditures

Department	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Information Technology	\$646,974	\$868,822	\$604,326	\$483,160	\$608,170	2.14%
Total	\$646,974	\$868,822	\$604,326	\$483,160	\$608,170	2.14%



INFORMATION TECHNOLOGY

Fiscal Year 2014-2015 Accomplishments

- IT Specialist, John Mack, was accepted into the Certified Government Chief Information Officer (CGCIO) Program.
- Replaced all end of life Cisco switches and deployed third phase of virtual desktop computers.
- Assisted Parks and Recreation with implementing their new registration software.
- Reconfigured core router to increase performance and reduce a point of failure.
- Developed and implemented several in house, cost-saving technology solutions (secure file transfer & false alarms billing).

Goals

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

Objectives for Fiscal Year 2015-2016

1. Develop a strategy or solution to address the Town's ever-growing storage needs.
2. Assess current network and locate problem areas.
3. Replace end of life network switches and routers.
4. Prepare network for changes associated with the new Police and Town Hall buildings.
5. Implement a secondary internet connection for current and future bandwidth needs.
6. Update additional software, network equipment, scanning software, and computers when necessary.
7. Install additional storage device to address the Town's growing data needs.

Program Changes for Fiscal Year 2015-2016

Included in this year's budget is New Technology for the Police Department (\$15,900), a Virtual Desktop Storage and Backup Solution (\$65,000), funding for the Town's own Internet Connection (\$16,000) and replacing three network switches (\$10,500).

Authorized Personnel

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Information Technology Director	1	-	1
Senior IT Specialist	1	-	1
IT Specialist	1	-	1
Total	3	-	3

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
Project/Ticket Completion Avg. In Days	20.56	17.20	12.50
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	5 out of 5	5 out of 5	5 out of 5
% of Downtime for Maintenance or Outages	<1%	<1%	<1%

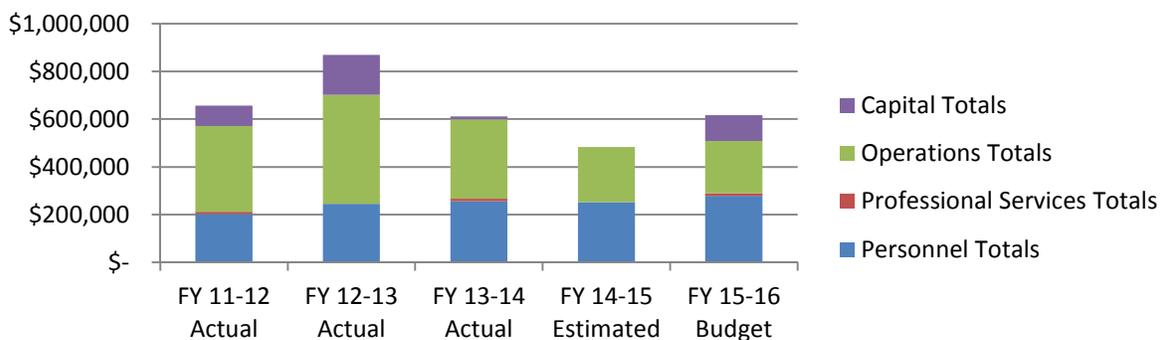
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of Helpdesk Tickets Completed	300	322	400
# of Major Projects Completed	3	3	2
# of Equipment Upgrades	87	36	36
# of Software Upgrades	50	146	146

INFORMATION TECHNOLOGY

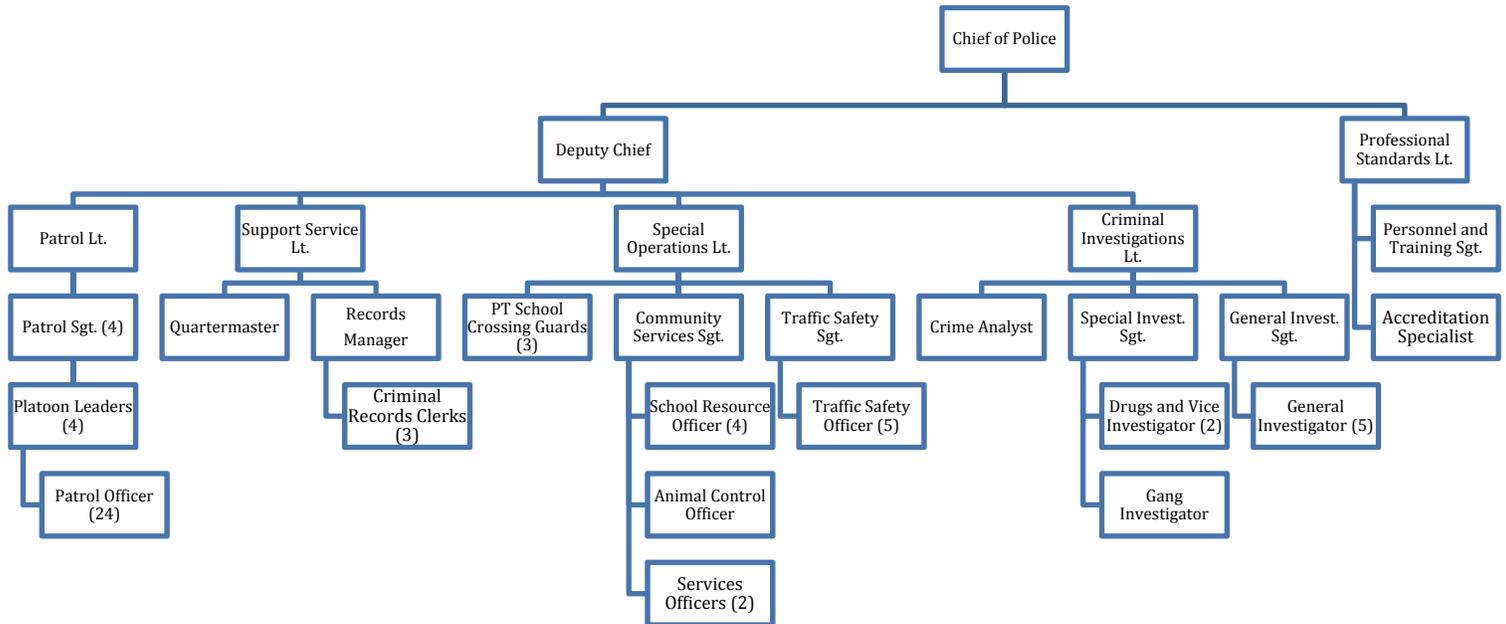
Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 158,434	\$ 191,045	\$ 197,946	\$ 193,756	\$ 213,558	\$ 213,619	
510210	Salaries - Overtime	-	-	-	-	-	-	
510500	Longevity	-	-	-	2,000	2,000	2,000	
510500	FICA	12,054	14,610	14,900	14,953	16,490	16,495	
510600	Group Insurance	14,983	17,274	18,626	17,687	21,351	20,512	
510700	Retirement	17,521	21,637	24,609	23,408	25,095	25,468	
Personnel Totals		\$ 202,992	\$ 244,566	\$ 256,081	\$ 251,804	\$ 278,494	\$ 278,094	45.7%
Professional Services								
521000	Professional Services	\$ 386	-	\$ 3,325	-	\$ 3,500	\$ 3,500	0.6%
Operations								
521100	Postage	-	-	-	\$ 4	\$ 142	\$ 26	
521150	Telephone	\$ 100,505	\$ 100,369	\$ 99,690	82,568	112,108	104,908	
521400	Travel and Training	3,757	4,331	1,478	6,695	8,060	7,760	
521600	Equipment Maintenance & Repair	1,495	2,409	-	-	-	-	
521700	Auto Maintenance & Repair	131	77	-	250	250	250	
522100	Equipment Rental	1,105	4,717	-	-	-	137	
523100	Fuel	359	828	455	139	385	385	
523300	Departmental Supplies	4,631	98,181	18,994	38,116	13,600	12,350	
523399	Non Capital Equipment	-	-	106,383	17,649	5,000	5,000	
523535	PEG Channel Expenses	81,665	79,346	-	-	-	-	
524300	Contract Services	165,334	165,988	104,994	85,777	98,135	88,135	
525300	Dues and Subscriptions	81	45	184	158	225	225	
Operations Totals		\$ 359,064	\$ 456,290	\$ 332,178	\$ 231,356	\$ 237,905	\$ 219,176	36.0%
Capital Outlay								
523399	Operating Capital Equip.	-	-	-	-	\$ 47,300	\$ 37,400	
537400	Equipment	\$ 84,531	\$ 167,966	12,741	-	81,000	70,000	
Capital Totals		\$ 84,531	\$ 167,966	\$ 12,741	\$ -	\$ 128,300	\$ 107,400	17.7%
Overall Totals		\$ 646,974	\$ 868,822	\$ 604,325	\$ 483,160	\$ 648,199	\$ 608,170	100%

See Approved Capital Outlay Items - Capital Assets on Page 93 or Capital Improvement Project Page 223 for the list of approved capital items included in the Operating Capital (523399) and Equipment (537400) line items.



POLICE DEPARTMENT

The Police Department is responsible for proactively providing a safe community for residents, visitors, and businesses. They combine education, enforcement, and prevention in partnerships and programs such as the Achievement Academy, the Citizens' Police Academy, Community Watch, and School Resource Officers. 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

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

Our *Values* include:

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

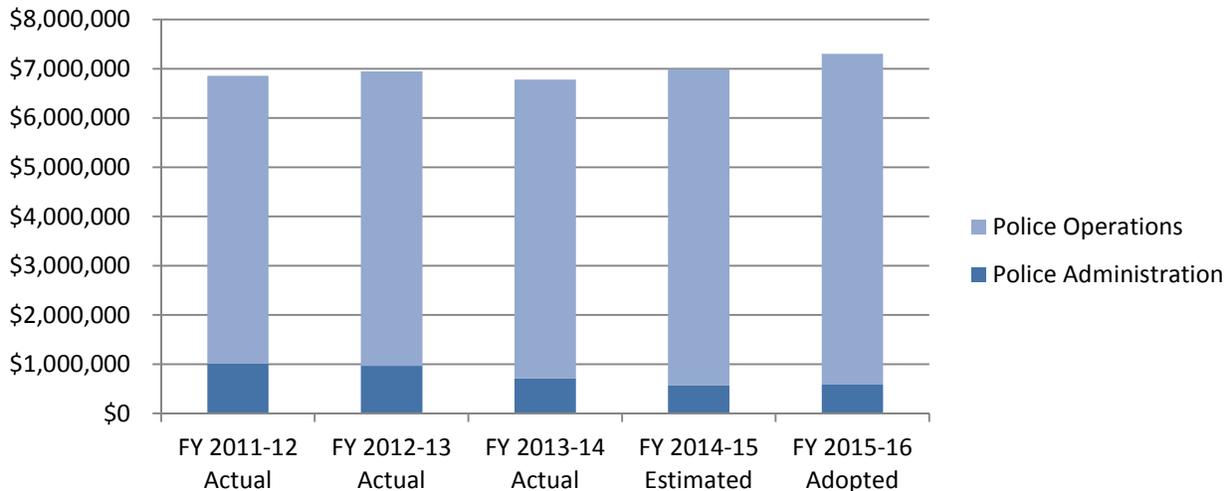
POLICE DEPARTMENT

Fiscal Year 2014-2015 Accomplishments

- The Police Department conducted its first Leadership Academy consisting of a combination of online resources and classes. A total of 17 officers and supervisors participated in the program.
- The Operations Division hired the first set of Services Officers, one of whom transitioned to a full time sworn police officer position in February 2015. A second Services Officer will also transition to sworn full-time status upon the next vacancy. The Department continues to have success hiring from a pool of potential police officer candidates, training them on the tasks for Services Officer prior to the need for a full time sworn officer. The goal is to have them spend a slightly shorter period in field training since they will have become familiar with department practices and some skills during their tenure in the part time non-sworn status.
- The Police Athletic/Activities League (PAAL) has expanded to a total of seven sites. These include elementary, middle school, high school and the Avery Street Recreation Center.
- Received meritorious reaccreditation for seventh consecutive time from the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Police Expenditure by Division

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Police Administration	\$1,013,508	\$971,816	\$718,375	\$572,291	\$585,326	2.06%
Police Operations	\$5,844,240	\$5,971,188	\$6,057,724	\$6,416,691	\$6,716,524	23.59%
Total	\$6,857,748	\$6,943,004	\$6,776,099	\$6,988,982	\$7,301,850	25.65%



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 and 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. We will seek to evaluate new and innovative ways to deliver services to our community. (SD1, QL1)
2. As a professional organization, we will interact with all community members in a professional manner and will seek out ways in which to both: involve the community in our department and encourage our officers to become involved in the community. (OD2, QL1, QL2, QL4, QL5, QL6)
3. Maintain focus on officer safety, professionalism, and wellness through the mandatory fitness program. (QL1, QL2)

Objectives for Fiscal Year 2015-2016

1. Utilize non-traditional staffing plans to flex personnel so that peak demand hours for calls for service have more officers working than hours when calls for service are not as high.
2. Fairly and impartially investigate all citizen complaints or concerns, no matter how we receive these complaints. The statistical findings of these investigations will be shared with the community and explained in their proper context.
3. Support officers through training sessions as we lower the physical fitness requirement (POPAT) minimum time based on the Fitness Committee's recommendations from 2014.

Program Changes for Fiscal Year 2015-2016

None.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Chief of Police	1	-	1
Professional Standards Lieutenant	1	-	1
Personnel & Training Sergeant	1	-	1
Accreditation Specialist	0.5	-	0.5
Senior Administrative Support Specialist	0	1	0
Total	3.5	1	3.5

Performance Measures

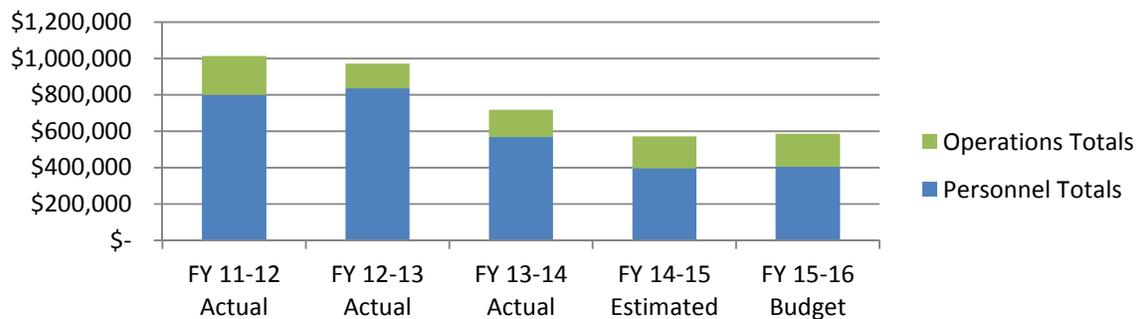
Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
Flexible Shift Hours Worked	1440	2316	4000
% Calls for Service Responded to in Under 5 min. during Peak Hours	24%	23%	30%
% of Uses of Force that Result in Complaints (% Sustained)	0% (-)	0% (-)	2% (0%)
% of Total Complaints that are Sustained	74%	65%	60%
% of Officers Meeting Mandatory Fitness Standards	100%	100%	100%

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of Uses of Force Investigated	27	54	50
# of Complaints Investigated	47	31	25
# of Police Press Releases Issued	81	125	150

POLICE ADMINISTRATION

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 509,213	\$ 525,231	\$ 428,488	\$ 301,898	\$ 350,746	\$ 310,087	
510210	Salaries - Overtime	1,096	2,252	1,221	1,716	900	900	
510235	Outside Employment	-	-	-	652	-	-	
510236	Longevity	-	-	11,975	7,744	9,149	9,149	
510240	Separation Allowance	128,084	150,982	-	-	-	-	
510500	FICA	46,683	49,783	32,037	22,693	27,268	24,231	
510600	Group Insurance	52,554	49,595	37,015	23,933	34,603	21,898	
510700	Retirement	61,113	57,600	57,835	38,256	43,568	38,810	
	Personnel Totals	\$ 798,744	\$ 835,443	\$ 568,572	\$ 396,892	\$ 466,234	\$ 405,075	69.2%
Operations								
521100	Postage	-	-	-	\$ 810	\$ 871	\$ 600	
521150	Telephone	-	-	\$ 2,214	1,902	1,908	1,908	
521200	Printing	\$ 112	\$ 282	75	788	1,000	1,000	
521400	Travel and Training	52,445	43,563	58,373	60,407	73,397	61,563	
521410	Special Events	304	1,222	400	1,865	3,500	3,500	
521430	Parking Fees	18	-	7	-	-	-	
521600	Equipment Maintenance & Repair	395	125	472	-	-	-	
521700	Auto Maintenance & Repair	414	1,500	2,000	1,110	1,000	1,000	
522100	Equipment Rental	-	-	-	20,045	29,443	24,131	
523100	Fuel	17,036	10,865	8,125	7,621	7,150	7,150	
523300	Departmental Supplies	40,915	7,205	7,919	5,121	4,575	4,375	
523600	Uniforms	4,169	3,400	4,549	3,312	3,000	3,000	
524300	Contract Services	70,409	47,248	54,311	64,004	61,674	59,874	
525300	Dues and Subscriptions	1,285	839	2,723	2,568	3,500	3,500	
525640	Phys/Poly/Psych Examinations	3,515	5,370	1,885	5,846	8,650	8,650	
537400	Equipment	23,747	14,753	6,750	-	-	-	
	Operations Totals	\$ 214,764	\$ 136,373	\$ 149,803	\$ 175,399	\$ 199,668	\$ 180,251	30.8%
Overall Totals		\$ 1,013,508	\$ 971,816	\$ 718,375	\$ 572,291	\$ 665,902	\$ 585,326	100%



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 responders 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 Records Unit and a Quartermaster responsible for evidence and property. The Special Operations Division is comprised of a Community Services Sergeant, four School Resources Officers, the Traffic Safety Unit, part-time Services Officers, the part-time Crisis Negotiations Team (CNT), and the part-time Special Response Team (SRT).

Goals

1. The Garner Police Department is committed to using all available resources to improve the quality of life for residents and visitors. The department will actively seek ways to reduce crime by using community policing, enforcement, and partnerships for crime prevention. (QL1, QL2, QL3, QL4, QL5, QL6, QL7)
2. Increase Town, community, and regional Partnerships. The department understands that partnerships can play an important role in collectively providing more resources at the same or a lower cost when those resources, such as training and equipment, can be shared among various entities. (SD1, SD2, QL1)

Objectives for Fiscal Year 2015-2016

1. Partner with other Town departments, such as Inspections (Code Enforcement), Neighborhood Improvement, and Planning to use all available resources to lower crime and improve community safety.
2. Continue regional training and deployment of the SRT and increase integrated training of the CNT and the SRT. This strategy includes quarterly training with other agencies, more scenario based training, and the evaluation of expansion to regional participation in call-outs.

Program Changes for Fiscal Year 2015-2016

The FY 2015-16 budget includes several initiatives for Police Operations. On the capital outlay side, this budget includes funding for replacement of vehicles (\$300,000 for patrol vehicles; \$37,000 for a grant funded motorcycle), the replacement of equipment (\$25,000 for radar detectors, \$16,800 for ballistic vests, \$30,600 for in-car cameras, \$15,000 for two K9s), and the acquisition of new equipment (\$9,000 for body cameras). This budget also includes two Personnel related Decision Packages, which are: 1) Police Overhire Package (\$19,350) intended to help the Department remain flexible in the face of several forthcoming retirements that will impact the entire Department and 2) Returning the Department's career development program back to full 5% funding level (\$7,813) to incentivize officer growth and increase officer retention.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Deputy Chief of Police	1	-	1
Police Lieutenant	4	-	4
Police Sergeant	8	-	8
Investigator	8	-	8
Police Officer	30	1	30
Traffic Safety Officer	5	-	5
School Resource Officer	4	-	4
Animal Control Officer	1	-	1
Records Manager	1	-	1
Criminal Records Clerk	3	-	3
Quartermaster	1	-	1
Crime Analyst	1	-	1
Total	67	1	67

POLICE OPERATIONS

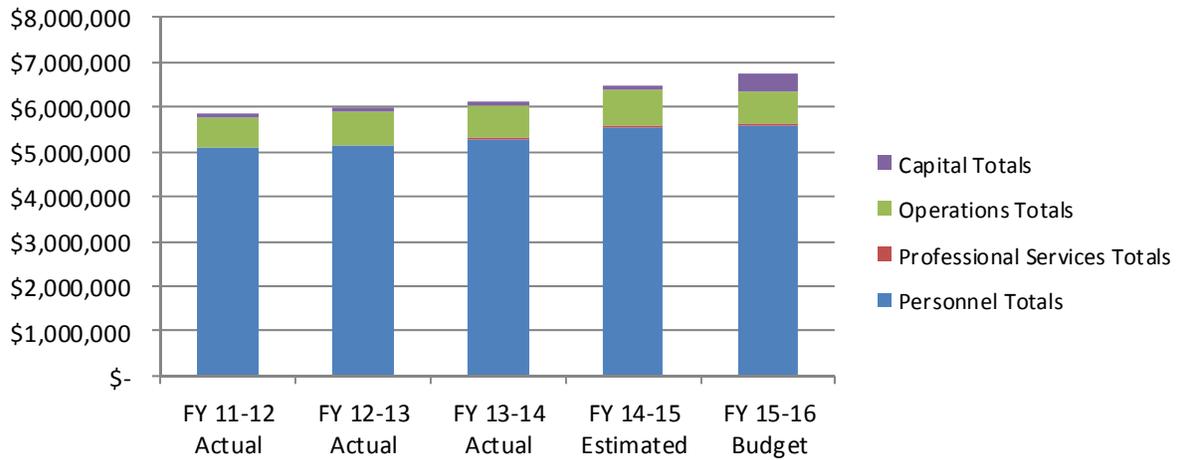
Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
Clearance Rate for Part I Violent Crimes	76%	67%	75%
Clearance Rate for Part I Property Crimes	48%	50%	50%

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Total Calls for Service	31,817	35,963	37,000
Larceny Reports Taken	986	992	990
# of Next Door Posts	0	30	60
# of Neighborhood Watch/Initiative Meetings Held	5	8	8
Alarm Responses	1,735	1,864	2,000
Animal Related Calls	1,245	1,259	1,250
Loss Prevention Meetings Held	2	6	12
Custody Arrests	854	980	950

Police Operations Expenditure History



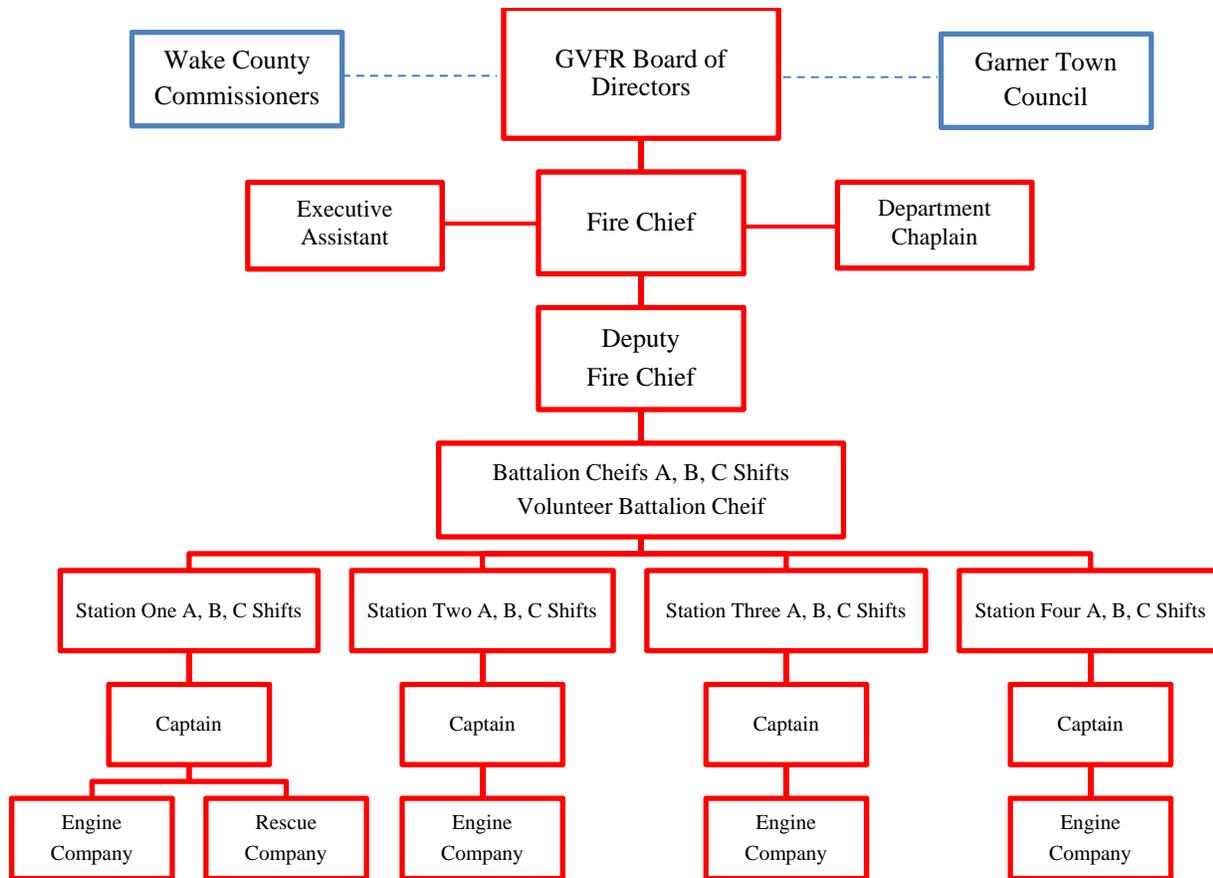
POLICE OPERATIONS

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 3,694,758	\$ 3,752,272	\$ 3,733,325	\$ 3,929,182	\$ 4,027,841	\$ 3,889,855	
510210	Salaries - Overtime	49,020	56,290	47,310	36,933	47,000	47,000	
510220	Salaries - Temporary	29,161	27,313	33,243	26,557	47,668	47,668	
510235	Outside Employment	188,688	197,963	160,891	177,729	195,000	195,000	
510236	Longevity	-	-	97,351	99,838	100,087	92,184	
510500	FICA	289,958	297,467	297,444	312,568	337,206	325,880	
510600	Group Insurance	394,413	387,781	431,480	468,349	528,048	499,600	
510700	Retirement	455,490	432,497	470,665	501,245	502,112	485,644	
	Personnel Totals	\$ 5,101,488	\$ 5,151,584	\$ 5,271,708	\$ 5,552,401	\$ 5,784,962	\$ 5,582,831	83.12%
Professional Services								
521000	Professional Services	-	-	\$ 419	\$ 1,045	\$ 1,200	\$ 800	0.01%
Operations								
521150	Telephone	-	-	\$ 12,957	\$ 12,988	\$ 14,100	\$ 14,100	
521200	Printing	\$ 1,537	\$ 549	98	472	2,000	2,000	
521400	Travel and Training	11,664	506	-	4,116	-	-	
521410	Special Events	7,855	7,905	4,540	3,218	7,000	5,850	
521430	Parking Fees	238	234	128	109	700	350	
521600	Equipment Maintenance & Repair	9,976	10,122	9,204	4,614	13,600	11,547	
521700	Auto Maintenance & Repair	80,198	76,864	83,139	70,811	66,000	65,000	
522100	Equipment Rental	80	-	154	236	1,000	1,000	
523100	Fuel	205,098	189,010	184,500	144,150	184,750	179,450	
523300	Departmental Supplies	77,850	128,794	62,258	85,076	82,642	57,227	
523325	Departmental Supplies Software	-	-	-	8,024	10,115	-	
523399	Equipment - Non-Capital	-	-	23,678	66,842	15,000	15,000	
523550	Vet Supplies & Food	5,804	6,641	6,216	9,639	8,000	8,000	
523560	Drug & Information Purchases	4,000	4,000	4,000	4,000	4,000	4,000	
523600	Uniforms	32,876	67,558	31,478	68,828	32,500	30,000	
524300	Contract Services	238,079	234,111	296,096	326,639	320,969	320,969	
525300	Dues and Subscriptions	1,774	2,133	-	-	-	-	
	Operations Totals	\$ 677,028	\$ 728,428	\$ 718,447	\$ 809,762	\$ 762,376	\$ 714,493	10.64%
Capital Outlay								
523300	Department Supplies-Capital	-	-	-	-	\$ 32,000	\$ 32,000	
523600	Uniforms-Capital	-	-	-	-	16,800	16,800	
537400	Equipment	\$ 65,674	\$ 91,177	\$ 27,949	-	405,200	39,600	
525700	Miscellaneous	50	-	-	-	-	-	
537410	Vehicle	-	-	39,201	\$ 53,483	535,713	330,000	
	Capital Totals	\$ 65,724	\$ 91,177	\$ 67,150	\$ 53,483	\$ 989,713	\$ 418,400	6.23%
Overall Totals		\$ 5,844,240	\$ 5,971,188	\$ 6,057,725	\$ 6,416,691	\$ 7,538,251	\$ 6,716,524	100%

See Approved Capital Outlay Items - Capital Assets on Page 93 or Capital Improvement Project Pages 221-223 for the list of approved capital vehicles and equipment included in the Department Supplies (523300), Uniforms (523600), Equipment (537400), and Vehicle (537410) line items. Personnel expenses also include two Decision Packages for Police Overhire Dollars (\$19,350) and Career Development Program (\$7,813).

FIRE SERVICES

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



Mission

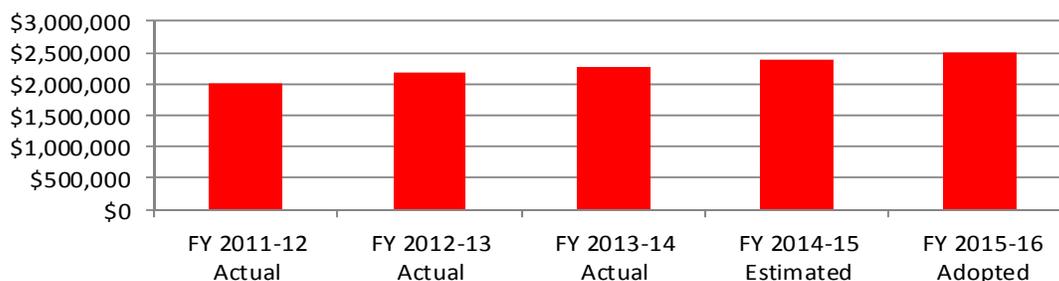
Dedicated to protecting life and property of the community by building our future on a foundation of our past.

Vision

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

Fire Services Expenditure by Year

Department	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Fire Services	\$2,018,420	\$2,176,225	\$2,258,047	\$2,391,113	\$2,513,471	8.83%
Total	\$2,018,420	\$2,176,225	\$2,258,047	\$2,391,113	\$2,513,471	8.83%



FIRE SERVICES

Fiscal Year 2014-2015 Accomplishments

- Created the departments first four firefighter staffed engine company (Engine Three)
- Transitioned part-time Administrative Assistant into a Full-Time Executive Assistant position
- Answered 100% of all emergency calls to which the department was dispatched.
- Initiated Fire Manager Software for staffing and planning functions
- Developed internal policies and implemented Fire ground Monitor for toxic gases
- Increased training opportunities using Center for Public Safety Excellence, National Fire Academy, and International Association of Fire Chiefs
- Executed eleven cardiac arrest saves.

Goals

1. Provide adequate line staffing to meet the ever-growing needs of our community. (SD4, QL1)
2. Increase administrative staff to handle demands of safety and accountability. (SD4, QL1)
3. Continue to work with Wake County and the Town of Garner on Cost Share Funding Model and Standards of Cover. (FR3, SD1, SD2, SD4, QL1)
4. Begin Center for Public Safety Excellence Accreditation process. (SD1, SD2, QL1, QL2)

Objectives for Fiscal Year 2015-2016

1. Continue to 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. Become more engaged in local planning of development and infrastructure.
4. Pursue goal of reducing ISO rating in order to affect property insurance savings.

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
Time From Dispatch Until Staffed Unit Markes Enroute	New for FY 2015-16	:55 sec.	:52 sec.
Avg. Response Time Overall	New for FY 2015-16	5 min. 17 sec.	5 min. 15 sec.
Avg. Response Time - Rural	6 min. 4 sec.	6 min. 15 sec.	6 min. 11sec.
Avg. Response Time - Garner	4 min. 38 sec.	4 min. 42 sec.	4 min. 38 sec.
Avg. Time Until Second Unit's Arrival on Multi- Unit Responses in GVFR's District	New for FY 2015-16	7 min. 42 Sec.	7 min. 40 Sec.

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2014-15
Incident Type - Fire	221	192	208
Incident Type - Overpressure, Rupture, Explosions	-	7	10
Incident Type - Rescue, EMS, Car Accident	2,805	2,702	2,750
Incident Type - Vehicle Accidents/Rescues	400	450	389
Incident Type - Hazerdous Condition	156	129	119
Incident Type - Service Call/Good Intent	837	890	899
Incident Type - False Alarm & False Call	365	453	460
Incident Type - Severe Weather & Natural Disaster	-	5	10
Incident Type-Dispatched Not in Service Area	-	47	50
Location of Incident - Garner	2,870	2,783	2,937
Location of Incident - Wake County	1,914	1,998	1,958

* The data, goals, and objectives included on page 149 was supplied by GVFR, Inc.

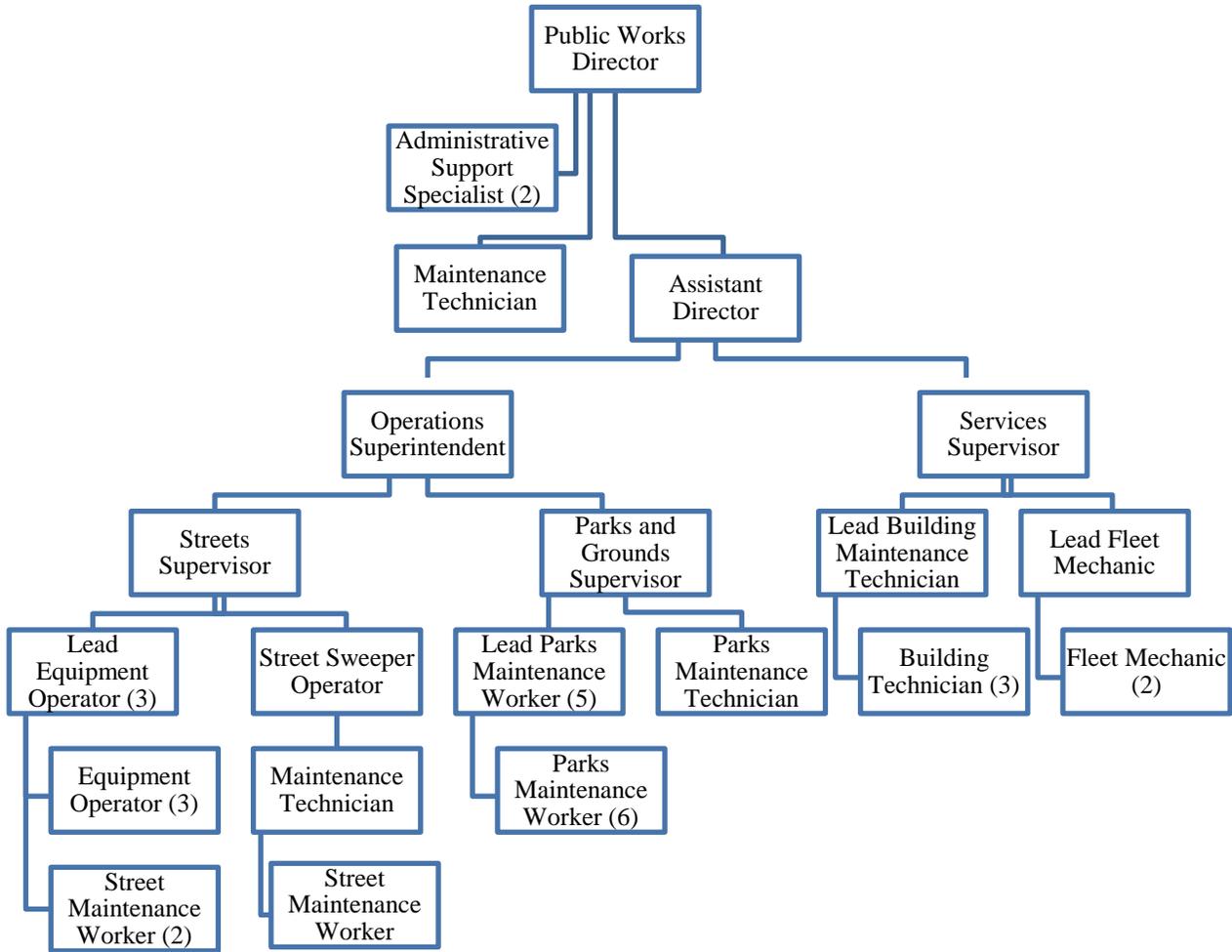
FIRE SERVICES

Operations History

Object Code	Obj Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	% of GVFR Budget
523399	Non Capital Equipment	\$ -	\$ -	\$ 10,117	\$ -	\$ -	\$ -	-
523600	Uniforms	-	-	39,329	20,297	-	-	-
524300	Contract Services	2,018,420	2,176,225	77,027	77,724	76,767	76,767	3.1%
537410	Vehicle	-	-	21,877	-	71,105	71,105	2.8%
524343	Contract - GVFR, Inc	-	-	2,109,697	2,293,092	2,365,599	2,365,599	94.1%
Overall Totals		\$ 2,018,420	\$ 2,176,225	\$ 2,258,047	\$ 2,391,113	\$ 2,513,471	\$ 2,513,471	100%

PUBLIC WORKS DEPARTMENT

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



Mission

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

Vision

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

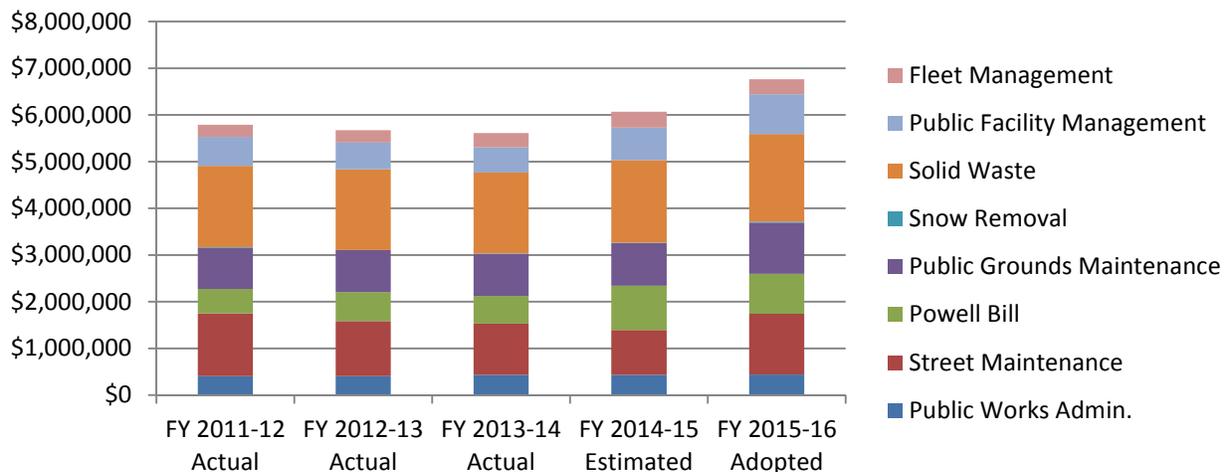
PUBLIC WORKS DEPARTMENT

Fiscal Year 2014-2015 Public Works Department Accomplishments

- Completed site visit and was recommended by the American Public Works Association to become the first accredited public works agency in the state of North Carolina.
- Completed bond financing projects at Public Works Facility including repaving, fuel and oil system renovations, and fencing.
- Coordinated four community service projects with local business and churches.
- Renewed joint contract with Wake County for a storm debris removal.
- Performed remodeling projects in eight locations throughout town.
- Utilized in-house expertise to install energy efficient lighting controls in 10 locations.
- Utilized in-house forces to maintain athletic field lighting and HVAC systems as feasible.
- 95% of all scheduled sport field events were played on schedule by utilizing proper maintenance techniques on wet surfaces.
- Updated Parks and Grounds Operations and Maintenance Manual.
- Pruned vegetation at every Town building including all ornamental trees and shrubs.
- Completed trash collections on schedule with a low complaint per customer rate.
- Collected 47 tons of trash and 177 loads of yard waste during “unprepared” collection program.
- Auctioned 21 vehicles and pieces of equipment generating \$18,582 in revenue.
- Performed 12 weekend sign sweeps.
- Performed 98 code enforcement requests.
- Snow removal equipment was kept available and supplies of materials were adequate for effective response.
- Equipped and placed 21 Police vehicles into service.
- Began construction on Town’s first dog park.
- Completed stone panel replacement project for Veteran’s Memorial.
- Installed landscaping at Vandora Springs Road roundabout.
- Gained efficiency by utilizing new technology for diagnostics and inspections in fleet maintenance.
- Lead Facilities Technician was state certified for in-house backflow inspections.
- Completed structural bridge repairs on two town bridges with in-house forces.

Expenditure by Division

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Public Works Admin.	\$406,206	\$410,024	\$435,080	\$436,044	\$443,868	1.56%
Street Maintenance	\$1,339,316	\$1,175,843	\$1,095,619	\$955,679	\$1,294,819	4.55%
Powell Bill	\$527,568	\$618,971	\$594,633	\$946,613	\$856,537	3.01%
Public Grounds Maintenance	\$879,863	\$900,844	\$902,142	\$916,606	\$1,094,026	3.84%
Snow Removal	\$16,130	\$1,031	\$2,835	\$11,802	\$20,950	0.07%
Solid Waste	\$1,742,909	\$1,726,953	\$1,736,723	\$1,768,301	\$1,879,965	6.60%
Public Facility Management	\$615,983	\$570,084	\$536,242	\$689,345	\$847,368	2.98%
Fleet Management	\$258,964	\$267,436	\$305,880	\$338,576	\$321,431	1.13%
Total	\$5,786,939	\$5,671,186	\$5,609,154	\$6,062,966	\$6,758,964	23.74%



PUBLIC WORKS ADMINISTRATION

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

Goals

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

Objectives for Fiscal Year 2015-2016

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

Program Changes for Fiscal Year 2015-2016

None.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-1 Adopted
Public Works Director	1	-	1
Assistant Public Works Director	1	-	1
Director Maintenance Tech	1	-	1
Administrative Support Specialist	2	-	2
Total	5	-	5

Performance Measures

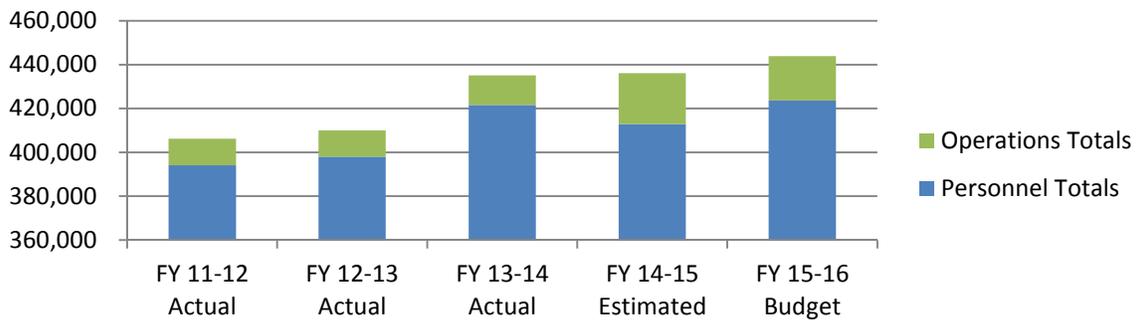
Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Work Orders Initiated by Town Staff	17%	18%	18%
% <i>garnerinfo</i> Requests Completed	100%	95%	95%

Workload Measures

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Special Events Work Requests Completed	36	40	40
# of Work Orders Processed	3,140	3,620	3,700
Work Orders Initiated by PW Staff	1,354	1,876	1,900
Work Orders Initiated by Other Town Staff	539	624	680
# of Phone Calls Received	9,054	9,258	9,400
# of <i>garnerinfo</i> Requests (Completed)	192 (173)	93 (90)	125 (120)
Solid Waste Containers Delivered (New)	165	238	360
Solid Waste Containers Repaired/Replaced	1,061	920	1,000

PUBLIC WORKS ADMINISTRATION

Object Code	Obj Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 303,306	\$ 309,011	\$ 312,932	\$ 305,839	\$ 314,238	\$ 314,643	
510210	Salaries - Overtime	29		198	1,223	1,000	1,000	
510236	Longevity	-	-	12,043	10,242	10,591	10,591	
510500	FICA	22,363	23,211	24,324	23,881	24,860	24,892	
510600	Group Insurance	31,951	30,585	31,446	33,748	35,510	34,112	
510700	Retirement	36,367	35,104	40,632	37,980	37,824	38,423	
	Personnel Totals	\$ 394,015	\$ 397,911	\$ 421,576	\$ 412,913	\$ 424,023	\$ 423,661	95.4%
Operations								
521100	Postage	-	-	-	\$ 35	\$ 120	\$ 35	
521150	Telephone	-	-	\$ 1,384	1,322	1,272	1,272	
521400	Travel and Training	\$ 3,504	\$ 3,901	6,966	6,616	7,570	7,150	
521700	Auto Maintenance & Repair	19	89	164	150	150	150	
522100	Equipment Rental	-	-	-	6,016	6,513	6,143	
523100	Fuel	457	482	510	433	550	550	
523300	Departmental Supplies	2,296	1,726	1,965	2,091	2,200	2,000	
523600	Uniforms	505	357	311	585	725	600	
524300	Contract Services	4,600	4,600	1,198	4,804	912	912	
525300	Dues and Subscriptions	809	958	1,007	1,078	1,395	1,395	
	Operations Totals	\$ 12,191	\$ 12,113	\$ 13,505	\$ 23,130	\$ 21,407	\$ 20,207	4.6%
Overall Totals		\$ 406,206	\$ 410,024	\$ 435,080	\$ 436,043	\$ 445,430	\$ 443,868	100%



STREET MAINTENANCE

The **Street Maintenance** division within the Operations Division performs maintenance and construction on all Town-owned property as needed. Streets also support other departments within the Town with park construction, traffic requests, development services 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. (FR2, SD1, OD4)
2. Continue a systematic street name sign maintenance program. (SD1, OD4)
3. Establish a maintenance routine for non-Powell Bill related tasks. (FR2, OD4, QL2, QL3)
4. Maintain retention ponds and best management practices in relations to storm water regulations. (FR2, SD1, OD4)

Objectives for Fiscal Year 2015-2016

1. Place emphasis on retention pond repair backlog.
2. Provide internal support for bond project activities.

Program Changes for Fiscal Year 2015-2016

The FY 2015-16 budget includes funding for a new Equipment Operator I position to being mid-January 2016 (\$20,490). This budget also includes new funding for US Hwy 70 Mowing Maintenance (\$140,000).

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
PW Operations Superintendent	1	-	1
Lead Equipment Operator	1	-	1
Equipment Operator	1	1	2
Maintenance Worker	2	-	2
Total	5	1	6

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% Recomd. Retention Pond Maintenance Performed During Inspection Cycle	50%	75%	75%
% Utility Cuts Corrected Within 10 Days	90%	90%	95%
% Code Enforcement Request Completed Within 5 Days	90%	90%	95%

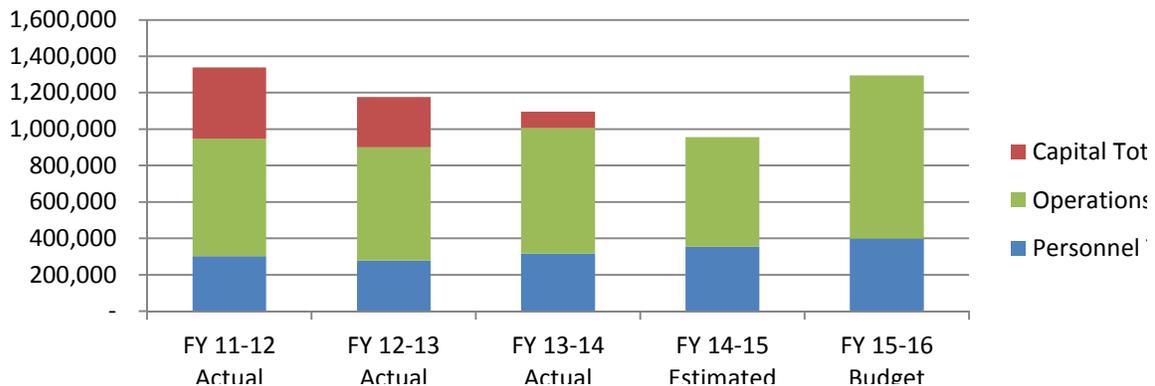
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of Mowing Cycles on Timber Drive	9	9	9
# of Retention Ponds Maintained	24	26	26
# of Days of Unprepared Cleanup	19	18	19
# of Code Enforcement Work Orders	98	100	105
# of Street Signs Repaired/Replaced	220	225	220
# of New Street Signs Installed	0	16	10
# of Utility Cuts Repaired	26	26	15

STREET MAINTENANCE

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 190,697	\$ 182,616	\$ 214,443	\$ 231,531	\$ 272,873	\$ 257,507	
510210	Salaries - Overtime	3,215	2,200	3,561	3,174	2,688	2,688	
510220	Salaries - Temporary	42,506	31,396	22,240	30,237	41,188	37,160	
510230	Salaries Temp. Overtime	2,106	1,275	244	126	900	900	
510236	Longevity	-	-	3,009	3,106	3,223	3,223	
510500	FICA	17,948	16,411	18,357	20,233	24,464	23,076	
510600	Group Insurance	23,704	23,395	28,844	37,515	50,737	43,820	
510700	Retirement	23,102	20,877	25,717	28,457	32,517	31,170	
	Personnel Totals	\$ 303,278	\$ 278,171	\$ 316,415	\$ 354,379	\$ 428,590	\$ 399,544	30.9%
Operations								
521150	Telephone	-	-	\$ 612	\$ 634	\$ 636	\$ 636	
521300	Utilities	\$ 537,098	\$ 548,269	642,739	548,888	653,732	653,732	
521400	Travel and Training	4,349	3,925	3,008	4,355	4,180	4,180	
523300	Departmental Supplies	24,618	31,554	25,434	18,543	28,504	26,092	
523302	Utility Patch Supplies	36,219	9,467	6,517	7,457	20,000	20,000	
523305	Dept Supply - Utility Repair	1,910	-	-	-	-	-	
523600	Uniforms	4,316	4,574	4,187	4,402	6,410	5,335	
524300	Contract Services	36,067	23,983	8,060	17,020	45,000	185,000	
525300	Dues and Subscriptions	300	75	75	-	300	300	
	Operations Totals	\$ 644,576	\$ 621,772	\$ 690,631	\$ 601,299	\$ 758,462	\$ 894,975	69.1%
Capital Outlay								
524386	Street Resurfacing	\$ 353,658	-	-	-	-	-	
537220	Sidewalk Construction	37,504	\$ 267,550	\$ 4,271	-	-	-	
537600	Construction	-	8,275	84,302	-	-	-	
	Capital Totals	\$ 391,162	\$ 275,825	\$ 88,573	-	-	-	-
Overall Totals		\$ 1,339,016	\$ 1,175,768	\$ 1,095,619	\$ 955,678	\$ 1,187,052	\$ 1,294,519	100%

Personnel Totals include \$20,490 for a mid-January 2016 start of a new Equipment Operator I position. Contract Services (524300) includes \$140,000 for a new outsourced US Hwy 70 Mowing Maintenance Program.



POWELL BILL

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

Goals

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

Objectives for Fiscal Year 2015-2016

1. Continue Pavement Maintenance Program as resources allow.
2. Focus on increased in-house asphalt patching.
3. Utilize Pavement Management Survey to coordinate maintenance activities.

Program Changes for Fiscal Year 2015-2016

The FY 2015-16 budget includes Capital Outlays for Asset and Operating Capital equipment replacement. New for this fiscal year will be the capital asset replacement of: a Dump Truck (\$108,000), a Full-sized Truck (\$26,748), a Mower (\$13,500), and a Salt Spreader (\$25,000). This budget will also include Operating Capital for replacement of division radios (\$15,400).

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Streets Supervisor	1	-	1
Lead Equipment Operator	2	-	2
Equipment Operator	2	1	3
Street Sweeper Operator	1	-	1
Street Maintenance Worker	1	-	1
Maintenance Technician	1	-	1
Total	8	1	9

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
Sweeper Cycles on Town Streets	10	10	11
% Goal for In-House Asphalt Patching	45%	46%	52%

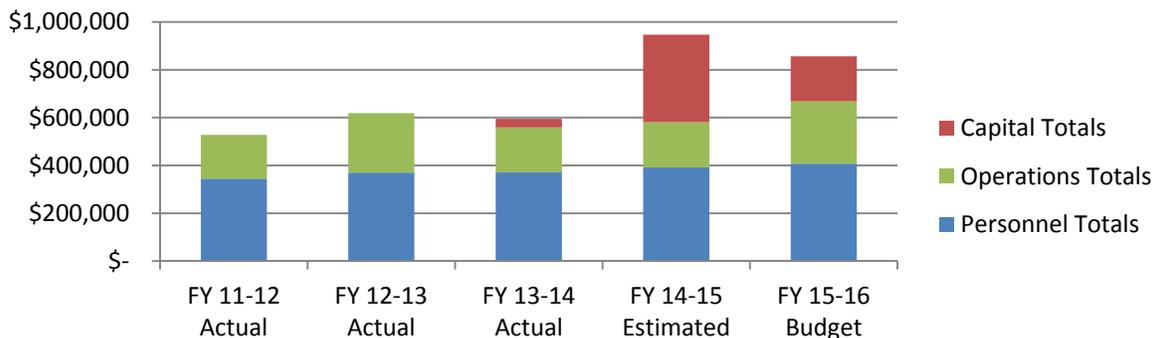
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of Days Sweeping Town Streets	105	110	120
# of Miles of Town Streets Maintained	99	100	102
# Drainage System Repairs	9	7	8
# Miles of Sidewalks	60	63	65
# Traffic Signs Repaired/Replaced	133	140	140
# New Traffic Signs Installed	26	26	15

POWELL BILL

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Projected	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 244,761	\$ 262,105	\$ 259,794	\$ 271,770	\$ 278,273	\$ 278,986	
510210	Salaries - Overtime	3,640	4,478	4,019	2,987	3,500	3,500	
510220	Salaries - Temporary	9,111	10,097	4,469	10,007	13,704	11,355	
510230	Salaries Temporary Overtime	(171)	-	-	79	-	-	
510236	Longevity	-	-	3,461	6,475	8,362	8,396	
510500	FICA	19,409	20,971	20,455	21,931	23,243	23,121	
510600	Group Insurance	39,433	41,947	45,485	45,326	49,420	47,463	
510700	Retirement	28,670	30,248	33,332	33,645	33,726	34,303	
	Personnel Totals	\$ 344,852	\$ 369,845	\$ 371,015	\$ 392,220	\$ 410,228	\$ 407,124	47.5%
Operations								
521150	Telephone	-	-	\$ 527	\$ 633	\$ 636	\$ 636	
521600	Equipment Maintenance & Repair	\$ 13,508	\$ 8,147	15,200	8,997	15,000	14,000	
521700	Auto Maintenance & Repair	29,314	36,665	42,547	49,994	43,924	43,924	
523100	Fuel	68,977	63,568	57,146	43,480	61,075	61,075	
523300	Departmental Supplies	52,384	52,630	38,562	39,044	59,298	53,000	
523600	Non Capital Equipment	-	-	9,968	23,400	4,284	3,700	
523600	Uniforms	4,673	3,846	4,721	4,244	7,015	5,680	
524300	Contract Services	165	725	-	-	150	150	
524380	Contract Services-Powell Bill	-	64,864	788	2,409	85,000	60,000	
524700	Landfill Charges	13,696	18,681	18,254	16,639	18,600	18,600	
	Operations Totals	\$ 182,716	\$ 249,126	\$ 187,713	\$ 188,840	\$ 294,982	\$ 260,765	30.4%
Capital Outlay								
537400	Equipment	-	-	\$ 9,824	\$ 261,018	\$ 84,900	\$ 53,900	
537410	Vehicle	-	-	26,081	104,535	241,748	134,748	
	Capital Totals	-	-	\$ 35,906	\$ 365,553	\$ 326,648	\$ 188,648	22.0%
Overall Total		\$ 527,568	\$ 618,971	\$ 594,633	\$ 946,613	\$ 1,031,858	\$ 856,537	100%

See Approved Capital Outlay Items - Capital Assets on Page 93 or Capital Improvement Project Pages 223-224 for the list of approved capital items included in the Equipment (537400) and Vehicle (537410) line items.



PUBLIC FACILITIES MANAGEMENT

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

Goals

1. Continue development of proactive maintenance routines and inspections to provide better coverage of facilities and reduce long-term maintenance costs. (FR2, SD1, SD2, SD3, OD4)
2. Perform capital project related facility improvements as approved. (FR2, OD4, QL3)
3. Support new Town building activities as needed. (SD1)
4. Adjust Facilities work flow to include the new Facilities Technician. (SD2)

Objectives for Fiscal Year 2015-2016

1. Support activities associated with bond projects.
2. Maintain Backflow program and perform required reporting.
3. Investigate asset management software that will enable us to effectively care for and sustain our facilities and their assets.

Program Changes for Fiscal Year 2015-2016

The FY 2015-16 budget includes *Operating* Capital Outlays for some major repairs and maintenance to Town facilities. The budget includes funding for the following new projects: GPAC Roof Replacement (\$35,480), Senior Center Grease Trap Replacement (\$17,300), Avery Street Annex Exterior Improvements (\$21,450), Centennial Park Shelter Improvements (\$13,074), and multiple HVAC replacements across several Town facilities (\$45,560).

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Lead Building Maintenance Tech	1	-	1
Building Maintenance Tech	3	-	3
Services Equipment Operator	1	-	1
Total	5	-	5

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
Electrical Consumption per Square Foot of Heated Building Area	12.76 kwh	12.75 kwh	12.75 kwh
% of Planned Maintenance Task on Schedule	80%	85%	85%

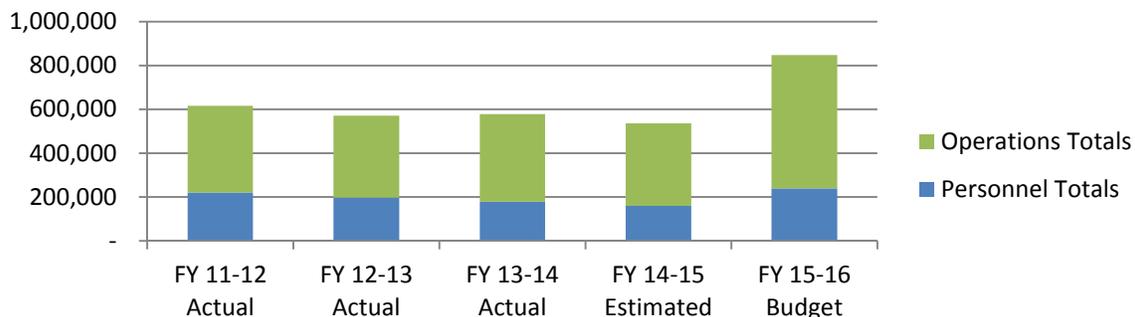
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of Buildings Maintained	55	56	54
Heated Square Footage of Buildings	105,720	123,332	105,044
# of Banners, Flags, & Decorations	205	205	198
# of Work Orders Completed	731	942	928
# of Athletic Field Lighting Repairs Performed	33	36	35
# of Backflows Maintained	32	32	34
# of HVAC Systems Maintained	56	71	65
# Room/Office Renovations	3	8	5

PUBLIC FACILITY MANAGEMENT

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 164,093	\$ 147,640	\$ 116,317	\$ 138,374	\$ 166,854	\$ 171,563	
510210	Salaries - Overtime	130	143	675	1,708	2,868	2,868	
510236	Longevity	-	-	2,000	2,000	2,000	2,000	
510500	FICA	12,178	10,448	8,418	10,178	13,136	13,498	
510600	Group Insurance	24,214	22,279	18,452	22,454	29,448	28,256	
510700	Retirement	19,640	16,656	13,217	16,974	20,132	21,458	
	Personnel Totals	\$ 220,255	\$ 197,166	\$ 159,079	\$ 191,688	\$ 234,438	\$ 239,643	28.3%
Operations								
521150	Telephone	-	-	\$ 719	\$ 634	\$ 636	\$ 636	
521300	Utilities	\$ 128,715	\$ 145,292	153,875	155,124	171,300	202,497	
521310	Water & Sewer Charges	32,722	33,075	39,954	45,919	47,154	47,845	
521400	Travel and Training	1,460	1,550	1,354	2,358	2,358	2,358	
521500	Building and Grounds Maint	13,915	3,730	11,131	14,000	12,000	12,000	
521600	Equipment Maintenance & Repair	15,607	25,976	34,158	31,660	25,000	25,000	
521700	Auto Maintenance & Repair	1,348	705	1,000	4,600	1,600	1,600	
523100	Fuel	10,446	13,000	7,835	5,331	10,010	9,870	
523300	Departmental Supplies	32,866	48,303	36,852	43,809	47,749	46,849	
523399	Non-Capital Equipment	-	-	-	-	7,662	6,450	
523345	Lighting Retrofit Supplies	22,486	-	-	-	-	-	
523600	Uniforms	2,677	1,949	1,792	1,932	3,625	2,880	
524300	Contract Services	108,489	99,336	88,493	125,838	327,936	249,740	
524305	Veterans Memorial	-	-	-	13,460	-	-	
537400	Equipment	24,997	-	-	-	-	-	
537410	Vehicle	-	-	-	52,992	-	-	
	Operations Totals	\$ 395,728	\$ 372,917	\$ 377,163	\$ 497,657	\$ 657,030	\$ 607,725	71.7%
Overall Total		\$ 615,983	\$ 570,083	\$ 536,242	\$ 689,345	\$ 891,468	\$ 847,368	100%

See Approved Capital Outlay Items - Operating Capital on Page 93 or Capital Improvement Project Page 208 for the list of approved capital maintenance and repair projects included in the Contract Services (524300) line item.



PUBLIC GROUNDS MAINTENANCE

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

Goals

1. Continue maintenance of playground equipment to ensure compliance with safety standards. (QL1)
2. Continue to improve plant beds on US Highway 70 ROW and add plantings at Timber Drive East to maintenance workload. (QL2, QL3)
3. Support development identified in the park enhancement initiative as directed. (OD1, OD3, QL2, QL3)
4. Improve quality of athletic turf through best practices. (SD1)

Objectives for Fiscal Year 2015-2016

1. Incorporate new US Highway 70 West welcome sign and US Highway 401 landscaping into maintenance routines.
2. Maintain Veterans Memorial in an honorable and respectful manner.

Program Changes for Fiscal Year 2015-2016

The FY 2015-16 budget includes capital outlays for equipment replacement. New for this fiscal year will be the replacement of: a Backhoe (\$95,000), a Full-sized Truck (\$27,000), and a Mower (\$11,500). The FY 2015-16 Public Grounds Maintenance budget also included a Decision Package for a new Turbine Blower that was approved (\$7,600).

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Parks & Grounds Supervisor	1	-	1
Lead Parks Maintenance Worker	5	-	5
Services Equipment Operator	7	2	7
Total	13	2	13

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
Developed Acreage Maintained by FTE	28.9	28.9	28.9
Mow All Property Once in Two Week Cycle	Yes	Yes	Yes

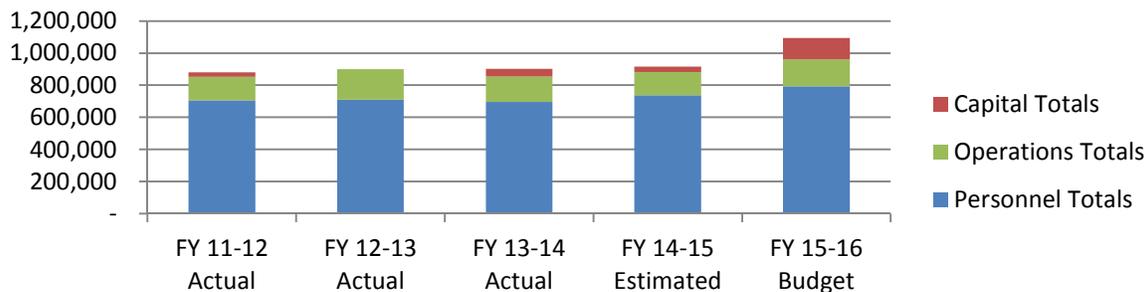
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Acres of Turf Maintained	131	134	135
Miles of Greenways and Trails	9	9	11
# of Parks Maintained	14	14	14
# of Building Grounds Maintained	11	11	12
# of Right of Ways Maintained	23	27	27
# of Fields Prepared for Sporting Events	17	17	17

PUBLIC GROUNDS MAINTENANCE

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 452,262	\$ 460,432	\$ 451,629	\$ 467,299	\$ 530,590	\$ 488,480	
510210	Salaries - Overtime	14,084	8,983	7,688	8,854	13,000	13,000	
510220	Salaries - Temporary	65,744	69,675	52,172	66,806	92,306	78,879	
510230	Salaries Temporary Overtime	1,235	1,414	259	922	1,400	1,400	
510236	Longevity	-	-	11,286	9,288	12,454	12,489	
510500	FICA	39,572	40,285	39,024	41,116	49,679	46,487	
510600	Group Insurance	78,327	76,737	77,525	84,696	112,015	91,548	
510700	Retirement	55,588	53,193	56,919	58,092	64,926	60,752	
	Personnel Totals	\$ 706,811	\$ 710,717	\$ 696,503	\$ 737,073	\$ 876,370	\$ 793,035	72.5%
Operations								
521150	Telephone	-	-	\$ 1,401	\$ 1,033	\$ 1,056	\$ 1,056	
521400	Travel and Training	\$ 2,569	\$ 3,212	2,108	4,001	3,750	3,550	
521520	Vandalism Repair	300	530	-	-	500	500	
521600	Equipment Maint. & Repair	17,702	13,953	20,777	7,121	18,885	18,885	
521700	Auto Maint. & Repair	2,204	7,528	10,059	11,979	4,700	4,700	
522100	Equipment Rental	1,637	315	430	139	300	300	
523100	Fuel	27,694	29,000	26,385	23,234	25,925	25,925	
523200	Agricultural Supplies	38,831	39,737	46,862	38,691	42,521	42,521	
523300	Departmental Supplies	31,575	31,259	30,320	31,632	32,004	31,688	
523399	Non Capital Equipment	-	-	2,960	4,776	11,100	10,600	
523600	Uniforms	9,796	7,890	8,769	9,299	14,270	12,726	
524300	Contract Services	13,132	56,653	5,084	7,536	12,300	12,300	
524545	Parks Improvements	-	-	2,100	4,459	4,000	2,500	
525300	Dues and Subscriptions	60	50	50	290	240	240	
	Operations Totals	\$ 145,499	\$ 190,127	\$ 157,303	\$ 144,190	\$ 171,551	\$ 167,491	15.3%
Capital Outlay								
537400	Equipment	\$ 27,552		\$ 48,336	\$ 9,359	\$ 106,500	\$ 106,500	
537410	Vehicle	-	-	-	25,985	47,000	27,000	
	Capital Totals	\$ 27,552	-	\$ 48,336	\$ 35,344	\$ 153,500	\$ 133,500	12.2%
Overall Totals		\$ 879,862	\$ 900,844	\$ 902,143	\$ 916,607	\$ 1,201,421	\$ 1,094,026	100%

See Approved Capital Outlay Items - Capital Assets on Pages 93 or Capital Improvement Project Pages 223-224 for the list of approved capital vehicles and equipment included in the Equipment (537400) and Vehicle (537410) line items. Non-Capital Equipment (523399) includes a \$7,600 decision package for a turbine blower.



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. (SD1)
2. Support and participate with Vehicle and Equipment Replacement Team (VERT). (FR2, FR3)
3. Incorporate use of new technology and software into fleet activities to improve efficiencies. (FR3, SD1)
4. Develop a small engine repair program to stay current with new technology. (FR3, SD3)

Objective for Fiscal Year 2015-2016

1. Develop a plan for transition to automated fuel records for improved accountability.
2. Develop plan for improving effective collection of fleet performance data by working with the VERT team.
3. Improve small engine work area for efficiency and safety.
4. Support other departments with purchasing new budgeted vehicles.

Program Changes for Fiscal Year 2015-2016

None.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Services Supervisor	1	-	1
Lead Fleet Mechanic	1	-	1
Fleet Mechanics	2	-	2
Total	4	-	4

Performance Measures

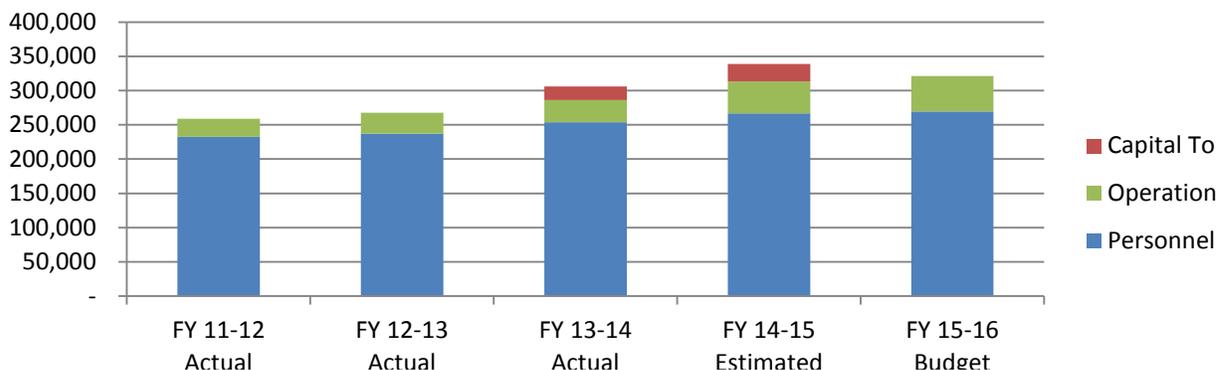
Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% Planned Maintenance	32%	33%	33%
Fleet Fuel Efficiency - Vehicle MPG	11.89 mpg	11.89 mpg	11.70 mpg

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of Licensed Vehicles	155	136	136
# of Licensed Trailers	18	18	18
# of Pieces of Heavy Equipment	16	16	16
# of Pieces of Small Equipment	111	113	115
# of Pieces of Specialized Equipment	50	50	50
# of Work Orders Completed	978	1,020	1,020
Vehicles and Equip. Prepared for Auction	26	26	15

FLEET MANAGEMENT

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 173,955	\$ 178,436	\$ 184,001	\$ 190,150	\$ 194,834	\$ 195,513	
510210	Salaries - Overtime	379	-	1,689	5,725	942	942	
510236	Longevity	-	-	2,685	2,728	2,788	2,788	
510500	FICA	12,638	12,650	13,356	14,097	15,190	15,243	
510600	Group Insurance	25,895	26,024	28,692	30,191	32,934	31,649	
510700	Retirement	19,811	20,205	23,564	23,772	23,092	23,509	
	Personnel Totals	232,678	237,315	253,988	266,663	269,780	269,644	83.9%
Operations								
521150	Telephone	-	-	1,028	1,156	1,272	1,272	
521200	Printing	-	-	-	-	-	-	
521400	Travel and Training	1,727	1,646	1,342	3,167	2,250	2,250	
521600	Equipment Maintenance & Repair	6,107	4,480	5,736	4,632	7,000	5,900	
521700	Auto Maintenance & Repair	661	2,745	4,452	1,716	1,500	1,500	
522100	Equipment Rental	-	-	-	144	144	169	
523100	Auto Operating Supplies	2,076	2,560	2,279	1,382	1,788	1,788	
523300	Departmental Supplies	6,144	9,243	4,805	13,362	15,648	13,448	
523399	Non Capital Equipment	-	-	3,500	12,678	25,781	11,910	
523600	Uniforms	1,895	1,886	1,907	1,868	2,900	2,300	
524300	Contract Services	6,737	6,620	5,940	5,472	10,800	10,200	
525300	Dues and Subscriptions	940	940	940	940	1,050	1,050	
	Operations Totals	26,286	30,121	31,929	46,517	70,133	51,787	16.1%
Capital Outlay								
537400	Equipment	-	-	19,963	-	21,500	-	
537410	Vehicle	-	-	-	25,397	-	-	
	Capital Totals	-	-	19,963	25,397	21,500	-	-
Overall Totals		\$ 258,964	\$ 267,436	\$ 305,880	\$ 338,577	\$ 361,413	\$ 321,431	100%



SOLID WASTE

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

Goals

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

Objectives

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

Operations History

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	% of FY 15-16 Division Budget
510600	Group Insurance	\$ -	\$ -	\$ (467)	\$ -	\$ -	\$ -	-
521100	Postage	-	-	2,569	-	3,000	3,000	0.2%
521200	Printing	1,704	2,632	2,832	2,923	4,032	4,032	0.2%
521700	Auto Maint. & Repair	1,161	2,345	85	1,497	1,000	1,000	0.1%
523100	Auto Operating Supplies	1,838	2,540	2,540	743	2,540	2,540	0.1%
523300	Departmental Supplies	35,139	25,387	39,841	26,401	48,960	48,960	2.6%
524410	Commer. Dumpster Collect.	32,300	16,333	15,106	15,106	15,600	15,600	0.8%
524420	Residential Collection	1,451,828	1,449,918	1,451,024	1,484,708	1,561,835	1,561,835	83.1%
524430	Curbside Recycl. Program	202,613	205,798	207,081	211,904	221,684	221,684	11.8%
524440	Office Recycling Program	1,275	1,285	1,285	2,628	2,559	2,559	0.1%
524700	Landfill Charges	15,052	20,715	14,827	22,391	18,755	18,755	1.0%
5630 Total		\$ 1,742,909	\$ 1,726,953	\$ 1,736,723	\$ 1,768,301	\$ 1,879,965	\$ 1,879,965	100%

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Total Solid Waste Recycled	25%	25%	25%
Total Complaints	165	137	140

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 20165-1
# of Customers	8,852	8,952	9,132
# of Rollout Containers in Use	17,704	17,904	18,264
Tons Collected - Unprepared Cleanups	401	423	425
Tons Collected - Garbage	6,305	6,528	6,700
Tons Collected - Recycling	1,577	1,608	1,650
Tons Collected - Yard Waste (Contracted)	1,238	1,264	1,295

SNOW REMOVAL

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

Goals

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

Objectives

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

Program Changes for FY 2015-2016

This fiscal year provides for the replacement of a snow plow (\$9,000).

Operating History

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	% of FY 15-16 Division Budget
Operations								
523300	Departmental Supplies	\$ 6,205	\$ 1,031	\$ 2,835	\$ 11,802	\$ 14,191	\$ 11,950	57.0%
Capital Outlay								
537400	Equipment	9,925	-	-	-	9,000	9,000	43.0%
Overall Totals		\$ 16,130	\$ 1,031	\$ 2,835	\$ 11,802	\$ 23,191	\$ 20,950	100%

Performance Measures

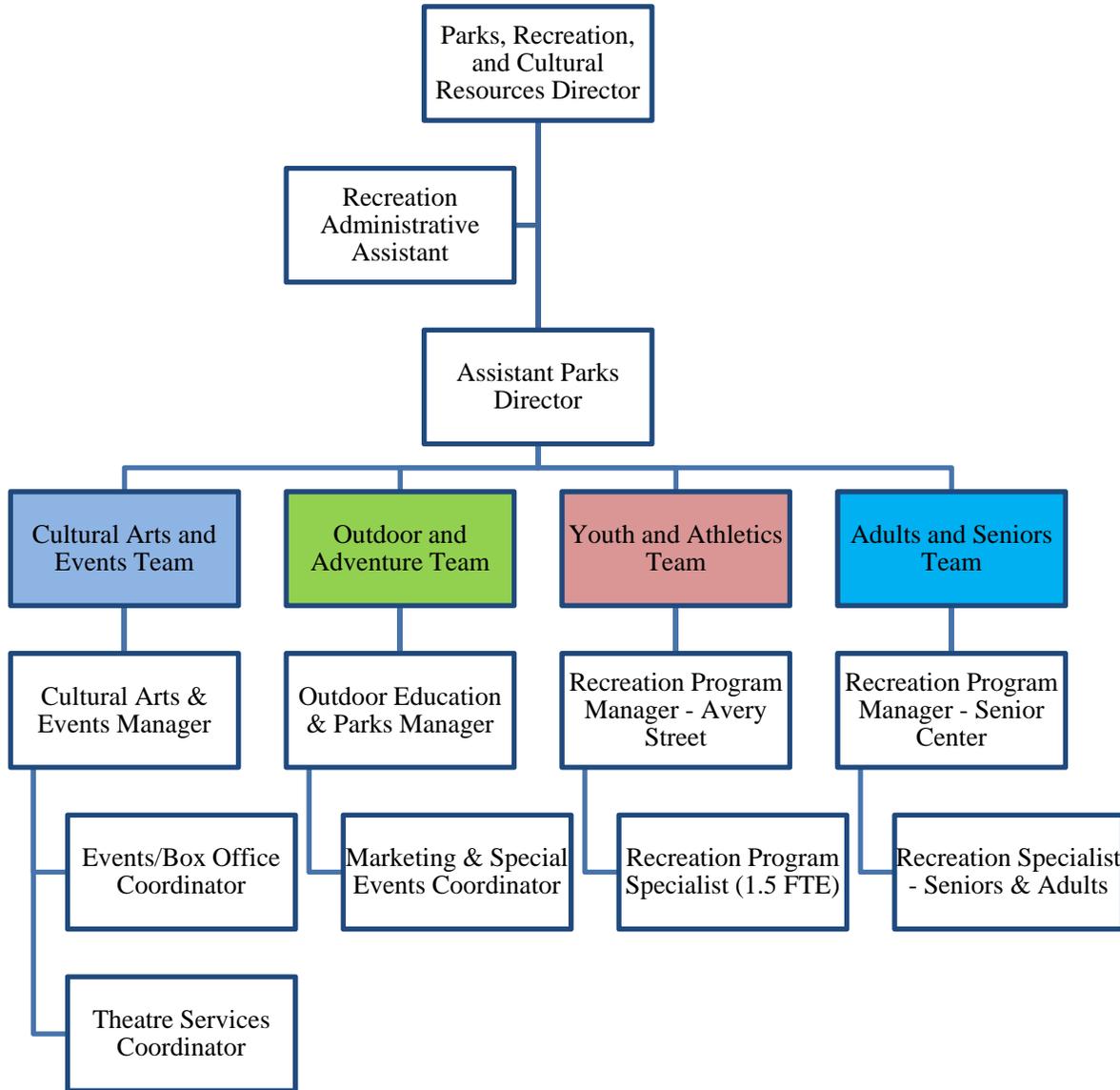
Measure	Actual FY 2014	Estimated FY 2015	Target FY 2016
% of Sanding Crews on Streets within One Hour of Receiving Call	100%	100%	100%
% of Local Bridges Sanded within One Hour After Ice Event	100%	100%	100%
% of Major Thoroughfares Cleared within 24 Hours of Snowfall	100%	100%	100%
% of Other Streets Cleared within 24 Hours of Snowfall	100%	100%	100%
% of Removal Efforts on Schedule	100%	100%	100%

Workload Indicators

Indicators	Actual FY 2014	Estimated FY 2015	Projected FY 2016
Snow and Ice Storms Requiring Response	2	5	5
Miles of Town Streets Plowed per Snowfall	99	99	99
# of Town Facilities Requiring Snow Removal	6	25	16

PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT

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



Mission

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

Vision

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

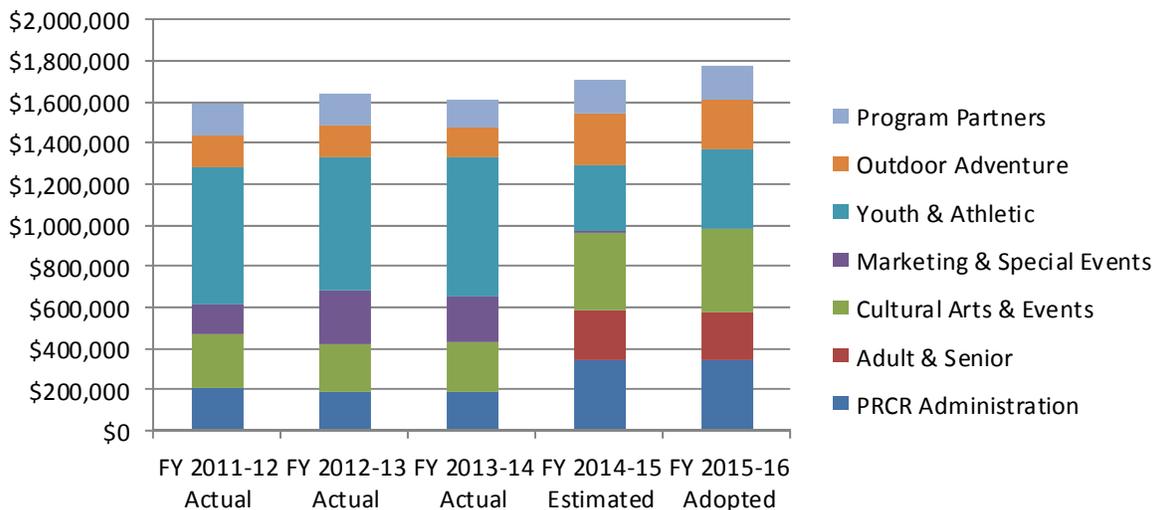
PARKS, RECREATION, AND CULTURAL RESOURCES DEPARTMENT

Fiscal Year 2014-2015 Accomplishments

- The Garner Senior Center was recertified by the North Carolina Department of Adult and Aging Services as a North Carolina Senior Center of Excellence.
- The Parks, Recreation and Cultural Resources department was awarded a grant from the John Rex Endowment to promote healthy eating and active living in the downtown area.
- The Town of Garner was named a Playful City USA by KaBOOM! in partnership with the Humana Foundation. White Deer Park was listed in WRAL's "Go Ask Mom" blog as the number two Nature Park in the Triangle.
- Successfully launched new registration and ticketing programs enhancing customer service experience.
- Professional staff recognitions included Rob Smith graduating from National Recreation and Park Association (NRPA) Directors School, Debbie Dunn serving on the Live Music Advisory Committee for Greater Raleigh Convention and Visitors Board (GRCVB), and Kendrick Mayes receiving scholarships from the NRPA and North Carolina Recreation and Parks Association (NCRPA).

Expenditure by Division

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
PRCR Administration	\$205,908	\$186,887	\$189,041	\$339,564	\$338,614	1.19%
Adult & Senior	-	-	-	\$244,626	\$236,784	0.83%
Cultural Arts & Events	\$257,392	\$231,014	\$239,702	\$383,470	\$402,755	1.41%
Marketing & Special Events	\$147,254	\$263,146	\$223,878	-	-	-
Youth & Athletic	\$674,967	\$650,445	\$676,159	\$323,362	\$386,577	1.36%
Outdoor Adventure	\$153,824	\$153,933	\$144,416	\$248,764	\$246,477	0.87%
Program Partners	\$152,272	\$154,161	\$136,660	\$163,983	\$165,259	0.58%
Total	\$1,591,617	\$1,639,586	\$1,609,856	\$1,703,769	\$1,776,466	6.24%



PARKS ADMINISTRATION

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

Goals

1. Provide leadership for the department and maintain positive relationships with community partners and reputation for quality programs with residents. (SD2, QL2)
2. Implement facility upgrades and new construction that improve guest experiences. (FR2, OD4, Q2, QL3, QL7)
3. Develop high quality services and experiences that engage citizens to participate in department programs. (SD2, QL4)

Objectives for Fiscal Year 2015-2016

1. Ensure oversight of expenditures while seeking ways to generate new revenue streams.
2. Develop plans for new Indoor Recreation Center that increase recreational opportunities for the community.
3. Develop and refine park enhancement plan for implementation of bond projects.
4. Successfully complete the CAPRA (Commission for Accreditation of Park and Recreation Agencies) Accreditation process.

Program Changes for Fiscal Year 2015-2016

None.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
PRCR Director	1	-	1
Assistant PRCR Director	1	-	1
Recreation Administrative Assistant	1	-	1
Total	3	-	3

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Programs Meeting Established Cost Recovery Goals	100%	100%	100%
% of Respondent Surveys Receiving Above Average or Excellent Ratings	95%	95%	95%

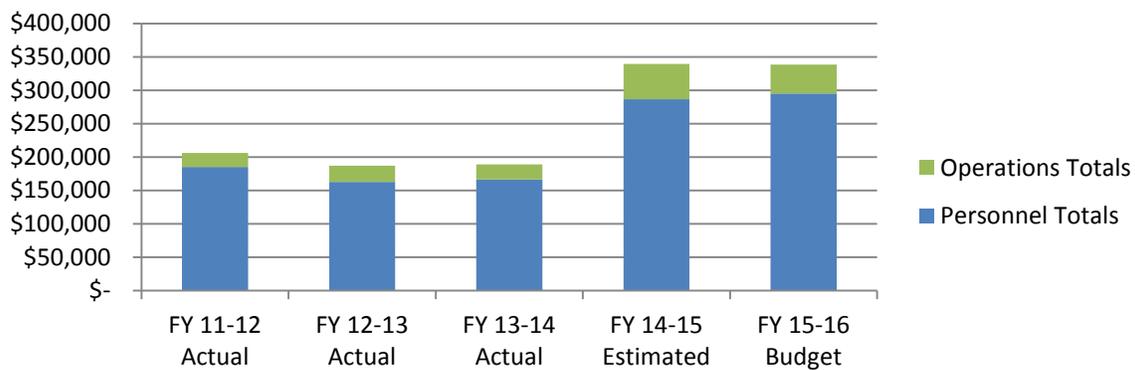
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Online Program Registrations	3,631	3,600	3,650
Off-line Transactions (Walk-ins)	1,601	1,600	1,650
Shelter Reservations	572	600	625
Event Ticket Sales	1,811	2,182	2,400

PARKS ADMINISTRATION

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 142,945	\$ 128,626	\$ 129,413	\$ 219,491	\$ 226,459	\$ 225,084	
510210	Salaries - Overtime	906	26	-	235	-	-	
510220	Salaries - Temporary	-	-	-	207	-	-	
510236	Longevity	-	-	-	2,839	3,980	3,982	
510500	FICA	10,446	9,724	9,796	16,552	17,629	17,524	
510600	Group Insurance	13,469	10,008	11,538	20,388	22,567	21,683	
510700	Retirement	17,211	14,502	16,083	26,625	26,832	27,060	
Personnel Totals		\$ 184,976	\$ 162,885	\$ 166,830	\$ 286,337	\$ 297,467	\$ 295,333	87.2%
Operations								
521100	Postage	-	-	-	\$ 2,317	\$ 3,169	\$ 3,029	
521150	Telephone	-	-	\$ 741	1,763	1,908	1,908	
521200	Printing	\$ 570	-	(94)	-	-	-	
521400	Travel and Training	3,391	\$ 6,408	4,204	6,438	7,700	9,450	
521700	Auto Maintenance & Repair	738	1,590	555	998	250	250	
522100	Equipment Rental	-	-	-	7,637	7,632	7,020	
523100	Fuel	1,158	636	1,085	1,525	1,000	1,000	
523300	Departmental Supplies	7,703	9,042	4,699	6,228	5,000	4,000	
524300	Contract Services	6,638	5,559	10,215	25,528	12,500	15,974	
525300	Dues and Subscriptions	733	768	805	794	850	650	
Operations Totals		\$ 20,932	\$ 24,002	\$ 22,211	\$ 53,228	\$ 40,009	\$ 43,281	12.8%
Overall Totals		\$ 205,908	\$ 186,887	\$ 189,041	\$ 339,565	\$ 337,476	\$ 338,614	100.0%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2015-2016.



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. Enhance the quality of life of senior adults in the community by engaging in diverse leisure, fitness and social activities at the Garner Senior Center. (QL1, QL7)
2. Cultivate existing and new partnerships to develop a services resource location that ensures efficient and timely services to seniors. (SD1, QL4, QL5)
3. Provide a variety of adult fitness opportunities that promote a healthy, vibrant and well connected community. (SD2, QL4, QL6)

Objectives for Fiscal Year 2015-2016

1. Evaluate current fitness programs and make schedule and class modifications as appropriate to ensure fiscal stability and efficient use of resources.
2. Use available resources to promote services, programs and monitor customer satisfaction of participants.

Program Changes for Fiscal Year 2015-2016

None.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Recreation Center & Program Manager	1	-	1
Recreation Specialist - Seniors & Adults	1	-	1
Total	2	-	2

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Fitness Classes Offered that Met Expected Participation	90%	70%	85%
% of Garner Senior Center Survey Responses Indicating Very or Extremely Satisfied with Overall Program Experience	94%	95%	96%

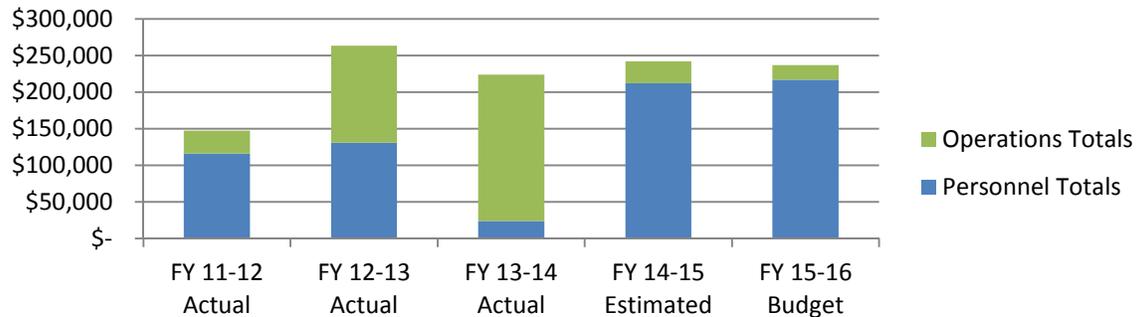
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Senior Program Participant Contacts	52,500	54,100	56,000
Adult Fitness and Art Program Contacts	8,577	6,130	6,700
Garner Senior Center Rental Hours	143	200	205

ADULT AND SENIOR

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 86,947	\$ 98,399	\$ 18,921	\$ 112,258	\$ 113,066	\$ 113,756	
510210	Salaries - Overtime	765	107	26	105	800	800	
510220	Salaries - Temporary	-	-	2,598	60,111	54,548	55,912	
510236	Longevity	-	-	-	-	3,445	3,445	
510500	FICA	6,321	7,087	1,895	12,912	13,888	14,018	
510600	Group Insurance	12,754	14,213	1,902	13,272	15,374	14,773	
510700	Retirement	9,147	11,144	(1,277)	13,434	13,649	13,931	
	Personnel Totals	\$ 115,935	\$ 130,950	\$ 24,065	\$ 212,092	\$ 214,770	\$ 216,635	91.5%
Operations								
521150	Telephone	-	-	\$ 1,256	\$ 1,293	\$ 636	\$ 636	
521200	Printing	\$ 18,099	\$ 15,344	23,041	-	-	-	
521400	Travel and Training	436	1,085	743	852	1,150	1,150	
521405	Senior Citizen's Travel	-	-	-	841	800	800	
521500	Building & Grounds Maint.	-	-	-	3,925	2,700	2,100	
521600	Equipment Maintenance & Repair	-	-	-	1,034	2,715	2,115	
521700	Auto Maintenance & Repair	-	421	-	-	476	476	
522100	Equipment Rental	420	19,967	30,132	2,530	-	1,176	
523100	Fuel	539	-	-	125	366	250	
523300	Departmental Supplies	8,343	18,179	20,653	12,023	3,736	3,736	
523600	Uniforms	-	1,465	1,297	-	-	-	
523399	Equipment - Non-Capital	-	-	-	2,036	-	-	
524300	Contract Services	2,822	75,040	121,418	7,675	7,400	7,400	
525300	Dues and Subscriptions	660	694	1,273	200	310	310	
	Operating Totals	\$ 31,319	\$ 132,196	\$ 199,813	\$ 32,534	\$ 20,289	\$ 20,149	8.5%
Overall Total		\$ 147,254	\$ 263,146	\$ 223,878	\$ 244,626	\$ 235,059	\$ 236,784	100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2015-2016.



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 of Garner, 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. (QL2, QL7)
2. Increase public awareness and attendance at Garner Performing Arts Center performances. (QL 2, QL 4)
3. Create memorable community wide events. (QL7)

Objectives for Fiscal Year 2015-2016

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. Grow and improve the volunteer program through education and appreciation of volunteers.

Program Changes for Fiscal Year 2015-2016

None.

Authorized Personnel

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Cultural Arts and Events Manager	1	-	1
Events Box Office Coordinator	1	-	1
Theatre Services Coordinator	1	-	1
Total	3	-	3

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Programs Meeting Established Cost Recovery Goals	89%	90%	90%
% of GPAC Shows that Met Expected Attendance	63%	70%	76%
% of Respondent Surveys Receiving Above Average or Excellent Ratings	75%	80%	80%

Workload Indicators

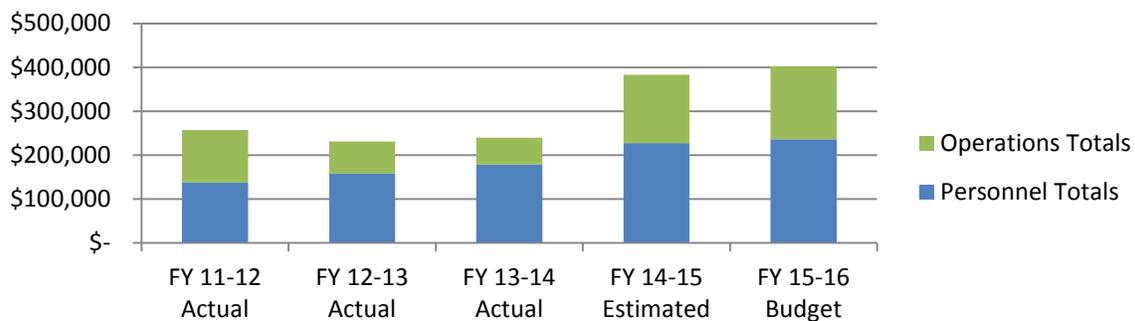
Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
GPAC Events (Town Planned)	120	156	150
GPAC Rentals	147	96*	110
Social Media Likes and Followers	495	785	1,100

* Decline due to use pattern of Towne Players of Garner.

CULTURAL ARTS & EVENTS

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 81,952	\$ 89,727	\$ 102,659	\$ 141,869	\$ 148,436	\$ 147,391	
510210	Salaries - Overtime	267	414	296	215	675	675	
510220	Salaries - Temporary	26,691	36,787	38,881	34,914	34,286	35,143	
510500	FICA	8,242	9,623	10,678	13,157	13,993	14,007	
510600	Group Insurance	10,444	11,450	13,574	20,564	22,426	21,543	
510700	Retirement	9,854	10,207	12,847	16,996	17,341	17,470	
	Personnel Totals	\$ 137,450	\$ 158,208	\$ 178,936	\$ 227,715	\$ 237,157	\$ 236,229	58.7%
Operations								
521150	Telephone	-	-	\$ 1,357	\$ 1,968	\$ 1,908	\$ 1,908	
521200	Printing	\$ 3,240	\$ 1,372	195	495	700	700	
521400	Travel and Training	2,560	1,802	1,559	1,383	2,760	2,260	
521500	Building and Grounds Maint	3,552	-	-	-	750	-	
521600	Equipment Maintenance & Repair	922	1,349	1,558	1,003	1,500	1,500	
522100	Equipment Rental	10,716	1,269	173	27,744	29,925	34,313	
523300	Departmental Supplies	19,655	21,479	27,840	34,116	33,450	33,450	
523600	Uniforms	758	-	25	1,768	2,175	1,700	
524300	Contract Services	57,690	45,388	27,487	87,044	90,500	90,100	
525300	Dues and Subscriptions	468	145	573	234	685	595	
537400	Equipment	20,380	-	-	-	-	-	
	Operations Totals	\$ 119,942	\$ 72,805	\$ 60,766	\$ 155,755	\$ 164,353	\$ 166,526	41.3%
Overall Totals		\$ 257,392	\$ 231,012	\$ 239,702	\$ 383,470	\$ 401,510	\$ 402,755	100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2015-2016.



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, the Garner Veterans Memorial 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 schools and scouts. The team is responsible for marketing all department classes and programs utilizing brochures, website, and social media outlets. 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. (SD2, QL2)
2. Increase quality of life for residents through memorable special events that blend education and entertainment. (QL2, QL4, QL5, QL7)
3. Create a consistent brand that fosters and develops Garner's image. (QL2, QL7)

Objectives for Fiscal Year 2015-2016

1. Increase number of educational outdoor programs offered to the public.
2. Increase environmental education programs delivered to school and other civic groups strengthening image as educators and generating additional revenue.
3. Create a comprehensive marketing plan for the department evaluating current efforts and make modifications as appropriate.

Program Changes for Fiscal Year 2015-2016

None.

Authorized Positions

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Parks and Outdoor Education Program Manager	1	-	1
Marketing and Special Events Coordinator	1	-	1
Total	2	-	2

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Programs Offered that Met Expected Participation	88%	86%	90%
% of Group Program Survey Responses Indicating Very or Extremely Satisfied with Overall Program Experience	98%	100%	100%

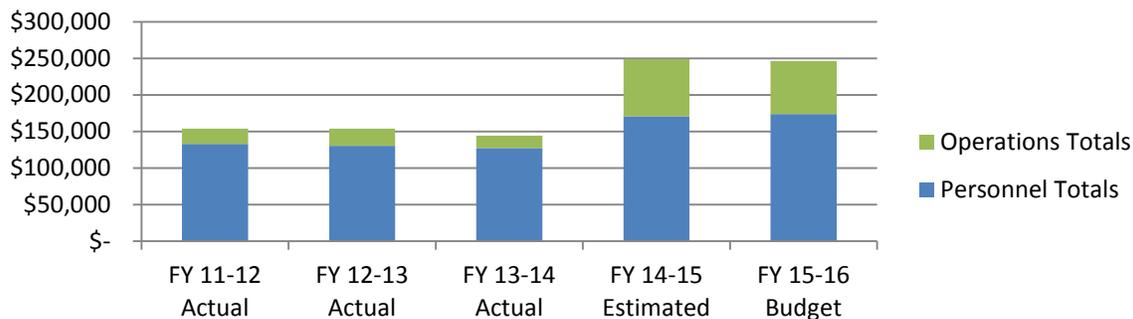
Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
Group Programs (School, Scout)	78	85	90
White Deer Park Nature Center Rentals	98	122	134
White Deer Park Nature Center Visitors	12,915	14,100	14,500

OUTDOOR AND ADVENTURE

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 48,443	\$ 50,097	\$ 47,395	\$ 87,066	\$ 91,726	\$ 93,311	
510210	Salaries - Overtime	34	-	-	34	100	100	
510220	Salaries - Temporary	55,254	50,484	48,712	48,539	44,472	45,584	
510221	Salaries - Temporary Boathouse	9,057	9,947	11,714	1,684	-	-	
510236	Longevity	-	-	918	-	-	-	
510500	FICA	8,572	8,422	8,322	10,423	10,245	10,452	
510600	Group Insurance	5,824	5,627	4,616	12,690	14,142	13,585	
510700	Retirement	5,795	5,673	5,842	10,422	10,676	11,024	
	Personnel Totals	\$ 132,980	\$ 130,250	\$ 127,519	\$ 170,858	\$ 171,361	\$ 174,056	70.6%
Operations								
521100	Postage	-	-	-	\$ 4,446	\$ 9,000	\$ 6,803	
521150	Telephone	-	-	\$ 576	1,379	1,272	1,272	
521200	Printing	\$ 2,190	\$ 1,536	1,071	25,903	24,500	24,500	
521400	Travel and Training	1,556	1,101	1,020	1,859	2,315	2,315	
521600	Equipment Maintenance & Repair	1,139	1,462	669	-	750	750	
522100	Equipment Rental	-	269	749	2,479	1,675	2,851	
523300	Departmental Supplies	13,883	17,565	10,964	29,564	19,825	19,825	
523600	Uniforms	1,061	799	642	837	900	900	
524300	Contract Services	800	800	901	9,629	23,100	11,600	
525300	Dues and Subscriptions	216	150	5	1,810	1,605	1,605	
	Operations Totals	\$ 20,845	\$ 23,683	\$ 16,597	\$ 77,906	\$ 84,942	\$ 72,421	29.4%
Overall Totals		\$ 153,824	\$ 153,933	\$ 144,116	\$ 248,764	\$ 256,303	\$ 246,477	100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2015-2016.



YOUTH AND ATHLETICS

The **Youth and Athletics** team is responsible for planning, implementing and supervising team and individual sports for youth and adults at Town-owned and rented facilities. The team manages the Avery Street Recreation Center and Annex, which provides year-round recreational and camp program offerings for preschool and school age children, and coordinates the rental of Town-owned athletic field and facilities. Programs include the Avery Street Afterschool Program, summer specialty camps, 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. (QL6, SD2)
2. Develop and maintain both new and existing athletic sites to ensure the Town is providing top quality infrastructure. (QL2, QL7, OD4)
3. Offer diverse youth programs that provide a safe place for children to play, learn, and develop social skills. (QL1, QL4, SD3)
4. Evaluate facility schedules and use patterns to ensure efficient and effective delivery of services. (FR3, SD3, QL5)

Objectives for Fiscal Year 2015-2016

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.

Program Changes in Fiscal Year 2015-2016

The FY 2015-16 budget includes funding to transform one of the Part-Time Recreation Program Specialists into a Full-Time Recreation Program Specialist. The additional funding required for this position is being aided with a two-year grant from the John Rex Endowment.

Authorized Personnel

Category	FY 2014-15 Adopted	Positions Requested	FY 2015-16 Adopted
Recreation Center & Program Manager	1	-	1
Recreation Program Specialist	1	0.5	1.5
Total	2	0.5	2.5

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Youth League Survey Responses Indicating Very or Extremely Satisfied with Overall Program Experience	95%	95%	95%
% of Youth Programs Offered that Met Expected Participation	84%	88%	90%
% of Summer Camp Weeks that Met Expected Participation	100%	100%	100%

Workload Indicators

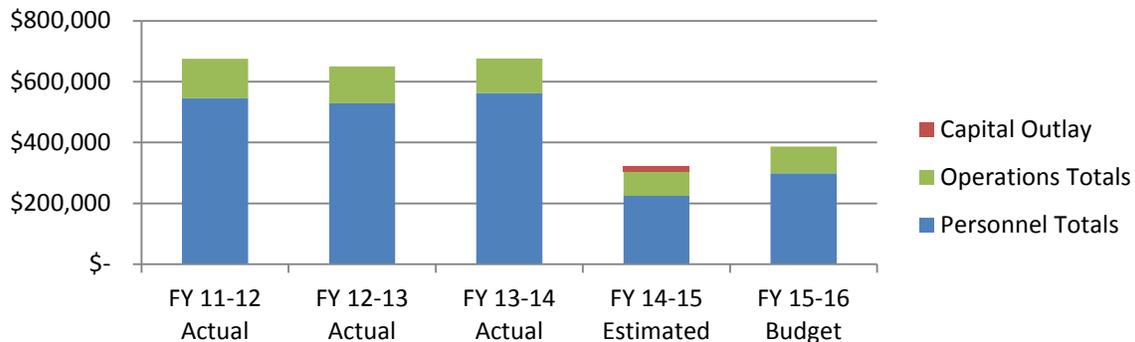
Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
After School Program Contacts	7,057	7,200	7,300
Athletic League Participants	1,026	850	950
Athletic Facility Rentals	132	140	145
Summer Camp Program Contacts	3,700	3,800	3,900

YOUTH & ATHLETICS

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	
Personnel								
510200	Salaries	\$ 234,926	\$ 236,253	\$ 284,969	\$ 86,723	\$ 154,041	\$ 133,032	
510210	Salaries - Overtime	827	23	-	127	-	-	
510220	Salaries - Temporary	219,324	203,914	171,897	102,233	111,133	113,911	
510236	Longevity	-	-	6,858	2,239	2,322	2,322	
510500	FICA	33,714	32,659	34,594	14,406	20,171	19,283	
510600	Group Insurance	26,257	25,851	27,887	8,503	8,547	14,508	
510700	Retirement	30,940	29,722	36,210	10,712	15,840	16,054	
	Personnel Totals	\$ 545,989	\$ 528,422	\$ 562,414	\$ 224,943	\$ 312,054	\$ 299,110	77.4%
Operations								
521150	Telephone	-	-	\$ 1,559	-	\$ 636	\$ 636	
521300	Utilities	\$ 4,456	\$ 4,058	4,287	\$ 3,461	3,950	3,950	
521400	Travel and Training	2,458	5,143	4,188	1,945	2,800	2,500	
521405	Travel - Senior Citizens	4,682	1,432	1,140	-	-	-	
521500	Building and Grounds Maint	5,097	2,577	4,901	3,464	3,500	3,500	
521600	Equipment Maintenance & Repair	6,909	8,490	4,477	1,524	3,550	3,550	
521700	Auto Maintenance & Repair	-	176	286	528	300	300	
522100	Equipment Rental	3,606	4,515	3,686	6,432	3,600	4,776	
523100	Fuel	1,078	1,023	700	378	450	450	
523300	Departmental Supplies	39,568	34,947	27,709	14,111	16,960	16,960	
523600	Uniforms	1,179	2,720	2,064	1,176	2,035	1,100	
524300	Contract Services	32,007	44,262	37,152	27,710	30,700	30,700	
524365	School Access Fees	14,300	11,267	20,473	19,167	18,000	18,000	
524370	Contract Services-Non Athletic	12,244	-	-	-	-	-	
525300	Dues and Subscriptions	1,394	1,413	1,123	185	1,045	1,045	
	Operations Totals	\$ 128,979	\$ 122,022	\$ 113,744	\$ 80,081	\$ 87,526	\$ 87,467	22.6%
Capital Outlay								
537410	Vehicle	-	-	-	\$ 18,338	-	-	0.0%

Overall Totals \$ 674,967 \$ 650,445 \$ 676,159 \$ 323,362 \$ 399,580 \$ 386,577 100%

FY 2014-2015 represents the first year under new Division Realignment that continues in FY 2015-2016. The following Personnel line items for FY 2015-2016 display the increases in cost attributed to the new Full-Time Recreation Program Specialist (51020, 510500, 510600, & 510700).



PROGRAM PARTNERS

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

Goal

1. Maximize partnership opportunities to work with outside agencies in order to develop strategies that ensure services are provided efficiently and effectively. (SD1, QL4, QL5)

Objectives for Fiscal Year 2015-2016

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

Program Changes for Fiscal Year 2015-2016

None.

Performance Measures

Measure	Actual FY 2013-14	Estimated FY 2014-15	Target FY 2015-16
% of Partners Offering Programs	88%	100%	100%
% of Partners Submitting Grant Materials to PRCR on Time	72%	72%	86%

Workload Indicators

Indicators	Actual FY 2013-14	Estimated FY 2014-15	Projected FY 2015-16
# of People Served by Partners	10,319	9,862	10,450
\$ Spent per Person Served	\$16.02	\$16.55	\$15.62
# of Games/Events Conducted by Partners	5,692	5,877	6,000

Operating History

Object Code	Obj Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	% of Program Partner Total
524210	Garner Baseball Inc	\$ 64,474	\$ 62,202	\$ 49,748	\$ 59,350	\$ 66,600	\$ 64,900	39.3%
524215	Garner Civitan	14,892	16,775	21,410	21,864	21,344	21,344	12.9%
524220	Miss Garner Pageant	1,500	3,500	1,500	1,950	3,500	3,500	2.1%
524225	Garner Towne Players	22,010	25,263	23,650	23,650	35,000	23,650	14.3%
524230	Capital Area Soccer Assn	18,595	16,926	9,876	25,875	16,535	16,535	10.0%
524235	GAYSL	11,722	8,927	11,343	11,576	12,830	12,830	7.8%
524240	Optimist Basketball	17,081	18,566	19,134	18,718	22,500	22,500	13.6%
524245	American Legion	2,000	2,000	-	1,000	-	-	-
Overall Totals		\$ 152,272	\$ 154,161	\$ 136,660	\$ 163,983	\$ 178,309	\$ 165,259	100.0%

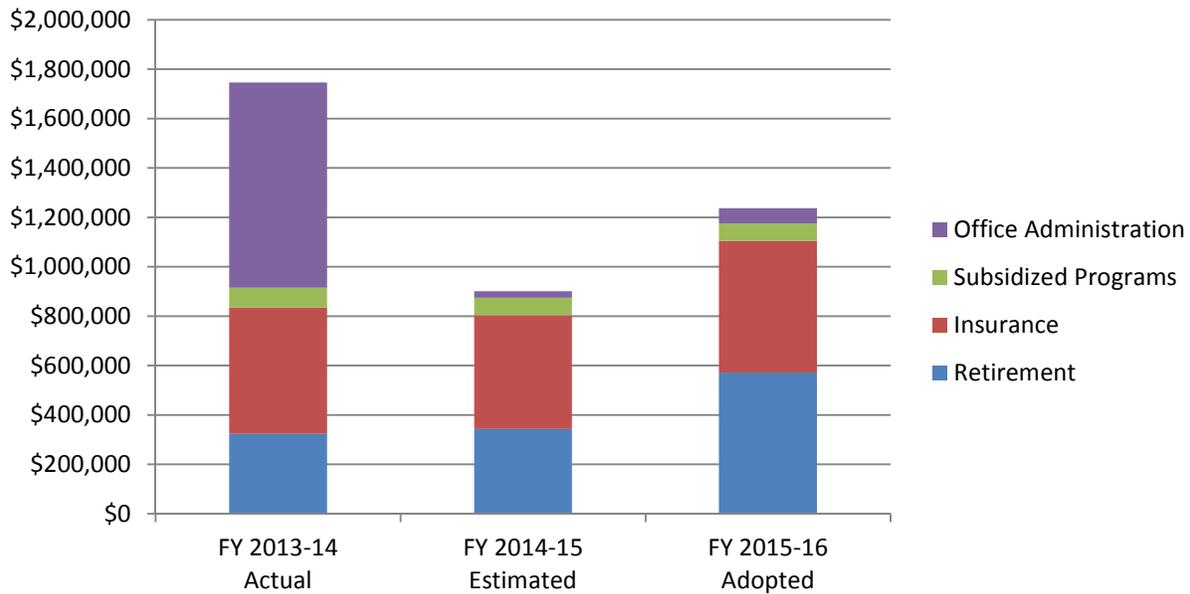
SPECIAL APPROPRIATIONS

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

This was a newly created department in the Fiscal Year 2013-2014 budget, and moves expenditures previously accounted for in other departments or not previously budgeted for.

Special Appropriations by Division

Divison	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Adopted	% of General Fund
Retirement	-	-	\$323,452	\$343,636	\$571,542	2.01%
Insurance	-	-	\$510,339	\$459,596	\$532,900	1.87%
Subsidized Programs	-	-	\$82,158	\$71,089	\$70,589	0.25%
Office Administration	-	-	\$830,725	\$27,285	\$61,883	0.22%
Total	-	-	\$1,746,674	\$901,606	\$1,236,914	4.34%

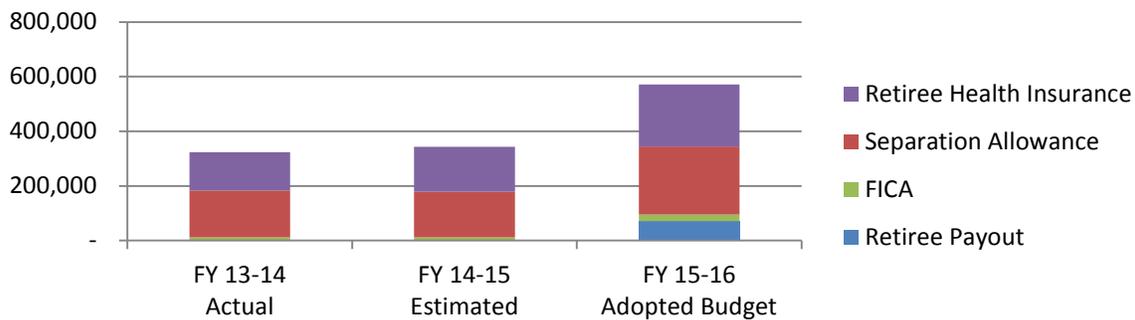


RETIREMENT

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.

Operations History

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	% of Total Retirement Budget
510205	Retiree Payout	-	-	-	-	\$ 59,195	\$ 70,594	12.4%
510500	FICA	-	-	\$ 11,578	\$ 11,434	23,438	24,492	4.3%
510240	Separation Allowance	-	-	171,342	166,870	247,187	249,570	43.7%
510610	Retiree Health Insurance	-	-	140,532	165,033	221,512	226,886	39.7%
Overall Totals		-	-	\$ 323,452	343,336	\$ 551,332	\$ 571,542	100%

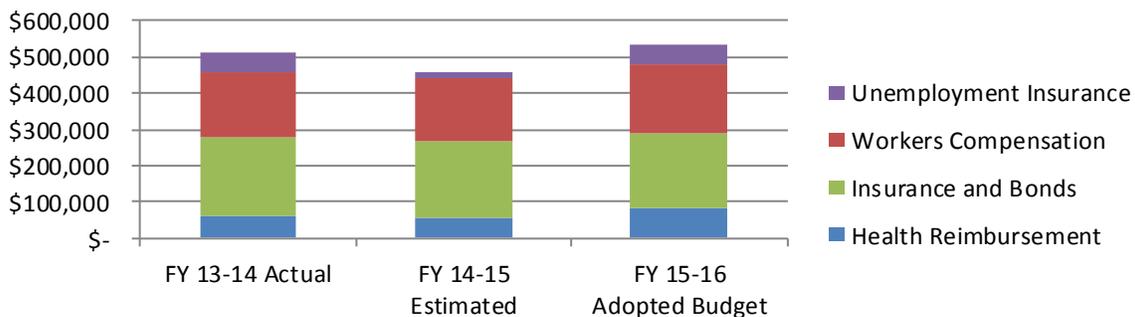


INSURANCE

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.

Operations History

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	% of Total Retirement Budget
510615	Health Reimbursement	-	-	\$ 62,611	\$ 58,039	\$ 81,300	\$ 81,300	15.3%
525400	Insurance and Bonds	-	-	214,891	211,034	207,600	207,600	39.0%
525610	Workers Compensation	-	-	181,540	173,081	189,000	189,000	35.5%
525620	Unemployment Insurance	-	-	51,297	17,318	55,000	55,000	10.3%
Overall Totals		-	-	\$ 510,339	\$ 459,472	\$ 532,900	\$ 532,900	100%

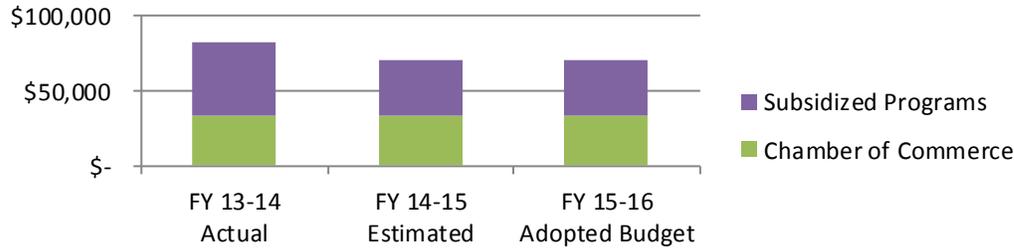


SUBSIDIZED PROGRAMS

The Town offers support to various local non-profit agencies through **Subsidized Program** funds. These agencies provide programs the Town could not otherwise afford to provide, or they supplement existing Town programs and services. The Town of Garner supports the Chamber of Commerce annually, and the decision to fund other agencies is made by the Town Council during the budget process.

Operations History

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	% of Total Retirement Budget
524340	Chamber of Commerce	-	-	\$ 33,175	\$ 33,000	\$ 33,000	\$ 33,000	46.7%
524600	Subsidized Programs	-	-	48,983	38,089	72,000	37,589	53.3%
Overall Totals		-	-	\$ 82,158	\$ 71,089	\$ 105,000	\$ 70,589	100%

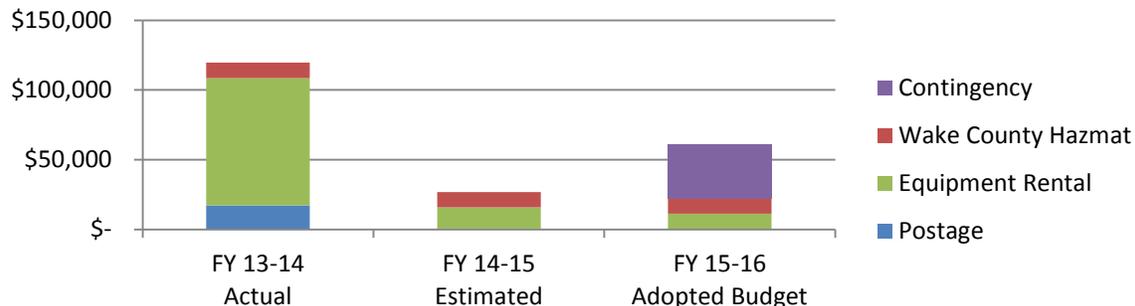


OFFICE ADMINISTRATION

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

Operations History

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget	% of Total Retirement Budget
521100	Postage	-	-	\$ 17,247	\$ (1,010)	\$ 833	\$ 754	1.2%
522100	Equipment Rental	-	-	91,232	15,147	14,410	11,348	18.3%
524391	Wake County Hazmat	-	-	11,232	10,984	10,708	10,708	17.3%
525800	Contingency	-	-	-	-	50,000	39,073	63.1%
537410	Vehicle	-	-	711,015	2,164	-	-	-
Overall Totals		-	-	\$ 830,725	\$ 27,285	\$ 75,951	\$ 61,883	100%



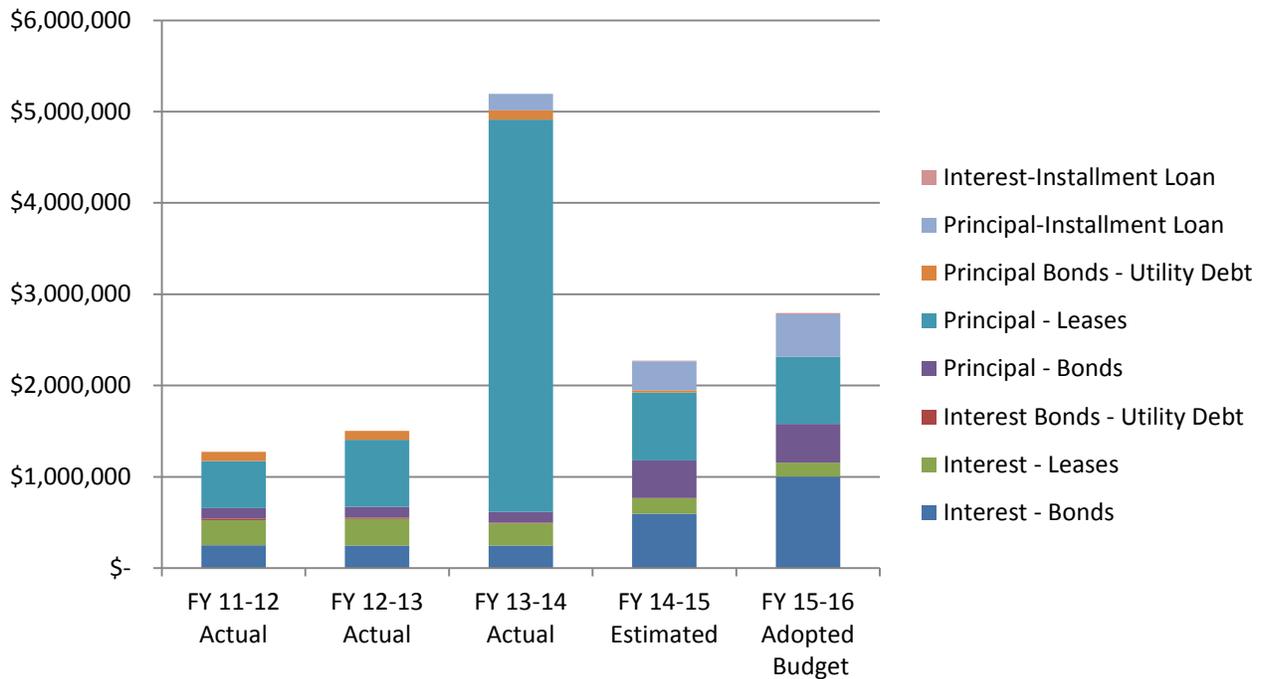
*Chart excludes vehicle purchases included in FY 2013-2014 budget

DEBT SERVICE

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

Operations History

Object Code	Description	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimated	FY 15-16 Requested Budget	FY 15-16 Adopted Budget
526200	Interest - Bonds	\$ 248,955	\$ 247,748	\$ 246,248	\$ 596,465	\$ 915,233	\$ 1,002,646
526210	Interest - Leases	275,022	292,084	243,834	171,280	152,693	152,693
526205	Interest Bonds - Utility Debt	18,200	12,600	7,000	1,400	-	-
526100	Principal - Bonds	115,000	120,000	120,000	410,000	425,000	425,000
526110	Principal - Leases	514,617	732,021	4,296,966	743,760	734,723	734,723
526105	Principal Bonds - Utility Debt	100,000	100,000	100,000	25,000	-	-
526115	Principal-Installment Loan	-	-	181,155	316,664	308,560	466,560
526215	Interest-Installment Loan	-	-	-	6,246	7,900	13,800
Overall Totals		\$ 1,271,794	\$ 1,504,453	\$ 5,195,203	\$ 2,270,815	\$ 2,544,109	\$ 2,795,422



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CAPITAL PROJECTS FUND

Capital Projects Fund Summary
Descriptions of Active Capital Project Funds

TOWN OF GARNER
CAPITAL PROJECT FUND BUDGET FISCAL YEAR 2015-2016

Revenues

Revenue Type	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Budget
Intergovernmental	-	-	\$ 1,489,293	\$ 1,115,947	-
Investment Earnings	\$ 1,869	\$ 1,183	2,790	6,829	-
Contributions	-	-	64,506	144,658	-
Issuance of Debt	-	-	4,030,972	3,793,414	\$ 35,289,491
Premium on Bonds	-	-	253,495	1,061,518	-
Transfers In	541,284	431,354	6,477,132	250,360	-
Total	\$ 543,153	\$ 432,538	\$ 12,318,188	\$ 6,372,726	\$ 35,289,491

Expenditures

Function	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated	FY 2015-16 Budget
PRCR Improvements	\$ -	\$ 4,950	\$ 3,350	\$ 678,252	\$ 2,306,948
Town Hall/Police Station	-	933,189	338,853	2,532,431	9,369,925
Timber Drive	\$ 1,631,658	15,657	145,420	4,462	-
Vandora/Buffalo Roundabout	-	332,095	-	-	-
Water and Sewer Capacity	3,038,000	-	-	-	-
Public Works Improvements	-	15,000	238,845	34,742	-
US 70 Hwy Improvements	319,569	416,344	2,960,978	2,193,360	797,675
Indoor Recreation Center	-	44,878	63,813	227,435	8,519,818
Redevelopment	-	900	583,701	313,506	1,101,893
Street & Sidewalks	-	-	443,596	929,172	13,193,232
White Deer Park	245,369	579	-	-	-
Debt Issuance Costs	10,000	-	218,161	270,524	-
Total	\$ 5,244,596	\$ 1,763,592	\$ 4,996,717	\$ 7,183,884	\$ 35,289,491

**TOWN OF GARNER
CAPITAL PROJECTS FUNDS SUMMARY**

CAPITAL PROJECTS	Authorized as of July 1, 2014	Changes In Authorization	Authorized as of July 1, 2015
NOTE: PROJECTS BELOW ARE BUDGETED BY PROJECT ORDINANCE			
PRCR Bond Projects	\$3,250,000	(\$235,913)	\$3,014,087
Town Hall/Police Station	\$13,216,000	\$17,000	\$13,233,000
Timber Drive	\$2,523,068	\$0	\$2,523,068
Vandora/Buffalo Roundabout	\$353,232	\$0	\$353,232
Public Works Facility Improvements ¹	\$293,472	(\$293,472)	\$0
Hwy 70/White Oak Improvements	\$6,687,927	\$0	\$6,687,927
Indoor Recreation Center	\$7,800,000	\$1,097,287	\$8,897,287
Downtown Redevelopment Bond Projects	\$2,000,000	\$43,951	\$2,043,951
Street & Sidewalk Bond Projects	\$14,566,000	\$0	\$14,566,000
TOTAL AUTHORIZATIONS	\$50,689,699	\$628,853	\$51,318,552

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, 2015:

PRCR (Parks, Recreation and Cultural Resources) Bond Improvements

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

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

Police Station/Town Hall Addition

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

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

Timber Drive

Status: Completed in Spring 2014

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

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.

Highway 70/White Oak Improvements

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

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

Indoor Recreation Center

Status: Continued Engineering and Design, Begin Construction Spring 2016

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

Downtown Redevelopment Bond Projects

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

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

Street & Sidewalk Bond Projects

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

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

CAPITAL IMPROVEMENTS PROGRAM

Summary of Capital Improvements and Funding Sources Plan
Descriptions of Capital Improvement Projects Planned

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 2016-2021 Capital Improvement Program. Town Council reviewed these projects and appropriated the funds when they approved the FY 2015-2016 Budget. The Program represents the intent of the Council and Town staff to plan prudently for necessary capital improvements.

Town of Garner Definition of Capital

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

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

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

Impacts of Capital

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

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

Impact of the CIP on the Operating Budget

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

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

Developing Criteria to Guide Capital Investment Decisions

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

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

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

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

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

Review and Refine Criteria to Guide Capital Investment Decisions

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

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

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

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

In addition, one of the projects scheduled to be completed in FY 2015-16 is a new Police Station; recurring annual utility & maintenance cost, including the hiring of a Building Maintenance technician, have already been factored into the FY 2015-16 operating budget.

Town of Garner - Summary of Capital Improvement & Funding Sources

<u>Expenditure Category</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bond Improvements	\$ 10,637,438	\$ 14,454,860	\$ 100,000	\$ 6,375,464	-	-	\$ 31,567,762
Non-Bond Improvements	630,650	576,075	510,298	662,126	\$ 579,949	\$ 468,319	3,427,417
Police Equipment	81,400	873,200	147,300	29,200	59,900	-	1,191,000
Vehicles	548,748	761,600	867,816	581,752	118,085	290,719	3,168,720
Equipment	169,400	388,950	57,400	80,465	-	42,323	738,538
IT Equipment	133,150	213,600	102,500	177,650	-	21,945	648,845
<u>Total</u>	\$ 12,200,786	\$ 17,268,285	\$ 1,785,314	\$ 7,906,657	\$ 757,934	\$ 823,306	\$ 40,742,282
<u>Funding Category</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bond Proceed Funding	-	\$ (4,048,000)	-	\$ (7,193,000)	-	-	\$ (11,241,000)
CDBG Grant	\$ (330,000)	-	-	-	-	-	\$ (330,000)
PARTF	(250,000)	-	-	-	-	-	(250,000)
Cap Reserve - ConAgra	(2,100,000)	-	-	-	-	-	(2,100,000)
Cap Reserve - Community Center	(1,000,000)	-	-	-	-	-	(1,000,000)
Powell Bill	(148,510)	(184,858)	(123,058)	(58,000)	-	-	(514,426)
Installment Financing	(632,000)	-	-	-	-	-	(632,000)
<u>Total Funding Sources</u>	\$ (4,460,510)	\$ (4,232,858)	\$ (123,058)	\$ (7,251,000)	-	-	\$ (16,067,426)
<u>Debt Services & Pay-Go Requirements</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
General Fund Revenues	\$ 782,838	\$ 1,755,367	\$ 1,414,956	\$ 1,443,993	\$ 698,034	\$ 823,306	\$ 6,918,494
Bonded Debt Service	1,011,397	1,664,643	2,012,341	2,197,583	2,532,159	2,488,326	11,906,449
Installment Debt-FY 2014	181,157	181,157	181,157	-	-	-	543,471
Installment Debt-FY 2015	135,303	135,303	135,303	135,303	-	-	541,212
Installment Debt-FY 2016	160,722	160,722	160,722	160,722	160,722	-	803,610
<u>Total General Fund Revenues Required</u>	\$ 2,271,417	\$ 3,897,192	\$ 3,904,479	\$ 3,937,601	\$ 3,390,915	\$ 3,311,632	\$ 20,713,236

Note that this 5 year snapshot does not include debt proceeds from previous years.

Town of Garner Bond Improvements Schedule

Public Safety and Service Facilities Bonds

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Town Hall	\$3,170,000	\$3,825,000	-	-	-	-	\$6,995,000
Total	\$3,170,000	\$3,825,000	-	-	-	-	\$6,995,000

Street & Sidewalk Improvements Bonds

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
US 70 Widening, Lighting, & Landscaping	-	-	-	\$4,007,475	-	-	\$4,007,475
Downtown Garner Access	\$2,170,106	\$2,144,035	-	-	-	-	\$4,314,141
Sidewalk Improvements	\$1,246,470	\$579,900	-	\$453,000	-	-	\$2,279,370
Neighborhood Improvements	\$226,000	\$150,000	\$100,000	\$200,000	-	-	\$676,000
Other Improvement Projects	\$200,000	-	-	\$1,025,000	-	-	\$1,225,000
Total	\$3,842,576	\$2,873,935	\$100,000	\$5,685,475	-	-	\$12,501,986

Parks and Recreation Improvement Bonds

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Park Enhancements	\$459,000	\$192,000	-	-	-	-	\$651,000
Indoor Recreation Center	\$1,925,132	\$6,436,936	-	-	-	-	\$8,362,068
GPAC Improvements	\$750,000	-	-	\$413,000	-	-	\$1,163,000
Greenway Improvements	\$90,730	\$650,000	-	-	-	-	\$740,730
Total	\$3,224,862	\$7,278,936	-	\$413,000	-	-	\$10,916,798

Historic Downtown Garner Redevelopment Bonds

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Downtown Land Acquisition	-	\$276,989	-	\$276,989	-	-	\$553,978
Stormwater Facilities	\$400,000	\$200,000	-	-	-	-	\$600,000
Total	\$400,000	\$476,989	-	\$276,989	-	-	\$1,153,978

<u>Overall Totals</u>	\$10,637,438	\$14,454,860	\$100,000	\$6,375,464	-	-	\$31,567,762
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Project: Public Safety and Service Facilities Bonds - Town Hall

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



Project Justification: The 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.

Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
				Number of Positions Required:	0
\$7,500,000	\$3,170,000	\$3,825,000	Links to other projects: Police Station		

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

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Construction</u>	\$2,565,000	\$3,600,000	-	-	-	-	\$6,165,000
<u>Site Preparation</u>	\$510,000	-	-	-	-	-	\$510,000
<u>Planning/Design</u>	\$95,000	-	-	-	-	-	\$95,000
<u>Contingency</u>	-	\$225,000	-	-	-	-	\$225,000
Total	\$3,170,000	\$3,825,000	-	-	-	-	\$6,995,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Bond Proceeds</u>	\$6,995,000	-	-	-	-	-	\$6,995,000
Total	\$6,995,000	-	-	-	-	-	\$6,995,000

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

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	\$77,842	\$81,734	\$85,821	\$90,112	\$94,617	\$430,126
Total	-	\$77,842	\$81,734	\$85,821	\$90,112	\$94,617	\$430,126

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

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

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



Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$4,007,478	\$0	\$4,007,478	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

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
US 70 Widening	-	-	-	\$3,107,475	-	-	\$3,107,475
US 70 Light & Landscape	-	-	-	\$900,000	-	-	\$900,000
Total	-	-	-	\$4,007,475	-	-	\$4,007,475

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bond Proceeds	-	-	-	\$4,007,475	-	-	\$4,007,475
Total	-	-	-	\$4,007,475	-	-	\$4,007,475

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street and Sidewalk Improvement Bonds - Downtown Garner Access

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

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



Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$4,314,141	\$2,170,106	\$2,144,035	Links to other projects: Indoor Recreation Center; Redevelopment Bonds	Number of Positions Required:	0

Town of Garner Departments Involved: Engineering and Planning

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Montague Street Improve.	\$1,662,008	-	-	-	-	-	\$1,662,008
Purvis/New Rand Street Improve.	\$286,000	\$1,584,000	-	-	-	-	\$1,870,000
Land Acquisition	\$222,098	\$560,035	-	-	-	-	\$782,133
Total	\$2,170,106	\$2,144,035	-	-	-	-	\$4,314,141

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bond Proceeds	\$2,440,875	\$1,873,266	-	-	-	-	\$4,314,141
Total	\$2,440,875	\$1,873,266	-	-	-	-	\$4,314,141

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street and Sidewalk Improvement Bonds - Sidewalk Improvements

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

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



Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$2,279,370	\$1,046,470	\$1,232,900	Links to other projects: Other Street and Sidewalk Bond projects; Redevelopment Bonds	Number of Positions Required:	0

Town of Garner Departments Involved: Engineering and Planning

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Buffaloe Road</u>	\$601,470	-	-	-	-	-	\$601,470
<u>Thompson/Timber</u>	\$445,000	-	-	-	-	-	\$445,000
<u>Benson & Main Street</u>	\$200,000	-	-	-	-	-	\$200,000
<u>Spring/Vandora Springs</u>	-	\$579,900	-	-	-	-	\$579,900
<u>Unidentified Projects</u>	-	-	-	\$453,000	-	-	\$453,000
Total	\$1,246,470	\$579,900	-	\$453,000	-	-	\$2,279,370

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Bond Proceeds</u>	\$1,046,470	\$579,900	-	\$653,000	-	-	\$2,279,370
Total	\$1,046,470	\$579,900	-	\$653,000	-	-	\$2,279,370

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street and Sidewalk Improvement Bonds - Neighborhood Improvements

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



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

Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
	\$676,000	\$226,000	\$450,000	Number of Positions Required:	0
Links to other projects: Other Street and Sidewalk Bond projects; Redevelopment Bonds					

Town of Garner Departments Involved: Engineering and Planning

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Unidentified Projects</u>	\$76,000	-	-	-	-	-	\$76,000
<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 & Malibu Valley Lighting</u>	-	-	-	\$200,000	-	-	\$200,000
Total	\$226,000	\$150,000	\$100,000	\$200,000	-	-	\$676,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Bond Proceeds</u>	\$126,000	\$126,001	-	\$275,000	-	-	\$527,001
Total	\$126,000	\$126,001	-	\$275,000	-	-	\$527,001
Bond Funds Remaining from Previous Years:							\$148,999
Total:							\$676,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street and Sidewalk Improvement Bonds - Other Initiatives

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

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



Link to Strategic Priorities

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

Total Project Cost	FY2016 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

Town of Garner Departments Involved: Engineering and Planning

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Benson/Garner Intersection	-	-	-	\$500,000	-	-	\$500,000
Main Street Streetscape	-	-	-	\$325,000	-	-	\$325,000
Underground Power	\$200,000	-	-	\$200,000	-	-	\$400,000
Total	\$200,000	-	-	\$1,025,000	-	-	\$1,225,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bond Proceeds	\$200,000	-	-	\$1,025,000	-	-	\$1,225,000
Total	\$200,000	-	-	\$1,025,000	-	-	\$1,225,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Parks and Recreation Improvement Bond - Park Enhancements

Project Description: The original capital improvement plan calls for over \$1 million in improvements to the current park and greenway facilities. The Town has already completed several projects including: Dugout Covers for all baseball and softball fields, acquiring a new Town Mobile Stage, and installation of the Town's first Dog Park. The remaining projects to be completed are: Restroom and Concession Replacement at both Garner Recreation Park (GRP) and South Garner Park (SGP), one Dog Park, and other various amenities (repair/paint various park entry signs, and replace/add directional signage through Heather Hills for South Garner Park). This list will be revisited and reprioritized to determine which park improvements will be funded.



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

Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$651,000	\$459,000	\$192,000	Links to other projects: Other Parks and Recreation Bond Related Projects	Number of Positions Required:	0

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

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Restrooms - GRP	\$224,500	-	-	-	-	-	\$224,500
Restrooms - SGP	\$234,500	-	-	-	-	-	\$234,500
Dog Park	-	\$125,000	-	-	-	-	\$125,000
Other Amenities	-	\$67,000	-	-	-	-	\$67,000
Total	\$459,000	\$192,000	-	-	-	-	\$651,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bond Proceeds	\$580,750	\$167,000	-	-	-	-	\$747,750
Total	\$580,750	\$167,000	-	-	-	-	\$747,750

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Parks and Recreation Improvement Bond - Garner Indoor Recreation Center

Project Description: 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.



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

Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds, ConAgra Donation, Capital Reserve, Grant Funding	Additional Staffing Required:	No
\$8,853,000	\$1,925,132	\$6,436,936	Links to other projects: Other Parks and Recreation Bond Related Projects	Number of Positions Required:	0

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

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Construction	\$604,534	\$6,036,936	-	-	-	-	\$6,641,470
Site Preparation	\$1,100,000	-	-	-	-	-	\$1,100,000
Planning/Design	\$220,598	-	-	-	-	-	\$220,598
Contingency	-	\$400,000	-	-	-	-	\$400,000
Total	\$1,925,132	\$6,436,936	-	-	-	-	\$8,362,068

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Grant Funding	\$686,000	-	-	-	-	-	\$686,000
ConAgra Donation	\$2,502,000	-	-	-	-	-	\$2,502,000
Capital Reserve	\$907,068	-	-	-	-	-	\$907,068
Bond Proceeds	\$3,900,000	\$367,000	-	-	-	-	\$4,267,000
Total	\$7,995,068	\$367,000	-	-	-	-	\$8,362,068

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

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	\$71,883	\$150,954	\$158,502	\$166,427	\$174,748	\$722,514
Total	-	-	-	-	-	-	-

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

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



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

Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
\$1,163,000	\$750,000	\$413,000	Links to other projects: None	Number of Positions Required:	0

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

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Parking Lot	\$250,000	-	-	-	-	-	\$250,000
Sidewalks	\$500,000	-	-	-	-	-	\$500,000
Land Acquisition	-	-	-	\$413,000	-	-	\$413,000
Total	\$750,000	-	-	\$413,000	-	-	\$1,163,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bond Proceeds	\$750,000	-	-	\$413,000	-	-	\$1,163,000
Total	\$750,000	-	-	\$413,000	-	-	\$1,163,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Parks and Recreation Improvement Bond - Greenways

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



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

Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
				Number of Positions Required:	0
\$740,730	\$90,730	\$650,000	Links to other projects: None		

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

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Construction	-	\$650,000	-	-	-	-	\$650,000
Planning/Design	\$90,730	-	-	-	-	-	\$90,730
Total	\$90,730	\$650,000	-	-	-	-	\$740,730

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bond Proceeds	\$90,730	\$650,000	-	-	-	-	\$740,730
Total	\$90,730	\$650,000	-	-	-	-	\$740,730

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Historic Downtown Garner Redevelopment Bonds

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



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

Link to Strategic Priorities

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

Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Bond Proceeds	Additional Staffing Required:	No
				Number of Positions Required:	0
\$1,153,978	\$400,000	\$753,978	Links to other projects: Indoor Recreation Center		

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

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Land Acq.	-	\$276,989	-	\$276,989	-	-	\$553,978
Stormwater Improv.	\$400,000	\$200,000	-	-	-	-	\$600,000
Total	\$400,000	\$476,989	-	\$276,989	-	-	\$1,153,978

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Bond Proceeds	\$400,000	\$476,989	-	\$276,989	-	-	\$1,153,978
Total	\$400,000	\$476,989	-	\$276,989	-	-	\$1,153,978

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Town of Garner Non-Bond Improvements Schedule

Planning Expenditures

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
NC Hwy 50 Enhancement Project	-	-	-	-	\$300,000	-	\$300,000
Total	-	-	-	-	\$300,000	-	\$300,000

Stormwater Projects

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Meadowbrook Drive at Cason St	\$92,250	-	-	-	-	\$300,000	\$392,250
Total	\$92,250	-	-	-	-	\$300,000	\$392,250

Streets and Facilities

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Street Resurfacing	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176
HVAC Replacement	\$45,560	\$92,209	\$62,195	\$63,210	\$74,200	\$10,210	\$347,584
GPAC Roof Replacement	\$35,480	-	-	-	-	-	\$35,480
Avery Street Exterior Repair	\$21,540	-	-	-	-	-	\$21,540
Senior Center Grease Trap	\$17,300	-	-	-	-	-	\$17,300
Centennial Park Painting	\$13,074	-	-	-	-	-	\$13,074
Park Shingle Repairs	\$5,446	\$16,747	-	-	-	-	\$22,193
Parks Water	-	\$25,800	\$25,800	-	-	-	\$51,600
GPAC Painting	-	\$15,489	-	-	-	-	\$15,489
Senior Center Folding Wall	-	\$14,830	-	-	-	-	\$14,830
Avery Street Roof Replacement	-	-	-	\$165,000	-	-	\$165,000
Total	\$538,400	\$576,075	\$510,298	\$662,126	\$520,049	\$468,319	\$3,275,266

Overall Totals

\$630,650	\$576,075	\$510,298	\$662,126	\$820,049	\$768,319	\$3,967,516
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Project: NC Hwy 50 Bridge Enhancement Project

Project Description: NCDOT will replace the Highway 50 bridge over US Hwy 70 in 202 and this project will provide funding for enhancements to the standard bridge design, such as: pedestrian lighting, special design features, and other aesthetic elements.

Project Justification: NCDOT will replace the NC 50 bridge over US 70 in 2020. The NCDOT Bridge Replacement Program has an option where local jurisdictions can pay for an enhanced design above the basic bridge design (railings, sidewalks, lighting etc.). This bridge serves as gateway into downtown Garner and this is an opportunity for the Town to visually improve this key entry point.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure and transportation
<u>Efficient & Timely Service</u>	Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Plan for orderly and stable progression of residential and commercial growth; 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	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	0
\$300,000	\$0	\$300,000	Links to other projects: N/A	Number of Positions Required:	0

Town of Garner Departments Involved: Planning

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Contract Services	-	-	-	-	\$300,000	-	\$300,000
Total	-	-	-	-	\$300,000	-	\$300,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
General Fund	-	-	-	-	\$300,000	-	\$300,000
Total	-	-	-	-	\$300,000	-	\$300,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
None	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Storm Drain Replacement-Meadowbrook Drive at Cason Street

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

Project Justification: The underground storm drainage system that drains the roadway on Meadowbrook Road at the intersection with Cason Street is currently undersized. As currently designed, heavy rain events are often too large for the current system to handle and runoff often floods the streets. This project is eligible for consideration as provided for in section 4.4 of the Storm Drain Policy.



Link to Strategic Priorities

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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): Stormwater Capital Reserve Fund; Powell Bill	Additional Staffing Required:	No
\$60,750	\$60,750	\$0	Links to other projects: N/A	Number of Positions Required:	0

Town of Garner Departments Involved: Public Works

Expenditures

<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Planning/Design</u>	\$10,000	-	-	-	-	-	\$10,000
<u>Land Acq.</u>	\$35,000	-	-	-	-	-	\$35,000
<u>Construction</u>	\$47,250	-	-	-	-	-	\$47,250
Total	\$92,250	-	-	-	-	-	\$92,250

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Stormwater Reserves</u>	\$92,250	-	-	-	-	-	\$92,250
Total	\$92,250	-	-	-	-	-	\$92,250

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Street Resurfacing

Project Description: This project consists of the ongoing street resurfacing program based upon the Engineering department's Street Condition Survey. The amounts listed for this project include the start of what will be an annual resurfacing program, where 3.5% of all streets in Town (estimated at approx. 99 miles) will be resurfaced, and then assumes a 2.75% increase every fiscal year to provide for inflationary increases and additional lane miles of streets. Please note that this does not include funding for patching, which would be considered an ongoing operational cost for minor repairs of safety hazards.

Project Justification: As part of routine maintenance, streets need to be resurfaced every 10-20 years. This resurfacing restores the surface of the street pavement, improving driving conditions and eliminating large-scale deterioration.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Plan for an orderly and stable progression of residential and commercial growth; Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community Promote connectivity

Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund; Powell Bill	Additional Staffing Required:	No
\$2,571,176	\$400,000	\$2,171,176	Links to other projects: None.	Number of Positions Required:	0

Town of Garner Departments Involved: Engineering & Public Works

Expenditures

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Construction</u>	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176
Total	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176

Revenues

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>General Fund</u>	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176
Total	\$400,000	\$411,000	\$422,303	\$433,916	\$445,849	\$458,109	\$2,571,176

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: HVAC Replacement Program

Project Description: The purpose of this project is to create a schedule of replacement for all of the Town maintained HVAC units. These units are critical to creating the needed working environments that affect both Town citizens and staff alike.

Project Justification: This program funds an orderly program for replacement of existing HVAC units at appropriate times in order to lower O & M costs over the long term. Our current program of "run to fail" is no longer effective due to the age and extensive repairs required on increasingly frequent breakdowns. Obsolete equipment is causing outages to be longer and more frequent than necessary due to difficulty in obtaining parts.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources.
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide services at a reasonable cost to residents.
<u>Orderly Growth</u>	Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$347,584	\$45,560	\$302,024	Links to other projects: N/A	Number of Positions Required:	0

Town of Garner Departments Involved: Town-wide

Expenditures

<u>Line item</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Contract Services</u>	\$45,560	\$92,209	\$62,195	\$63,210	\$74,200	\$10,210	\$347,584
Total	\$45,560	\$92,209	\$62,195	\$63,210	\$74,200	\$10,210	\$347,584

Revenues

<u>Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>General Fund</u>	\$45,560	\$92,209	\$62,195	\$63,210	\$74,200	\$10,210	\$347,584
Total	\$45,560	\$92,209	\$62,195	\$63,210	\$74,200	\$10,210	\$347,584

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>None</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Facility Maintenance and Improvements

Project Description: The purpose of this project is to track and provide for the general maintenance, repair, and improvement of Town owned and operated facilities.

Project Justification: The general upkeep and repair of Town facilities meets and addresses several Town strategic priorities and goals. Over the last two decades, the Town has created and acquired several facilities that now require maintenance projects (listed below) to provide repairs and improvements to items that have not been addressed since the facilities construction or acquisition.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation.
<u>Efficient & Timely Service</u>	Provide quality services that match community needs.
<u>Orderly Growth</u>	Provide top quality infrastructure.
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community; Maximize partnership opportunities; Promote connectivity.

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund; Bond Proceeds	Additional Staffing Required:	No
				Number of Positions Required:	0
\$191,506	\$92,840	\$98,666	Links to other projects: N/A		

Town of Garner Departments Involved: Public Works; Parks, Recreational, and Cultural Resources

Expenditures

<i>Project item</i>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>GPAC Roof Replacement</u>	\$35,480	-	-	-	-	-	\$35,480
<u>Avery St. Exterior Repair</u>	\$21,540	-	-	-	-	-	\$21,540
<u>Senior Center Grease Trap</u>	\$17,300	-	-	-	-	-	\$17,300
<u>Centennial Park Painting</u>	\$13,074	-	-	-	-	-	\$13,074
<u>Park Shingle Repair*</u>	\$5,446	\$16,747	-	-	-	-	\$22,193
<u>Park Water Connections</u>	-	\$25,800	\$25,800	-	-	-	\$51,600
<u>GPAC Painting</u>	-	\$15,489	-	-	-	-	\$15,489
<u>Senior Folding Wall</u>	-	\$14,830	-	-	-	-	\$14,830
Total	\$92,840	\$72,866	\$25,800	\$0	\$0	\$0	\$191,506

Revenues

<i>Source</i>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Bond Proceeds</u>	\$5,446	-	-	-	-	-	\$5,446
<u>General Fund</u>	\$87,394	\$72,866	\$25,800	-	-	-	\$186,060
Total	\$92,840	\$72,866	\$25,800	-	-	-	\$186,060

Operating Expenses

<i>Operations Type</i>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>None</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

* Pictured

Project: Avery Street Annex Roof Replacement							
Project Description: The purpose of this project is the planned replacement of the Avery Street Annex's roof as its condition indicates that it will be need in the next few years.							
Project Justification: Leaks in this building have the potential of damaging building contents, not only belonging to the Town, but also Wake County. If the roof deteriorates too much, programming could be interrupted as repairs are performed.							
Link to Strategic Priorities							
<u>Fiscal Responsiveness</u>		Invest in infrastructure; Ensure fiscal stability and efficient use of resources					
<u>Efficient & Timely Service</u>		Ensure services are provided efficiently and effectively; Provide services at a reasonable cost to residents.					
<u>Orderly Growth</u>		Provide top quality infrastructure					
<u>Quality of Life</u>		Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community					
Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund		Additional Staffing Required:		No
\$165,000	\$0	\$165,000	Links to other projects: Avery Street Annex Exterior Repairs		Number of Positions Required:		0
Town of Garner Departments Involved: Parks, Recreational, and Cultural Resources							
Expenditures							
<u>Line Items</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Contract Services	-	-	-	\$165,000	-	-	\$165,000
Total	-	-	-	\$165,000	-	-	\$165,000
Revenues							
<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
General Fund	-	-	-	\$165,000	-	-	\$165,000
Total	-	-	-	\$165,000	-	-	\$165,000
Operating Expenses							
<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
None	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Town of Garner Non-Bond Improvements Schedule

Public Safety Expenditures

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Police In-Car Camera Replacement	\$30,600	-	-	-	-	-	\$30,600
General Ballistic Gear Replacement	\$16,800	\$4,200	\$9,800	\$4,200	\$4,900	-	\$39,900
Patrol Vehicle Radar Replacement	\$25,000	\$25,000	\$12,500	-	-	-	\$62,500
Police Body Worn Cameras	\$9,000	\$9,000	\$25,000	\$25,000	\$25,000	-	\$93,000
Police Radio Replacement	-	\$670,000	-	-	-	-	\$670,000
Emergency Operations Center	-	\$50,000	-	-	-	-	\$50,000
Police Ballistic Helmets (All Officers)	-	\$20,000	-	-	-	-	\$20,000
OSSI Parking Ticket Module	-	\$20,000	-	-	-	-	\$20,000
Police Pre-Engineered Metal Parking Canopy	-	\$75,000	-	-	-	-	\$75,000
eCrash & eData Data Interface	-	-	\$40,000	-	-	-	\$40,000
Surveillance Program Upgrades	-	-	\$20,000	-	-	-	\$20,000
Police Pole Camera	-	-	\$10,000	-	-	-	\$10,000
Lynx Security Notification System (All Buildings)	-	-	\$30,000	-	-	-	\$30,000
SRT Ballistic Gear Replacement	-	-	-	-	\$30,000	-	\$30,000
<u>Overall Totals</u>	\$81,400	\$873,200	\$147,300	\$29,200	\$59,900	-	\$1,191,000

Project: Police Department - Protective Equipment Replacement

Project Description: This project will replace a large allotment of ballistic gear department wide. The ballistic equipment included are ballistic vest for all officers, helmets for all officers and the replacement of the SRT Team's ballistic gear (vest, helmets, shields).



Project Justification: The current manufacturer's replacement cycle for all ballistic items is 5 years.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	
<u>Efficient & Timely Service</u>	
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$89,900	\$16,800	\$73,100	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Ballistic Vests</u>	\$16,800	\$4,200	\$9,800	\$4,200	\$4,900	-	\$39,900
<u>Police Helmets</u>	-	\$20,000	-	-	-	-	\$20,000
<u>SRT Ballistic Gear</u>	-	-	-	-	\$30,000	-	\$30,000
Total	\$16,800	\$24,200	\$9,800	\$4,200	\$34,900	-	\$89,900

Revenues

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>General Fund</u>	\$16,800	\$24,200	\$9,800	\$4,200	\$34,900	-	\$89,900
Total	\$16,800	\$24,200	\$9,800	\$4,200	\$34,900	-	\$89,900

Operating Expenses

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Police Department - Hardware Technology

Project Description: This package includes the replacement and acquisition of several Police related hardware technologies. These technologies include: a wireless server based In-Car Camera system for video download and patrol vehicle radar replacements for the determination and tracking of traffic speeds.

Project Justification: 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 & 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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund; Grant Funding	Additional Staffing Required:	No
\$98,200	\$55,600	\$42,600	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

<i>Line Item</i>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>In-Car Cameras</u>	\$30,600	\$5,100	-	-	-	-	\$35,700
<u>Vehicle Radars</u>	\$25,000	\$25,000	\$12,500	-	-	-	\$62,500
Total	\$55,600	\$30,100	\$12,500	-	-	-	\$98,200

Revenues

<i>Sources</i>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Grant Funding</u>	\$18,750	\$18,750	\$9,375	-	-	-	\$46,875
<u>General Fund</u>	\$36,850	\$11,350	\$3,125	-	-	-	\$51,325
Total	\$55,600	\$30,100	\$12,500	-	-	-	\$98,200

Operating Expenses

<i>Operations Type</i>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$21,000
Total	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$21,000

Project: Police Department - Body Worn Cameras

Project Description: This package will provide funding for a body worn camera (BWC) for all first responder staff. The justification for this item obtaining its own CIP sheet is due both to the large commitment to acquiring this new technology, and the high profile nature body cameras have acquired in the law enforcement field during recent years.

Project Justification: 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 & 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	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund, Grants	Additional Staffing Required:	No
\$93,000	\$9,000	\$84,000	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Equipment</u>	\$9,000	\$9,000	\$25,000	\$25,000	\$25,000	-	\$93,000
Total	\$9,000	\$9,000	\$25,000	\$25,000	\$25,000	-	\$93,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>General Fund</u>	\$4,000	\$9,000	\$25,000	\$25,000	\$25,000	-	\$88,000
<u>Grants</u>	\$5,000	-	-	-	-	-	\$5,000
Total	\$9,000	\$9,000	\$25,000	\$25,000	-	-	\$93,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	\$10,000	-	\$10,000	-	-	\$20,000
Total	-	\$10,000	-	\$10,000	-	-	\$20,000

Project: Police Department - Police Software Technology

Project Description: The project is aimed at tracking the acquisition of several upcoming forms of police software technology.

Project Justification: The OSSI Parking Ticket Module allows the issuance of electronic parking tickets. Currently, 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. This OSSI eCrash and eCitation data software allows officers in the field and records staff the opportunity to save time and avoid duplication of efforts by allowing all crash and citation data to be seamlessly imported across systems when entered the first time.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
				Number of Positions Required:	0
\$60,000	\$0	\$60,000	Links to other projects: Other Public Safety projects/initiatives		

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Ticket Module	-	\$20,000	-	-	-	-	\$20,000
E-Crash	-	-	\$40,000	-	-	-	\$40,000
Total	-	\$20,000	\$40,000	-	-	-	\$60,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
General Fund	-	\$20,000	\$40,000	-	-	-	\$60,000
Total	-	\$20,000	\$40,000	-	-	-	\$60,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Operations'	-	\$2,000	\$4,000	\$4,000	\$4,000	\$4,000	\$8,000
Total	-	-	\$2,000	\$4,000	\$4,000	\$4,000	\$14,000

Project: Police Department - Radio Replacement

Project Description: 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. The large nature of both the cost and number of units associated with this project necessitates an individual sheet for tracking.

Project Justification: 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.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents;
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$670,000	\$0	\$670,000	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Equipment</u>	-	\$670,000	-	-	-	-	\$670,000
Total	-	\$670,000	-	-	-	-	\$670,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>General Fund</u>	-	\$670,000	-	-	-	-	\$670,000
Total	-	\$670,000	-	-	-	-	\$670,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	-	\$1,500	\$1,500	\$1,500	\$1,500	-
Total	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500	\$6,000

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 & 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

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$50,000	\$0	\$50,000	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Equipment	-	\$50,000	-	-	-	-	\$50,000
Total	-	-	-	-	-	-	\$50,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
General Fund	-	\$50,000	-	-	-	-	\$50,000
Total	-	\$50,000	-	-	-	-	\$50,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Police Department - Pre-Engineered Metal Parking Canopy

Project Description: This will provide a pre-engineered parking canopy for the rear parking area to cover on-duty patrol parking spaces.

Project Justification: 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.



Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods; Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$75,000	\$0	\$75,000	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Contract Services	-	\$75,000	-	-	-	-	\$75,000
Total	-	\$75,000	-	-	-	-	\$75,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
General Fund	-	\$75,000	-	-	-	-	\$75,000
Total	-	\$75,000	-	-	-	-	\$75,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Project: Police Department - Surveillance Platform Upgrades

Project Description: This project aims to acquire new surveillance technology and replace the outdated surveillance systems that still exists within the department's mobile surveillance platform. This package updates this equipment with new technology.



Project Justification: 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>	
<u>Efficient & Timely Service</u>	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	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$30,000	\$0	\$30,000	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

<u>Line Item</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Mobile Equip.</u>	-	-	\$20,000	-	-	-	\$20,000
<u>Pole Camera</u>	-	-	\$10,000	-	-	-	\$10,000
<u>Total</u>	-	-	\$30,000	-	-	-	\$30,000

Revenues

<u>Sources</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>General Fund</u>	-	-	\$30,000	-	-	-	\$30,000
<u>Total</u>	-	-	\$20,000	-	-	-	\$30,000

Operating Expenses

<u>Operations Type</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Maintenance</u>	-	-	-	-	-	-	-
<u>Total</u>	-	-	-	-	-	-	-

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. System will integrate with current security system.



Project Justification: This project will increase the safety and security of all staff and town buildings by providing immediate notification when an issue arises.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents
<u>Orderly Growth</u>	Ensure safety and economic stability of our neighborhoods
<u>Quality of Life</u>	Provide a safe community

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
\$30,000	\$0	\$30,000	Links to other projects: Other Public Safety projects/initiatives	Number of Positions Required:	0

Town of Garner Departments Involved: Police

Expenditures

<i>Line Item</i>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Equipment	-	-	\$30,000	-	-	-	\$30,000
Total	-	-	-	-	-	-	\$30,000

Revenues

<i>Sources</i>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
General Fund	-	-	\$30,000	-	-	-	\$30,000
Total	-	-	-	-	-	-	\$30,000

Operating Expenses

<i>Operations Type</i>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Maintenance	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-

Town of Garner Vehicle and Equipment Improvements Schedule

Vehicle Replacement Expenditures

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Police	\$337,000	\$446,400	\$486,950	\$255,200	\$60,000	\$255,200	\$1,840,750
Public Works	\$161,748	\$197,000	\$359,700	\$301,500	-	-	\$1,019,948
Parks, Recreation and Cultural Resources	-	\$95,200	-	-	\$30,000	-	\$125,200
Inspections	\$23,000	\$23,000	-	-	\$23,000	\$23,000	\$92,000
Engineering	\$27,000	-	-	-	-	-	\$27,000
Economic Development	-	-	-	-	-	-	-
<u>Inflation</u>			2.5%	4.5%	4.5%	4.5%	
<u>Inflation Amount</u>			\$21,166	\$25,052	\$5,085	\$12,519	\$63,822
<u>Total</u>	\$548,748	\$761,600	\$867,816	\$581,752	\$118,085	\$290,719	\$3,168,720

Equipment Replacement Expenditures

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
Public Works	\$169,400	\$388,950	\$56,000	\$77,000	-	\$40,500	\$731,850
Information Technology	\$133,150	\$213,600	\$100,000	\$170,000	-	\$21,000	\$637,750
<u>Inflation</u>			2.5%	4.5%	4.5%	4.5%	
<u>Inflation Amount</u>			\$3,900	\$11,115	-	\$2,768	\$17,783
<u>Total</u>	\$302,550	\$602,550	\$159,900	\$258,115	-	\$64,268	\$1,387,383
<u>Overall Totals</u>	\$851,298	\$1,364,150	\$1,027,716	\$839,867	\$118,085	\$354,987	\$4,556,102

Project: Town Vehicle Replacements

Project Description: The Town of Garner will be replacing 64 vehicles over the next six years through the Capital Improvement Plan. Currently, there are 13 vehicles identified for replacement in FY2016, 18 in FY2017, 19 in FY2018, 10 in FY2019, 4 in FY2020, and 4 in FY2021.

Project Justification: These requests represent replacements for aged equipment within the existing fleet that have been identified by the Town's VERT (Vehicle & Equipment Replacement Team) as having ongoing operational costs that outweigh equipment value.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	- Invest in infrastructure & transportation;- Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	- Ensure services are provided efficiently and effectively;- Provide quality services that match community needs
<u>Orderly Growth</u>	- Provide top quality infrastructure
<u>Quality of Life</u>	- Provide a safe community;- Foster and develop Garner's image;- Maintain aesthetically pleasing community

Total Project Cost	FY2015 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund, Powell Bill	Additional Staffing Required:	No
				Number of Positions Required:	0
\$3,131,720	\$548,748	\$2,582,972	Links to other projects: VERT team Town equipment replacement project		

Town of Garner Departments Involved: Police, Public Works, Parks and Recreation, Inspections, Engineering, Economic Development

Expenditure

<i>Police</i>	FY 2016	#	FY 2017	#	FY 2018	#	FY 2019	#	FY 2020	#	FY 2021	#	Total	#
Motorcycle	\$37,000	1	-	-	-	-	-	-	-	-	-	-	\$37,000	1
Truck	-	-	-	-	-	-	-	-	\$30,000	1	-	-	\$30,000	1
Patrol Car	\$300,000	8	\$83,700	2	\$292,950	7	\$125,550	3	-	-	\$167,400	4	\$969,600	24
SGT Patrol	-	-	\$196,750	5	\$118,050	3	-	-	-	-	-	-	\$314,800	8
Unmarked	-	-	\$120,000	4	-	-	\$83,700	2	\$30,000	1	\$41,850	1	\$275,550	8
SUV	-	-	\$45,950	1	\$75,950	2	\$45,950	1	-	-	\$45,950	1	\$213,800	5
Public Works														
Truck	\$53,748	2	\$89,000	3	\$117,500	4	\$58,000	2	-	-	-	-	\$318,248	11
Dump Truck	\$108,000	1	\$108,000	1	\$215,000	2	\$243,500	2	-	-	-	-	\$674,500	6
SUV	-	-	-	-	\$27,200	1	-	-	-	-	-	-	\$27,200	1
Parks														
Mini-Bus	-	-	\$95,200	1	-	-	-	-	-	-	-	-	\$95,200	1
Van	-	-	-	-	-	-	-	-	\$30,000	1	-	-	\$30,000	1
Inspections														
Sedan	\$23,000	1	\$23,000	1	-	-	-	-	\$23,000	1	\$23,000	1	\$92,000	4
Engineering														
Truck	\$27,000	1	-	-	-	-	-	-	-	-	-	-	\$27,000	1
Economic Devel.														
SUV	-	-	-	-	-	-	-	-	-	-	-	-	-	-

<u>Inflation</u>					2.5%		4.5%		4.5%		4.5%			
<u>Inflation Amount</u>					\$21,166		\$25,052		\$5,085		\$12,519		\$63,822	
Expenditure Total	\$548,748	14	\$761,600	18	\$867,816	19	\$581,752	10	\$118,085	4	\$290,719	7	\$3,131,720	72

Revenues

<i>Revenue Source</i>	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
<u>General Fund</u>	-	\$761,600	\$867,816	\$581,752	\$118,085	\$290,719	\$2,619,972
<u>Grant Funding</u>	\$37,000	-	-	-	-	-	\$37,000
<u>Installment Loan</u>	\$377,000	-	-	-	-	-	\$377,000
<u>Powell Bill</u>	\$134,748	-	-	-	-	-	\$135,000
Revenue Total	\$548,748	\$761,600	\$867,816	\$581,752	\$118,085	\$290,719	\$3,168,972

Project: Town Equipment Replacements

Project Description: The Town of Garner will be replacing 49 pieces of Public Works Equipment over the next six years through the Capital Improvement Plan. Currently, there are 27 items identified for replacement in FY2016, 12 in FY2017, 2 in FY2018, 4 in FY2019, 0 in FY2020, and 2 in FY2021.

Project Justification: These requests represent replacements for aged equipment within the existing fleet that have been identified by the Town's VERT (Vehicle & Equipment Replacement Team) as having ongoing operational costs that outweigh equipment value.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs
<u>Orderly Growth</u>	Provide top quality infrastructure
<u>Quality of Life</u>	Provide a safe community; Foster and develop Garner's image; Maintain aesthetically pleasing community

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund, Powell Bill	Additional Staffing Required:	No
\$738,538	\$169,400	\$569,138	Links to other projects: VERT team Town vehicle replacement project	Number of Positions Required:	0

Town of Garner Departments Involved: Public Works

Expenditures

Public Works	FY 2016	#	FY 2017	#	FY 2018	#	FY 2019	#	FY 2020	#	FY 2021	#	Total	#
Mower	\$25,000	2	\$80,000	4	\$25,000	1	\$21,000	2	-	-	\$10,500	1	\$161,500	10
Tractor	-	-	\$114,000	3	\$31,000	1	-	-	-	-	-	-	\$145,000	4
PW Radios	\$15,400	22	-	-	-	-	-	-	-	-	-	-	\$15,400	22
Snow Plow	\$9,000	1	-	-	-	-	\$12,000	1	-	-	-	-	\$21,000	2
Utility Vehicles	-	-	\$27,000	2	-	-	\$12,000	1	-	-	-	-	\$39,000	3
Wheel Loader	-	-	\$130,000	1	-	-	-	-	-	-	-	-	\$130,000	1
Backhoe	\$95,000	1	-	-	-	-	-	-	-	-	-	-	\$95,000	1
Roller	-	-	-	-	-	-	\$32,000	1	-	-	-	-	\$32,000	1
Shop Lift	-	-	\$21,950	1	-	-	-	-	-	-	-	-	\$21,950	1
Salt Spreader	\$25,000	1	-	-	-	-	-	-	-	-	\$30,000	1	\$55,000	2
Air Compressor	-	-	\$16,000	1	-	-	-	-	-	-	-	-	\$16,000	1
Total	\$169,400	27	\$388,950	12	\$57,400	2	\$80,465	5	-	-	\$42,323	2	\$738,538	48

<u>Inflation</u>	2.5%	4.5%	4.5%	4.5%
<u>Inflation Amount</u>	\$1,400	\$3,465	-	\$1,823
Total	\$169,400	\$388,950	\$57,400	\$80,465

Revenues

Revenue Source	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
General Fund	\$20,500	\$368,325	\$57,400	\$67,925	-	\$42,323	\$556,473
Powell Bill	\$28,900	-	-	-	-	-	\$28,900
Installment Loan	\$95,000	-	-	-	-	-	\$95,000
Powell Bill - Install	\$25,000	-	-	-	-	-	\$25,000
Total	\$169,400	\$368,325	\$57,400	\$67,925	-	\$42,323	\$705,373

Project: Information Technology Equipment

Project Description: 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.

Project Justification: 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.

Link to Strategic Priorities

<u>Fiscal Responsiveness</u>	Invest in infrastructure & transportation; Ensure fiscal stability and efficient use of resources
<u>Efficient & Timely Service</u>	Ensure services are provided efficiently and effectively; Provide quality services that match community needs; Provide services at a reasonable cost to residents; Develop personnel
<u>Orderly Growth</u>	Provide top quality infrastructure
<u>Quality of Life</u>	Promote civic engagement; Maximize partnership opportunities; Promote connectivity

Total Project Cost	FY2016 Budgeted Cost	Unappropriated Future Year Costs	Potential Funding Source(s): General Fund	Additional Staffing Required:	No
	\$648,845	\$133,150	\$515,695	Number of Positions Required:	0
Links to other projects: none.					

Town of Garner Departments Involved: Information Technology

Expenditures

<u>Line Item</u>	<u>FY 2016</u>	<u>#</u>	<u>FY 2017</u>	<u>#</u>	<u>FY 2018</u>	<u>#</u>	<u>FY 2019</u>	<u>#</u>	<u>FY 2020</u>	<u>#</u>	<u>FY 2021</u>	<u>#</u>	<u>Total</u>	<u>#</u>
<u>Internet Connection</u>	\$16,000	1	-	-	-	-	-	-	-	-	-	-	\$16,000	1
<u>Digital Storage</u>	\$65,000	1	-	-	-	-	-	-	-	-	-	-	\$65,000	1
<u>Network Switches</u>	\$10,500	3	-	-	-	-	-	-	-	-	\$21,000	5	\$31,500	8
<u>Inspector Tech.</u>	\$15,750	1	-	-	-	-	-	-	-	-	-	-	\$15,750	1
<u>Plotter/Scanner</u>	\$10,000	1	-	-	-	-	-	-	-	-	-	-	\$10,000	1
<u>Network Routers</u>	-	-	\$48,000	8	-	-	-	-	-	-	-	-	\$48,000	8
<u>Police Annex</u>	\$15,900	25	-	-	-	-	-	-	-	-	-	-	\$15,900	25
<u>Police NetMotion/VPN</u>	-	-	\$25,600	1	-	-	-	-	-	-	-	-	\$25,600	1
<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%		4.5%			
<u>Inflation Amount</u>					\$2,500		\$7,650		\$0		\$945		\$11,095	
Total	\$133,150	32	\$213,600	229	\$102,500	4	\$177,650	98	-	-	\$21,945	5	\$648,845	368

Revenues

<u>Revenue Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>General Fund</u>	\$133,150	\$213,600	\$102,500	\$177,650	-	\$21,945	\$648,845
Total	\$133,150	\$213,600	\$102,500	\$177,650	-	\$21,945	\$648,845

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ADDITIONAL INFORMATION

Key Facts and Statistics

Fiscal Policy Guidelines

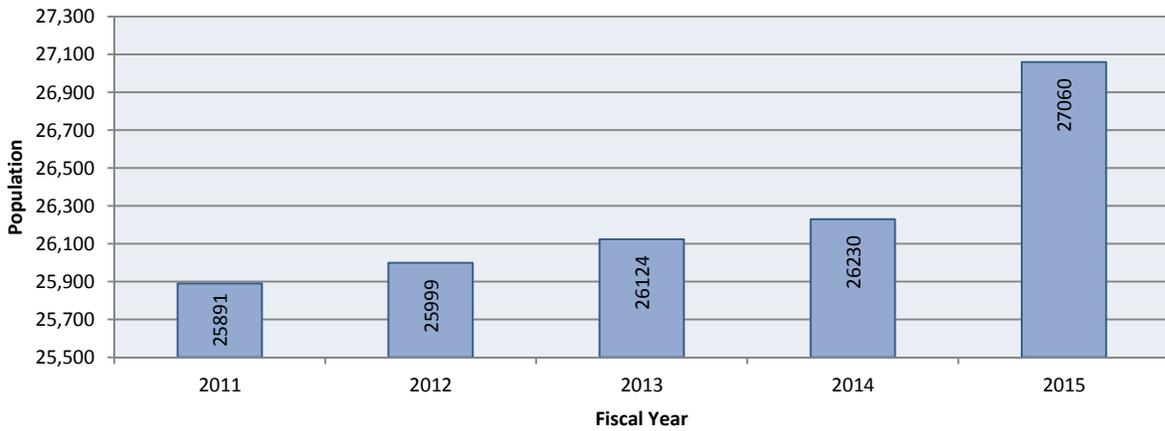
Adopted Fee Schedule

Glossary

Town of Garner Key Facts and Miscellaneous Statistics

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

Town of Garner Population History



Town of Garner population ranking in Wake County according to population estimates by the North Carolina Office of the State Demographer.

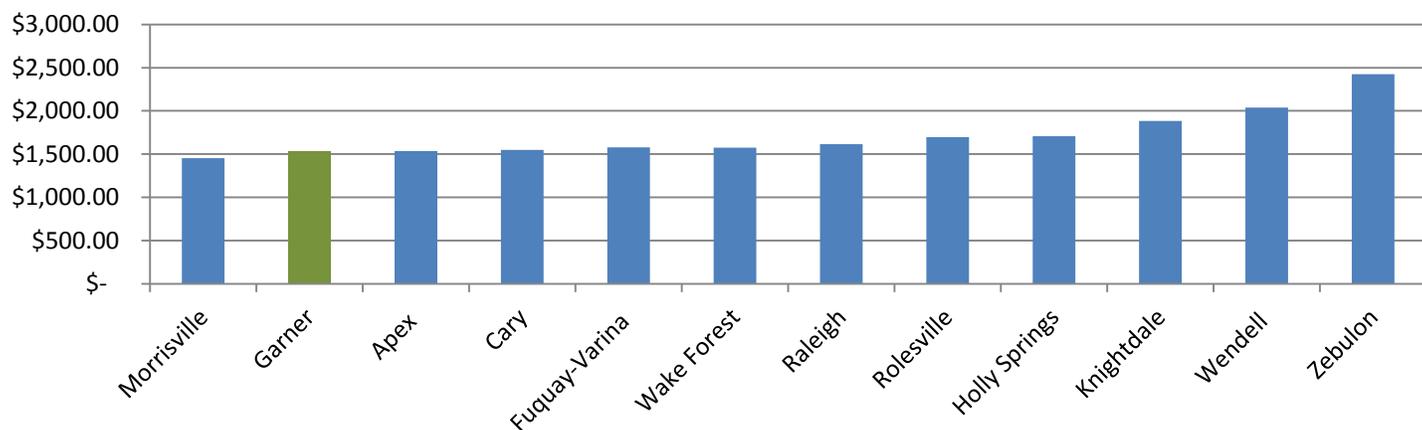
Rank	City	Population
1	Raleigh	425,424
2	Cary	144,671
3	Apex	40,918
4	Wake Forest	32,360
5	Holly Springs	27,637
6	Garner	27,060
7	Morrisville	20,753
8	Fuquay-Varina	19,802
9	Knightdale	12,692
10	Wendell	6,146
11	Zebulon	4,541
12	Rolesville	4,422

Town of Garner Key Facts and Miscellaneous Statistics

ADOPTED CUSTOMER COSTS FOR MUNICIPAL SERVICES FY2015-16

<u>Wake County Municipalities</u>	PROPERTY TAX RATE	ANNUAL PROPERTY TAX	ANNUAL SOLID WASTE FEES	ANNUAL WATER & SEWER CHARGES	ANNUAL STORM WATER FEES	TOTAL
Morrisville	\$ 0.4100	\$ 746.13	\$ -	\$ 683.60	\$ 24.96	\$ 1,454.69
Garner	\$ 0.5175	\$ 941.76	\$ -	\$ 590.53	\$ -	\$ 1,532.29
Apex	\$ 0.3900	\$ 709.73	\$ 195.96	\$ 633.40	\$ -	\$ 1,539.09
Cary	\$ 0.3700	\$ 673.33	\$ 192.00	\$ 683.60	\$ -	\$ 1,548.93
Fuquay-Varina	\$ 0.3850	\$ 700.63	\$ 171.00	\$ 708.01	\$ -	\$ 1,579.65
Wake Forest	\$ 0.5200	\$ 946.31	\$ -	\$ 629.53	\$ -	\$ 1,575.84
Raleigh	\$ 0.4210	\$ 766.14	\$ 168.60	\$ 630.88	\$ 48.00	\$ 1,613.62
Rolesville	\$ 0.4400	\$ 800.72	\$ 264.00	\$ 629.53	\$ -	\$ 1,694.25
Holly Springs	\$ 0.4350	\$ 791.62	\$ 189.00	\$ 690.34	\$ 36.00	\$ 1,706.96
Knightdale	\$ 0.4300	\$ 782.52	\$ 159.96	\$ 918.00	\$ 24.00	\$ 1,884.48
Wendell	\$ 0.4900	\$ 891.71	\$ 264.00	\$ 881.40	\$ -	\$ 2,037.11
Zebulon	\$ 0.5250	\$ 955.41	\$ 274.92	\$ 1,169.76	\$ 24.00	\$ 2,424.09

Annual Customer Costs

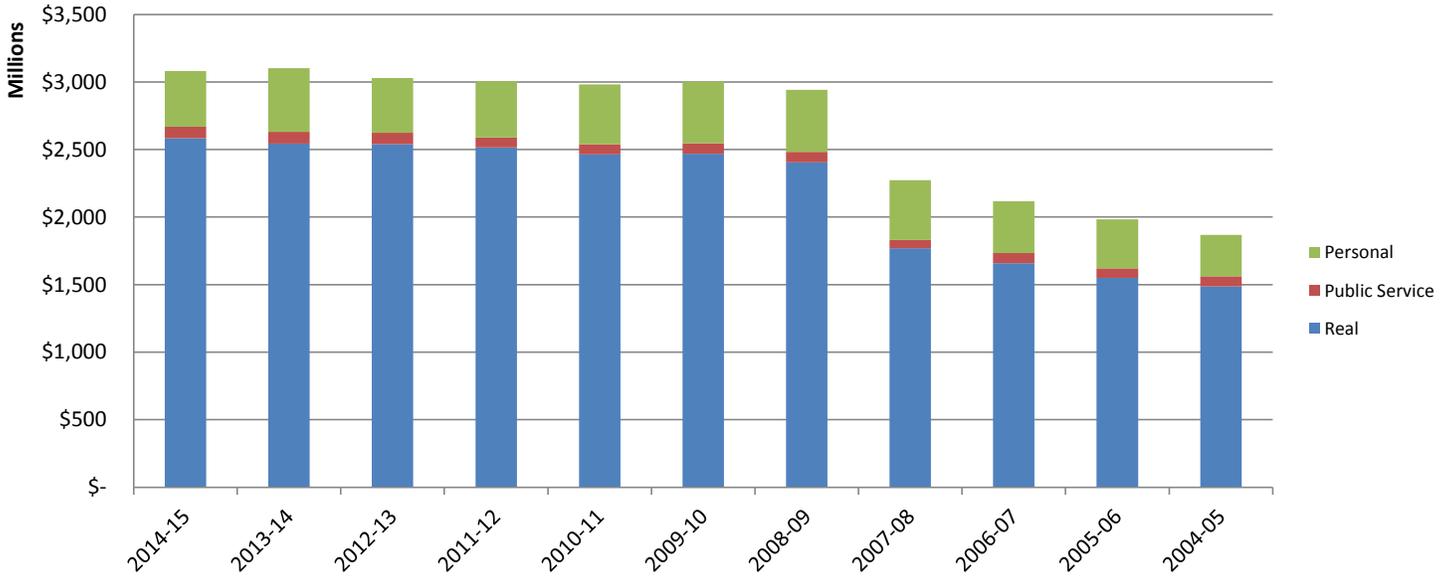


These chart represents annualized costs for city services. Annual property tax is based on a single family residential unit valued at \$181,982. Annual water/sewer charges based on usage of 3,740 gallons or 6 CCF per month. Annual stormwater rates are based on 2,000 square feet.

(Source: City of Raleigh)

Town of Garner
Key Facts and Miscellaneous Statistics

Assessed Values Last Ten Years

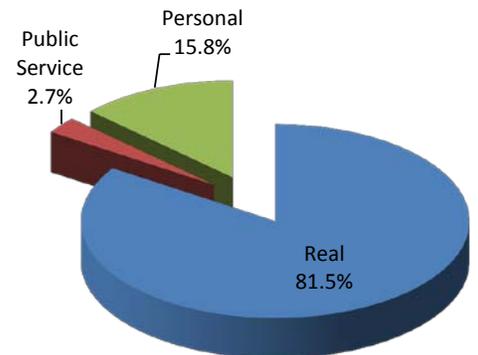


•Assessed value is a very important factor to the Town of Garner as the property tax revenue represents 56% of the General Fund revenues.

Analysis of Ad Valorem Tax Base and Anticipated Levy

Tax Base	Estimated 2014-15	Projected 2015-2016
Real Property Valuation	\$ 2,584,113,562	\$ 2,656,200,000
Public Service Property	85,772,393	85,000,000
Personal Property	411,546,328	424,200,000
Total Property Valuation	\$ 3,081,432,283	\$ 3,165,400,000
Tax Rate		
General Fund (including debt service)		\$0.5175 per \$100
2014-15 Tax Levy		
\$3,067,000,000 x \$0.5175/100		\$ 16,460,080
Late Penalties		5,000
Less Estimated 3% Uncollected		(513,380)
Total Anticipated Collections		\$ 15,951,700

Anticipated Tax Levy by Tax Base



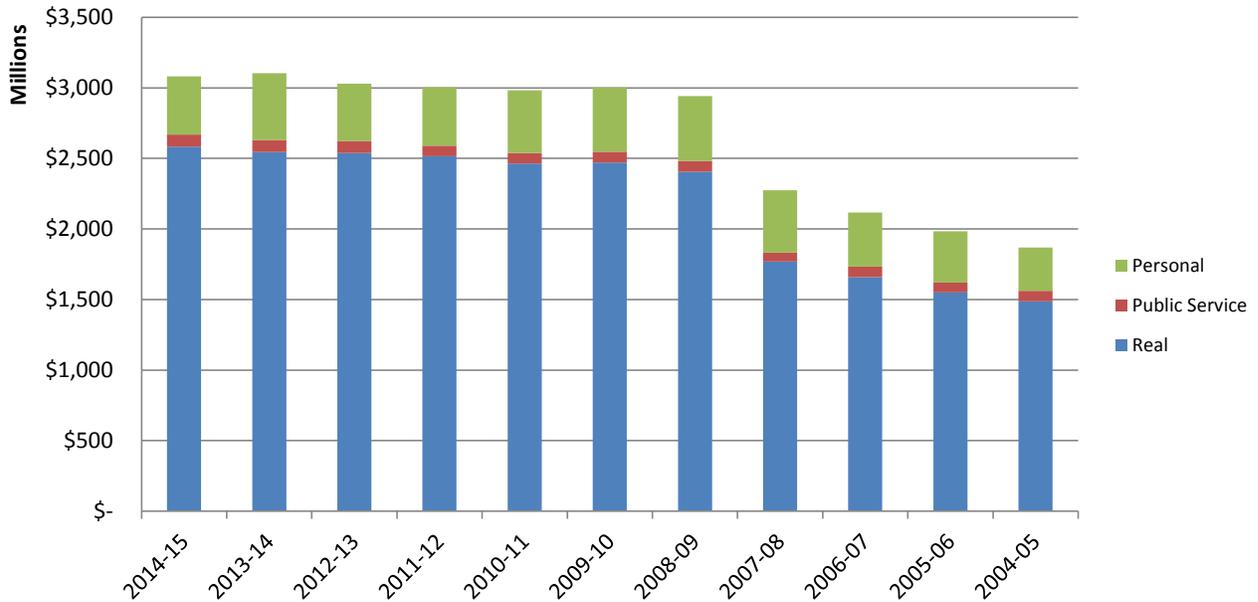
- Real property taxes are a consistent source of revenue as assessed values have increased and collections remain high.
- Each cent of the property tax rate will yield revenues of approximately \$308,246.

Town of Garner Key Facts and Miscellaneous Statistics

Last Ten Fiscal Years

Fiscal Year	Assessed Values ^{#1}				Tax Rate
	Real	Public Service	Personal	Total Value	
2014-15	\$ 2,584,113,562	\$ 85,772,393	\$ 411,546,328	\$ 3,081,432,283	\$ 0.50
2013-14	2,545,063,692	84,992,903	473,055,267	3,103,111,862	^{#2} 0.49
2012-13	2,539,047,133	84,276,805	406,294,549	3,029,618,487	0.49
2011-12	2,516,107,912	73,569,802	415,286,643	3,004,964,357	0.49
2010-11	2,463,484,759	75,237,723	442,580,871	2,981,303,353	0.49
2009-10	2,469,678,054	77,711,846	455,583,049	3,002,972,949	0.49
2008-09	2,405,039,709	76,650,226	459,601,626	2,941,291,561	^{#3} 0.49
2007-08	1,770,103,434	61,216,927	442,502,823	2,273,823,184	0.58
2006-07	1,659,119,409	74,221,122	383,731,055	2,117,071,586	0.58
2005-06	1,550,238,391	69,942,361	363,845,072	1,984,025,824	0.56
2004-05	1,487,184,792	74,505,130	305,633,998	1,867,323,920	0.56

Assessed Values Last Ten Years



- NOTES:**
- #1 Assessed value is established by Wake County Tax Department*
 - #2 FY 2013-2014 projected levy for motor vehicles includes an extra four months of valuation due to an overlap of billing systems for motor vehicles.*
 - #3 A revaluation of all property is required every eight years by State statute. Last revaluation occurred in 2008.*

Town of Garner Key Facts and Miscellaneous Statistics

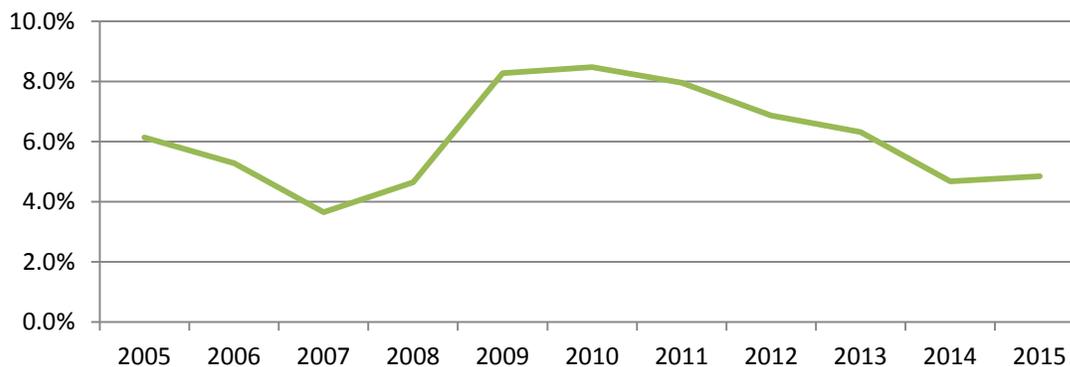
Principal Property Tax Payers (2014)

<u>Taxpayer</u>	<u>Rank</u>	<u>Assessed Valuation</u>	<u>% of Total Assessed Valuation</u>
Inland American Garner White Oak	1	\$83,377,088	2.77%
Duke/Progress Energy Carolinas	2	\$69,241,773	2.30%
Pergo, Inc.	3	\$36,876,159	1.22%
Alltel Communications, LLC.	4	\$29,402,385	0.98%
Duke Reality, LP.	5	\$25,762,678	0.86%
Abberly Place Garner, LP.	6	\$25,165,430	0.84%
GA NS Station, LLC.	7	\$24,871,731	0.83%
Garner Towne Square, LLC.	8	\$22,392,067	0.74%
Ashton Village	9	\$22,185,839	0.74%
Wal-Mart Stores East, LP.	10	\$18,319,251	0.61%

Key Employment Statistics

<u>Year</u>	<u>Labor Force</u>	<u>Employed</u>	<u>Unemployed</u>	<u>Unemployment Rate (%)</u>
2005	12,106	11,363	743	6.1%
2006	12,896	12,215	681	5.3%
2007	13,258	12,774	484	3.7%
2008	14,033	13,381	652	4.6%
2009	13,833	12,688	1,145	8.3%
2010	14,312	13,099	1,213	8.5%
2011	14,279	13,143	1,136	8.0%
2012	14,624	13,620	1,004	6.9%
2013	14,567	13,647	920	6.3%
2014	14,732	14,043	689	4.7%
2015	15,191	14,454	737	4.9%

Unemployment Rate (%)



Town of Garner
Key Facts and Miscellaneous Statistics

Garner Parks, Recreation and Cultural Resources

Discover. Play. Celebrate.

12 Playgrounds



12 Shelters



Over 4 miles of paved trails



14 Athletic Fields



6 Tennis Courts

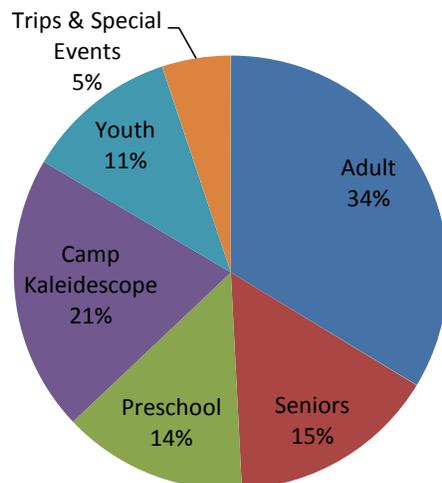


Seasonal Boathouse



Over 350 acres of park space, 271 of which are active areas.

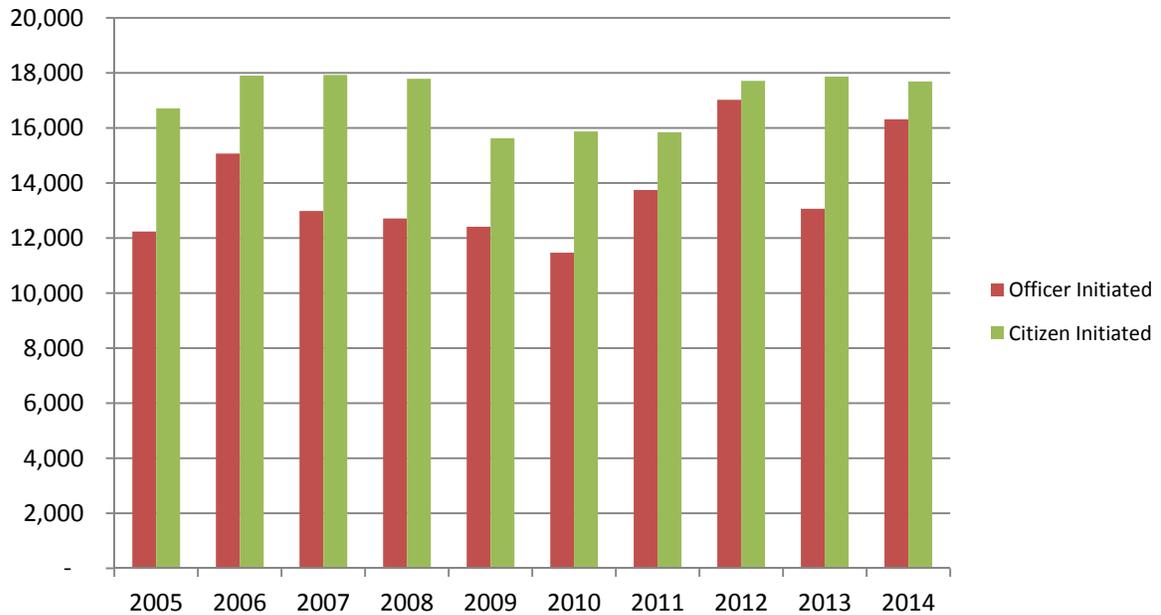
Annual Program Participation



Town of Garner Key Facts and Miscellaneous Statistics

Crime Trends and Police Service

The Police department responds to an average of 30,806 CFS per year. The charts below show the total number of calls and the number that are initiated by citizens and officers.



Year	Total CFS	Citizen Initiated	Officer Initiated	Citizen %	Officer %
2005	28,953	16,712	12,241	57.72%	42.28%
2006	32,973	17,900	15,073	54.29%	45.71%
2007	30,910	17,926	12,984	57.99%	42.01%
2008	30,501	17,789	12,712	58.32%	41.68%
2009	28,036	15,625	12,411	55.73%	44.27%
2010	27,345	15,873	11,472	58.05%	41.95%
2011	29,588	15,842	13,746	53.54%	46.46%
2012	34,737	17,711	17,026	53.44%	46.56%
2013	30,936	17,870	13,066	57.76%	42.24%
2014	34,083	17,689	16,314	51.90%	47.87%

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 April 29, 2014
Updated with achievements as of January 15, 2015
Updated with achievements as of June 30, 2015

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.**
- **Received a Senior Center grant for \$11,680 for additional equipment replacement.**
- **Received John Rex Endowment Grant in the amount of \$210,000 that will be used to add amenities to the Indoor Recreation Center and provide additional staffing and programming**

- ii. Hire temporary personnel or 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.
 - Town hired a temporary management fellow to assist with various financial projects.

- 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.
 - Eliminated 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.

- Town staff is currently analyzing staffing in conjunction with design of the new town hall and temporary work space.
- 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.
 - Staff and consultants are preparing for bond sale #2 in March 2014 to maximize lower interest rates. This was moved forward and was previously scheduled in July 2014. The amount of the bond sale is currently being discussed.
 - The second bond sale occurred in March 2015, and the Town borrowed \$14.67 million to cover projects anticipated to be completed within the next two years. We received premium to pay issuance costs and cover additional scopes of services related to the construction of Town Hall and the Indoor Recreation Center.
- 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.
 - Created a financial model that will align ongoing revenues with ongoing expenditures working with the Center for Priority Based Budgeting.

- 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.
 - Implemented year 1 of the Revenue Savings Plan which generated approximately \$46,000 to offset the first bond debt service payment.
 - Based on the recommended FY 2015-16 budget, Year 2 of the Revenue Savings Plan will generate an estimated \$383,359 to be used toward budgeted and future bond debt service payments.
- 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.
 - The Town is converting all Town owned street lights to LED. The future annual savings in utility rates is estimated at \$67,145.
 - Bulk oil disbursement system for Public Works will save nearly \$1,000 a year in oil supplies costs through more efficient use of resources.
- 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.
 - Certain solid waste fees were increased in October 2014 to match contracted expenses.
 - The FY 15-16 budget includes a revised Inspections Department fee schedule to match services and costs.
- 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.
 - 100% of Town health insurance participants completed wellness initiatives which will ensure a 5% discount against any FY 2015-2016 premium increase.
 - 100% of Town health insurance participants completed wellness initiatives which led to significant premium savings in FY 15-16.

- 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.
 - The Town will be able to utilize leftover Timber Drive funds (estimated at \$650,000) to complete other projects without impacting fund balance or utilizing bond proceeds.

- 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.
 - Privilege license fees currently will be eliminated effective 7/1/2015.
 - The FY 15-16 budget includes a recommended Business Registration program to offset the elimination of the privilege license fee system.
- 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.
 - Previously frozen positions that have reduced workload or can be provided through other means have been eliminated.

2. Longer Term and External Initiatives

- a. 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.
 - Work of the Town's Growth Strategy Taskforce continues and includes revisions to the Water and Sewer Allocation Policy.
 - Economic Development Incentive Policy was updated and adopted to increase the payout amount and term to put the Town in a more competitive position.
- b. 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.).
 - Received \$75,000 from the Main Streets Solutions Fund to renovate the historic 1910 Bank of Garner building at 141 West Main Street.
- c. Actively seek donations, gifts, or discounted sale of property to offset our land costs for the Town's carious 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 Yeargan for land in downtown adjacent to the future Indoor Recreation Center.
- d. Create an Overlay District (may be the TIF District) and rezone to promote and allow a higher level of development.
- e. Create an Incentive Development Plan for the Overlay District.
- f. 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.
 - GRA led development and implementation of the Wayfinding Sign Program, saving approximately \$30,000 in consulting fees.
 - The GRA Executive Director position will now be fulfilled by a Town employee – Downtown Development Director. This will provide the Town with an additional resource to work cooperatively toward Town economic development.
- 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.
 - A seven-story, 180 room Drury Inn hotel is also expected to be built at the northeast quadrant of the intersection.
 - Carolina Ale House, Longhorn Steakhouse, City Barbeque, and Five Guys Burgers and Fries announced plans to construct in the White Oak Shopping Center.
 - List of businesses now currently open at White Oak Shopping Center now include: Cabela's, Carolina Ale House, Longhorn Steakhouse, City Barbeque, Five Guys Burgers and Fries, Best Buy, Target, Kohl's, BJ's Warehouse Club, Michael's, TJ Maxx, Dicks Sporting Goods, Petsmart, and many more.
- 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).
 - Duke Energy accepted the Lonnie Poole site into the Duke Site Readiness Program which includes a \$10,000 matching grant for site improvements
- 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 2015-16
Approved Fee Schedule**

Department & Fee Description **FY 2015-2016 Approved Fees**

Section 1. Executive, Finance and Administrative Charges

Miscellaneous

Return Check Fee \$25.00

Other Fees & Charges

Vehicle Decal Fee \$15.00

Annual fee charged with vehicle taxes billed by NC Division of Motor Vehicles.

Business Registration Fee

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

Itinerant Merchant (mobile vendor or solicitor) \$100.00

Peddler

On Foot \$10.00

With Vehicle \$25.00

Farm Products Only \$25.00

Precious Metal Dealer (initial application) \$180.00

Precious Metal Dealer (renewal) \$3.00

Taxicab Service (per cab) \$15.00

Business Activities Exempt by the State of NC from Business Registration Fee

Note: Although the Privilege License system has been repealed, a Business Registration Program still precludes the following activities from paying a business registration fee.

Accountants	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
Chiroprodists	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 \$450.00

Change of Use Permit Fee of such initial application

Conditional Use Permit (site plan) \$252.00

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 \$27.00

Final Plat Petitions

Major Subdivision \$250.00 + \$5.00/lot

Minor Subdivision \$102.00

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 12' \$25.00

Section 2. Community Services Charges (continued)

<u>Plan Review Fees</u>	
Residential Single-Family Plans	No Charge
Commercial Plans	
Under 25,000 sq.ft.	\$100.00
25,001-50,000 sq.ft.	\$150.00
50,001-100,000 sq.ft.	\$200.00
Over 100,000 sq.ft.	\$250.00
Resubmittals for Same Project	\$50.00
Single Trade Renovations	\$50.00
Sprinkler/Fire Alarm Plans	
Sprinkler Systems	\$25.00 plus \$1.00 per head count
Fire Pumps	\$50.00
Fire Alarm Systems	\$50.00
<u>Construction Fees</u>	
Residential	
New Single Family Detached & Townhomes (per unit) (includes all trades)	
Up to 1,200 sq.ft.	\$604.00
Over 1,200 sq.ft.	\$604.00 + \$.25 per SF over 1,200 sq.ft.
Residential Addition (includes all trades)	
Up to 400 sq.ft.	\$330.00
401-600 sq. ft.	\$500.00
Over 400 sq.ft.	\$500.00 + \$.25 per SF over 600 sq.ft.
Multi-Family	See Non-Residential Comprehensive Fees
Residential Interior Renovations	50% of Residential Addition Fees
Manufactured Home (all trades)	\$330.00
Construction/Sales Office (when not part of a building permit) (all trades)	\$200.00
Modular Homes/Dwellings (all trades)	\$500.00
Residential Accessory Structures (with dimensions greater than 12' on any side)	Trade Inspections + \$.18 per square foot
Temporary Service Poles	\$80.00
Temporary Power	\$80 first meter plus \$40 per meter
<u>Non-Residential Comprehensive</u> (trades and sprinkler as independent, with building trade including site work)	
<i>Based on project cost.</i>	
Under \$3,000	Trade Fees as Noted in Trade Inspections
\$3,000 - \$25,000	\$441.00
\$25,001 - \$50,000	\$678.00
\$50,001 - \$100,000	\$1,258.00
\$100,001 - \$200,000	\$2,252.00
\$200,001 - \$350,000	\$3,810.00
\$350,001 - \$500,000	\$5,037.00
\$500,001 - \$750,000	\$7,011.00
\$750,001 - \$1,000,000	\$8,766.00
Greater than \$1,000,000	\$.30 per \$100.00 or fraction thereof
<u>Miscellaneous Construction Fees</u>	
Sign Permits with Electrical or Footings Required	\$100.00
Wall Sign Permits with Electrical	\$50.00 per sign, \$80.00 minimum
Exhaust Hoods with Ansul System	\$75.00
Demolition Permit (when not part of construction)	\$100.00
Change of Occupancy	\$150.00
Change of Occupancy (between Business and Mercantile, less than 50,000 sq.ft.)	\$75.00
Change of Tenant, Same Use	\$75.00
Mandatory Fire Permits	\$80.00
Daycare Inspection for License	\$80.00
ABC License	\$100.00
Change of Contractor on Permit	\$50.00
Administrative Fee on Cancelled Permits without an Inspection	\$25.00
<u>Trade Inspections (Includes Two Trips)</u>	
Building	\$80.00
Electrical	\$80.00
Mechanical	\$80.00
Plumbing	\$80.00
Additional Trips not for Reinspection	\$60.00
<u>Fire Inspection Fees</u> (for periodic inspections)	
Initial and One-Time Followup Inspection	\$50.00
<u>Trade Reinspection Fees</u>	
Second Reinspection	\$80.00
Third Reinspection (same inspection)	\$150.00
Fourth Reinspection and Each Thereafter (same inspection)	\$250.00
Not Ready Charge	\$80.00
Weekend or After Hours Inspection (per hour)	\$240.00 for up to 3 hours
Weekend or After Hours Inspection (over three hours)	\$240.00 plus \$80.00 per hour
Emergency Inspections	Fee to be determined by Inspections Director
Commencement of Work Before Permit is Obtained	Double Fee
<i>Note: Per NCGS 153-354 and 160A-414, if the valuation of a building or service system appears to be under estimated on the application, the Inspections Department shall determine the project cost based on the most recent edition of the ICC "Building Valuation Data," or the applicant can show detailed estimates to meet the approval of the Inspections Department. Permit valuations shall include total cost, such as electrical, gas mechanical, plumbing equipment, fire protection, other systems, material and labor.</i>	
<u>Miscellaneous</u>	
Sign Return Fee	\$5.00
Homeowner Recovery Fund Fee (per permit)	\$10.00
<i>Homeowner Recovery Fund Fees are collected on behalf of and remitted to the NC Licensing Board for General Contractors.</i>	

Section 2. Community Services Charges (continued)

Nuisance Abatements

Initial Inspection plus One Followup	\$50.00
Each Additional Inspection Over Two	\$25.00
Inspections Department Administrative Fee	\$100.00
Public Works Department Administrative Fee	\$75.00
Finance Department Administrative Fee	\$25.00

The above fees will be charged to the property owner in addition to the actual cost of the nuisance abatement.

Rental Registration Fees

Annual Rental Registration (per unit)	
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	\$1.27 per linear foot
Sidewalk Inspections	\$.51 per linear foot
Water Supply Watershed Inspection	\$160.00
Weekend or After Hours Inspections (per hour)	\$80.00, minimum 3 hours

Public Utility Fees-Capacity Replacement Fees*

Water (Residential & Non-Residential)	\$4.73 per gallon for new construction reserved or projected
Sewer (Residential & Non-Residential)	\$6.16 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)	\$3.31 per gallon for new construction reserved or projected
Sewer (Residential & Non-Residential)	\$3.87 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.

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

	\$25.00 per linear foot
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Fees are due at plat recording.

Fee in Lieu of Parkland Dedication

Single Family Detached	\$1,147.00 per Unit
Multi-Family (townhomes, apartments)	\$895.00 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	\$38.35 per six cubic yards
Yard Waste in Excess of Six Cubic Yards Per Week	\$16.44 per six cubic yards
Bulky Waste in Excess of 60 Pounds	\$38.35 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	\$2,684.00
1" Water	\$2,911.00
3/4" Split Water (with new service)	\$530.00
3/4" Split Water (with existing service)	\$1,091.00
1" Split Water (with new service)	\$902.00
1" Split Water (with existing service)	\$1,461.00
4" Sewer	\$3,311.00

*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	\$224.00
3/4" Meter	\$224.00
1" Meter	\$287.00
1 1/2" Meter	\$708.00
2" Meter	\$841.00
4" Meter	\$2,497.00
6" Meter	\$4,669.00
6" Meter with Fire Protection	\$14,598.00
8" Meter	\$6,573.00
8" Meter with Fire Protection	\$19,943.00
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

Capital Facility Fees

Water Capital Facilities Fee

5/8" Connection	\$1,492.00
3/4" Connection	\$2,238.00
1" Connection	\$3,730.00
1 1/2" Connection	\$7,459.00
2" Connection	\$11,935.00
4" Connection	\$37,296.00
6" Connection	\$74,592.00
8" Connection	\$119,348.00
10" Connection	\$171,563.00
12" Connection or Greater	Quoted by the City of Raleigh

Sewer Capital Facilities Fee

5/8" Connection	\$1,567.00
3/4" Connection	\$2,350.00
1" Connection	\$3,916.00
1 1/2" Connection	\$7,833.00
2" Connection	\$12,533.00
4" Connection	\$39,165.00
6" Connection	\$78,329.00
8" Connection	\$125,327.00
10" Connection	\$180,157.00
12" Connection or Greater	Quoted by the City of Raleigh
Sewer Only Connection (4")	\$1,337.00

For redevelopment projects, the amount of the capital facilities fee shall take into account and provide credit for the number of units and meter sizes on the property that were connected to the utility system prior to the redevelopment of the property. In no case shall the credit for the existing connections exceed the amount of the new capital facilities fee.

Capital Facility Fee-Mobile Restroom Unit

\$50.00 per plumbing fixture

Per plumbing fixture within the unit for each water and sewer connection.

All other Utility Connection Fees billed directly by and paid directly to the City of Raleigh, can be found on the City of Raleigh's Website at: <http://www.raleighnc.gov/content/extra/Books/PlanDev/DevelopmentFeeSchedule/#17>

Section 5. Parks, Recreation & Cultural Resources Charges

Activity Fees

Fee Reductions for Underprivileged Youth

Variable Cost Activities

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

Adult Open Basketball	\$450.00 per team plus \$32.00 per non-resident
Adult Individual-Resident	\$68.00
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

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

Section 5. Parks, Recreation & Cultural Resources Charges (continued)

Lake Benson-Lawn Space in Addition to Shelters	
Shelter 1	\$20.00 per hour
Shelter 2	\$10.00 per hour
Shelter 4	\$10.00 per hour
White Deer Park-Resident	
All Shelters	\$20.00 per hour
Front Lawn Adjacent to Aversboro Road	\$40.00 per hour
Nature Center Lawn	\$40.00 per hour
White Deer Park-NonResident	
All Shelters	\$30.00 per hour
Front Lawn Adjacent to Aversboro Road	\$60.00 per hour
Nature Center Lawn	\$60.00 per hour
Centennial Park-Resident	
All Shelters	\$20.00 per hour
Centennial Park-NonResident	
All Shelters	\$30.00 per hour
Creech Road Elementary School Park-Resident	
All Shelters	\$20.00 per hour
Creech Road Elementary School Park-NonResident	
All Shelters	\$30.00 per hour
White Deer Nature Center-Resident	
Indoor Classroom	\$50.00 per hour, 2 hour minimum
Indoor Classroom with Learning Deck	\$70.00 per hour, 2 hour minimum
After Hours-Indoor Classroom	\$60.00 per hour, 2 hour minimum
After Hours-Indoor Classroom with Learning Deck	\$80.00 per hour, 2 hour minimum
White Deer Nature Center-NonResident	
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.

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

\$150.00 refundable security deposit applies to all rentals of the Garner Senior Center

Avery Street Recreation Center	
Gymnasium	\$70.00 per hour, 2 hour minimum
Gym Floor Cover Fee	\$200.00 per event
Single Multi-purpose Room	\$40.00 per hour, 2 hour minimum
Both Multi-Purpose Rooms	\$60.00 per hour, 2 hour minimum
Meeting Room	\$30.00 per hour, 2 hour minimum
Entire Facility	\$150.00 per hour, 2 hour minimum
Avery Street Annex	
Classroom	\$40.00 per hour, 2 hour minimum

\$150.00 refundable security deposit applies to all rentals of Avery Street Recreation Center and Annex.

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.

Section 5. Parks, Recreation & Cultural Resources Charges (continued)

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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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

<u>Accident/Criminal Investigation Report</u>	
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	\$22.00
<u>Off-Duty Officer</u>	
Officer Only	\$35.00 per hour
Officer with Patrol Vehicle	\$55.00 per hour
Storage of Seized Vehicle	\$5.00 per day
<u>Removal of Recreational Devices</u>	
First Violation	\$25.00
Second Violation	\$50.00
Third Violation	\$100.00
<u>Parking Violation Fee</u>	
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
<i>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.</i>	
<u>Animal Control Charges</u>	
Licensing (one-time fee)	
Not Spayed or Neutered	\$25.00
Spayed or Neutered	\$10.00
<i>Animal control charges are applied to dogs and cats.</i>	
<u>Animals at Large and Animals Creating a Nuisance</u>	
First Violation	\$50.00
Second Violation	\$100.00
Third or Subsequent Violation	\$150.00
Number of Dogs Above Limit	\$100.00 per dog
<u>Dangerous Animal Toward Human Being</u>	
First Violation	\$500.00
Second or Subsequent Violation	\$1,500.00
<u>Dangerous Animal Toward Domestic Pet</u>	
First Violation	\$250.00
Second or Subsequent Violation	\$500.00
Other General Penalties Not Specified Above	\$100.00
<i>Fines and penalties listed above do not include shelter reclaim fees, which also must be paid by owner.</i>	
<u>False Alarm Penalties</u>	
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: An expenditure that results in the acquisition of a capital asset or operating capital. These items or projects are normally of significant cost or value to the Town and require future planning to accommodate their acquisition. See Pages 93 & 193.

CAPITAL PROJECT: A project financed in whole or in part by the proceeds of bonds and/or a project involving the construction or acquisition of a capital asset. Capital projects may be funded through project ordinances which must be balanced and which are designed to last through the duration of the project.

CAPITAL RESERVE FUNDS: Funds to set aside for future major expenditures such as land, equipment, or small construction projects. Capital reserves may also be used to defray major capital expenditures or match grant money from the federal or state governments for capital projects.

GLOSSARY OF BUDGET TERMINOLOGY

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): A report which sets out the financial position of the Town and outlines the financial effect of the previous year's operations. Comprehensive Annual Financial Reports for a fiscal year (July 1- June 30) are usually released the following autumn.

CONTINGENCY: Funds set aside in an operating budget to handle unanticipated expenditures over the course of the fiscal year; expenditures from this reserve require specific authorization by the Town Council.

COST OF LIVING ADJUSTMENT: A fixed adjustment to each range/step of the classification and pay plan for the Town, usually tied to an increase in the cost of living.

DEBT LIMIT: The maximum amount of outstanding gross or net debt permitted by law.

DEBT SERVICE: Funds required to make principal and interest payments on outstanding long-term debt and to accumulate monies for future retirement of term bonds.

DECISION PACKAGES: Proposals by departments for programs or projects which were not part of the prior year's budget. Funding is subject to review by the budget team and the Town Council.

EXPENDITURE: Depletion of financial resources to pay for the Town's personnel services, professional services, operations and maintenance, capital outlay, or debt service.

FISCAL YEAR: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operation; for North Carolina local governments, this period is July 1-June 30.

FIXED ASSETS: Long-lived tangible assets obtained or controlled as a result of past transactions, including buildings, equipment, improvements other than buildings, and land.

FTE (FULL-TIME EQUIVALENT): A unit that indicates the workload of a employed person in a way that makes workloads comparable across various contexts.

FULL-TIME EMPLOYEE: A Town employee hired to work forty (40) hours per week on a continuing basis and is eligible to participate in the Town's health, dental and life insurance, and retirement programs.

FUND: A set of financial accounts whose resources are equivalent to its liabilities plus equity. These sets of accounts are independent in order to achieve greater accountability or to help attain different goals. The Town uses the General Fund, which accounts for most governmental activities.

GLOSSARY OF BUDGET TERMINOLOGY

FUND BALANCE: The difference between fund assets and fund liabilities of governmental and similar trust funds.

FUND BALANCE, UNASSIGNED: That portion of the fund balance that is not legally segregated for a specific future use; available for appropriation at any time by the Board of Aldermen in the event of a natural or financial emergency.

HIRING RATE: A rate of pay which is five percent (5%) below that rate established as the beginning rate for each position classification on the pay plan; the rate historically paid during the employee's probationary period.

INTANGIBLES TAX REIMBURSEMENT: A state-shared revenue to replace the revenue received from the repealed state tax on intangible property (i.e., stocks and bonds).

INVENTORY TAX REIMBURSEMENT: A state-shared revenue to replace the Town's former tax levy on business inventory, which was made non-taxable by the state.

LEVY: (1) Verb: To impose taxes, special assessments or service charges for the support of Town activities. (2) Noun: The total amount of taxes, special assessments or service charges imposed by the Town.

LOCAL GOVERNMENT BUDGET AND FISCAL CONTROL ACT: An act of the State of North Carolina which governs many facets of local government financial activities, including the budget process.

OPERATING BUDGET: Plans of current expenditures and the proposed means of financing them; the annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the Town are controlled.

PART-TIME EMPLOYEE: For budget purposes, a Town employee hired to work for less than forty (40) hours per week for an indefinite period; part-time employees may be eligible to participate in the Town's health, dental and life insurance and retirement programs, depending on the number of hours worked.

PERFORMANCE MEASURES: Descriptions of a program's effectiveness or efficiency (i.e., response time to public requests, frequency of document updates).

POWELL BILL REVENUES: State-shared revenues from the gasoline tax which are distributed to municipalities based upon population and non-state street mileage. By state statute, Powell Bill expenditures are restricted to improvements in streets or other public thoroughfares.

PROGRAM: A specific activity of a department which is separately budgeted and monitored.

GLOSSARY OF BUDGET TERMINOLOGY

RECLASSIFICATION: Movement of a classification within the Town's classification and pay plan based on changes in the job skills required for a given position.

REVALUATION: Assignment of value to properties, buildings, vehicles, and equipment used for business purposes by the Wake County Tax Assessor's Office; under State law, all property must be revalued at least every eight years.

SALES AND USE TAX: Taxes based on the consumption of goods and services which the state collects for local governments and distributes based upon set formulas.

TAX BASE: The assessed valuation of all taxable and real personal property within the Town's corporate limits.

TAX RATE: The amount of tax stated in terms of a unit of the tax base (i.e. 54 cents per 100 dollars of assessed valuation of taxable property).

TEMPORARY EMPLOYEE: For budget purposes, a Town employee hired to work for less than forty (40) hours per week, or for one hundred eighty (180) days or less, who does not qualify to participate in the Town's health, dental or life insurance programs or retirement programs.

TRANSFER: Movement of cash or other resources between funds.

USER FEE: Charges to those who voluntarily receive governmental services or use governmental facilities. These charges may or may not be designed to recover the full cost associated with providing the service or facility.

WORKLOAD INDICATORS: Descriptions of the type and quality of work assignments handled by a program.

Sources: Government Finance Officers Association. Governmental Accounting, Auditing, and Financial Reporting 1988.

Lawrence, David. Local Government Finance in North Carolina 1990.

List of Common Acronyms

APA	American Planning Association	N/A	Not Applicable
CAFR	Comprehensive Annual Financial Report	NC	North Carolina
CALEA	Commission on Accreditation for Law Enforcement Agencies	NCCMA	North Carolina City/County Management Association
CATV	Cable Access Television	NCDENR	North Carolina Department of Environment and Natural Resources
CDBG	Community Development Block Grant	NCDOT	North Carolina Department of Transportation
CIP	Capital Improvement Program		
CNT	Crisis Negotiation Team (Police)	NCDMV	North Carolina Department of Motor Vehicles
CO	Certificate of Occupancy	NCDWQ	North Carolina Department of Water Quality
EEO	Equal Employment Opportunity		
EMS	Emergency Management Services	NCLM	North Carolina League of Municipalities
EPA	Environmental Protection Agency	NFPA	National Fire Protection Agency
ETJ	Extra Territorial Jurisdiction	NPDES	National Pollutant Discharge Elimination System
FEMA	Federal Emergency Management Administration	OPEB	Other Post Employment Benefits
FT	Full-time	OSHA	Occupational Safety and Health Act
FTE	Full-time Equivalent	PIL	Payment in Lieu
FY	Fiscal Year	PILP	Payment in Lieu of Parkland
GAAP	Generally Accepted Accounting Principles	PIO	Public Information Officer
GASB	Government Accounting Standards Board	PO	Purchase Order
GFOA	Government Finance Officers Association	POPAT	Police Officers Physical Agilities Test
GO Bonds	General Obligation Bonds	PT	Part-time
GIS	Geographic Information Systems	SRT	Special Response Team (Police)
GS	General Statutes	TIA	Traffic Impact Analysis
GTV11	Garner Television Channel 11	TIP	Transportation Improvement Program
GVFR	Garner Volunteer Fire-Rescue, Inc.	TP	Transportation Plan
GWCOA	Greater Wake County Building Officers Association	UDO	Unified Development Ordinance
ICMA	International City/County Management Association		
LEED	Leadership in Energy and Environmental Design		
LGV	Local Government Commission		